

Accelerating Sustainable and Clean Energy Access Transformation (ASCENT) in Eastern & Southern Africa

ASCENT Carbon Webinar : Fundamentals of International Carbon Markets

December 08, 2025



CONTEXT SETTING

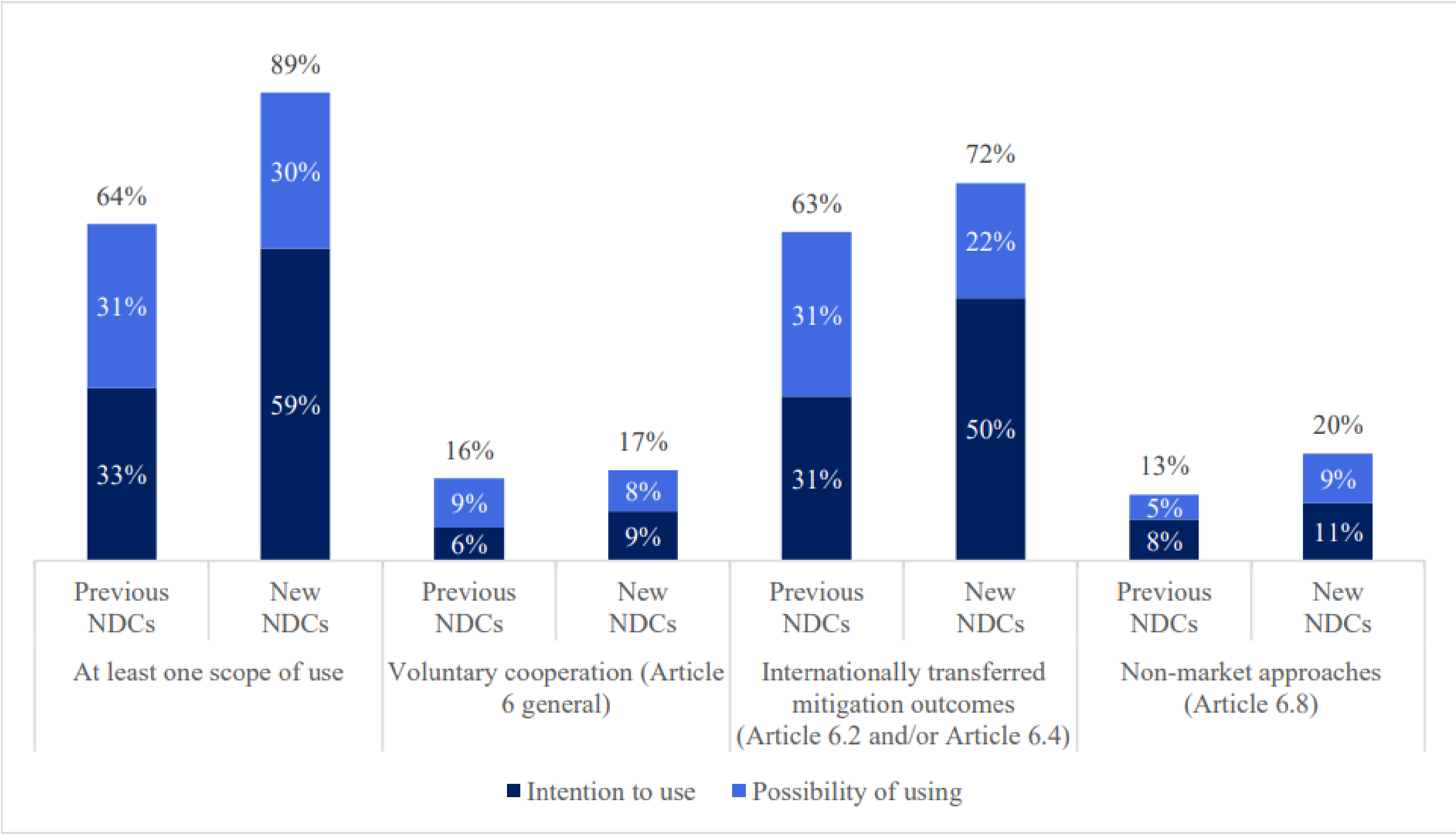
The role of carbon markets in reaching net-zero

- According to the IPCC, **limiting global warming to 1.5°C will require immediate and deep emission reductions by half, by 2030** relative to 2010 levels and will have to become “net zero” by 2050.
- **Annual climate finance needs are \$3-6 trillion** while availability is \$600-800 bn
 - **Universal Access to Electricity** in Africa by 2035 will require nearly **USD 150 billion** in cumulative investment – USD 15 billion per year*.
- **Grant / grant-equivalent funding** is required for climate action in many sectors, given the high perceived risk and low viability of technologies.
- **Results-based climate finance (RBCF) and carbon markets** have the potential to accelerate the transitions needed for decarbonization by providing an additional source of funding that recognizes and rewards projects for the climate benefits they generate.
- **100+ countries** indicated their plan to use Article 6 to achieve their NDCs

Carbon markets can improve the long-term **commercial viability of climate action** by offering an **additional source of revenue** against verified emission reductions, and also **promote technological innovation** by sending a price signal on carbon

Increasing number of countries recognize the role of carbon markets in their latest NDCs

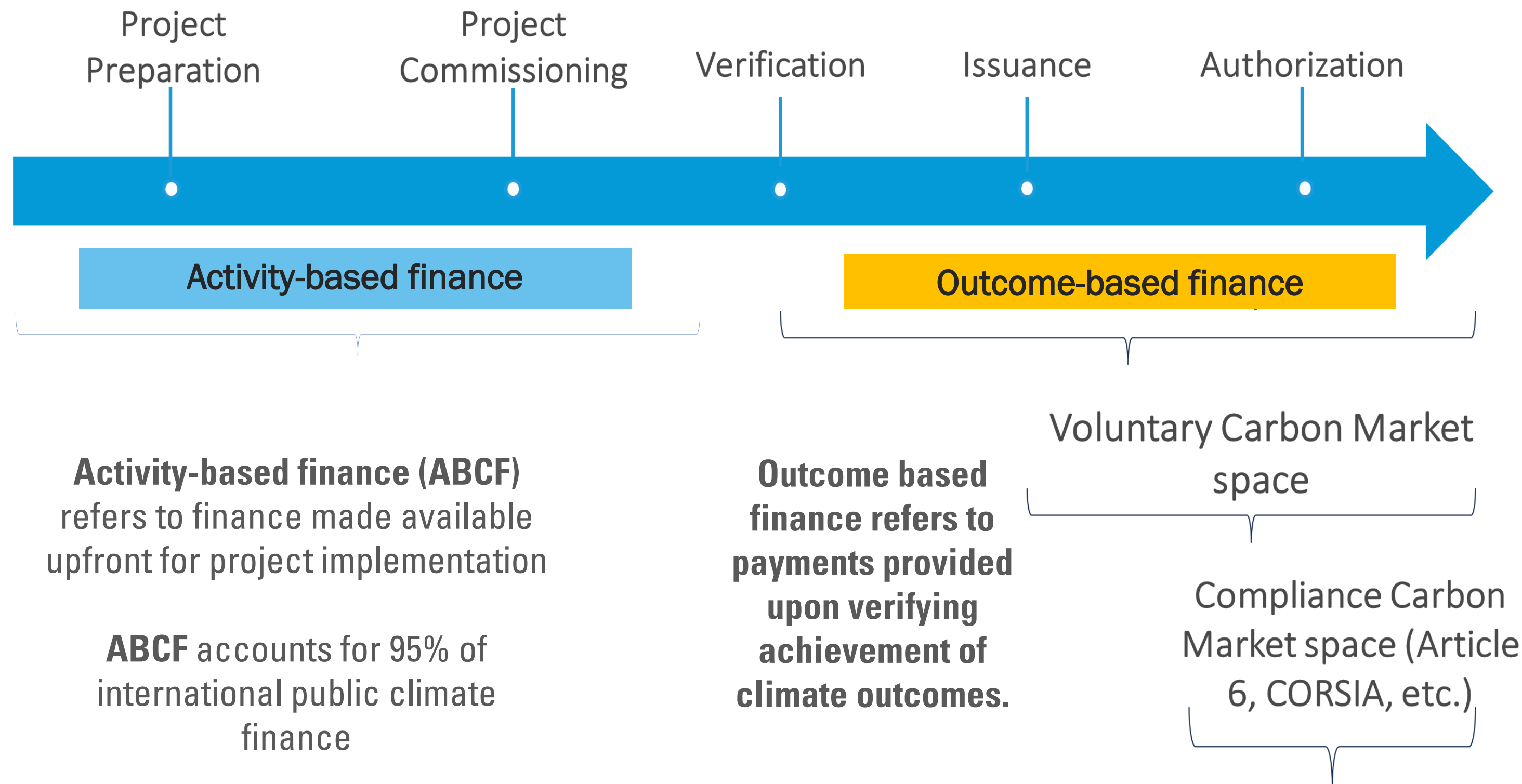
Shares of Parties indicating in their nationally determined contributions the intention to use or possibility of using specific scopes of voluntary cooperation under Article 6 of the Paris Agreement



Note: The sums of the shares of Parties intending to use and possibly using voluntary cooperation for previous NDCs and internationally transferred mitigation outcomes for previous NDCs do not match the totals presented owing to rounding.

WHAT ARE CARBON CREDITS AND HOW ARE THEY DEVELOPED?

Let's start with some terminology!



Emission reduction credits (ERCs):
An emission reduction / removal credit represents a standard unit to measure an emission reduction/removal equivalent to one metric ton of carbon dioxide (tCO₂e). A generic term for ERCs is a "carbon credit".

Let's start with some terminology!

There are two types of markets, characterized by demand for credits:



Compliance carbon markets (CCMs):

Regulated systems where national, regional, or provincial authorities mandate emissions sources to comply with GHG emission reduction requirements.

Demand for carbon credits is driven from private entities to meet compliance obligations under domestic carbon pricing schemes (carbon tax / ETS), CORSIA obligations*; and sovereign actors who engage in international transfer through Article 6 to meet their NDCs.



Voluntary carbon markets (VCMs):

Markets driven by demand from non-state actors, such as corporations, institutions, and individuals that wish to purchase credits to meet voluntary climate commitments or contribute to the reduction of GHGs within their jurisdictions voluntarily.

*

*Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), introduced by the International Civil Aviation Organization, is currently the only international sectoral compliance system. CORSIA requires covered airlines to offset the growth in their CO₂ emissions beyond 2019 levels by purchasing carbon credits issued by approved crediting mechanisms.

How can countries engage in generation of credits?

Project preparation

Countries must decide the level of involvement and oversight of activities generating carbon credits.

Which crediting methodologies / mechanisms to adopt?

Mechanisms define the rules and institutions for quantifying, verifying, and issuing credits, while methodologies set out how to calculate ERs for specific activity types.

- *Governmental mechanisms* – Fully designed by host economies and tailored to economy context. For example, Thailand VER with sector specific methodologies
- *Independent mechanisms* – Global standards such as Verra / Gold Standard
- *International mechanisms* – Article 6.2 (leveraging other methodologies) & Article 6.4, Japan's JCM

The choice depends on capacities as well as cost and risk the economy is willing to take on. Meta standards such as ICVCM CCPs and CORSIA are also increasingly playing a role in providing a minimum benchmark of quality, particularly for independent mechanisms.

Which crediting approaches to adopt?

- *Project based crediting* – typical for renewable energy, industrial efficiency and methane capture projects
- *Programmatic crediting* – Aggregates multiple small projects; suitable for activities such as improved cookstoves and decentralized solar
- *Sectoral / jurisdictional crediting* – Quantifies ERs across whole sectors or regions reflecting system-wide improvements. For example, jurisdictional REDD+
- *Policy based crediting* – Quantifies ERs from policy impacts / reforms. For example, fossil fuel subsidy reform

What infrastructure to implement?

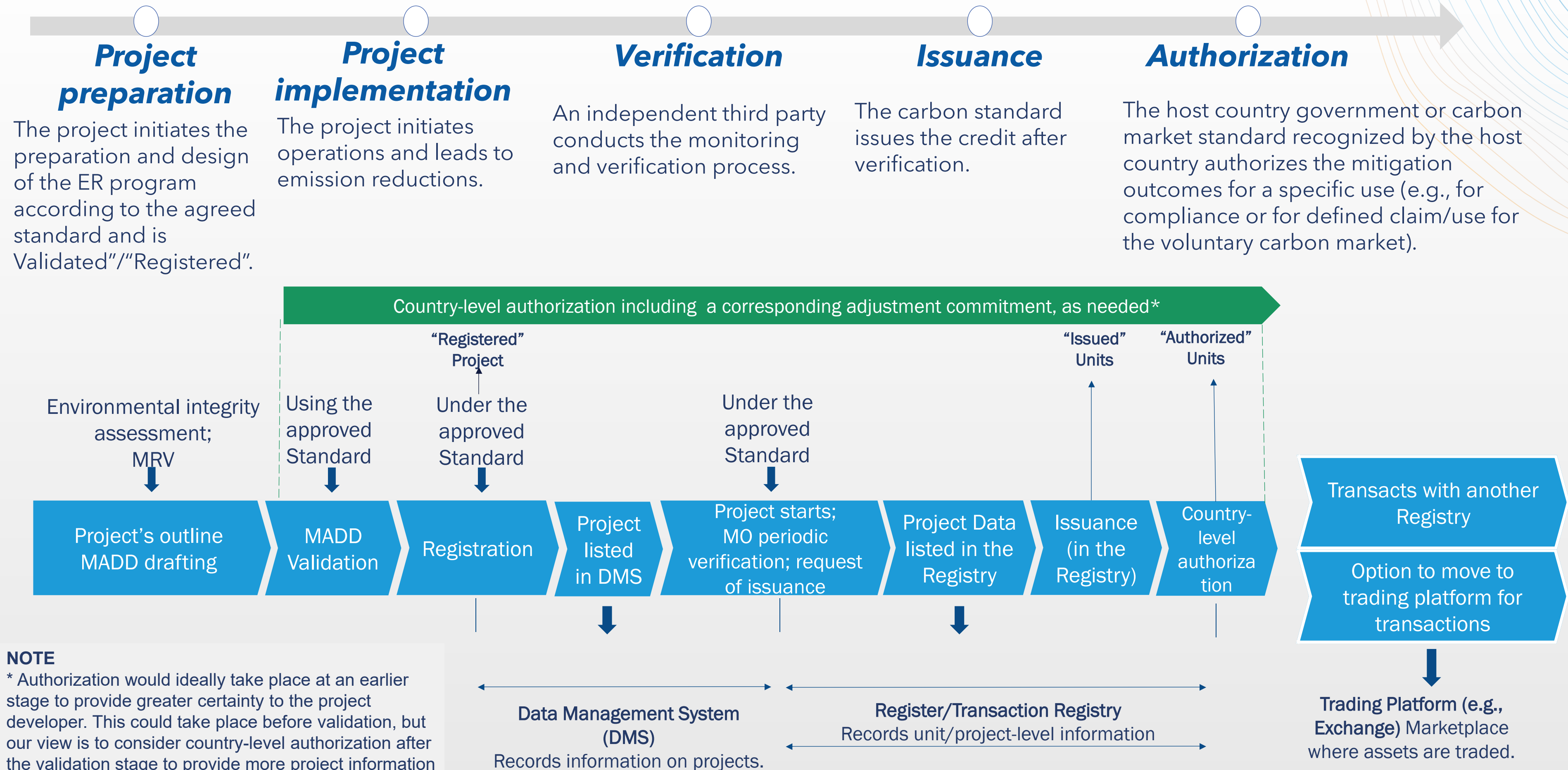
To participate as a host country under Article 6, countries must provide credible, timely reports on key information. This requires access to core infrastructure such as a registry and accounting systems.

Let's start with some terminology!

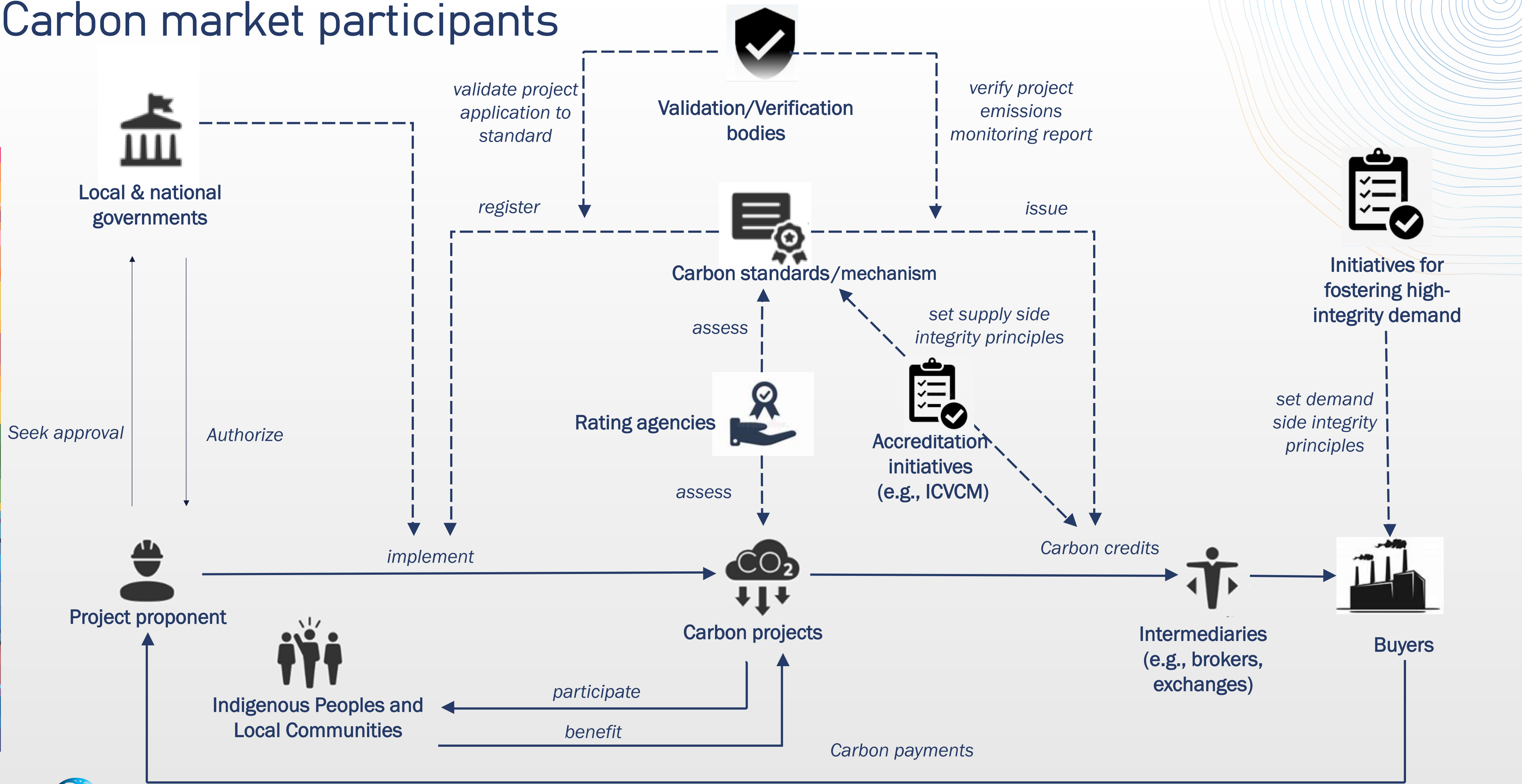
Two mechanisms under Article 6

	Article 6.2	Article 6.4/ Paris Agreement Crediting Mechanism
Objectives	Use cooperative approaches to enhance ambition under NDCs	
Governance	Under bi- or plurilateral governance	Under the authority and supervision of the CMA*
Characteristics	Enables trade of “internationally transferred mitigation outcomes” (ITMOs) which can be produced from any mechanism /procedure /protocol recognized/approved as eligible by Parties	Generates “A6.4ERs” with a view to “contributing to the mitigation of GHG and supporting sustainable development” • Overall Mitigation in Global Emissions (OMGE) • Share of Proceeds (SoP) for Adaptation Fund

Carbon Asset Development Process: Deep Dive



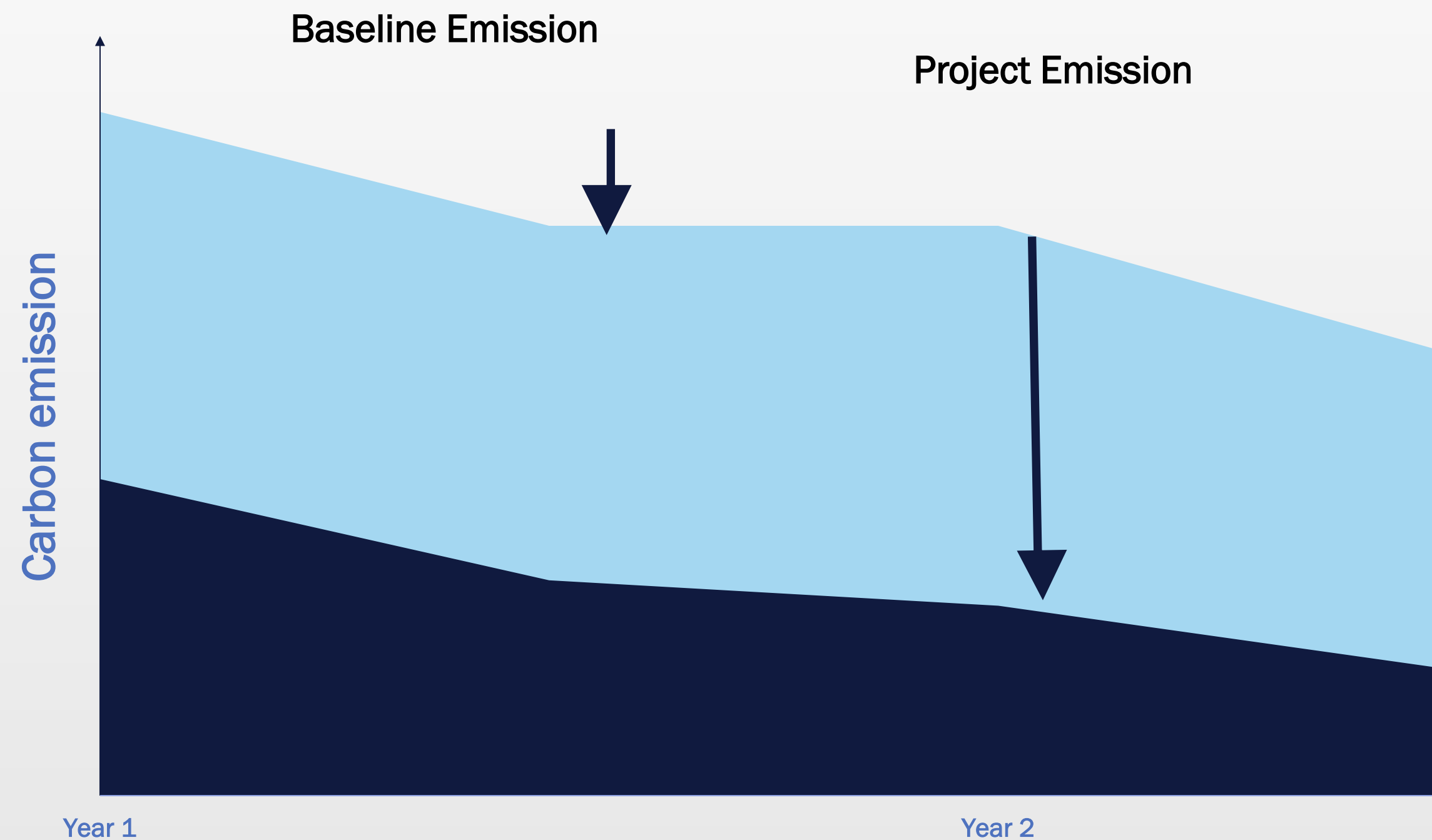
Carbon market participants



Establishing a baseline for GHG levels

Defining a baseline is crucial for tracking a project's success in reducing GHG emissions

► **The baseline outlines the current and projected future scenarios**, including the resulting GHG emissions, in the absence of a carbon market project.



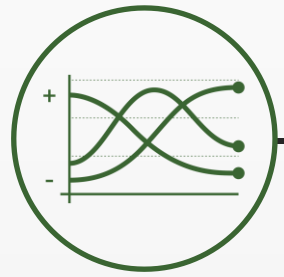
Emission Reduction (ER)
= Baseline Emission
minus Project Emission

For example, emission reductions can be generated from deployment of clean cookstoves (project emissions) in place of carbon-intensive energy sources such as kerosene lamps, diesel generators, and traditional biomass (baseline).

Source: IFI. (2019). GHG Accounting for Grid Connected Renewable Energy Projects. https://unfccc.int/sites/default/files/resource/Renewable%20Energy_GHG%20accounting%20approach.pdf

Assessing and demonstrating additionality

Additionality determines if a project is genuinely reducing GHG beyond what would have happened in the absence of the specific ER project



Additionality

Ensuring that the emission reductions achieved by the project are additional to what would have otherwise happened without the project (e.g., business as usual scenario). Two approaches are used: the standardized approach uses pre-determined eligibility criteria, while the project-specific approach assesses the unique characteristics and circumstances of each project.

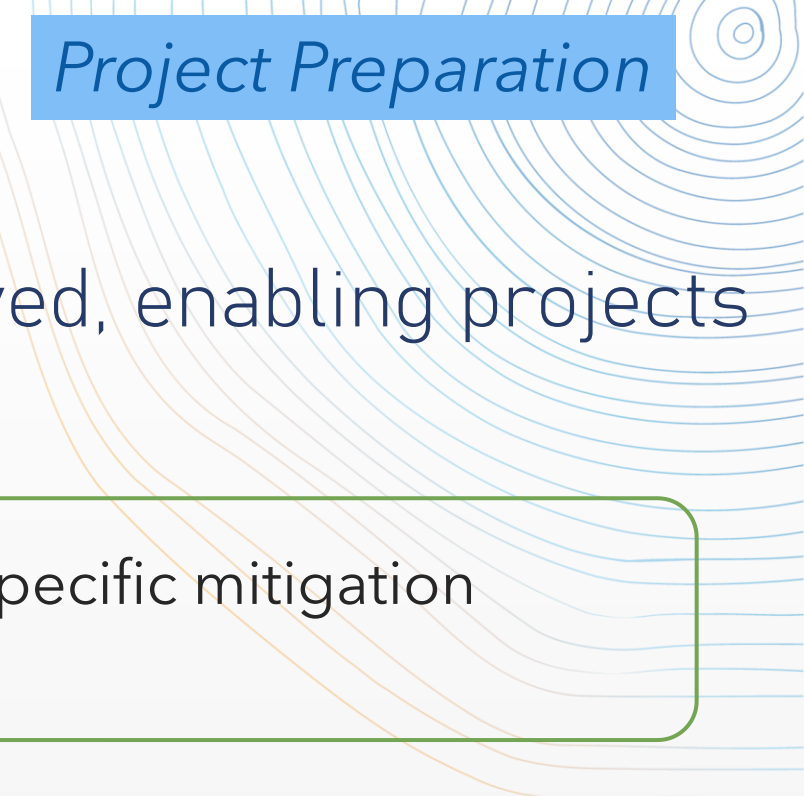


How is additionality assessed and demonstrated?

Most market mechanisms use a **project-specific approach** and mainly the CDM's tool for the demonstration and assessment of additionality (check the [following link](#) to see the tool). The tool assesses a project's additionality in four steps:

- **Legal Compliance Assessment:** Verify that the project does not violate existing laws or regulations, or that similar laws are not consistently enforced.
- **Investment Analysis:** Assess whether the project is financially attractive without relying on revenue from offset credits.
- **Barriers Analysis:** Identify and analyze the barriers that restrict the implementation of the project, while showing that these barriers do not affect alternative scenarios.
- **Common Practice Analysis:** Show whether similar projects have been implemented under the same conditions and environment.

Evidence of additionality shows that there is a direct link between ERC payment and the climate protection performance achieved in the host country. It is substantial to the integrity of each ER Project.



Designing an MRV process in an ER project

A robust MRV plan is essential to demonstrate that emission reductions have been achieved, enabling projects to request the issuance of credits.

Measurement, Reporting, and Verification (MRV) is the process through which GHG emissions reductions by a specific mitigation activity are measured, reported to a reporting framework, and verified through an accredited third party.

MRV's main components:

Measurement	Quantifying greenhouse gas emissions or removals from specific sources or sinks and comparing them to a baseline or business-as-usual (BAU) scenario. It typically includes using scientific instruments, data collection techniques, and calculation methods to accurately assess the amount of CO2 emitted or absorbed.
Reporting	After measuring emissions or removals, ER data and information must be reported to relevant authorities, regulators, or market participants. Reporting involves documenting emissions data, the measurement methodologies used, and any relevant contextual information.
Verification	Independent assessment of reported emissions data to ensure accuracy, completeness, and compliance with standards and regulations. Third-party auditors typically conduct this to assure stakeholders that the reported emissions and reductions are reliable.

Main Example From ASCENT Zambia



MINISTRY OF GREEN ECONOMY AND ENVIRONMENT

APPLICATION FOR ARTICLE 6 MITIGATION ACTIVITY AUTHORISATION

TEMPLATE I: MITIGATION ACTIVITY INFORMATION NOTE

(DRAFT 2 – September 22, 2025)

Activity Initiator

Name of submitting entity/person	Zambia Rural Electrification Authority (REA)
Organisational category	Government entity
Core business	Rural electrification
Role in the activity	Implementing Entity
Contact person	Eng. Alex Mbumba, Chief Executive Officer
Street/P.O. Box	Stand No. LN15087/2, Great North Road
Postal Code, City	Lusaka, Zambia
Telephone	0966-862-081
Email	info@rea.org.zm

Activity Partners

(if applicable; for all activity partners)

Name of the activity partner	The World Bank Group
Organisational category	Multilateral Development Bank
Core business	Development Finance
Role in the activity	Financier and provider of technical assistance
Address	1818 H Street NW, Washington DC, USA, 20433

General description

Activity name	Accelerating Sustainable and Clean Energy Access Transformation (ASCENT) Zambia Carbon Program – Clean Cooking ¹
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¹ A complementary carbon project is being developed focused on electricity connections



Objective of the activity	To increase access to clean cooking solutions in peri-urban and rural areas of Zambia, generate emission reductions and contribute to climate change goals.
Activity description	The ASCENT Zambia Carbon Program – Clean Cooking seeks to increase the deployment of clean and efficient cooking solutions to households and public institutions that otherwise would not have them: it is expected to distribute clean and efficient cooking appliances to 60,000 households and to 125 public institutions from 2025 to 2030. Through its investments, the ASCENT Zambia Carbon Program – Clean Cooking will also contribute to the country's climate resilience, helping reduce reliance on firewood and charcoal to preserve forests which protect ecosystems. The program is also expected to contribute to reduce indoor air pollution which decreases respiratory illness, helping strengthen community health and adaptive capacity. The ASCENT Zambia Carbon Program- Clean Cooking will contribute to the Zambia's efforts to expand access to clean and efficient cooking² solutions at a time when only a small share of the country's households (less than 10%)³ use clean fuels and technologies for cooking, with rural households having a larger access gap than urban households. The generation of emission reduction credits from the Zambia ASCENT Carbon Program – Clean Cooking and its subsequent monetization through carbon markets – will help mobilize an additional source of (non-debt) financing to help bridge part of the financing gap for providing access to clean and efficient cooking solutions to Zambia's population, and in doing so help accelerate progress towards meeting the government's clean cooking goal of increasing access to clean cooking solutions to 40% of the population by 2030.
Project location	Rural and peri urban areas of Zambia: Central, Copperbelt, Eastern, Luapula, Lusaka, Muchinga, Northern, North-Western, Southern, Western
Technology	The technologies covered by the program include a) Improved and clean cooking solutions (Tier 2 and above) for households and institutions

Activity details

Sector	Energy Access
Greenhouse gases targeted	CO ₂
Estimated required financing volume	The approved financing by the World Bank Board of Directors (on July 28 2025) for the Accelerating Sustainable and Clean Energy Access

² Zambia's revised Rural Electrification Master Plan (REMP) includes clean cooking technologies due to the environmental and socio-economic benefit they provide to rural populations.

³ Source: Clean Cooking Alliance (<https://cleancooking.org/investor-resources/countries/zambia/>)



	Transformation (ASCENT) in Zambia (P507635)⁴, using a Program-for-Results (PforR) financing instrument, includes financing of US\$4,205,500 for the deployment of efficient clean cooking solution which is expected to reach 60,000 households (benefiting an estimated 300,000 people)⁵ and 125 public institutions. The sale of the expected emission reduction credits from the ASCENT Zambia Carbon Program – Clean Cooking are estimated to bring a potential additional revenue stream that could be in the range of \$9-13 million, which will help fill the existing financing gap hampering progress towards the Government's clean cooking access goal.
Expected GHG abatement potential	The preliminary estimate of emission reduction credit potential, using conservative parameters and assumptions is ~ 463,000 tCO ₂ e over 10 years, averaging 46,300 tCO ₂ e per year.
Additionality	Zambia faces a critical clean cooking access gap, with less than 10% of the population having access to clean cooking fuels and technologies.⁶ Despite recognized benefits of clean cooking solutions – including improved health outcomes, increased time for women to take on productive activities, and significant climate mitigation potential, their market penetration remains extremely limited, particularly among low income and rural households where the penetration rate stands at 2.2%.⁷ Indeed, in Zambia, where the poverty rate has reached over 64% of the population – and even higher in rural areas, surpassing 75% – the majority of those without access are low-income households, making affordability a key barrier to accessing clean cooking solutions. In addition, much of the targeted populations are located in rural areas with low population density, making the sector commercially unattractive for private companies, who are unable to recover distribution costs or achieve the economies of scale needed to reduce end-user prices to the level that would be accessible. As such – and as has been and is the case in other countries with low rates of access to clean cooking solutions – without targeted government subsidies, development finance and carbon finance, clean cooking interventions would not materialize and jeopardize the Government of Zambia's ambitious target of increasing access to clean cooking solutions to 40% of the population by 2030 (National Energy Compact for Zambia, 2025). The ASCENT Zambia Carbon Program – Clean Cooking will direct carbon revenues from the monetization of emission reduction credits to the Zambia Rural Electrification Fund (REF), established under the Rural Electrification Act and managed by Zambia's Rural Electrification Agency. This will ensure effective targeting and use of the carbon revenues towards the distribution of clean and efficient cooking solution to increase access to

⁴ The project documents for the World Bank ASCENT Zambia program can be accessed from the World Bank website: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099070925102022609>

⁵ Under the ASCENT Zambia program, 2 carbon programs are being developed: this ASCENT Zambia Carbon program – clean cooking; as well as the ASCENT Zambia Carbon program – electric connections; and (elaborated under a separate MAIN).

⁶ <https://cleancooking.org/investor-resources/countries/zambia/>; <https://thedocs.worldbank.org/en/doc/54ace4387e7fd4bde8f1b29f55aa579d-0010012025/original/M300-AES-Compact-Zambia.pdf>

⁷ Access to clean fuels and technologies for cooking, rural (% of rural population) - Zambia | Data

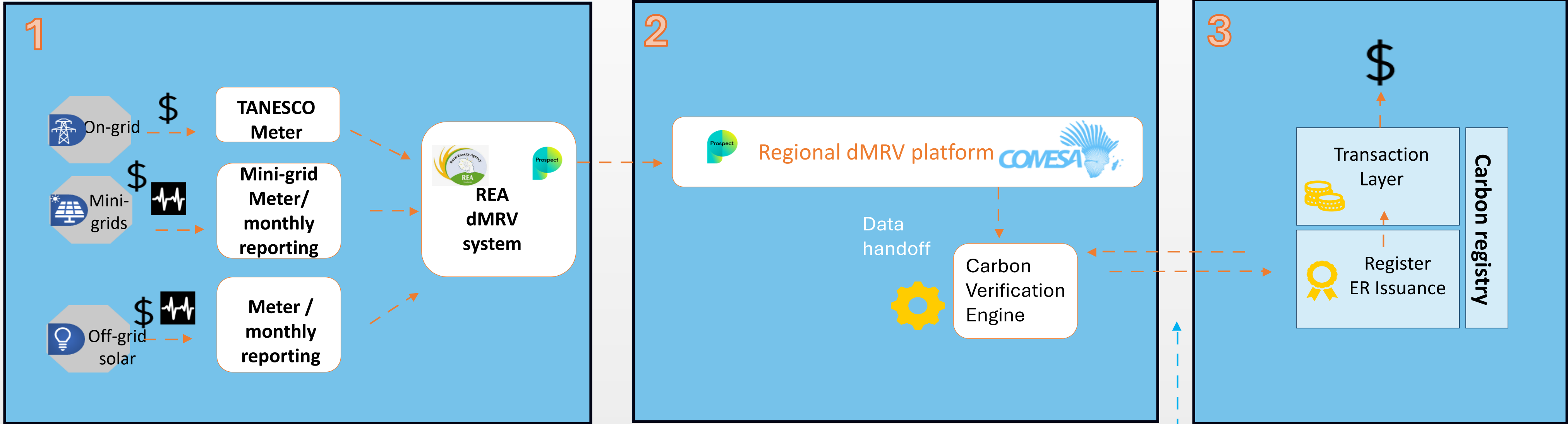
ASCENT dMRV : Quick Snapshot

Collect Data ----->

Verify Data ----->

Issue Credit

kWh -----> kWh to Emission Reduction -----> Emission Reduction Credit



System data

Consumption
Capacity
Load



Consumer data

ID number
Gender
Type of customer



Payment data

Payment amounts
Payment dates
Account number



Carbon Verification

Engine: digital processing tool to convert the monitored and verified energy data into carbon emission reductions (and more!)

To go from 2 to 3, verification needs to be completed. Digital verification are potentially used.

ER credits are issued after verification



Issuance is the process by which verified emission reductions from ER projects are turned into tradable credits by a recognized carbon standard. This confirms the successful implementation of the project and the verification of emission reductions.



The issuance **process generates credits equal to the verified ERs** and transfers them to the project developer's account, **making the credits available for trade or use in carbon markets.**



Issuance is managed by the carbon standard, though the host country can specify institutions or processes involved.



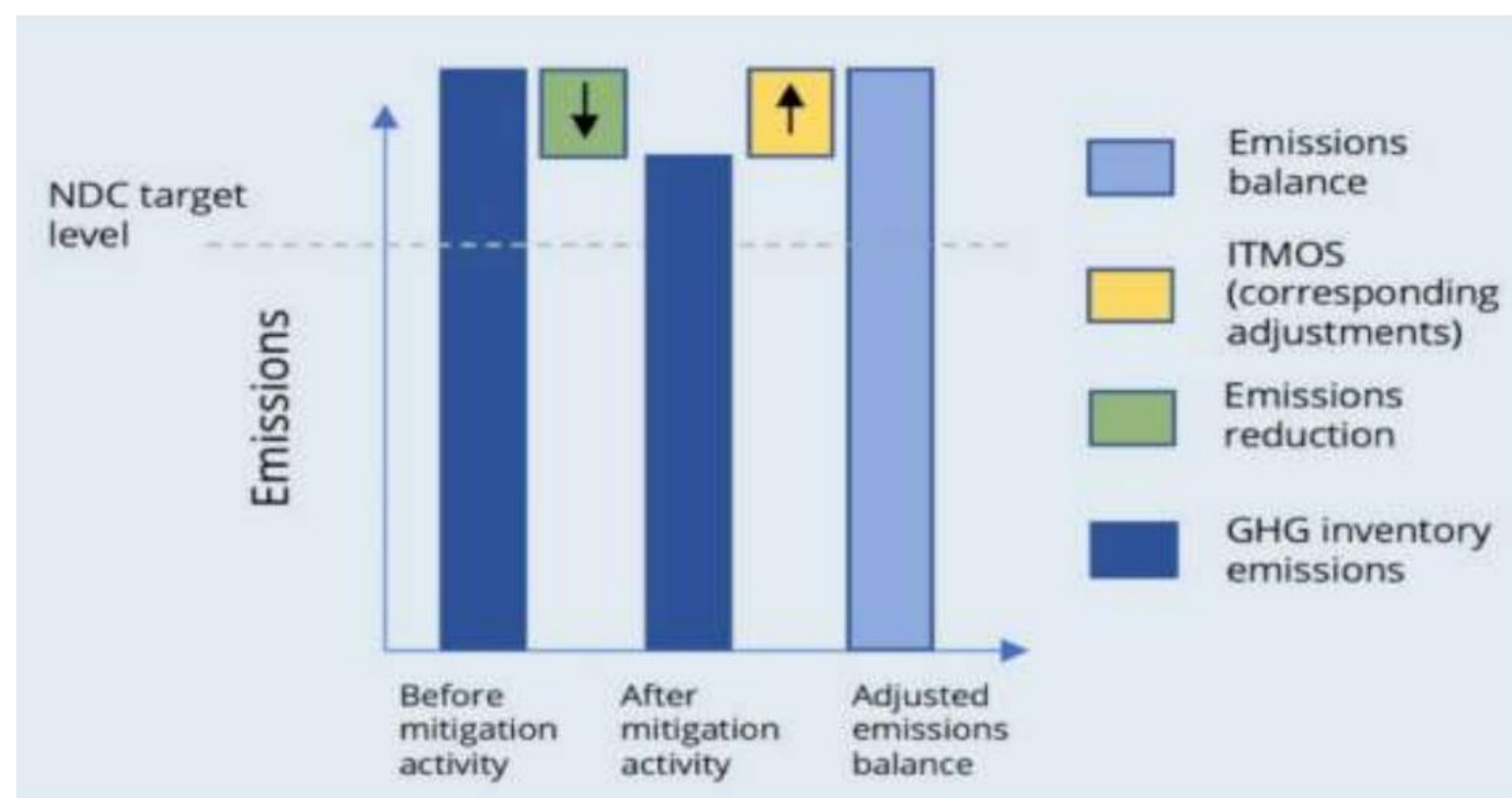
Issuance follows the **rules and requirements of the specific carbon standard or mechanism.**

**It may not always be necessary to issue carbon credits when emission reductions are retained for domestic NDC compliance, or when credits are reserved for future use in voluntary markets.*

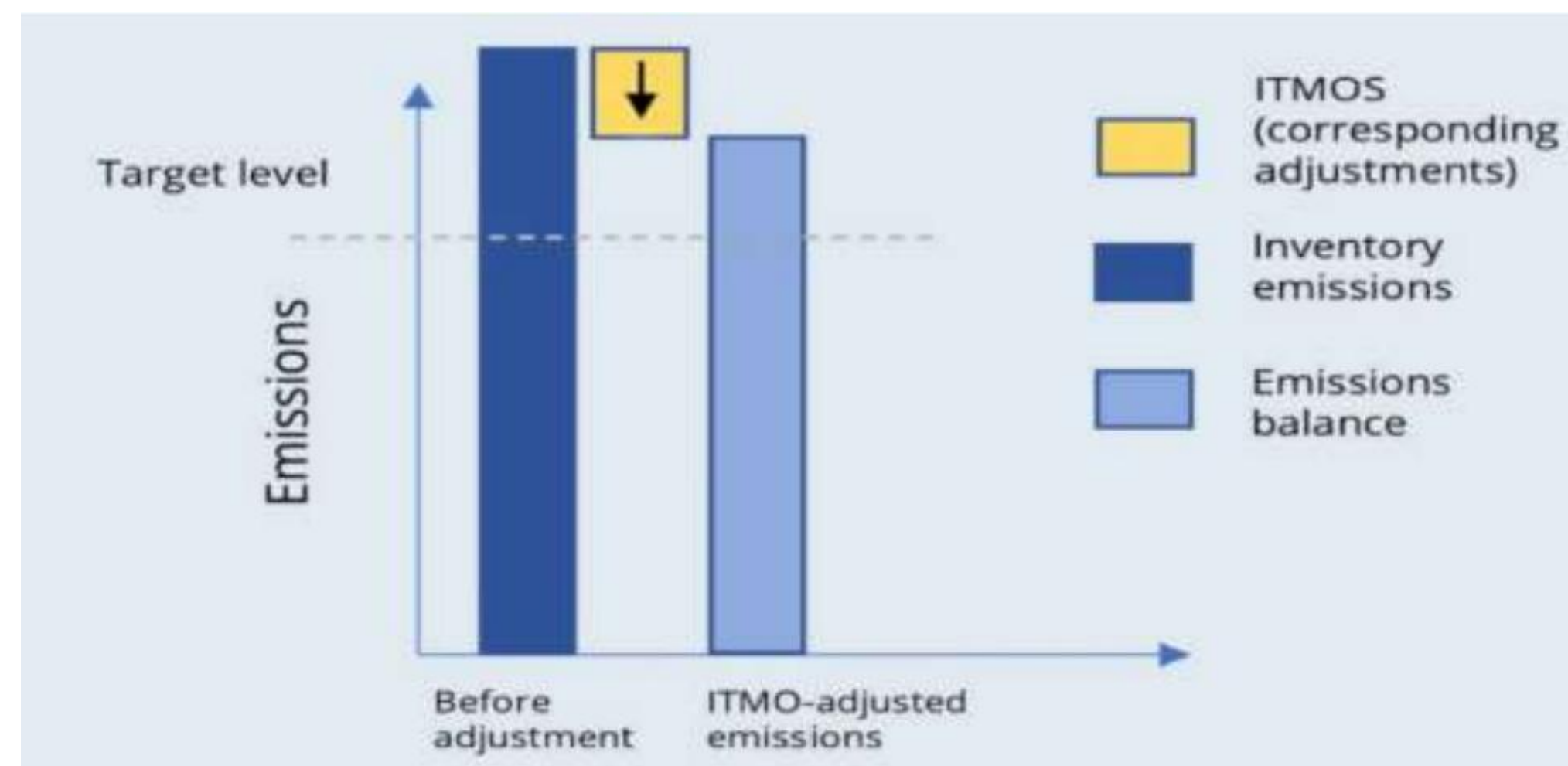
What does “authorization” mean?

Corresponding adjustment (CA) is a mechanism established under Article 6 of the Paris Agreement to **avoid double counting**. A selling (host) country that **authorizes** the transfer of mitigation must increase its reported emissions by the amount transferred.

Carbon credits transferred with a CA **cannot** be counted toward the host country’s NDC



Selling Country



Buying Country

What types of credits can be authorized?

Countries seeking a significant role in international carbon markets must make key decisions on authorization (where the ERRs they sell cannot then count towards their own NDCs).

Should I authorize?

- ✓ Greater potential demand (given diversity of uses such as CORSIA and NDC compliance) and higher prices (reports suggest differential of around \$20-25 / credit)
- ✗ Lower risk of NDC attainment and reputational risks

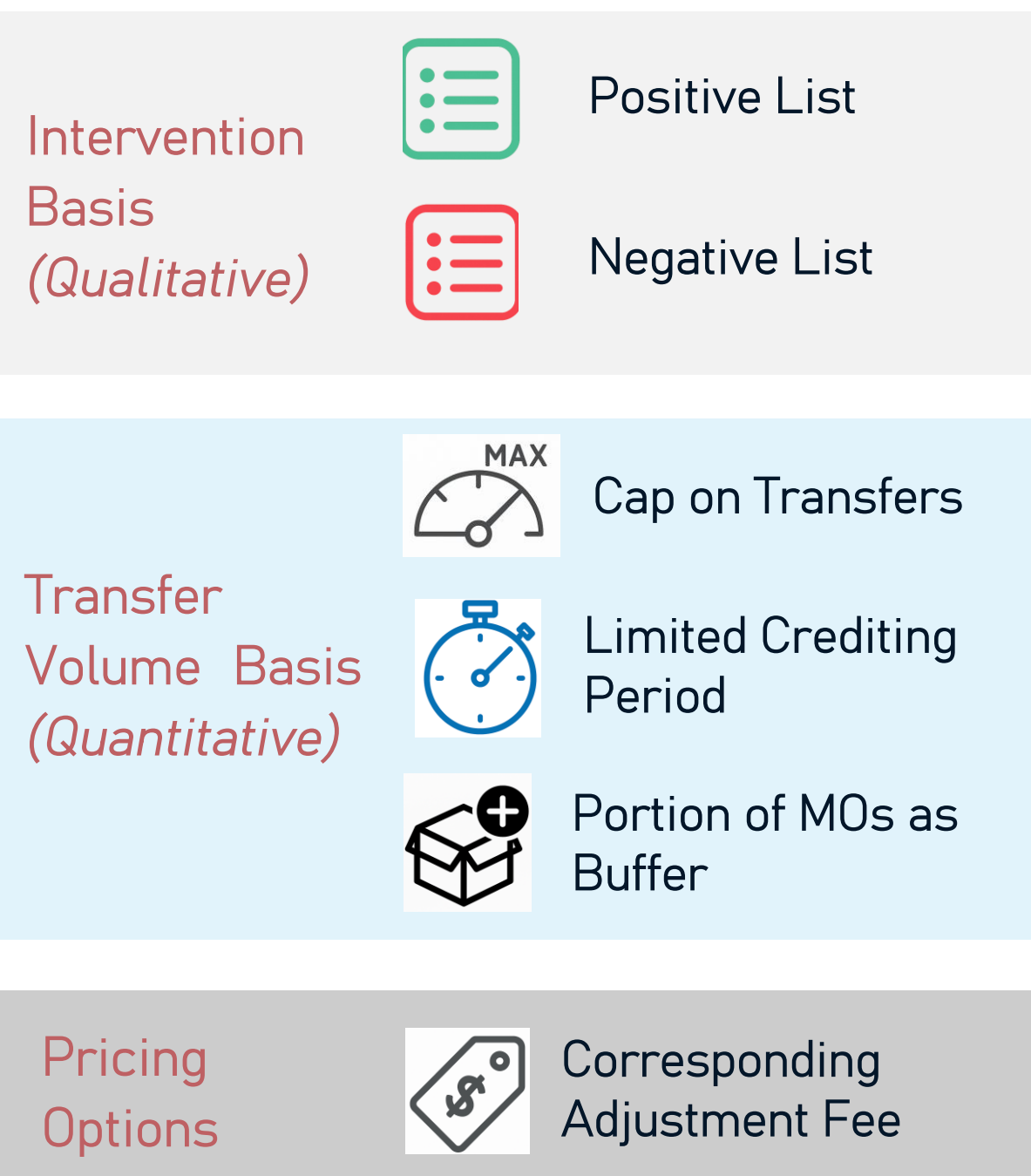
Which activities / sectors should I authorize? Depends on:

- Whether it is inside / outside NDC as well as conditional and unconditional NDC
- Cost of mitigation
- Underlying technology
- Potential sustainable development benefits

Marginal abatement cost curves, technology needs assessments, sectoral development plans and Long-term emissions development strategies are some tools to help refine the scope of activities that can be considered for authorization.

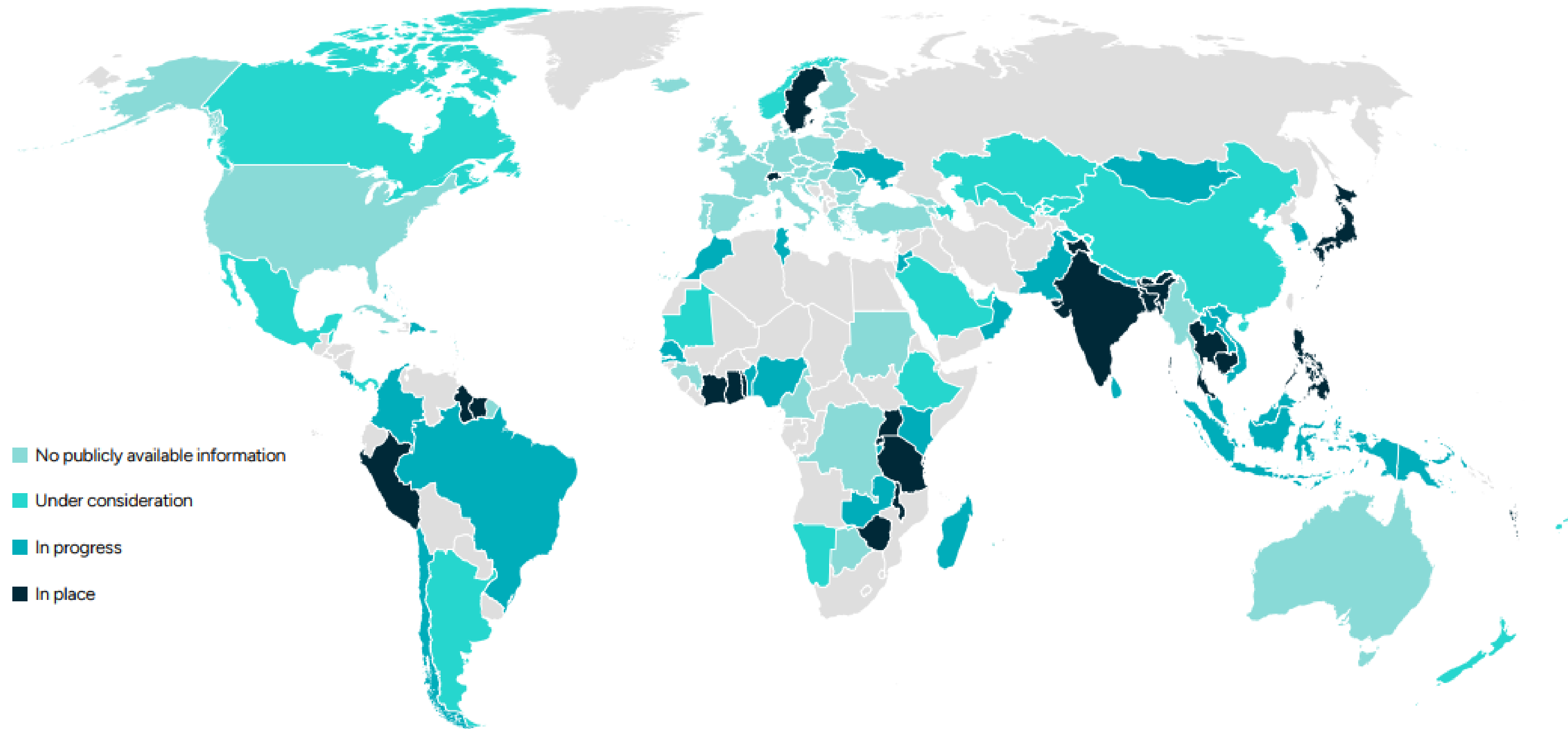
How should I manage overselling risk?

Authorizing a credit for specific uses such as CORSIA or NDC compliance (via Article 6 of the PA) makes it an ITMO. If too many ITMOs are sold, the host economy **may fall short of its own climate targets – which is the overselling risk.**



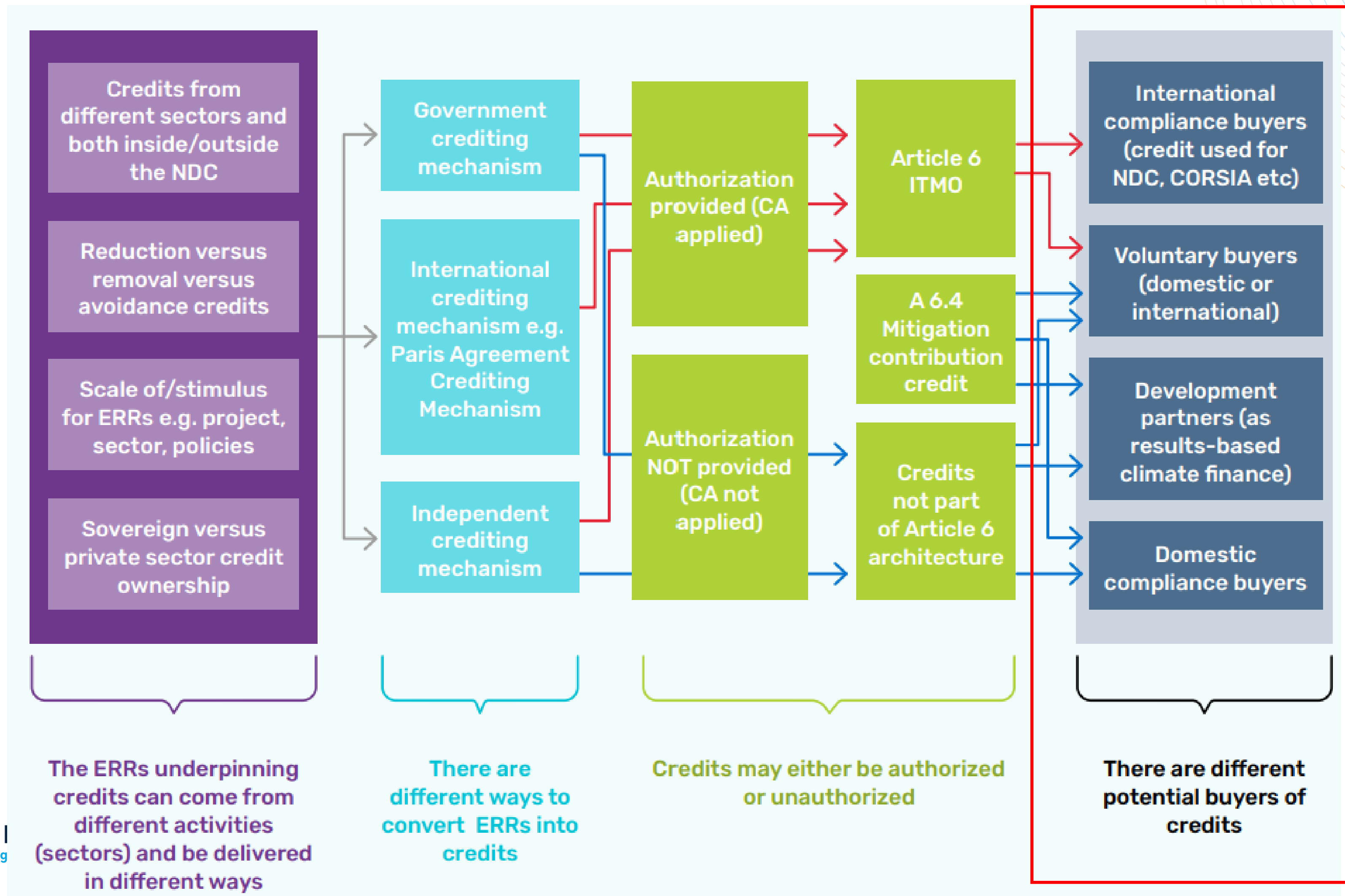
Many countries are in the process of putting authorization arrangements in place

Authorization



Twenty-two Parties analyzed have authorization arrangements in place, while 52 Parties are estimated to have authorization arrangements in progress or under consideration.

Credits can be sold to buyers for a range of different uses



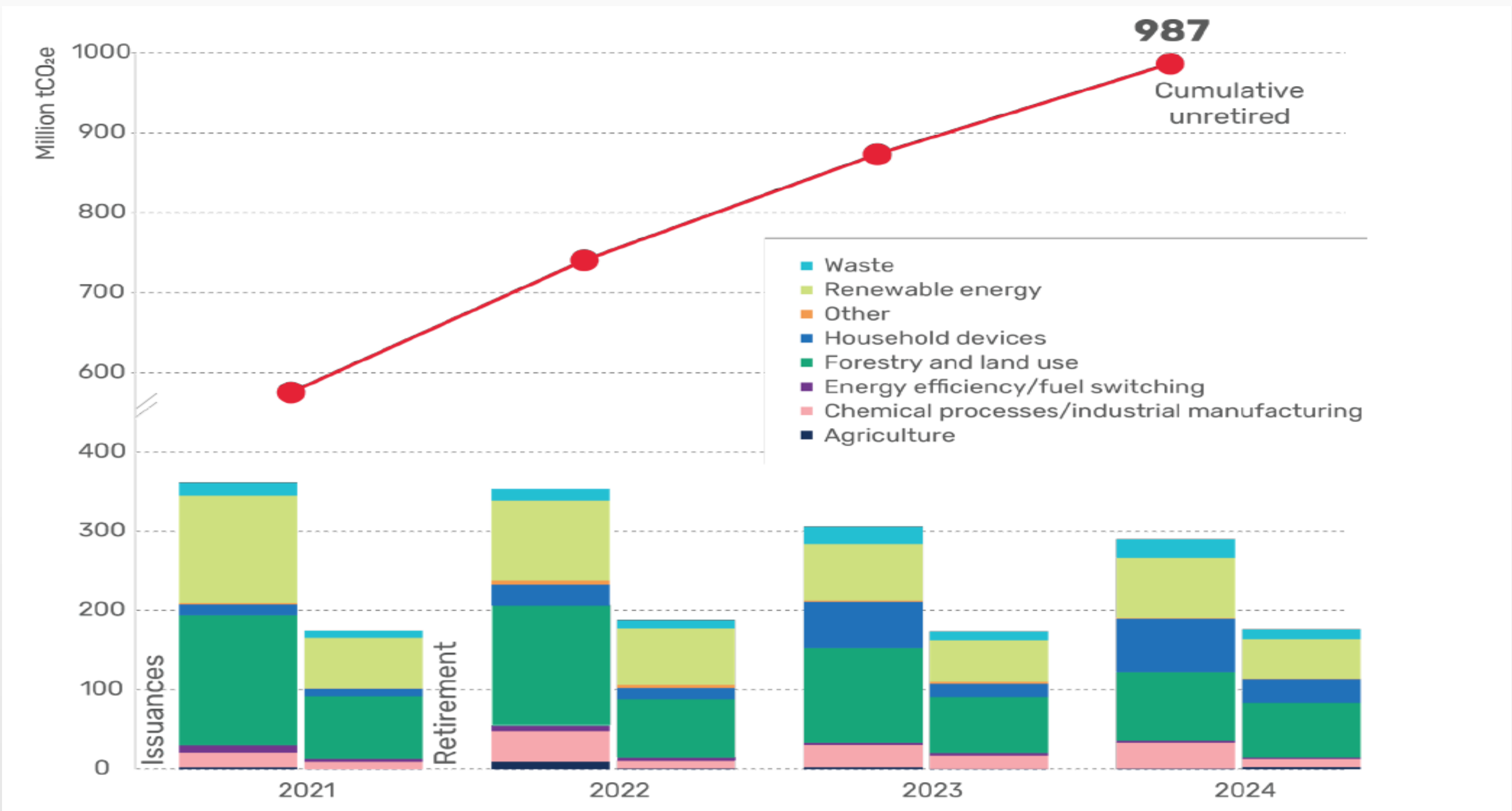
Q&A Session



WHAT ARE THE MAJOR GLOBAL TRENDS?

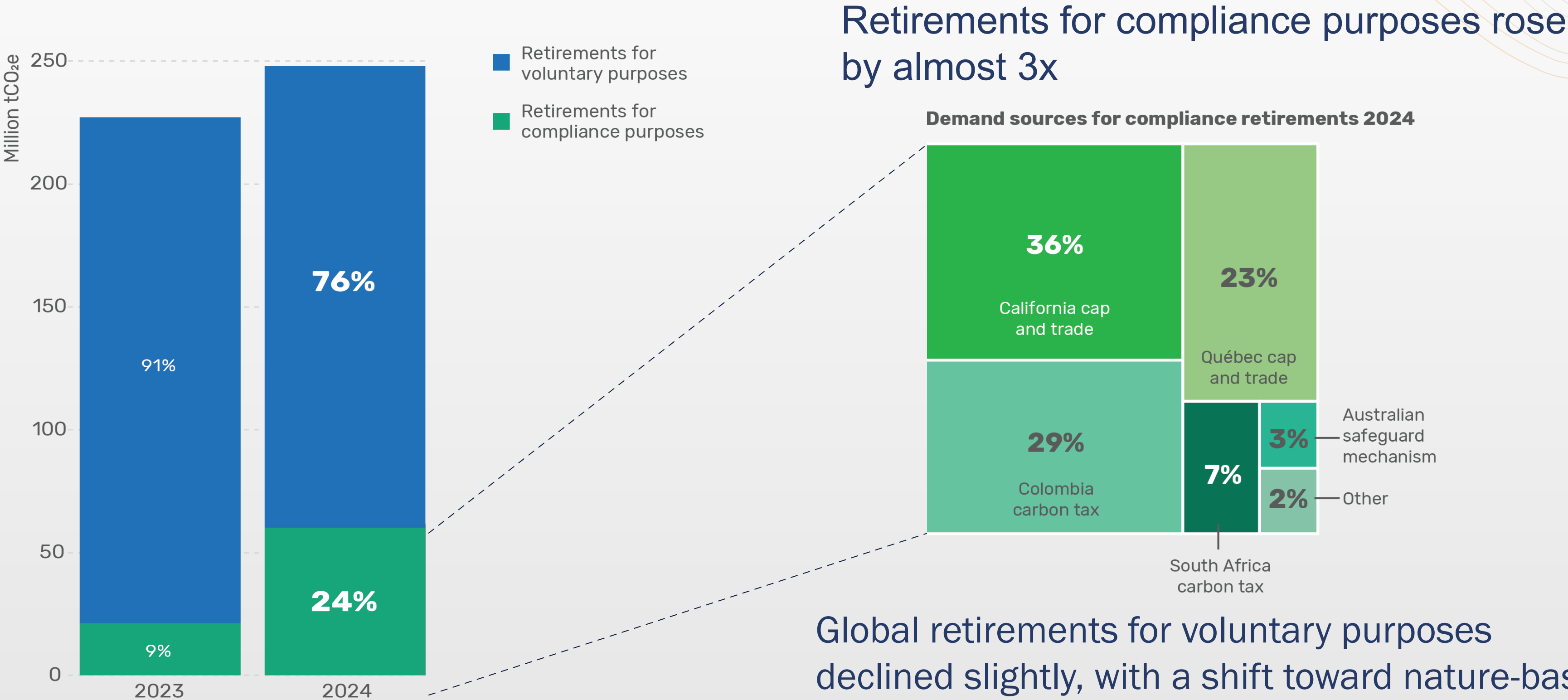
Demand shifted toward nature-based removals and clean cooking projects

Carbon credit issuances and retirements from independent crediting mechanisms and volume of unretired credits, 2021–2024



Global carbon credit retirements increased due to short-term spike in demand for compliance purposes

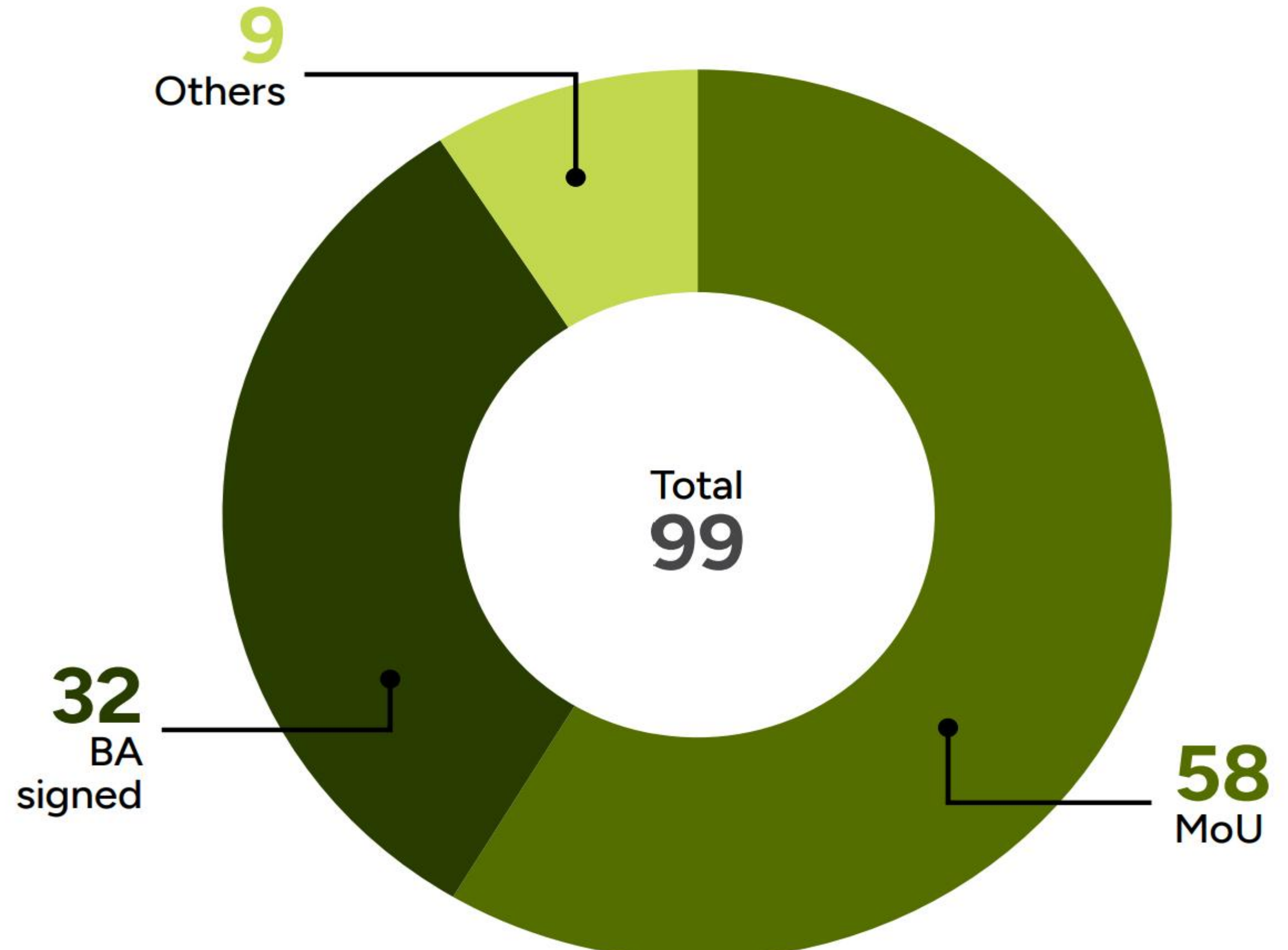
Volume of carbon credits retired for voluntary and compliance purposes, 2023 and 2024



Article 6 bilateral agreements as of 2025

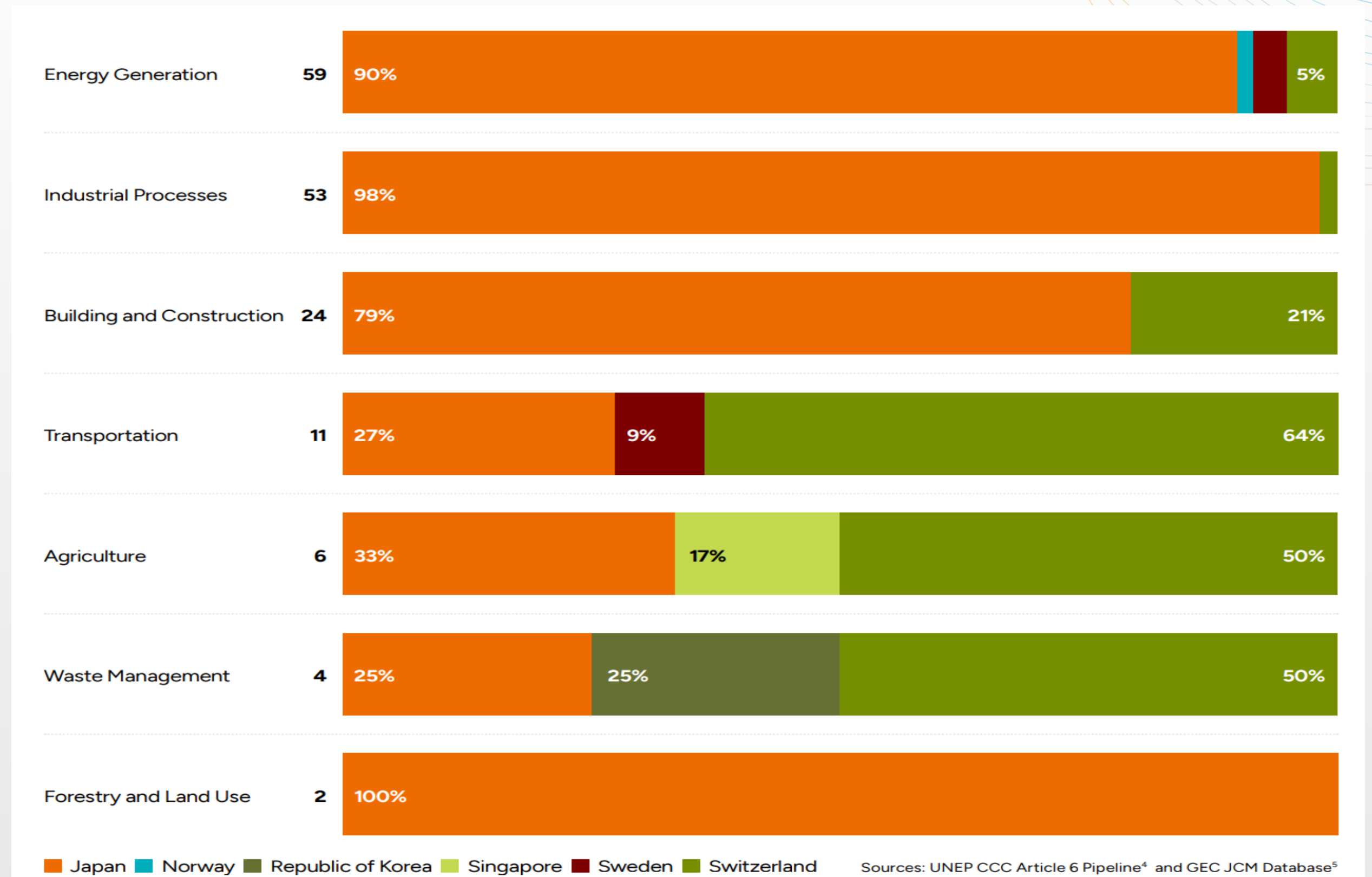
- Bilateral agreement under Article 6 is growing.
- The form and coverage of agreement can vary depending on countries' preference.
- A significant milestone: submission of the first Article 6 initial reports by Ghana, Switzerland, and Vanuatu.
- There are currently 159 projects and activities being implemented under Article 6.2 (Japan (129) through JCM , Switzerland (21), Sweden has initiated (3) projects and the Republic of Korea (1).

Bilateral Cooperation Status

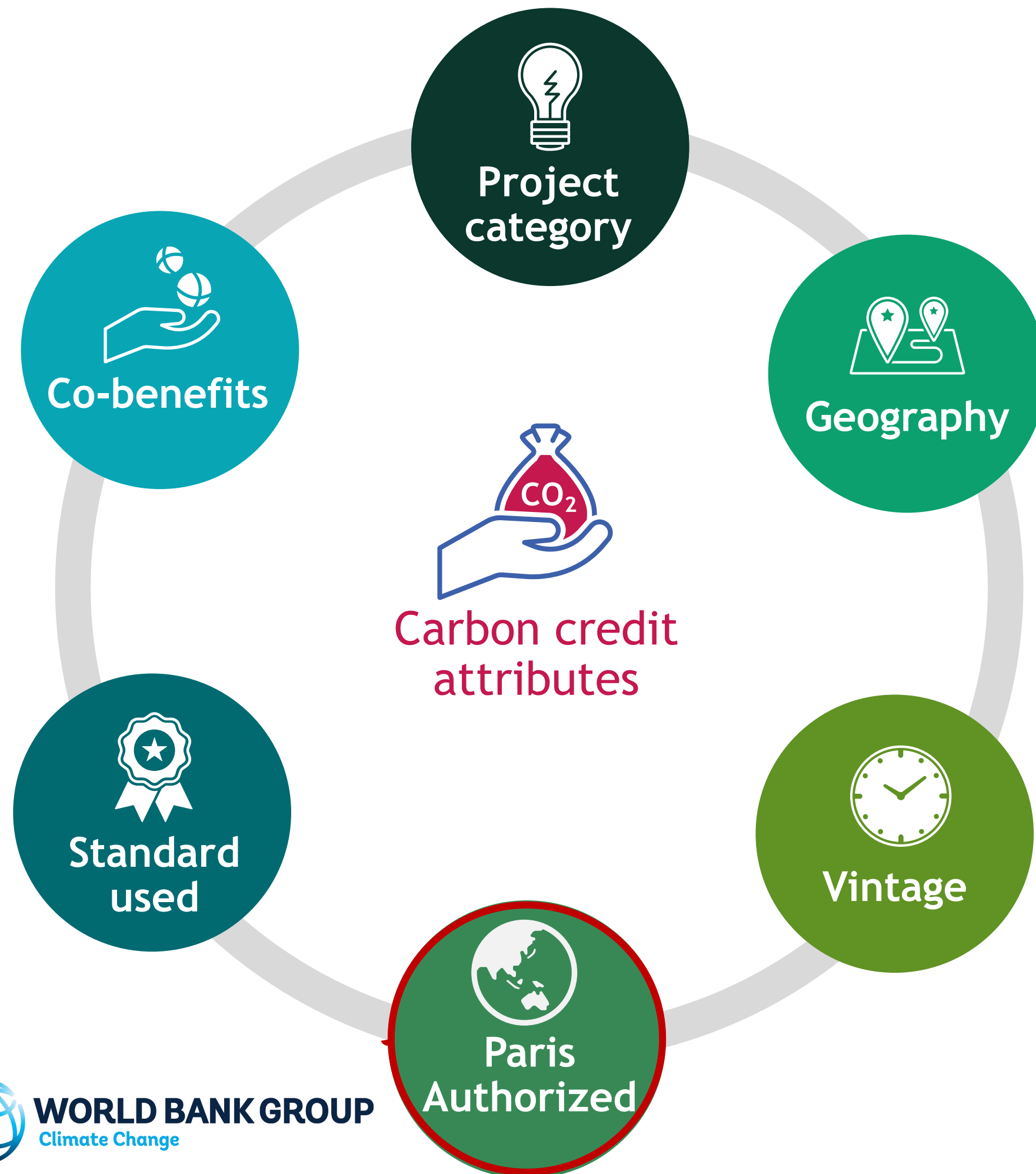


Emerging Sector Types under Article 6 Bilateral Cooperation

- Countries are supporting a wide range of sectors through Article 6 bilateral agreements.
- **Japan (JCM):** Energy, industry, forestry, and other diverse sectors.
- **Switzerland:** Strong focus on **transportation and agriculture** (largest share of its portfolio).
- **Norway:** Early bilateral projects concentrated in **energy generation**.
- **Singapore:** Primarily supporting **agriculture** projects.
- **Sweden:** Focused mainly on **transport**.
- **Republic of Korea:** Emphasis on **waste management**.



Carbon credit prices

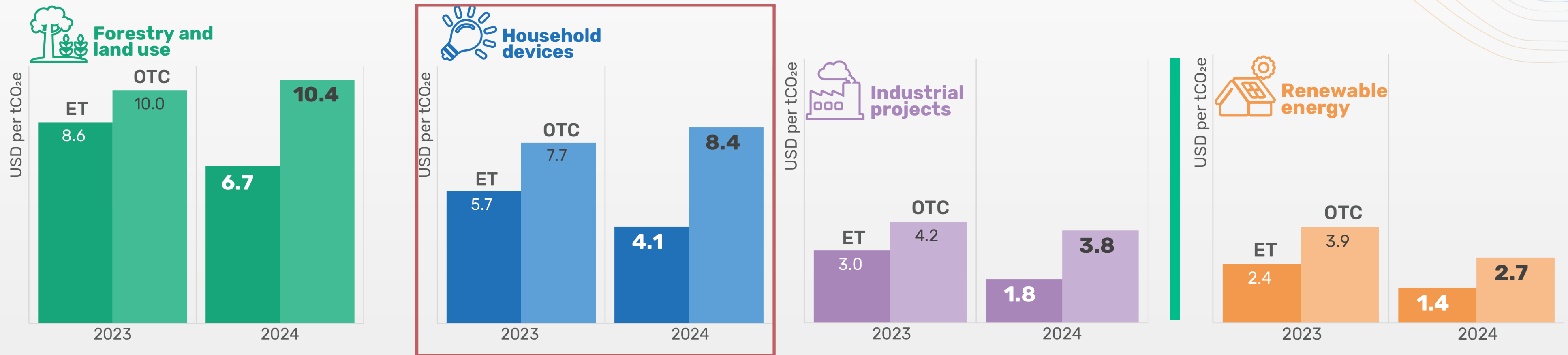


Carbon credit prices are determined by market, based on various drivers and credit attributes. Multilayered purchaser decisions shape diverse markets and prices

- 1 Voluntary or compliance?**
Voluntary market purchasers tend to have more diverse preferences than compliance purchasers
- 2 Co-benefit or least cost?**
Consumer-facing companies are more likely to seek credits from “marketable” projects with multiple co-benefits
- 3 Contribution or compensation?**
Purchasers seeking to offset their emissions may be more likely to seek credits with corresponding adjustments
- 4 Removal or reduction/avoidance?**
Purchasers seeking to comply with net-zero prefer carbon removal over emission reduction/avoidance

Overall carbon credit prices declined slightly, but with a price premium for over-the-counter transactions

Comparisons between annual average of exchange-traded and over-the-counter prices



- Buyers are willing to pay more for nature-based removals.
- Credits traded over-the-counter attracted a premium compared to credits traded through standardized exchange-traded contracts → greater flexibility to pursue specific purchasing strategies.

2025

STATE AND TRENDS OF

carbon pricing

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full report



WHAT IS THE CARBON MARKET READINESS OF ASCENT COUNTRIES ?

What institutional and governance systems are required to participate?

To engage effectively in carbon markets, host countries must establish strong institutions, decision-making processes and robust governance frameworks.

What are key elements of a carbon market policy framework ?

- Providing strategic direction such as sectoral / technological focus
- Establishing institutions and processes for registration, issuance and approval of activities seeking authorization
- Providing clarity on framework for authorized credits, including pricing, corresponding adjustments and infrastructure for meeting reporting requirements under the Paris Agreement
- Specifying how revenues from corresponding adjustment, if any, will be collected and allocated

Other policy considerations that can help provide clarity and certainty to the private sector:

Ensuring social integrity by:

-  Securing 'free, prior and informed' consent from Indigenous Peoples and local communities (IPLCs) and recognizing their rights
-  Establishing social safeguards and grievance mechanisms
-  Engaging with IPLCs as partners rather than passive beneficiaries
-  Implementing robust benefit sharing mechanisms

Supporting financial integrity by:

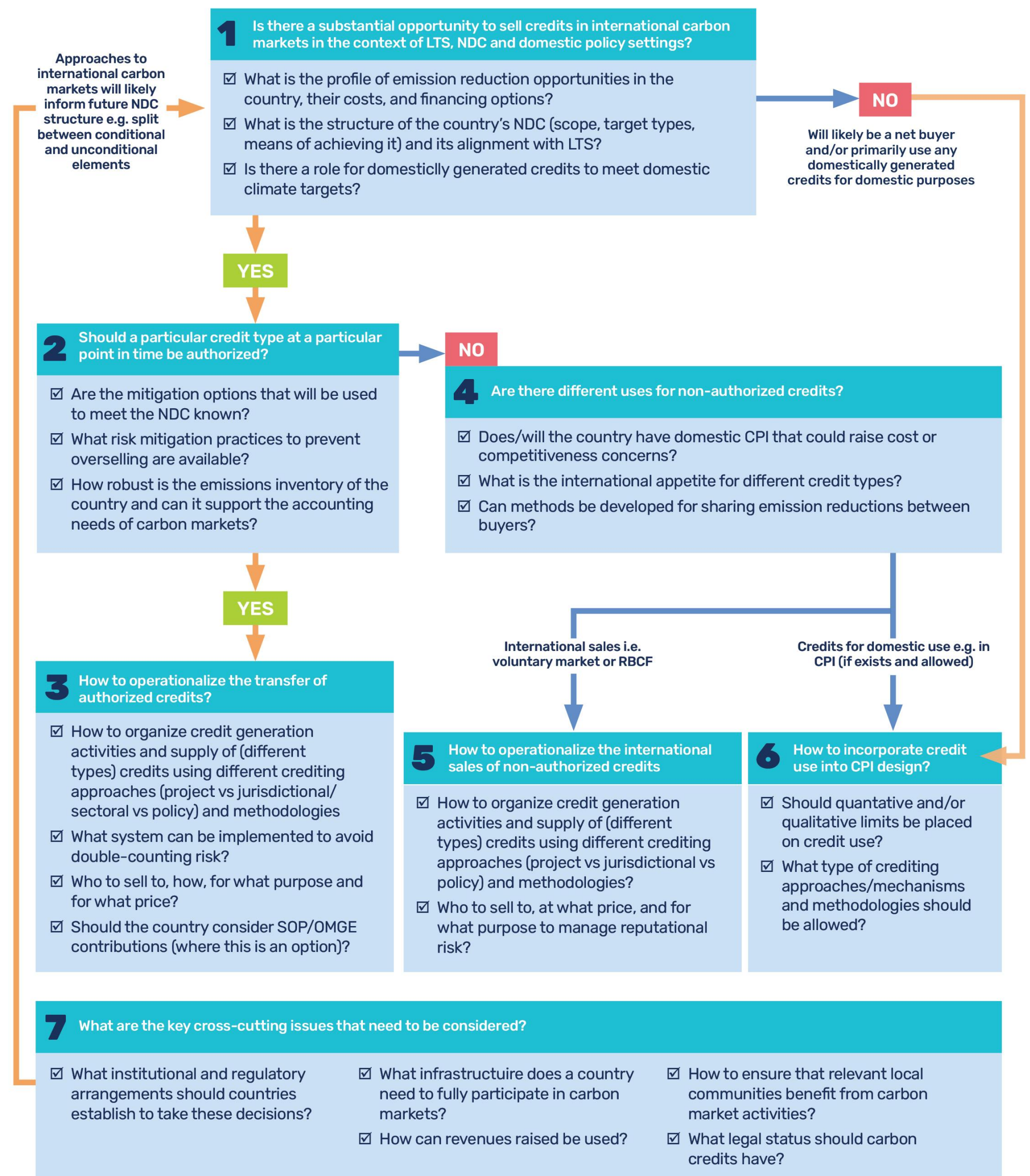
-  Defining *legal nature of carbon credits* and provision of complementary guidance on tax and accounting
-  Strengthening *registry regulations* to improve data security and transparency
-  Establishing strong *governance and risk management* frameworks to prevent fraudulent activities such as by implementing *AML, KYC and anti-corruption* measures

Status of Readiness of select ASCENT Countries

ASCENT Country	Carbon Market Regulation/ Framework	Authorization Authority	Positive /Negative List	Corresponding Adjustment Pricing	National Registry for ITMOs	Bilateral Agreements / MoUs
Burundi	Not in Place	Geographic Institute of Burundi	Not in Place	Not in Place	Not in Place	Not in Place
Ethiopia	Not in Place	Ministry of Planning & Development	Not in Place	Not in Place	In Progress	Not in Place
Kenya	In Place	Ministry of Environment, Climate Change & Forestry	Not in Place	In Place (\$4/unit)	In Progress	Japan, Switzerland, Singapore, Sweden
Malawi	In Place	Ministry of Natural Resources & Climate Change	In Place	In Place (\$4/unit)	In Progress	Switzerland, Singapore
Rwanda	In Place	Rwanda Environment Management Authority	In Place	Not in Place	In Progress	Singapore, Sweden, Kuwait
Tanzania	In Place	Vice President's Office (DNA)	In progress	Not in Place	In Progress	Japan
Uganda	In Place	Ministry of Water & Environment	Not in Place	In Place	In Progress	Not in Place
Zambia	In Place	Ministry of Green Economy & Environment	In Place	Not in Place	In Progress	Singapore, Norway, Sweden

Decision framework published during COP29 turns complexity into 7 key decisions for host countries

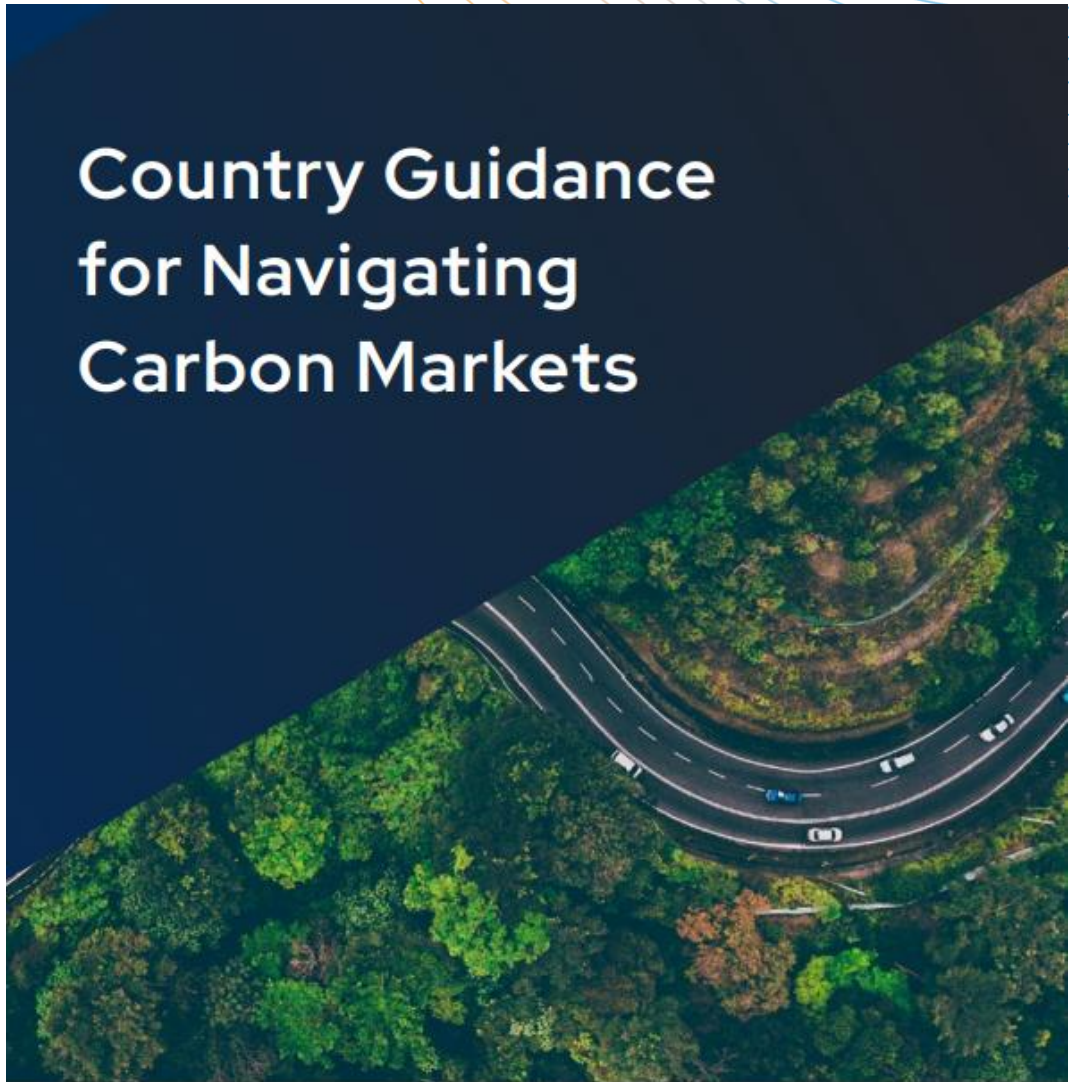
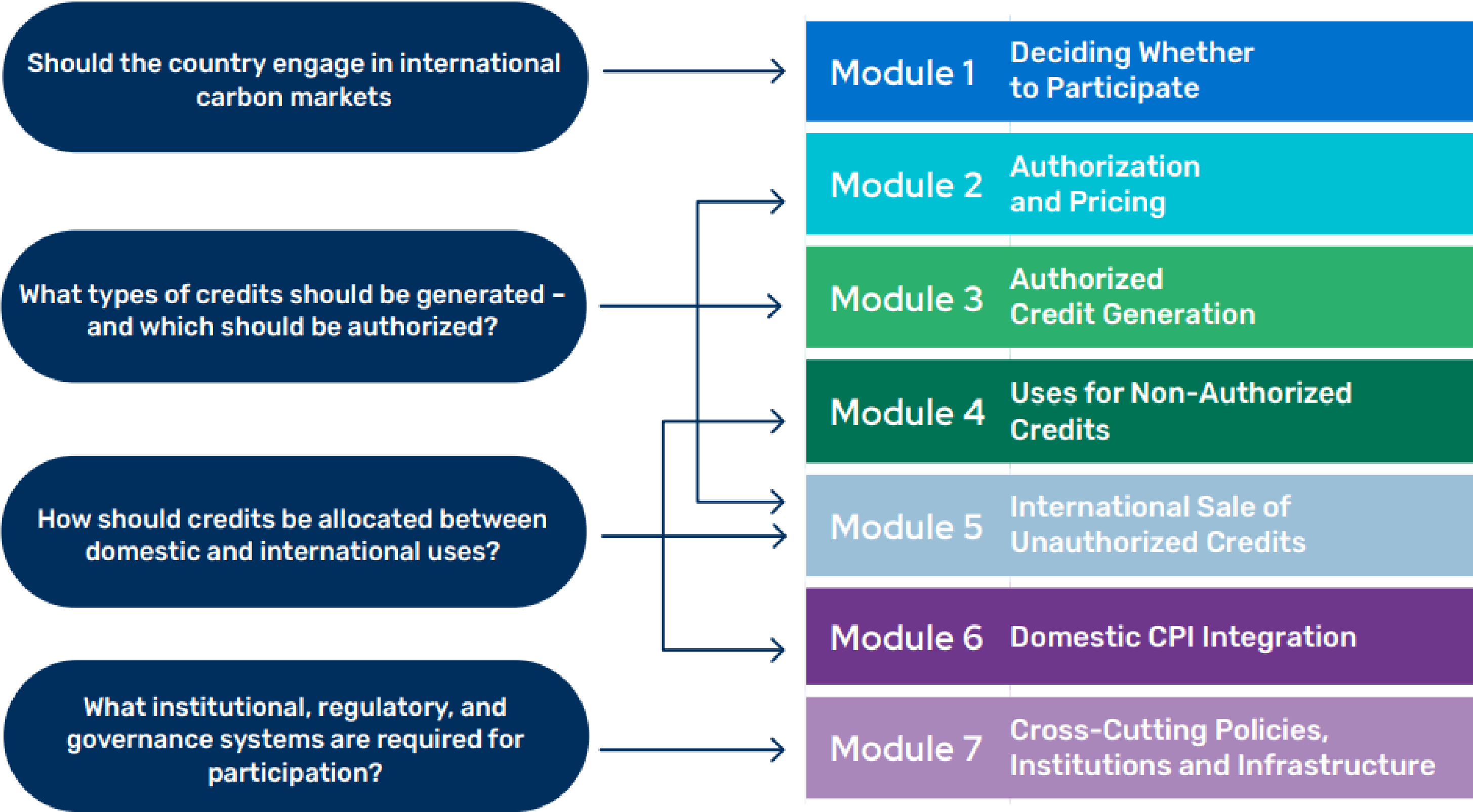
Jointly developed in collaboration with the Paris Agreement Article 6 Implementation Partnership (A6IP), the Global Green Growth Institute (GGGI), the Integrity Council for the Voluntary Carbon Market (ICVCM), the United Nations Development Program (UNDP), the Voluntary Carbon Markets Integrity Initiative (VCMI)



New report builds on the decision framework to provide comprehensive guidance

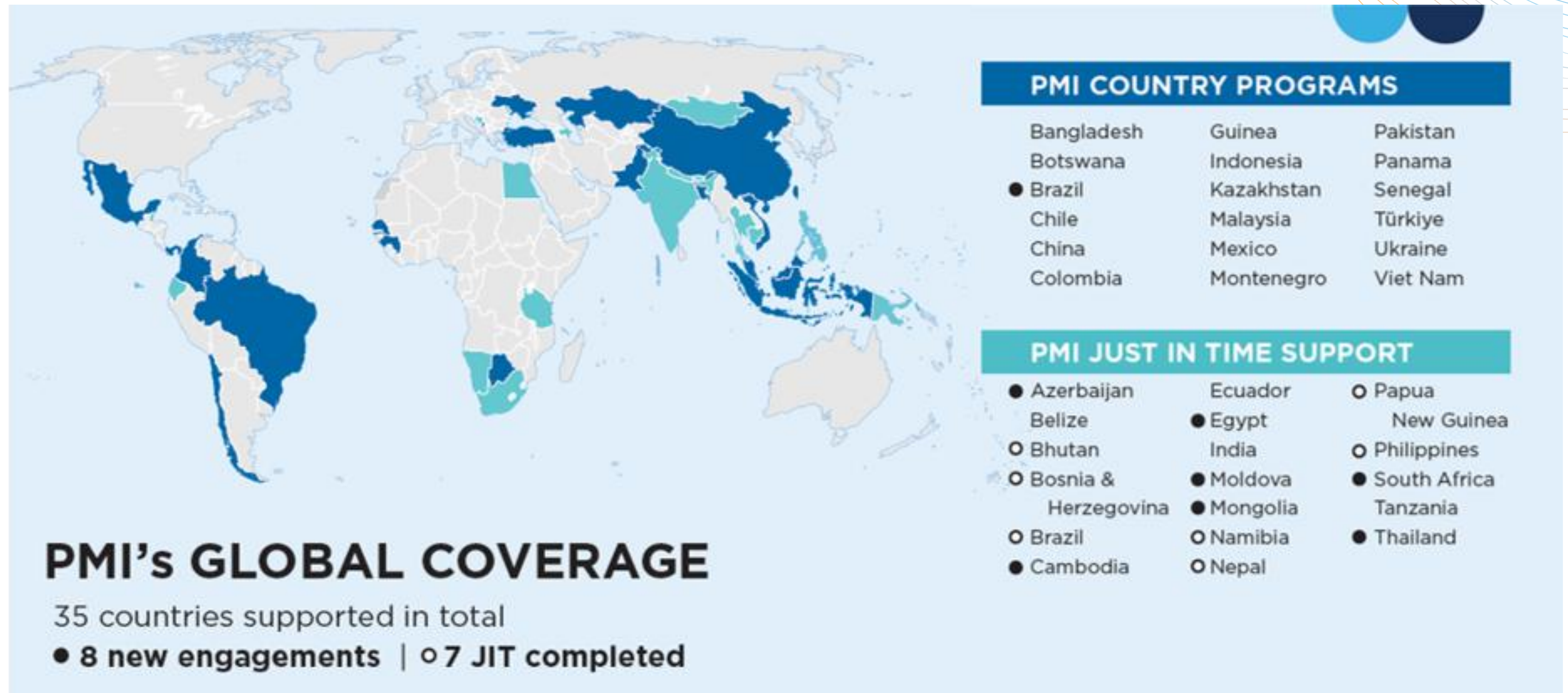


Developed jointly with same technical partners with the addition of GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) and UNFCCC



Also establishes a common foundation for harmonized approaches and aligned messaging among capacity-building partners

Partnership for Market Implementation: World Bank's flagship platform for providing support on carbon markets



PMI's Pillars: a Coherent Approach to Carbon Pricing and Market Implementation

A Platform for Country Delivery

Supporting 35 countries through targeted grants and technical assistance



Building country capacity to design and implement carbon pricing & markets policies

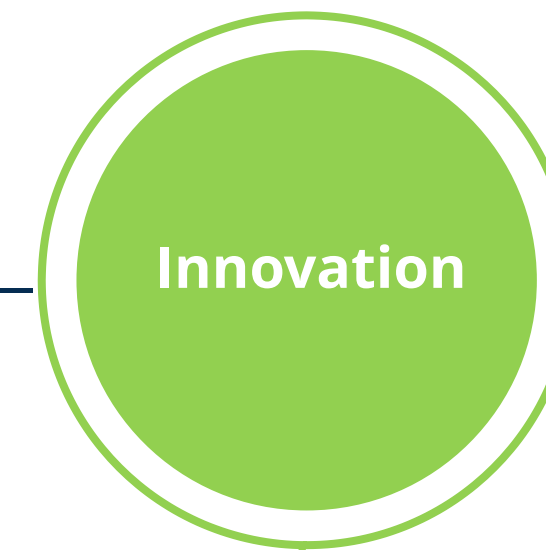
A Global Hub for Knowledge & Innovation

Amplifying the impact of the support by:

- Bridging the gap between analytics and delivery, turning insights into action
- Promoting learning and knowledge-sharing through strategic partnerships and global engagement
- Ensuring economies receive coordinated and technically sound support



Informing policy and operational design by providing robust analytics, expert technical guidance, and practical knowledge to advance carbon pricing and market implementation



Generating new ideas and solutions to advance innovation in policy, infrastructure, and financial instruments to strengthen the global architecture and country readiness for carbon markets



Building support through global engagement by strengthening partnerships and global platforms to amplify the voices of countries and foster exchange

Resources

- Country Guidance for Navigating Carbon Markets

World Bank:

- State and Trends of Carbon Pricing
- Engagement Roadmap for Carbon Markets
- Partnership for Market Implementation (PMI)
- Scaling Climate Action by Lowering Emissions (SCALE)

Other:

- UNFCCC Article 6
- Article 6 Implementation Partnership
- VCMI Access Strategies Program
- SPARC6 Program implemented by GGGI
- UNDP High-Integrity Carbon Markets Initiative
- Integrity Council for Voluntary Carbon Markets (ICVCM)

Scan to access the WB PMI Knowledge Center



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