

PLANNING AND IMPLEMENTING A NATIONAL PAGE PARTNERSHIP

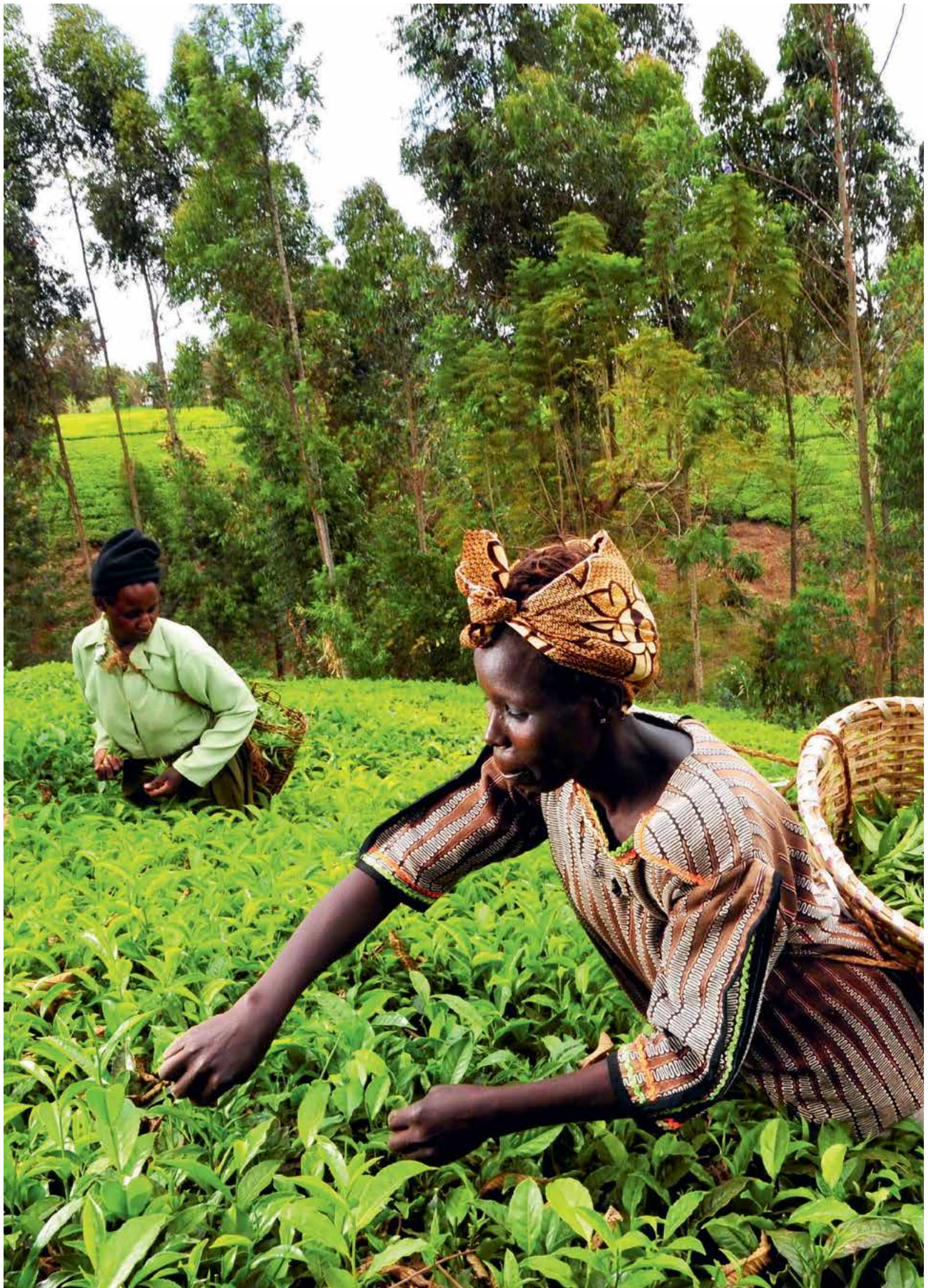
GUIDANCE FOR PAGE PARTNER COUNTRIES





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1 BACKGROUND AND INTRODUCTION

1.1 Introduction to the guidance note

This guidance note provides information and suggestions concerning a partnership between countries interested in and committed to greening their economy and the Partnership for Action on Green Economy (PAGE). It serves as a resource for national governments and institutions undertaking PAGE-supported analysis and policy reforms, as well as international partners engaged in PAGE and green economy action. Ultimately, it seeks to support sound planning from the outset with the goal that PAGE-supported activities are fully integrated within relevant national processes, owned by national institutions, and effectively coordinated with ongoing and planned national and international activities.

Specific elements covered in this document include the following:

- Scope, objectives, and intended results of a national PAGE partnership
- Key phases of a national PAGE partnership and relevant planning
- Guidance for results-based planning at the programme and project level
- Resources and support available from international PAGE partners
- Project management
- Monitoring and evaluation

The main phases of a national PAGE partnership are:

- PAGE Inception Phase
- Programme Implementation
- Programme Evaluation

1.2 Rationale for action to advance a green economy

Sustainable development has been the overarching goal of the international community since the UN Conference on Environment and Development (UNCED) in 1992. Despite efforts of many governments around the world as well as international cooperation, there are continuing concerns over economic, social and environmental developments in many countries and at the global level. These concerns have been underscored by continuing warnings based on sound scientific evidence that society is in danger of transgressing a number of planetary boundaries or ecological limits. With governments today seeking effective ways to address these concerns, green economy has emerged as a means for catalyzing renewed effort to achieve sustainable development.

1.3 International policy context

1.3.1 Rio+20 outcome document

The landmark United Nations Conference on Sustainable Development (Rio+20) took place in 2012, 20 years following the Rio Conference on Environment and Development in 1992. PAGE is a direct response to the Rio+20 Declaration, The Future We Want, which called upon the United Nations system and the international community to provide assistance to interested countries in developing, adopting and implementing green economy policies and strategies to achieve sustainable development and poverty reduction.

1.3.2 Post 2015 Development Agenda and Sustainable Development Goals

Key features of an inclusive green economy (IGE) and related concepts, such as Sustainable Production and Consumption are part of the 2030 Development Agenda and the Sustainable Development Goals (SDGs) which are the main subject of the General Assembly of the United Nations in September 2015. For example, Goal 8

calls for the promotion of “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. Given its multidimensional scope, IGE goes beyond this target, and covers many more targets related to environmental protection and social inclusiveness.

1.3.3 Multilateral Environmental Agreements

Significant linkages and synergies also exist between a green economy and Multilateral Environmental Agreements (MEAs), including their national implementation mechanisms, support programmes and financing schemes. For example, the new global climate change regime currently under negotiation for adoption in 2015 is expected to support mitigation action and low carbon development, as well as climate change adaptation, with significant funding to be provided by the Green Climate Fund. Other relevant MEAs include the UN Convention on Biological Diversity, the UN Convention on Desertification and various international agreements on the sound management of chemicals and hazardous wastes.

1.4 The Partnership for action on green economy – PAGE

1.4.1 Introduction to PAGE

Bringing together the expertise of five UN agencies – UNEP, ILO, UNIDO, UNDP and UNITAR – and working closely with national governments, PAGE was created in 2013 to meet the growing demands from countries seeking to develop and implement national green economy strategies. PAGE's main objective is to enable countries to reframe economic policies around sustainability and put in place enabling policy conditions, reforms, incentives, business models and partnerships.

Achieving this objective depends on delivering four sets of specific results:

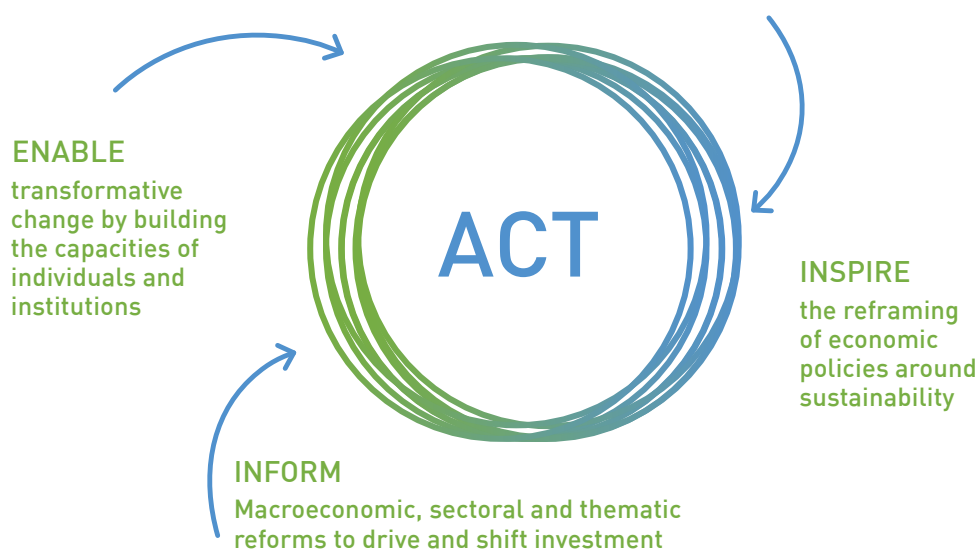
1. countries have reinforced and integrated IGE goals and targets into SDG-aligned national economic and development planning;
2. countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities;

3. individual, institutional and planning capacities for IGE action are strengthened at the national and global level; and
4. countries have improved their knowledge base for advancing IGE.

PAGE inspires, informs and enables countries at various stages of their policy development. The Partnership *inspires* governments and stakeholders to engage in the reframing of economic policies. PAGE *informs* the policy process through technical support and analysis at both the macro-economic and sectoral level. By building the capacity of key individuals and institutions, PAGE *enables* countries to put a greener and more inclusive economy into action.

1.4.2 PAGE in policy cycle

PAGE is a mechanism to coordinate UN action on green economy and offers a comprehensive package of technical assistance and capacity building services. By bringing together different sets of expertise and perspectives, the collective support to countries will be more comprehensive, strategic, and will go beyond departmental



mandates, while reducing transaction costs, both for countries and for PAGE partners. Finally, by combining the comparative advantage, expertise, and networks of the PAGE partners, synergies will be created among government, private sector and civil society counterparts, making it easier to leverage key stakeholders to foster continued commitment to implement reforms.

1.5 National PAGE partnerships to advance action for an inclusive green economy

Programmatic partnerships with countries – which include capacity development, technical analysis, policy advice and collaborative learning – form the backbone of PAGE. In 2013, Mongolia and Peru joined PAGE as the first two participating countries. Burkina Faso, Ghana, Mauritius, and Senegal joined in 2014; China (Jiangsu Province) and South Africa became PAGE partners in 2015. Additional countries will be identified, subject to commitment of interested countries and available resources. By 2020, PAGE aims to catalyse the transformation process of 20 countries' economies by shifting investment and policies towards the creation of a new generation of assets: clean technology, well-functioning ecosystems, and a skilled labour force with green jobs driven by strong institutions and good governance. Further details on PAGE support are provided in section 4 "National PAGE inception phase."

1.6 Guiding principles for collaboration with partner countries

1.6.1 Country ownership

PAGE places a strong emphasis on country ownership and government leadership. Country ownership means that there is sufficient political support within a country to implement its developmental strategy, including the projects, programs and policies for which external partners provide assistance. This includes line ministries, parliament, sub-national governments, civil society organisations and private sector groups. Each national PAGE partnership is therefore planned and implemented at the country level through a process that is driven by key ministries and other relevant national institutions, as well as other interested parties. The participatory processes needed to build country ownership will be unique to the country's political culture and circumstances.

1.6.2 Programmatic and policy reform focus

PAGE distinguishes itself from other international support programmes by focusing mainly on strategic policy analysis and by supporting development and implementation of policy reform at the macro-economic, sector and thematic level. PAGE pursues a programmatic approach in partner countries including a strong capacity development component to ensure sustainable economic transformation. The goal is to create systemic incentives that catalyse long lasting results towards achieving sustainable development. Therefore, government commitment to support policy reform is a key aspect of identifying and selecting PAGE partner countries.

1.6.3 Linkages with national development planning

At the country-level, PAGE aims to link closely with existing planning structures and processes to create the basis for long-term sustainability

of PAGE interventions. In this regard, PAGE will seek to link its country-level activities with national development plans and processes, such as National Development Strategies, and align with the United Nations Development Assistance Frameworks (UNDAFs).

1.6.4 Multi-sectoral engagement

The path to sustainable development necessitates action by the entire government, with some ministries, such as Ministries of Planning, Finance, Labor, Industry and Environment playing a particularly important role. Ministries with responsibility for developing and implementing sector-specific policies in areas such as agriculture, energy, transport and tourism also play an important role in advancing an IGE. Therefore, PAGE partnerships are initiated in countries where key ministries have indicated their joint support for collaboration with PAGE.

1.6.5 Multi-stakeholder engagement

The active engagement of key stakeholder groups and social partners, such as private sector institutions, organized labor, research and learning institutions, and civil society at large, is key to advancing an IGE. Therefore, from the outset PAGE encourages and supports stakeholder mobilization activities, awareness raising and foundational learning on the green economy, as well as effective participation of stakeholder groups in national green economy planning. In this context, engagement of vulnerable groups and fostering gender balance is receiving specific attention.

1.6.6 Joint commitment for results

By engaging in a programmatic partnership, both governments and PAGE partners work toward a common strategic goal of greening the economy. This joint commitment is reflected in the development of a medium-term national programmatic framework which includes goals, objectives and targets, as well as monitoring and evaluation of progress made and identification of challenges and lessons learned.



The State Great Khural – the Parliament of Mongolia

Placing PAGE in the national development context:

Mongolia's Green Development Strategy

In June 2014, the State Great Khural (Parliament of Mongolia) approved the Green Development Strategy (GDS) for Mongolia. The GDS aims to ensure green development becomes one of Mongolia's fundamental goals. The GDS has determined goals and objectives for green development up to 2030 and outlines actions to ensure these goals are achieved.

The PAGE partnership in Mongolia has directly linked the development and implementation of the GDS, by providing technical support, fostering political commitment, and modelling economic, social and environmental implications of GDS targets. The partnership advances policy development and reform in specific sectors and thematic areas, such as green construction and sustainable public procurement.



2 PAGE OFFER TO COUNTRIES AND SCOPE OF SERVICES

2.1 Overview

PAGE offers services that take into account different starting points, needs and circumstances in countries:

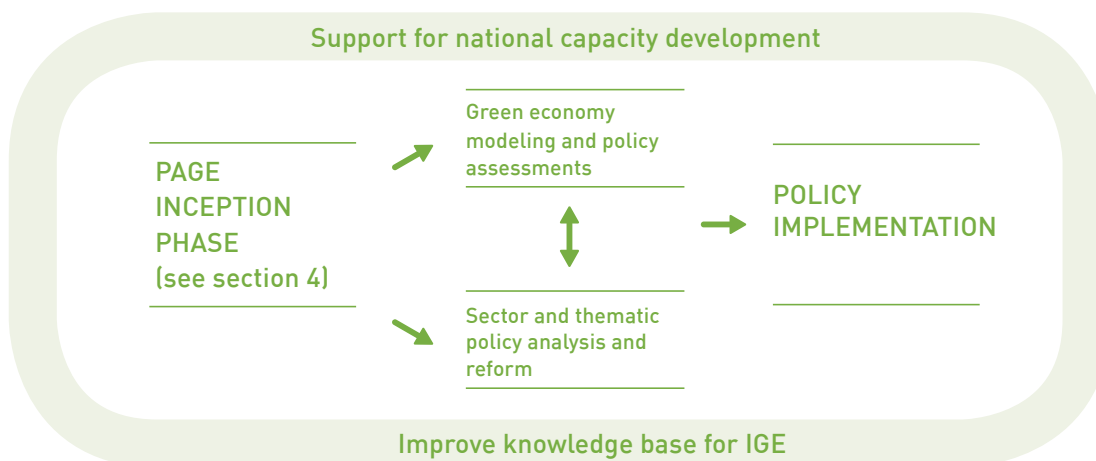
1. Assessments for evidence-based policy proposals
2. Sector-specific and thematic policy reform, implementation, and finance mobilization.
3. Support for Capacity Development

The efforts at national level are complemented by global PAGE activities, which include

- Global training and capacity development services

- Global knowledge-sharing through electronic media and conferences
- Development of global knowledge products

The PAGE inception phase in each country, outlined in more detail below, allows government and PAGE partners to determine existing relevant processes and policies, set priorities for PAGE action and determine which of the above areas should be addressed by the PAGE partnership. In some cases, PAGE may provide support in all of the above-mentioned areas, given that some policy priorities have already been identified, while still addressing the need for further policy analysis. Recognizing that an inclusive economic



transformation is inherently complex and requires a long-term perspective, national PAGE partnerships seek to ensure that all services and activities are integrated and mainstreamed in existing processes and include a distinctive capacity development component. As far as the programmatic mainstreaming is concerned, PAGE will align with national development policy cycles, e.g. planning, budgeting, implementation and monitoring and evaluation of national and sub-national policies.

2.2 Support of assessments for evidence-based policy proposals

2.2.1 Green economy modelling and policy assessments

The offer of “assessments for evidence-based policy proposals” may be of interest to countries that are at an early stage of advancing a green economy and seek to strengthen the analytical foundation for strategic policy reform. Analysis may, for example, be undertaken through green economy modelling and policy assessments, green jobs mapping and assessments, green industry assessments, or a combination of the above. The analysis usually cuts across all sectors

of government and helps to identify sectors and policy areas where a shift to “green” promises the greatest economic, social and environmental results.

The assessments focus on examining required investments or shifts in investment, supported by policy reforms, to attain established targets and associated impacts under different scenarios. Assessments include a broad set of indicators such as income, jobs, access to resources, natural capital stocks, as well as carbon emissions, resource efficiency, and waste avoided, recycled, or treated. The policy assessments build on a suite of modelling options, such as the Threshold 21 (T21) model, and generate a menu of policy and investment options. Findings are presented for validation at national workshops, enabling stakeholders to provide feedback and gain ownership and appreciation of the results prior to presenting evidence-based policy recommendations to policy makers.

2.2.2 Support of policy consultations and adoption

The presentation of policy options and recommendations usually does not automatically lead to decision-making. Therefore, PAGE supports social dialogues and stakeholder consultations

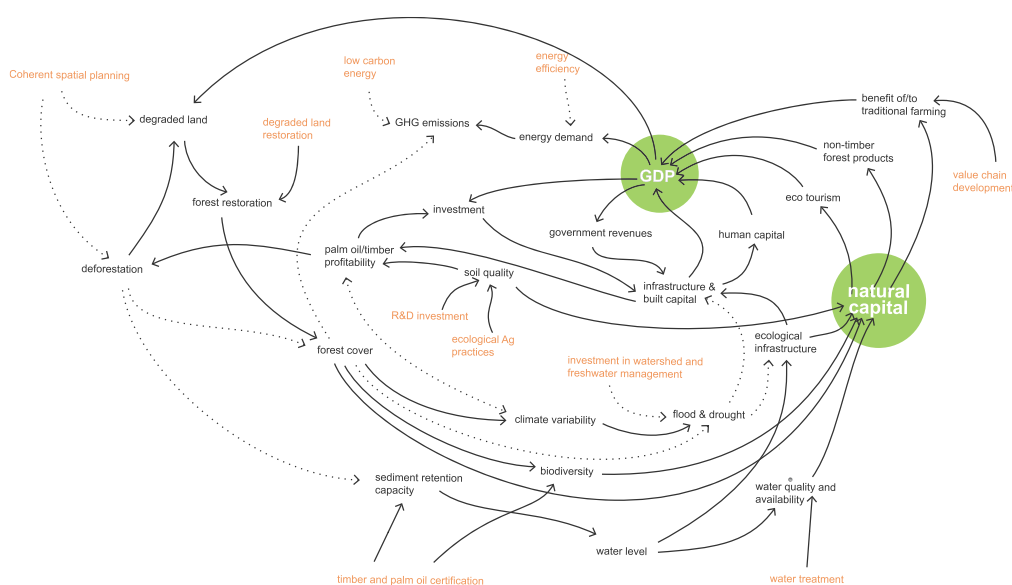


Illustration of a green economy model: Systemic relations between natural capital and key socioeconomic and environmental variables on Borneo (van Paddenburg et al., 2012)

involving public and private sectors as well as civil society to further analyze distributional and intersectoral implications of specific policy options, and to build a greater sense of ownership of the proposed actions. The feedback from this process may lead to the identification and development of alternative or additional policy recommendations as well as additional analyses on specific ways to ensure fair and just transitions.

An important result of this area of work can be the integration of green economy goals and targets into national economic and development planning.

2.3 Sector and thematic policy reform, implementation, and finance mobilization

2.3.1 Action plans to facilitate specific policy reform

The second offer “sector and thematic policy reform, implementation, and finance mobilization” may be relevant for countries ready to move to specific policy design and implementation activities, in sectors such as agriculture, energy, transport and tourism, or thematic areas such as trade, sustainable public procurement or waste management. Specifically, PAGE support aims to enable countries to translate broad policies into specific national and sectoral strategies and action plans, and implement and evaluate them. In addition, targeted social policies, including social protection and the upgrading of skills, are promoted, in order to offset potential negative effects of greening reforms.

2.3.2 Mobilising finance

Having specific strategies in place without the means to finance their implementation is not a desirable situation. This is why PAGE supports funds mobilization for adoption of policy measures, for example, introduction of new technologies. In addition, PAGE seeks to ensure better use of, or shifts in existing resources, including domestic public, private sources, as well as



Working at the sectoral level:

Green industry in Peru

In November 2014, a Green Industry Assessment was initiated in Peru, led by UNIDO. The Sustainable Europe Research Institute (SERI) has been commissioned with the study and worked in close cooperation with the Ministry of Production (PRODUCE), Ministry of Energy and Ministry of Environment. Specific recommendations for green industrial policy were developed with the aim to mobilise stakeholders to contribute ideas and participate in designing those policies. The study

identified Metallurgy and Metal working, Forestry as well as the Construction and Cement industry as fruitful areas of intervention and proposed a number of key policies in these areas to stimulate green growth in the country. The results of this study were presented and discussed with different stakeholders at a validation workshop in Lima, Peru in June 2015 and will guide future PAGE activities in the area of green industrial development.

official development assistance (ODA). By working closely with the private sector and multilateral and regional development institutions and banks, the partnership seeks to identify financing sources for the required sectoral investments. Hence public-private dialogues on green investment opportunities and the formation of financial consortia in support of green investment are facilitated. Efforts also include support for mobilizing funding for the creation of enterprises, as well as improving existing businesses to enable green entrepreneurship and youth employment.



Capacity development for key stakeholders on IGE:

Training journalists on green economy in Ghana

The media plays a key role in strengthening public awareness about how green economy policy reform can improve the wellbeing of communities, support job creation and reduce environmental degradation. In order to provide interested journalists with an understanding of green economy concepts and applications and to up-date them on PAGE activities in Ghana a workshop was held in July 2015. The event

was organized by PAGE in partnership with the Ministry of Environment, Science, Technology and Innovation. Participants included journalists from both the print and electronic media, as well as students from the Ghana Institute of Journalism. The workshop materials were based on a global green economy learning package that has been developed through the PAGE partnership.

capacities for development planning and implementation. The partnership can also include support for setting up adequate coordination structures for advancing IGE policies.

Individual capacity development can range from basic training on the core concepts of green economy to technical skills development on specific policy analysis tools and methodologies. To ensure sustainability, training will be delivered whenever possible through local institutions throughout all stages of the national PAGE activities, taking into account specific learning needs identified. Domestic institutions and partners such as national research and training centers and the private sector (e.g. through chambers of commerce, and business and trading associations, etc.) are trained as trainers with a goal to engage them in the delivery of training activities, depending on national circumstances.

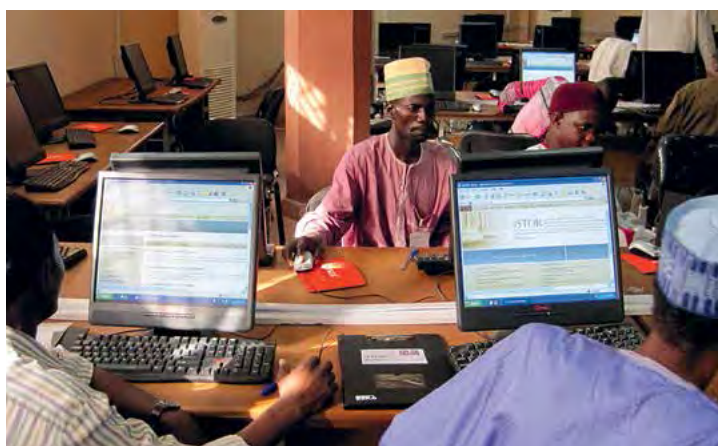
Countries interested in taking a strategic approach to green economy learning are supported in developing a Green Economy Learning Strategy/Action Plan, bringing together key learning institutions in each partner country and creating a national green economy learning network. In addition, national PAGE partners are systematically engaged in global learning events, such as the Green Economy e-Learning Course and Green Economy Academy (see section 2.5). Collectively, these actions seek to equip policy makers and sectoral actors with the technical know-how to implement and design successful green economy policies.

2.4 Support for capacity development

Capacity development, including strengthening of institutional and individual capacities, is an important dimension of each national PAGE partnership. Institutional capacity development may be supported, for example, through the provision of tools for integrated diagnostics, macroeconomic analysis, expenditure reviews, institutional context analysis (including linkages to political economy and governance), and related methodologies for assessing and strengthening

2.5 Global PAGE activities and support services

In direct support of country level action, PAGE implements a suite of global support services. Representatives from PAGE partner countries are key stakeholders participating in these global activities, together with experts from other countries, facilitating interaction and experience sharing across regions and countries around the world.



PAGE e-learning:

Introductory e-course on green economy

The course introduces participants to different concepts and facets of the green economy, as well as global, national and sector-specific challenges and opportunities. It is highly interactive, featuring various learning methods, such as e-books, group discussions, exercises, and peer reviews. An important aspect of the course is that each participant develops a

green economy action plan relevant to their country and field of work. Experts from all five PAGE agencies lend their expertise to the course as resource persons on specific topics. In December 2013 the course was awarded the ECB Check Certificate, an internationally recognized standard on quality of e-learning education.

Voices from 2 of the more than 500 participants that have taken the course so far:

“The course allowed me to introduce the theme of green economy and green jobs as a key factor in labor formalization... it was picked up and approved as part of the Sector Strategy 2014-2016, adopted by Ministerial Resolution No. 205-2014-TR and currently under implementation. I’m also working with my team on a national strategy for green jobs, which will be approved in 2015.”

Christian Zegarra
Ministry of Labour and Employment
Promotion, Peru

“The Green Action Plan I developed during the course focused on the tourism sector of Mauritius. Being in the Ministry of Finance, I am involved at a strategic planning level. A lot of measures have been announced in the recent budget: a Green Hotel Certification scheme; bio-farming practices to increase the quality of food supplied to hotels and population (and increasing green jobs); and development of eco-tourism practices.”

Sumedha Ramprosand
Ministry of Finance and Economic
Development, Mauritius

2.5.1 Global training and capacity development services

Capacity building is one of the cornerstones of PAGE, including capacity development support at the national level (discussed above) and development and implementation of global-level training modules, courses and tools. These focus on basic-level and specialized green economy competency development, meeting high standards of adult learning. Training products and services are globally accessible, enabling a wide range of countries and governments to benefit through global learning on green economy.

Interactive, multi-lingual e-learning courses encourage worldwide participation, not only from the government agencies, but also involving academia, civil society and private sector participants. The purpose is to introduce participants to different concepts and facets of the green economy; offer insights into global, national and sector-specific challenges and opportunities associated with the green transition; facilitate

knowledge exchange; and develop basic skills on how to apply the green economy concept in practice. The PAGE Green Economy Academy, organized every two years, is providing in-depth capacity development and skills building through knowledge-sharing across countries and regions. The campus provides face-to-face training, and currently offers topical training reflecting the good practices and tools brought together under PAGE.

2.5.2 Global knowledge products and sharing

To further support governments in a transition towards IGE, PAGE promotes knowledge creation and sharing by undertaking research and compiling best practices and lessons learnt. Green economy knowledge products, including green economy modelling tools, green economy policy assessments and green jobs assessments, are made available to support the process of national policy analysis and formulation. Global PAGE activities also include the organization of

Global training and capacity development:

PAGE Academy

The first global Green Economy Academy, an interregional learning and knowledge-sharing event, was held at the International Training Centre of the International Labour Organization (ITC-ILO) from 6 to 17 October 2014 in Turin, Italy. More than 120 participants from 20 countries including policy makers, technical staff and stakeholders from civil society organisations, trade unions, employers' organisations, cooperatives, knowledge and research institutions, delegates,

staff and practitioners from collaborating/interested agencies and donors actively participated in the academy. The Academy was structured around PAGE's approach in supporting the formulation, adoption and implementation of IGE policies and strategies. In complementarity to PAGE's national institutional capacity building strategies, this event, with global outreach, also focused on the sharing of practices at all levels – national, policy, sectoral, value chain and enterprise – in

order to offer participants fact-based learning.

The Academy offers a unique opportunity for inspiration and guidance through global knowledge-sharing, comprehensive and peer-reviewed training materials, quality programmes and resources, and different learning methodologies. Led by the ILO, it brought together technical knowledge and experience from each of the PAGE partners, as well as other high-level experts.

conferences and workshops for current and future PAGE countries to build networks and global platforms to exchange experiences and benefit from the latest information generated.

Manuals and guidance documents under PAGE are designed to assist national policymakers in the process of policy formulation, providing information on different modelling tools and helping to develop and adopt IGE policies to achieve country-specific sustainable development targets. The PAGE website (www.un-page.org) provides global access to the available knowledge resources, allows for exchange of information, and provides links to existing knowledge hubs, such as the Green Growth Knowledge Platform.



Participants of the PAGE academy 2014.



3 NATIONAL PAGE GOVERNANCE, COORDINATION, AND COMMUNICATION

3.1 National coordinating institution and national PAGE focal point

A ministry or government body with a coordinating mandate usually serves as the national coordinating institution for PAGE and provides the national PAGE focal point, while many agencies may be engaged in implementation. This body may, for example, be located in the Office of the Prime Minister or President, the Ministry of Planning/Development, or a line ministry with a coordinating mandate. The function may also be jointly performed by two ministries, for example, when the lead coordination is not directly provided by a central coordination body. Interested countries indicate early on during the partnership the foreseen coordinating arrangements.

3.2 Interministerial coordination and decision-making

To put interministerial coordination and country leadership for PAGE into practice, PAGE partner countries identify (or establish) an interministerial body that can serve as a National Steering Committee (NSC) for PAGE. The Committee consists of high-level representatives of key national ministries and UN PAGE partners, directing and supervising the PAGE country work. It may also include, as appropriate, representatives of the private sector and civil society. The NSC guides, endorses, and provides strategic oversight concerning the result-based framework, workplans and associated budgets, and prioritizes the management of funds. It also endorses the PAGE programme framework and evaluation. The interministerial group can also play the role of the main coordination body instead of having one lead agency.

Additional technical coordination mechanisms may be established, depending on country needs, to develop and oversee implementation of terms of reference (TORs) for specific work streams.

3.3 The Role of International PAGE Partners

3.3.1 PAGE country lead agency and agency leads for specific work streams

For each PAGE country, a lead PAGE agency is designated among the UN partners, taking into consideration their current country presence and activities, and other relevant factors. The lead agency's focal point can be based either at the regional or headquarters level and can receive additional support from an agency representative based at national level in a country office. The PAGE lead agency focal point is responsible for the overall coordination of the national PAGE partnership and acts as a liaison between the key actors, working closely with the National PAGE Coordinator and the UN Resident Coordinator.

All PAGE partners nominate a country focal point who works closely with the Lead PAGE Agency Focal Point and the National PAGE Coordinator (see below) and the National PAGE focal point in Government to prepare, discuss, and coordinate operational matters such as budget preparation, work plan development, etc.

In addition to the overall country lead and coordination arrangements discussed above, individual PAGE agencies coordinate specific work streams, including support of results-based planning and work plan development at the work stream/project level.

3.3.2 National PAGE Focal Point/Coordinator

The national PAGE Coordinator is usually hired by the PAGE lead agency and is based in a PAGE country. In some cases, a PAGE Coordinator can jointly coordinate the work of PAGE and other UN initiatives. S/he coordinates all activities with and on behalf of all PAGE agencies, with national and local-level partners and the respective lead UN agency. The Coordinator is responsible for facilitating the implementation of the agreed workplan, organizing workshops and establishing relations with key stakeholders. S/he reports to the

lead UN agency's focal point, based either in the country or headquarters level. The Coordinator is also responsible for providing the first draft of key documentation, such as the inception report, the country programme document, and annual progress reporting.

3.4 Joint national-UN programming

The national PAGE partnership can make a significant contribution to broader joint national-UN programming, whereby UN organisations and national government partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the emerging SDGs and other international commitments arising from UN conferences, summits, conventions and human rights instruments. Through such joint programming, common results frameworks and the modalities for supporting programme implementation are identified. National planning and implementation of the SDGs is becoming particularly relevant.

3.5 Collaboration with development partners

The collaboration of five UN PAGE agencies with government and the development of a programmatic approach for national PAGE implementation provides a strategic framework to which other development partners (e.g. bilateral donors, multilateral institutions, NGOs) can link their green economy related projects in a country. As the PAGE programme is linked to broader national development efforts, such as joint national-UN programming, national development plans and UNDAFs, it can encourage international development partners to contribute resources for the achievement of specific outcomes and outputs that are described in these national planning documents and workplans.

3.6 Collaboration with the private sector, organized labor and civil society

Collaboration with private sector institutions, organized labor, research and learning institutions and civil society at large, is fundamental to advancing an IGE. For example, companies can make investments aimed at improving their competitiveness through increasing efficiency in the use of natural resources to foster social inclusion. The challenge will be to generate interest and incentives to engage these key stakeholders in the planning and implementation process.



First international PAGE conference in Dubai, March 2014.

International experience-sharing:

Global PAGE Conference 2014

The inaugural conference on PAGE was held in the United Arab Emirates in March 2014, under the Patronage of His Highness Shaikh Mohammad Bin Rashid Al Maktoum, Vice-President and Prime Minister of UAE and Ruler of Dubai. The conference was an opportunity to review international experience and progress related to green economy in the context of

sustainable development and poverty eradication. It also considered how greener economies can contribute to the post-2015 development agenda. More than 450 participants from 66 countries, including 27 Ministers, representing governments, the private sector, civil society and development agencies, attended the meeting.



4 NATIONAL PAGE INCEPTION PHASE

4.1 Overview of national inception phase

4.1.1 Introduction

Country level planning starts with an inception phase. Initial planning is important as each partner country is likely to begin from a different starting point in its transition to an IGE. Equally relevant, a number of national and international actors may already be active and provide services related to green economy. For PAGE support to provide sustainable results, engagement of key actors that provide added value is essential early on in the process and also throughout the ongoing initiatives.

The purpose of the inception phase is to plan, in consultation with the national authorities and partners, the technical and policy support to be provided under PAGE through a more long-term programmatic approach.

Specific objectives to be achieved during the inception phase include the following:

- Mobilize and engage relevant government sectors and stakeholders
- Raise further awareness and strengthen green economy competencies
- Document and review relevant policies, initiatives and institutions

- Identify priority PAGE work streams and develop workplans
- Develop a medium-term results and programmatic framework

4.1.2 Key activities and outputs of the inception phase

Key activities, milestones and outputs of the PAGE inception phase, include, in summary, the following:

1. Scoping mission and stocktaking
2. PAGE inception workshop, stakeholder mobilization and foundational training
3. Development of results-based framework and programmatic planning

Activities, outputs, key insights and recommendations emerging from the inception phase are summarized in an inception phase report. The length of the inception report is flexible and can provide the level of detail considered appropriate by national partners.

The following table provides a brief overview of how a PAGE partnership unfolds at the national level, including key documents prepared.

4.2 Scoping mission and stocktaking

4.2.1 Scoping mission

The purpose of the scoping mission is to allow face-to-face consultations between PAGE agencies, representatives of government and key stakeholders in order to identify needs and demands, and secure national engagement and ownership for the PAGE partnership. The objective of the scoping mission is for the PAGE partners and the national authorities to jointly determine the activities of the inception phase, and initiate discussion with a long-term perspective, also taking into account other programmes that are currently being implemented by PAGE partners, UN agencies and other development partners in the country. In this regard, a short pre-scoping report may be prepared to provide an initial sense of related initiatives.

- Agreed on the institutional framework for coordination of PAGE
- Identified actions to be undertaken during the inception phase and its links to broader related initiatives
- Gathered information about the expectations of government, private sector, employers, trade unions and civil society with regard to green economy initiatives

4.2.2 Stocktaking

Stocktaking is an important exercise to establish a baseline at the beginning of the PAGE partnership. It draws upon existing documents and summarizes relevant information to be taken into account in setting priorities and determining the objectives of PAGE interventions. Stocktaking plays a key role in helping to establish priorities, including at the sectoral level or for thematic policy reform.

After the scoping mission, the PAGE partners and the local stakeholders will have:

- Reviewed the ongoing initiatives that contribute towards IGE
- Identified the institutions and the key stakeholders to be involved in the PAGE partnership



From the PAGE inception phase to programme implementation and evaluation

Specific objectives of the stocktaking include the following:

- Summarize relevant economic, social and environment policies
- Identify national and international institutions and actors relevant for achieving PAGE objectives
- Review ongoing and planned initiatives and projects
- Summarize economic and other relevant studies and assessments
- Initiate identification of priority work streams and action under the national PAGE partnership

To achieve these objectives, the stocktaking should review, as appropriate, existing analyses such as national environmental assessments; industrial and sectoral baselines and targets; existing policies and strategies; trade opportunity assessments and export policies; labour market; and skill assessments as well as other relevant information.

It also takes into consideration national development plans including the sustainable development targets, national poverty reduction strategies and UNDAF as the main policy entry points to anchor PAGE support within existing national development plans and processes. Stakeholder consultations involving national experts and institutions contribute to gather additional data and information from various sources. A proposed outline of the stocktaking report is included as an annex.

During the scoping mission, UN PAGE partners, jointly with government, will identify a national entity/institute for preparing the stocktaking report. It is important that the identified service provider has the trust of all partners, while at the same time it should have some independence to allow for unbiased analysis.

A first draft of the stocktaking report should ideally be available for the Initial PAGE inception workshop (see below) in order to ensure that all relevant actors and activities are fully considered.



Launch of PAGE in Ghana, November 2014

High-level PAGE launch event

A critical element in the process of institutionalization of green economy is to enhance awareness and understanding among key decision-makers and stakeholders about an IGE and how the adoption of green economy policies is linked to and can support the existing development planning framework in a

country. During the scoping mission, a high-level PAGE launch event could create interaction and an informed understanding among key decision-makers and key stakeholders, including parliamentarians and senior government officials, on issues related to IGE. Such events took place in all PAGE partner countries.

4.3 PAGE inception workshop and foundational training

4.3.1 Overview

A national PAGE workshop is proposed to take place early in the inception phase. If planning allows, it may already take place in the context of the scoping mission.

The overall objectives of the workshop could be to:

- Engage key government ministries and stakeholders in the PAGE inception phase
- Take stock of national initiatives to advance IGE

- Ensure linkages of PAGE with relevant national and international activities
- Provide initial foundational training on relevant green economy concepts
- Agree on activities and workplans for the PAGE inception phase

4.3.2 Green economy training and competency development

A focused learning or training event of 2 days provides an opportunity to introduce and discuss key green economy concepts with national stakeholders, clarify what services PAGE has to offer, and facilitate the sharing of knowledge and experiences. The main target group are mid-level managers from various government agencies, research institutes, industry and civil society. The training is designed to meet national needs, rather than featuring a standard programme.

Questions that need to be addressed in developing the training programme include, for example, the following

- What knowledge concerning green economy concepts and tools already exists in the country? What has already been covered by previous workshops?
- What aspects of the national green economy deliberations require immediate attention from a learning perspective?
- What are the learning and related institutional capacity development needs that could be addressed in more specialized future PAGE training activities?

4.3.3 Planning Session

A PAGE planning session provides an opportunity to discuss and agree on the objectives of PAGE in general and the inception phase in particular, and key outputs to be achieved during the inception phase.

Specific issues and topics that could be discussed during the planning discussion include the following:

- Review of the draft stocktaking report
- Identification of potential priority sectors
- Identification of national PAGE work streams and teams
- Initial discussion of a medium-term programmatic results framework

4.4 Programmatic results-based framework and planning

4.4.1 National PAGE results-based framework

Based on the strategic objective to be achieved and the initial workplans for priority work streams, the lead agency, together with national PAGE agency focal points, the national coordinator, and other country actors, develops a programmatic results-based framework. This framework includes outputs and performance indicators with baselines, targets and means of verification, providing the basic reference for monitoring of results in the future. This is done jointly with government, taking into account and coordinating with existing UN programmes through the UN Resident Coordinator and UN country teams.

4.4.2 Workplans for priority work streams

For specific work streams, respective agency leads develop, in close coordination with the national PAGE Coordinator and national counterparts, short results-based workplans, including objectives, activities, budgets and lead agency and members of the task team. The shape and depth of these work stream plans depends on the specific circumstances. In some cases, a 2-3 page document including annexes may be sufficient, while in other case a longer document may be needed.

Priority Workstreams in Mongolia

Green Economy Modelling and Policy Assessment

Working with the Ministry of Environment and Green Development (MEDGT) and the Ministry of Finance, PAGE is supporting capacity building for long-term macro-economic planning and forecasting through system dynamics modelling linked to the GDP.

Green Development Indicators

The National Statistics Office of Mongolia and MEDGT, together with PAGE partners are developing and supporting the adoption of green economy indicators and measurements, taking into account the Sustainable Development Goals.

Sustainable Public Procurement

Led by the Ministry of Finance, this work stream

focuses on the inclusion of sustainability in the national legal framework for public procurement.

Green Schools and Kindergarten

In collaboration with the Ministry of Construction, PAGE is supporting the development of green building codes and policies in Mongolia starting with new education building constructed with public funds.

National Waste Management Strategy

PAGE partners are supporting applied research to explore recycling opportunities under the National Waste Strategy Development Process led by MEDGT.



D. Oyunkhorol, Minister of Environment, Green Development and Tourism opened the 2015 National PAGE Week in Mongolia.

Green Economy Learning Strategy

MEDGT and the National University of Mongolia are working together to develop a National Green Learning Strategy and deliver green economy education and training through national institutions.

Sustainable Financing

PAGE is supporting the Mongolian banking sector in the development of green and inclusive finance products and services.

4.4.3 Stocktaking report/PAGE programme document

The stocktaking report/PAGE programme document summarizes key outcomes of the inception phase and outlines the future direction and anticipated results of the national PAGE partnership. It includes the goal and objectives of a multi-year programme, priority work streams, anticipated results, as well as other information relevant for implementing the PAGE partnership in a coordinated manner, such as division of responsibility of key actors, as well as budgetary and resource mobilization considerations. Concerning available financial resources, it is important to note

that global PAGE resources will be available for a maximum of 3-4 years, necessitating discussion in each country concerning a long-term approach to resource mobilization.

The time frames covered are flexible according to the country context and the national planning cycle. Usually a programme document covers a period of 3-4 years. The programme document may also be linked to broader joint national-UN programming, and may therefore go through a specific approval process. A proposed table of contents of the programme document is included as an annex.



5 MONITORING, REPORTING, AND EVALUATION

5.1 Project/Work stream level

At the level of specific work streams (projects), results-based workplans provide the basis for planning and monitoring progress. In the case of a multi-year workplan, or when a specific project/work stream is completed, short reports will be prepared to summarize the status of implementation, results achieved and recommendations for next steps.

5.3 Programme evaluation

Following an initial period of 3-4 years, an evaluation of the national PAGE programme will be implemented through collaboration of all partners concerned. The evaluation will identify progress made in achieving the overall goal of PAGE (i.e. economic transformation), lessons learned and opportunities for further action.

5.2 Annual reporting at the programme level

Following completion of the inception phase, the multi-year results framework in place in each PAGE partner country serves as the basis for monitoring and reporting at the programme level. At the end of each year, and through collaboration of national partners, the national PAGE coordinator and PAGE agencies, an annual PAGE country report is prepared. The report summarizes activities implemented during the year, and progress made against the strategic results indicators in the programme results framework. The report will feed into global monitoring and reporting of PAGE results. Equally important, it informs national discussion on possible adjustments, based on lessons learned.

ANNEX 1

Proposed structure of Stocktaking Report

1 Introduction and context

2 Relevant government policies

3 Key institutions and organizations

- 3.1 Government
- 3.2 Businesses
- 3.3 Educational, research and training institutions
- 3.4 Non-governmental organizations
- 3.5 International actors

4 Current initiatives for an inclusive green economy

- 4.1 Ongoing green economy projects
- 4.2 Green businesses and financing
- 4.3 Sectoral green economy projects and initiatives

5 Analysis of assessments already carried out

- 5.1 Studies completed or ongoing by both international and national actors on green economy
- 5.2 Summary of data and statistics already collected
- 5.3 Analysis of key findings

6 Identification of priorities and possible action

- 6.1 Existing knowledge gaps (outlining which information, data, statistics still need to be collected)
- 6.2 Identification of priority sectors
- 6.3 Suggestions for action under the national PAGE project

7 Next steps

ANNEX 2

Proposed structure of a national PAGE programme document (about 20 pp.)

1 Introduction and context (2-3 pp.)

- 1.1. National context
- 1.2. International context
- 1.3. About PAGE
- 1.4. Summary results from PAGE inception phase
 - 1.4.1. Key findings of stocktaking report
 - 1.4.2. Key findings of green economy assessments (if available)
- 1.5. Strategic priorities for PAGE support

2 Programme goal and objectives (1-2 pp.)

- 2.1. Programme goal and objectives
- 2.2. Theory of change

3 Priority workareas, interventions and expected results (6-8 pages)

- 3.1. Work stream 1: []
- 3.2. Work stream 2: []
- 3.3.

4 Implementation and governance (3-4 pp.)

- 4.1. Lead/Coordinating ministry
- 4.2. Inter-ministerial coordination
- 4.3. Engagement with stakeholders
- 4.4. Linkages with other development partners

5 Resource mobilization (2-3 pp.)

6 Monitoring and evaluation (1-2 pp.)

7 Risks (1 p.)

Annex: National PAGE logframe (3-4 years)

ANNEX 3

Template for national PAGE logframe

Intended Results	Indicators (including baseline and targets)	Sources/Means of Verification	Assumptions/ External Factors	Supporting PAGE Agencies/ Fund holder and Partners
Impact [Overall long-term Goal, by 2030]				
Country x is transforming its economy to eradicate poverty, increase social equity and decent jobs, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development GoalsSDGs (from global log-frame)				
Outcomes* [Medium-Term Objectives, 2014-2017]				
Overall Outcome: Country x has reframed its economic policy around sustainability and puts in place enabling policy conditions, reforms, incentives, business models, and partnerships to catalyze greater action and investment in green technologies, and natural, human, and social capital.				
Specific Outcome 1: Country x has reinforced and integrated inclusive green economy (IGE)GE goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration.				
Specific Outcome 2: Country x has implemented evidence-based sectoral and thematic reforms in line with national IGE priorities				
Specific Outcome 3: Country x has strengthened individual, institutional and planning capacities for IGE action				

National outputs per specific outcome	Relates to global output #	National output indicators	Sources/Mean of Verification	Assumptions/ External Factors	Supporting PAGE Agencies/ Fund holder and Partners
National outputs for outcome 1 [Country x has reinforced and integrated IGE goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration]					
2. National outputs for outcome 2 Country x has implemented evidence-based sectoral and thematic reforms in line with national IGE priorities]					
Theme/ Sector 2.1					
Theme/ Sector 2.2					
Theme/ Sector 2.3					
3. National outputs for outcome 3 [Country x has strengthened individual, institutional and planning capacities for IGE action]					
3.1 Institutional capacity development					
3.2 Individual capacity development 2					
3.3 National planning, coordination and communication					

1. Key activities under outcome 1 outputs	Comments
2. Key activities under outcome 2 outputs	
2.1 Sector/Theme	
2.2 Sector/Theme	
2.3 Sector/Theme	
3. Key activities under outcome 3 outputs	
3.1 Institutional capacity development	
3.2 Individual capacity development (in addition to individual capacity development activities included under Outcome 1 and 2)	
3.3 National planning, coordination and communication	

*** The national outcomes and national outputs are linked to and contribute to the following global outcomes and outputs in the global PAGE Logframe**

Global Outcome 1: Countries have reinforced and integrated inclusive green economy (IGE) IGE goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration.

Global outputs:

- 1.1 IGE diagnostics, assessments, and policy analysis undertaken
- 1.2 Public, private and civil society actors engaged in cross-sectoral IGE prioritization, target setting, and costing

Global outcome 2: Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities

Global outputs:

- 2.1 Sectoral diagnostics, assessments, and policy analysis undertaken
- 2.2 Advisory support integrated in designing and advancing sectoral and/or thematic policies, strategies and, plans
- 2.3 IGE financing partners mobilized and engaged including United Nations Country Team (UNCT), donors, International Financial Institutions (IFIs), and private sector

Global outcome 3: Individual, institutional and planning capacities for IGE action strengthened at the national and global level

Global Outputs:

- 3.1 National planning, institutional and communication capacities strengthened in line with country context
- 3.2 Nationally tailored training programmes developed and delivered responding to national priorities
- 3.3 Global and regional leadership and training programmes and packages developed and delivered for individuals and institutions

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This guidance note provides information and suggestions concerning a partnership between countries interested in and committed to greening their economy and the Partnership for Action on Green Economy (PAGE). It serves as a resource for national governments and institutions undertaking PAGE-supported analysis and policy reforms, as well as international partners engaged in PAGE and green economy action. Ultimately, it seeks to support sound planning from the outset with the goal that PAGE-supported activities are fully integrated within relevant national processes, owned by national institutions, and effectively coordinated with ongoing and planned national and international activities.

The Partnership for Action on Green Economy (PAGE) is a joint programme between the United Nations Environment Programme (UNEP), International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), and the United Nations Institute for Training and Research (UNITAR).

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