PLANNING AND IMPLEMENTING A NATIONAL PAGE PARTNERSHIP

GUIDANCE FOR PAGE PARTNER COUNTRIES
PAGE OFFER IN A NUTSHELL

POLICY & PLANNING
At its core, PAGE helps governments create and implement policies that promote green economic activities.

INFORMING PRIORITIES
PAGE supports the development of key sectors that can drive future economic growth and sustainable development.

MEASURING IMPACT
PAGE develops and helps to implement tools to monitor and evaluate how different policy and investment options impact green economy progress.

CONNECTING FINANCE
PAGE connects governments, the private sector and expert institutions and initiatives to build financial systems that are responsive to and reward sustainable investment.

INSPIRING ACTION
PAGE drives and shapes conversations about the future we want to inspire a global shift to inclusive green economy policies and practices.
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1 BACKGROUND AND INTRODUCTION

1.1 Introduction to the guidance document

This guidance document 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 inclusive green economy (IGE) 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
- Governance and coordination arrangements
- Resources and support available from international PAGE partners
- Monitoring and evaluation

The main phases of a national PAGE partnership are:
- PAGE Inception Phase
- Programme Implementation
- Programme Evaluation

1.2 International policy context

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.

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.

2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development with its 17 Sustainable Development Goals (SDGs) were adopted by the General Assembly of the United Nations in September 2015. PAGE represents a mechanism to coordinate UN action on green economy and to assist countries in achieving and monitoring the Sustainable Development Goals, especially SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.” The partnership also supports governments to work across sectors, seeking the integration of policies and strategies that enable countries to achieve multiple SDG targets at the same time.
2015 Paris Agreement
To address climate change, countries adopted the Paris Agreement at the twenty-first session of the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) in Paris on 12 December 2015. In the Agreement, all countries committed to work to limit global temperature rise to well below 2 degrees Celsius, and given the grave risks, to strive for 1.5 degrees Celsius. To advance the implementation of the Agreement and support partner countries in achieving their Nationally Determined Contributions (NDCs), PAGE activities create a conducive enabling environment and support for low-carbon development in economic sectors. In its role as convener, PAGE promotes the alignment and coordination of climate and green economy policies, bringing together various government and non-government stakeholders.

Significant linkages and synergies also exist between a green economy and other Multilateral Environmental Agreements (MEAs), including the UN Convention on Biological Diversity, the UN Convention on Desertification and various international agreements on the sound management of chemicals and hazardous wastes.

1.3 The Partnership for Action on Green Economy – PAGE
Bringing together the expertise of five UN agencies – UN Environment, 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 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, and China (Jiangsu Province) and South Africa in 2015; Brazil (Mato Grosso State), Barbados and Kyrgyz Republic became PAGE partners in 2016, and Uruguay and Guyana in 2017. Additional countries will be identified, subject to commitment of interested countries and available resources. By 2020, PAGE aims to catalyze 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 labor 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”.

1.5 Guiding principles for collaboration with partner countries

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.
Country Starter Kit

The green economy toolkit provides countries with practical guidance on how to formulate and assess policies, measure progress and model future effects of the transition. The toolkit consists of three reports: a guidance manual for green economy policy assessments, a guidance manual for green economy indicators, and a report on using models for green economy policymaking.

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 levels. 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.

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 seeks 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).

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.
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. 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.

Gender-sensitive policy reform

Gender is an important dimension of IGE policy reform as different groups of women and men are affected differently by economic, social, environmental and political processes and conditions. For example, the impacts of labor market reforms partly depend on the occupational segregation between men and women or the gender gap in earnings. Further, social norms and other constraints in many countries may limit the participation of women in decisions about policy reforms that affect their lives. PAGE puts emphasis on understanding the implications of green economy policy reform for different groups of women and men, with the aim to improve policy effectiveness and promote greater gender equality.

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.
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 Assessments for evidence-based policy proposals

**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, green jobs mapping, 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. In 2017, PAGE launched a new tool (Integrated Green Economy Modelling – IGEM) that takes several commonly used modelling methods and integrates them to forecast the economic, social and environmental tradeoffs of specific policy and investment scenarios.
The IGEM framework aims to better respond to countries’ needs in terms of analysing the cross-sectoral impacts of green economy policies. The framework presents a methodology on how to integrate three of the main modelling techniques (IO-SAM, CGE and SD) used for green economy policy assessments. “Input/Output-Social Accounting Matrix” (IO-SAM) is often used to answer questions such as how renewable energy contributes to the overall economy including employment and how it interacts with other industries. The “Computable General Equilibrium” (CGE) model is typically used to answer questions like how a fossil fuel subsidy reform is likely to impact productivity in the renewable energy sector and what the implications of such a reform are on production, employment, trade, government revenue, and income distribution. The System Dynamics (SD) model is good at tracking a policy change’s system-wide economic, social and environmental effects. A transition to an inclusive green economy requires a combination of policy interventions with crosscutting impacts and a single model is often inadequate to answer all essential questions. The IGEM therefore integrates all three major modelling tools in one single framework.

The policy 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 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.

**Integrated Green Economy Modelling (IGEM)**

The IGEM framework aims to better respond to countries’ needs in terms of analysing the cross-sectoral impacts of green economy policies. The framework presents a methodology on how to integrate three of the main modelling techniques (IO-SAM, CGE and SD) used for green economy policy assessments. “Input/Output-Social Accounting Matrix” (IO-SAM) is often used to answer questions such as how renewable energy contributes to the overall economy including employment and how it interacts with other industries. The “Computable General Equilibrium” (CGE) model is typically used to answer questions like how a fossil fuel subsidy reform is likely to impact productivity in the renewable energy sector and what the implications of such a reform are on production, employment, trade, government revenue, and income distribution. The System Dynamics (SD) model is good at tracking a policy change’s system-wide economic, social and environmental effects. A transition to an inclusive green economy requires a combination of policy interventions with crosscutting impacts and a single model is often inadequate to answer all essential questions. The IGEM therefore integrates all three major modelling tools in one single framework.

**Support for 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 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.

**Tools for monitoring and evaluating green economy policies**

PAGE provides analytical tools and advice to enable countries to monitor the impact of policy and investment decisions on their progress towards the SDGs and national green economy targets. PAGE has developed a measurement framework that enables countries to track their inclusive green economy progress at a country level, facilitating cross-country comparison of achieved progress. PAGE also works with national partners to develop strategies and action plans to collect, store and analyze green economy data in a scientifically rigorous manner.
2.3 Sector and thematic policy reform, implementation, and finance mobilization

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.

Mobilizing finance

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

Working at the sectoral level:

Green industry in Peru

A Green Industry Assessment was conducted in Peru by the Sustainable Europe Research Institute [SERI] 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. Following the recommendations included in the Assessment, PRODUCE will lead, with support of UNIDO, the formulation of a green industry policy for Peru.

Practitioner’s Guide to Strategic Green Industrial Policy (SGIP)

Any transformation of a country’s industrial sectors has to be based on a holistic and coherent strategy, aimed at an overall transformation of markets and consumer behaviour by replacing resource intensive production, as well as consumption patterns with more resource efficient ones. This guide aims to provide decision-makers with the necessary tools and information to steer through this transition, and develop a SGIP that reflects their country’s own unique ecological, economic and social context as well as aspirations. In addition to the Practitioner’s Guide a supplement has been developed that provides more detail on several tools and categories of assessment that are useful for developing SGIP.
A green economy for all:  
**Creating green and decent jobs in Senegal**

Under the umbrella of Senegal’s national development plan (“Plan Senegal Emergent”), PAGE supported the Government in developing a national strategy on green jobs. The strategy is now being implemented through a national programme on green jobs (PACEV). At the same time PAGE is supporting efforts to rethink waste management, and to create the policy environment in which innovators can use what was once considered pollution to create new value. As a result, small enterprises like Ecobag and SETIC, which collect and transform plastic waste and electronic waste respectively, are creating wealth and jobs in a growing recycling sector.
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 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 e-learning courses and the Green Economy Academy (see section 2.5). Collectively, these actions seek to equip policy

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Learning for an inclusive green economy: Assessing priorities and steering action

Knowledge and skills of stakeholders in government, businesses, and civil society are a key determinant for effective green economy policy analysis, design and implementation at all levels. This PAGE guidance note provides methodological and organizational guidance to countries interested in taking a systematic approach to education and training for an inclusive green economy that goes beyond ad-hoc trainings. The note includes a competency framework that aims to structure different types of knowledge and skills for green economy policy design and implementation; provides practical guidance on how to conduct a green economy learning assessment; and presents suggestions for turning assessment results into learning actions. It draws on the experience of three PAGE partner countries; Ghana, Mongolia and South Africa that have conducted learning assessments and developed action plans or strategies.

A strategic approach to education and training:

South Africa’s Green Economy Learning Assessment

In order to engage the education and training sector more systematically in green economy learning and skills development, PAGE in collaboration with the Government of South Africa commissioned a Green Economy Learning Assessment. The study focused on learning needs of ‘champions’ in government, business, civil society and academia, who drive the transition towards a green economy. It identified [1] learning priorities across economic sectors for green economy policy action, [2] reviewed existing institutional capacities to provide education and training activities, and [3] identified opportunities for up-scaling the delivery of green economy learning through national institutions. Following the assessment, PAGE is working with the North-West University to develop a nationally tailored e-learning course on green economy for South Africa.
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 though 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.

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

Nationally tailored education programmes:

*Mongolian universities establish academic courses on green development*

In a time when knowledge is replacing other resources as the main driver of growth, universities are playing an increasingly important role in leading social and economic transformation. In Mongolia, a consortium of several universities is leading the way, integrating green development concepts and approaches into tertiary programmes and curricula. With support by PAGE, three new university courses on green economy and macro-economic modelling, green trade, as well as sustainable finance are being established. In addition, PAGE is working with the Construction Development Center on a certified training on green buildings. Together, these programmes hold the potential to reach several hundred graduates and undergraduates per year.

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 activities also include the organization of 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.

Creating global momentum for transformative action:

PAGE Ministerial Conference 2017

The second PAGE Ministerial Conference (following the first Global Conference in Dubai in 2014) brought together over 300 leaders from governments, civil society, private sector, development partners, media and the public to explore how our economies and financial markets can be ‘enablers’ for the Sustainable Development Goals and the Paris Agreement. It gathered first movers to share experience on transformational processes, on challenges and progress, to compare notes and engage in an open debate about what it takes to further a just transition to economies which are more inclusive, stable and sustainable. Co-hosted with the Ministry for Environment, Nature Conservation, Building and Nuclear Safety (BMUB) of Germany, the PAGE Ministerial Conference worked to accelerate the shift to green investments, sustainable lifestyles and inclusive growth by widening existing partnerships and initiatives that are uncovering pathways to greener and more inclusive economies.

Global training and capacity development:

The PAGE Academy

The PAGE Academy on Green Economy aims to strengthen the capacity of governments and non-state actors to put inclusive green economy principles into practice. Implemented twice at global level (in 2014 and 2016), the Academy has trained more than 200 participants from PAGE and non-PAGE countries. The event 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. The model has been replicated at regional and national levels, providing platforms for policy-oriented dialogues among governments, private sector representatives and civil society organizations, involved in development planning, sectoral and thematic reforms.
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. The course was awarded the ECB Check Certificate, an internationally recognized standard on quality of e-learning education. It is available as a free-of-charge self-paced version as of January 2018.

**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."

**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**
3 NATIONAL PAGE GOVERNANCE, COORDINATION, AND COMMUNICATION

3.1 National coordinating institution and government focal point

A ministry or government body with a coordinating mandate usually serves as the national coordinating institution for PAGE, 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.
The coordinating institution usually provides a government focal point. The focal point ensures regular and efficient communication and collaboration between government and PAGE partners, in close collaboration with the UN lead agency and the PAGE National Coordinator.

3.2 Inter-ministerial coordination and decision-making

To put inter-ministerial coordination and country leadership for PAGE into practice, PAGE partner countries identify (or establish) an inter-ministerial 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 and national workplans. It also endorses the PAGE programme framework and evaluation. The inter-ministerial 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

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 focal point in government to prepare, discuss, and coordinate operational matters such as budget preparation, workplan 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 workplan development at the work stream/project level.

National PAGE 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 the annual progress report.

### 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. PAGE recommends to include representatives of these different stakeholder groups in the National Steering Committee and/or in the technical coordination groups for specific workstreams.
4 NATIONAL PAGE INCEPTION PHASE

4.1 Overview of national inception phase

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

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

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.

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
- 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

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.

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.

### 4.3 PAGE inception workshop and foundational training

#### 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

#### 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?

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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 Senegal in June 2014 and Mauritius in July 2014 during the scoping missions.
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

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.

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.

PAGe programme document
The 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.
Priority workstreams in Mongolia

**Green Economy Modelling and Policy Assessment**
Working with the Ministry of Environment and Tourism (MET) and the Ministry of Finance, PAGE is supporting capacity building for long-term macro-economic planning and forecasting through system dynamics modelling.

**Green Development Indicators**
The National Statistics Office of Mongolia and MET, 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 Buildings**
In collaboration with the Ministry of Construction and Urban Development, PAGE is supporting the development of green building codes and policies in Mongolia starting with an environmentally friendly design for school buildings.

**Waste Management**
PAGE partners are supporting applied research to explore recycling opportunities under the National Waste Management Law led by MET.

**Green Trade**
This workstream aims to build Mongolia’s global competitiveness by identifying and harnessing green trade opportunities.

**Green Economy Learning**
The Ministry of Education, Culture, Science and Sports and MET, together with a consortium of national universities, are working on a National Green Learning Strategy and deliver green economy education and training through national institutions.

**Sustainable Finance**
PAGE is supporting the Mongolian banking sector in the development of green and inclusive finance products and services.
5 PROGRAMME IMPLEMENTATION

5.1 Planning, budgeting and financial management

Following the inception phase, the full implementation of the national PAGE programmes is starting, with the agreed results-based framework and national programme document as main reference points (see section 4.4). Thematic priorities, as well as national governance arrangements will very much depend on each specific country context. However, the process of developing an annual country work plan and budget is standardized and an integral part of the global planning and budgeting process. Details on relevant operational procedures, as well as financial management are included in the PAGE Operational Manual (available upon request through the PAGE Secretariat).
5.2 Achieving policy-level results

Throughout the programme implementation phase it is important to focus on agreed results. While there are obviously many actions that could contribute to a green economy in one way or the other, PAGE-supported activities should make a direct contribution to the national results framework. Furthermore, it is recommended to think through and plan activities that are necessary to achieve a certain result beyond the annual budget cycles. For example, to reach to the point where a sectoral policy is amended or adopted, usually a whole series of different actions over 2–3 years will be required (from policy analysis, to capacity building for relevant stakeholders, to briefings for decision-makers, etc.). National stakeholders and UN partners can think through the different steps covering the full implementation phase and then continuously integrate relevant activities in annual work plans and budgets.

PAGE’s ambition to achieve policy-level outcomes poses a particular challenge to programme implementation. To put in place the right incentives for a green transition often complementary policy measures are required (including information and regulatory policies), which demand effective coordination with other thematic workstreams and initiatives. In addition, the broader institutional and governance context needs to be taken into account, as this will heavily influence the window of opportunity for policy reform. It is therefore critical for PAGE to stay connected to the overall political debate and socio-economic developments through relevant Government mechanisms and the UN Country Team.

5.3 Towards a PAGE exit strategy

PAGE support at country level is planned for a period of approximately four years. It is therefore pivotal to identify early-on the parameters that allow sustaining green economy policy development and implementation beyond the project period. One important factor for sustainability is the type of results that PAGE is delivering. For example, a change in the national development planning framework or a sectoral policy reform will have an effect beyond the four years of PAGE support. However, policy reform is cyclic and iterative. PAGE engagement and support will thus be sustainable to the extent that capacity for upstream policy analysis is built in-country and fully embedded in national planning. As a reference point, PAGE has defined a number of elements that should be in place at the end of a national PAGE programme:

1. The national development strategy has been reframed in line with overall IGE and SDG priorities;
2. An effective national coordination mechanism for IGE is in place;
3. Capacities to implement IGE policies across sectors have been developed and analytical capacities have been strengthened;
4. Additional funding opportunities have been identified and supported by national and international actors, and in particular by domestic financial markets, finance institutions, and international capital markets; and
5. Core IGE elements are integrated into training programmes delivered by national institutions.
It is recommended to start developing a sustainability plan for the period beyond PAVE delivery during the third year of implementation. The sustainability plan can also help to mobilize public and/or private resources to continue or to undertake initiatives planned or begun with PAVE support. The sustainability plan involves consultation with national stakeholders and requires local ownership. To ensure coherence and impact, the sustainability strategy is developed in close consultation with national programmes of the United Nations and PAVE funding partners.

A proposed structure for a sustainability plan is included in Annex 3.

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**Lessons learned from implementation**

**National coordination mechanisms:** The National Steering Committees play an important role to institutionalize inter-ministerial coordination and integrated implementation of PAVE activities in a country. To sustain cross-government collaboration beyond the PAVE programme, the function should – whenever possible – be assigned to a pre-established government coordination body. This can also help to ensure coherence between PAVE action and existing national policy processes and financing channels.

**National PAVE Coordinators:** The role of the National Coordinator is key to the successful implementation of the national PAVE programmes. Given the interagency and interdisciplinary nature of the PAVE intervention, the need for a person that coordinates the work of the five agencies on the ground, and connects the dots between different government partners and other stakeholders is evident. Experience has shown that different models for engaging National Coordinators are effective, including a joint approach with other international programmes, such as the Poverty and Environment Initiative (PEI) or Switch Africa/Asia.

**Attribution of results:** PAVE’s entry point at the policy-making level and emphasis on ownership and demand-driven planning, inevitably leads to challenges in the attribution of national policy changes to PAVE activities. There will always be a variety of factors and drivers in a country that inspire and enable reform processes. In order to clearly frame the outcomes and outputs that PAVE aims to contribute to, the government and PAVE partners are jointly elaborating national results frameworks, including specific indicators. The stock-taking study at the beginning of a national project is important to help establishing a baseline against which progress can be measured.

**Sustainability of country reform processes:** The sustainability of country reform processes beyond the PAVE support phase remains a challenge as in any other country assistance programme with external support. The point at which a country is ready to gradually phase out PAVE support may vary depending on the success in delivery in earlier years. PAVE has sent itself a target to support countries on average for four years, but the situation will require careful analysis for each country individually. A key parameter for sustainability is country ownership and the extent to which IGE actions are linked to mainstream planning and budgeting processes.
6 MONITORING, REPORTING, AND EVALUATION

6.1 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.
6.2 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.

6.3 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.
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)
Proposed structure of a national sustainability plan

1 Background
   Summary information on the national PAGE programme

2 Outcome Area 1–Sustaining IGE/SDG-aligned economic and development planning
   Reflections on key results achieved, remaining challenges and possible way forward.

3 Outcome Area 2–Green economy policies at sector level beyond Year X
   For each thematic/sectoral workstream, reflections on key results achieved, remaining challenges and possible way forward.

4 Outcome Area 3–National Capacities to Sustain Policy Analysis and Implementation
   Information on what individual and institutional capacities have been built and what needs to be done to ensure recurrent education and training programmes on key IGE issues.

Annex 1: Sustainability Criteria
   Table with reflections on each of the sustainability criteria (what’s likely to be achieved/remaining challenges)

Annex 2: Sustainability Plan
   Table which describes for each workstream: (1) the intended status by the end of PAGE programme, (2) necessary actions to get to that status, (3) government lead(s) and partners, as well as (4) further thoughts and additional actions needed to achieve sustainability
## Intended Results

### (including baseline and targets)

<table>
<thead>
<tr>
<th>Sources/Means of Verification</th>
<th>Assumptions/External Factors</th>
<th>Supporting PAGE Agencies/Fund holder and Partners</th>
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### 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 Goals (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) 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.
<table>
<thead>
<tr>
<th>National outputs per specific outcome</th>
<th>National output indicators</th>
<th>Sources/Means of Verification</th>
<th>Assumptions/External Factors</th>
<th>Supporting PAGE Agencies/Fund holder and Partners</th>
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<tr>
<td><strong>National outputs for outcome 1</strong></td>
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<tr>
<td>[Country x has reinforced and integrated IGE goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration]</td>
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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]

<p>| 3.1 Institutional capacity development |                           |                             |                             |                                               |
| 3.2 Individual capacity development | 2 Individual capacity development (in addition to individual capacity development activities included under outcome 1 and 2) |                             |                             |                                               |
| 3.3 National planning, coordination and communication |                           |                             |                             |                                               |</p>
<table>
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<tr>
<th>1. Key activities under outcome 1 outputs</th>
<th>Comments</th>
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<td>2. Key activities under outcome 2 outputs</td>
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<td>2.1 Sector / Theme</td>
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<td>3. Key activities under outcome 3 outputs</td>
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<td>3.1 Institutional capacity development</td>
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<td>3.3 National planning, coordination and communication</td>
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* 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
This guidance document 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 UN Environment, the 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).