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**PAGE PROJECT DOCUMENT**  
**Global Project**

**Project Title: UN Partnership for Action on inclusive Green Economy (PAGE)**

**Project Number:**

**Implementing Partner: UNDP**

**Start Date:** July 2017

**End Date:** Dec 2020

**PAC Meeting date:** 12 July 2017

Brief Description
<p>The proposed project embodies the UNDP component of the multi-agency Partnership for Action on Green Economy (PAGE) Programme. PAGE emerged as one of the United Nations Systems' principal responses to the Rio+20 Outcome Document's call for the international community to assist interested countries in developing, adopting and implementing inclusive green economy (IGE) policies and strategies. In 2014, a year after it was set up, UNDP joined the other four UN agencies under the PAGE umbrella (ILO, UNEP, UNIDO and UNITAR)<sup>1</sup>.</p> <p>The overall PAGE vision is that "countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals" (SDGs). PAGE will support at least 20 countries by 2020 to mainstream inclusive green economy approaches. This vision is in line with UNDP's current Global Programme and Strategic Plan (2014-2017). (Once the new Strategic Plan is finalised, the project and the value proposition behind this multi-partner global initiative will be reviewed to ensure its relevance and strategic contribution through 2020.) This project draws on UNDP's policy and programming experience across the three dimensions of SD, including complementary projects such as the Poverty Environment Initiative (PEI), and its presence in countries supported by PAGE and elsewhere. The project includes global and country level interventions on SDG-aligned national development planning, and sectoral and thematic reforms. PAGE is already working in or preparing to work in 11 countries: China, Mongolia, Kyrgyzstan, Barbados, Brazil, Peru, Burkina Faso, Ghana, Mauritius, Senegal, and South Africa. UNDP is the lead agency in Ghana, and co-lead with UNEP in Kyrgyzstan.</p>


<p><b>Contributing Outcome (GPD):</b></p> <p>Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p><b>Indicative Output(s):</b></p> <p>Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive.</p>
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<b>Total resources required:</b>	USD 2.5 M (approx) <sup>2</sup>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>UN PAGE:</b>	\$641,150 (2017), this is the expected allocation for UNDP
	<b>PAGE Donors:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	US\$ 1.85 M (approx.) for UNDP	

<sup>1</sup> Although UNDP joined in 2014, this ProDoc is being finalized now in part because initial PAGE contributions to UNDP were relatively minor, and the initiative was initially subsumed under a separate UNDP project. PAGE is now being set-up as a distinct project given funding prospects through 2020.

<sup>2</sup> As UNDP is one of the five UN agency partners of PAGE, USD 2.5 M is the estimated UNDP share, which is up to 15-20% of USD 14.5 M, the total approx. planned budget for PAGE. UNDP's budget is based on an annual transfer from the UNEP PAGE Trust Fund depending on donor funding determined each year and in line with annual country work plans, which also comes to not more than 20% of the total PAGE budget for each year. The remaining 80% or more of the budget covers costs for each of the other four agencies, as well as for the PAGE Secretariat.

Agreed by UNDP:

  
Pedro Conceição, Officer-in-Charge  
Bureau for Policy and Programme Support

## I. DEVELOPMENT CHALLENGE

The proposed project focuses on the UNDP component for multi-agency *Partnership for Action on Green Economy (PAGE)* programme; which has emerged as one of the United Nations Systems' principal responses to the Rio+20 Outcome Document's call for the international community to assist interested countries in developing, adopting and implementing inclusive green economy (IGE) policies and strategies.

The challenge is global. Misallocation of capital to various activities that create economic benefits but result in social and environmental externalities --is often reported to be at the root of unsustainable development patterns prevalent on a global scale. These activities can be anchored in economic policies, practices and national economic planning processes that historically have promoted short term gains in income and GDP growth at the cost of sustainable development.

While countries, communities and industries have created successful small scale models, focus on reframing economic policies around sustainability has not historically received the needed attention. This has compromised the ability of successful green sectoral projects and models to scale up and become the mainstream approach to development.

Since the first Rio Conference in 1992, various global summits and political declarations offered commitment towards integrating the three pillars of sustainable development: economic, environmental and social. In practice, however, change has been slow reflecting the persistency of the conventional development models-- in which resource depletion, environmental degradation, and social inequity are often considered a necessary price for achieving rapid economic growth. As seen in several countries, rather than leading to growth and development of assets, the business as usual approach to economic growth causes wealth depletion and suffering of human well-being.

The needs are national and local. In developing countries interested in green economy policies, very often the challenge of reducing poverty and raising the standards of living for their people--is compounded by climate change induced extreme and more frequent weather events, loss of biodiversity and ecosystem services, increased scarcity of natural resources and high trade-driven pressure on natural resources pollution and waste generation (through unsustainable production and consumption patterns). In some of these countries, even with recent strong economic growth, environmental and natural resource conditions deteriorated rapidly resulting in increased social tension. The latter naturally constrain the potential for sustainable growth in the countries concerned.

In terms of *natural resources*, fossil fuels, for example, account for 10-15% of total imports for oil-importing African countries and absorb on average over 30% of their export revenue. Even oil producing countries are not left without rising uncertainty. The current situation in Venezuela is a case in point. In fact, since the early 1980s, the amount of new oil discovered each year has been less than the amount extracted and used, frequently leading those countries into a natural resource trap. According to the UN PAGE project document, in terms of *access to water*, 884 million people currently lack access to clean drinking water. The gap between annual freshwater demand and renewable supply --is expected to grow further by 2030. Despite significant progress on the MDG target for potable water, many countries lag behind. Climate change affects all countries with potentially disastrous human consequences and effects on productive sectors such as agriculture and food production.

With impacts of climate change becoming evident at a global scale, many of the world's poorest countries face risks of declining productivity in rain fed agriculture, while some emerging economies must address the economic and social costs of pollution, risks to health and impacts of climate

change on economic productivity. There is neither widespread understanding of the nature of the problem nor globally collaborative solutions on how to feed a population of at least 9 billion by 2050. Historically, countries faced such challenges alone, with many encumbered with increasing population pressure, degraded soil and unsustainable depletion of ecosystem resources.

On the *social front*, national governments must confront serious challenges of rising unemployment. According to the draft project document for the global PAGE initiative, 400 million new jobs will be needed over the next decade to absorb the estimated 40 million new job-seekers in the labor force each year. Massive unemployment can spur social unrest, rendering urgent action from governments to meet this social demand. Again, massive imbalances remain in terms of gender and employment.

According to the *UNDP 2015 Human Development Report*, women are estimated to contribute 53% of global work, men 48%. However, in terms of paid work, of the 59% that is paid (mostly outside home), men's share is nearly twice that of women (38% vs. 21%). In this context, many national policy makers have the increasing realization that a transformation of their economic structures is not only a remote policy option; but an urgent necessity to resolve these myriad economic, social and environmental challenges.

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## **GREEN ECONOMY AND UN-PAGE RESPONSE**

The *Green Economy* initiative attempts to differentiate itself from other sustainable development oriented past initiatives with its strong emphasis on the **transformation** of national economic structures through shifting investment towards a new generation of assets: *clean technology, energy and resource-efficient infrastructure, sustainable trade opportunities, well-functioning ecosystems, green skilled labour, strong institutions and good governance*. Policy reforms such as carbon taxes are framed in terms of how they serve to shift investment towards green activities, and also importantly by incorporating and empowerment and gender dimensions of such pricing policies.

In the Rio Declaration – *The Future We Want* – governments recognized “green economy in the context of sustainable development and poverty eradication as one of the important tools available for achieving sustainable development” (Para. 56). This document also refers to “efforts of developing countries that choose to implement green economy policies in the context of sustainable development and poverty eradication should be supported through technical and technological assistance” (Para. 74).

The ongoing *Partnership for Action on Green Economy (PAGE)* partnership can be considered the first major response from the UN system to the Rio+20's call for technical support to countries interested in green economy. This partnership seeks to put sustainability at the heart of economic policymaking by supporting nations and regions in reframing economic policies and practices around sustainability to foster economic growth, create income and jobs, reduce poverty and inequality, and strengthen the ecological foundations of their economies.

Bringing together the expertise and broad convening power of five UN agencies — United Nations Environment Programme, International Labour Organization, United Nations Industrial Development Organization, United Nations Development Programme and United Nations Institute for Training and Research — and working closely with national governments, private sector and civil society, the UN PAGE initiative (*within which this UNDP PAGE project is embedded*) has the potential to offer a comprehensive, coordinated and cost effective package of analytical support, technical assistance and capacity building services to countries and regions to transform their economies into drivers of sustainability and social equity. This can be achieved, on principle, by bringing together the national counterpart ministries and networks of the five participating UN agencies.

Putting emphasis on national ownership, PAGE aims to support countries build consensus and create collective commitment to plan and implement reforms that advance IGE and contribute to achieving the SDGs. Building on existing initiatives and cooperation of the five agencies, the partnership aims to provide a comprehensive source of support – a one-stop shop for tools and services – to facilitate national green economy strategy development. The partners not only bring

their respective expertise and resources to the partnership, but can also leverage their respective networks in support of PAGE related activities.

PAGE Principles. The current version of PAGE Operational Strategy (2016-2020) also defines PAGE principles building on the experience gained in its first two years of operation. Though UNDP joined PAGE in its second year, these same principles are applicable for the UNDP PAGE project.

Vision for transformative change. PAGE supports action that leads to transformative change: a change that reshapes economies to eradicate poverty, strengthen livelihoods and environmental stewardship, and sustain growth with a focus on underlying factors of human rights. PAGE puts emphasis on strategic analysis and macro-economic, sectoral, and thematic policy reform. These activities are necessarily ambitious to operationalize this transformative vision. Beyond the countries supported by PAGE, it aims to trigger a “ripple effect” around the world to inspire other countries to also transform their economies. Delivering transformational change depend critically on empowering policy champions and garnering national ownership. PAGE avoids large and heavy country presence and its associated financial costs and risks for national ownership.

Commitment to multi-ministerial engagement, and private sector and civil society inclusion. Sustainability can only be put at the heart of economic policies and practices through multi-sectoral and multi-stakeholder collaboration. Engagement with various ministries is required to create linkages among sectoral policies, fuel action across economic sectors and achieve policy coherence. To generate nationally acceptable policy options, civil society and the private sector must be engaged meaningfully.

Responsiveness, flexibility and dynamism. There is no one-size-fits-all solution for greening growth and countries must own the process. Each country and sector requires a tailor-made approach that responds to its unique priorities and circumstances, and is driven by key ministries in cooperation with national stakeholders. If these priorities change and the country no longer shares the PAGE vision, PAGE can shift its support to where there is demand and stronger opportunities to support transformative change.

Driven by demand and country ownership. PAGE aims to meet the demand of countries that demonstrate high-level commitment to lead transformative change. Countries requesting PAGE support must demonstrate inter-ministerial commitment (by at least two ministries). The country level activities are likewise demand driven: national stakeholders identify priorities and help develop work plans based on broad consultation and dialogue. The aim is to ensure that activities are truly owned by the country to promote their long-term sustainability, reflecting the views of all relevant segments of civil society and private sector, in addition to policymakers.

Integrated offer. Activities are undertaken jointly by PAGE Partners through coordinated work streams that contribute to the country’s SDGs through IGE. Cooperation built on trust is the basis of the PAGE value proposition. PAGE collaborates with other initiatives to create change at local level by increasing efficiencies and reducing redundancies. By pooling resources and undertaking joint activities that lead to greater impact, these partnerships add value for the partner countries.

Inspiring change through knowledge sharing. PAGE generates knowledge applicable to, and in the interest of, the countries it supports. This knowledge is trans-disciplinary, focusing on the interdependence of sectors and on the impact of the economic pillar of sustainable development on the social and environmental pillars. The knowledge is shared globally to inspire change and trigger IGE transformation around the world, through PAGE networks and meetings, the PAGExchange, as well as other global communities of practice such as the Green Growth Knowledge Platform

PAGE is a response to the needs expressed by many countries. At the outset, it was developed as a 7-year program; aiming to deploy the expertise and broad convening power of multiple UN agencies. While the idea of PAGE was conceived during 2012, it was formally launched at the UNEP Governing Council in 2013 with four partner agencies --International Labour Organization (ILO), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO), and United Nations Institute for Training and Research (UNITAR). Initially

housed in the UNEP Green Economy Initiative during its start-up phase in 2013, PAGE become an independent project in 2014, managed by its own Secretariat hosted by UNEP.

As a response to donor and national demands, UNDP joined the initiative in June 2014 through an Addendum to the original PAGE programme document UN agency to agency contribution agreement.<sup>3</sup>The joining of UNDP has meant the opportunity to utilize its broad country level presence, and 50 years of development experience. The inclusion of UNDP in PAGE also widens the opportunities to draw on this knowledge base and experience with a view to: expand cross-sectoral and multidisciplinary expertise; create synergies with complementary programming; enhance longer-term programmatic mainstreaming and capacity development approaches; increase regional and country presence; expand engagement with key government, private and civil society stakeholders; and expand options for in-country support including through joint programmes and national implementation modalities, as well as leveraging additional financial resources at all levels.

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## II. STRATEGY

The transition to inclusive green economies (IGE) requires a combination of sectoral and cross-cutting expertise, as well as integrated demand-driven programming linking the social, environmental, and economic strands of sustainable development. Strengthening current PAGE efforts and IGE approaches; with a focus on inclusiveness, can be achieved by drawing on the multidisciplinary expertise and complementary programming of UNDP under its *Strategic Plan 2014-2017*.<sup>4</sup>

### Value proposition for UN PAGE and UNDP project as it relates to global programming.

In addition to promoting institutional and policy coherence, synergies and partnerships among Government agencies, and between public, private, civil society and academic sectors, **UN PAGE** intends to make a strong business case for investing in sustainability. Putting emphasis on national ownership, PAGE supports countries build consensus and create collective commitment to plan and implement reforms that advance IGE and contribute to achieving the SDGs. In fact, the added value of UN PAGE as identified in its Operational Strategy 2016-2020 (page 15) is threefold:

*PAGE has economy wide reach:* The collective convening power of the five partners and distinct expertise of each of them enables PAGE activities to cover macro, mezzo, micro levels of economy and issues that cut across economic sectors. Through relevant partners, PAGE has the potential to reach out to the Ministries of planning, labour, environment, transport, agriculture, industry, and education, among others. Similarly, PAGE reaches a broad segment of the private sector and civil society through the networks and constituencies of the multiple governmental partners involved.

*PAGE produces a coherent and comprehensive action:* Due to its broad reach within the economic policy-making circles, and close coordination among its partners, PAGE activities are synergistic and comprehensive. National plans and strategies, including IGE priorities, are validated and endorsed across Government and with civil society, ensuring that stakeholders are informed and enabled for a coordinated action to implement them.

*PAGE reduces transaction costs:* Some of the key factors to reduce transaction costs for PAGE partners and for the countries they are supporting include: agreement on joint efforts and results framework to achieve a common objective, high level of trust and transparency among partners,

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<sup>3</sup> Although UNDP joined in 2014, this ProDoc is being finalized now in part because initial PAGE contributions to UNDP were relatively minor, and only now it has become clear that additional donor funding is expected.

<sup>4</sup> *The Plan* prioritizes Sustainable Development Pathways that can tackle issues of poverty and inequality while avoiding the irreversible depletion of social and natural capital, including inclusive green economy policies that strengthen livelihoods and address unsustainable patterns of production and consumption.

shared governance mechanism for organizational and operational decision making, management of the PAGE trust fund under rules of one agency; and appropriateness of working with common national green economy champions and leaders. In most partner countries, general preference by the national ministries is to engage through PAGE compared to working bilaterally with multiple UN agencies, each with its own administrative procedures and requirements. The Partnership also has the potential to reduce the costs of delivering development assistance for PAGE funding partners as efforts are streamlined and duplication is avoided.

UNDP's internal restructuring in 2014 led to a better integration of our poverty and environment work for the implementation of *Sustainable Development Goals (SDGs) and 2030 Agenda* also requires the two tracks of economic and social development (as seen in the MDG process 2000-2015) and environment and development (as seen in the Rio process -Rio 1992 and Rio plus 20) and Stockholm (1972) to come together.

**UNDP Strategic Plan 2014-17** Outcome 1 also calls for growth and development to be "*inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded*". This outcome explicitly recognizes that growth and poverty eradication have to emanate within the framework of sustainable development, and for this, transitioning to greener growth paths would be vital.

According to **UNDP Global Programme Document 2014-17**, "the world needs to move towards sustainable development, as emphasized in 'Rio+20', and progress will depend on advances across the wide range of challenges that countries face. These challenges will demand rigorously researched, practical solutions that go beyond the experiences of a single country or region; and draw on the global pool of knowledge, learning and expertise" (page 7) The suggested solutions include: *forging a global development agenda that connects economic, social and environmental considerations.*<sup>5</sup> According to same document, "*UNDP is an effective thought leader and advocate that can integrate economic, social, environmental and governance issues; a bridge between actions at global, regional and country levels; and a coordinator of effort across the United Nations development system.*"

Additionally, the *Quadrennial Comprehensive Policy Review* identifies poverty eradication as the greatest global challenge and emphasizes the criticality of *broad-based, inclusive and equitable growth*. As the review states, whether in terms of "defining the post-2015 development agenda and advancing the sustainable development goals, achieving a step change in the quality of growth towards a more inclusive model, addressing climate and disaster risks, strengthening institutions and governance to be more inclusive and effective, or promoting gender equality and women's empowerment, they must all lead to the highest priority of UNDP: *eradication of poverty and reduction of inequality and exclusion.*" This requires all UNDP programmes and projects to explicitly target those living in poverty (both in relative and absolute terms), and groups that are experiencing the greatest inequalities and persistent exclusion based on sound research and analysis.

**From these strategic priorities, there is a strong justification for UNDP to play a robust role in the multi-agency PAGE initiative.**

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<sup>5</sup> Other suggested solutions include (b) leveraging the development record of middle-income countries to assess the options open to rapidly growing, commodity-based economies, so as to promote inclusive, employment-intensive growth; (c) addressing rapid urbanization so that it accelerates development rather than becoming a bottleneck; (d) strengthening institutions to improve the performance, accountability, transparency and integrity of the public and private sectors and civil society; (e) identifying, assessing, mitigating and managing different types of risks (economic crises, natural disasters and social conflict); (f) overcoming institutional and technical barriers that impede innovation in order to scale up new approaches and methods of addressing development challenges, especially within governments; and (g) redressing the pervasive, persistent inequality of access to the opportunities and benefits of progress, particularly affecting women and girls, indigenous groups, people living with HIV and AIDS, and persons with disabilities.

Roles, comparative advantage, collaboration of UN-PAGE and UNDP. Through the inclusion of UNDP as a full PAGE member, PAGE country-driven technical services can be better linked to its expertise and complementary country programming on environment, including energy, biodiversity, climate change, extractives, as well as poverty eradication, social protection, gender, governance, implementation of the SDGs and the 2030 Agenda.

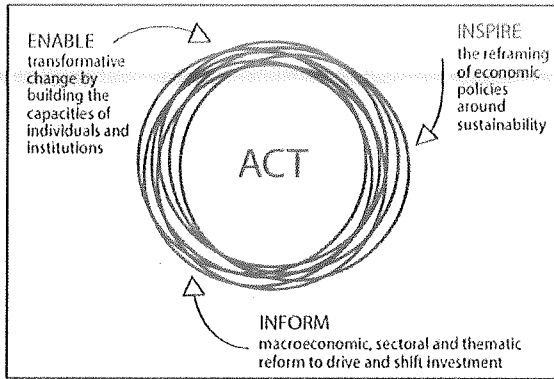
These include UNDP's experience and country presence in PAGE countries and elsewhere.: tools and services that UNDP offers through programmes the *UNDP-UNEP Poverty-Environment Initiative*, the closely linked *UNDP-DESA-UNEP Green Economy Joint Programme (GEJP)*; GEF and MPU portfolio; democratic governance; and Beyond GDP measurement work, including the Human Development and Multidimensional Poverty Indices as well as ongoing work on gender and inclusiveness focusing on SDG implementation. UNDP support for effective environmental management and nationally-owned sustainable development pathways includes a focus on the following areas: Biodiversity and Ecosystem Services; Sustainable Land Management and Desertification; Water and Ocean Governance; Climate Change; Energy; Extractive Industries, Chemicals and Waste Management; and Green Economy.

UNDP works across these linked areas to address issues of advocacy, governance, policy, regulation, capacity development, human rights, gender, technology, finance, S-S learning, and public, private, and civil society partnerships at all levels. UNDP is an accredited multilateral implementing agency of the Green Climate Fund (GCF), Global Environment Facility (GEF), Multilateral Fund (MLF), and Adaptation Fund (AF). UNDP is one the three founding implementing agencies - with the World Bank and UNEP - of the GEF partnership. The GEF environmental funds include: the Global Environment Facility Trust Fund (GEF Trust Fund); the Nagoya Protocol Implementation Fund (NPIF); Least Developed Countries Fund (LDCF); and the Special Climate Change Fund (SCCF).

This significant experience working with partners at various level to support countries with integrated SD approaches is one of the main features of UNDP's value added in PAGE.

PAGE Theory of Change and UNDP PAGE. There is a growing realization among public and private sector decision makers that we need to evolve to a new economic paradigm, capable of progressing and achieving the goals of sustainable development, and one that matches the ambition of countries as they embark on implementing the 2030 Agenda for Sustainable Development. The challenge is to decouple economic growth from environmental degradation and to increase opportunities for women, youth and the poor in particular. To do so, economies must be transformed so that they remain or become competitive while safeguarding social and natural capital. This transition requires a shift away from business-as-usual.

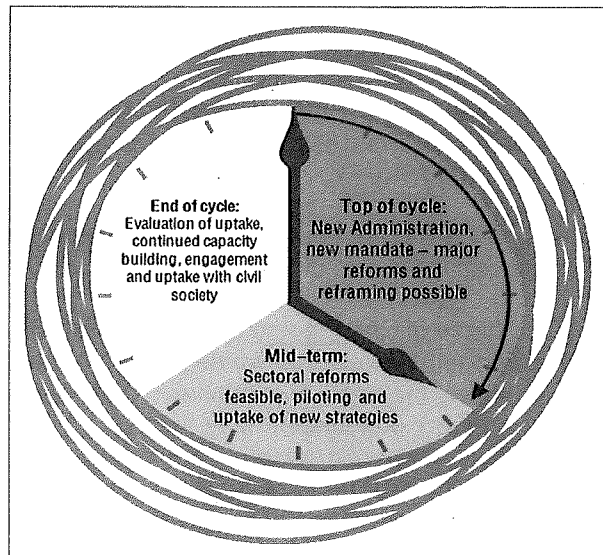
The multi-agency UN-PAGE's vision is that "countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals". Its mission is defined as "to help countries reframe economic policy around sustainability; and put in place enabling policy conditions, reforms, incentives, business models and partnerships, to catalyse greater action and investment in green technologies and natural, human and social capital".



The figure above refers to the idea of inspiring, informing and enabling transformative change.

As this multi-agency partnership is funded by several donors and implemented jointly by five agencies, in cooperation with national governments and stakeholders, its delivery structure is the result of discussions among the agencies with the donors and the national partners --and has evolved over time.

According to the *PAGE 2016-2020 Operational Strategy*, reframing economic policies and practices around sustainability, creating an enabling macroeconomic environment, greening sectoral policies and projects, aligning financial regulations and markets with sustainable development planning, and building individual and institutional capacity are foundational elements of an inclusive green economy. This “reframing” is most likely when policymakers have a strong appetite and mandate for reforms to stimulate green growth and jobs for all, as well as for higher efficiency and innovation to reduce pressure on natural capital. Change happens when windows of reform are open, which is often in the early days after a new Government takes office. Therefore, as per the final PAGE Operational Strategy 2016-20, PAGE engages in countries where and when there is a demand and a need, as well as high-level political commitment to transformative change, which is often in the early days of a new administration. This dependency on the timing of new administrations in specific country context is highlighted in the PAGE TOC. These key components are also niche for UNDP’s work in the PAGE UNDP project.



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### III. RESULTS AND PARTNERSHIPS

#### Expected Results

The overall outcome that PAGE seeks is for countries to “reframe economic policy around sustainability and put in place enabling policy conditions, reforms, incentives, business models and partnerships to catalyse greater action and investment in green technologies and natural, human and social capital.” This overall UN PAGE outcome is supported by four outcomes (*as per UN PAGE Operational Strategy language but these are outputs in the UNDP PAGE project context*) that correspond to the UNDP PAGE four strategic delivery areas:

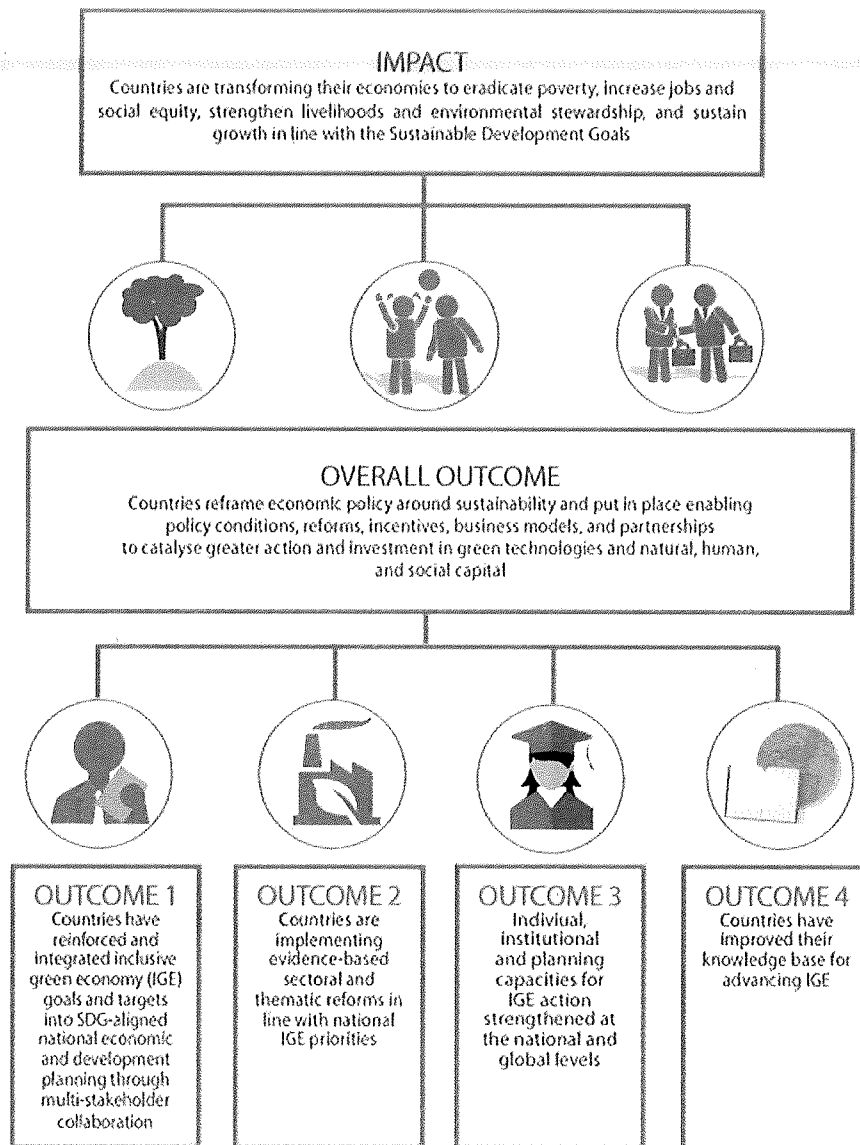


Output 1: “Countries have reinforced and integrated IGE goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration”. To achieve the above, policy proposals must take into account social, environmental and economic considerations and need to be evidence based. PAGE works with and through key national government ministries and supports IGE diagnostics, assessments and policy analyses for sound policymaking. PAGE also catalyzes public, private and civil society engagement in prioritizing key sectors and themes, targets, and investment options to ensure collective ownership and sustainability of IGE policies—and naturally niche for UNDP project.

Output 2: “Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities”. PAGE supports Governments in multidisciplinary research and scenario development to identify opportunities and to design policies, strategies and plans for sectoral and thematic reform, which will result in accomplishing area/output 2. With its partners, PAGE develops tools and measurement frameworks to support analysis and monitor progress. PAGE also supports engagement of the finance sector to bring funding behind agreed IGE priorities. These will be areas of focus of UNDP PAGE.

Output 3: “Individual, institutional and planning capacities for IGE action strengthened at the national and global levels”. Tailored training programmes to strengthen national institutional capacities for coordination, stakeholder participation, and implementation at the country level are main tools for realizing the Outcome 3 of PAGE. This relates to UNDP own niche in its work in developing countries.

Output 4: “Countries have improved their knowledge base for advancing IGE”. To achieve this output, PAGE generates and shares IGE knowledge through south-south and north-south collaboration. Learning accumulated by the countries and PAGE partners is used to inspire change at global level through regional and global academies for policy makers, e-learning courses, international events and conferences, and online presence through the PAGE newsletter, website ([www.un-page.org](http://www.un-page.org)) and social media engagement. The UNDP PAGE project will link to the UN-PAGE website along with the UNDP corporate website and will focus on triangular cooperation along with south-south and traditional north-south cooperation.



Source: PAGE Operations Strategy 2016-2020 (\*\*outcomes 1-4 from UN PAGE project become UNDP PAGE outputs)

**Whereas the two first outputs are focused at the national level in PAGE partner countries, the two last outputs bear a strong focus at the global level.** By creating a partnership among five UN agencies, PAGE aims to offer partner countries a package of services in a coordinated and complementary way. By 2020, PAGE plans to deliver support to 20 countries. UNDP PAGE will be directly involved in these countries and in some cases, lead or co-lead the process with implications for financial management of specific components.

PAGE therefore aims to catalyze a transition to a green economy (leverage change) in developing countries by obtaining consensus on policy reform at a high political level. The partnership does not focus only on national multi-sector policies, but also works at the upstream levels through sector specific policies (e.g. on green industry policies). This upstream policy work is then aimed at helping the partner government define its development priorities in particular to shift public and private sector investment. Downstream implementation is not a focus for PAGE but is expected to be picked up

by PAGE partner agencies or other development actors and donors. In other words, the real impact PAGE aims to have at the country level is at the policy and institutional capacity development level.

By catalysing policy processes, decisions and investments that will drive socioeconomic development, sustainability and the creation of jobs, PAGE represents a key means for advancing the 2030 development agenda and helping to achieve prosperity for all on a healthy planet. Building on evidence-based analysis, the work in selected PAGE partner countries is targeted towards key sectors or thematic policy areas with a high potential to drive a green economy transition. As the demand by countries for support on IGE continues to grow, UN PAGE's medium-term Operational Strategy (2016-2020) lays out plans for supporting 20 countries by 2020 and sketches out a growth trajectory to 2030 that aligns PAGE with SDGs.

PAGE operations at country level. The aim for each PAGE country is to closely link with existing structures and processes in the countries, bringing in expertise of relevant government ministries and other public and private sector actors to create the basis for long-term sustainability. PAGE activities started in 2013 with country level work undertaken in two partner countries, Mongolia and Peru. Currently PAGE is active in a total of eight countries Burkina Faso, Ghana, Jiangsu province (China), Mauritius, Mongolia, Senegal and South Africa. Additionally, three countries/provinces were added in 2016: Barbados, Kyrgyz Republic, and Matto Grosso State (Brazil).

### Resources Required to Achieve the Expected Results

For budgeting purposes, it is estimated that the 20 countries, including existing 8 ,3 additional in 2016; and 9 more in years following, will receive an annual support of USD 500,000 - on average - or USD 2 million in total for four-years. The annual budget allocation per country is estimated based on initial experiences in Mongolia and Peru. During the four-year period of PAGE engagement, countries are enabled to establish national-level structures to leverage action, investment and funding for the future (e.g. through a national trust fund, joint UN programming, domestic budget support, etc.) allowing PAGE impact to take root at a national level.

In the period 2017-2020, it is anticipated that UN PAGE will: i) continue to provide support to Mongolia and Peru through 2017; ii) continue to provide support to Burkina Faso, Senegal, Ghana (UNDP will be the lead agency in Ghana), and Mauritius through 2018; iii) continue to provide support to South Africa and China (Jiangsu Province) until 2019; iv) support Barbados, Kyrgyz Republic (UNDP is co-lead with UNEP) and Brazil (Mato Grosso State) until 2020; and v) progressively admit up to 9 additional countries.

As nine new partner countries join PAGE over the next four years, PAGE support for the first 10 PAGE countries will conclude. The total number of countries receiving support simultaneously will thus peak in 2018 (16 countries in total) and then gradually diminish. Countries joining in 2018 and 2019 may require support beyond the timeframe of current UN PAGE initiative, as illustrated below – but funding needs are only presented up to 2020. The budget allocation for supporting 20 countries from 2016-2020 is estimated to be USD 32.5 million, with details in the table below:

**Planned Country Engagement by Year for all PAGE Agencies (2016-2020)**

Countries Joining PAGE	Time Period for Support	Estimated Funding Required for the Period 2016-2020
2013: Peru and Mongolia	2016-2017	2 million
2014: Burkina Faso, Senegal, Ghana, Mauritius	2016-2018	6 million

2015: Jiangsu Province (China) and South Africa	2016-2019	4 million
2016: Barbados, Kyrgyz Republic & Mato Grosso State (Brazil)	2016-2020	6 million
2017: 4 new countries	2017-2020	8 million
2018: 3 new countries	2018-2020 (2021)	4.5 million
2019: 2 new countries	2019-2020 (2022)	2 million
<b>Total Direct Support to Countries</b>	<b>2016-2020</b>	<b>32.5 million</b>

Source: PAGE Operational Strategy 2016-2020

The PAGE Trust Fund administered by UNEP, is the primary avenue for donors to make financial contributions to PAGE and related activities. Contributions to the Trust Fund that are allocated to UNEP are the principle source of funding for implementing UNEP-led PAGE activities and for the overall management of the Partnership, including administration of the Trust Fund. Deployment of resources from the Trust Fund will be based on the staffing and activities outlined in a work plan, which indicates an expected budget per output or set of outputs, as well as the agency leading the activities among the five PAGE partners. These core resources will be known as "Tier 1" resources.

UN PAGE Project Cost and Financing. As described earlier, the Trust Fund is the primary avenue for donors to contribute to PAGE, however the partnership intends to remain flexible and, for example, Germany contributes resources outside of the Trust Fund. Upon approval of the request to participate, countries are allocated a budget based on their national implementation needs. They are not required to contribute co-financing in cash. The agencies provide in-kind co-financing to the Partnership (mainly staff time).

PAGE is financially supported by the European Commission, Finland, Norway, Republic of Korea, Sweden and Switzerland. Their support and financial contributions have been fundamental in establishing PAGE's credibility and positioning it as a reliable partner for national economic policy and planning processes. These countries first came together as "Friends of PAGE", and are now more formally associated as PAGE funding partners. Their contributions as of March 2016 exceed USD 22 million, including PAGE-aligned funding from Germany provided directly to UNEP. Additional in-kind contributions and counterpart funding from the United Arab Emirates and PAGE partners amounting to almost USD 4 million were also secured (see table below). For UNDP PAGE project, the main financing would be in-kind co-financing in terms of staff time.

**Table: PAGE Financing -secured and pledged, as of April 2017**

	USD	Timeframe
Finland	1,645,725	2014-2016
Republic of Korea	2,525,984	2014-2017
Sweden	433,422	2014-2015
Norway	5,871,316	2014-2017
European Commission	9,461,585	2014-2019
Switzerland	1,554,404	2014-2017
<b>Sub-Total</b>	<b>21,492,436</b>	
Germany*	1,184,211	2015-2017
<b>Sub-Total</b>	<b>22,676,647</b>	

United Arab Emirates, in-kind	1,029,392	2014
PAGE Partners in-kind**	2,400,000	2013-2015
<b>Sub-total</b>	<b>3,429,392</b>	
<b>Grand Total</b>	<b>26,106,039</b>	

\* PAGE aligned funding provided directly to UNEP

\*\* Estimated going up to 2017

In terms of funding for 2016-17, a new UNEP-UNDP inter-agency agreement and budgeted work plan are still being finalized after which funds will be transferred to UNDP NY. These funds will likely be in an amount of USD 641,150.

In terms of projections, as per the final version of the PAGE Operational Strategy 2016-2020, the estimated total budget during 2016-2020 including country engagement, global services and secretariat functions is USD 43.5 million. The table below presents the budget by year and main services.

Total Budget for PAGE 2016-2020 (all costs in USD thousands)

Activity	2016	2017	2018	2019	2020	Totals
4-year country engagement	11 countries 500/country Sub-total 5,500	15 countries 500/country Sub-total 7,500	16 countries 500/country Sub-total 8,000	14 countries 500/country Sub-total 7,000	9 countries 500/country Sub-total 4,500	32,500
Global capacity building activities	600	600	600	600	600	3,000
Global knowledge creation and sharing	600	600	600	600	600	3,000
PAGE Secretariat	1,000	1,000	1,000	1,000	1,000	5,000
	<b>7,700</b>	<b>9,700</b>	<b>10,200</b>	<b>9,200</b>	<b>6,700</b>	<b>43,500</b>

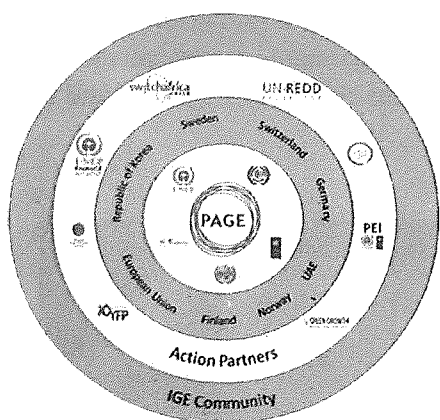
### Partnerships.

PAGE is a partnership involving countries from around the world representing various levels of socioeconomic development and endowment of natural resources. It includes those partnering with and supporting PAGE advisory services, contributing knowledge, sharing policy innovations, and demonstrating global leadership on IGE and Agenda 2030.

Besides the current eight PAGE partner countries, three more were added in 2016: Barbados and Kyrgyz Republic along with Mato Grosso State of Brazil. Based on current planning, PAGE expects to assist an additional 9 countries, bringing the total to 20 by 2020. The new 9 countries will be chosen taking into account the PAGE selection criteria explained in the PAGE Application Form, which include strong country ownership and a commitment to work across different ministries in approaching policy reform and coherence.

In addition to the 20 partner countries, many other countries including funding partners will have the possibility to benefit from PAGE through knowledge sharing, exchange of best practices and capacity building on IGE under Outcomes 3 and 4. This is done through the participation in global training courses and knowledge sharing events as well as through targeted, shorter-term support to countries that are not yet ready to meet the selection criteria but still express interest in IGE. Engaging countries in these activities will help build momentum for countries that may apply for PAGE at a later date. PAGE is undertaking a brief survey and needs analysis to determine demand for “rapid response” from countries for targeted engagement and capacity building.

It is anticipated that PAGE partners will reassess extending the offer of services to a larger number of countries – 30 or more by 2030 – after the mid-term evaluation, when more experience on service delivery, options for scaling up services and linkages to the SDGs have been gained.



Expanding PAGE partnership: UN agencies at core, with current PAGE donors in green circle

PAGE will continue reaching out to organizations and initiatives that are able to contribute to achieving PAGE’s principal outcomes in participating countries. These will, inter alia, include other UN agencies, regional economic commission and intergovernmental bodies, global alliances such as the Green Economy Coalition, global and national think tanks, financial institutions, and knowledge, learning and training intuitions/partnerships. As these partnerships will be based on actions in specific countries, these institutions will be referred as ‘Action Partners’ in the communication and outreach materials, joining the ranks of Funding Partners and Country Partners. These efforts are in line with UNDP’s own global programming as noted earlier. However, based on some country level missions that UNDP has undertaken there is still room for these ‘developing partnerships’ to be more inclusive and participatory. Therefore, UNDP has an important role to play in terms of making these partnerships more inclusive.

Risk management. PAGE has taken a proactive approach to the potential risks that it may face. PAGE partners invested significant effort in identifying risks to PAGE’s success which include financial instability; political instability or vested interests that oppose adoption of green economy strategies at country level; and internal risks, including complexity of delivery mechanisms and short-term funding affecting agencies’ capacity to deliver. Among the mitigating measures identified, several are already in development or in use, such as instituting a structured and rigorous country selection process, as well as ensuring the participation in, and validation of, each step of the process by key stakeholders. UNDP as part of PAGE will continue to monitor this process and ensure the procedures are maintained especially in terms of UNDP’s own Social and Environmental Screening Template.

As noted, a medium-term evaluation (MTE) of PAGE was undertaken and the MTE report was finalized in April 2017. The main findings of the report noted that PAGE has achieved a lot within a short amount of time with limited funding; that there is good co-ordination across the five UN

Agencies and evidence of inter-ministerial cooperation in PAGE countries; and that Governments acknowledge the importance of PAGE and welcome on-going support.

In terms of specific criteria, the strategic relevance of PAGE was rated as 'Highly Satisfactory'. It was noted that PAGE helped to maintain momentum of the Rio +20 Summit, making it well placed to help countries meet their international agreements on the Sustainable Development Goals (SDGs) and the Intended Nationally Determined Contributions (INDCs) under the Paris Agreement. PAGE is also clearly aligned with the UN project on the Ten Year Framework of Programmes (10YFP) on Sustainable Production and Consumption, the mandates of its 5 Agencies and with the strategic priorities of its partner countries. Achievement of outputs at the country and global levels were also rated as Satisfactory. For example, Mongolia developed 108 Green indicators related to the SDGs, some of which are to be integrated into National Statistic Office's (NSO) surveys and studies, the Industrial Waste Assessment (IWA) in Mauritius has created awareness on the need for industrial management among the participating enterprises and key policy makers, and a number of initiatives in Peru supported Green Jobs. At the global level PAGE has successfully raised awareness and capacity; the PAGE Green Economy Academy attracts senior government officials and technicians from around the world and is an excellent forum for knowledge exchange and learning.

In terms of other criteria, the MTE found that in terms of efficiency, for which the project was rated as 'Moderately Satisfactory', collaboration between the five UN agencies has resulted in efficiencies, but financial disbursement issues have resulted in delays and inefficiencies.

Financial planning and management of PAGE was rated as 'Unsatisfactory'. There has been extensive disruption to project implementation due to the delays in financial disbursements and short funding cycles. The delay in financial disbursements, due to the move within UN Environment to a new administrative system—UMOJA, has had serious effects on activities in countries. The short funding cycles have negatively affected the ability to plan beyond a year, hire and retain staff and build relationships with government. There is a need for PAGE to secure funding pledges over a longer time horizon of five years. A move to the Multi Partner Trust Fund fund management modality, under consideration during the evaluation period, may be further contemplated to address these issues in the future.

Sustainability and scaling up. The focus and area of action for UN PAGE is upstream where policies that shape the full economy are created. By working at the "policy riverbed", PAGE can have a broader catalytic effect downstream, in economic sectors and in the many initiatives undertaken in each of those sectors. As such, PAGE does not directly engage at project level. Rather, it helps to create a policy environment that enables and promotes investments and projects that are aligned with overall sustainability objectives.

The project is aligning its work with the Mainstreaming, Acceleration and Policy Support (MAPS) for Implementation of the 2030 Agenda already in countries like Burkina Faso, Kyrgyzstan, and soon Guyana.

UN PAGE prioritized a number of factors that can slow momentum to adopt and implement new economic policies, including: i) insufficient knowledge, evidence, and managerial and technical capacities; ii) insufficient engagement with the private sector and civil society in the policy making processes; and iii) weak coherence and lack of coordination mechanisms at national, subnational and local government levels. PAGE is designed to overcome these challenges by supporting countries in crafting their national visions, strategies and action plans for a sustainable future.

To be sustainable, PAGE: i) inspires governments and stakeholders to engage in the reframing of economic policies; ii) informs the policy process through technical support and analysis at both, the macro-economic and sectoral level; and iii) by building the capacity of key individuals and institutions, PAGE enables countries to put a greener and more inclusive economy into action.

Deepening and expansion of PAGE. The core offer of UN PAGE at country level includes support for applied policy analysis, policy design and initial piloting, usually up to a maximum of four year period. These efforts are accompanied by foundational and institutional capacity building and stakeholder mobilization to ensure continuation of IGE efforts beyond PAGE support period.

Country level sustainability plans. PAGE support for countries is planned to be time bound and results oriented. During the period when PAGE activities are financed from the PAGE Trust Fund, national capacity, partnerships and enabling environment will be put in place for continuation of the transition to IGE and achievement of SDGs under national programmes and projects funded through locally mobilized resources. A country that has successfully undertaken some or all of the following activities would be considered for graduation to the next level:

- The national development strategy has been reframed along IGE and SDGs priorities;
- A national coordination mechanism for IGE is functioning;
- Capacities to implement IGE policies across sectors have been developed and analytical capacities have been strengthened;
- Funding opportunities have been identified and embraced by national and international actors, and in particular by international finance institutions and domestic financial markets;
- IGE elements are integrated into training programmes delivered by national institutions.

Consistent with the *theory of change* outlined earlier, UN-PAGE views policy reform as cyclic and iterative. As such, PAGE engagement and support will only be sustainable to the extent that capacity for upstream policy analysis takes root and is accessed as a vital resource in national economic planning, and shared with stakeholders from all walks of life. In line with this thinking, to deepen and expand results achieved through initial PAGE funding, PAGE will support countries in developing a sustainability plan, for the period beyond PAGE delivery. The sustainability plan will involve consultation with national stakeholders and will require local ownership. To ensure coherence and impact, it will be developed in close consultation with national programmes of the United Nations and PAGE funding partners, especially the United Nations Development Assistance Framework (UNDAF) process.

The country sustainability plans will explore mobilization of funds from multilateral and regional development banks and bilateral donors, as well as from local businesses and national industry. The strategy will also consider mobilizing resources from the public sector, for example, to support the capacity of public institutions at local, provincial or national level, or to develop IGE public investment projects. UNDP PAGE project will be consistent with the UN PAGE country sustainability plan.

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#### **IV. PROJECT MANAGEMENT**

Existing management of UN PAGE. Building on the collaboration established in UN PAGE since UNDP joined this partnership in 2014, management of UNDP PAGE will be closely linked to the management of the UN multi-agency partnership. The PAGE Secretariat hosted by UNEP serves as the central liaison point between the PAGE partners and provides services to the Technical Team, the Management Board and the Donor Steering Committee, including organization of their meetings and implementing their decisions. It is also responsible for managing the PAGE Trust Fund, preparing resource mobilisation proposals, inter agency agreements for transfer of funds to PAGE partners, tracking progress on national and global products, preparing financial and technical reports for funding partners, organizing and supporting project evaluations and audits, and facilitating cooperation between PAGE and other relevant initiatives.

At country level, UN PAGE services intend to take into account different starting points, needs and circumstances of each partner country/state. The efforts at national level comprise an inception, programme implementation, and evaluation phase and are led by one of the five partner agencies in each country. This 'country focal point' leads a country team with representatives from the five



in each country. This 'country focal point' leads a country team with representatives from the five UN agencies, and any other partners, and works in close coordination with a national coordinator and the government focal points for PAGE. In each country, a national steering committee oversees and guides the national process.

Country level efforts are complemented by global PAGE activities, which include global training and capacity development services, and an improved knowledge base for IGE. PAGE expects to assist an additional nine countries, bringing the total to 20 by 2020. The new nine countries will be chosen taking into account the PAGE selection criteria explained in the PAGE Application Form.

The UN PAGE Management Board includes one director-level representative from each UN partner agency and is chaired and coordinated by UNEP. The board agrees on the overall work programme of PAGE and related deployment of resources. It also makes the final decision on new countries joining PAGE. The Donor Steering Committee is a group of governments and institutions that provide financial support to PAGE, follow the development and implementation of the programme and provide overall strategic guidance to the direction of PAGE. The Donor Steering Committee receives an aggregated annual report on the PAGE progress and makes recommendations to guide the Management Board and the Technical Team on strategic aspects of implementation.

**V. RESULTS FRAMEWORK**

<p><b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b></p> <p>Impact: Countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals</p> <p>Overall outcome: Countries reframe economic policy around sustainability and put in place enabling policy conditions, reforms, incentives, business models and partnerships, to catalyse greater action and investment in green technologies and natural, human and social capital</p> <p>1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1)</p>								
<p><b>Applicable Output(s) from the UNDP Strategic Plan: Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive</b></p>								
<p><b>Project title and Atlas Project Number:</b></p>								
EXPECTED OUTPUTS <sup>6</sup>	OUTPUT INDICATORS/	DATA SOURCE	BASELINE (2016)	TARGETS (by frequency of data collection) (ANNUAL for each year, CUMULATIVE for final year)				DATA COLLECTION METHODS & RISKS
				Year 1 (2017)	Year 2 (2018)	Year 3 (2019)	Year 4 (2020)	
			Value					

<sup>6</sup> Outputs 3 and 4 are both global. At the same time they also have direct national level impact in the targeted PAGE countries. This means that the global knowledge products and courses hat PAGE supports are directly linked to national capacity building. In addition, PAGE conducts more targeted capacity development at the national level.

<p><b>Output 1</b> Countries have reinforced and integrated Inclusive Green Economy (IGE) measures into SDG-aligned national economic and development planning through multi-stakeholder collaboration</p>	<p>1. Number of countries or provinces (at sub-national level) that i) started implementing / ii) have adopted or iii) are in process of adopting national development plans or cross-sectoral strategies integrating IGE priorities.</p>	<p>Government policy announcement &amp; official websites National and sub-national medium and long term planning documents, their implementation plans and monitoring system National, regional, global SDG Reports Technical papers on policy measures/action plans National Steering Comm meeting minutes List of steering committee members and meeting minutes of its meetings Reports from PAGE national multi-stakeholder events</p>	<p>i) Started implementing 0 ii) have adopted 5 iii) in process 0</p>	<p>1</p>	<p>.1</p>	<p>1</p>	<p>1</p>	<p>9</p>	<p>Data from IGE diagnostics, assessments, and policy analysis undertaken Data from action plans/ policy reforms adopted by govt Decisions of parliament Public, private and civil society stakeholders mobilized and engaged in cross-sectoral IGE prioritization Risks: Government stability Political Commitment</p>
<p>2. Number of cross-sectoral national consultations and dialogues organized to mobilize public, private and civil society stakeholders, share results of policy analysis and defining IGE priorities</p>	<p>1</p>	<p>9 cross-sectoral consultations</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>13</p>	<p></p>	<p></p>

<p><b>Output 2</b> Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities</p>	<p>2.1. Number of thematic and sectoral policies and instruments supporting IGE priorities that PAGE countries are i) implementing / ii) have adopted or iii) are in process of adopting</p> <p>2.2 Number of sectoral or thematic consultations and dialogues organized that are informed/advised by results of sectoral policy analysis</p> <p>2.3 Number of IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks and private sector partners formally agreeing to co-financing, complementary follow-up programming, pledges, PPPs, etc.</p>	<p>Government announcements National, sectoral reports Reports presenting results of diagnostics, assessments and analyses Strategy documents based on sectoral and thematic studies Technical papers on sectoral and thematic policy measures /action plans /Investment proposals Reports from PAGE sectoral or thematic mobilization events Meeting/workshop space Cooperation agreements National financial year reports; ODA reports National chamber of commerce reports/ documents</p>	<p>Started i)implementing 0 ii)Have adopted 0 iii)in process 0</p> <p>Sectoral consultation, 2</p> <p>Partners, 0</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>4</p> <p>6</p> <p>4</p>	<p>Data from sectoral and thematic diagnostics, assessments, and policy analysis undertaken</p> <p>Data from advisory support integrated into the design and advancement of sectoral and/or thematic policies, strategies, and plans</p> <p>Co-financing, complementary follow-up programming, pledges, PPPs agreements, MOUs</p> <p>Risks: Government stability Political Commitment</p>
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Output 3	Individual, institutional and planning capacities for IGE action strengthened at the national and global level	Training materials Report of training activities and participant lists Feedback forms Surveys with trainees Impact evaluation of training programs	2 programmes and packages	1	1	1	1	6	Training materials Report of training activities and participant lists Feedback forms Surveys with trainees Impact evaluation of training programs  Risks: Government stability Political Commitment Quality of training
3.1 Number of global and regional leadership and training programs, modules and packages developed and delivered for individuals and institutions being offered to countries at global and national level			85	85	85	85	85	679	
3.2 Number of people trained on IGE and/or using knowledge and skills acquired from the PAGE globally or regionally offered through on –line, on-campus or other training and capacity development programmes			339 people, (185 male, 154 female, 92 from PAGE countries)	1	1	1	1	4	
3.3 Number of national institutions which have strengthened capacities to deliver nationally tailored IGE policy analysis, IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations			N/A	1	1	1	1		
3.4 Number of people trained through national level training programmes			288 ppl (169 male, 119 fem)	72	72	72	72	576	
3.5 x% of participants who report having increased their capacity in IGE issues in global and regional training programmes			90% Global GE Academy	25%	25%	25%	25%		

<p>Output 4 Improved countries knowledge base for advancing IGE through North-South and South-South collaboration, advocacy, outreach, and communication strategies</p>	<p>4.1 Number of IGE knowledge products generated and made available on PAGE website for national level application</p> <p>4.2 Number of global and regional knowledge sharing events and dialogues held in cooperation with other partners</p> <p>4.3 Number of institutions and initiatives collaborating under a wider PAGE network (North-South, South-South)</p> <p>4.4 Number of PAGE countries that report having made use of PAGE knowledge products for the implementation of IGE priorities at national level</p> <p>4.5 Global IGE advocacy, outreach and communications strategy developed and put in practice</p>	<p>Impact evaluation among PAGE countries</p> <p>Published reports/products</p> <p>Reports/minutes of key events/ participant lists</p> <p>Annual reports: list of institutions partnering with PAGE at global and national level</p> <p>PAGE you tube account</p> <p>PAGE twitter accounts statistics</p>	<p>3 knowledge products</p> <p>8 knowledge sharing events</p> <p>12 institutions &amp; initiatives</p> <p>6</p> <p>0</p>	<p>1</p> <p>2</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p>	<p>1</p> <p>2</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p>	<p>1</p> <p>2</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p>	<p>7</p> <p>16</p> <p>16</p> <p>14</p> <p>4</p>	<p>Knowledge products generated and shared through north-south-south collaboration</p> <p>Global IGE advocacy, outreach and communications strategy</p> <p>Accounting the number of users visiting the global PAGE website per quarter; number of monthly PAGE newsletter subscribers, number of UN PAGE Twitter followers (PAGEexchange), number of views on PAGE YouTube channel</p> <p>Risks:</p> <p>Government stability</p> <p>Political commitment</p> <p>Buy-in from respective governments</p>
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## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		12,000
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		



<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	All PAGE agencies contribute	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Management Board meetings are held at least once a year

**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	All PAGE Agencies			Dec 2016	PAGE UN partners, PAGE country partners	USD 70,000 provided by PAGE donor Norway

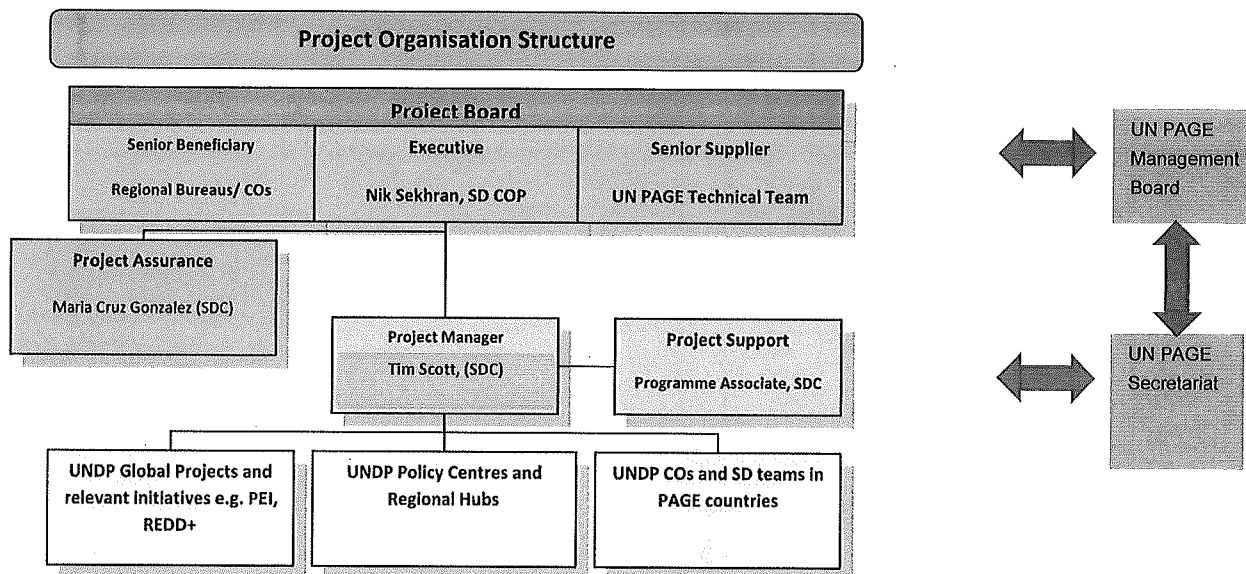
**VII. MULTI-YEAR WORK PLAN 2016-17 (FIGURES FOR 2018-2020 ARE BASED ON 2017 PROJECTIONS))**

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	Y2 2018	Y3 2019	Y4 2020		Funding Source	Budget Description	Amount
Output 1	Mongolia Green Development Strategy; Peru GE goals & targets in nat'l dev planning; Ghana; Kyrgyz Republic Inception	\$236,500	\$236,500	\$236,500	\$236,500		UNEP	Staff	189,200
							UNEP	Travel	94,600
							UNEP	Consultants	662,200
Output 2	Mongolia new work streams GE&Trade; Peru Sectoral Policy Reform; South Africa Sectoral Policy Reform; Mauritius Sectoral Policy Reform; Senegal Sectoral Policy Reform; Ghana	\$277,000	\$277,000	\$277,000	\$277,000		UNEP	Staff	221,600
							UNEP	Travel	110,800
							UNEP	Consultants	775,600
Output 3	Peru Institt & Indiv Cap Building; JIangsu/China Inst, &Indiv Cap Bldg; Mauritius Inst & Indiv Cap Building; Ghana	\$36,500	\$36,500	\$36,500	\$36,500		UNEP	Staff	9,200
							UNEP	Travel	14,600
							UNEP	Consultants	102,200
Output 4	Global Activity Research workstream & papers on SDG & GE Ghana;					UNEP	Staff	34,520	

	Monitoring activities	\$43,150	\$43,150	\$43,150	\$43,150	\$43,150		UNEP	Travel	17,260
								UNEP	Consultants	120,820
Monitoring and Evaluation (as relevant)	Monitoring	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000		UNEP	Staff	2,400
								UNDP	Travel	1,200
								UNEP	Consultants	8,400
Project Coordination & Management	Project Coordination & Management	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000		UNEP	Staff	36,000
								UNEP	Travel	18,000
								UNEP	Consultants	126,000
<b>TOTAL</b>		<b>\$641,150</b>	<b>\$641,150</b>	<b>\$641,150</b>	<b>\$641,150</b>	<b>\$641,150</b>				<b>2,564,600</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



UNDP staff from both the Sustainable Development Cluster (SDC) and relevant UNDP country offices will have important roles including in providing inputs and guidance into all aspects of the project. A Project Board will be established including senior management of UNDP's Sustainable Development Cluster, UNDP Regional Bureaus and country offices, and UN PAGE Technical Team which is already operational, will be senior supplier in the Management Board of the UNDP PAGE project. There will be a Quality Assurance officer from the SDC. Other staff from SDC will serve as Project Manager and Project Support provider. The Management Board will work closely with the UN PAGE Secretariat hosted by UNEP; and UNDP PAGE staff will participate and collaborate in the UN PAGE Secretariat organized Steering Committee (which includes PAGE donors), Management Board and Technical Team meetings. Agency allocations will be decided by Management Board as per recommended by Technical Team Committee which includes PAGE Secretariat and PAGE agencies.

The UNDP PAGE Management Board will also cooperate with the UN PAGE Donor Steering Committee – which is a group of Governments and institutions that provide financial support to PAGE, follow the development and implementation of the programme and provide overall strategic guidance to the direction of UN PAGE. The UNDP PAGE Management Board will also dialogue regularly with the existing UN PAGE Management Board which comprises all UN PAGE partner agencies.

The Board will meet formally once a year but will also maintain communications throughout the year, supported by a core Technical Team of experts (from the SDC cluster and Regional Hubs) engaged in the programme. This core technical team, will be UNDP's internal technical team and will also interact with the UN PAGE Technical Committee. There are other UNDP HQ, regional hub and country office staff who are involved in the other global projects, relevant activities and in the country level PAGE activities will be actively engaged in programme activities and dedicate time to the collaboration.

Staff from both UNDP SDC, UNDP country offices and UN PAGE technical team will work together and perform joint missions and jointly contribute to the development of the support packages as well as in providing and facilitating the support. Work in the eight ongoing and three selected countries will be/are being linked to ongoing UNDP projects in by adding inclusive green economy related activities to their work, while also linking to other global programmes on mining and relevant themes. The exact arrangements for these linkages and for country level management will be decided in further consultations with the country offices, and confirmed at the UNDP PAGE project inception meeting in 2016. It is expected that programme teams will be established in each country involving representatives of key counterparts, including in key relevant Ministries and key civil society stakeholders. The key role of country office programme staff in this work is fully recognized, and communications with them and support to them will be a priority in programme management.

In consideration of the different national languages in participating PAGE countries, full preparations will be needed to ensure that language differences are not an obstacle to programme achievements. Besides UN PAGE's own initiatives, funds may need to be budgeted for translation and interpretation services in several ways: a) UNDP has a line item for translation of all important project documents; b) UNDP Country Offices who are implementing the programme deal with this issue often in their work, and have highly experienced staff who can provide translation support, as well as access to top quality local professional translation services.

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## **IX. LEGAL CONTEXT AND RISK MANAGEMENT**

### **LEGAL CONTEXT STANDARD CLAUSES**

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### **RISK MANAGEMENT STANDARD CLAUSES**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>8</sup> [UNDP funds received pursuant to the Project Document]<sup>9</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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<sup>8</sup> To be used where UNDP is the Implementing Partner

<sup>9</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-

recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **X. ANNEXES**

### **1. Project Quality Assurance Report**

### **2. Social and Environmental Screening Template 3. Risk Analysis.**

