

T20/G20 Multi-Year Implementation Roadmaps (MIRs) for 2026-2030 & Beyond [Version 1]

*DRAFT Incubator Concept Note for Discussion with the
T20 U.S. Advisory Council on September 3, 2026*

NOTE: This document is a conversation starter. We strongly encourage feedback, either in the form of [comments on this live document](#), or as emailed to Grant Turner (gturner@stimson.org).

The Think Tank 20's (T20) processes for developing, tracking, and improving its yearly programming and products remain informal, resulting in numerous inefficiencies that reduce impact. To begin rectifying these issues, this draft "T20-G20 Multi-Year Implementation Roadmaps" (MIRs) concept proposes a timeline featuring stakeholder responsibilities and deliverables on an annual basis for, initially, the years 2026-2030.

Specifically, this proposed T20 incubator concept aims to provide each year's T20 legacy leadership (e.g., T20 U.S. Secretariat for 2026) with concrete, multi-year steps for ensuring the Phase I implementation roadmaps generated under their leadership (*see details below and in Figure 1*), and chosen by the G20 for advancement, do not lose momentum. The general idea is to create a phased process that a given year's T20 leadership can pursue over a period of 4-5 years, in order to facilitate effective follow-through on a select group of G20 Leaders' Declaration commitments (that align, to a large extent, with the preceding year's T20 research priorities). It would also allow for the broader T20 policy network to perform comparative analysis of progress and efficacy across different countries' MIRs, while offering feedback and coordinating with past, present, and future MIRs (e.g., for the T20 South Africa 2025 team, T20 U.S. 2026 team, and T20 UK 2027 team).

This phased approach allows the policy research network to hone its ability to provide timely, rigorous, pragmatic, and impactful policy analysis and recommendations as an integral part of the full development of T20/G20 Multi-Year Implementation Roadmaps (immediately after a G20 Summit, during Phase II and III over an 11 to 12 month period) for the benefit of the G20 and other relevant parties. In doing so, it contributes to the T20's goal of maintaining, growing, and improving its institutional memory and expanding its medium to long-term policy impact.

We welcome feedback in the form of comments in the margins of this document and discussions during upcoming T20 Advisory Council (3 September 2026) and Coordination Team (of the Advisory Council; 27 August 2026) meetings in preparation for a proposed "Deep Dive" strategy workshop at the T20 U.S. Summit this 18-19 November 2026. The overall aim is to produce an actionable timeline/work plan for three distinct project phases detailed below and spanning (for each MIRs project team) a period of around 4-5 years in total.

The notion of T20/G20 Multi-Year Implementation Roadmaps is based upon discussions with various T20 stakeholders (e.g., recent T20 leadership teams, On Think Tanks, and prospective philanthropic institutions), reviews of the last four years of T20 Communiqués, and the concept notes and guides generated this year based on the findings. See: the "Strategic Shift" concept note ([full-version](#) and [one-page summary](#)), the [Guidance for Multi-Year Implementation Roadmaps and Scorecards](#) concept note, the [Template for T20 Workstream Multi-Year](#)



[Implementation Road Maps](#) (which this year’s five thematic Workstreams are being encouraged to integrate with their policy notes), the “[T20 Foresight Network](#)” concept note, and the “[Tracking and Assessing Implementation of T20 Policy Proposals](#)” [in-progress] concept note. Terminology is evolving, but for the immediate needs of these documents and this MIRs concept, a [T20 Glossary](#) is currently under development (for which your inputs are also kindly requested).

Proposed are several key priorities and accompanying work plan ideas for the development of individual MIRs (e.g., by the T20 U.S., T20 South Africa, and T20 Brazil Secretariat teams, as well as in anticipation of the T20 UK and T20 South Korea Secretariat teams, etc.), which will be refined over the remaining months of 2026 in the run-up to this November’s T20 Summit. These are:

- Honing the process of developing MIRs (medium-to-long-term, focused on T20/G20 processes over, at least, a 4-5 years period).
- Creating guidance on how to select which MIR Phase I priorities should be targeted for long-term advancement by the current year’s T20 leadership, as guided by the MIRs in Phases II and III.
- Delivering and implementing a finished MIR on an annual basis (i.e., Version 1, v2, v3, and v4) over a period that spans at least 4-5 years.
- Updating [guidance / templates for the MIRs Phase I priorities documentation](#) generated by the thematically focused T20 Workstreams.
- Developing and institutionalizing the means of building continuity and organizational memory (e.g., a “Knowledge Hub” as described in the “[Strategic Shift](#)”), including in the area of monitoring and evaluation (i.e., effective [assessment methodologies](#)).
- Creating guidance on strategic communications, and possibly creating a T20 multi-think tank working group (across multiple years of T20 Secretariat leadership) to execute this guidance.
- Aligning individual G20 governments’ budgetary planning and approval processes with T20 MIRs.

An unreleased, unutilized [timeline and roadmap](#) from early 2026, and similarly unreleased, unutilized [key priorities roadmap](#), may also provide some inspiration for what a fuller draft of this timeline/roadmap for Phase I of the MIRs may look like for future T20’s (e.g., in 2027, 2028 and beyond).

Proposed General Timeline for individual T20/G20 Multi-Year Implementation Roadmaps or MIRs (*tailored in response to a recent G20 Summit Leaders’ Declaration*)

Each T20 Secretariat would see its lifespan as covering 4-5 years, consisting of a common Phase I and then recurring Phases II and III during years 2 through 5. If the T20 U.S. Secretariat team were to adopt this format, for instance, the timeline would entail the presentation of its MIRs in Oct. 2027 (version 1), Oct. 2028 (version 2), Oct. 2029 (version 3), and Oct. 2030 (version 4). The phases mark the beginning and end of the creation, monitoring, presentation, and refinement of each of these versions. A visual representation of the phased process can be seen in **Figure 1**.

Phase I for T20 U.S. (November 2025 through November 2026)



Covers the first year of a given Secretariat's leadership, in this example, for the T20 U.S. secretariat team (but hopefully the T20 UK and even T20 South Africa secretariat teams will also be interested in taking this proposed approach forward). Through [this guidance note](#), each secretariat team will encourage agreed thematic workstreams (e.g., for the T20 U.S. in 2026) to generate Phase I MIR priorities by the end of Q1 or early Q2 of the year, presenting them to the G20 Sherpas and Finance Track leads when developing a G20 Summit Leaders' Declaration. Then the secretariat team would spend the remainder of the year (Q3 and Q4) advocating for these priorities and refining them and their case for adoption in the G20 Summit Leaders' Declaration.

Phase II for T20 U.S. (November 2026 through March 2027)

This phase would begin immediately after the finalization of the G20 Summit Leaders' Declaration and conclude around March of the following year. The now "legacy" T20 secretariat team—the one that just rotated out—agrees on a subset of commitments to carry forward, stemming directly from the latest G20 Summit Leaders' Declaration. Ideally these are linked to core T20 research priority areas from the previous year's thematically focused Workstreams, as well as additional complementary research undertaken by the previous year's Advisory Council. The legacy team will also solidify the means and viability of active assessment / M&E / Scorecard to be undertaken for the selected commitments. This whole process forms the basis of the MIRs that the T20 U.S. Secretariat team would begin drafting as part of the main Phase III deliverable for the project (i.e., Version 1 of a T20/G20 Multi-Year Implementation Roadmap).

Meanwhile, UK Begins Its Phase I (December 2026 through November 2027), modeled on the above Phase I proposed for the T20 U.S. in 2026.

Phase III for T20 U.S. (April 2027 through October 2027)

This third phase focuses initially on the careful monitoring (e.g., data collection) and evaluation of the identified Phase II priority commitments, gradually shifting focus to drafting the Secretariat's first fully developed MIR (Version 1). Drafted by October of 2027 for the T20 U.S. Secretariat team in this example, the MIR would be approximately 20-30 pages, giving equal weight to a progress assessment and concrete actions/corrective measures based on the assessment. Subsequent to public release it will be presented to T20 and G20 Summits for further discussion and refinement in November/December of 2027. Feedback received from various stakeholders at the T20 and G20 Summits could be utilized for strengthening following years' MIRs (Versions 2, 3, and 4). In this way, Phases II and III repeat on an annual basis for 4-5 years (spanning from December 2027 through December 2030 in the case of the T20 U.S. Secretariat team). The result would be that each year it is reporting back on the implementation progress as presented and analyzed in annual updates to its comprehensive yet highly accessible individual T20/G20 Multi-Year Implementation Roadmaps.

UK Begins Its Phase II (December 2027 through March 2028), followed by Phase III (April-October 2028), etc., modeled on the above Phases II and III proposed for the T20 U.S. in 2026.

South Korea Begins Its Phase I (December 2028 through November 2028), followed by Phase II (December 2028 through March 2029) and then Phase III (April-October 2029).

Figure 1. MIRs Phases

