

Annex A



Multi-Partner Trust Fund

Terms of Reference

6 October 2021

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1. Background, Context, and Rationale

1.1 The PAGE Programme

The Partnership for Action on Green Economy was launched in 2013 as a response to the call at Rio+20 to support countries wishing to embark on greener and more inclusive growth trajectories. It brings together five United Nations agencies – the UN Environment Programme (UNEP), the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), and the United Nations Institute for Training and (UNITAR) – to provide integrated and holistic support to countries on eradicating poverty, increasing jobs and social equity, strengthening livelihoods and environmental stewardship and sustaining growth, ensuring coherence and avoiding duplication of efforts. After successfully delivering on expected results under its Operational Strategy 2016–2020 and receiving requests from 52 countries so far to join the initiative, PAGE is embarking on a new phase that will be guided by a new **PAGE Strategy 2021-2030**¹ and the first 5-Year **Delivery Plan 2021-2025**. In addition, **‘Aligning economic recovery with the ambitions of a New Decade of Action: Accelerating a fair and green economic transformation’** serves as an addendum to the PAGE Strategy 2021-2030, which outlines the response of the PAGE to the impacts of COVID-19 around the world.

The global economic and sustainability context has evolved substantially since Rio+20: from the landmark agreements establishing the 2030 Agenda, Paris Agreement and Post-2020 Biodiversity Framework, to a resurgence of economic nationalism, cross-border migration linked to a changing climate, lack of economic opportunities in many developing countries and, more recently, a rising youth movement that is challenging global leadership to address sustainability head on.

Following the onset of COVID-19 in 2020, countries announced national economic rescue, recovery, and stimulus packages; however, in most cases, the impacts of these measures on the environment and social inequalities were not fully considered. In some instances, countries eased environmental and labour regulations, and many countries increased subsidies to sectors that have a high ecological footprint. PAGE acted swiftly to work across the United Nations (UN) and with national partners to address the socio-economic impacts of COVID-19 by developing a **Green Recovery Global Services Package** and a **Green Recovery Country Support Package** to support countries and policymakers in promoting a green and inclusive recovery.

The UN System reforms led by the UN Secretary-General António Guterres call for an approach whereby jointly to deliver advisory services and capacity-building that respond to the needs of Member States. A fully reformed UN System offers a unique opportunity to bring together specialized expertise on economic policy and provide a coherent package of support to PAGE partner countries for green recovery and broader economic transformation.

1.2 PAGE and the Multi-Partner Trust Fund (MPTF)

In the first years since its initiation in 2013, PAGE developed into a mature and UN flagship programme, supporting a growing number of countries with diverse challenges relating to inclusive green economy (IGE). To provide a joint framework for delivering results, PAGE agencies agreed on an Operational Strategy for 2016-

¹ In the document reference to the PAGE Strategy 2021-2030 always includes reference to its amendment.

2020 and a joint fund management approach. Given the nature of the programme (with five UN agencies working in partnership and several contributors to the programme, currently including eight donor countries), PAGE partner agencies decided to utilize the Multi Partner Trust Fund Office (MPTFO) for administering the PAGE Trust Fund starting in 2017. The MPTFO has served as an administrative agent and will continue to do so for the future. The management of funds through the MPTF comes with enhanced efficiency in the operation of the programme and 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, designing and overseeing delivery in countries and at the global level.

As PAGE entered a new phase starting in 2021, the PAGE Programme was extended until 31 December 2030, and the MPTF Terms of Reference (as outlined in this document) were updated to reflect the changing global context as described above and to align with the PAGE Strategy 2021-2030 and its first 5-year Delivery Plan 2021-2025.

2. PAGE Theory of Change

There is a crucial need for rethinking and redesigning economic policies and national development planning to achieve the SDGs and the targets in global sustainability agreements, now even more urgently following the COVID-19 global pandemic. In this regard, an approach aimed at transitioning to a more *inclusive green economy* will incorporate sustainable and inclusive growth, job creation, and sustainability agendas together in a virtuous circle. This positive spiral can be strengthened and reinforced by using fiscal policy instruments that shift the tax burden from labour and income to pollution, creating incentives and fiscal space for green investment in sustainable infrastructure, and by greening the industrial base of countries, including small and medium enterprises and farms, seeking to add value and decent jobs to their primary commodities – and to access the vibrant and growing markets for green and sustainably produced goods and services.

Green economy approaches, which focus on fixing both the root causes and symptoms of environmental degradation and social inequalities, have become even more relevant. Green economy programmes and projects have started to attract green investment, establish sustainable infrastructure, and transform industries and value chains, hence setting a foundation for job creation and decent work, enterprise development, market growth, and more inclusive and resilient societies.

Incorporating circular economy principles and the multiple values of ecosystem functions into national planning frameworks will ensure better ecological, economic and social outcomes for all social groups. Engaging the poorest communities, most vulnerable, and especially women – who are disproportionately affected by environmental degradation – youth, the private sector, workers' representatives and civil society in designing and implementing the transition to an inclusive green economy, will ensure that no one is left behind, and that young people have a better future ahead of them. PAGE will create spaces for stronger engagement of civil society and social movements in a just transition, while addressing both formal and informal economies.

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.

Building on the experience gained in its first phase, the PAGE work is guided by a set of core principles:

- Driven by demand and ownership of the government: The economic transition necessitates action and ownership by the entire government. Therefore, PAGE support is provided to countries where key ministries have demonstrated high-level commitment to lead transformative change towards an inclusive green economy. PAGE makes sure that activities are designed with an effective implementation and truly owned by a given country or province to guarantee the long-term sustainability of impacts. If the commitment or 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.
- Committed to inter-ministerial engagement, and private sector, worker's union and civil society inclusion
- Tailor-made, responsive, flexible and dynamic support for each country
- Mutual accountability and focus on performance

The below framework reflects the updated PAGE Theory of Change as agreed in the PAGE Strategy 2021-2030. PAGE monitors results-based indicators aligned with the Theory of Change in a Logical Framework (see Annex), which is supported by a Monitoring Framework and *Monitoring Framework Guidance Note*.

Impact:

The overall impact to which PAGE contributes is that *'countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain investment and foster growth in line with the Sustainable Development Goals, the objectives of the Paris Agreement, the Post-2020 Biodiversity Targets and other environmental conventions and sustainable development frameworks'*... The key component in the PAGE theory of change is engagement in countries where and when there is widespread demand and high-level political commitment to transformative change. This happens by supporting innovation capable of reforming economic policies and by aligning incentives for sustainable and inclusive growth. Groups that are marginalized or excluded from the formal economic workforce, from decision-making processes and environmental reforms can be included to the benefit of all.

Overall (Intermediate) Outcome:

The overall outcome of PAGE is that *'countries reframe economic policy around sustainability and strengthen enabling policy conditions, incentives, partnerships and business practices that catalyse greater public and private investment in resource efficient technologies, economic activities and infrastructure that benefit all of society including vulnerable and marginalized women, men, youth, and communities.'* This overall outcome is supported by four outcomes that correspond to the four strategic delivery areas of PAGE as presented in Figure 1.

4 Principle Outcomes:

Outcome 1: Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into medium- and longer-term SDG-aligned economic and development planning and financing through multi-

stakeholder collaboration that responds to the interests of the business community and civil society including women, youth and other traditionally vulnerable and excluded groups.

By the end of 2020:

- 13 countries and 2 states/provinces had started implementing, adopted, or were in the process of adopting national development plans or cross-sectoral strategies integrating IGE priorities

Outcome 2: Countries are making a just transition to IGE, have access to financing, and are implementing evidence-based sectoral and thematic reforms in line with national and subnational IGE priorities. These include green industry, circularity, sustainable infrastructure, greening value chains, and other formal and informal economic and livelihood activities that generate employment while sustainably managing the natural resource base, biodiversity and ecosystem services on which they depend.

By the end of 2020:

- 20 policies had or were being implemented with PAGE support in line with national priorities

Outcome 3: Individuals and institutions representing public, private, social partners and civil society groups and stakeholders have acquired capacities needed to advance IGE approaches at the regional, national, and sectoral levels.

By the end of 2020:

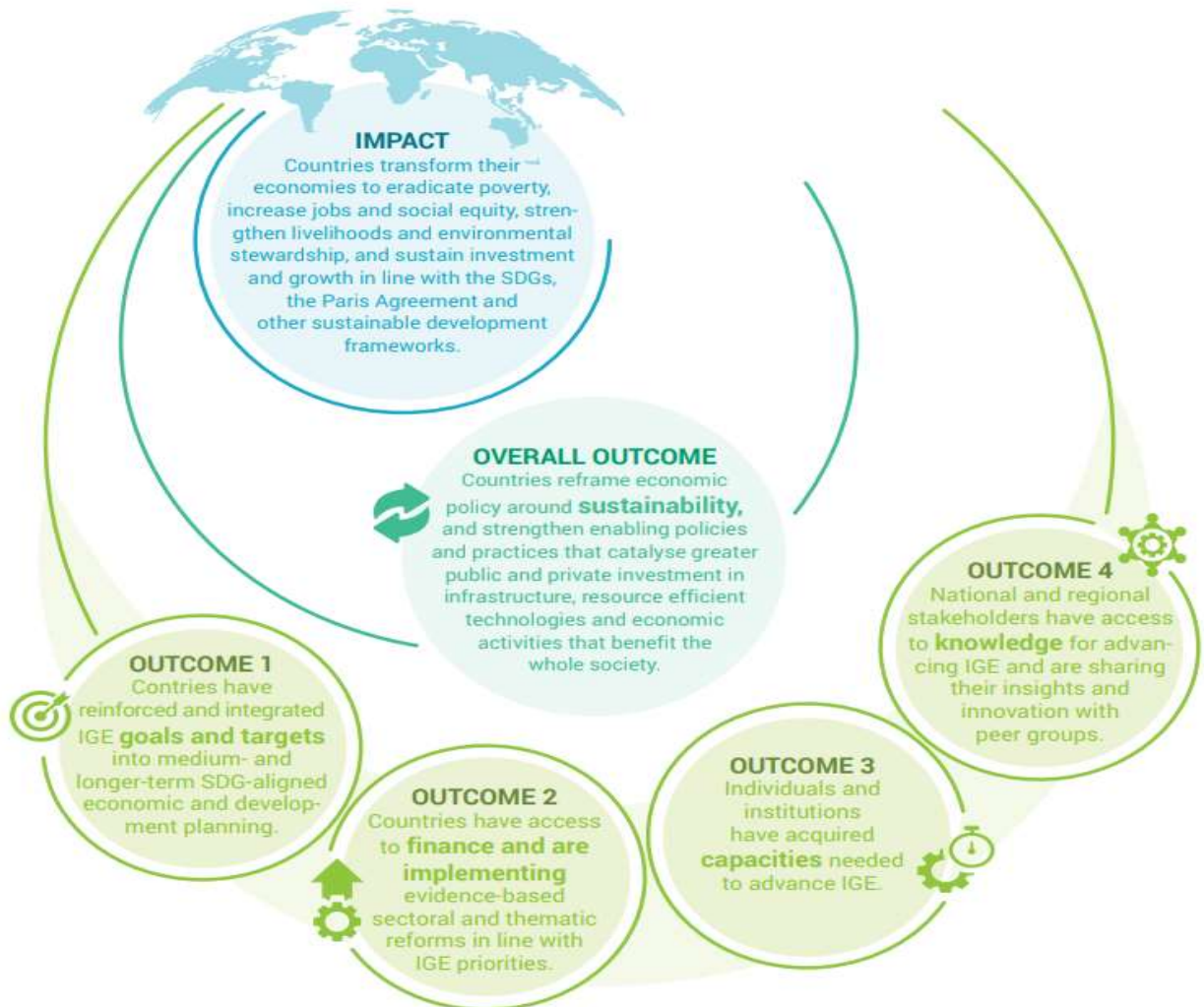
- 93% of participants surveyed after PAGE training and capacity development activities reported using knowledge and skills acquired through PAGE global training and capacity development activities
- 72 national institutions delivered IGE policy analysis, IGE training, develop IGE related policies and lead related policy processes and stakeholder consultations

Outcome 4: National and regional stakeholders, including green economy champions, decision makers, practitioners, and youth representatives have access to cutting-edge knowledge for advancing IGE approaches and global best practices, analytical tools and platforms and events for sharing their insights and innovations with peer groups within and across countries and communities.

By the end of 2020:

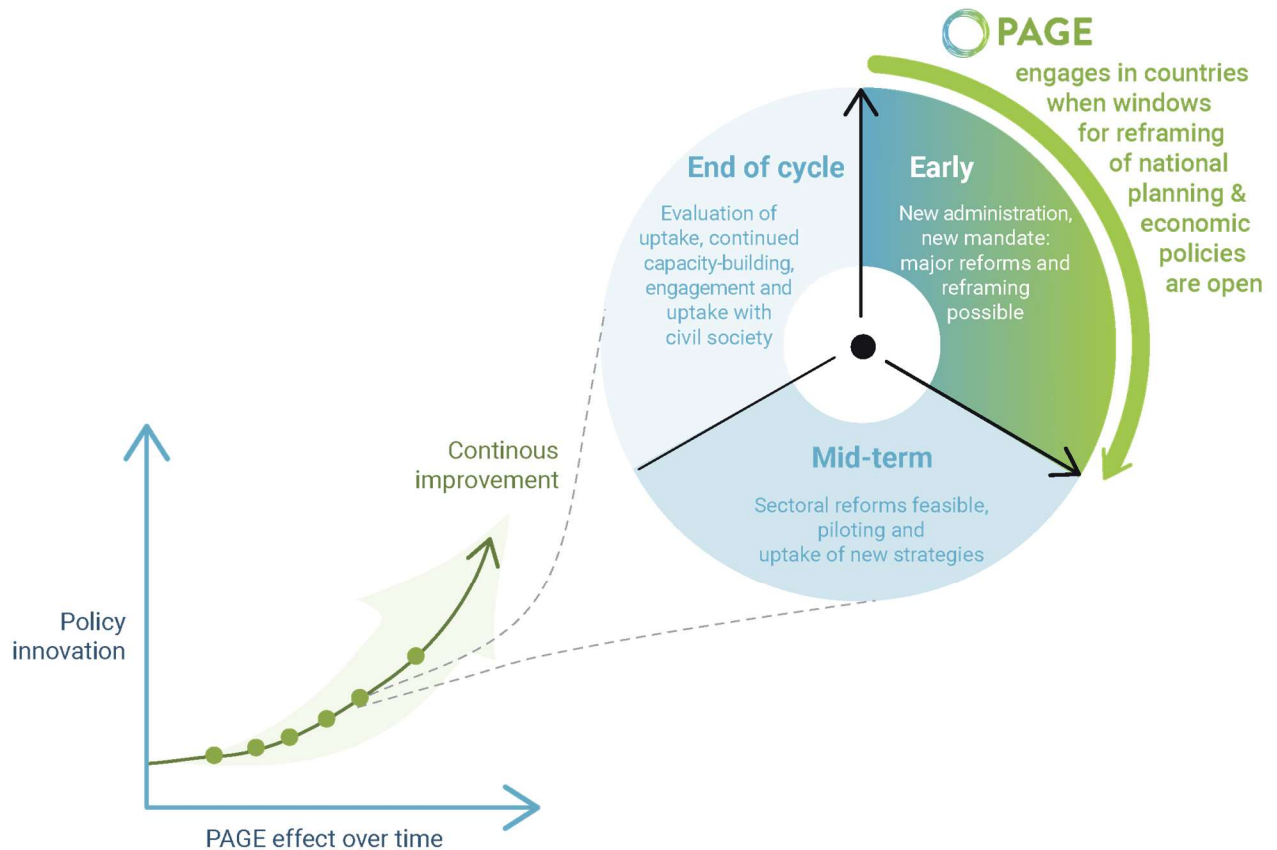
- 61 stakeholders in 14 countries were using PAGE knowledge products

Figure 1. Theory of change: impact and outcomes



In the area of economic policy and national development planning, change occurs when windows for policy innovation are open – which is often during the early days after a new administration takes office – and PAGE assists throughout the policy cycle as presented in Figure 2. The key component in the PAGE theory of change is engagement in countries where and when there is widespread demand and high-level political commitment to transformative change.

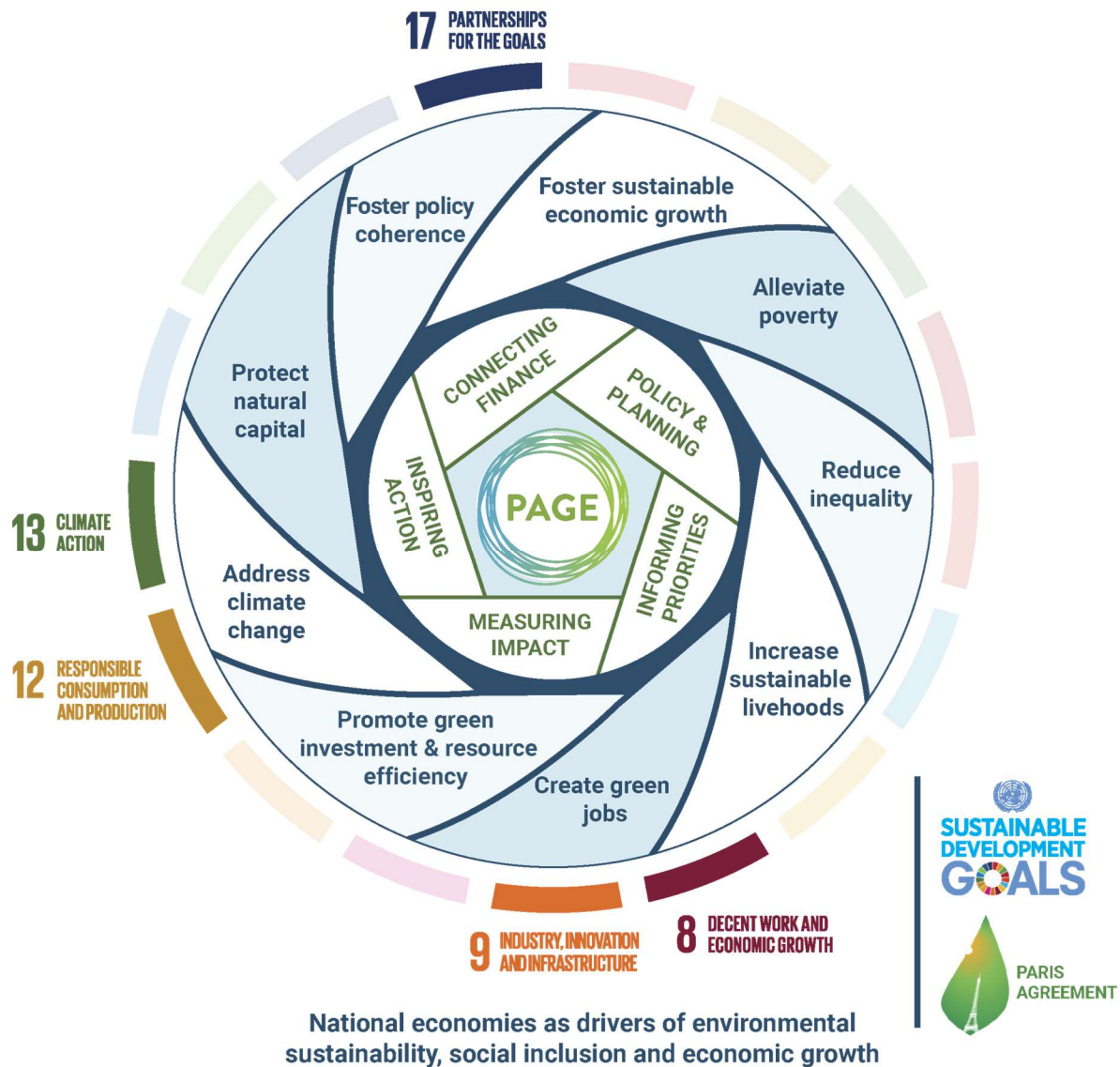
Figure 2. The PAGE effect and the policy cycle



3. PAGE services and links to SDGs

Figure 3 describes how the PAGE activities that are focused on informing national priorities and policy and planning processes, connecting finance with IGE efforts, measuring impacts and inspiring cross-sectoral actions lead to achieving the SDGs. While SDGs 8 (decent work and economic growth), 9 (industry, innovation and infrastructure), 12 (responsible consumption and production), 13 (climate action) and 17 (partnerships for the goals) are those to which it most directly helps to advance, PAGE also contributes indirectly to other SDGs as well, such as SDG 1 (no poverty), 2 (zero hunger), 4 (quality education), 5 (gender equality), 7 (affordable and clean energy), 10 (reduced inequalities), 11 (sustainable cities and communities) and 15 (life on land).

Figure 3. PAGE services and links to SDGs



SDG 8: PAGE supports countries to deliver on SDG 8, which promotes 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.

SDG 13: To advance the implementation of the international climate change agenda, which is reflected in SDG 13, PAGE enables partner countries to pursue low-carbon pathways by decoupling economic development from growth in emissions and resource degradation.

SDG 12: As part of the green economy transition, PAGE contributes to SDG 12 by supporting member states in scaling up sustainable consumption and production (SCP), including by reforming public procurement policies and practices, phasing out harmful subsidies, removing market distortions, restructuring taxation and creating new revenue streams from trade and export of green products.

SDG 9: PAGE helps to create the enabling environment that advances the circular economy, supports inclusive and sustainable industrialization, and fosters innovation (SDG 9).

SDG 17: Furthermore, PAGE has evolved as an effective means of implementing the 2030 Agenda, as called for by SDG 17. It assists countries in financing the green economy transition, promoting sustainable trade and creating partnerships with global initiatives, private sector and civil society to scale up and speed up the transition.

4. Added value of PAGE

The success of PAGE lies in the additional value it offers to partner countries, funding partners and other relevant initiatives and programmes through an integrated package of tools and services. A summary is provided below. Key elements of this added value include:

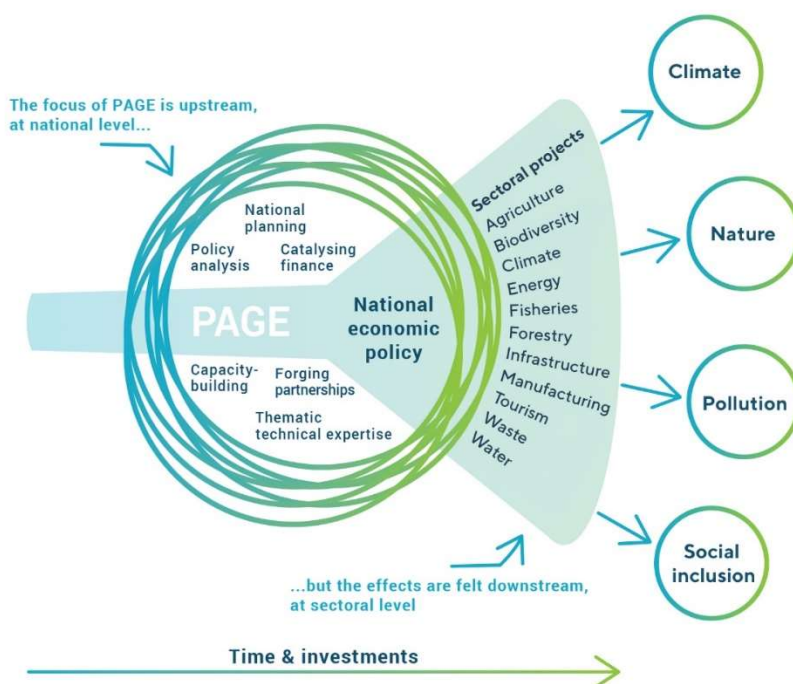
Economy-wide reach

PAGE catalyses economy-wide change by reaching out to counterpart ministries of the five United Nations agencies that include ministries of planning, finance, labour, environment, transport, economy, agriculture, industry, finance and education, among others. Similarly, PAGE works with a broad segment of the private sector and civil society through the networks and constituencies of the multiple United Nations agencies and governmental partners involved.

Programmatic and policy reform focus

PAGE distinguishes itself from other international support programmes by focusing mainly on reframing strategic policies for IGE. The focus and area of action for PAGE remains upstream, where policies that shape the full economy are created and propelled downstream (see Figure 4)

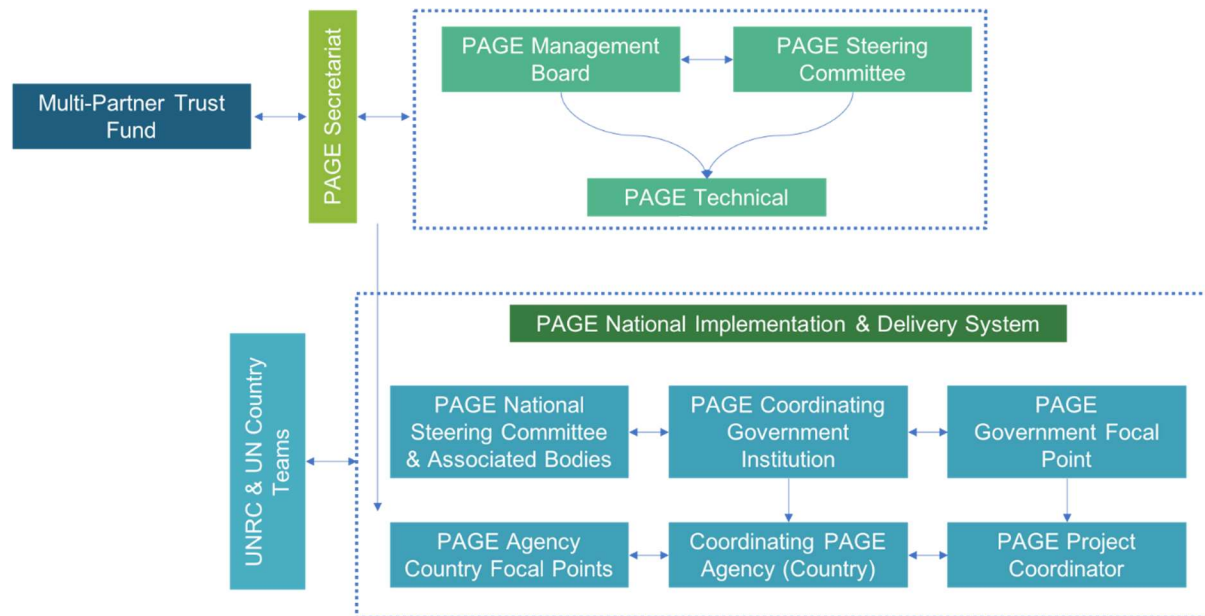
Figure 4. PAGE at the policy riverbed



5. Governance and Management of PAGE Trust Fund

PAGE is managed and governed by its Steering Committee, Management Board, Technical Team, and the Secretariat. The Trust Fund is managed by the Multi-Partner Trust Fund Office, which serves as the administrative agent of PAGE (see Figure 5).

Figure 5. PAGE governance structure



5.1 PAGE Steering Committee

The Steering Committee (SC) provides overall strategic guidance to the programme direction. Specifically, the SC:

- Receives PAGE Workplans – including for global products and country engagement – and associated budget frameworks for feedback;
- Provides advice in the selection of new PAGE countries; and
- Works closely with the Management Board to ensure that independent evaluations are carried out and that related findings and recommendations are addressed.

The SC is composed of representatives from governments and institutions that provide financial support to PAGE.

5.2 Management Board

The PAGE Management Board provides guidance and makes the operational decision on all aspects of PAGE coordination, planning, implementation, monitoring, communication and reporting. It is the main decision-making body of the Partnership.

The functions of the Board include:

- Approve overall work programme for PAGE and the related deployment of resources;
- Approve selection of new PAGE countries;
- Provide clearance for PAGE annual report and final programme report;
- Engage in joint resource mobilization to strengthen PAGE; and
- Provide substantive guidance and leadership to ensure that PAGE remains effective.

The Management Board includes one Director-level representative from each PAGE partner agency. Agencies also appoint a deputy in case the nominated representative is not able to represent the agency.

In advance of each meeting, Board Members coordinate closely with the agency technical focal point and concerned units within their agencies. Members play a key role in engaging and mobilizing support from the executive head of their agencies and are encouraged to provide strategic support to PAGE operations, such as participation in high-level PAGE country activities, when possible.

5.3 Technical Team

The PAGE Technical Team is the central PAGE body. It regularly discusses, plans and monitors the implementation of the PAGE programme, including the preparation of global workplans.

The functions of the PAGE Technical Team include:

- Develop annual PAGE work programmes and ensure consistency of activities;
- Assess PAGE country applications and recommend selection of new countries;
- Appraise PAGE country activities and progress for against the PAGE results framework;
- Coordinate conception, planning and implementation of global PAGE activities;
- Monitor and review progress of national and global level PAGE activities;
- Review draft PAGE annual reports prior to submission to the Management Board;
- Make proposals to the Management Board for strategic decisions; and
- Provide input to all documentation prepared for the Management Board.

To support delivery of its functions, the PAGE Technical Team establishes thematic working groups that discuss, plan and monitor the implementation of specific activities. All groups have designated representatives of all five PAGE agencies and may invite other representatives to join, as appropriate.

The Technical Team consists of staff members from all five PAGE participating agencies, including staff members in headquarters and regional offices directly involved in the implementation of activities.

5.4 PAGE Secretariat

The PAGE Secretariat serves as the central liaison point among the PAGE partners, and provides services to the Technical Team, the Management Board and the Steering Committee. The Secretariat is funded by programme funds and takes a lead role in initiating planning and implementation processes, compiles inputs from PAGE partners and develops draft documents for discussion and approval. The PAGE Secretariat functions include, inter alia:

- Conducting programme and financial planning, including the coordination of work planning processes for up to 30 countries and the global products on capacity-building and knowledge sharing;
- Coordinating with other inclusive and green economy initiatives and partnerships
- Supporting resource mobilization;
- Supporting the 30 country teams on strategic planning and the development of results frameworks, quality assurance and developing sustainability strategies;
- Managing the PAGE Trust Fund and facilitating interaction with funding partners and agencies on financial and reporting issues;
- Documenting and reporting of results of the PAGE programme;
- Supporting partner agencies in the organization of PAGE events, ensuring the visibility of PAGE and representing PAGE at important events;
- Supporting audits, monitoring and evaluation missions;
- Serving the Steering Committee, Management Board and Technical Team, including the organization of regular meetings;
- Strengthening communication and outreach activities including the online presence of PAGE and promoting and sharing of PAGE successes and best practices (monthly survey and newsletter, PAGE broader family gathering and communication tools);
- Fulfilling UNEP internal planning and reporting related to the hosting of the PAGE;
- Secretariat (project documents, internal reporting and evaluations, strategy and planning processes);
- Supporting South-South and Triangular cooperation among PAGE countries; and
- Coordinating the potential Green Economy Challenge Fund.

The PAGE Secretariat is hosted by UNEP, with staff members and consultants providing the above services, and supported by PAGE agencies to deliver specific services.

5.5 PAGE Trust Fund management

The UNDP Multi-Partner Trust Fund Office, based in New York, has been the administrative agent for the PAGE Trust Fund since 2017. It receives contributions from funding partners and disburses funds to PAGE agencies according to the agreed workplans.

The Fund is administered by the MPTFO under the pass-through management modality. The Fund's administration services² include:

- (i) The Fund's set-up: support to the Fund's design (Terms of Reference and Operation Manual), and development of legal instruments; and
- (ii) The Fund's administration: receipt, administration and release of funds to implementing entities in accordance with decisions from the Steering Committee, and financial report consolidation.

² Described in section III and VI of the Participating UN Organization (PUNO) Memorandum of Understanding.

The MPTFO is responsible for the following functions:

- Provide support to the design of the Fund;
- Sign a Memorandum of Understanding (MOU) with UN implementing entities;
- Sign Standard Administrative Agreements with donors that wish to contribute financially to the Fund;
- Receive and manage funds including those of the Fund's closure;
- Invest and reinvest the Fund's resources according to investment policies, practices and procedures. Any profits will be added to the Fund's resources and will not be credited to the contributions of a particular donor;
- Provide updated information to the Steering Committee regarding the regular resource availability;
- Subject to the availability of resources, transfer funds to implementing entities in accordance with the Management Board decisions;
- Consolidate the financial annual and final reports submitted by implementing entities and present the consolidated report to the Steering Committee and to each of the Fund's contributors;
- Provide a Fund's final financial report which included a notice of the Fund's closure;
- Release funds as direct costs, including for the running of the Fund Management Unit, based on the Management Board decisions. The Administrative Agent will annually notify the Steering Committee about the amounts used to that end;
- Release funds for additional expenses that the Management Board decide to allocate; and
- Provide tools for fund management and to ensure transparency and accountability.

In addition, the MPTFO through its online portal, GATEWAY (<http://mptf.undp.org>), provides real-time financial data generated directly from its accounting system, giving partners and the general public the ability to track contributions, transfers, and expenditures. The MPTFO charges a cost for performing the Fund Administrator functions in line with UNSDG policies and contribution agreements.

5.6 Delivery teams and structure at the national level

There is no uniform model for the national-level implementation structure. Each country chooses a framework that fits its purpose in the local context, but the following elements of implementation structures are common to each framework.

At the government level, the primary counterparts are public officials from government agencies that take the lead on PAGE. These are designated by the Government from various levels and from different ministries, such as those dealing with environment, finance, economy, industry or planning. If the government lead agency is not directly linked to a central coordination body, such as the Prime Minister's Office or a Central Planning Commission, at a minimum two ministries are likely to take a role and ensure inter-ministerial coordination.

For each PAGE country, a coordinating agency is designated among the United Nations partners. The coordinating agency's focal point can be based either at the regional and/or headquarters level and can receive additional support from an agency representative based at the national level in a country office. The focal point is responsible for the overall coordination of the project and acts as a liaison for key actors in the country, such as the government focal points, the PAGE Project Coordinator, the United Nations Resident Coordinator (UNRC), the PAGE Secretariat and members of the PAGE Technical Team.

The PAGE Project Coordinator is a local staff member or consultant usually hired by the PAGE coordinating agency and is based in a PAGE country. They will coordinate all activities on behalf of all PAGE agencies with national and local-level partners and the respective coordinating United Nations agency. They also oversee the work of the national institutions. In larger countries that require the management of multiple and complex relationships, an additional consultant or administrative support to support the Project Coordinator role may be justified. Previous PAGE experience has highlighted the critical importance of this coordination function.

The main oversight and directive body at the national level is a National Steering Committee (NSC), or an interministerial committee with a wider mandate covering areas supported by PAGE. The composition of the NSC is dependent on the country's specific circumstances. The committees typically consist of high-level representatives of key government ministries and United Nations representatives in the country. The committee directs and supervises the PAGE country work. Civil society, the private sector, including workers' and employers' organizations, and other stakeholder representatives, such as a delegation of PAGE funding partners based in-country, can be invited by the Government to join the NSC. The NSC endorses country workplans and associated budgetary frameworks and it ensures that funding gaps and evolving programme priorities are addressed.

To build capacity of national institutions through a learning-by-doing approach, PAGE works with national institutions and ensures they are capable and responsible for executing the planned policy assessments and other workstreams. Technical experts from the five United Nations agencies provide guidance, technical support and training to national institutions and work closely with them to ensure the quality of the policy-oriented analytical work.

Other coordination mechanisms may be established depending on country needs, such as a Consultative Committee to provide strategic orientation and guidelines to the National Steering Committee or a Technical Advisory Group, which provides feedback to studies and participates in events, capacity-building activities, implementation of demonstration projects and PAGE planning meetings.

6. Programme Delivery

6.1 Accelerating the green economic transformation through a deeper and wider PAGE

PAGE is a demand-driven programme, with ambition to enable deeper economic reforms in its existing partner countries (20 countries in 2021) and to expand the services to additional ones.

Table 1: Participating countries by lead agency

Country	Joined PAGE	Lead Agency				
		ILO	UNEP	UNDP	UNIDO	UNITAR
Mongolia	2013					✓
Peru	2013	✓				
Senegal	2014	✓				
Mauritius	2014		✓			
Ghana	2014			✓		

Country	Joined PAGE	Lead Agency				
		ILO	UNEP	UNDP	UNIDO	UNITAR
Burkina Faso	2014					✓
Jiangsu Province (China)	2015		✓ (co-lead)		✓ (co-lead)	
South Africa	2015	✓				
Barbados	2016		✓			
Mato Grosso (Brazil)	2016				✓	
Kyrgyz Republic	2016		✓ (co-lead)	✓ (co-lead)		
Guyana	2017		✓			
Uruguay	2017				✓	
Argentina	2018	✓				
Guatemala	2018					✓
India	2018		✓			
Indonesia	2018			✓		
Kazakhstan	2018					✓
Morocco	2019				✓	
Thailand	2019				✓	

For the coming year PAGE will use the following approaches as key elements for the expansion and deepening of the partnership.

Expanding the multi-year support up to 30 countries by 2030

PAGE aims to take on board up to 10 new countries by the end of 2025 and to stay engaged with PAGE alumni countries through different mechanisms such as post-graduation support, South-South and Triangular cooperation and a potential Green Economy Challenge Fund. Alumni countries can also continue benefiting from the PAGE global services focused on capacity-building and knowledge sharing. These 30 countries, with a confirmed commitment to the IGE transition and a diverse range of economies, will act as inspiration to all countries globally.

Systematically replicating activities that were successful during the first phase

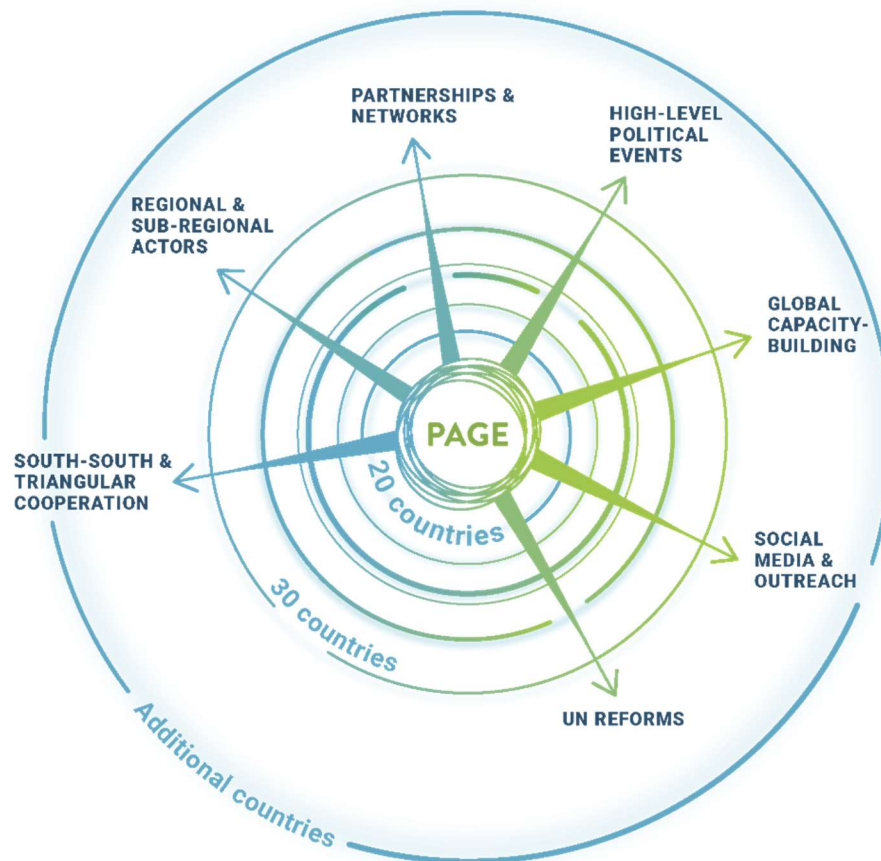
With the on-going work and new countries, PAGE aims to further promote and replicate those activities which contributed significantly to the country's IGE transition. These include, among others, building country capacity to develop policy and to measure progress towards IGE, catalysing finance for the economic transition, and implementing national communication strategies on IGE.

Amplifying the impact of PAGE for the global IGE transition through impact scalars

PAGE aims to strengthen alliances with key national, regional and subregional institutions and actors who can help establish platforms for expanding and financing the IGE transition. PAGE is well positioned to contribute

to the implementation of the UN System reforms building on its successful joint delivery model of five United Nations agencies. This approach also includes engaging further with civil society, youth, and private sector groups to enable their catalytic role in the IGE transition.

Figure 6: Impact scalars: scaling-up effect for green economy transition



UN Reforms

PAGE will also inform and support UN reforms, especially the new Resident Coordinator function, and advocate the use of the inclusive green economy framework for bringing the three dimensions of sustainable development together in the UNSDCF, as well as to replicate the joint “Deliver as One” model of PAGE through peer-to-peer learning and exchange with other countries.

Green Recovery Support

In a COVID-19 hit world, PAGE had to act swiftly to work across the UN and with national partners to address the socio-economic impacts of COVID-19. PAGE responds to the demands from partner countries to help relieve the immediate economic and social issues brought on by the pandemic, while at the same time addresses the root causes of unsustainable development to elicit a green economic recovery.

6.2 Country Support Package

Country support is provided across the four principles outcomes as outlined below:

Reinforced IGE measures and aligned economic planning (outcome 1)

PAGE supports the development, adoption and implementation of national development plans and cross-sectoral policies that incorporate IGE principles through assessments and stakeholder consultations. It helps create a consensus on policy options and, with its partners, develops tools and measurement frameworks to support policy analysis and monitor progress of the greening of the economy.

Informing and enabling policy reforms

PAGE works with and through key government ministries and supports the development of IGE diagnostics, assessments and policy analyses. The assessments for evidence-based policy proposals strengthen the analytical foundation for strategic policy innovations. The analysis usually cuts across all economic sectors and helps to identify sectors and thematic policy fields where a shift to green promises the greatest economic, social and environmental results.

Creating a consensus on policy options and ownership of reforms

PAGE helps to create a consensus through multi-stakeholder policy consultations. These involve the public and private sectors as well as civil society, youth, women's groups and other stakeholders. This means that both distributional and intersectoral implications of specific policy options are further analysed and a greater sense of collective ownership is created.

PAGE facilitates the creation of certain modalities to promote stakeholder engagement. These include the establishment or strengthening of national steering committees with interministerial representation, the purpose of which is to oversee IGE work.

Building capacity to measure progress

PAGE offers assistance to countries to establish measurement frameworks to monitor if and how their economies become more sustainable and to measure progress towards national targets related to the SDGs.

Sectoral and thematic reforms and catalysing finance for the transition (outcome 2)

PAGE supports the reform of sectoral and thematic policies, strategies and plans by assisting governments with multidisciplinary research, with the development of different policy scenarios and with multi-stakeholder participatory processes. PAGE also focuses on identifying solutions for financing the transition to a green economy with public and private resources.

Supporting sectoral and thematic reforms

To support the implementation of national development plans and policies, PAGE works at two levels – thematic reforms that can have a cross-sectoral nature by enabling the greening of several formal and informal economic sectors, and policy investment reforms focused on the greening of traditional economic sectors.

Thematic areas for reform with cross-sectoral impacts include labour market reform and green jobs; green fiscal policies; green industrial policies; trade opportunities in a green economy; green buildings and infrastructure planning; and reforms for education and training programmes. Country interest in other cross-sectoral themes such as a circular economy and climate change also offer the opportunity to support policy reforms.

Sector focused policy reforms can be targeted at the greening of traditional economic sectors such as agriculture, forestry, fisheries, energy, transportation, construction, and several other industries.

Catalysing finance for the transition

PAGE tools and services help countries develop plans and strategies for mobilizing finance for IGE priorities, scaling and greening financial systems and aligning national budget planning and expenditure frameworks with IGE priorities; bring together key actors to connect finance with green economy policies, projects and initiatives; and build institutional capacities and individual skills for participating in and accelerating green finance activities.

Building capacity to design, implement and finance a green economy transition (outcome 3)

PAGE analyses and assesses skills and learning needs and facilitates the provision of specific knowledge and capacity required for advancing the transition to IGE. Through the different assessments, PAGE provides tailored training programmes to strengthen individual and institutional capacities for evidence-based policymaking and cross-sectoral coordination, stakeholder participation, and implementation of policies and practices at the country level to ensure that key PAGE results become institutionalized. Additionally, PAGE supports the sharing of good practices and innovation through South-South and Triangular cooperation and the Green Learning Network. PAGE takes a systemic approach to capacity-building through collaboration with regulators, educational authorities, and national learning institutions so that underlying conditions for low levels of IGE capacity are systematically addressed.

Strengthening individual and national institutional capacities

PAGE services on capacity-building include a comprehensive package of resources to strengthen the capacity of national institutions for continuous policy innovations and for the skills needed in the labour force to accompany the IGE transition. This is done by supporting the incorporation of integrated green economy concepts and approaches into the curricula of national training institutions, universities, think tanks, civil service academies and administrative staff colleges and bankers' training institutions.

Country sustainability strategy beyond PAGE

PAGE views policy reform as a cyclical and iterative process. PAGE therefore supports countries in developing a sustainability strategy for the period beyond PAGE delivery (more in section 6.4.5).

Communication, outreach and knowledge sharing (outcome 4)

Country level experience during the 2016 -2020 phase of PAGE has shown that citizen influence on policy, consumption and production choices can be a strong tool and incentive for policymakers and businesses alike. In the coming years, PAGE will systematically assist partner countries in developing and implementing national communications strategies on IGE. These will help inform the public about the importance of greening the economy and facilitate the sharing and dissemination of green economy best practices, stories and innovations.

Communication and outreach to national policymakers and the public

PAGE will support targeted campaigns and political debates on IGE priorities involving communication teams from partner ministries, the private sector, civil society, parliaments and trade unions to enhance visibility and build public support for IGE transition.

All PAGE materials, including flyers, brochures, reports, webpages, etc., will feature common elements of the PAGE brand, such as the PAGE logo and the five partner and all donor logos. The PAGE [Branding Kit](#) offers templates to prepare corporate presentations, letterheads, business cards, email signatures, etc. It also provides a color scheme for use in PAGE applications. PAGE has also developed a Master Presentation which can be adapted as needed for all PAGE related presentations.

South-South and Triangular cooperation and learning on IGE

PAGE facilitates peer-to-peer learning regarding challenges, opportunities and solutions in order to accelerate deeper progress on the greening of economies. By providing a unique platform to catalyse South-South and Triangular cooperation among partner countries, funding partners and non-PAGE countries, PAGE supports the generation of knowledge and identify good practices and innovative approaches to an inclusive green economy.

6.2.1 *Additional support for green economic recovery*

Green recovery country support package

The COVID-19 pandemic had a significant impact on all partner countries and will also influence the demand for support for a green economy transition. As a way out of the socio-economic crises, attention of government has shifted to providing stimuli and designing economic recovery packages and related measures.

In this situation PAGE started to promote economic recovery a steppingstone for green economic transformation and achievement of SDGs and climate and biodiversity targets.

PAGE first offered to all countries to reprioritize their work programmes to adjust to the new country situation. In addition, PAGE has been able to offer additional support to interested partner countries in the period 2021-2022, with country work programmes specifically focused on green economic recovery.

Based on a country needs assessment for green recovery, PAGE was able to secure an additional amount for the MPTF of USD 7 million to specifically help countries on green recovery.

In line with the PAGE offer, the support falls under three broad themes:

- Thematic Area 1: Impact assessment, support for greening of economic stimulus packages and mobilising private finance for green recovery
- Thematic Area 2. Strengthening collective national ownership of green recovery plans and national discourse on green and inclusive recovery
- Thematic Area 3. Targeted capacity building on green and inclusive recovery

In 2020, all 20 PAGE countries were given the possibility to develop and submit a proposal to request additional support for green recovery. The selection process and engagement with government followed PAGE standard processes.

Engagement and close collaboration with the UN Resident Coordinators in each country helped to ensure that PAGE work was at the heart of the UN socioeconomic response to COVID-19 and aligned with priorities and complementary initiatives in the country.

As a result, PAGE started to implement additional work focused on green economic recovery in 15 of its partner (possibly more) countries from 2021.

6.3 Global and Regional Services Package

6.3.1 *Building capacity for designing, implementing and financing a green economy transition*

PAGE builds global capacity for a green economic transformation by delivering training courses, developing new training materials on specific themes and facilitating the exchange among countries in the area of learning and capacity development. This is part of a systematic and institutionalized approach to capacity development, where globally delivered elements complement the targeted capacity support embedded in the country support package. A key element of the global effort is to provide platforms and forums for countries and learning institutions to come together, exchange successful approaches in their green economy transformation and gain immediate insights from peer-to-peer learning. This connects directly with work on South-South and Triangular cooperation.

6.3.2 *Knowledge creation and outreach*

Informed policymaking requires tools and knowledge for addressing complex and interconnected challenges. PAGE will ensure the development and availability of required tools and knowledge products to support policymakers and other partners. To catalyse wider use of PAGE tools and replication of green economy best practices, PAGE will continue to host global events and conferences, leverage existing knowledge platforms and networks, and will expand its outreach through the PAGE newsletter, annual report, website, and its social media engagement. The package of activities includes the development of new tools and knowledge products and targeted outreach activities.

6.3.3 *Additional global support for green economic recovery*

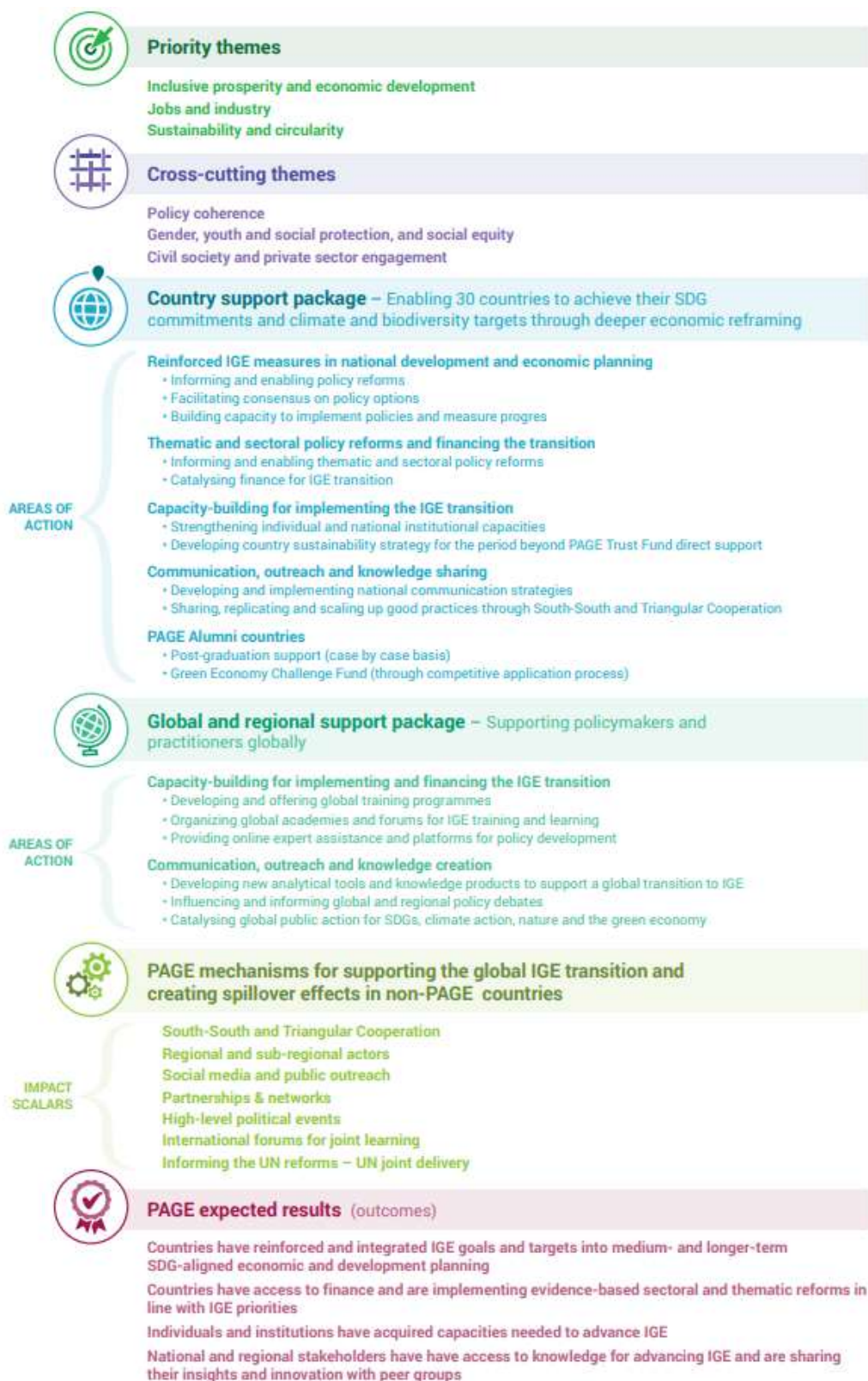
Green Recovery Global Services Package

The immediate support to PAGE countries for a green recovery was complemented by a [suite of timely global products launched by PAGE](#) in the midst of the crisis to advance the discussion on how economic recovery could be achieved by ‘building back better’, including a COVID-19 Resource Hub, an initial Data Observatory monitoring impacts of COVID-19 in PAGE countries, a summary of relevant analytical tools and a Learning for Green Recovery Campaign.

Moving forward, the green recovery global services package will include a **PAGE Economic Policy Advisory Group** composed of UN economists from PAGE agencies and UN Resident Coordinator Offices (UNRCO), supported by national and international think tanks and existing networks of economists from PAGE agencies. This group will help to strengthen the technical capacity of PAGE on economic policy. To reinforce similar efforts across PAGE countries, this mechanism will include three main components: 1) a Network of UNRC & PAGE Agencies’ Economists (involving all 20 PAGE Countries), 2) the building of a Roster of Green Economy Experts (available for all 20 PAGE Countries) and 3) extended support to a selected group of PAGE countries.

Additionally, a comprehensive PAGE **Global Recovery Observatory** has been launched to track and assesses every individual COVID-19 related fiscal spending policy announced by leading economies for potential impacts on the environment and the socio-economy. The Global Recovery Observatory will showcase exemplary policy solutions, identify lost opportunities, and direct governments towards more impactful and sustainable fiscal spending.

Figure 7: Deeper and wider PAGE at a glance



6.4 Country engagement model

6.4.1 *Country selection*

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 financial resources.

The criteria used includes:

- Demonstrated high-level support and commitment of key ministries, evidence of inter-ministerial coordination, a written expression of interest and a clear demand for technical assistance leading to economic transformation;
- Identified linkages between potential national activities to be carried out through PAGE and relevant national planning processes such as for the SDGs and NDCs, as well as the United Nations Development Assistance Frameworks (UNDAFs);

Furthermore, the Management Board considers:

- Presence and/or existing activities of the five PAGE agencies in the country and agencies' capacity to respond, including through complementary programming such as PEA; as well as
- Regional balance and inclusion of both larger and smaller economies including Least Developed Countries.

6.4.2 *Inception phase (1 year)*³

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 overall aim of the PAGE Inception Phase is to identify, through consultation of PAGE agencies with senior officials from national ministries and stakeholders, reform interventions to be supported by PAGE, and to develop a multi-year programmatic results framework and workplan to advance an inclusive green economy.

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 full-fledged country programme should cover a 4 to 5-year period, including a vision, results framework and workplan for multiyear engagement, as indicated in the PAGE Strategy 2021-2030.

6.4.3 *Full implementation phase (3 years)*

The PAGE National Strategy Document to Advance an Inclusive Green Economy and country logical framework developed during the Inception Phase guide the implementation of PAGE activities to help achieve agreed

³ The description of the country programme phases follow a standard generic process, which is adapted based on the specific country context.

results. The document “[PAGE Core Offer: Tools and Services](#)” (2018) provides an overview of the technical support and analytical tools available through PAGE agencies. The PAGE Strategy 2021-2030, chapter IV, provides full details of the country support package to enabling countries to achieve their SDG commitments and climate and biodiversity targets through greening of economies.

6.4.4 Phase-out and transition phase (1 year)

During the fifth year of PAGE engagement, inclusive green economy policy reform processes should be fully underway. Yet some support may be required to deliver or complete specific results as outlined in the PAGE results framework. This phase is also crucial to put in place a medium to long term national inclusive green economy programme, which is supported with national resources and complementary international support from different sources. This is also the phase in which countries must finalize and use their sustainability strategies.

6.4.5 Sustainability strategies

PAGE encourages countries to start the thinking about the sustainability of actions early in the process and supports countries in developing sustainability strategies to ensure that the inclusive green economy policy reforms will be sustained beyond PAGE delivery. A combination of scaling down PAGE support gradually, providing assistance in a few key areas of critical importance (as per the sustainability strategy) and monitoring progress will help bring specific policy processes to a conclusion and consolidate PAGE results that can have a real impact in the country’s green economy transition.

The preparation of a Sustainability Strategy involves consultation with national stakeholders and requires national ownership, including private sector and financial institutions representatives (i.e., banking, insurance and investment). To ensure coherence and impact, the Sustainability Strategy is also developed in close consultation with other national programmes of the United Nations and PAGE funding partners, especially the United Nations Sustainable Development Cooperation Framework (UNSDCF) process and UN Country Teams. The Sustainability Strategy is developed under leadership of UNRCs and other partners.

To assist countries in assessing if their path to an inclusive green economy programme is just and sustainable, PAGE has developed a simple set of criteria. These include:

1. The economic and national development policies have been reframed along IGE, SDG and climate action priorities;
2. A national coordination mechanism for IGE is established;
3. Strategies, plans and policies for implementing IGE across sectors have been developed, including within civil society and the private sector, and capacities for policy analysis have been strengthened;
4. Funding opportunities have been identified and embraced by national and international actors and in particular by international finance institutions and domestic financial markets; and
5. IGE elements are integrated into training programmes delivered by national institutions.

6.4.6 *Engagement with alumni countries*

Post-graduation support

Based on demand and the specific country situation, PAGE plans to offer selected partner countries limited financial support to consolidate results and reinforce the sustainability strategy within two years of graduation. During the two-year post-graduation period, PAGE may devote specific efforts to strengthening the role of the lead Government coordinating agency and the role of the UNRCO so that they can continue working together and leading the country's green economy transition.

Support is not automatically granted and may extend for one, or maximum two years following the five years of core PAGE engagement. It may not be used to start new activities, or complete unfinished activities budgeted before. The PAGE Management Board will approve countries to receive post-graduation support and country-specific allocations in a given year, based on suggestions from the Technical Team.

During the post-graduation period, PAGE will devote specific efforts to strengthening the role of the Government Coordinating Institution and the role of the UNRCO so that they can continue working together and leading the country's green economy transition.

Green Economy Challenge Fund

Some countries show excellent results and commitment to IGE transition and identify additional critical areas and initiatives in support of their green economy transformation. To continue the engagement with these champion countries, PAGE aims to set up a Green Economy Challenge Fund. Through a competitive application process, countries that have shown a high level of ownership and commitment to inclusive green economy will be able to access these funds. Further details on modality and criteria for accessing the Fund are presented in the Operational Manual of PAGE.

6.5 Gender equality and women's empowerment

Greener economies hold the potential to reduce gender inequalities and increase women's economic participation. However, green policies need to be designed in ways that are fair and seek to prevent the perpetuation of existing gender inequalities. PAGE supports gender equality and women's empowerment across its four principle outcomes through the inclusion of gender dimensions in assessment work, policy development and capacity development for women in key green sectors, especially those that tend to be male dominated.

As the inclusion of gender targets into policy frameworks is already well developed at national levels and supported through a range of different initiatives, PAGE analyses the country situation for the design of specific activities and provides targeted support if there are perceived gaps and specific opportunities. PAGE promotes gender parity and encourages women's participation in all its training, knowledge sharing and outreach events.

Within the PAGE monitoring framework, the advancement of gender equality and women's empowerment are primarily captured at the intermediate/overall outcome level—e.g. through the improvement of social conditions and social equities across societies—and impact level—e.g. through relevant SDGs. Where relevant, PAGE indicators are sex disaggregated. PAGE highlights activities related to gender equality and women empowerment in its annual report. In addition, the five UN agencies are each expected to comply with their agencies' gender marker requirements.

6.6 Annual Work Planning and Budgeting Process

6.6.1 Steps in the Annual Programming Cycle

The *Consolidated financial framework for PAGE, 2021-2025* in the *PAGE Strategy 2021-2030* provides a five-year financial framework for PAGE activities from 2021-2025. Since the Strategy does not go into planning details, and since actual funding of PAGE may be different than anticipated, more detailed budgetary and activity planning takes place each year.

This section provides a brief summary of the annual planning and budgeting at the overall Programme level and the role of the PAGE Technical Team, the PAGE Management Board and the PAGE Secretariat in the process. Further details, including the role of other PAGE actors and governance bodies, are addressed in the *Operational guidance for supporting the implementation of PAGE Strategy 2021-2030 and Delivery Plan 2021-2025 (Phase I.)* (referred to here on out as the “Operational Manual”), particularly the specific Primers on country planning and global activity planning, respectively.

The overall annual work planning and budgeting process include three steps:

1. Based on secured funding, the PAGE multi-year budget framework is adjusted and approved by the Management Board each year. It provides the overall amount available for country work, global activities, and Secretariat services for the following year
2. An Overall Annual Workplan and Budget, including country support and global services, is developed by the PAGE Technical Team and approved by the Management Board
3. UN agency workplans are developed, and funds in the MPTF are allocated

The figure below provides an overview of the overall annual work planning and budgeting process. Each of the three steps is elaborated in separate sections below. A summary is provided in Table 4 at the end of this section.

Figure 8. Summary of steps in the annual / bi-annual programming



Annual budgeting based on the multi-year budget framework (Step 1)

PAGE multi-year budget framework

The Multi-Partner Trust Fund allows PAGE to pool contributions from different funding partners and develop a multi-year budget framework based on secured funds (meaning funds already transferred or pledged under signed agreements). This multi-year planning is possible since most funding partners make contributions spanning over several years, allowing PAGE to predict expected income to the trust fund over several years (three to five years from experience).

The PAGE multi-year budget framework is updated by the PAGE Secretariat on a yearly basis (or more frequently if needed) and approved by the PAGE Management Board. It takes into account new income received and breaks down allocations for each year and by main Programme elements (i.e. country work, global work, and PAGE Secretariat, without programme support cost). In the case of an unexpected and significant change in the contributions to the trust funds, the multi-year budget framework can be adjusted at any point in time with the approval of the Management Board.

The current multi-year budget framework (in mid-2021) extends until 2023. Allocations made are in line with the suggested proportions of the PAGE Strategy and take into account thematic areas and other strategic considerations. The amounts allocated to country work are based on the number of countries expected to receive support and countries' state of implementation (inception phase, full implementation, phase out, post-graduation support).

Allocation of funding for Annual Workplan and Budget

The amounts allocated in the multi-year budget framework are adjusted and confirmed each year by the PAGE Management Board and cover the elements included in the table below. These confirmed/validated amounts provide the basis for developing the overall Annual Workplan and Budget by the PAGE Technical Team. It is important to note that the available funding may be lower than suggested in the PAGE Strategy 2021-2030 as it is based on funds secured. In addition, since actual planning is based on funds that have been secured, there may be elements in the below table which may not receive funding in a specific year. The number of years that PAGE can plan ahead depends on the amount of secured funding and the duration of contributions.

Table 2: Allocation of funding for annual/bi-annual workplan and budget

Description/Years	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Outcomes 1-4 (Country Support Package)	...USD	...USD	...USD	...USD	...USD	...USD
A) 5-year Country Engagement						
B) South-South and Triangular cooperation						
C) Targeted Technical Assistance provided by PAGE agencies						
PAGE alumni countries engagement (outcomes 1-3)	...USD	...USD	...USD	...USD	...USD	...USD
D) Post-graduation support						
E) Green Economy Challenge Fund						
TOTAL FOR COUNTRY SUPPORT PACKAGE	...USD	...USD	...USD	...USD	...USD	...USD
Outcome 3 (Global Capacity Building)	...USD	...USD	...USD	...USD	...USD	...USD
F) Global Capacity Building Activities						
Outcome 4 (Global Knowledge)	...USD	...USD	...USD	...USD	...USD	...USD
G) Global Knowledge Creation and Sharing						
TOTAL FOR GLOBAL SERVICES PACKAGE	...USD	...USD	...USD	...USD	...USD	...USD
H) PAGE Secretariat and PAGE Governance	...USD	...USD	...USD	...USD	...USD	...USD
TOTAL FOR FIVE YEAR PERIOD	...USD	...USD	...USD	...USD	...USD	...USD
In-kind Contribution from PAGE Agencies	...USD	...USD	...USD	...USD	...USD	...USD
OVERALL TOTAL FOR FIVE YEAR PERIOD	...USD	...USD	...USD	...USD	...USD	...USD

Detailed annual work planning and budgeting for country and global activities (Step 2)

Once the overall annual financial allocations have been confirmed/reconfirmed by the PAGE Management Board, the PAGE Technical Team develops a workplan and budget which prioritizes allocations for countries and global activities, taking into account available resources. This process has two components, the development of detailed country workplans and budgets at the country level for each PAGE country (country support package) and the development of a detailed global workplan (global services package).

Country support component

For **country support**, the coordinating country agency/agencies initiate detailed work planning and budgeting at the country level in an open and transparent manner, taking into account all agencies' mandates and expertise, with fairly distributed matching budget. The coordinating country agency/agencies need to communicate with the government focal point to reflect government priority in the workplan. For more details on this process, please refer to the Operational Manual primer on country planning. The PAGE Technical Team representative from the PAGE coordinating country agency clears the country workplans and budgets following an agreement reached in the PAGE Inter-agency Teams. In case of questions or issues, the PAGE Technical Team representative consults other PAGE Technical Team members as needed. The overall allocations per country will be reflected in the overall Annual Workplan and Budget and depend on the phase of the five-year

country engagement the country is in, expected absorption capacity, funding needs and available resources. For additional information on allocations during various phases of implementation, please consult the Operational Manual primer [What are the key phases of a Five-year PAGE country engagement](#).

Green recovery work planning follows a similar process as annual workplan development, using a standard workplan template. However, as Green Recovery allocations are currently planned as one-time allocations, countries were able to submit applications from late 2020 until mid-2021 and workplans within one month of their applications being approved. The UNRC, the Government institution leading economic and fiscal stimulus packages, and the PAGE country inter-agency team must approve the workplan prior to final submission to the Secretariat.

Global services component

For **global services**, the PAGE Technical Team reviews and prioritizes proposals jointly developed by PAGE agencies considering the available overall allocations. The proposals should include information about objectives and rationale of the activity, budget envelope, the potential for collaboration with other agencies/initiatives, more synergy and linkages with outputs in the PAGE results framework. [For details, please refer to the primer on global activity planning](#). For global activities where funds are shared among two or more agencies, the cost split-up needs to be indicated.

Overall Annual Workplan and Budget

Considering the priority proposals for global work and the overall allocation for each country and the allocation for the PAGE Secretariat, the PAGE Secretariat compiles a first draft of the Overall Annual Workplan and Budget and circulates it to the PAGE Technical Team for feedback. The overall plan includes:

- an overall allocation for each country with a description of the status or specific situation;
- an overall allocation for each agency to provide technical support;
- an overall allocation and description for each global activity;
- an overall allocation for the PAGE secretariat and governance; and
- reference to lead agencies for a country or global activity.

When agreement is reached on the above points in the PAGE Technical Team, the Overall Annual Workplan and Budget (See Table 3) is submitted to the Management Board for approval. Later in the planning process, the PAGE Technical Team may alter the allocations for countries/global activities by up to 10 per cent without further PAGE Management Board approval, as long as the total remains the same.

Table 3. Overall annual workplan and budget

Overall Annual Workplan & Budget	
Secretariat collects and compiles country and activity allocations based on inputs from Technical Team and submits to Management Board for approval	Sub-totals for country and global allocations should stay inline with the sub-totals established in the multi-year budget framework
Country Level Activities; Outcome 1-4	
Country 1	Budget : ...USD
Country 2 ...	Budget: ...USD
Targeted Technical Assistance by Agencies	Budget: ...USD
Country Level Activities Subtotal	Budget: ...USD
Global Capacity Building Activities; Outcome 3 - global	
Activity 1	Budget: ...USD
Activity 2 ...	Budget: ...USD
Global Capacity Building Activities Subtotal	Budget: ...USD
Global Knowledge Sharing and Creation; Outcome 4 - global	
Activity 1	Budget: ...USD
Activity 2 ...	Budget: ...USD
Global Knowledge Sharing and Creation	Budget: ...USD
PAGE Secretariat & PAGE Governance	Budget: ...USD
Programme Evaluation	
Total in Global Annual Workplan	Overall Budget: ...USD

Final allocation per agency and transfer of funds based on UN Agency Workplans (Step 3)

The approved overall annual workplan and budget and the detailed country workplans and budgets cleared by PAGE Technical Team members provide the basis for the development of UN agency workplans. Based on the documents received, the PAGE Secretariat will compile a UN agency workplan for each agency that is to receive funds in the planning cycle, and PAGE Technical Team members will review and clear the workplans. The UN agency workplans summarize the country activities and global activities for which it will receive funding and the related budgets, and the overall amount that each agency will receive. To clear the fund transfer from the PAGE MPTF, the agency-specific annual workplans are submitted to the Management Board for approval. Following Management Board approval, the person with delegated authority in the agency will sign the UN agency workplan. The PAGE Management Board chair will authorize the fund transfer from the MPTF to the agency through his/her counter signature. On behalf of the Management Board, the PAGE Secretariat will

facilitate the related communication and request the Administrative Agent – the MPTF Office - to release the funds.

UN Agency Workplans

Final Allocations to Agencies	
Transfer to agencies based on the amounts determined in country level budgets and global activity budgets	Total Amount allocated in UN agency workplan
ILO	...USD
UNIDO	...USD
UNEP	...USD
UNDP	...USD
UNITAR	...USD
PAGE Secretariat	...USD
TOTAL	Overall Budget

Summary of annual global planning and budgeting process

The following table and figure provide an overview of the annual overall planning and budgeting process for PAGE.

Table 4: Annual overall planning and budgeting process

Planning Stage		Who?
1. Multi-year budget framework providing overall annual financial allocations by country, global activities and Secretariat services		<ul style="list-style-type: none"> Following a proposal by the Secretariat, the PAGE Management Board confirms the overall annual financial allocation for different elements of PAGE delivery (countries, global activities, PAGE Sec.) for the following year(s).
2. Detailed Annual Work Planning and Budgeting	Country work planning (2a)	<ul style="list-style-type: none"> Country coordinating agencies work with PAGE Inter-agency Teams, government and the PAGE Project Coordinator to develop annual country workplan budgets and agree on final country workplans.
	Global activity planning (2b)	<ul style="list-style-type: none"> PAGE agencies prepare short global activity proposals for discussion and agreement in the PAGE Technical Team. Management Board steps in, if no agreement can be reached.
3. UN agency workplans - Allocation of funding to Agencies		<ul style="list-style-type: none"> UN Agency workplans are prepared, summarizing allocations by agency, including detailed allocations for each country and global activity (and related allocation for each agency). PAGE Management Boards approves the UN agency workplans and funds are made available from the PAGE MPTF. Before fund transfer, the signature by a representative with delegated authority of the agency and by Chair of PAGE Management Board is needed.

7. Reporting

7.1 Financial reporting

PAGE Agencies provide the Administrative Agent with an annual financial report and statement for the previous year as of 31 December, prepared according to their accounting and reporting procedures, as agreed upon in the legal agreement (MOU) signed with the Administrative Agent, by 30 April. Financial reports are provided by each agency to the Administrative Agent through its automatized UNEX platform. The Administrative Agent consolidates this information and produces the certified annual financial report by UNDG budget categories.

In addition to the annual financial report set in the MOU, all PAGE agencies will provide each quarter financial reports on expenditure incurred as of 31 March (Q1), 30 June (Q2) and 30 September (Q3) in each calendar year through the Administrative Agent's reporting system (UNEX). The Administrative Agent will timely inform all PAGE Agencies on the actual dates when UNEX opens for quarterly financial reporting.

7.2 Narrative reporting – country and global level

The required narrative reporting includes:

1. Annual Progress Report (shared with PAGE Global Steering Committee and publicly available on MPTF website)
2. Agency-Specific Annual Reports (provided by agencies to the MPTF Office)

In addition, PAGE has in the past released an [on-line annual report](#) on its website.

The narrative components of the online and annual progress report are developed from the information submitted to the PAGE Secretariat by PAGE Project Coordinators and agencies over the reporting year. This information is complemented by the information provided in Agency-Specific Annual Reports submitted by agencies to the MPTF Administrative Agent.

7.3 Narrative Annual Progress Reports

Based on the inputs received, the PAGE Secretariat develops the detailed **Annual Progress Report** for PAGE. The report is results-oriented, and evidence-based and summarize results and achievements in line to the expected outcomes, outputs and indicators included in the PAGE global log-frame.

The **Annual Progress Report** provides a complete overview of all PAGE activities at the country and global level during the reporting period and is focuses on the outcome areas defined in the PAGE log-frame. The report also covers PAGE's engagement in global events, with other initiatives, South-South Cooperation, and provides lessons learned and reflections of PAGE progress.

The Annual Progress Report is accompanied by a comprehensive **Monitoring Framework** that summarizes progress made every year towards the achievement of the outcomes and outputs and indicators included in the PAGE programme log-frame framework.

The additional and optional **Online Annual Report** is considered a communications product that allows access to PAGE results and updates early in the year. The online annual has been released in the first quarter of the following year.

The timeline for the preparation of the Reports is as follows:

7.4 Indicative Reporting calendar

Action	Timeframe
Agencies/PAGE Project Coordinator report on progress of activities	Throughout the year
Agencies report financial expenditures each quarter through the Administrative Agent's reporting system (UNEX)	Q1, Q2 and Q3 throughout the year ⁴
PAGE Secretariat compiles draft narrative for all sections of the on-line (optional) and annual progress reports based on inputs received by Agencies/PAGE Project Coordinators	October onwards
Agencies share Agency-Specific Annual Reports are shared with the Secretariat	By 31 January
Agencies submit Agency-Specific Annual reports are submitted to the MPTF Office	By 31 March
PAGE Secretariat finalizes On-line Annual Report (optional)	By 31 March
PAGE Agencies provide the Administrative Agent with a financial annual statement through the Administrative Agent's reporting system (UNEX)	By 30 April
Finalization of Annual Progress Report by PAGE Secretariat and final review by agencies and Management Board and submission to MPTF Office	By 30 April
Certified Financial Statement prepared by the Administrative Agent is released	By 31 May
PAGE Secretariat submits final report to PAGE Global Steering Committee and uploads it on MPTF website	By 31 May

8. Financial Framework

8.1 Funding allocation for the country support package

PAGE aims to dedicate most of the financial resources (approximately 70% of the total budget) to the country support package to help achieve SDGs and commitments to climate change and biodiversity targets.

The annual workplan and budget for each country, including for alumni countries, will consider actual country demand and ground realities, including the pace of transition, absorption capacity, pre-existing support from other initiatives, political stability and arising opportunities. The annual allocation is confirmed following a yearly internal review led by the PAGE coordinating agency, in consultation with the country's inter-agency group of PAGE agencies.

Subject to ground realities and the results of internal reviews, lower allocations can be applied or, in specific cases, allocations can be put on hold while agencies further observe the country situation (e.g. unforeseen

⁴ The actual dates when the UNEX reporting system opens are communicated directly to the agencies each quarter by the administrative agent.

political events and instability, limited institutional capacity, lack of government engagement, natural disasters or similar contingencies). For countries that show immediate windows of opportunity higher amounts are also possible, following internal review and approval of the PAGE Management Board.

A total amount between USD 9.85 million and USD 11.45 million per year is needed for country support (a total of USD 53.65 million for 2021–2025). Further details are provided below and summarized in Table 5.

Table 5: Consolidated financial framework for PAGE 2021-2025

Description/years	2021	2022	2023	2024	2025	TOTALS
Outcomes 1-4 (Country Support Package)						n/a
A) 5-year Country Engagement (# of countries receiving support):	13	13	11	10	10	
- Countries in Inception Phase (USD 400 per country per year)*	1,600	800	800	800	0	4,000
- Countries in Full Implementation Phase (USD 800 per country per year)*	5,600	5,600	4,800	6,400	4,800	27,200
- Countries in Phase-Out (USD 400 per country per year)*	800	1,600	1,200	0	1,600	5,200
SUBTOTAL	8,000	8,000	6,800	7,200	6,400	36,400
B) South-South and Triangular cooperation	500	500	500	500	500	2,500
C) Targeted Technical Assistance provided by PAGE agencies	750	750	750	750	750	3,750
PAGE alumni countries engagement (outcomes 1-3)						
D) Post-graduation support	1,000	1,000	1,000	1,000	1,000	5,000
E) Green Economy Challenge Fund	1,200	1,200	1,200	1,200	1,200	6,000
TOTAL FOR COUNTRY SUPPORT PACKAGE	11,450	11,450	10,250	10,650	9,850	53,650
Outcome 3 (Global Capacity Building)						
F) Global Capacity Building Activities	600	600	600	600	600	3,000
Outcome 4 (Global Knowledge)						
G) Global Knowledge Creation and Sharing (total):	1,150	1,150	1,150	1,150	1,150	5,750
- Developing new tools and knowledge for policy makers	500	500	500	500	500	2,500
- Informing and influencing global debates (incl. ministerial conferences)	300	300	300	300	300	1,500
- Catalysing global public action	150	150	150	150	150	750
- Impact Scalars (cooperating with regional actors)	200	200	200	200	200	1,000
TOTAL FOR GLOBAL SERVICES PACKAGE	1,750	1,750	1,750	1,750	1,750	8,750
H) PAGE Secretariat and PAGE Governance	2,050	2,050	2,050	2,050	2,050	10,250
TOTAL FOR 2021–2025	15,250	15,250	14,050	14,450	13,650	72,650
In-kind contribution from PAGE agencies	1,250	1,250	1,250	1,250	1,250	6,250
OVERALL TOTAL FOR 2021–2025	16,500	16,500	15,300	15,700	14,900	78,900

* For ease of preparation and presentation, the average amounts of USD 400,000 and USD 800,000 are used for different phases of country support. Actual disbursements will be based on the specific country situation as presented in the section on the Country Support Package.

8.1.1 *Five-year country engagement: outcomes 1-4 of the Theory of Change*

The five years of engagement include an inception phase year and a year where the country phases out from the programme. Based on lessons learned, lower amounts are allocated in these two years.

During the remaining three years full implementation of activities takes place. Each country will have the possibility of accessing support, jointly delivered by the five United Nations agencies of up to USD 800,000 per year. The actual allocation will be subject to internal reviews and consideration of each specific country situation.

During the five years of country engagement, countries can benefit from the elements included in the country support package, which include:

- Informing and enabling policy reforms
- Creating a consensus on policy options
- Building capacity to measure progress
- Supporting sectoral and thematic reforms
- Catalysing finance
- Building capacity of the IGE transition
- Making communication and outreach products accessible to national policymakers and the public
- Developing country sustainability strategies to maintain the momentum after PAGE support

During 2021–2025, this package will be offered to all new countries. Countries with ongoing work in 2021, when the PAGE Delivery Plan 2021–2025 becomes effective, could also benefit from the additional elements and increased support if country situations allow.

Considering all countries that can potentially receive support, the amount by year for the five-year support ranges between USD 6.4 million and USD 8 million (a total of USD 36.4 million for 2021–2025).

South-South and Triangular cooperation and learning on IGE

The five-year country engagement package is complemented by South-South and Triangular cooperation. PAGE aims to facilitate peer-to-peer learning among PAGE countries and allocate USD 500,000 per year (a total of USD 2.5 million for 2021–2025) to explicitly motivate bilateral and collective cooperation and learning between PAGE countries and to strengthen alliances with other South-South and Triangular cooperation programmes. All PAGE countries, regardless of the phase they are in, can participate, including PAGE alumni countries.

Accessing technical expertise for IGE transition to countries

An amount of USD 750,000 per year is allocated to the five PAGE agencies (a total of USD 3.75 million for 2021–2025) to access in-house technical expertise in support of country delivery and to provide global services packages.

8.1.2 *PAGE alumni country engagement*

After having completed a five-year engagement, a country becomes an alumni country, and can still benefit from three mechanisms – the post-graduation support (up to two years), the Green Economy Challenge Fund, and participation in South-South exchange and the global services package. The nature of activities to be funded by these mechanisms will contribute notably to outcomes 1–3 of the PAGE Theory of Change.

Post-graduation support: monitoring progress on sustainability strategy and consolidation of reforms

Alumni countries that complete the five years of support have the possibility of receiving up to two years of post-graduation support, based on country demand and opportunities available to add further value. A total amount of USD 1 million per year would be needed for all countries to allow for continued engagement, to sustain the green economy transformation in critical areas, and to continue the monitoring and consolidation of results. The yearly lump sum allocation assumes that not all countries will need post-graduation support and that the level of funding can vary among countries. The PAGE Management Board will approve the countries to receive post-graduation support and the country specific allocation in a given year based on suggestions developed by the PAGE technical team.

The total amount needed per year for post-graduation support is USD 1 million (a total of USD 5 million for 2021–2025).

Green Economy Challenge Fund

Alumni countries with a strong commitment to IGE transition will be able to participate in the Green Economy Challenge Fund. This could provide the possibility of accessing funds in addition to the post-graduation support. The Challenge Fund will be accessible to all PAGE alumni countries through an open competitive process. Submission and selection of proposals will be guided by the PAGE technical team with a final approval by the PAGE Management Board. The total annual allocation needed is USD 1.2 million (a total of USD 6 million for 2021–2025).

8.1.3 *Green Recovery Fund*

USD 7 million are available in the MPTF specifically to support the COVID-19 response, which provided access to PAGE countries to additional funds to support them in a Green Recovery. Starting in 2020, PAGE initiated a country survey on needs assessments an application period that gave all 20 PAGE countries the opportunity to develop and submit a proposal to request additional support for green recovery for an initial budget of up to USD 300,000 per country.

8.2 Funding allocation for the Global and Regional Services Package

A total amount of USD 1.75 million per year is needed for global work (USD 8.75 million for 2021–2025) as further detailed below.

Global capacity-building activities– outcome 3 of the Theory of Change

An allocation of USD 600,000 per year is included (a total of USD 3 million for 2021–2025) under this package to build capacity for advancing an inclusive green economy at the global level. This includes the development and offer of global training packages, organizing global academies and forums for IGE training and learning, and providing online expert assistance and platforms for policy development.

Global knowledge creation and sharing– outcome 4 of the Theory of Change

The financial framework provides an allocation of USD 1.15 million per year to advance global knowledge creation and sharing (a total of USD 5.75 million for 2021–2025) with a focus on the following four areas:

- An allocation of USD 500,000 per year (a total of USD 2.5 million for 2021–2025) will be available for the development of new tools and cutting-edge knowledge on IGE for policymakers.
- An allocation of USD 300,000 per year (a total of USD 1.5 million for 2021–2025) is included in this financial framework to influence global and regional policy and public debates through PAGE Ministerial Conferences and for participation in major international and regional events.
- An allocation of USD 150,000 per year (a total of USD 750,000 for 2021–2025) is devoted for catalysing global public action for SDGs, climate and the green economy through communication and outreach activities at the global level.

Finally, for scaling up the green economy transition through cooperation with regional institutions and actors, USD 200,000 per year (a total of USD 1 million for 2021–2025), which can be deployed to different regions, is included in this financial framework.

8.3 PAGE Secretariat and governance

To better serve the Partnership, the PAGE Secretariat should be strengthened to effectively manage the Trust Fund of the Partnership, expand services to partner agencies, countries and funding partners, and deliver effective governance functions. The budget with maximum amount of USD 2 million per year will be used for services related to the monitoring and reporting of results, resource mobilization and partnership building, strategic support to countries, coordination of South-South cooperation, management of the Green Economy Challenge Fund as well as external evaluations and audits, and the provision of support for meetings of PAGE governance bodies (Management Board, Steering Committee and others). The annual allocation for the PAGE Secretariat is subject to approval by the Management Board.

9. Monitoring and Evaluation (M&E)

Under the direction of the PAGE Secretariat and Technical Team, a M&E system has been developed and updated (in 2021). It will be used to monitor and evaluate the PAGE outputs in terms of results and effectiveness. PAGE indicators - as specified in the PAGE programme Log-frame and related overall workplan - will be used to measure results and progress of implementation of PAGE activities.

At the country level, the multi-year results framework together with country workplans provide the basis for planning and monitoring progress on a regular basis. At the end of each calendar year, the Project Coordinator and PAGE agencies will prepare a summary of progress. The report will feed into the global monitoring and reporting of PAGE results. A final consolidated financial and narrative annual progress report will be provided to the Management Board and Steering Committee by 31 May of the following year.

Where the delivery of certain outputs at the country or global levels is delayed or no longer feasible, an adaptive course of action will be set in place by means of the risk management strategy. Lessons learned in the course of project implementation will be included in the monitoring process to continually adapt and improve action and address challenges encountered during implementation.

Programme evaluations or similar reviews can be initiated under different considerations. Funding partners may require evaluations or reviews at certain milestones in their funding cycles. Formal evaluations may also be initiated as part of UN programming cycles, for the full programme or, agency specific, for programme elements led by one agency. The PAGE Management Board may also commission periodic independent lessons learned and review exercises relating to the programmatic aspects of PAGE.

Formal periodic evaluations of the full PAGE Programme (across the five agencies), such as mid-term and final evaluations, will be carried out independently in accordance with agreed evaluation guidelines. They should be credible, independent, impartial and transparent, and should assess the relevance, efficiency, effectiveness and sustainability of PAGE results and their contribution to achieving national priorities, informed decision-making and knowledge generation.

The terms of reference of the evaluations will be developed by the designated Evaluation Office of the agency leading the evaluation, in close consultation with the PAGE Secretariat, the Management Board and the PAGE Steering Committee. The selection of the independent evaluation team will be undertaken by the Evaluation Office, in consultation with the PAGE Secretariat and Management Board. More specific details of the review and evaluation process will be defined by the designated Evaluation Office, in consultation with the PAGE Secretariat, Management Board and PAGE Steering Committee.

10. Cooperation with other initiatives and programmes

PAGE has developed models for cooperation, collaboration and synchronization of activities with other institutions—both at the global and country level, basing its strategy on the relative strengths of its partners and a strong sense of community, trust and non-competitiveness.

As presented in Figure 9, cooperation with other initiatives includes the UNEP-UNDP Poverty Environment Action Initiative (PEA), SWITCH Africa Green and SWITCH-Asia, UN-REDD, the One Planet Network, UNDP BIOFIN, the Green Commodities Programme, the Good Growth Partnership, the Global Green Growth Institute, the Green Economy Coalition (GEC), the Green Growth Knowledge Partnership (GGKP), UNEP Environment and Trade Hub, UNEP Finance Initiative, and GIZ, among others. PAGE is also part of the global inter-institutional Group called the Partners of Inclusive Green Economy, composed of UNEP, GEC, GGKP, PEA, the International Labour Organization, the Organisation for Economic Co-operation and Development (OECD), GGGI, the International Institute for Environment and Development and GIZ.

PAGE will continue strengthening collaboration with organizations and initiatives that are able to contribute to achieving PAGE's principal outcomes in participating countries. These will include United Nations agencies, regional economic commissions and intergovernmental bodies, global alliances, global and national think tanks, financial institutions, and knowledge, learning and training institutions. As these partnerships will be based on actions in specific countries, these institutions will be referred to as Action Partners in the communication and outreach materials, joining the ranks of Funding Partners and Country Partners. Strengthened capacity in the PAGE Secretariat is envisaged to solidify partnerships and cooperation with other initiatives.

Figure 9: PAGE Partnerships



11. Public Dissemination (Public disclosure)

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 Organization 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.

12. Resource Mobilization

PAGE resource mobilization efforts will have two dimensions: the mobilization of resources for the PAGE 2030 Strategy and Delivery Plan 2021–2025 and support to countries in leveraging additional funding beyond PAGE Trust Fund resources. Strengthened capacity in the PAGE Secretariat is envisaged to increase the focus on partnership building and fundraising.

12.1 Mobilizing resources for the PAGE Delivery Plan 2021–2025

Continuous efforts to improve quality, efficiency and effectiveness of PAGE services to partner countries will be a key element of the resource mobilization efforts. This will be coupled with efforts to make PAGE results more visible and accessible to current and potential funding partners.

Maintaining and strengthening the trust and confidence of existing PAGE funding partners by meeting their expectations of the current programme of work will be a central piece of PAGE's resource mobilization strategy.

Senior managers of the partner United Nations agencies will approach current and new funding partners through joint letters and other efforts to strengthen and broaden the PAGE funding base. In addition, members of the PAGE Management Board will undertake joint actions for resource mobilization, including outreach to new funding partners.

To be more effective in resource mobilization efforts, the PAGE 2030 Strategy has been structured in two phases: 2021–2025 and 2026–2030. The targets for mobilizing funds for this first phase (2021–2025) are approximately USD 73 million.

As part of this financing approach, and in line with PAGE financing and budgeting principles, PAGE will undertake a mid-term review, starting in early 2024, to assess progress and performance, prior to fundraising for the second phase 2026–2030.

12.2 Support countries in leveraging additional funding

PAGE, in its role as catalyst, will continue to support countries in leveraging funding for greening of economies. A key element will be increasing countries' awareness and capacity to apply for available environment and climate funding in support of a green economy transition (the Green Climate Fund, the Global Environment Facility and others).

Equally important will be the consolidation of existing partnerships with other initiatives and programmes and the building of new ones that can finance downstream activities or provide matching funds. This will include funding partners' in-country programmes, the One Planet Network, UNEP Finance Initiative, UN-REDD, the Global Green Growth Institute (GGGI), UNEP-UNDP Poverty Environment Action, UNDP BIOFIN, and Green Commodities Programme among others. Outreach to philanthropic institutions will be also part of PAGE efforts.

In line with the increased support for public and private finance envisaged under the PAGE Delivery Plan 2021–2025, stronger connections will be established with institutes and programmes that support the finance sector in developing green portfolios or in building the capacity of countries and entrepreneurs to prepare bankable projects.

Another avenue under the PAGE Delivery Plan 2021–2025 is the engagement with regional and subregional actors including intergovernmental and regional institutions and development banks. Modest seed funding from PAGE opens opportunities for regional actors to build green economy regional projects and programmes and connect those with funding mechanisms targeting specific regions.

Further details may be found in the *PAGE Resource Mobilization Strategy for PAGE Strategy 2021-2030*.

13. Audit

The administrative agent and participating UN organizations will be audited according to their own rules and financial regulations and in line with this framework for joint audit. Government entities will be audited in accordance with the national audit framework.

14. Modification and expiration of MPTF

The expiration of the MPTF for the PAGE Programme is 31 December 2030.

Annex: PAGE Programme Logframe

PAGE Programme Logframe – Revision 2020/2021

March 2021

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
Impact: Countries transform their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain investment and foster growth in line with the Sustainable Development Goals, the objectives of the Paris Agreement, Post-2020 Biodiversity Targets and other environmental conventions and sustainable development frameworks.	IMPACT INDICATORS: <ol style="list-style-type: none"> 1. SDGs to which PAGE has contributed to advancing 2. Regional sustainable development priorities that PAGE has contributed to advancing 3. NDCs that PAGE has contributed to advancing, by country 4. Post-2020 Biodiversity Targets to which PAGE has contributed 5. COVID-19 green recovery targets and goals to which PAGE has contributed⁵ 6. Other relevant environmental conventions and sustainable development frameworks 	<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 <i>PAGE contributions to Voluntary National Reviews for High-Level Political Forum (HLPF)</i> <i>NDC submissions</i>	Major global social, economic, financial, and environmental shocks are avoided Support for IGE reforms is maintained despite possible changes to national contexts and governments

⁵ Such targets and goals could be derived from, for example, [A UN framework for the immediate response to COVID-19 Recovery, 10 priority options for a Just, Green, and Transformative Recovery](#); and [UN Secretary General's 6 climate-positive actions](#).

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
<p>Intermediate Outcome:⁶</p> <p>Countries reframe economic policy and programmes around sustainability and strengthen enabling policy conditions, incentives, partnerships and business practices that catalyse greater public and private investment in resource-efficient technologies, economic activities and infrastructure that benefit all of society including vulnerable and marginalized women, men, youth, and communities.</p>	<p>INTERMEDIATE OUTCOME INDICATORS:</p> <ol style="list-style-type: none"> 1. Economic policy and programmes reframed along sustainability and climate action and enabling policy conditions, including finance, strengthened across sectors 2. Green Public-Private Partnerships and sustainable business practices strengthened 3. Green industry and green jobs promoted 4. Social conditions and social equities improved across societies 5. Knowledge and learning for green economy enable institutions, policymakers, and individuals to take effective action on green economy 6. New South-South and Triangular and PAGE alumni country collaborations resulting from established or leveraged mechanisms 7. Partnerships and alliances strengthened with key institutions and actors that help establish platforms for expanding and financing the IGE transition 8. Joint delivery model of the five UN agencies strengthened, contributing to the UN System delivery 	Outcomes 1-4	

⁶ Referred to as 'Overall Outcome' in PAGE Strategy 2021-2030

Intended Results	Indicators	Sources/Mean Verification of	Assumptions/ External Factors
Outcome 1: ⁷ Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into SDG-aligned economic and development planning and financing.	1.1 Number of countries or provinces (at sub-national level) that i) have adopted or ii) started to implement national development plans or cross-sectoral strategies integrating IGE priorities. 1.2 Number of 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 announcements National, regional, global SDG Reports	
Outputs:			
1.1 IGE diagnostics, assessments, and policy analysis undertaken	1.1.1 Number of reports providing national IGE diagnostics, assessments and policy analysis conducted in consultation with national stakeholders that inform national planning processes	Published IGE diagnostics, assessment reports Reports from PAGE national multi-stakeholder events	Availability of national institutions with expertise in policy-focused interdisciplinary research Effective coordination between ministries, the national institution(s) conducting research and
1.2 Public, private, and civil society stakeholders mobilized and engaged in cross-sectoral IGE prioritization	1.2.1 Cross-sectoral national consultations and dialogues organized to mobilize stakeholders, share results of policy analyses, and consult on priorities 1.2.2 Number of countries with national steering mechanism overseeing IGE work meeting regularly	List of steering committee members and meeting minutes of its meetings Technical papers on policy measures/action plans Reports from agencies	

⁷ Outcome statements are shortened versions of those in the [PAGE Strategy 2021-2030](#). The full description of Outcome 1 reads *Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into medium- and longer-term SDG-aligned economic and development planning and financing through multi-stakeholder collaboration that responds to the interests of the business community and civil society including women, youth and other traditionally vulnerable and excluded groups.*

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
1.3 Tools to measure progress and resources allocated to a more inclusive green economy	1.3.1 Number of countries with IGE measurement framework established 1.3.2 Number of countries with mechanism for green budgeting established	Measurement frameworks Sustainability strategies	multi-stakeholder participatory process
1.4 Sustainability strategy ⁸ for the phaseout of PAGE support developed in consultation with and endorsed by national partners	1.4.1 Number of countries with sustainability strategies for the phaseout of PAGE support developed/updated and endorsed by national partners		
Outcome 2: ⁹ Countries implement evidence-based sectoral and thematic reforms and programmes in line with national and sub-national IGE priorities.	2.1 Number of thematic and sectoral policies, programmes, and instruments supporting IGE priorities that PAGE countries i) have adopted, or ii) are implementing 2.2 Number of countries that have mobilized financing for IGE 2.3 Number of financing sources mobilized for IGE	Government announcements National/sub-national, sectoral reports National/sub-national financial year reports; ODA reports National chamber of commerce reports/documents	

⁸ The development of sustainability strategies, which are based on 5 sustainability criteria, are a requirement for PAGE graduating countries. Guidance materials are provided by the Secretariat.

⁹ Outcome statements are shortened versions of those in the [PAGE Strategy 2021-2030](#). The full description of Outcome 2 reads “Countries are making a just transition to IGE, have access to financing, and are implementing evidence-based sectoral and thematic reforms in line with national and subnational IGE priorities. These include green industry, circularity, sustainable infrastructure, greening value chains, and other formal and informal economic and livelihood activities that generate employment while sustainably managing the natural resource base, biodiversity and ecosystem services on which they depend”. (p.20)

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
Outputs:			
2.1 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 conducted in consultation with national stakeholders that inform sectoral or thematic planning processes	Reports presenting results of diagnostics, assessments, and analyses Strategy documents based on sectoral and thematic studies	Sectoral and thematic IGE expertise is available Interdisciplinary research, multi-stakeholder participatory process and inter-ministerial coordination is aligned
2.2 Sectoral and/or thematic policies, strategies, programmes, and plans that draw on results from diagnostics, assessments, and policy analysis and/or are designed with advisory support	2.2.1 Number of sectoral or thematic policies, strategies, programmes, and plans designed and advanced in consultation with national partners	Reports from PAGE sectoral or thematic mobilization events Technical papers on sectoral and thematic policy measures/action plans/investment proposals Cooperation agreements	A convincing business and investment case is made to inspire private sector and financiers to support implementation of IGE
2.3 IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks and private sector	2.3.1 Number of partners who commit to co-financing, complementary follow-up programming, pledges, PPPs, etc.	Activities and projects linked to PAGE initiative	Government commitment and leadership is sustained to follow through policy reform Access to financing is essential to the successful implementation of sectoral or policy reforms

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
Outcome 3: Individuals and institutions representing public, private, social partners ¹⁰ , civil society groups and stakeholders have acquired capacities needed to advance IGE approaches at the regional, national, and sectoral levels.	3.1 Number and Percentage ¹¹ of survey respondents who report using knowledge and skills acquired from PAGE training and capacity development activities. 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 3.3 Number of training programmes for which IGE elements are integrated and delivered by national institutions ¹²	Impact evaluation and surveys from training programmes Training reports Updated curricula from national training institutions	
Outputs:			
NATIONAL/SUB-NATIONAL LEVEL: 3.1 Capacity development support delivered to (sub)national institutions	NATIONAL/SUB-NATIONAL LEVEL: 3.1.1 Number of (sub)national institutions having strengthened their capacity to deliver IGE policy analysis or training or to lead policy and stakeholder consultation processes	Training materials Curricula Reports of training activities	Availability of multilingual capabilities and material to meet the needs of the country

¹⁰ Refers to the tripartite mechanism involving government, workers' and employers' organizations, which is core to developing and implementing inclusive socio-economic policies, in particular employment policies. Workers' and employers' organizations play an important role especially in organizing and facilitating stakeholder consultations and delivering trainings to workers and enterprises. Industrial associations also play a critical role in planning and implementing sectoral development policies and strategies.

¹¹ If percentage proves to be more meaningful, number may be dropped.

¹² For all training programmes under PAGE, learning objectives are defined and will be considered either as a 'knowledge' objective, or one that leads to a general understanding of concepts and processes to enhance preliminary knowledge, or as a 'performance' objective, or one that results in the application of knowledge through the demonstration of new skills (e.g., the application of economic modelling methodologies). For more information, see UNITAR guidance ([here](#)). This distinction also applies to indicators 3.2.1-3.3.3.

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
3.2 (Sub)nationally tailored training programmes with clear and measurable learning outcomes developed and delivered ¹³	3.2.1 Number of people that have completed (sub)national level training programmes 3.2.2 Percentage of participants who report having increased their capacity in IGE related issues through (sub)national trainings 3.2.3 Number of IGE training programmes and specific training modules developed for recurrent use by (sub)national institutions	Participants lists Feedback forms Surveys with trainees Satisfaction surveys from participants Certificates of completion	Interest of stakeholders and change agents in building their capacity on IGE
GLOBAL/REGIONAL LEVEL 3.3 Global and regional leadership and training programmes and packages developed and delivered for individuals and institutions	GLOBAL/REGIONAL LEVEL 3.3.1 Number of people that have completed training on IGE in globally or regionally offered on-line training and on-campus training programmes 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 global IGE training programmes and specific training modules being offered to countries by PAGE		

¹³ Includes Training of Trainers training, such as the Start and Improve Your Business (SIYB) Programme

Intended Results	Indicators	Sources/Mean Verification	of Assumptions/ External Factors
Outcome 4: ¹⁴ National and regional stakeholders, including green economy champions, decision-makers, practitioners, and youth representatives, access and apply knowledge for advancing IGE	4.1 Number of times that PAGE knowledge products are used for the implementation of IGE priorities at national level	Impact evaluation among PAGE countries References to PAGE knowledge products in reports, media, etc. Cooperation agreements	
Outputs:			
GLOBAL/REGIONAL LEVEL 4.1 IGE knowledge products and platforms generated/leveraged and shared	GLOBAL/REGIONAL LEVEL 4.1.1 Number of IGE knowledge products generated and made available on PAGE website for national level application 4.1.2 Number of platforms established or leveraged to advance IGE knowledge-sharing and dialogue, including for and by youth and green economy champions 4.1.3 Number of institutions, individuals, and initiatives collaborating under a wider PAGE network	Published reports, products and platforms Agenda of global and regional dialogues Reports/minutes of key events/ Participant lists PAGE website Annual reports: list of institutions partnering with PAGE at global and national level	Ability of PAGE partners to develop quality knowledge products and platforms Interest in coordination and cooperation from other related mechanisms, programmes, and organisations (such as GGKP, GEC, One Planet Network, GIZ, etc.) Effective participation of developing and developed countries in PAGE

¹⁴ Outcome statements are shortened versions of those in the [PAGE Strategy 2021-2030](#). The full description of Outcome 4 reads *National and regional stakeholders, including green economy champions, decision makers, practitioners, and youth representatives have access to cutting-edge knowledge for advancing IGE approaches and global best practices, analytical tools and platforms and events for sharing their insights and innovations with peer groups within and across countries and communities.*

Intended Results	Indicators	Sources/Mean Verification of	Assumptions/ External Factors
4.2 IGE South-South and Triangular events and dialogues organised to promote knowledge-sharing and debate on IGE	4.2.1 Number of IGE South-South and Triangular events, peer learning and dialogues, including scaling of good practices, held in cooperation with other partners	National steering meeting minutes New/updated communication strategies/plans National media	knowledge-sharing events, debates, and dialogues PAGE country teams have capacity to develop and update advocacy, outreach, and communications strategies
4.3 Global PAGE IGE advocacy, outreach, and communications strategy to reach PAGE stakeholders developed, put into practice, and reviewed/updated annually	4.3.1 Communication strategy, plan, or tools—with defined audiences that include decision-makers, practitioners, and youth representatives—developed, implemented, and updated annually		
NATIONAL/SUB-NATIONAL LEVEL: 4.4 National outreach and communication strategies/plans to reach PAGE stakeholders developed/updated and put into practice ¹⁵	4.4.1 Number of national communication strategies or plans with defined audiences developed and implemented		
4.5 Targeted national awareness-raising activities implemented and/or tools developed	4.5.1 Number of targeted national awareness-raising activities implemented and/or tools developed		

¹⁵ Communication strategies and plans should include their own set of indicators for tracking communication objectives through specified channels (i.e. through social media, newsletters, podcasts, etc.). For simplicity, the global logframe includes only the development, implementation, and updating of the communication plan. This applies to both the global and national levels.