



Multi-Partner Trust Fund

Terms of Reference

19 Oct 2016

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1. Background & Context

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.

Governments and the private sector are increasingly realising the need for creating opportunities to ensure long-term prosperity in a resource-constrained world. Transition to green economy and related concepts (such as circular economy, low-carbon economy, ecological civilization, living well, sufficiency economy, green growth, inclusive wealth,) provide such opportunities.

An **inclusive green economy (IGE)**, in its simplest expression, is low carbon, efficient and clean in production, but also inclusive in consumption and outcomes, based on sharing, circularity, collaboration, solidarity, resilience, opportunity, and interdependence. It is focused on expanding options and choices for national economies, using targeted and appropriate fiscal and social protection policies, and backed up by strong institutions that are specifically geared to safeguarding social and ecological floors. It recognizes that there are many and diverse pathways to environmental sustainability.¹

IGE creates promising opportunities across income-levels to improve well-being and generate new sources of capital. Developing affordable and accessible green products and services can help improve the lives and environments of low-income consumers. The growing affluence of the new middle class and emerging economies presents key market growth opportunities that can be captured with innovative and sustainable business models.

The changes needed for greening the economy are unlikely to take place automatically; they often need to be mobilized by public policy, in particular, fiscal and investment policies, monetary and credit policies, trade policies, industrial policies, and pro-active labour policies, in addition to the more familiar rules, regulations, standards and other economic instruments.

A self-sustaining green economy requires contributions from multiple sectors and players in the economy. Recent initiatives around the globe to integrate costs of climate change into the market through carbon pricing mechanisms indicate the importance of markets in mitigation. Such integration gives rise to the need for new economic instruments that measure the impacts of climate change and mitigation efforts, while domestic and international financing play key roles in the realization of green aspirations.

¹ UNEP 2015. *Uncovering Pathways Towards an Inclusive Green Economy: A Summary for Leaders*. See: http://www.unep.org/greeneconomy/Portals/88/documents/ger/IGE%20NARRATIVE%20SUMMARY_Web.pdf

Over the last few years, a range of 'green' development strategies, practices, and technologies have evolved to enable the meeting of human needs whilst avoiding environmental degradation. This has been accompanied by growing awareness of the economic, social and environmental benefits that a transition to an IGE offers. Over 65 countries have now embarked on inclusive green economy and related strategies, with 48 of them developing national inclusive green economy plans as the centrepiece of these strategies. Many of these are supported by agencies and programmes of the United Nations, which have joined forces under the auspices of PAGE

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, conceived in Rio in 2012, is a direct response to the Rio Declaration, The Future We Want, which called upon the United Nations System and international community to provide assistance to interested countries in developing, adapting and implementing green economy policies and strategies to achieve sustainable development and poverty reduction.

2. PAGE Rationale

The Partnership for Action on Green Economy (PAGE) seeks to put sustainability at the heart of economic policymaking. The Partnership supports 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 (UN Environment Programme, UN Development Programme, UN Industrial Development Organization, International Labour Organization, UN Institute for Training and Research) and working closely with national governments, private sector and civil society, PAGE offers 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. PAGE is also aligned with 2030 Agenda for Sustainable Development especially to SDGs related to economy, jobs, environment and climate change.

PAGE is a multi-year programme, planned to run from 2014 to 2020, that progressively assists a total of 20 countries in their efforts to embark on green economy pathways. Beyond the five agencies, PAGE engages with a wider range of partners, which is described in more detail in the PAGE Operational Strategy 2016-2020. Putting emphasis on national ownership, PAGE supports countries to build consensus and create collective commitment to plan and implement reforms that advance IGE and contribute to achieving the SDGs.

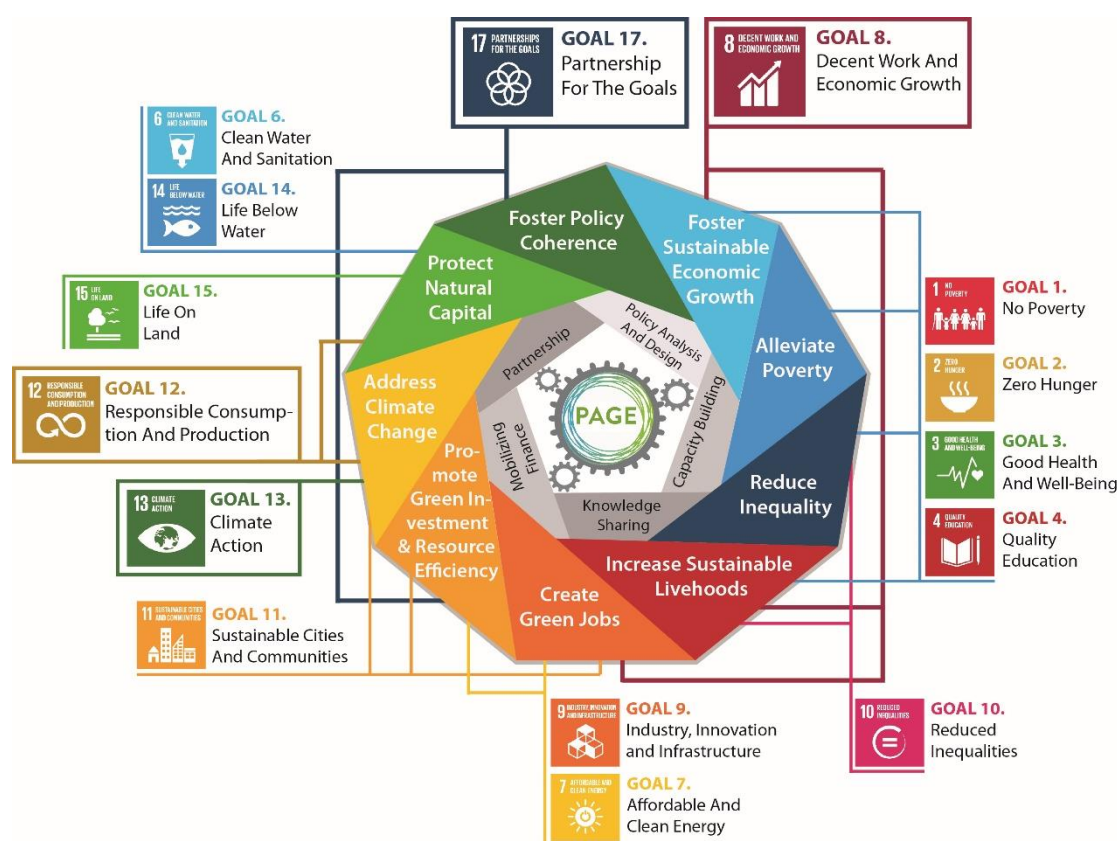
2.1. PAGE and SDGs

An initial review of the SDGs and their targets shows that most of them can be advanced through an IGE approach. PAGE is particularly well placed to deliver on SDG 8: Promote inclusive and sustainable economic growth, employment and decent work for all given its clear focus on generating sustainable growth, employment, income and wealth in an inclusive manner while reducing environmental risks.

PAGE has also evolved as an effective means of implementing the 2030 Agenda as called for by SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

By offering financial support, technology, capacity-building, trade promotion, and addressing systemic issues including promotion of policy and institutional coherence, PAGE is already providing an adequate response to SDG 17 in several countries. PAGE is particularly well positioned to support countries in their efforts to access environmental goods and associated technologies and services, and to more actively participate in green global value chains.

Figure 1: How PAGE links to the SDGs²



To advance the implementation of the international climate change agenda, which is reflected in SDG 13, PAGE activities create a conducive, enabling environment and provide support for low-carbon development in economic sectors. A key marker in the transition to IGE is the decoupling

² Diagram adapted from “The United Nations Environment Programme and the 2030 Agenda.” See: http://www.unep.org/pdf/UNEP_and_the_2030_Agenda.pdf

of economic development from growth in emissions. It is clear that to achieve this decoupling it is necessary to reform perverse subsidies, increase public and private sector allocation for climate adaptation and mitigation measures, further develop climate-smart business models and mobilize private finance for climate stability and resilience. The link between an IGE enabling environment and climate reforms is being recognized; for example, the International Resource Panel concluded in 2014: "REDD+ is likely to be successful only if it is supported by an enabling environment that includes Green Economy elements...."³

Given the focus on supporting policymaking, PAGE could contribute to deliver on some critical aspects of Target 13.2 "Integrate climate change measures into national policies, strategies and planning" and support partner countries in achieving their Intended Nationally Determined Contributions (INDCs), as committed in the Paris Agreement under the United Nations Framework Convention on Climate Change. The shift in the UNFCCC approach toward Government-led INDCs expands the role of PAGE in partner countries as both INDCs and PAGE country work are determined by Governments and driven by country priorities. PAGE, in its role as convener, promotes the alignment and coordination of climate and IGE policies by bringing various Government and nongovernment stakeholders to build on existing or planned IGE and climate plans and initiatives, as well as develop joint synergistic efforts. For example, in Ghana, PAGE aims to focus on areas such as resource efficiency in agro-industry and capacity building to contribute to the objectives of the Ghana Shared Growth and Development Agenda II, the National Climate Change Policy and Ghana's nationally determined contribution.

2.2. Rationale for Multi-Partnership Trust Fund Services

After three years of operation, the Partnership for Action on Green Economy (PAGE) has evolved from an intriguing idea into a mature programme that supports a growing number of countries on the challenging task of reframing economic policy around sustainability to deliver on jobs, prosperity and enhanced social equity. To live up to this vision, PAGE has grown in terms of its reach and complexity and has built an institutional foundation to ensure coordination, cooperation and delivery.

Given the nature of the programme (with five UN agencies working in partnership and several contributors to the programme, currently including 8 donor countries), PAGE partner agencies are proposing to utilize the Multi Partner Trust Fund Office (MPTFO) for administering the PAGE Trust Fund. The level of PAGE operations is expected to grow with the growing number of countries and increasing number of related transactions. The new arrangement will simplify the downstream processes from receiving of contributions to their disbursement to the partner agencies for a timely

³ International Resource Panel (2014). *Building Natural Capital: How REDD+ Can Support a Green Economy*. Nettside: <http://www.unep.org/resourcepanel/Publications/BuildingNaturalCapitalHowREDD/tabid/132320/Default.aspx>

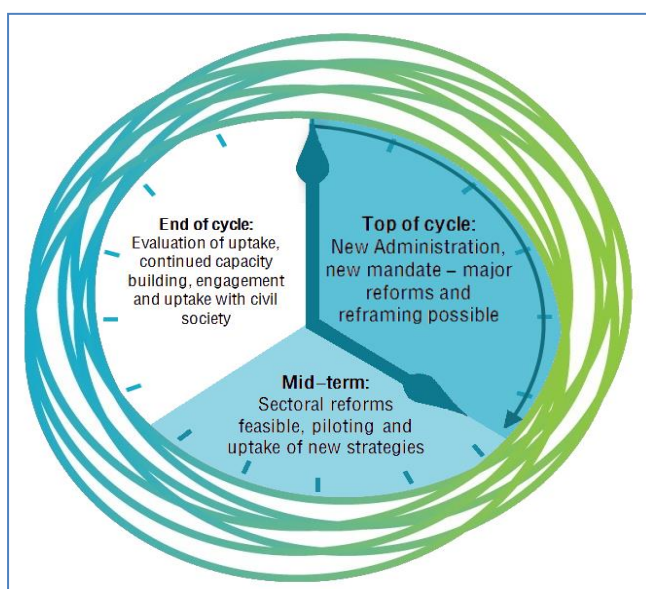
and efficient delivery of services to countries, while also meeting expectations of partner agencies and donors on effective coordination, reporting and transparency. The MPTFO will serve as an administrative agent that will enhance the efficiency in the operation of the trust fund and the transparency of processes by warranting the separation of the decision-making role from the fund administration, allowing the PAGE Secretariat to focus its attention on the programmatic coordination as well as delivery in countries and at the global level.

3. PAGE Theory of Change

The aim of PAGE is to meet the demand of Governments that demonstrate high-level commitment to lead transformative change towards an inclusive green economy.

Reframing economic policies and practices around sustainability, creating an enabling macroeconomic environment, greening sectoral policies and projects, the aligning financial regulations and markets with sustainable development planning, and strengthening individual and institutional capacity are foundational elements of an inclusive green economy transition. This “reframing” is more likely to happen when policymakers have strong mandate for reforms that stimulate green growth and jobs for all 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, the key components of the PAGE theory of change are to engage in countries where and when there is a demand and a need, as well as high-level political commitment to transformative change, as illustrated in Figure 2 below.

Figure 2: PAGE and the Policy Cycle



PAGE puts emphasis on strategic analysis and macro-economic, sectoral, and thematic policy reform. PAGE objectives are necessarily ambitious and aim to operationalize this transformative and systemic vision. Beyond the countries supported by PAGE, the partnership aims to trigger a “multiplier effect” around the world to inspire other countries to also transform their economies. Delivering transformational change depends critically, among other things, on empowering policy champions, informing policy processes, enabling and financing

policy action, and garnering national ownership. PAGE avoids large and heavy country project presence and its associated financial costs and risks for national ownership. Instead, PAGE works in partnership through existing institutions and organizations.

PAGE believes there is no one-size-fits-all solution for greening economies, but that each country and sector requires a tailor-made approach that responds to its unique priorities and circumstances, driven by key ministries/provincial departments in cooperation with national stakeholders. If these priorities change and the country no longer shares the PAGE vision, PAGE can shift its support to other countries where there is higher demand and stronger opportunities to support transformative change.

The following principles guide the way PAGE engages in countries. Before and during country engagement PAGE ensures:

1. **Country ownership:** PAGE engagement is shaped and driven by key national ministries/provincial departments, in cooperation with all relevant stakeholders.
2. **Programmatic and policy reform focus:** PAGE focuses on enabling strategic policy analysis and supporting macro-economic, sectoral, and thematic policy reforms, depending on appetite for reform and timing of policy cycle.
3. **Activities are founded on national development planning:** PAGE activities are linked to existing planning structures and processes for long-term sustainability.
4. **Inter-institutional & trans-disciplinary collaboration:** PAGE activities are initiated in countries where key ministries/provincial departments have jointly expressed interest in collaborating with PAGE.
5. **Broad based stakeholder participation:** PAGE supports the active engagement of key stakeholder groups and societal partners in planning and implementation.
6. **Joint commitment:** Governments and PAGE partners work together based on collective commitment to achieve sustainable development for all.
7. **Equal partnership among all countries:** PAGE is a partnership based on learning and exchange of ideas, innovations and practices among equals. PAGE offers opportunities for North-South-South learning and knowledge exchange.
8. **Commitment to results-based programming and allocation of effort:** PAGE commits to engage with countries when and where its support is crucial for informing the policy cycle but may withdraw or put activities on hold if interest wanes or national priorities change, threatening the success of PAGE-supported efforts.

The overall outcome to which PAGE contributes 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 outcome is supported by four outcomes that correspond to the PAGE four strategic delivery areas.

Outcome 1: “Countries have reinforced and integrated IGE measures into SDG-aligned national economic and development planning through multi-stakeholder collaboration”

To achieve Outcome 1, PAGE supports the development of policy proposals that take into account social, environmental and economic considerations and are evidence-based. PAGE works with and through key national Government ministries and supports IGE diagnostics, assessments and policy analyses for sound policymaking. PAGE also catalyses 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.

Outcome 2: “Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities”

PAGE supports Governments in multidisciplinary research, scenario development and participatory processes to assist them in identifying IGE opportunities to reform policies, strategies and plans toward accomplishing Outcome 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 country-determined IGE priorities.

Outcome 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 the main tools for realizing Outcome 3. PAGE also creates global leadership and training opportunities to communicate and multiply effects and learning from national-level IGE experiences to a wider audience.

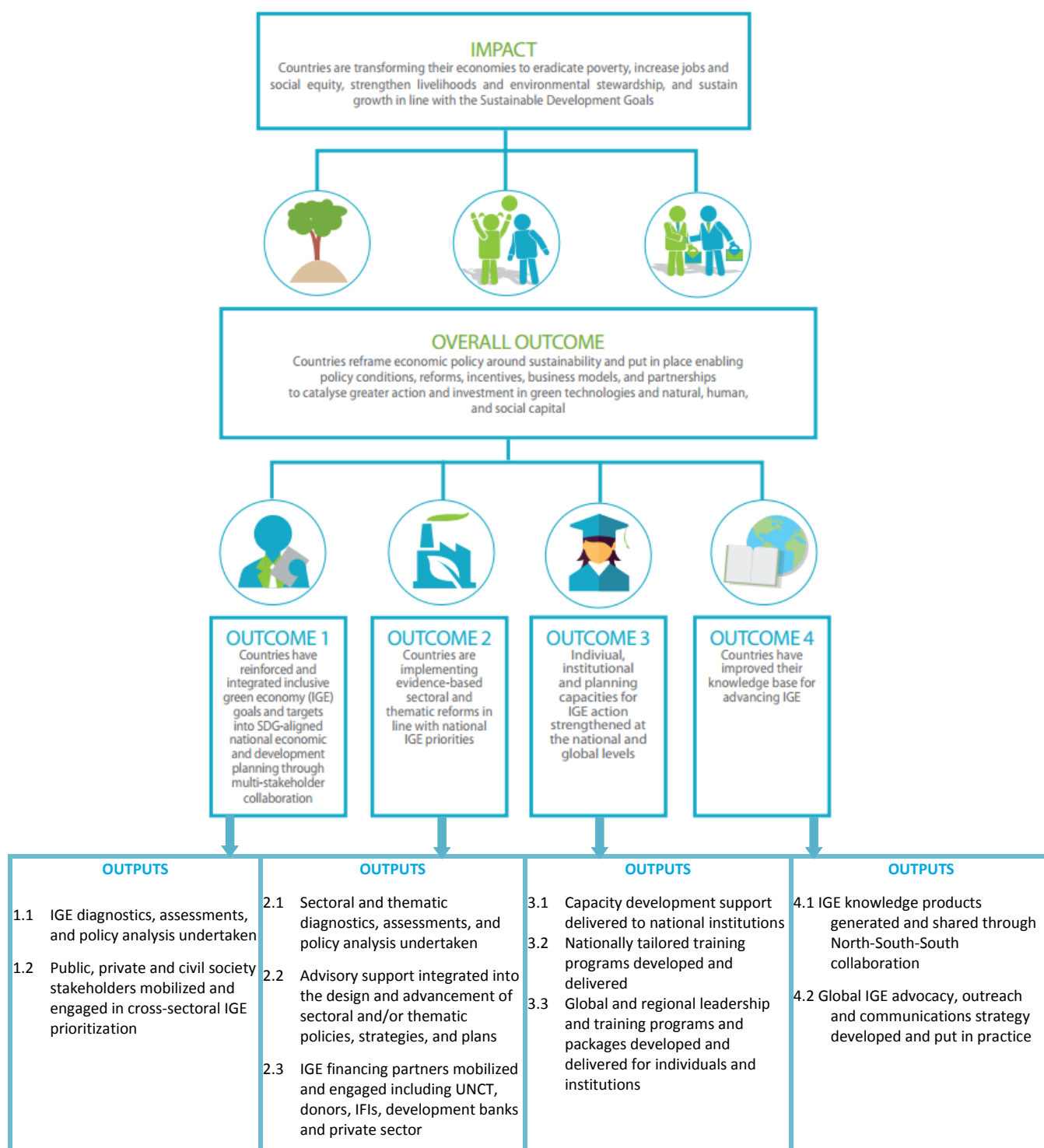
Outcome 4: “Countries have improved their knowledge base for advancing IGE”

To achieve Outcome 4, which focuses on the global level, 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 relevant online information made available through the PAGE newsletter, website (www.un-page.org) and social media engagement.

PAGE recognizes that achievement of the desired overall PAGE outcome and its four supporting outcomes depends largely on Government action. Attribution of policy change to PAGE is a

challenge that PAGE endeavours to meet through the monitoring of results-based indicators developed under the PAGE logical framework (See Annex 1).

Figure 3: PAGE Theory of Change: Impact, Outcomes, and Outputs



4. Country Selection and Inception phase

PAGE partner countries are selected following an application and selection processes. Final approval of country selection lies with the PAGE Management Board. The acceptance of new countries to the programme is subject to availability of resources. Currently PAGE has operations in eight countries, including one engagement at provincial level (Mongolia, Peru, Burkina Faso, Senegal, Ghana, Mauritius, South Africa, and Jiangsu Province in China). In 2016, three additional countries joined PAGE, including another engagement at provincial level (Kyrgyz Republic, Barbados, and Mato Grosso in Brazil). The main selection criteria include government commitment, identification of linkages between potential PAGE activities and relevant national planning processes, presence of PAGE partner agencies, and regional and economic balances.

After a successful country application, country level planning starts with an inception phase, including a scoping mission conducted by the PAGE partner agencies in the country. The purpose of the inception phase is to plan, in consultation with the national authorities and partners, the technical support to be provided under PAGE. Key elements of the inception phase are stock-taking and initial analysis of stakeholder priorities, existing green economy activities, and, key sectors for targeted greening. It also includes a review of activities that the five PAGE partners already have implemented or are currently implementing in the country. Particular emphasis is placed on thorough planning and organization of the inception phase with sufficient resources dedicated to the field-level work, as the exercise creates the basis for all upcoming PAGE activities for several years. Following the completion of inception phase, the PAGE partner agencies and relevant government agencies start discussions on a multi-year programme. Ideally the programme should cover a 4-year period as indicated in the Operational Strategy 2016-2020. At the end of the inception phase, a country specific log-frame is developed, providing the basis for the future programming at country level.

5. PAGE Governance Structure

In its first three years, PAGE has set up a governance structure (consisting of a Management Board, Donor Steering Committee, Technical Team and Secretariat) and centred the five agency partnership in a jointly developed results framework, with the overall objective to support countries' efforts to transform their economies to be greener and more inclusive (as described in Section 3). The expertise and delivery models of each agency are brought together under a joint commitment to deliver on agreed outcomes and outputs at the national and global level. Building on this joint agreement on results, PAGE partners have developed a business model that provides an integrated offer to interested countries, taking into account each agency's strengths and the specific country demand.

5.1. PAGE global governance structure

PAGE Management Board

The PAGE Management Board is the highest decision-making body in the PAGE governance structure. The 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.

Specific roles include:

- decide on the overall development and strategic positioning of the partnership
- approve core documents that guide the PAGE partnership (e.g. operational strategies, global logframe, terms of reference for evaluations, etc.);
- approve PAGE budgets and annual work plans;
- approve new partner countries;
- approve global and national operating plans;
- approve any revision to the ToRs for the Administrative Agent.

The Management Board usually convenes three to four times a year at major milestones in programme planning which require management decisions. In addition to face-to-face meetings, phone and video meetings can be convened to discuss urgent issues between official meetings.

Donor Steering Committee

The Committee comprises Governments and Institutions that provide financial support to PAGE and guide the development and implementation of the partnership. The Donor Steering Committee meets once or twice per year to receive an update on PAGE implementation and provide overall strategic guidance. 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.

The Donor Steering Committee's specific responsibilities include:

- provide recommendations to help guide the Management Board and the Technical Team on strategic aspects of implementation;
- provide feedback on Global Work Plans and associated budget frameworks
- provide advice in the selection of new PAGE countries;

- in relation to the monitoring and evaluation of PAGE, the Donor Steering Committee works closely with the Management Board to ensure that rigorous and independent evaluations are carried out and that related findings and recommendations are addressed.

PAGE Technical Team

The Technical Team consists of staff members from all five PAGE partners. The Technical Team meets on a bi-annual basis – or more often as needed – to plan and share progress on the implementation of activities.

Specific responsibilities include:

- plan and share progress on the implementation of activities;
- develop the work plan for PAGE under the lead of the PAGE Secretariat and ensure consistency in country and global activities;
- make proposals to the Management Board for strategic decisions, such as country selection.

The Technical Team has established different working groups to discuss, plan and monitor in more detail the implementation of specific activities under the work plan. There are country teams in each participating country, with designated staff members from each partner agency. Focal points from lead agencies work in close cooperation with national coordinators and government counterparts for PAGE. The lead agency focal point coordinates activities, initiates discussions in the working group and monitoring progress. The participation of the agencies in the working group for global outputs and products is more flexible and subject to the contribution that an agency can make to a specific work stream.

The PAGE Secretariat

The Secretariat is hosted by UNEP, providing services to the Technical Team, the Management Board and the Donor Steering Committee. The PAGE Secretariat serves as the central liaison point between the PAGE partners and assists with the coordination of the programme, in close collaboration with the Technical Team. The PAGE Secretariat's work involves communication, funds management, programme planning, coordination and monitoring.

More specifically, the Secretariat provides the following services, in cooperation with PAGE agencies:

- coordination of the Technical Team's work and support to preparation of Technical Meetings;
- coordination of Management Board Meetings and development of related documents;
- coordination of Donor Steering Committee Meetings and development of related documents;

- development of global communication tools, such as website and brochures; communication through social media channels and support to national or regional communication efforts;
- initiation and coordination of PAGE Global Conferences with host country;
- coordinate Fund medium-term planning;
- compilation of expressions of interest received from countries and coordination of country selection process;
- support the development of projects (annual work plans) by the agencies
- monitoring of overall programme implementation and coordination of programme reviews/evaluations;
- coordination of the consolidated annual progress report as well as other specific reports, as requested by donors;
- liaison with donors and development of proposals for interested governments;
- management of internal processes to ensure programme is embedded and operational within UN partner agencies' Programme of Work (development of internal project documents and related revisions).

The PAGE Secretariat is hosted and led by UNEP, with UNEP staff members and consultants providing the above services. In addition, PAGE partners provide support to the Secretariat by supporting specific services.

The Donor Steering Committee, Management Board, PAGE Technical Team and PAGE Secretariat working together provide the PAGE governance structure that performs decision making and implementation duties, in line with feedback from participating countries. The Donor Steering Committee offers recommendations on PAGE's global strategy and work plan, which the Management Board takes into account in its decisions, building on the recommendations provided by the PAGE Technical Team. The Technical Team, which includes members who lead implementation of activities in PAGE countries, pools feedback from PAGE countries as well as on other global issues to make recommendations on topics for discussion and decision by the Management Board. The PAGE Secretariat facilitates the governance process through coordination of processes and servicing of meetings of the governance bodies.

Figure 4 below describes linkage between the overall governance structure and the PAGE governance at national level.

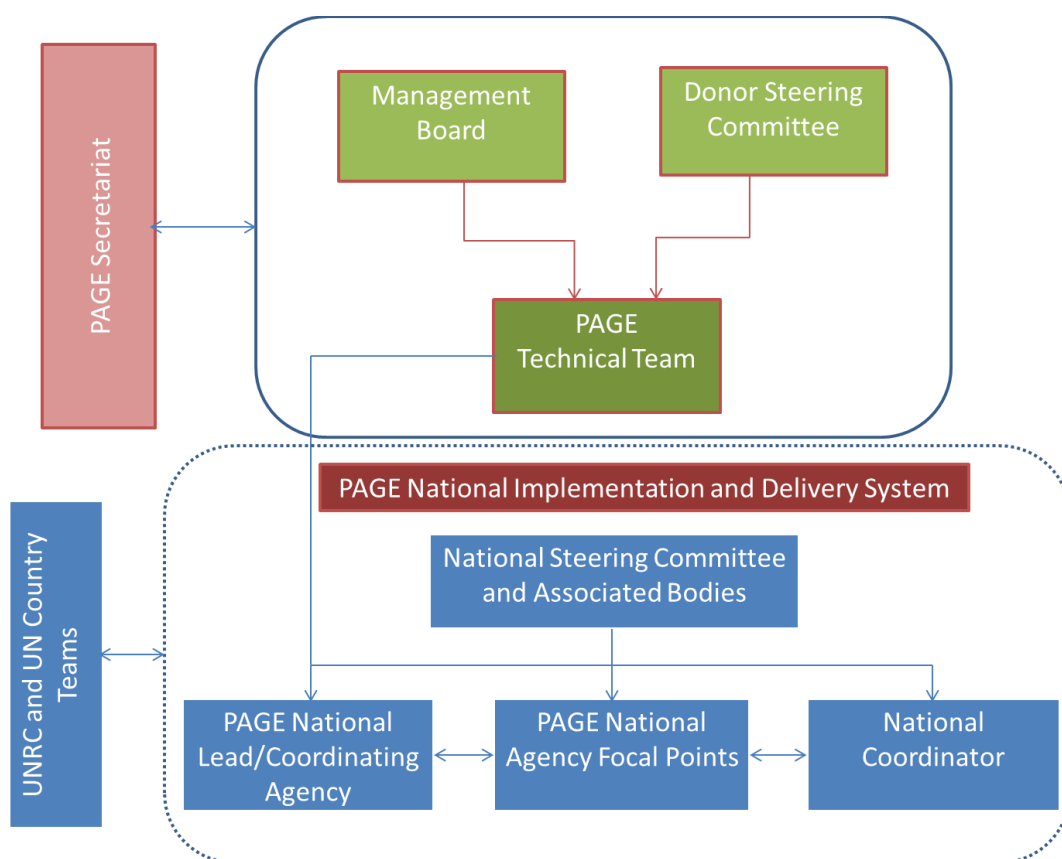


Figure 4: PAGE Governance Structure

5.2. PAGE governance at national level

Due to different requirements and conditions of PAGE countries, there is no uniform model for the national-level implementation structure, and frameworks are likely to differ between countries. In principle, the main entities involved at the country level are a National Steering Committee, the national Government Lead Agency with the Government Focal Point, the UN Lead Agency, the Country Interagency Group and the National PAGE Coordinator.

National Steering Committee

The main oversight and directive body at the national level is a National Steering Committee (NSC), specific to PAGE, or an existing inter-ministerial committee, with a larger mandate covering areas supported by PAGE. This is depending on the country's specific circumstances. The National Steering Committee typically consists of high-level representatives of key ministries and UN representatives in the country, directing and supervising the PAGE country work. It may also include, as appropriate, representatives of the private sector and civil society. The role of the National Steering Committee usually includes:

- endorsing the national results framework for PAGE, including providing feedback on annual work plans and associated budgetary frameworks;

- providing strategic oversight for the country project, including identification of funding opportunities and potential partnerships;
- endorsing country programme evaluation.

The National Steering Committee should meet at least twice per year to ensure continuity and country ownership. Other coordination mechanisms may be established depending on country needs, such as a Technical Committee or Advisory Group which provides feedback to studies, participates in events, capacity building activities and planning meetings, and implements projects.

Government Lead Agencies and Government Focal Point

The National Steering Committee is usually chaired by a government agency that takes the lead on PAGE. These can be located at different levels in the Government, not only in the ministries of environment but also in the finance and economic planning ministries. If the lead agencies are not directly linked to a central coordination body, such as the Prime Minister's Office or a Central Planning Commission, at minimum two ministries need to take a lead role and ensure inter-ministerial coordination.

A Government Focal Point should be nominated within the lead agency to ensure regular and efficient communication and collaboration between Government and PAGE partners, in close collaboration with the PAGE National Coordinator. The Government Focal Point typically has the following responsibilities:

- ensure regular meetings of the National Steering Committee;
- provide initial feedback on the country logframe, annual reports, work plans and budgetary frameworks before submission to the National Steering Committee;
- ensure communication with other Ministries and key stakeholders outside Government.

UN Lead Agency

For each country, one of the five PAGE partners is identified as the lead agency. The decision on who is taking the lead on a new partner country is taken by the PAGE Management Board based on a proposal by the PAGE Technical Team. The lead agency has the following responsibilities:

- organize the discussion in the country interagency group (see below);
- identify and hire the National PAGE Coordinator;
- develop first drafts of the country logframes, annual work plans and related budget allocations - in collaboration with the National Coordinator and based on the consultations with the Government and inputs from the other agencies;
- act as a liaison between the country-level and the global level, mainly with the PAGE Secretariat and the Technical Team;

- review annual country reports before submission to the PAGE Secretariat;
- keep relevant country documents (country logframe, work plans and budgets) within the internal PAGE document management system up-to-date;
- ensure regular up-dates of the country page on the global PAGE website;
- identify opportunities for ensuring the sustainability of PAGE support in the partner country.

While the lead agency together with the National PAGE Coordinator is responsible for overall coordination of PAGE activities, each PAGE agency takes the lead role in the implementation of specific workstreams in the country programme.

The focal point within the lead agency 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.

Country Interagency Group

All PAGE partners nominate a country focal point who works closely with the lead PAGE agency and the National PAGE Coordinator to prepare, discuss and coordinate operational matters, such as budget preparation, work plan development, etc. The country interagency group meets on a regular basis (at least once every two months) via phone conference, for the following purposes:

- discuss latest political or socio-economic developments in the partner country;
- develop a national results framework;
- discuss country work plans and budgets;
- analyze reasons of weak, late or no implementation of some activities in the work plan and provide feedback;
- provide feedback on annual country reports;
- organize joint events;
- identify opportunities for resource mobilization;
- provide recommendations on the sustainability strategy beyond the 4-year implementation process.

While the interagency group is an internal UN coordination mechanism, it is recommended to regularly invite the Government focal point to strengthen transparency and country ownership.

National PAGE Coordinator

The National Coordinator is a consultant hired by the PAGE lead agency to coordinate all activities on behalf of all PAGE agencies with national and local-level partners. Main responsibilities include:

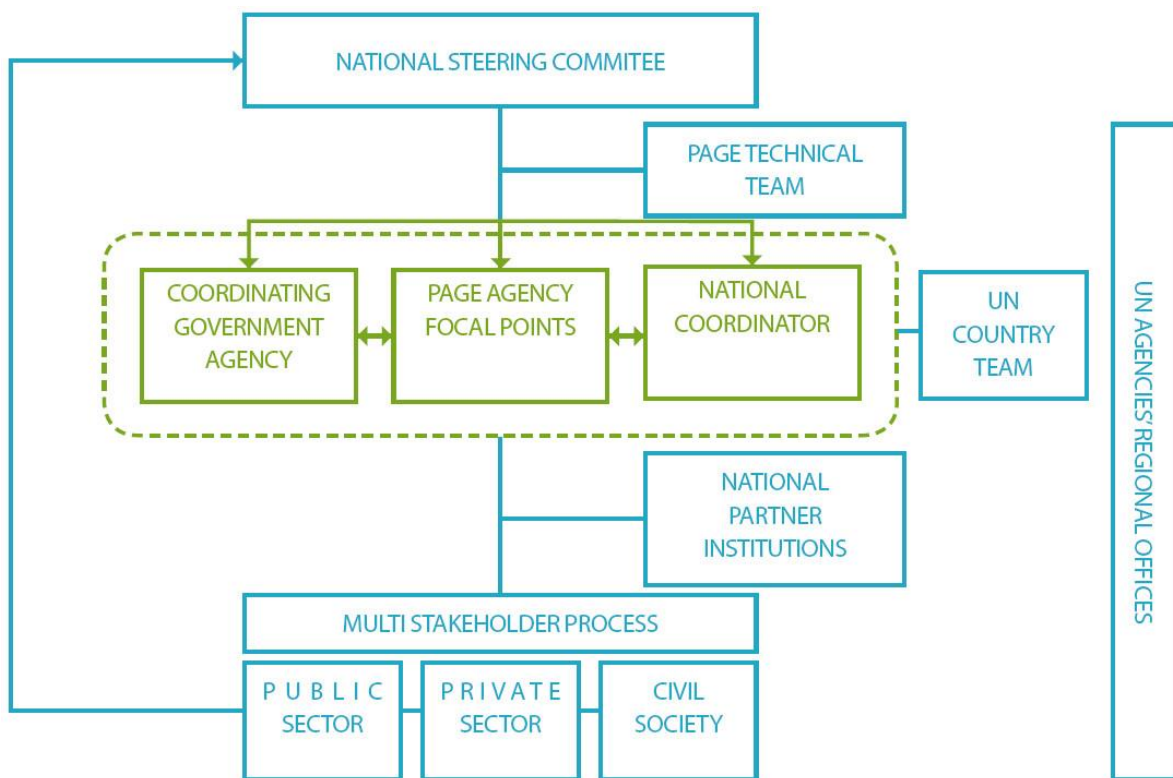
- facilitate the implementation of the agreed work plan under all workstreams;
- organize technical and high-level PAGE events in the country;

- identify synergies with other programmes and/or national projects
- maintain relations with key stakeholders inside and outside Government;
- prepare draft annual reports; draft regular up-dates for the PAGE website

National Implementation Partners

To carry out studies or other activities, PAGE partner agencies often hire selected national institutions. Typically, assessment work undertaken at the beginning of a PAGE project is carried out by a national research institute. In contracting a national implementation partner each agency applies its own rules and regulations.

Figure 5: Illustration of national governance structure



5.3. The Participating UN Organisations

Each Participating UN Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent (AA). Each Participating UN Organization shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund account. This separate ledger account shall be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to

interest. Each Participating UN Agency shall complete the necessary internal administrative procedures that allow for receipt and the further use of the funds transferred by the MPTFO.

5.4. Administrative Agent

The PAGE Fund will be administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office), as the Administrative Agent. The Administrative Agent will conclude one Memorandum of Understanding (MOU) with five participating UN Organizations. Through this MOU, PAGE Partners jointly appoint the MPTFO as the Administrative Agent for PAGE. The Administrative Agent will sign the Standard Administrative Arrangement (SAA) with PAGE donors, following the UNDG standard formats.

MPTFO costs are covered by the 1% fee charged against each contribution to meet the Administrative Agent's costs for performing the Administrative Agent's functions, roles and responsibilities, as described in the MOU and in the Administrative Agent protocol.

The functions of the Administrative Agent include:

Fund design: The Administrative Agent will provide support for developing the Fund TOR. This includes support for the design of the fund architecture (i.e. governance arrangements), the preparation of the legal instruments based on standard legal agreements, and the development of a logical framework based on the theory of change, as needed.

Fund administration: The Administrative Agent will receive, administer and transfer funds to participating UN organizations upon instructions from the Management Board. The PAGE Secretariat will communicate with the Administrative Agent on behalf of the Management Board with supportive documentation. The Administrative Agent will submit yearly consolidated financial reports to the Management Board and the Donor Steering Committee; the consolidated annual and final financial reports and Certified Sources and Uses of Funds Statements are made available on the MPTFO service platform "Gateway".

Subject to the availability of funds, the Administrative Agent shall make each disbursement to the Participating UN Organization within five business days after receipt of instructions from the Secretariat, accompanied with the approved Programming Document and the relevant transfer forms, signed by all parties concerned.

The Administrative Agent will share its performance criteria with the PAGE Secretariat. The Criteria include external evaluation of fund design, financial performance (funds transferred in under 5 days after approval), timely submission of reports to donors by 31 May of every year, timely closing

of funds and projects, and other criteria as agreed by the Administrative Agent and the PAGE Secretariat. Reports on the expenditures by the Administrative Agent may also be provided.

5.5. Transitional measures

The new Fund governance arrangements for PAGE will be effective from the moment when the MPTF fund will have been established and received donor transfers (exact date subject to the completion of the process for setting up the trust fund). During the transition period, the Administrative Agent can receive the remaining funds already held in the UNEP trust fund if those have not been programmed yet (meaning not committed in an agreement or contract). Already programmed funds cannot be moved to the Trust Fund and will continue to be administered directly by the respective agencies under the earlier UNEP Trust Fund. In order to start MPTF operations, agencies will establish their internal projects setting the MPTFO as the agency from which they will receive the funds. In parallel, agencies can phase out and gradually close the earlier projects, though which they had received transfers from UNEP. The amount of remaining – not yet programmed – funds will be established by the PAGE Secretariat at the point when the MPTF is operational. The PAGE Management Board will decide on the transfer of the remaining programmed funding to be transitioned into the MPTFO.

6. Contributions to the Fund

Contributions to the PAGE Fund may be accepted from governments, inter-governmental or non-governmental organizations. One global multi-year project will be established with sub-projects by agencies. No specific projects by country or outcome will be established at the point of agreement on these TOR, but the financial architecture may be changed at a later date upon request from the Management Board. Such changes may include projects by country or outcomes, with the possibility of piloting a country or outcome project.

Contributions to the trust fund are received as un-earmarked contributions allowing for the pooling of funds and consolidated financial reporting. In case a contribution that is earmarked to an outcome or country is proposed to the MPTFO, a decision by the Management Board is required on the receipt of the funds. For an earmarked contribution, MPTFO would need to modify the financial architecture of the project to allow funds to be distinguishable in the financial reporting. Funds that are specifically earmarked to an agency are not received by the MPTF, but go directly to individual agencies as *PAGE aligned* funds.

Funds received by the MPTF need to be programmed in accordance with the schedule of payments set in donor agreement. An extension of the contributions' time frame is possible but not always needed if funds have already been programmed. If funds are not yet programmed by the time the next tranche of payment from the donor is due, donors can reserve the right to hold their disbursements.

PAGE is being financially supported by the European Commission, Germany (through PAGE aligned funding), Republic of Korea, Finland, Norway, Sweden and Switzerland as well as in-kind contributions from UAE. Their support and financial contributions have been fundamental in establishing PAGE's credibility and positioning the Partnership 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 and represented in the Donor Steering Committee.

7. Programming Cycle

The foundational documents for the programming cycle are the original PAGE Programme Document (version from July 2013 and its amendment) and the Operational Strategy 2016-2020. The Operational Strategy includes the latest version of the global results framework (see Annex 1 to the TOR), which provides the basis for overall PAGE programme planning and monitoring. The PAGE Programme Document and Operational Strategy are translated into concrete activities through the annual PAGE work plans and related budgets. The complete work flow is illustrated in the Figure in Annex 3 to the TOR, and a summary of the programming steps is provided in section 7.5.

7.1. PAGE Operational Strategy 2016-2020

The Operational Strategy was developed by partner agencies in 2016 to reflect a "shared vision of how PAGE will evolve and grow to serve more countries". The Strategy builds on the original 2013 programme document, the recommendations provided in the PAGE Inception Review, and the lessons learned from the first three years of PAGE operations. The Operational Strategy presents the:

- the PAGE strategy for 2016-2020 and beyond, including plans for growing the Partnership and extending the PAGE offer to more countries;
- PAGE approach to engaging with countries nationally and globally;
- an outline of PAGE objectives and principles;

- the process of change to which PAGE contributes, and the link to the global sustainability agenda;
- PAGE partnerships and sustainability plans;
- an overview of PAGE efforts to monitor progress, evaluate impact and incorporate lessons learned into future plans.

The Operational Strategy further presents an overview of PAGE finances and resource requirements for supporting PAGE operations during 2016-2020. The strategy sets out an estimated total budget of USD 43.5 million for this five-year period and provides a breakdown per year and service/outcome area, as shown in table 1 below.

Activity	2016	2017	2018	2019	2020	Totals
4-year country engagement	11 countries 500/country: 5,500	15 countries 500/country: 7,500	16 countries 500/country: 8,000	14 countries 500/country: 7,000	9 countries 500/country: 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
Total	7,700	9,700	10,200	9,200	6,700	43,500

Table 1: Total budget estimate for PAGE 2016-2020 (all costs in USD thousands).

7.2. Global Results Framework and supporting documents

The global results framework annexed to the Operational Strategy presents the intended impact, overall outcome, four main outcomes, and outputs of PAGE. For each result, specific indicators, sources/means of verification and assumptions/external factors are defined. Changes in the results framework at indicator level can be approved by the Technical Team. Changes in outputs or outcomes need to be approved by the Management Board, in consultation with the Donor Steering Committee.

In support of the global results framework an indicators reference sheet (in Annex 4) and a PAGE monitoring framework (in Annex 2) have been developed with the following purposes:

- provide a description and unit measure for each indicator;
- establish a baseline for each indicator;
- track progress for each indicator over time and feed this information into PAGE annual reports.

7.3. Global Annual Work Plan and Budget (Step 1 to 3 in Figure 6)

The development of the annual work plan and budget is usually initiated during the fourth quarter of the preceding year. Given that donor commitments are often only confirmed in first quarter of the following year the process may extend into the first quarter of the year for which the work plan and budget is being developed. The process includes three elements as further outlined below and illustrated in Figure 6.

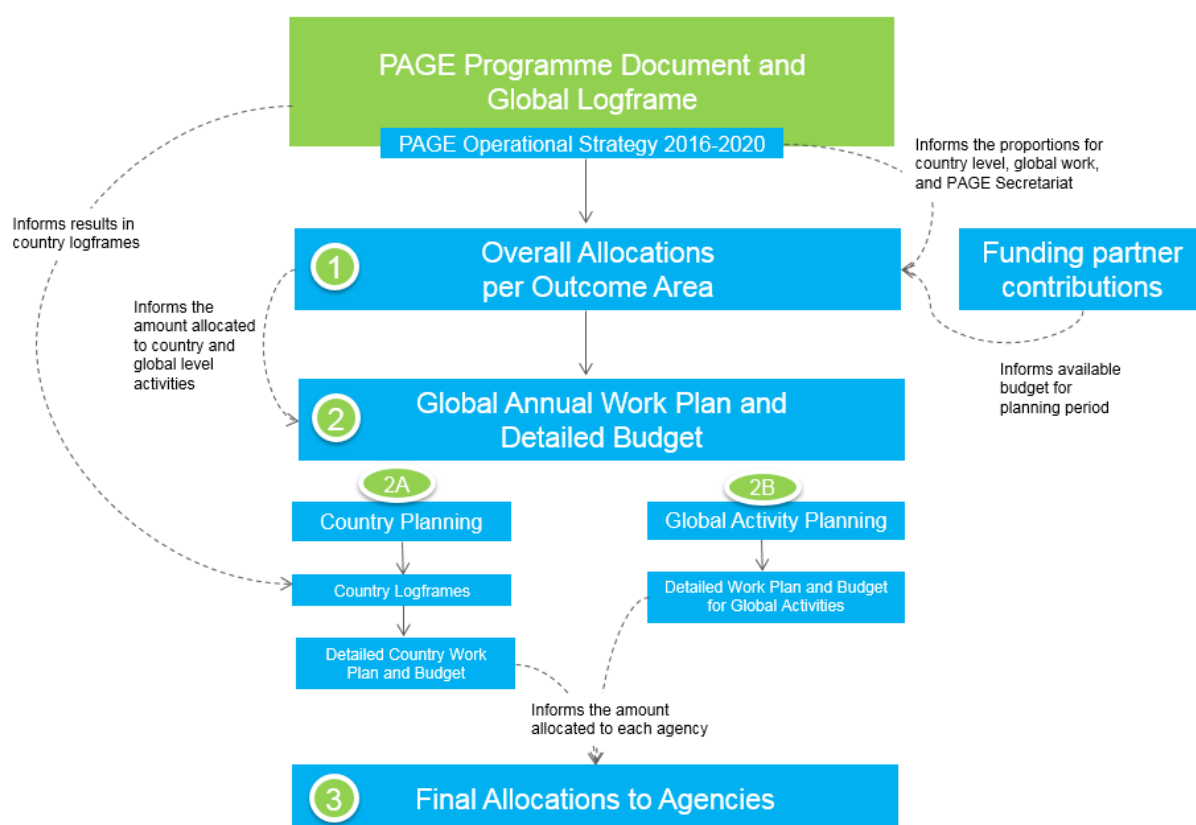


Figure 6: Global planning and budgeting process.

7.3.1 Overall Allocations by outcome area (Step 1 in the figure 6)

Based on the proportions between country-level work, global activities and PAGE Secretariat specified in the Operational Strategy 2016-2020 (see Table 1 above) and expected resources for the coming year, the Secretariat proposes overall allocations for country-level work (Outcome 1-3), global activities under Outcomes 3 and 4 and for Secretariat services (as shown in Table 2). At this point in the process, there is only an overall allocation for all country-level work together.

Cost items	Related Outcomes	Proportion determined in the Operational Strategy	Available budget based on contributions
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Country level budget (X number of countries)	Outcomes 1 to 3	%	USD XX
Global capacity building budget	Outcome 3	%	USD XX
Global knowledge creation/sharing and communications budget	Outcome 4	%	USD XX
PAGE Secretariat budget	n/a	%	USD XX
Project Support Costs (PSC)	n/a	%	USD XX
Total overall allocations		100%	USD XX

Table 2: Budget allocation based on outcomes, provisions of the Operational Strategy and available funds.

7.3.2 Annual Work Plan and Budget (Step 2 in Figure 6)

Following the decision on overall allocations, the process for developing allocations for specific countries and global activities is two-fold:

- a. Step 2a: The Technical Team defines overall allocations per country depending on expected absorption capacity, funding needs and availability of resources. Detailed country-level activities are suggested and discussed through the Country Interagency Group.
- b. Step 2b: For global activities, PAGE partner agencies develop short proposals, based on the overall allocations. The proposals should include information about objectives and rationale of the activity, budget envelop, potential for collaboration with other agencies/initiatives, as well as linkages with outputs in the PAGE results framework. In case a global activity is implemented by two or more agencies the cost split-up needs to be communicated to the Secretariat.

Based on the above submissions, and taking into account the overall allocations provided in table 2 above, the PAGE Secretariat compiles a first draft of the annual work plan and budget and circulates it to the Technical Team for feedback. The overall annual work plan, as shown in table 3 below, includes

- an overall allocations for each country with a justification,

- an overall allocation and description for each global activity,
- an overall allocation for the PAGE secretariat,
- a lead agency for each countries and global activity,

Work Plan Elements	Budget
Country level	
Country 1	USD XX
Country 2	USD XX
Country ...	USD XX
Country level – subtotal	USD XX
Global capacity building	
Activity 1	USD XX
Activity 2	USD XX
...	USD XX
Global capacity building – subtotal	USD XX
Global knowledge creation/sharing and communications	
Activity 1	USD XX
Activity 2	USD XX
...	USD XX
Global knowledge and communications – subtotal	USD XX
PAGE Secretariat budget	USD XX
Project Support Costs (PSC)	USD XX
Total Global Annual Work Plan	USD XX

Table 3: Global annual work plan and budget.

The annual work plan and budget is approved by the management board and provides the starting point for process of developing detailed work plans and budgets for countries and global activities. Later in the planning process, the Technical Team may alter the allocations for countries/global activities by up to 10 per cent without further Management Board approval, as long as the grand total remains the same.

7.3.3 National Planning and Budgeting (Step 2A in Figure 6)

a) Country Logframes

The starting point for the planning process at country level is country log-frames. During the first six month of a new country project, a national results-framework ('logframe') is developed including intended outcomes and outputs, and performance indicators. The logframe ideally

covers results planned for the full year project period, but can also be updated on an annual basis, subject to new developments in a country. The logframe is country-specific but with clear linkages to the global results-framework. The logframe is usually accompanied by another narrative document (such as a national project document), which describes intended results, major workstreams, linkages with existing programmes, the national governance structure, and monitoring and evaluation arrangements.

b) Annual Country Work Plans and Budgets

Based on the country logframe and the annual allocation for the country, the lead agency initiates a discussion in the country interagency group to develop a detailed work plan and budget. Once the interagency group agrees on activities and related costs, they are reviewed by the National Steering Committee. The final work plan and budget is prepared by the lead agency and submitted to the Secretariat. For the budget the format is used as in Table 4 below.

Activities per Outcome	Allocation by agency					Total allocation per activity
	UNEP	ILO	UNIDO	UNITAR	UNDP	
Outcome 1						
Activity 1	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
Activity 2	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
...						
Outcome 2						
Activity 1	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
Activity 2	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
...						
Outcome 3						
Activity 1	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
Activity 2...	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX
...						
Coordination costs						
Lead agency (32k)						USD XX
National Coordinator						USD XX
Total by agency	USD XX	USD XX	USD XX	USD XX	USD XX	USD XX

Table 4: Annual country work plan and budget.

7.3.4 Annual work plans for global activities (Step 2B in Figure 6)

For global activities, the lead agency for the activity develops a budget breakdown. If an activity is led by one agency, it may receive the full amount for the activity and then cover related costs of other agencies directly (e.g. for the travel to an event). In case a global activity is implemented by two or more agencies, the cost division needs to be communicated to the Secretariat, and each agency will receive its allocation through a fund transfer by MPTFO.

7.3.5 Final Allocations per Agency (Step 3 in Figure 6)

The PAGE Secretariat collects and compiles country and global activity budgets based on inputs from the country interagency groups and Technical Team members. Out of this it will derive the overall amount that each agency will receive for the implementation of the activities that it is leading or contributing to (see Table 5). For each agency an overview is developed that summarizes the country activities and global activities for which it will receive funding and the related budget. The amount and agency specific work plan is submitted to the Management Board for approval. Following Management Board approval, each agency will receive its share from the Trust Fund either in full, or by priority of urgency. The budget may be divided in several fund transfers subject to total amount available in the Trust Fund at the time of the transfer.

3	Agency	Allocation
	UNEP	USD XX
	ILO	USD XX
	UNIDO	USD XX
	UNITAR	USD XX
	UNDP	USD XX
	PAGE Secretariat	USD XX
	Sub-total	USD XX
	Project Support Costs (PSC)	USD XX
	Total global annual work plan	USD XX

Table 5: Total annual allocation per agency based on global and country level activities.

7.4. Fund authorisation and transfer to each agency

Following Management Board approval, the chair of the Management Board will authorize the fund transfer from the Trust Fund to the agency. The PAGE Secretariat, on behalf of the Management Board will request the Administrative Agent to release funds and facilitate the related communication with the MPTFO.

7.5. Summary of Steps in Programming Cycle and Fund transfer

STEP 0	Foundation
	PAGE Global Logframe, with expected outcomes, outputs and indicators is provided in the Operational Strategy 2016-2020. The Global Logframe provides the framework for the country logframes for PAGE countries.
STEP 1	PAGE Global Workplan -Overall Allocations
	Based the PAGE Global Logframe and information on available funding for the following year, the PAGE Secretariat, considering on the decisions of the Technical Team, proposes the overall allocations to country level work, global activities and Secretariat functions following the guidance on proportions provided by the Operation Strategy.
STEP 2	PAGE Global Workplan with Allocations per Country and Global Activities
	Based on the overall allocations provided in Step 2, the PAGE Secretariat consults the Technical Team to identify the funding need for each PAGE country and the priorities for global activities. The annual global work plan defines the overall allocation for each country, for each global activity, as well as for the PAGE secretariat function. The global work plan is submitted to the PAGE Management Board by the PAGE Secretariat for approval. The global work plan then provides the basis for the more detailed planning under Step 3A and 3B. Later in the programming cycle, the Technical Team may alter the overall allocations by up to 10 per cent without further Management Board approval.
STEP 2A	Country Planning
	To define the outcome areas and corresponding outputs for each country, a country specific log-frame is developed building on the outcome areas and outputs provided in the global log-frame. The logframe is developed in the first year, and can be updated as needed. The lead agency for each country initiates a discussion with other agencies, national coordinators and government to suggest activities and budgets in line with Country log-frame and budget allocations in the annual global work plan. The lead agency compiles the inputs and prepares the country work plan and budgets and then submits the document to the PAGE Secretariat for review.
STEP 2B	Global Activities Planning
	Based on the outcomes defined in the Global Logframe and the budget allocations in the Global Work plan, the lead agency develops a detailed activity outline for the global activity and the related budget, and send the information to the PAGE Secretariat for review.
STEP 3	Final Allocation to Agencies

	<p>The PAGE Secretariat collects and compiles country and global activity budgets based on inputs from the Country Teams and Technical Team members. Out of this it will derive the overall amount that each agency will receive for the implementation of the activities that it is leading or contributing to.</p> <p>For each agency an overview is developed that summarizes the country activities and global activities for which it will receive funding and the related budget. The amount and agency specific work plan is submitted to the Management Board for approval.</p> <p>Following Management Board approval, each agency will receive its share from the trust fund either in full, or by priority of urgency. The budget may be divided in several fund transfers covering from 6 months to subject to total amount available in the trust fund at the time of the transfer.</p>
	Fund Transfer
	<p>With Management Board approval of the fund allocation per agency, PAGE Secretariat requests MPTFO to release the funds. Such request will be accompanied by the minutes of the MB meeting and each agency work plan and budget signed by the Chairperson of the Management Board, or in his or her unavailability, another member of the Management Board and the recipient UN organization. The MPTFO, upon receipt of the request, will release the funds within five business days.</p>

8. Reporting, Monitoring and Evaluation

8.1. Narrative and financial reporting

For the funding received in a programming cycle, Partner Agencies will provide the Administrative Agent with financial annual statements prepared in accordance with their accounting and reporting procedures, as agreed upon in the legal agreement (MOU) signed with the Administrative Agent. The PAGE Secretariat will provide the Administrative Agent with a consolidated narrative report, based on the inputs received from each agency. The annual reports will be results-oriented and evidence based. The reports will give a summary of results and achievements compared to the expected outcomes, outputs and indicators in the PAGE global log-frame (in Annex 1). On the 31st of May, a consolidated annual narrative and financial progress report is provided by the Administrative Agent to the Donor Steering Committee for the previous year depicting technical progress in terms of planned activities, outputs, outcomes and indicators (narrative report) and financial expenditures (financial report).

Narrative reporting

Each partner agency will provide their inputs for the annual progress report to the PAGE Secretariat. Based on the inputs received, the PAGE Secretariat will develop the detailed progress report as well as the shorter public version and update to the monitoring framework. The PAGE

Secretariat will submit the narrative annual report to the Administrative Agent by the 30 April of the following year.

Reporting on Outcomes and Outputs at global level: For global activities under Outcomes 3 and 4, the respective lead agencies are responsible for compiling the reporting, including inputs to related indicators, and providing it to the PAGE Secretariat by the end of March.

Reporting on Outcomes and Outputs at country level: Concerning Outcomes 1, 2 and Outcome 3, at country level, and related outputs and indicators, the National Coordinators and the Lead Agency are responsible for ensuring that annual reporting and monitoring take place in their respective countries. For each country project a joint narrative report is compiled on an annual basis. The process includes the following steps:

1. A first draft of the annual report is prepared by the National Coordinator during the month of January of the following year.
2. The report is reviewed by the interagency country group and the National Steering Committee during the month of February.

The UN lead agency is responsible for providing a final review of the report and submitting it to the PAGE Secretariat by the end of March. The narrative annual report outlines progress towards the achievement of the outcomes and outputs in the national and global results-frameworks. That means progress under the different workstreams is always presented in the context of the overall project objectives and intended results, and with clear links to relevant indicators.

Financial reporting:

Financial reports are provided by each agency to the Administrative Agent through its automatized UNEX platform by the 30th of April of the following year. The Administrative Agent will consolidate and produce the certified annual financial report by UNDG budget categories.

Consolidation of annual report:

The Administrative Agent, in consultation with the PAGE Secretariat, will compile the narrative and financial parts into one report and will send the report to the Donor Steering Committee. The Administrative Agent may consolidate additional uncertified financial information into the annual report, if provided by the agencies in a consolidated manner. The end product will be a single, consolidated annual report.

8.2. Monitoring and Evaluation

8.2.1 Global Level

M&E of activities funded under the PAGE Trust Fund shall be undertaken in accordance with the provisions contained in the PAGE programme document and work plan. M&E should be approved by the PAGE Management Board in consultation with the Donor Steering Committee and be consistent with the respective regulations, rules and procedures of the PAGE partners.

Under the direction of the PAGE Secretariat and Technical Team, an M&E system has been developed and will be implemented to monitor and evaluate the PAGE outputs in terms of results and effectiveness. PAGE indicators - as specified in the PAGE programme document and related work plan. It will be used to measure results and progress of implementation of PAGE activities.

In addition, the PAGE Management Board may commission periodic independent lessons-learned and review exercises relating to the programmatic aspects of PAGE in accordance with agreed evaluation guidelines. Periodic evaluations of PAGE, such as mid-term and final reviews, will be carried out independently. The terms of reference of the evaluations will be developed by the Management Board in close consultation with the Donor Steering Committee. The selection of the independent evaluation team will be undertaken in agreement with both the Management Board and the Donor Steering Committee. More specific details of the review and evaluation process and follow-up actions will be defined by the Management Board in consultation with the Donor Steering Committee. The Evaluation process must be credible, independent, impartial and transparent, and will also assess the relevance, efficiency, effectiveness and sustainability of PAGE results and their contribution to achieving national priorities, informed decision-making and knowledge generation. A mid-term evaluation of PAGE has been initiated in 2016.

8.2.2 National Level

National activities are monitored against the respective country work plans and the respective results-based frameworks for each country by the coordinating PAGE agency. The progress is assessed against programme outcomes and outputs, and planned milestones, deliverables and associated performance indicators. The progress of national level activities and achievement of outcomes and outputs are periodically updated and are reported yearly as part of the Annual Progress Report shared with donors.

8.3. Public Dissemination

PAGE, including its partner UN agencies, and the Administrative Agent will ensure that the Fund's operations are disseminated on the web site of the Administrative Agent (<http://mptf.undp.org>).

Information posted on the web site may include: contributions received and from whom, Management Board decisions, funds transferred, annual expenditures, and any other information as agreed between PAGE and the Administrative Agent.

Each Implementing Organisation will take appropriate measures to promote the Fund. Information shared with the press regarding fund beneficiaries, official notices, reports and publications will acknowledge the Fund's role. In particular, the Administrative Agent will ensure that the role of the contributors and National Governments is fully acknowledged in all external communications related to the Fund.

Annex 1: Global Logframe

Intended Results	Indicators	Sources/Mean of Verification	Assumptions/External Factors
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.	<i>NOTE: At impact level, alignment with proposed SDG goals and targets and related indicators (when they become publicly available).</i>	<i>Potential data sources:</i> National economic reports World Bank economic reports SDGs monitoring reports Global Environment Outlooks ILO reports UNDP Human Development Reports UNIDO's Industrial Statistics	Major global social, economic, financial, and environmental shocks are avoided Support for IGE reforms is maintained despite possible changes to national contexts and governments
PAGE Overall Outcome: Countries reframe economic policy around sustainability and put 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.	Number of countries announcing national IGE priorities and targets including at sector level National budget allocations for IGE adopted IGE policies, plans and strategies with clear responsibilities adopted Key policies (fiscal, trade, industrial, sectoral, social, labour) aligned with national IGE priorities Inclusion of gender dimension in key policy documents Private sector commitment documented Mechanism for continued stakeholder involvement institutionalized <i>Target: 20 countries by 2020 (8 countries initiated by 2015; remaining 12 to be added in coming 5 years)</i>	National media Government budget reports Policy documents National Sustainable Development/Green development policies, action plans National reports on Gender Action Plan; Reports to UN Women	Other actors and initiatives provide additional support that help countries align their policies with sustainability agenda

Intended Results	Indicators	Sources/Mean of Verification	Assumptions/External Factors
Outcome 1: Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration	1.1 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.	Official websites National and sub-national medium and long term planning documents, their implementation plans and monitoring system Government policy announcement National, regional, global SDG Reports	
Outputs: 1.3 IGE diagnostics, assessments, and policy analysis undertaken 1.4 Public, private and civil society stakeholders mobilized and engaged in cross-sectoral IGE prioritization	1.1.1 Number of reports providing national IGE diagnostics, assessments and policy analysis and feeding in to national planning processes 1.2.1 Number of cross-sectoral national consultations and dialogues organized to mobilize stakeholders, share results of policy analysis and consult priorities 1.2.2 Number of countries with national steering committees overseeing IGE work meeting regularly	Published IGE diagnostics, assessment reports Reports from PAGE national multi-stakeholder events List of steering committee members and meeting minutes of its meetings Technical papers on policy measures/action plans	Availability of national institutions with expertise in policy focused interdisciplinary research Effective coordination between ministries, the national institution(s) conducting research and multi-stakeholder participatory process
Outcome 2: Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities	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	Government announcements National, sectoral reports National financial year reports; ODA reports National chamber of commerce reports/documents	
Outputs: 2.4 Sectoral and thematic diagnostics, assessments, and policy analysis undertaken	2.1.1 Number of reports available providing sectoral or thematic IGE diagnostics, assessments, and policy analysis	Reports presenting results of diagnostics, assessments and analyses	Sector and theme focused IGE expertise is available

Intended Results	Indicators	Sources/Mean of Verification	Assumptions/External Factors
<p>2.5 Advisory support integrated into the design and advancement of sectoral and/or thematic policies, strategies, and plans</p> <p>2.6 IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks and private sector</p>	<p>2.2 Number of sectoral or thematic consultations and dialogues organized, informed by results of sectoral policy analysis</p> <p>2.3 Number of partners formally agreeing to co-financing, complementary follow-up programming, pledges, PPPs, etc.</p>	<p>Strategy documents based on sectoral and thematic studies</p> <p>Reports from PAGE sectoral or thematic mobilization events</p> <p>Technical papers on sectoral and thematic policy measures/action plans/investment proposals</p> <p>Cooperation agreements</p> <p>Activities and projects linked to PAGE initiative</p>	<p>Interdisciplinary research, multi-stakeholder participatory process and inter-ministerial coordination is aligned</p> <p>A convincing business and investment case is made to inspire private sector and financiers to support implementation of IGE</p> <p>Government commitment and leadership is sustained to follow through policy reform</p>
<p>Outcome 3:</p> <p>Individual, institutional and planning capacities for IGE action strengthened at the national and global level</p>	<p>3.1 Number of people using knowledge and skills acquired from the PAGE training and capacity development activities</p> <p>3.2 Number of national institutions which deliver IGE policy analysis, IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations</p>	<p>Impact evaluation of training programmes</p>	
<p>Outputs:</p> <p>7.2 Capacity development support delivered to national institutions</p> <p>7.3 Nationally tailored training programs developed and delivered</p> <p>7.4 Global and regional leadership and training programs and packages developed and delivered for individuals and institutions</p>	<p>3.1.1 Number of national institutions having strengthened their capacity to deliver IGE policy analysis or training or to lead policy and stakeholder consultation processes</p> <p>3.2.1 Number of people trained through national level training programmes</p> <p>3.2.2 Percentage of participants who report having increased their capacity in IGE related issues through national trainings</p> <p>3.3.1 Number of people that have been trained on IGE in globally or regionally offered on-line training and on-campus training programmes</p>	<p>Training materials</p> <p>Reports of training activities</p> <p>Participants lists</p> <p>Feedback forms</p> <p>Surveys with trainees</p>	<p>Availability of multi-lingual capabilities and material to meet the needs of the country</p> <p>Interest of stakeholders and change agents in building their capacity on IGE</p>

Intended Results	Indicators	Sources/Mean of Verification	Assumptions/External Factors
	3.3.2 Percentage of participants who report having increased their capacity in IGE related issues in global and regional training programmes 3.3.3 Number of IGE training programmes and specific training modules being offered to countries (at global and national level)		
Outcome 4: Countries have improved their knowledge base for advancing IGE	4.1 Number of PAGE stakeholders and countries report having made use of PAGE knowledge products for the implementation of IGE priorities at national level	Impact evaluation among PAGE countries	
Outputs: 4.1 IGE knowledge products generated and shared through North-South-South collaboration 4.2 Global IGE advocacy, outreach and communications strategy developed and put in practice	4.1.1 Number of IGE knowledge products generated and made available on PAGE website for national level application 4.1.2 Number of global and regional knowledge sharing events and dialogues held in cooperation with other partners 4.1.3 Number of institutions and initiatives collaborating under a wider PAGE network 4.2.1 Number of users visiting the global PAGE website per quarter 4.2.2 Number of monthly PAGE newsletter subscribers 4.2.3 Number of UN PAGE Twitter followers (PAGEXchange) 4.2.4 Number of views on PAGE YouTube channel	Published reports/products Agenda of global and regional dialogues Reports/minutes of key events/ Participant lists PAGE websites, twitter accounts statistics; Annual reports: list of institutions partnering with PAGE at global and national level	Ability of PAGE partners to develop knowledge and support think tanks to produce quality products Interest in coordination and cooperation from other related mechanisms, programmes and organisations (such as GGKP, 10YFP etc.) Effective participation of developing and developed countries in PAGE knowledge and networking events

Annex 2: PAGE Monitoring framework 2015

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.

NOTE: At impact level, alignment with proposed SDG goals and targets and related indicators (when they become publicly available).

PAGE Overall Outcome:

Countries reframe economic policy around sustainability and put 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. *Target:* 20 countries by 2020 (8 countries initiated by end of 2015; remaining 12 to be added in coming 5 years)

1. Number of countries announcing national IGE priorities and targets including at sector level

First results can be seen in Mongolia and Senegal

2. National budget allocations for IGE adopted

Some results on this are expected in Mongolia in 2016

3. IGE policies, plans and strategies with clear responsibilities adopted

First results can be seen in Mongolia and Senegal

4. Key policies (fiscal, trade, industrial, sectoral, social, labour) aligned with national IGE priorities

First results can be seen in Senegal and Peru in the areas of green jobs policies

5. Inclusion of gender dimension in key policy documents

Not monitored yet.

6. Private sector commitment documented

First results can be seen in Senegal in public private partnerships.

7. Mechanism for continued stakeholder involvement institutionalized

National Steering committees well established in Ghana, Senegal, Peru and Mongolia.

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

Indicator #1: Number of countries or provinces (at sub-national level) that started implementing / have adopted and/or are in process of adopting national development plans or cross-sectoral strategies integrating IGE priorities

Status end of 2015: 5 countries + 1 province: 4 countries and 1 province have adopted; 2 out of those started implementing with PAGE support; 1 additional country is in process of adopting.

Status end of 2015	Baseline end 2014 (accumulative)			Progress 2015 (additional)			
Total No. of PAGE countries (accumulative)	Start implementing	Adopted	In process of adopting	Start implementing	Adopted	In process of adopting	Started development (not counted)
6 countries (out of which 1 province)	0	4 countries + 1 province 1 country with PAGE support 3 countries with earlier support by UNEP's GEI initiative and other partners initiatives 1 province (without earlier support)	0	2 countries (with PAGE support)	0	1 country	3 countries
DETAILS FOR THE COUNTRIES							
Mongolia		Adopted its Green Development Policy (GDP) in June 2014		Started implementation of GDP with PAGE support for implementation, indicators and selected sectors (formal adoption of GDP implementation plan in early 2016)			
Peru							Completed roadmap for the development of a green growth

							strategy (outlook for adoption under new government in second half of 2016)
Senegal		Adopted its Plan Senegal Emergent including IGE objectives in Feb 2014		National Strategic Orientation Document on Green Economy, produced by a committee of members of parliament and members of the Economic, Social and Environmental Council (CESE) National Strategy for Sustainable Development adopted in July 2015, integrating <i>green economy as a strategic goal</i> .			
Ghana		Adopted the Shared Growth and Development Agenda II (GSGDA II) as well as the National Climate Change Policy (NCCP).					Development of Green Economy Action Plan (supported by UNEP-UNDP joint project)
Mauritius						Marshall Plan against poverty for validation in early 2016; under development Vision 2030; available as blueprint concept paper	
Burkina Faso							National Programme for

							Economic and Social Development (PNDES), and related National Investment Plan on Environment and Sustainable Development
Jiangsu, China		Provincial adaptation of the National Five Year Plan and the implementation of Ecological Civilization					
South Africa		Adopted Green Economy Accord in 2011					

Output 1.1: IGE diagnostics, assessments, and policy analysis undertaken

Indicator #1.1.1: Number of reports providing national IGE diagnostics, assessments and policy analysis and feeding in to national planning processes

Status end of 2015: 9 reports completed (4 with earlier agency support; 5 with PAGE support)

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)	
Total No. of cross-sectoral reports in PAGE countries (accumulative)	Reports completed	Reports completed	Reports under development (not counted)
9 reports	<ul style="list-style-type: none"> - 4 reports in 4 countries - 4 countries with earlier support by UNEP GEI initiative/ILO 	5 reports in 5 countries with PAGE support	5 reports in 4 countries
DETAILS FOR THE COUNTRIES			
Mongolia		Green economy stocktaking	Green economy assessment (expected in 2016) Green development indicators report (expected in 2016)
Peru		Green economy stocktaking	Green economy assessment (expected in 2016)
Senegal	Green economy assessment	Green economy mapping	

Ghana	Green economy assessment	Green economy stocktaking report	
Mauritius	Green jobs assessment	Green economy assessment	
Burkina Faso	Green economy assessment		
Jiangsu, China			Stocktaking report (expected in 2016)
South Africa			Green economy inventory (expected in 2016)

Output 1.2: Public, private and civil society stakeholders mobilized and engaged in cross-sectoral IGE prioritization

Indicator #1.2.1: Number of cross-sectoral national consultations and dialogues organized to mobilize stakeholders, share results of policy analysis and consult priorities

Status end of 2015: 20 cross sectoral consultations (out of which 11 additional in 2015)

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)
Total No. of consultations/dialogues in PAGE countries (accumulative)	National consultations/dialogues completed	National consultations/dialogues completed
20 consultations	9 consultations in 6 countries	11 consultations in 6 countries
DETAILS FOR THE COUNTRIES		
Mongolia	(2) Planning workshop and high-level forum, Nov 2013; National inception workshop, May 2014,	(2) Green economy week, June 2015, Workshop on green development indicators, November 2015
Peru	(2) National inception workshop, April 2014; National green economy workshop, August 2014	(2) Consultation process on T21 model in 2015, Meeting with Acuerdo National in 2015
Senegal	(1) Inception workshop, November 2014	(1) PAGE green economy week, Nov 2015
Ghana	(2) 1 st cross sectoral impact workshop, August 2014, National inception workshop, Nov. 2014,	(3) 2 nd cross-sectoral impact workshop, April 2015; GE stocktaking validation and GE Action Plan workshop, Sept. 2015; Green Economy Week, Dec 2015
Mauritius	(1) National inception workshop, July 2014	(2) 1 st Consultation workshop for cross-sectoral Marshall Plan, September 2015; 2 nd consultation workshop, March 2016
Burkina Faso	(1) National inception workshop, May 2014	
Jiangsu, China		(1) National inception workshop, Nov 2015
South Africa		

Indicator #1.2.2: Number of countries with national steering committees (NSC) overseeing IGE work meeting regularly

Status end of 2015: 4 countries

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)	
Total No. of PAGE countries with national/sub-national NSCs (accumulative)	Countries with NSCs	Countries with NSCs	Planned going forward (not counted)
4 countries	3 countries	1 country	4 countries
DETAILS FOR THE COUNTRIES			
Mongolia	Inter-ministerial Technical Committee (14 members representing diverse ministries and agencies)		
Peru	Technical Committee including 5 Ministries and all PAGE agencies		
Senegal	PAGE Steering Committee established in 2014 involves key government agencies from economy, environment, labour, industry and others, together with private sector and civil society representatives		
Ghana		National Project Steering Committee (17 members from ministries, employer association, trade union congress, civil society, academia and Friends of PAGE)	
Mauritius			National steering committee planned for 2016
Burkina Faso			National Steering committee planned in 2016
Jiangsu, China			Provincial steering committee, planned
South Africa			TOR developed first meeting in early 2016

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

Indicator #2: Number of thematic and sectoral policies and instruments supporting IGE priorities that PAGE countries are implementing / have adopted or are in process of adopting

Status end of 2015: 7 policies (3 sectoral/thematic policies/instruments have been adopted; 4 sectoral/thematic policies/instruments are in process of adoption)

Status end of 2015	Baseline end 2014 (accumulative)			Progress 2015 (additional)				
Total No. of sectoral/thematic policies/instruments in PAGE countries (accumulative)	Start implementing	Adopted	In process of adopting	Start implementing	Adopted	In process of adopting	Started to develop (not counted)	Planned (not counted)
7 policies/instruments	0	0	0	0	3 (incl. 2 sub-national ones)	4 (incl. 2 sub-national ones)	6	1
DETAILS FOR THE COUNTRIES								
Mongolia							(3) Sustainable public procurement regulation (draft text suggested) Guidelines for green schools (draft available) Green economy learning strategy (draft available end of 2015); <i>included in National Green Development Action Plan and turned into sub-programme of the MEGDT</i>	

Peru					(3) Teleworking strategy adopted in 2015; Two regional plans for youth employment in green sectors finalised in 2 regions (Arequipa and Piura)	(3) National green jobs strategy developed (under review for validation and adoption); Draft regional plans for youth employment in green sectors finalised in 2 additional regions (Cajamarca and La Libertad)	(1) National Biotrade strategy	
Senegal						(1) National green jobs strategy (incl. support for nat. green jobs creation programme), as part of national employment policy 2015-2016	(1) Technical norms and standards on sustainable construction materials and energy efficiency to support national sustainable construction programme	
Mauritius								(1) Waste recycling and resource recovery strategy
Ghana							(1) Green economy learning action plan (for submission to national PSC in 2016)	

Output 2.1: Sectoral and thematic diagnostics, assessments, and policy analysis undertaken

Indicator #2.1: Number of reports available providing sectoral or thematic IGE diagnostics, assessments, and policy analysis

Status end of 2015: 11 reports

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)
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Total No. of sectoral/thematic reports in PAGE countries (accumulative)	Reports completed	Reports completed	Reports under development (not counted)
11 reports	3 reports in 3 countries (with earlier support by UNEP GEI initiative/ILO)	8 reports in 5 countries with PAGE support	7 reports under development with PAGE support in 4 countries
DETAILS FOR THE COUNTRIES			
Mongolia		(1) Legal review and market analysis for sustainable public procurement (completed in 2015)	(2) Guidelines for green buildings, Industrial Waste Inventory,
Peru	(1) Evaluation of sustainable trade opportunities (with earlier UNEP support)	(2) Green industry assessment; national report presenting main proposals and contributions from workers' organizations for a just transition towards a green economy (with Sustainlabour Foundation)	
Senegal		(2) Green industry assessment; feasibility study for green jobs and green economy incubator	
Mauritius	(1) fiscal policy scoping study		(3) Public environment expenditures review; industrial waste assessment; fiscal policy assessment (with UNEP not PAGE support); (planned: survey to map existing green financial services + assessment of green business opportunities)
Ghana	(1)Fiscal policy scoping study	(2)Green industry and trade assessment, green economy learning assessment	
Burkina Faso		(1)Green industry assessment	(1)Fiscal policy study (proposal for environmental taxation)
Jiangsu, China			
South Africa			Green industry and trade assessment (planned in 2016)

Output 2.2. Advisory support integrated into the design and advancement of sectoral and/or thematic policies, strategies, and plans
Indicator #2.2.: Number of sectoral or thematic consultations and dialogues organized, informed by results of sectoral policy analysis
Status end of 2015: 21 consultations

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)
Total No. of consultations/dialogues in PAGE countries (accumulative)	National consultations/dialogues completed	National consultations/dialogues completed
21 consultations	2 consultations in 1 country	19 consultations in 6 countries
DETAILS FOR THE COUNTRIES		
Mongolia	(2) 1) National workshop on sustainable public procurement, Sept. 2014, 2) Consultation on Green Economy learning strategy, May 2014	(5) 1) Sectoral and thematic sessions during GE week, June 2015; 2) Forum on sustainable finance, Nov 2015, 3) Workshop on green public procurement in Nov. 2015, 4) Stakeholder meeting on IGE learning strategy in Nov 2015, 5) Clean School Building Charette, April 2015
Peru		(6) 1) Validation workshop and official launch for green industry assessment, June 2015 and Dec 2015; 2-5) four sub-regional validation workshops for regional youth employment plans, 6) Consultations with Inkaterra Association on biotrade and sustainable tourism
Senegal		(5) 1) Validation sessions for green industry assessment and green jobs assessment, during PAGE GE week, Nov 2015, 2-4) 3 sub-national consultations on the national strategy for green jobs, May-June 2015; 5) meeting of public-private partners on the incubator on green jobs and green economy– ITEV, July 2015
Mauritius		(1) PEER consultation workshop, September 2015
Ghana		(1) Validation workshop trade and industry assessment, Oct. 2015
Burkina Faso		(1) Validation workshop green industry assessment, Nov. 2015
Jiangsu, China		
South Africa		

Output 2.3. IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks, and private sector
Indicator #2.3: Number of partners formally agreeing to co-financing, complementary follow-up programming, pledges, PPPs, etc.

Status end of 2015: 8 partners

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)	
Total No. of partners agreeing to co-financing, etc. (accumulative)	Partners leveraged	Partners leveraged	Leveraging prospect (not counted)
8 partners	0	8 partners	5 partnerships in 4 countries
DETAILS FOR THE COUNTRIES			
Mongolia		(4) 1)GGGI co-funding work as part of the development of national GDP outcome indicators. 2)PEI and GGGI providing additional support for the development of Aimags (sub-national development policies), 3)SDC funded Education for sustainable development project to develop strategy for media and ISO14001 and continue trainings for media, policy makers and public awareness to implement green learning strategy, 4)GGGI providing additional support green kindergarten work to complement green school building work.	(1) Partnership for implementation of GDP and SD vision with Koica and IFC
Peru		(2) 1)GIZ funding from ICI funded project aligned and contributing to country work plan; 2)GGGI providing additional funding Environment and support to Ministry of Environment for finalization of green growth strategy based on road map developed under PAGE	(2) 1)Multi stakeholder public-private partnership under development to promote organic quinoa and other Andean grains production and export (ADEX and the Ministry of Agriculture); 2)Agreement with Inkaterra Association, supporting ecotourism in Peru
Senegal		(1) Public private partnership for incubator for GE and GL (ITEV), with higher education institutions, private sector companies and government agencies;	
Mauritius		(1) Industrial waste assessment with additional funding from AfD	
Ghana			
Burkina Faso			

Jiangsu, China			(1) Partnership with other cities in China outside Jiangsu province
South Africa			(1) GIZ funding from ICI funded project to be aligned with country work plan

Outcome 3. Individual, institutional and planning capacities for IGE action strengthened at the national and global level

Indicator #3.1: Number of people using knowledge and skills acquired from the PAGE training and capacity development activities

This indicator has not been monitored for all training activities in the past and information has not been collected systematically by PAGE agencies. Data will be collected more systematically from 2016.

Ex-post evaluations were done for all green economy on-line trainings after 3 months. 70% (on average) of respondents to the ex-post evaluation for the green economy on-line trainings responded to have used knowledge and skills acquired from the training.

Indicator #3.2: Number of national institutions which deliver IGE policy analysis, IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations

This indicator has not been monitored in the past and information has not been collected systematically by PAGE agencies.

Data will be collected starting from 2016.

Output 3.1: Capacity development support delivered to national institutions

Indicator #3.1.1: Number of national institutions having strengthened their capacity to deliver IGE policy analysis or training or to lead policy and stakeholder consultation processes

Information included below provides summary of the institutions currently actively involved in PAGE delivery in the countries.

Status end of 2015: 12 National institutions

Mongolia	<ul style="list-style-type: none"> i) Economic Policy and Competitiveness Research Center in the area of T21 modelling ii) Ministry of Finance in the area of T21 modelling and SPP iii) Ministry of Environment, Green Development and Tourism in the area of modelling and green development planning iv) National Statistics Office in the area of green indicators v) Mongolian National University in the area of green learning
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Peru	i) Universidad del Pacífico
Senegal	i) Centre for Policy Studies for Development (CEPOD) ii) Institute of Environmental Science (ISD) iii) Green Senegal iv) Responsabilité sociétale des entreprises (RSE)
Mauritius	i) University of Mauritius
Ghana	i) Institute of Statistical, Social and Economic Research (ISSR)

Output 3.2: Nationally tailored training programmes developed and delivered

Indicator #3.2.1: Number of people trained through national level training programmes

Status end of 2015: 704 people, 344 female and 360 male

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)
Number of people trained (accumulative)	No. of participants (male and female)	No. of participants (male and female)
704 people	288 people (169 male, 119 female)	416 people (191 male, 225 female)
DETAILS FOR THE COUNTRIES		
Mongolia	Green Development Modelling and System Dynamics Capacity Building for T21 Model (20-22 May) Total: 20, M: 12, F: 8	i) Awareness and capacity building workshop for formulating a National Waste Management Strategy (4-6 Feb), Total: 40, M: 10, F: 30 ii) Green economy modelling workshop for local T21 team (10-12 Jun), Total: 8, M:5, F:3 iii) Design Thinking to promote creative ideas for green development (17 Sep), Total: 20, M: 4, F: 16 iv) Training on Introduction to a Green Economy for Media (15 Oct), Total: 37, M: 9, F: 28 v) Green economy training for decision makers at local government level (4-5 Nov), Total: 84, M:33, F: 51

		vi) Green economy training for decision makers of central government (19 Nov), Total: 73, M: 37, F: 36 vii) Study visit of Mongolian decision-makers to Sweden and the US on green buildings, resource efficiency, sustainable consumption and local green development (2-16 Dec), Total: 7, M: 5, F:2
Peru	i) Green economy/green industry training workshops (27-29 August) Total: 142, M: 86, F:56 ii) Training course on green economy assessment (T21) and green economy indicators (28-31 October), Total: 45 M: 26, F:19 iii) Training workshop on green growth for journalists (date), Total: 61, M: 30, F: 31	Three training workshops on green growth for media, total: 52, M:22, F: 30
Senegal	TOT on green entrepreneurship (Nov), Total 20, M: 15, F:05	Training on energy efficiency/construction and waste management (Oct) Total: 25, M:12, F:13
Ghana		Media training on GE (30-31 Jul), Total: 27, M: 21, F: 06
Mauritius		
Burkina Faso		
Jiangsu, China		Training on knowledge sharing and awareness raising (16 Nov) during the mission, Total: 43, M: 33, F:10
South Africa		

Other trainings supporting PAGE work:

- series of training activities on IGE by Sustainlabour to support PAGE activities (April-July 2014)
- Four sessions of Green jobs training with Development Bank of Southern Africa (1 national, 1 provincial, and 2 thematic). Total: 200 participants contributed towards capacity building & awareness raising and a learning needs assessment opportunity.

Indicator #3.2.2: Percentage of participants who report having increased their capacity in IGE related issues through national trainings

This indicator has not been monitored in the past. Information on workshop national participants has not been collected systematically by all agencies.

Data will be collected starting from 2016.

Output 3.3: Global and regional leadership and training programs and packages developed and delivered for individuals and institutions

Indicator #3.3.1: Number of people that have been trained on IGE in globally or regionally offered on-line training programmes and on-campus training programmes.

Status end of 2015: 491 people, 223 female and 268 male, 145 from PAGE countries

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)		
Number of people trained (accumulative)	No. of people in global training activities	No. of people in global training activities	Participants by Sectors (%)	Participants from PAGE countries
491	339 people (185 male, 154 female), 92 from PAGE countries	152 people (83 male, 69 female), 53 from PAGE countries		
DETAILS BY TYPE OF TRAINING				
E-learning	E-learning: Total: 253, M=133, F: 120 58 from PAGE countries	E-learning: Total: 104, : M: 61, F: 43 40 from PAGE countries	E-learning: Gov:36 IOs:24 Aca:15 CSO:16 Pvt:09	Details for PAGE countries: Total of 98: Burkina: 14, China: 5, Ghana: 20, Mauritius: 19, Mongolia: 3, Peru: 21, Senegal: 10, South Africa: 6
On-campus training	Turin Academy: Total: 86, M=52, F=34 34 from PAGE countries	Regional Academy: Total: 48, M: 22, F:26 Participants from 14 countries including 13 from Peru (PAGE country)	Turin Academy: Gov:51 IOs:10 Aca:11 CSO:9 Pvt:19 Regional Academy: Gov:38 IOs:18 Aca:12 CSO:14 Pvt:18	

Indicator #3.3.2: Percentage of participants who report having increased their capacity in IGE related issues in global and regional training programmes (with a target of 80% on average)

Status end of 2015:

For Green Economy e-learning courses from 2013-2015 on average: 93% of participants

For Global Green Economy Academy 2014: 90% of participants

For Regional Academy for Latin America: 97% of participants

Indicator #3.3.3: Number of IGE training programmes and specific training modules being offered to countries (at global and national level)

Status end of 2015: 7 training packages

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)	
Number of training programmes (accumulative)	Global and regional training programmes and packages available	Global and regional training programmes and packages available	Under Development (not counted)
7 packages	2	5	4
DETAILS FOR THE PROGRAMMES AND PACKAGES			
	i) Introductory Green economy on-line training ii) Green Economy Academy (training material and methodology)	i) French version: Introductory Green economy on-line training ii) Regional Green Economy Forum (training material in Spanish) iii) Training package for introductory GE training available (with slides and speakers notes, accessible on PAGE website) iv) Introductory training module on IGE adapted to Mongolia country context in Mongolian v) Introductory video: IGE Modelling and Assessment training package	i) Green Jobs assessment methods training package ii) On-line training on Green Fiscal Reform and Policy Instruments iii) E-Learning Course on Green Economy and Trade iv) Advanced Learning Materials on Green Economy on sectoral topics (slides and PDFs)

Outcome 4: Countries have improved their knowledge base for advancing IGE.

Indicator #4: Number of PAGE stakeholders and countries report having made use of PAGE knowledge products for the implementation of IGE priorities at national level

This indicator has not been monitored in the past and information has not been collected systematically by PAGE agencies.

Data will be collected starting from 2016.

Output 4.1: IGE knowledge products generated and shared through North-South-South collaboration

Indicator #4.1.1: Number of IGE knowledge products generated and made available on PAGE website for national level application

Status end of 2015: 4 knowledge products

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)	
Number of knowledge products (accumulative)	Knowledge products	Knowledge products	Under development (not counted)
4 knowledge products	3	1	8
DETAILS OF THE PRODUCTS			
	i) Guidance manual for green economy policy assessment ii) Guidance manual for green economy indicators iii) Using models for green economy policymaking	i) Guidance note for PAGE country implementation	i) Policy report on industrial policies for Green Economy ii) Practitioners guide on green industrial policies iii) Integrated Green Economy Modelling (IGEM) tool iv) Green Economy Progress measurement framework vi) Generic methodology for developing national-level Green Industry and Trade Assessments vi) Global Synthesis Report on Integrated Planning and the SDGs-Challenges and Opportunities based on eight country studies vii) Guidance note on green economy learning strategies and action plans viii) Resource guide for GE learning institutions and services

Indicator #4.1.2: Number of global and regional knowledge sharing events / dialogues held in cooperation with other partners

Status end of 2015: 12 knowledge sharing events

Status end of 2015	Baseline end 2014 (accumulative)	Progress 2015 (additional)
Number of knowledge sharing events (accumulative)	Global and regional knowledge sharing events	Global and regional knowledge sharing events

12 events	8	4
DETAILS OF THE EVENTS		
	<ul style="list-style-type: none"> i) PAGE launch event at UNEP Governing Council, Nairobi (2013) ii) Side event at Environment Management Group (EMG) Senior Officials meeting, New York (2013) iv) PAGE Partnership Forum at Global South-South Development Expo, Nairobi (2013) v) First PAGE Conference in Dubai (2014) vi) Side event at the first UNEA marking the joining of UNDP, Nairobi (2014) vii) Side event for launch of PAGE IGE policy guides and manuals at the Green Economy Coalition Conference, London (2014) viii) Side event at the Climate COP, Lima (2014) 	<ul style="list-style-type: none"> i) Side event at HLPF, New York ii) Side event at SDG Summit, New York iii) Side event at the 3rd International Conference on Financing for Sustainable Development, Addis Ababa iv) First Green Economy learning Forum, Paris

Indicator #4.1.3: Number of institutions and initiatives collaborating under a wider PAGE network

Status end of 2015: 23 institutions and initiatives

Status end of 2015	Baseline 2014 (accumulative)	Progress 2015 (additional)
Number of institutions/initiatives (accumulative)	No of institutions	No of institutions
23	12 institutions / initiatives	11 intuitions /initiatives
DETAILS OF THE INSTITUTIONS/ INITIATIVES		
	<ul style="list-style-type: none"> i) Global Green Growth Institute (GGGI) ii) Green Growth Knowledge Platform (GGKP) iii) Green Economy Coalition (GEC) iv) United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (UN REDD) v) 10-year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) vi) Poverty-Environment Initiative (PEI) vii) SWITCH Africa 	<ul style="list-style-type: none"> i) Global Footprint Network ii) Organisation for Economic Co-operation and Development (OECD) iii) UNESCO International Centre for Technical and Vocational Education and Training (UNESCO-UNEVOC) iv) UNEP Finance Initiative (UNEP FI) v) The Economics and Ecosystem and Biodiversity (TEEB) vi) African Climate and Development Initiative vii) Global Environment Facility (GEF) viii) Green Fiscal Policy Network

	viii) SWITCH Asia ix) United Nations Framework Convention on Climate Change (UNFCCC) x) Sustainlabour xi) Millennium Institute xii) Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)	ix) International Environmental Technology Centre (IETC), UNEP x) World Wide Fund for Nature (WWF) xi) International Organisation of Francophonie
DETAILS OF COUNTRY LEVEL COLLABORATION		
Mongolia		GGGI, PEI, Switch Asia, UNEP FI, 10YFP, FAO
Peru		GIZ, GGGI, Sustainlabour, UN REDD, UNEP Transport Unit, UNEP FI
Senegal		International Organisation of Francophonie, Millennium Institute, GEF
Ghana		SWITCH Africa, UNFCCC
Mauritius		SWITCH Africa, 10 YFP, UNEP FI, IETC
Burkina Faso		SWITCH Africa, PEI
Jiangsu, China		GGKP, WWF, GGGI
South Africa		GIZ, SWITCH Africa Green, GGKP, WWF-South Africa, African Climate and Development Initiative

Output 4.2: Global IGE advocacy, outreach and communications strategy developed and put in practice

Indicator #4.2.1: Number of users visiting the global PAGE website per quarter

Status end of 2015: Total 7786 (Q2: 1190, Q3: 2726, Q4: 3870)

Indicator #4.2.2: Number of monthly PAGE newsletter subscribers

Status end of 2015: 1700 subscribers

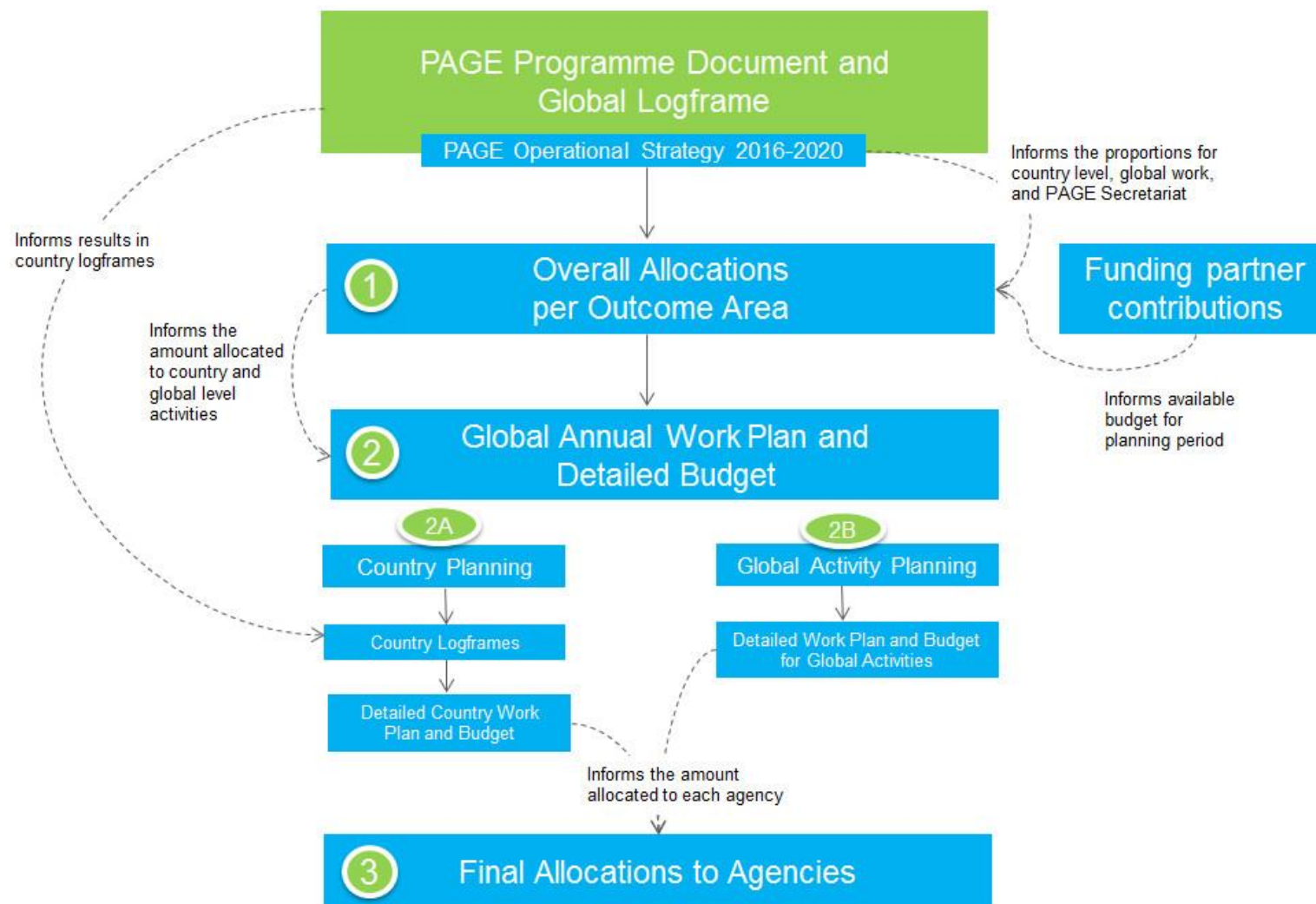
Indicator #4.2.3: Number of UN PAGE Twitter followers (@PAGEXchange)

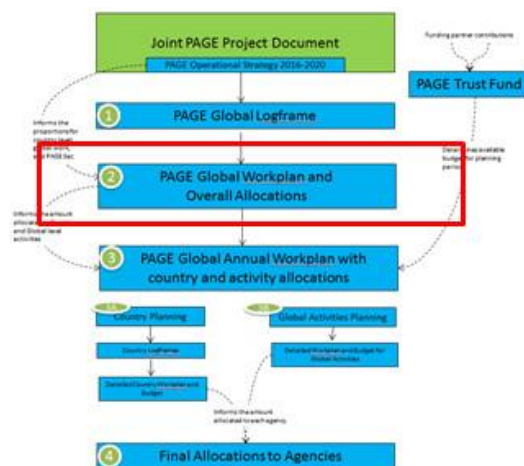
Status end of 2015: 252 followers

Indicator #4.2.4: Number of views on PAGE YouTube channel

Status end of 2015: 40 followers

Annex 3: PAGE Planning and Budgeting



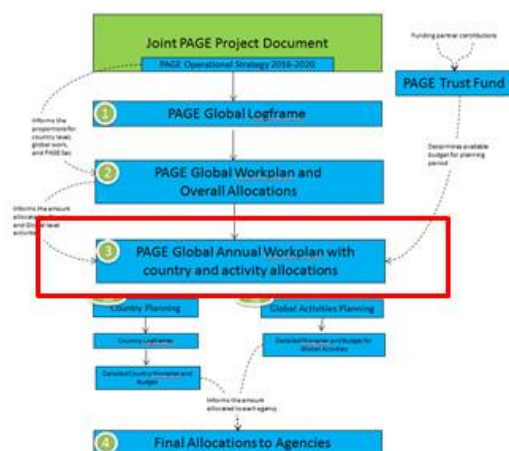


1 PAGE Global Logframe				
Outcome 1	Outcome 2	Outcome 3	Outcome 4	Secretariat

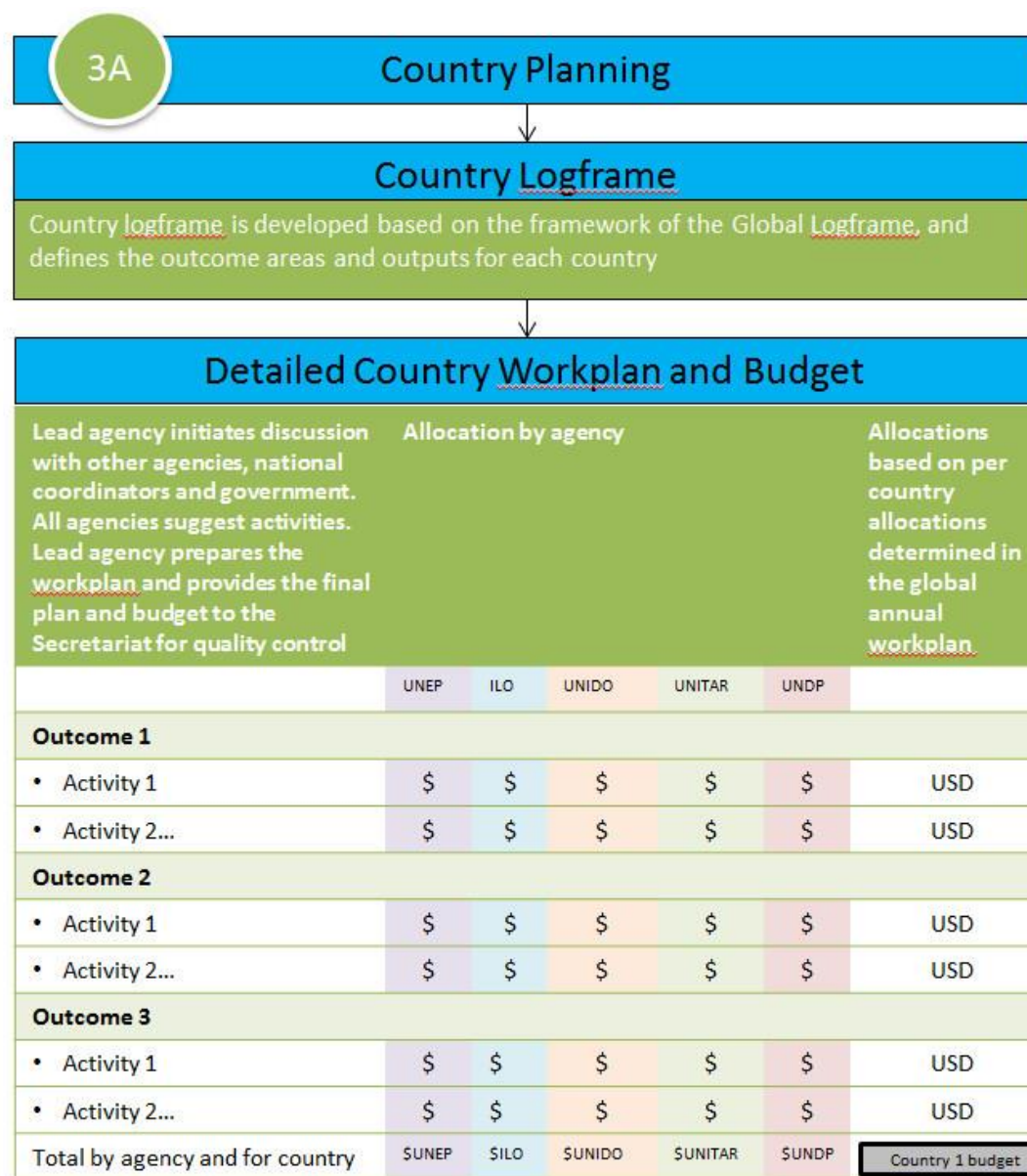
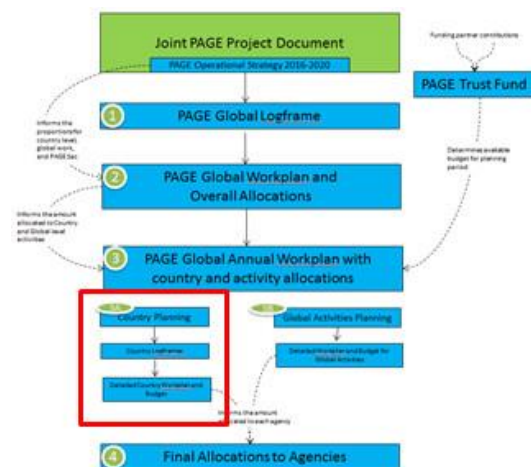


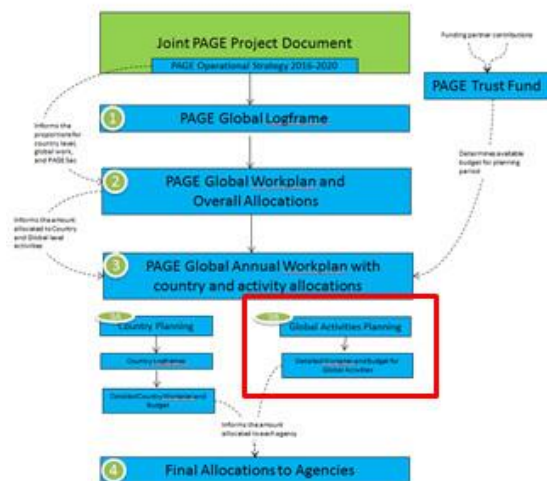
2 Overall Allocations per Outcome Area		
Overall allocation proposed by the Secretariat in consultation with the Technical Team, and approved by the Management Board*	Proportion determined in the Operational Strategy	Available budget, based on contributions to the Trust Fund
Country level activities <ul style="list-style-type: none"> • X number of countries • Outcome 1-3 	%	Country Level Budget
Global Capacity Building Activities <ul style="list-style-type: none"> • Outcome 3 	%	Global CB Budget
Global Knowledge Creation and Sharing, and Communications <ul style="list-style-type: none"> • Outcome 4 	%	Global KCS Budget
PAGE Secretariat	%	Secretariat Budget
PSC	%	PSC Budget
Total Overall Allocations	100%	Overall Budget

*The Technical Team may alter the overall allocations up to 10% without Management Board approval.



<div>3</div> Global Annual Workplan and Detailed Budget	
<p>Secretariat collects and compiles country and activity allocations based on inputs from Technical Team, and submits to Management Board for approval.</p> <p>Allocations per country and activity are informed by the overall allocations.</p>	
Country level activities, Outcome 1-3	
• Country 1	Country 1 budget
• Country 2.....	Country 2 budget
Country level activities subtotal	Country Level Budget
Global capacity building activities, Outcome 3	
• Activity 1	Activity 1 budget
• Activity 2...	Activity 2 budget
Global capacity building activities subtotal	Global CB Budget
Global knowledge creation and sharing, Outcome 4	
• Activity 1	Activity 1 budget
• Activity 2...	Activity 2 budget
Global knowledge creation subtotal	Global KCS Budget
PAGE Secretariat	Secretariat Budget
PSC	PSC Budget
Total Global Annual Workplan with Country and Activity Allocations	Overall Budget





3B

Global Activities Planning

Detailed Workplan and Budget for Global Activities

Detailed planning is developed based on the framework of the Global Logframe.

Outcome 3

Activity 1

• Sub-activity A USD

• Sub-activity B USD

Subtotal for Activity 1

Activity 1 budget

Activity 2.....

Activity 2 budget

Outcome 4

• Activity 1

Activity 1 budget

• Activity 2...

Activity 2 budget

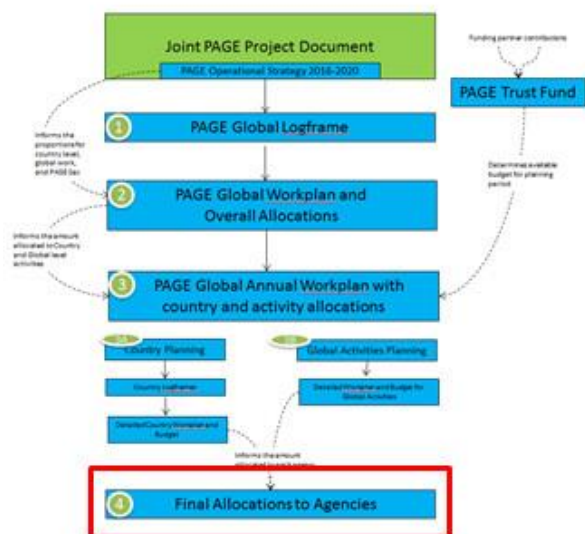
Total global activities*

Global CB
Budget

+

Global KCS
Budget

*The allocation of funds for global activities may be shared by multiple agencies or allocated to one agency



4 Final Allocations to Agencies	
Transfer to agencies based on the amounts determined in country level budgets and global activity budgets	Total amount allocated is based on the annual global <u>workplan</u>
ILO	USD
UNIDO	USD
UNEP	USD
UNDP	USD
UNITAR	USD
PAGE Secretariat	USD
Total	Overall Budget

Annex 4: PAGE Indicator Reference Sheet (work in progress)

The purpose of the reference sheet is to:

- develop specific indicators for the outcomes and outputs that were agreed for the PAGE programme
- provide a descriptions, unit measures for each indicators etc., and progress notes up to end of 2015
- record a baseline for 2013/2014 for the indicators
- record the actual for the end of 2015.

PAGE Logical Framework

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.

Potential data sources:

National economic reports
World Bank economic reports
SDGs monitoring reports
Global Environment Outlooks
ILO reports
UNDP Human Development Reports
UNIDO's Industrial Statistics

NOTE: At impact level, alignment with proposed SDG goals and targets and related indicators (when they become publicly available).

Overall outcome: Countries reframe economic policy around sustainability and put 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.

Draft indicators from April 2015 (further discussion needed on this):

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				
Description and unit of measure: Number of countries announcing national IGE priorities and targets including at sector level National budget allocations for IGE adopted IGE policies, plans and strategies with clear responsibilities adopted Key policies (fiscal, trade, industrial, sectoral, social, labour) aligned with national IGE priorities Inclusion of gender dimension in key policy documents Private sector commitment documented Mechanism for continued stakeholder involvement institutionalized						
						Disaggregated by: n.a.

Data Sources: National media Government budget reports Policy documents National Sustainable Development/Green development polices, action plans National reports on Gender Action Plan; Reports to UN Women
Data Collection Method:
Frequency and Timing of Data Acquisition: Annually

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

Indicator #1.1: Number of countries or provinces (at sub-national level) that started implementing / have adopted and/or are in process of adopting national development plans or cross-sectoral strategies integrating IGE priorities

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	4+1province	5+1province				
Description and unit of measure: This counts countries as well as provinces (for countries where PAGE works at the sub-national level as in China) that have - within the time period during which that PAGE provided support <ul style="list-style-type: none"> i) formally adopted documents that are overarching policy guidance, national development plans, country strategies or visions, or other policies of cross-sectoral impact. Adoption refers to an official parliament, cabinet or equivalent approval that enacts the policy or plan. ii) Started to further operationalise and implement overarching policy guidance, national development plans, country strategies or visions, or other policies of cross-sectoral impact. 'Started implementing' refers to the initiation of a follow-up process, such as development of implementation, action, investment plan, allocation of domestic or external funds, development of indicators to measure targets. iii) developed draft documents for overarching policy guidance, national development plans, country strategies or visions, or other policies of cross-sectoral impact, which are still under consultation in the government, with experts and stakeholders. Draft documents will be counted towards the indicator if there is an explicit intention to present the document for formal adoption. The documents can be referring to IGE/GE/GG in the title, such a green development plan (Mongolia) or green growth strategy (Peru), but can also be national planning documents that clearly reference to GE and related objectives in specific chapters (such an Plan Senegal Emergent), or overarching strategies that do not refer to GE explicitly but clearly reflect green economy objectives. In the case of unit of measure ii) the adoption of the policy could of happened before PAGE started its support to the country and PAGE support is directly focus on the operationalization of the policy, plan or strategy. The guidance documents can be for the national government level but also for the provincial level, for the countries where PAGE's entry point is a province (as in China)						
						Disaggregated by: n.a.
Data Sources: Official websites National and sub-national medium and long term planning documents, their implementation plans and monitoring system Government policy announcement National, regional, global SDG Reports						
Data Collection Method: Review of reports and interviews with key resource persons						
Frequency and Timing of Data Acquisition: Annually						

Output 1.1: IGE diagnostics, assessments, and policy analysis undertaken

Indicator #1.1.1: Number of reports providing national IGE diagnostics, assessments and policy analysis and feeding in to national planning processes

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	4	9				
<p>Description and unit of measure: This indicator counts the reports that provide cross-sectoral policy analysis in PAGE countries that were initiated and completed with PAGE support. The studies that were completed in the time period when PAGE was active in the country but already initiated under UNEP's green economy initiative are counted in the baseline. The indicator counts i) Green Economy stocktaking reports or scoping studies ii) Green economy assessments including systems dynamic modelling iii) Other cross-sectoral analysis provided to countries (e.g. scenario planning in Mauritius)</p>						
						Disaggregated by: n.a.
<p>Data Sources: Published IGE diagnostics, assessment reports Technical papers on policy measures/action plans</p>						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Output 1.2: Public, private and civil society stakeholders mobilized and engaged in cross-sectoral IGE prioritization

Indicator #1.2.1: Number of cross-sectoral national consultations and dialogues organized to mobilize stakeholders, share results of policy analysis and consult priorities

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	9	20				
<p>Description and unit of measure: This indicator counts the number consultations and dialogues that were held in PAGE countries that involve a wider range of stakeholders from government, private sector and civil society organisations and which focused primarily on cross-sectoral and strategic discussions. Counted towards the indicators are for example, i) Initial stakeholder mobilisation workshops that are held at the beginning of the PAGE engagement in a country e.g. during a scoping mission with a focus on introducing overall approaches on IGE and PAGE; ii) Consultations with stakeholders on the planning, priority setting and preliminary results of cross-sectoral policy analysis, such as green economy or green jobs assessments; iii) Validation workshops involving a wide range of stakeholders on cross-sectoral policy analysis. This indicator does not count national level training workshop related to IGE (which are counted under output 3.2.1) and also does not count workshops and consultations that are focused on a specific thematic or sectoral policy work stream (which are counted under output 2.1.1).</p>						
						Disaggregated by: n.a.
Data Sources:						

Reports from PAGE national multi-stakeholder events
Data Collection Method:
Frequency and Timing of Data Acquisition: Annually

Indicator #1.2.2: Number of countries with national steering committees overseeing IGE work meeting regularly

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	2	4				
Description and unit of measure: This indicator counts the number of countries that have a functioning national steering committee overseeing the activities and policy development for inclusive green economy in a country. To be counted towards this indicator the national steering committee must be <ul style="list-style-type: none"> - comprised of different ministries in the country and can, optionally, also include representatives of private sector or civil society. - established in the period where PAGE provides support or be a committee of some sort that already existed in the country when PAGE starts its engagement and which is then expanded to oversee PAGE and IGE work in the country; or it can also be a joined steering committee with other similar initiatives such as PEI, Switch, etc. - meet regularly and play a key role in developing and coordinating the IGE related work in the country. National steering committees can have different names, depending on how they are called in the countries language. 						
						Disaggregated by: n.a.
Data Sources: List of steering committee members and meeting minutes of its meetings						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

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

Indicator #2.1: Number of thematic and sectoral policies and instruments supporting IGE priorities that PAGE countries are implementing / have adopted or are in process of adopting

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	7				
Description and unit of measure: This indicator counts the number of thematic and sectoral policies or policy instruments that have been adopted in countries in which PAGE has provided support. The count only starts from the time when the PAGE started its country engagement and is focused only on the policy reform processes where PAGE was actively providing support. This indicator can count several thematic and sectoral policies and instruments for one country. The measure of unit will be: <ul style="list-style-type: none"> - Thematic policies that have a cross- sectoral influence, such as fiscal policy reforms, IGE learning strategies, sustainable public procurement laws, green jobs strategies. It can be policies/instruments, which are clearly labelled '<i>green tax</i>' or '<i>green jobs</i>' policies, or the explicit integration of '<i>green</i>' and 						

<p>sustainability elements into an existing national thematic policies or instruments (without a clear indication in the name of the policy).</p> <ul style="list-style-type: none"> - Policies and instruments that are focused on one sector such as buildings and construction, industry and its sub-sectors, waste and recycling, for which revised policies and instruments are adopted. <p>Adoption refers to a formal process of enacting the policy or issuing a degree or formally provide a policy guidance. <i>'Started implementing'</i> refers to the process that puts the new measures in place in the administration (with subsidies or withdrawal of subsidies, enforcement, provision of incentives, training for administrators, etc.). <i>'In process of adoption'</i> refers to draft sectoral or thematic policies and instruments supporting IGE priorities under consultations, which are still being discussed with experts and stakeholders. The policies or instruments are counted towards the indicators once a draft document is publicly available and officially consulted with stakeholders, with the explicit intention to present it for adoption.</p>	
	Disaggregated by: n.a.
<p>Data Sources: Government announcements National, sectoral reports National financial year reports; ODA reports National chamber of commerce reports/documents</p> <p>Data Collection Method:</p>	
Frequency and Timing of Data Acquisition: Annually	

Output 2.1: Sectoral and thematic diagnostics, assessments, and policy analysis undertaken

Indicator #2.1.1: Number of reports available providing sectoral or thematic IGE diagnostics, assessments, and policy analysis

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	3	11				
Description and unit of measure: This indicator counts the reports that provide sectoral or thematic IGE diagnostics, assessments, and policy analysis. It counts only the reports that were completed from the time when PAGE started its support to the country (after the country officially joined PAGE). Studies that were initiated and completed under UNEP's green economy initiative are counted in the baseline. The studies are counted towards the indicator when a final draft of the study is available and has been validated by key stakeholders in the sector. The steps of formal publication of the report can follow afterwards. The indicator counts i) Green industry assessments ii) Green jobs assessments / mapping iii) Public procurement assessments iv) IGE learning needs assessments v) Fiscal policy assessments/scoping studies; Environment and climate expenditure reviews vi) Waste analysis; industrial waste analysis, waste feasibility studies vii) Trade opportunity studies and supply chain analysis for specific sectors viii) Other similar studies with thematic or sectoral focus The indicator does not count the green economy stocktaking or scoping studies in the countries that compile the status quo.						
				Disaggregated by: n.a.		
Data Sources:						

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 Data Collection Method:
Frequency and Timing of Data Acquisition: Annually

Output 2.2. Advisory support integrated into the design and advancement of sectoral and/or thematic policies, strategies, and plans

Indicator #2.2.1: Number of sectoral or thematic consultations and dialogues organized, informed by results of sectoral policy analysis

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	2	21				
Description and unit of measure: This indicator counts the number of consultation and dialogues that were organised around the policy analysis and policy reform processes for specific thematic or sectoral policies and instruments, involving relevant stakeholders. It counts workshops, etc. from the point when first results of the analysis or assessment were available. It does not count the workshops, meetings, etc., that were organized to initiate or launch the work and also does not count general workshops around IGE (which are accounted for under outcome 1). The count for the indicator for examples includes: <ul style="list-style-type: none">- Validation or consultation workshops on green industry assessment, expenditure reviews, learning strategies, etc.- Specific sessions on thematic or sectoral work streams, which were held as part of broader meeting (e.g. a session in a green economy or PAGE week), if relevant stakeholders were involved and the discussion informed by the results of the policy analysis or assessment- Missions to the country for a specific thematic or sectoral work stream that involve a wider consultation element.						
				Disaggregated by: n.a.		
Data Sources: Reports from PAGE sectoral or thematic mobilization events						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Output 2.3. IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks, and private sector

Indicator #2.3.1: Number of partners formally agreeing to co-financing, complementary follow-up programming, pledges, PPPs, etc.

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	8				
Description and unit of measure: This indicator measures the leverage that PAGE has to mobilize partners to support IGE. The indicator counts the number of partners that <ul style="list-style-type: none"> - provide co-financing for PAGE activities at country level (e.g. provided contribution to a study or workshop planned in country work plan) 						

<ul style="list-style-type: none"> - provide complementary funding that can help achieve overall PAGE objectives (e.g. fund an activity that directly aligns with a country work plan) - build on the work that PAGE has initiated and provide additional programme or domestic government funding to take activities to the next level (e.g. for policy implementation) - join forces as public-private partnerships initiated by PAGE or emerging in follow-up to PAGE activities to take IGE work further in a country. <p>Partners that are counted under this indicator can be technical cooperation agencies, other UN organisations, public or private financial institutions, private sector investors, research institutions, government institutions applying domestic resources, international or national NGOs, or similar.</p>	
	Disaggregated by: n.a.
Data Sources: Cooperation agreements Activities and projects linked to PAGE initiative	
Data Collection Method:	
Frequency and Timing of Data Acquisition: Annually	

Outcome 3. Individual, institutional and planning capacities for IGE action strengthened at the national and global level

Indicator #3.1: Number of people using knowledge and skills acquired from the PAGE training and capacity development activities

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				
Description and unit of measure: This indicator will count the number of people that report back that they have been able to use the knowledge and skills that they acquired from PAGE supported training and capacity building activities. The information will be collected through a follow-up survey requesting feedback after a certain time. The survey will be reaching out to a wide sample of people that have been involved in PAGE supported capacity building activities. Included in the survey are (i) people that participated in - on-line trainings - on-campus training such as GE Academies - national level trainings, and (ii) people that have been involved in other ways in the delivery of IGE related activities supported by PAGE.						
				Disaggregated by: gender and major stakeholder groups		
Data Sources: Impact evaluation of training programmes						
Data Collection Method: Surveys						
Frequency and Timing of Data Acquisition: Annually						

Indicator #3.2: Number of national institutions, which deliver IGE policy analysis, IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				
<p>Description and unit of measure:</p> <p>This indicator will count the institutions in each PAGE countries for which we can say with confidence that they are able to deliver IGE policy analysis, deliver IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations - independently from future PAGE support. It focuses on the institutions in PAGE countries which have been actively involved in PAGE activities (see output indicator 3.1.1 below) and had the opportunity to strengthen their capacity through 'learning by doing' and participation in training supported by PAGE. To be counted towards the indicator the institution should be able to replicate its knowledge and use skills for future work without PAGE support.</p> <p>These could be national institutions that</p> <ul style="list-style-type: none"> - <i>developed green economy, green industry or similar assessments</i> - <i>were involved in drafting and substantially reviewing policies</i> - <i>organized and facilitated stakeholder consultations</i> - <i>delivered trainings or university courses.</i> <p>Institutions can be research institutions, university departments, think tanks, departments in ministries, training institutes, or similar. The decision on which institution is considered to 'be able to deliver' and counted towards the indicator will involve some personal judgement from the side of the national coordinator, country focal point and the PAGE secretariat.</p>						
						Disaggregated by: n.a.
<p>Data Sources:</p> <p>Impact evaluation of training programmes</p>						
<p>Data Collection Method:</p>						
<p>Frequency and Timing of Data Acquisition: Annually</p>						

Output 3.1: Capacity development support delivered to national institutions

Indicator #3.1.1: Number of national institutions having strengthened their capacity to deliver IGE policy analysis or training or to lead policy and stakeholder consultation processes

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				
<p>Description and unit of measure:</p> <p>This indicator will count the institutions in each PAGE country that are actively involved in PAGE policy analysis, assessment work, policy drafting, delivery of trainings, and organisation of processes and consultations, or similar, which increase their capacity 'learning by doing'. The indicator will not count institutions that have only participated in an IGE related training, while the institutions counted in this indicator may have also increased their capacity through participation of their staff in national and international trainings, in addition to the learning by doing.</p> <p>These could be national institutions that</p> <ul style="list-style-type: none"> - <i>developed green economy, green industry or similar assessments</i> - <i>were involved in drafting and substantially reviewing policies</i> - <i>organized and facilitated stakeholder consultations</i> - <i>delivered trainings or university courses.</i> <p>Institutions can be research institutions, university departments, think tanks, departments in ministries, training institutes, or similar. The decision on which institution is considered to be 'actively involved' and counted towards the indicator will involve some personal judgement from the side of the national coordinator, country focal point and the PAGE secretariat. This output indicator is progress indicator for the outcome indicator 3.2. (above).</p>						

	Disaggregated by: n.a.
Data Sources: Training materials Feedback forms Reports of training activities	
Data Collection Method:	
Frequency and Timing of Data Acquisition: Annually	

Output 3.2: Nationally tailored training programmes developed and delivered

Indicator #3.2.1: Number of people trained through national level training programmes

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	288	704				
Description and unit of measure: This indicator counts the cumulative number of people that have participated in training workshops related to IGE offered with support from PAGE at country level. The workshops could be <ul style="list-style-type: none">- general introductory training on IGE- specific sectorally or thematically focused trainings- trainings for a specific stakeholder group (e.g. journalists, trade unions)- on-line training offered for a specific country context at national level. The indicator will disaggregate the number of participants by gender and by major stakeholder groups. This indicator will only count participants that participated in clearly recognized training activities and will not count participants from general workshops, consultations or dialogues, which are captured under outcome 1 and 2.						
				Disaggregated by: gender and by major stakeholder groups		
Data Sources: Participants lists Reports of training activities						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Indicator #3.2.2: Percentage of participants who report having increased their capacity in IGE related issues through national trainings

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				
Description and unit of measure: This indicator takes as the basis the participants that were reported under indicator 3.2.1 – which participated in national level training activities related to IGE – and then derives the percentage of those participants who report that they have increased their capacity on IGE related issues through the training. The information is gathered from the evaluation sheets that participants are asked to fill at the end of the training and compiled by the agency leading on the training activity.						

	Disaggregated by: gender and major stakeholder groups
Data Sources: Feedback forms Surveys with trainees Reports of training activities	
Data Collection Method:	
Frequency and Timing of Data Acquisition: Annually	

Output 3.3: Global and regional leadership and training programs and packages developed and delivered for individuals and institutions

Indicator #3.3.1: Number of people that have been trained on IGE in globally or regionally offered on-line training programmes and on- campus training programmes.

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	339	491				
Description and unit of measure: This indicator counts the cumulative number of people that have participated in training workshops related to IGE offered at global and regional level with support from PAGE. The activities could be <ul style="list-style-type: none">- global introductory on-line trainings on IGE- global on-line training on specific topics (e.g. fiscal reform, trade, etc.)- global or regional green economy academies, with on-campus training- other global trainings offered by PAGE on specific subjects. The indicator will disaggregate the number of participants by gender and by major stakeholder groups. This indicator will only count participants that participated in clearly recognized training activities and will not count participants from technical workshops or PAGE conferences or outreach activities. These activities will be monitored under outcome 4.						
				Disaggregated by: gender and participants from PAGE countries		
Data Sources: Participants lists Reports of training activities						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Indicator #3.3.2: Percentage of participants who report having increased their capacity in IGE related issues in global and regional training programmes

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual	93%	93%				
Description and unit of measure: This indicator takes as the basis the participants that were reported under indicator 3.3.1 – which participated in global level training activities related to IGE – and then derives the percentage of those participants which report that they have increased their capacity on IGE related issue through the training.						

The information is gathered from the evaluation sheets that participants are asked to fill at the end of the training and complied by the agency leading on the training activity.	
	Disaggregated by: n.a.
Data Sources: Feedback forms Surveys with trainees Data Collection Method:	
Frequency and Timing of Data Acquisition: Annually	

Indicator #3.3.3: Number of IGE training programmes and specific training modules being offered to countries (at global and national level)

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	2	7				
Description and unit of measure: This indicator counts the different training programmes and training modules that were developed since the beginning of PAGE in 2013. The indicator counts the development and availability of the programmes and modules and not their delivery. The result of the delivery is counted under indicators 3.3.1/2 and 3.2.1/2 referring to the number of people that received the training and improved their knowledge. The unit measures for this indicator are: i) on-line training courses and their translations into different languages; ii) global and regional on-campus training programmes; iii) training packages that compile training material for different purposes; iv) specific tailored training modules on specific subjects for sectors. Training programmes are counted towards the indicator once they are publicly accessible, through on-line inscription, or downloading from PAGE and other websites.						
				Disaggregated by: n.a.		
Data Sources: Announcements of training courses and enrolment information on websites Files that can be accessed and downloaded from PAGE website Training materials Data Collection Method: Review of website and inputs from agencies responsible to deliver the training programme						
Frequency and Timing of Data Acquisition: Annually						

Outcome 4: Countries have improved their knowledge base for advancing IGE.

Indicator #4.1: Number of PAGE stakeholders and countries report having made use of PAGE knowledge products for the implementation of IGE priorities at national level

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	not yet monitored	not yet monitored				

Definition and unit of measure: This indicator counts <ul style="list-style-type: none"> 1) Number of countries who use/apply IGE knowledge products for implementation of IGE policies at national and provincial level. 2) Number of individuals who use/apply IGE knowledge products for implementation of IGE policies 	
	Disaggregated by: n.a.
Data Sources: Impact evaluation among PAGE countries	
Data Collection Method: Evaluation reports and (surveys?) FURTHER DISCUSSION NEEDED	
Frequency and Timing of Data Acquisition: Annually	

Output 4.1: IGE knowledge products generated and shared through North-South-South collaboration

Indicator #4.1.1: Number of IGE knowledge products generated and made available on PAGE website for national level application

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	3	4				
Definition and unit of measure: This indicator counts the IGE knowledge products that were 1) produced with PAGE support and 2) are available on PAGE website for countries to access for application. This indicator also counts the availability of global products [e.g. reports, materials, guidelines etc.] on PAGE website (www.un-page.org), which are downloadable. Their application is monitored under outcome indicator 4.1. Up to end of 2015, the indicator counts preparation of the following global IGE knowledge products – guidance manuals, synthesis reports, etc. that are not country specific <ul style="list-style-type: none">i) Guidance manual for green economy policy assessmentii) Guidance manual for green economy indicatorsiii) Using models for green economy policymakingiv) Guidance note for PAGE country implementationv) Policy report on industrial policies for Green Economyvi) Practitioners guide on green industrial policiesvii) Integrated Green Economy Modelling (IGEM) toolviii) Green Economy Progress measurement frameworkix) Generic methodology for developing national-level Green Industry and Trade Assessmentsx) Global Synthesis Report on Integrated Planning and the SDGs-Challenges and Opportunities based on eight country studiesxi) Guidance note on green economy learning strategies and action plansxii) Resource guide for GE learning institutions and services						
				Disaggregated by: n.a.		
Data Sources: Published reports and electronic versions of all the reports, guidelines. Published reports/products						
Data Collection Method: Availability of printed and/or electronic versions of the above-mentioned reports, guidelines etc.						
Frequency and Timing of Data Acquisition: Annually						

Indicator #4.1.2: Number of global and regional knowledge sharing events / dialogues held in cooperation with other partners

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	8	12				
<p>Definition and unit of measure: This indicator counts global and regional knowledge sharing events such as conferences, workshops, dialogues, side events at meetings and conferences, and other events with the specific aim of knowledge sharing. The events can be directly organized by PAGE or also initiated and implemented in cooperation with other partners. This indicator does not count training or capacity building workshops (which are reported under outcome 3, output indicator 3.2.1) and consultation workshops (which are reported under outcome 1, output indicator outcome 2, output indicator 2.2).</p>						
						Disaggregated by: n.a.
<p>Data Sources: Agenda of global and regional dialogues Reports/minutes of key events/ Participant lists</p>						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Indicator #4.1.3: Number of institutions and initiatives collaborating under a wider PAGE network

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	12	23				
<p>Definition and unit of measure: This indicator captures global and regional institutions, initiatives, networks, knowledge platforms, academic and research organizations, civil society organizations that are partnering with PAGE either at global level or at country level (through their national chapters) and contribute to IGE knowledge sharing at national, regional or international levels. This indicator focuses on institutions/initiatives that act as partners to PAGE, offering complementary activities, and are not direct beneficiaries of PAGE services. The institutions directly involved in implementation of PAGE activities are monitored under outcome 3, indicator 3.2 and output 3.1 indicator 3.1.1. In many cases, PAGE cooperates with one institution/ initiative under different circumstances, including at country level (in different countries) as well as through global activities. It is sufficient for a global and regional institution/initiative to cooperate with PAGE in one country to be counted towards this indicator.</p> <p>Existing examples include: GGKP, GGGI, MI, Sustain Labour, GEC, KEI [UN/IGO programmes: PEI, WWF, UN-REDD, 10YFP, SWITCH Africa, SWITCH Asia etc.], Global Footprint Network [to be a partner soon],</p>						
						Disaggregated by: n.a.
<p>Data Sources: Annual reports: list of institutions partnering with PAGE at global and national level</p>						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Annually						

Output 4.2: Global IGE advocacy, outreach and communications strategy developed and put in practice

Indicator #4.2.1: Number of users visiting the global PAGE website per quarter

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	7786				
Definition and unit of measure: This indicator counts number of unique visitors to the PAGE website per quarter. A unique visitor refers to individual (non-duplicate) visitors to the PAGE website (www.un-page.org). This includes visits to the homepage and all other pages found within the web platform. The data is captured by counting “unique cookie IDs” stored in users’ web browsers. Whether a user visits the web platform once per quarter or daily, they will only be counted once in this calculation.						
						Disaggregated by: n.a.
Data Sources: This data is captured with the “Users” category in Google Analytics (an online, free analytics platform provided through Google). PAGE websites Data Collection Method: The number of unique visitors is called “Users” in Google Analytics. To collect this data, the PAGE downloads the number of users for each quarter directly from the Google Analytics platform.						
Frequency and Timing of Data Acquisition: Quarterly: Q1 (January-March), Q2 (April-June), Q3 (July-September) and Q4 (October-December). The yearly value is aggregated number of the four quarters.						

Indicator #4.2.2: Number of monthly PAGE newsletter subscribers

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	1700				
Definition and unit of measure: This indicator counts number of people and organizations who are subscribed to receive monthly PAGE newsletter. There is no distinction between individuals and institutions while counting the number of PAGE Newsletter subscribers.						
						Disaggregated by: n.a.
Data Sources: This data is captured in the ‘Contacts’ category in Constantcontact (www.constantcontact.com), an email marketing software through which PAGE Newsletter is sent to subscribers’ email addresses saved in the constant contact. PAGE websites. Data Collection Method: Each subscriber is called ‘contact’ in Constantcontact. Number of contacts saved in the constantcontact software are counted as the total number of subscribers.						
Frequency and Timing of Data Acquisition: Quarterly: Q1 (January-March), Q2 (April-June), Q3 (July-September) and Q4 (October-December). The yearly value is aggregated number of the four quarters.						

Indicator #4.2.3: Number of UN PAGE Twitter followers (@PAGEXchange)

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	252				
Definition and unit of measure: This indicator counts number of people and organizations who are following UN PAGE Twitter account (@PAGEXchange).						

<p>The number of Twitter followers includes all Twitter users who follow the PAGE's Twitter feed (@PAGEXchange). Anyone with a Twitter account can follow any other user. There is no distinction on Twitter between individuals and institutions, and PAGE followers include both. When a Twitter user follows PAGE, they are essentially subscribing to have PAGE tweets appear on their news feed. This allows them to stay up-to-date on the PAGE outputs and activities as well as other IGE news shared through the account.</p>	
	Disaggregated by: n.a.
<p>Data Sources: The number of Twitter followers is captured using Twitter Ads (http://ads.twitter.com) Twitter accounts statistics</p> <p>Data Collection Method: The number of Twitter followers is measured by counting the total number of users currently following PAGE at the end of quarter. This number reflects all growth and decreases in follower numbers. That is, if five users start to follow PAGE and ten users stop following PAGE, the followers of PAGE over the period will have fallen by five.</p>	
<p>Frequency and Timing of Data Acquisition: Quarterly: Q1 (January-March), Q2 (April-June), Q3 (July-September) and Q4 (October-December). The yearly value is aggregated number of the four quarters.</p>	

Indicator #4.2.4 Number of views on PAGE YouTube channel

	Baseline 2013/2014	2015	2016	2018	2020	Total
Actual (cumulative)	0	40				
Definition and unit of measure: This indicator counts number views on PAGE YouTube channel (PAGE Exchange). The total number of views per quarter is counted by adding the number of views of all the videos uploaded by PAGE.The number of views is visible for each video on the YouTube Channel).						
				Disaggregated by: n.a.		
Data Sources: Number of views on PAGE YouTube channel						
Data Collection Method:						
Frequency and Timing of Data Acquisition: Quarterly: Q1 (January-March), Q2 (April-June), Q3 (July-September) and Q4 (October-December). The yearly value is aggregated number of the four quarters.						

Other elements that PAGE Secretariat monitors outside the PAGE global log-frame:

- **Number of verbal and written expression of interest in PAGE and IGE support received from countries**
36 countries (overview available as Annex to Operational Strategy 2016-2020)
- **Number of completed application packages for PAGE received, related to a PAGE call for proposal.**
5 countries
- **Number of countries officially joining PAGE**
11 countries
- **Number of country specific results frameworks and work plans developed**
8 countries

