Evaluation Office of UN Environment

Mid-term Evaluation (MTE) of the UN Environment-ILO-UNDP-UNIDO-UNITAR project 'Partnership for Action on Green Economy (PAGE)

Source: PAGE. PAGE Ministerial Conference in Berlin, March 2017.

April 2017

Evaluation Office of UN Environment

Photos Credits:
Front cover: PAGE Secretariat

@UN Environment (2017)

This report has been prepared by independent consultant evaluators and is a product of the Evaluation Office of UN Environment. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Senior Management.

For further information on this report, please contact:

Evaluation Office of UN Environment
P. O. Box 30552-00100 GPO
Nairobi Kenya
Tel: (254-20) 762 3389
Email: chief.eou@unep.org

Project Title: Mid-term Evaluation (MTE) of the UN Environment-ILO-UNDP-UNIDO-UNITAR project 'Partnership for Action on Green Economy (PAGE)
Project number:
Date: 04/2017
All rights reserved.
© (2017) Evaluation Office of UN Environment

ACKNOWLEDGEMENTS

This mid-terminal evaluation was prepared for the Evaluation Office of UN Environment by Camille Bann as the lead Consultant and Mario Bazan, Alioune Seydi, Narangerel Yansanjav, Xuebing Sun as supporting consultant . The report benefits from a peer review conducted within Evaluation Office of UN Environment.

The Evaluation Office of UN Environment would like to thank the UN Environment-ILO-UNDP-UNIDO-UNITAR project 'Partnership for Action on Green Economy (PAGE) teams and in particular Steven Stone, Vera Weick, Alexandra Galef and Ardeshir Zamani (Funds Management Officer) for their contribution and collaboration throughout the Evaluation process. Sincere appreciation is also expressed to the PAGE partners, Management Board and Donor Steering Committee who took time to provide comments to the draft report. The Evaluation team would also like to thank all the PAGE countries who contributed to the evaluation process, in particular all the stakeholders who contributed to the preparation of the case studies in Senegal, Jiangsu Province, Peru and Mongolia.

Evaluation team
Lead Consultant: Camille Bann
Supporting consultants: Mario Bazan, Alioune Seydi, Narangerel Yansanjav, Xuebing Sun

Evaluation Office of UN Environment
Elisa Calcaterra – Evaluation Manager
Mercy Mwangi – Evaluation Programme Assistant

ABOUT THE EVALUATION[1]

Joint Evaluation: No, but in coordination with Evaluation Offices of UN partner agencies.

Report Language(s): English

Evaluation Type: Mid-term

Brief Description: PAGE is a direct response to the Rio+20 Declaration, *The Future We Want,* which called upon the United Nations System and the international community to provide assistance to interested countries in developing, adopting and implementing green economy policies and strategies. PAGE aims to catalyze a transition to a green economy (leverage change) in developing countries by obtaining consensus on policy reform at a high political level. The Mid-term Evaluation of PAGE is being undertaken approximately three years into project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required.

Key words: PAGE, Green Economy, UNIDO, UNITAR, UNDP, ILO, Senegal, Mongolia, Jiangsu Province, Peru, South Africa, Burkina Faso, Ghana, Partnership, multi-year program.

[1] This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website –

TABLE OF CONTENTS

EXECUTIVE SUMMARY **1**

I. INTRODUCTION **8**

Background 8
Approach to MTE 9

II. THE PROJECT **11**

A. Context 11
B. Objectives and components 13
C. Target group 13
D. Milestones/key dates in project design and implementation 14
E. Implementation arrangements 15
F. Project financing 16
G. Project partners 18
H. Changes in design during implementation 18
I. Reconstructed Theory of Change of the project 18

I. EVALUATION FINDINGS **22**

A. Strategic relevance 22
B. Achievement of outputs 23
C. Effectiveness: Attainment of project objectives and results 38
D. Sustainability and replication 45
Financial 47
Socio-political 48
Institutional Framework 48
Environment 49
Catalytic Role and Replication 49

E. EFFICIENCY **49**

F. FACTORS AFFECTING PERFORMANCE **51**

Preparation and readiness 51
Project implementation and management 51
Stakeholder awareness and public participation 56
Country ownership and driven-ness 59
Financial planning and management 59
PAGE Supervision and technical backstopping 63
M&E Plan and Implementation 64

IV. CONCLUSIONS AND RECOMMENDATIONS **65**

A. Conclusions 65
B. Lessons Learned 67
C. Recommendations 68

ANNEXES **72**

Annex 1: Response to stakeholder comments received and responses from the evaluation team 72
Annex 2: Country templates – key achievements, recommendations and lessons. 86
Annex 3: Case studies 93

ANNEX 4: STAKEHOLDER MAPPING 93
ANNEX 5: COUNTRY QUESTIONNAIRE 106
ANNEX 6: REVIEW OF PROJECT DESIGN 108
ANNEX 7: EVALUATION PROGRAM 120
ANNEX 8: BIBLIOGRAPHY 128
ANNEX 9: EVALUATION TORS (WITHOUT ANNEXES) 129
ANNEX 10: CVS OF CONSULTANTS 144

Executive Summary

Background

1. The Partnership for Action on Green Economy (PAGE) is a **multi-year program** responding to the call made at Rio+20 to support countries in pursuing green economy policies[2]. It was launched at the UN Environment's Governing Council in **February 2013**. PAGE is a partnership between five UN agencies – the UN Environment (formally known as UNEP), the International Labor Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), and, the United Nations Institute for Training and Research (UNITAR).

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

3. PAGE is designed to offer a comprehensive approach to a green economy through its coordinated approach, and through its diverse partners and activities. PAGE is a small project and is designed to act as a catalyst for change, not to do everything. It operates upstream, informing policy through its technical studies focused on sustainable economic development scenarios, green industry development and green and just employment creation. Its main purpose is to catalyze action at the national level through its coordination of all stakeholders to form a critical mass of actors who together can transform the economy. PAGE can empower and support countries that are committed to transitioning to a green economy.

Main findings of the Mid Term Evaluation

4. PAGE has achieved a lot in a short amount of time with limited funding. There is good co-ordination across the five UN Agencies and evidence of inter-ministerial working in PAGE countries. Governments acknowledge the importance of PAGE and welcome on-going support.

5. The **strategic relevance** of PAGE is rated as '**Highly Satisfactory**'. PAGE helped to keep the momentum of the Rio Summit and is now well placed to help countries meet their international agreements on the Sustainable Development Goals (SDGs) and the Intended Nationally Determined Contributions (INDCs) under the Paris Agreement. PAGE is also clearly aligned with the UN project on the Ten Year Framework of Programmes (10YFP) on Sustainable Production and Consumption, the mandates of its 5 Agencies and with the strategic priorities of its partner countries. PAGE's integrated approach can support the delivery of **Sustainable Development Goals** and Paris Agreement but more focus is needed to fulfill this potential. The demand from governments for support on integrated policies and planning and SDG delivery is high and there is a clear opportunity for PAGE to move more center stage in the SDG / INDC process.

6. Achievement of outputs is rated as **Satisfactory** overall. A lot has been achieved across the eight countries and at the global level. For example, **Mongolia** developed 108 Green indicators related to the SDGs, some of which are to be integrated into National Statistic Office's (NSO) surveys and studies, the Industrial Waste Assessment (IWA) in **Mauritius** has created awareness on the need for industrial management among the participating enterprises and key policy makers, and a number of initiatives in **Peru** supported Green Jobs. At the global level PAGE has successfully raised awareness and capacity**;** the PAGE Green Economy Academy attracts senior government officials and

[2] PAGE was initially designed as a 7 year program. However, based on current planning set out in the Operational Strategy 2016-2020, it is likely that the programme will go beyond 2020 if funding is available.

technicians from around the world and is an excellent forum for knowledge exchange and learning. PAGE has also developed popular and effective e-learning material and a range of global knowledge products. However, it has not been possible to undertake a number of activities as planned due to funding delays and/or political factors.

7. Effectiveness – attainment of project objectives and results at this mid-point in the project's implementation is rated as **Moderately Satisfactory** overall and across its three sub components (achievement of direct outcomes, likelihood of impact and achievement of project goals and planned objectives). With the exception of Ghana, PAGE countries are expected to achieve their *direct outcomes*, assuming a number of challenges are overcome. In terms of *impact* there is some evidence of countries implementing IGE policy reforms that can be partly attributable to PAGE. For example, in **Mauritius** the Ministry of Finance and Economic Development has allocated funding in the budget of 2016-2017 for the Marshal Plan Against Poverty, which was supported by PAGE. In **Mongolia** the Ministry of Finance plans to review the Public Procurement Law with the objective of integrating Sustainable Public Procurement (SPP) by 2017, based on the assessments done at the country level with the support of PAGE. In **Senega**l UNIDO, in collaboration with the GEF and the World Bank, is promoting the Green Industry report of Senegal through the establishment of an integrated industrial platform and the development of a sustainable model city in Diamniadio, which should be operational in 2017.

8. Overall the **sustainability and replication** of PAGE is rated as **Moderately Likely**. The financial sustainability of PAGE is rated as 'Moderately Likely'. It is unclear at this stage to what extent PAGE can contribute to the leveraging of the financial resources to effect change although the total funds secured and pledged to January 2017 is recorded as approximately US$30 million, excluding in-kind contributions (see Table 3, pg 11 of this report). Socio-political sustainability is rated as 'Moderately Likely'. Regime changes have led to delays of PAGE activities in many countries, however in most countries Governments remain in support of an IGE. The sustainability of institutional frameworks is rated as 'Moderately Likely'. PAGE needs to help establish sustainable coordination mechanisms to ensure integrated policies and actions plans and to invest in building partnerships that will continue after PAGE support comes to end. A commonly held view is that PAGE should not just be partnering with the Ministry of Environment**,** but with a range of with ministries, in particular the Ministry of Economy and Planning. The development of sustainable institutions – multi-ministerial and multi-sectoral committees and platforms is also key to the sustainability of PAGE, but are lacking in some PAGE countries and need further development in countries where they are already in operations. Environmental sustainability is rated as Highly Likely as environmental stewardship is fundament to the PAGE approach. Catalytic role and replication is rated as 'Likely' PAGE's core value added is acting as a ***catalyst*** for a sustainable IGE approach. As evidence of replication, a few cities outside of Jiangsu Province, China have expressed their interests in PAGE and Dongying City of Shandong Province is implementing the PAGE approach with its own finances. In **Mauritius,** the private sector are replicating energy audits at own cost.

9. Overall the efficiency of the project is rated as '**Moderately Satisfactory'**. The collaboration between the five UN agencies has resulted in efficiencies, but financial disbursement issues have resulted in delays and inefficiencies.

10. Project preparation and readiness is rated as **Satisfactory**. Overall the project design is considered to be of high quality, addressing the core requirements as expressed in the evaluation review of project design template.

11. Project implementation and management is rated as '**Moderately Satisfactory'**. The Global Governance structure is positive with PAGE providing an example of effective cooperation among the UN agencies. The 5 agencies work well together, there is a good level of cooperation and genuine commitment and the Management Board is very strong**.** Nonetheless, work plans have been disrupted due to delays in financial disbursements and co-ordination mechanisms are lacking in some countries. There is currently a **coordination** gap in integrated policy design and delivery which PAGE is well suited to help fill. Without coordination initiatives will follow the traditional silo approach, missing important opportunities and synergies across sectors, and the ability to scale up initiatives by raising awareness and leveraging funding from a comprehensive body of actors. Two mechanisms are crucial at the national level if PAGE is to fulfill this coordination function – an effective national

coordinator and a multi-stakeholder committee/platform that is not vulnerable to political change and which is structured and supported to persist beyond PAGE.

12. Overall stakeholder participation and public awareness is rated as Satisfactory. There is good evidence of partnership building and multi-stakeholder involvement, but more civil society and private sector engagement is needed. PAGE has successfully raised **awareness and capacity** both in the countries in which it has a presence and beyond. The PAGE Green Economy Academy attracts senior government officials and technicians from around the world and is an excellent forum for knowledge exchange and learning. The Academy is replicable at the regional and national level, as experiences in Africa and Latin America have shown. PAGE has also developed popular and effective e-learning material and a range of global knowledge products.

13. Country ownership and driven-ness is on the whole very good, with the exception of Ghana where the commitment to a green economy is strong, but not necessarily to the PAGE project. It is rated overall as '**Satisfactory**'. PAGE's criteria for selecting countries ensure that it only works with countries where such a commitment is evident. National political commitment and ownership of PAGE has been tested in a number of cases following changes of government and, in the case of Ghana, due to weak project management

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

15. Monitoring and evaluation is rated as '**Moderately Satisfactory**'. For each of PAGE's four outcomes and associated outputs, the monitoring framework provides a high level indicator and captures progress against the baseline (2014). There are no targets presented with the indicators because of uncertainty over funding to 2020. As of 2015, only the indicators for outcomes 1 and 2 had been monitored. For outcomes 3 and 4, the indicators were not monitored in 2014 or 2015 due to a lack of systematic data collection, which was to be addressed in 2016.

16. The overall ratings for the project are provided below.

PAGE MTE Overall Ratings Table

Criterion	Summary Assessment	Rating
A. Strategic relevance	PAGE / IGE aligned with delivery of SDGs and INDC	**HS**
B. Achievement of outputs	A lot has been achieved but some activities delayed due to delays in funding and political factors.	**S**
C. Effectiveness: Attainment of project objectives and results		MS
1. Achievement of direct outcomes	Most countries are showing substantial progress towards achieving their outcomes and assuming that a number of challenges are overcome in the remaining implementation period direct outcomes are expected to be achieved by the end of the project. However, Ghana is *not* on track to achieve its outcomes	MS
2. Likelihood of impact	At the Mid-term stage there is some evidence of countries implementing policy reforms, that can be partly attributed to PAGE	ML
3. Achievement of project goal and planned objectives	At the Mid-term stage there is some evidence of countries progressing towards the projects goals and planned objectives implementing.	MS
D. Sustainability and replication		ML
1. Financial	It is unclear at this stage to what extent PAGE can contribute to the leveraging of the financial resources to effect change	ML

Criterion	Summary Assessment	Rating
2. Socio-political	Regime changes have led to delays of PAGE activities in many countries, however in most countries governments remain supportive of IGE	ML
3. Institutional framework	Institutional framework / mechanism need to be developed in a number of countries	ML
4. Environmental	Environmental stewardship is fundamental to the PAGE approach	HL
5. Catalytic role and replication	Replication already evidenced in China.	L
E. Efficiency	The collaboration between the 5 Agencies is considered to bring overall benefits, however financial disbursement issues have resulted in inefficiencies	MS
F. Factors affecting project performance		S/MS
1. Preparation and readiness	Overall the project design is considered to be of high quality	S
2. Project implementation and management	Work disrupted due delays in financial disbursements. Key coordination mechanism lacking in some countries	MS
3. Stakeholders participation and public awareness	Evidence of multi-stakeholder involvement, more but civil society and private sector engagement needed.	S
4. Country ownership and driven-ness	Generally very good, with the exception of Ghana	S
5. Financial planning and management	During the first half of the project implementation period extensive disruption was experienced due to delays in financial disruptions and short funding cycles. It is anticipated that the Multi Partner Trust Fund will address most of these issues in the remainder of the project period.	U
6. PAGE supervision and backstopping	Global and Regional backstopping could be strengthened	S
7. Monitoring and evaluation		MS
a. M&E Design	Indicators need development and targets need to be set	S
b. Budgeting and funding for M&E activities	Low	MS
c. M&E Plan Implementation	Indicators need to be refined and targets set	MS
Overall project rating		S

Key Lessons

17. **Coordination** between government, international organizations, civil society and the private sector is critical to bringing about the substantive changes in national policy and practices required to achieve an IGE and the SDGs. It can also help to leverage additional resources. Good coordination requires an understanding of the opportunities and synergies between various initiatives and actors that contribute to a green economy

18. **In order to bring about national level changes a strategic approach to multi-stakeholder involvement is key**. This involves good co-operation from all ministries, the private sector and social partners. In line with lessons from other UN Environment projects PAGE needs to work more closely with planning and finance ministries to change the economy. Bringing in more partners and expanding the partnership is needed to build momentum around PAGE which governments can then use to bring in more resources.

19. **Stability.** It is important for PAGE to be able to weather changes in government, so that a change in government does not reverse or reject the hard work done. This means engaging with government staff at a level that will sustain government change as well as high level officials (champions) who may move on. The stability of the PAGE focal point is also important.

20. **Flexibility** is required in the face of regime change. It is necessary to be ready to work with a new administration but also to have an exit strategy when government support and interest fades due to government change or lack of ownership.

21. **Importance of technical studies**. Policy design and project implementation has to be preceded by well-prepared technical studies and options analysis, which PAGE can help deliver. Many countries

lack technical expertise for project preparation and tend to move towards project implementation without prior adequate technical assessment, often resulting in abandoned or incomplete projects.

22. The experiences in for example Ghana, Mauritius and Mongolia have shown the importance and advantages of **in-country presence** by the UN Agencies for the successful implementation of PAGE.

Key Recommendations

23. PAGE should undertake a review of the **causal pathways** assumed to be operating in their change efforts, to specify in particular the following aspects that are core to the PAGE approach:

- global change, so that it is clear to all parties *how* PAGE is delivering global change, which PAGE partner/s is/are leading on this within the PAGE governance structure and how the national work contributes to global change.
- How a credible and convincing business case for IGE is being built and how PAGE contributes to this effort. Can PAGE lead on building this case, as the MTE suggests it is well placed to do (and is this an area it wishes to prioritize), or is it better placed to strategically contribute to other projects responsible for this?
- What is the strategic thinking behind current capacity development and longer term institutionalization of IGE training and education? How is this informing the selection of participants in training, the nature of training, follow up to training and the conversion of new capacity into action.
- PAGE's coordination and catalytic role at the national level. Given that this is positioned at the policy level how is this building a critical mass of actors and activities downstream?

24. Agreement and clear communications by the PAGE agencies on the boundaries of PAGE to national governments is recommended to avoid repeat requests for demonstration level projects, which divert resources from PAGE's core objective. There is often demand from governments for PAGE to support demonstration projects and PAGE needs to communicate whether this is part of its offering or not. This recommendation is linked to the review of PAGE's causal pathways, as it is fundamental to the scope of the PAGE offering and where it prioritizes its efforts.

25. **Development of monitoring and evaluation frameworks at global and national level**. The indicators need to be revised to more precisely and realistically capture the results of PAGE and targets set. They should reflect the 'attribution issue' and how to measure progressive change and be clear on the concrete priorities for PAGE delivery in its four years in-country to be seen as an effective catalyst. There is also a need to align the PAGE indicators, at all levels (impact to output), with the SDG goals and targets.

26. The Lead Agency in each country needs to ensure that there is an explicit **alignment of PAGE with the SDGs**. The Operational Strategy 2016-2020 provides a narrative on the links between the SDGs and PAGE activities in Mongolia and Peru. However, there is little evidence that PAGE is explicitly integrating itself into SDGs processes at the country level and fully taking advantage of the opportunity it has to facilitate SDG delivery. This requires building relationships with SDG government leads in each country, to build a clear understanding of how PAGE can support their SDG delivery and to identify priority areas of intervention in line with current workplans. A mapping of PAGE activities in each country and their links to SDGs and the Paris Agreement would facilitate this.

27. The Lead Agency in each PAGE country should lead on the establishment of **national coordination committee / mechanisms** where they to do not already exist, along with the strengthening of existing institutional structures to incorporate a broader range of stakeholders including civil society. More emphasis on private sector is recommended in all PAGE countries**.** PAGE has some notable initiatives with the private sector in, for example, Mauritius, Senegal, Mongolia and Peru, but private sector engagement needs to be established in all countries. Transformational change will not be achievable without the private sector, who are key to spearheading the innovation and mobilizing the financial resources needed for widespread change. Greater involvement of **civil society** and consideration of the social implications of PAGE activities in all countries is

recommended to ensure that PAGE can deliver on its objective to improve the most vulnerable sections of society. There is a need to better identify the most important agents of change and those who may resist a move to a GE, including those in the private sector.

28. The lead UN agency in each country should prioritize the hiring of a **national coordinator**. Adequate resources need to be allocated to this. Where possible this should be a full time PAGE position, although joint sharing of this position with core partner projects may be more effective in some countries.

29. **Strengthen relationships with Ministries of Finance and Planning** to increase the impact of PAGE and its sustainability is recommended for all PAGE countries, led by the lead UN Agency.

30. **Exit strategies**. All PAGE countries need to develop their exit strategies, so that all stakeholders are clear on the duration of PAGE involvement, what can be realistically achieved in the four years of PAGE engagement and what needs to be in place to sustain the project outcomes. This should be led by the lead UN Agency in each country. Exit strategies need to be urgently finalized for Peru and Mongolia who are in their last year of implementation. Ideally countries should start on an exit strategy right at the beginning of the project, as they can be difficult to implement and it is important to have a clear understanding with host countries. PAGE does not have a threshold/timeframe beyond which it would leave a country due to waning interest or persistent unworkable circumstances, but this may be worth considering given that the demand for PAGE's services are extremely high and hence resource may best be placed elsewhere. In the case of **Ghana**, it is recommended that PAGE engagement is reviewed by mid-2017, given that little progress has been made in the last year and the project management structure and government commitment to PAGE cast doubts on the justification for continued PAGE support. In general, a clear commitment to inter-ministerial coordination needs to be checked not only during the application process of a country but also at different stages in the project, and when an important governmental change happens.

31. **Funding mobilization and diversification**. PAGE has a funding gap of US$28.5 million to 2020, and a resource mobilization strategy led by the Secretariat is required to address this. Currently funding lines are largely from the environmental windows of donors, which reinforces strong links with the Ministry of Environment at the country level. Different windows of finance such as jobs, industry and sustainable development would increase funds and potentially create more of a balance in terms of government focal points at the country level, including with key ministries such as finance and planning. In order to secure long term financial commitments needed for the continuity of project activities across annual financial cycles, the PAGE Secretariat should continue to work with donors. A solution is required that takes into consideration the different constraints facing individual donor funds, and fully explores opportunities with existing and potential new donors with the flexibility to pledge for longer timeframes to achieve the financial assurance required by countries to plan beyond a one year cycle.

32. **Communications** are very important both internally (between the five agencies) and externally and can be strengthened. Greater thought is needed on mechanisms to achieve this but the MTE suggests improvements may be made in the visibility of PAGE and its products globally, the systematic application of training materials, greater availability of project documents and training materials in local languages, mechanisms to inform key decision makers of PAGE technical outputs and findings, communications between the five agencies, with external partners, between project terms (e.g. at the national coordination level) and with donors (sharing of information).

33. **Capacity development and learning**. PAGE needs to ensure there is 'joined up' thinking around capacity development, institutionalized education and the change process, both at the national and global level. To achieve this, a comprehensive capacity development model is recommended capturing activities at the national and global level. At the country level this would build on UNITAR's work on Green Economy Learning Assessment (GELA) in some countries, and on the replication/adaptation of the ILO's Academy approach at regional and national level. PAGE could do more to ensure that countries learn from each other, and that the learning process in countries is well captured. This is needed to support PAGE countries and to help reach out to countries not supported by PAGE. Such learning initiatives could be facilitated at the regional level (as already done in Latin America and Africa) to complement opportunities at the Green Economy Academy held every two years. Emphasis could also be placed on the development of national education institutes and

curricular to ensure sustainability. It is also recommended that PAGE strengthens its relationships with training and research organizations and institutes to develop local capacity.

34. It is recommended that PAGE continues to explore ways to **strengthen its relationship with its partners**. Areas for consideration are: (i) systematic meetings or sessions every quarter with key partners to assess on going activities, rather than *ad hoc* meetings. This would allow partnerships to evolve in a more proactive and coordinated manner and lay the foundation for further work. If external partners are well informed on PAGE's forward workplan, partnerships can start at the outset or in advance of PAGE's entry into countries; (ii) better coordination of the communication of related project results by partners to send a powerful message; and (iii) opportunities for joint national coordinators, steering committees, work plans and office space in countries to facilitate a coordinated approach and benefit from potential operational cost savings. There are a number of programs supporting similar objectives to PAGE and therefore PAGE needs to be very clear how it will work with these programs and what its distinct (but complementary) contribution will be. PAGE and PEI are the two programs where the most questions were raised during the MTE regarding their potential overlap given their similar approach and mandate. For this reason it is recommended that the two programs set out more formally the opportunities and advantages of PEI and PAGE collaboration, based on a clear understanding of the structure and objectives of the PEI program in the future.

I. Introduction

Background

35. This report presents the finding of the **Mid Term Evaluation** of the project – Partnership for Action for a Green Economy (PAGE).

36. In line with the UNEP Evaluation Policy[3] and the UNEP Programme Manual[4], the Mid-term Evaluation of PAGE is being undertaken approximately three years into project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTE assesses project performance to date (in terms of relevance, effectiveness and efficiency), and determines the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned. The key intended audience for the MTE is the broad community involved in PAGE, but particularly those responsible for its design and implementation at the global and national level. The MTE may also be of interest to other green economy initiatives and projects, in terms of the lessons learnt from PAGE at this mid-term stage.

37. PAGE is a direct response to the Rio+20 Declaration, *The Future We Want,* which called upon the United Nations System and the international community to provide assistance to interested countries in developing, adopting and implementing green economy policies and strategies[5]. PAGE aims to support countries to build consensus and create collective commitment to plan and implement reforms that advance Inclusive Green Economy (IGE) and contribute to achieving the Sustainable Development Goals (SDGs).

38. The Partnership for Action on Green Economy (PAGE) is a **multi-year program**[6]. It was launched at the UNEP Governing Council in **February 2013**. Initially housed in the UNEP Green Economy Initiative during its start-up phase, PAGE became an independent project in 2014. The four founding UN agencies – the United Nations Environment Program (UNEP), the International Labor Organization (ILO), the United Nations Industrial Development Organization (UNIDO), the United Nations Institute for Training and Research (UNITAR), were joined by the United Nations Development Programme (UNDP) in June 2014.[7]

39. A letter of agreement among the four original agencies was signed in February 2013 (and amended in May 2014 to include UNDP) to provide a framework of cooperation and understanding and to facilitate collaboration among the agencies in order to express their shared goals and objectives with regard to PAGE. The Partnership thus brings together the expertise and broad convening power of five UN agencies. By creating a partnership between 5 UN agencies, PAGE aims

[3] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

[4] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

[5] The Rio Declaration governments clearly recognized "green economy in the context of sustainable development and poverty eradication as one of the important tools available for achieving sustainable development" (para. 56) and that "efforts of developing countries that choose to implement green economy policies (...) should be supported through technical and technological assistance" (para. 74). Further, paragraph 66, invited "the UN System to work in cooperation with relevant donors and international organizations to coordinate this assistance and provide information upon request" (including tool boxes, models, methodologies and platforms).

[6] PAGE was initially designed as a 7 year program. However, based on current planning set out in the Operational Strategy 2016-2020, it is likely that the programme will go beyond 2020 if funding is available.

[7] UNDP brought additional expertise and, importantly, country and regional presence to the partnership. This has helped to increase synergies with complementary projects and enhance longer-term programmatic mainstreaming.

to offer partner countries a package of services in a coordinated and complementary way. It is seen as a vehicle to significantly scale up on-going efforts of UNEP's Green Economy advisory services as well as related efforts of *external* partner organizations.

40. PAGE works closely with national governments (placing great emphasis on national ownership), private sector and civil society to offer a comprehensive, coordinated and cost effective package of analytical support, technical assistance and capacity building services to countries and regions. PAGE also intends to make a strong business case for investing in sustainability.

41. PAGE seeks to put sustainability at the heart of economic policymaking. It is designed to support nations and regions to reframe economic policies and practices in ways that foster economic growth, create income and jobs, reduce poverty and inequality, and strengthen the ecological foundations of their economies. That is to *transform* economic structures such that they support and incentivize Inclusive Green Economy (IGE). It has a secured and pledged budget of US$29 million for the period 2013-2017.

Approach to MTE

42. The Terms of Reference (TOR) for the MTE set out the key questions to be addressed by the MTE, around five core areas of interest. These questions were arrived at collaboratively by the UNEP Evaluation Office, through discussions with the Donor Steering Committee (DSC), PAGE partners and the PAGE Secretariat. The key questions were further discussed at the MTE inception meetings in Geneva (13-15 July, 2016), and endorsed as the core questions for the MTE (Box 1).

Box 1: PAGE MTE – Key Questions

Assessment of progress towards objectives.

- To what extent is PAGE making overall progress in the achievement of its objectives, with a focus on output delivery and pathway towards outcomes (as set out in the original external PAGE project document and the recent PAGE Operational Strategy, 2016-2020)?
- What **lessons and recommendations** can be drawn from the evidence available on current level of achievement of results?

Evidence of reforms being implemented at the country level.

- To what extent is there evidence emerging of participating countries implementing evidence-based sectoral and thematic reforms in line with national Inclusive Green Growth (IGE) priorities?
- To what extent have countries made progress towards the reinforcement and integration of IGE measures into Sustainable Development Goals (SDG) aligned national economic and development planning through multi-stakeholder collaboration?
- Is there any emerging evidence of PAGE leading to improvements in the institutional structure of partner countries which is likely to lead to the achievement of PAGE's objective (impact)? Is PAGE working with senior / key ministries[8]? Are there champions at the country level supporting PAGE? Is there a critical mass of technical ability and awareness, across the range of stakeholders party to the implementation of a IGE (e.g. Government at national and sub-national level, private sector and civil society)?
- How developed are relationships with external partners at the country level, and is there evidence that PAGE activities / objectives will be sustained beyond the four year period of direct PAGE involvement in the country?

Impact of Global Products.

- To what extent are the two levels of implementation of PAGE (local and global) mutually supportive and enhancing delivery of results?

[8] Senior ministries have broad convening and/or decision making roles over IGE policies and finance. They will vary across countries and may include – the office of the PM/ President, Cabinet of Ministers, ministries of environment and sustainable development, planning, finance/economy, industry and ministries with social portfolios.

- Do the global outputs effectively support the country-level implementation?
- Do PAGE activities / lessons at the country level feed into Global outputs (training and knowledge products)?

- To what extent are global PAGE results/products being used by decision makers beyond PAGE countries?

Review of Governance and Operational Structure.

- To what extent is the current operational structure fit to support the implementation of the PAGE vision and mission, taking into account the current drive to expand the project financially and geographically and considering the current available budget?
- Is PAGE **efficient and cost-effect**ive? How could the PAGE become more efficient and cost-effective?
- To what extent do current **financial arrangements** (mobilization of funds, agreements with donors, and financial disbursements arrangements) affect PAGE delivery and what are the solutions for improving the efficiency of financial management and cash flow certainty going forward to facilitate timely implementation of existing programmed work and to support the expansion plan?
- To what extent are the current **partnership and collaborations** (primarily among PAGE implementing agencies, but also considering external partners) being effective in supporting the delivery of PAGE results?
- What models for cooperation, collaboration and synchronization of activities with other institutions (intended to be based on the relative strength of partners and a strong sense of community, trust, and non-competitive behavior) are in place and are they working effectively?
- What lessons and/or recommendations for future improvement can be formulated based on existing evidence and taking into account the plan to further expand PAGE's country engagement.

Meeting country needs, with emphasis on poor and vulnerable.

- To what extent is PAGE support provided to participating countries matching their needs, including the needs of women, youth and the poorest and what lessons can be learned from the first years of implementation? Has there been a gender analysis undertaken on PAGE support in the respective countries? If so, what are the lessons? If not, how can this be remedied?

43. The MTE adopted a participatory approach whereby key stakeholders were kept informed and consulted throughout the evaluation process in order to increase their (and other stakeholder) ownership of the evaluation findings. All contributions to the MTE from stakeholders (written and verbal) have been treated confidentiality.

44. The findings of the evaluation are based on the following:

(a) A review and reconstruction of the project's Theory of Change (ToC), in close consultation with project partners.

(b) A **desk review** of key documentation including:
- PAGE project document, UNEP internal project document and PAGE Operational Strategy 2016-2020.
- Revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project annual progress reports, meeting minutes and relevant correspondence;
- Project outputs;
- Inception Review of the project;
- Evaluation of the UNEP Green Economy Initiative, Poverty-Environment Initiative and UN-REDD.

(c) **Interviews (individual or in group) with**:
- UNEP, ILO, UNITAR, UNDP, UNIDO Project Managers and key project officers
- Management Board members
- Donor Steering Committee members
- Country representatives
- UNEP Secretariat team
- UNEP Fund Management Officer and Trust Fund administration;

- Project partners,
- Relevant resource persons;

A list of people interviewed by the Lead evaluator is a provided in Annex 7.

(d) **Case studies:** four current PAGE countries – Senegal, Peru, Mongolia and China (Jiangsu Province) were selected as case studies based on discussions between the Evaluation Team and the PAGE Secretariat**.** The case studies were undertaken by national consultants following a case study report template prepared by the lead evaluator.

(e) **Questionnaire for participating countries**. A brief questionnaire was distributed to the non-case study countries to collect information on the extent to which their needs are being met by the PAGE support provided i.e. Burkina Faso, Ghana, Mauritius and South Africa. The questionnaire was distributed to around 10 stakeholders in each country, from a list agreed with the PAGE Secretariat and lead UN Agency in-country and which included a range of actors: Lead PAGE UN Agency in for each country; 1-2 other PAGE UN Agencies undertaking activities in the country; 2-3 Key Government Partners (across key Ministries); National Coordinator; 1-2 Key external partners with whom PAGE is jointly undertaking activities; Private Sector representative; and Civil Society representative. In total the questionnaire was distributed to 44 individual stakeholders. The response rate was 43% and varied across the countries: 6 out of 7 questionnaires were completed in Burkina Faso, 6 out of 8 questionnaires in Mauritius, 4 out of 12 in South Africa and 3 out of 17 in Ghana. Respondents had around two months to respond and were sent two reminders. In Ghana the questionnaire was originally sent to 10 stakeholders and then an additional 7 in an attempt to increase the response rate[9]. The questionnaire is provided in Annex 5.

45. The preliminary results of the MTE were presented to the Management Board and the Donor Steering Group at the Second Green Academy in Turin October 2016. This event provided a further opportunity to consult on some of the key points emerging from the MTE, ahead of consulting on the draft final report.

46. The MTE faced a number of limitations. It was only possible to assess four countries in detailed, and the questionnaire had a low response rate. The lead evaluator only visited one of the PAGE countries, Senegal, as part of the MTE due to budget constraints. The lead evaluator had a budget of 48 days for the MTE, and the four national case studies leads had 22 days, so the MTE was undertaken with very limited resources.

47. The evaluation does not cover in any detail the three countries that joined PAGE in May 2016 – Kyrgyz Republic, Brazil (Mato Grosso State) and Barbados.

48. The MTE commenced in July 2016, with the main consultation phase ending in early October 2016. However, as far as possible the evaluation includes PAGE activities up to the end of January 2017. This report provides examples from across the eight PAGE countries covered in the MTE; for China (Jiangsu province), Mongolia, Peru and Senegal, the reader is referred to the country case studies, which provide greater detail.

II. The Project

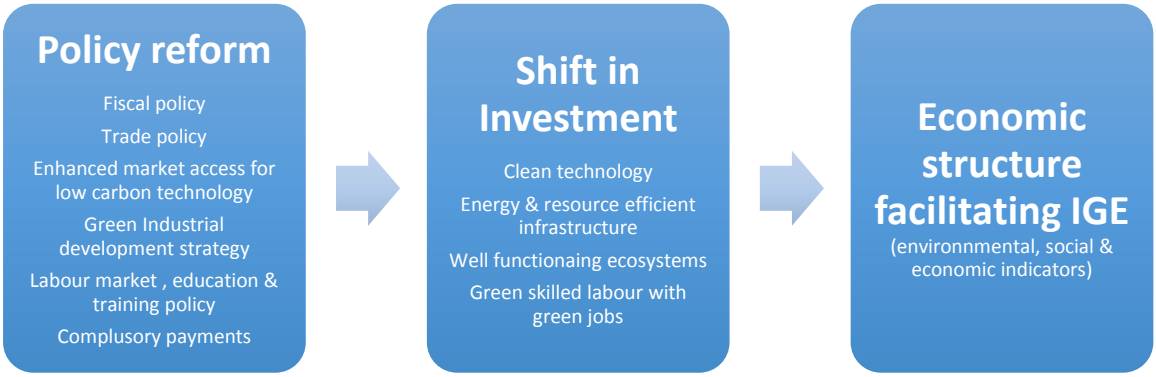
A. Context

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

[9] Given the change in the lead PAGE UN agency in Ghana, some of the stakeholders on the original list were no longer contactable and or involved in the project.

investment. Downstream implementation is not a focus for PAGE but is expected to be picked up by PAGE partner agencies or other development actors and donors. In other words, the real impact PAGE aims to have at the country level is at the policy and institutional capacity development level. Figure 1 provides a high level overview of the links between the types of policy reforms PAGE is targeting, their associated potential shift in investments and how this (when implemented and enforced across a critical mass of sectors and policy areas), can lead to a restructuring of national economies in support of the realization of IGE.

Figure 1: Policy reforms contributing to an economic structure capable of delivering a IGE



50. The principles for PAGE programming and planning structures are detailed in the *draft* PAGE Operational Manual which is an internal document. These principles are also stated in the Operational Strategy 2016-2020, and referred to in the Guideline for Implementing a National PAGE Partnership. The main outlined principles for PAGE programming are: (i) country leadership and ownership meant to ensure enhanced coordination, sustainability and mainstreaming in existing planning structures and processes; (ii) capacity building and knowledge sharing seen as the cornerstone of PAGE around a series of training offers and knowledge platforms; (iii) communication focused on setting the basic features for the partnership visibility; and, (iv) results orientation stressing the ultimate goal for PAGE to stimulate and facilitate systemic changes in policies and investments.

51. Country work started in 2013 in two partner countries - Mongolia and Peru. As of mid-2016 it was operating in eight countries - Mongolia, Peru, Senegal, Burkina Faso, Ghana, Mauritius, China-Jiangsu Province, and South Africa. PAGE mainly engages at the national level to enable the transformation of national economic structures. However, in some very large countries that have provinces or states larger than some countries, PAGE is also prepared to engage at a sub-national level as in the case of China, where activities are focused at the provincial level, supporting Jiangsu Province.

52. The PAGE Operational Strategy 2016-2020 sets out plans for supporting 20 countries by 2020 and includes a blueprint for mobilizing resources and augmenting partnerships to achieve this initial target (the original project document aimed to progressively assist 30 countries). It also sketches out a growth trajectory to 2030 that aligns PAGE with the Sustainable Development Goals (SDGs). As part of this exercise, a Theory of Change for PAGE as a whole was developed (see Figure 5 in PAGE Operational Strategy 2016-2020) and country level logical frameworks, accompanied by a description of intended objectives to be achieved drafted.

53. The **governance structure of PAGE** at the global level is composed of a PAGE Secretariat (hosted by UNEP), PAGE Technical Team, the Management Board and the Donor Steering Committee. The global structure is complemented by implementation structures at the national level that are not uniform but country-specific. Nevertheless, in each country, the primary PAGE counterparts are public officials that are working closely with the lead UN agency and often the UNDP country offices for that partner country. A national coordinator facilitates implementation of PAGE activities together with the lead agency which coordinates and is the focal point for in-country work planning and has close contact with the UN Resident Coordinator. Different types of national steering committees direct and supervise PAGE country work. National institutions collaborate in implementing prioritized PAGE activities, and other coordination mechanisms are set to provide strategic orientation and guidelines.

B. Objectives and components

54. As set out in the Operational Strategy 2016-2020 PAGE aims to contribute to transforming economies in countries - to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals (**overall impact**)[10]. To work towards this transformation, PAGE supports countries to reframe economic policy around sustainability and put in place enabling policy conditions, reforms, incentives, business models, and partnerships to catalyze greater action and investment in green technologies, and natural, human and social capital (**overall objective / outcome**).

55. Under this overall objective/ outcome, the PAGE programme is delivering results in four outcome areas, which combine advisory services to countries with capacity building and knowledge sharing activities at the global level:

- **Outcome 1**: Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration
- **Outcome 2**: Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities
- **Outcome 3**: Individual, institutional and planning capacities for IGE action strengthened at the national and global level
- **Outcome 4**: Countries have improved their knowledge base for advancing IGE

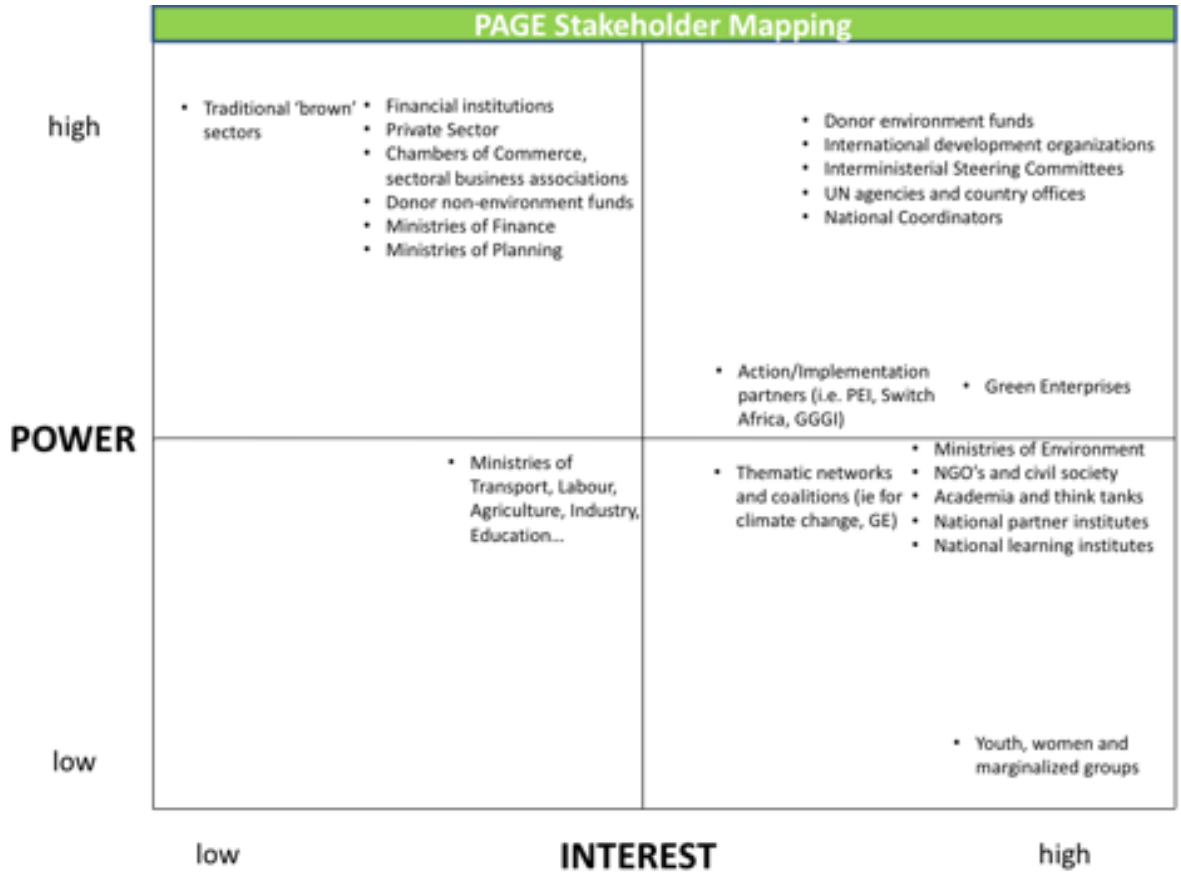
56. Whereas the two first outcomes are focused at the national level in PAGE partner countries, the two last outcomes can also focus at a global level. PAGE combines country-specific activities with the production of global outputs, which include global training and capacity development services, and an improved knowledge base for IGE.

C. Target group

57. A stakeholder mapping at the global level undertaken by PAGE is presented in (Figure 2)[11]. Annex 2 also provides an individual country stakeholder mapping and analysis for all the countries PAGE is currently operating in. Stakeholders include Government agencies, international organizations, non-governmental organizations, civil society and the private sector. This analysis was facilitated by the UNEP Secretariat, and was further developed as part of the MTE, especially in the countries selected as case studies for the MTE.

[10] See sub section H for evolution of the logical framework.
[11] Interest – level to which a green approach is incorporated into a stakeholders' activities. Power – level of capacity to change institutional thinking or culture, policies or initiatives

Figure 2: PAGE Stakeholder Mapping



D. Milestones/key dates in project design and implementation

58. Table 1 summarizes the key dates in PAGE project design and implementation.

Table 1: key dates in PAGE project design and implementation

Date		Milestone
2012	June	PAGE conceived at Rio+20 Conference
2013	February	PAGE launched at UNEP's Governing Council in Nairobi
	June / July	Mongolia and Peru join PAGE
2014	4-5 March	The First Global PAGE Conference held in Dubai
	April - August	Mauritius, Senegal, Burkina Faso and Ghana join PAGE
	12 June	Mongolia adopts Green Development Policy
	26 June	UNDP joins as a PAGE partner
	1 September	Three PAGE Green Economy Assessment tools launched
	6-17 October	The first Green Economy Academy held, nearly 90 participants from 20 countries attended

	15 December	Peru presents its roadmap towards a green growth strategy at the UNFCCC Climate Conference in Lima, Peru
2015	March-June 2015	China and South Africa join PAGE
	7 July	PAGE side event at the High Level Political Forum on Sustainable Development in New York PAGE website launched
	25 September	PAGE launched call for application at UN Summit on Sustainable Development event
	2-6 November	Regional Green Economy Forum for Latin America held in Cartagena, Colombia
	9-13 November	Regional Green Economy Forum for Africa held in Accra, Ghana
	16-18 December	First Global Green Economy Learning Forum in Paris
2016		Barbados and Kyrgyz Republic join PAGE
	3 -14 October	The second Green Economy Academy held. There were 114 participants from 35 countries In addition, 33 high level representatives from 16 countries joined the High-level Policy Dialogue on the first two days of the Academy. 56 Trainers and researchers contributed to both events.

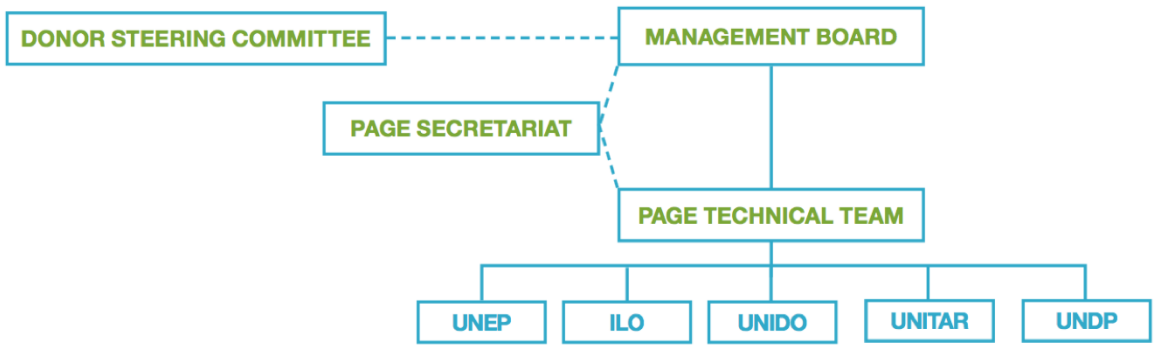
Source: Based on PAGE Operational Strategy, 2016-2020

E. Implementation arrangements

59. The **PAGE Secretariat** hosted by UNEP serves as the central liaison point between the PAGE partners and provides services to the Technical Team, the Management Board and the Donor Steering Committee, including organization of their meetings and implementing their decisions. It is also responsible for managing the PAGE Trust Fund, preparing resource mobilization proposals, inter agency agreements for transfer of funds to PAGE partners, tracking progress on national and global products, preparing financial and technical reports for funding partners, organizing and supporting project evaluations and audits, and facilitating cooperation between PAGE and other relevant initiatives.

60. The PAGE **Management Board** includes one director-level representative from each UN partner agency and is chaired and coordinated by UNEP. The board agrees on the overall work programme of PAGE and related deployment of resources. It also makes the final decision on new countries joining PAGE. The Management Board is ultimately responsible for the delivery of global and national level outputs, with the support of the PAGE Secretariat and PAGE Technical team.The **Donor Steering Committee** is a group of governments and institutions that provide financial support to PAGE, follow the development and implementation of the programme and provide overall strategic guidance to the direction of PAGE. The Donor Steering Committee receives an aggregated annual report on the PAGE progress and makes recommendations to guide the Management Board and the Technical Team on strategic aspects of implementation. Figure 3 sets out the implementation arrangements at the global level.

Figure 3: PAGE Implementation arrangements – Global level

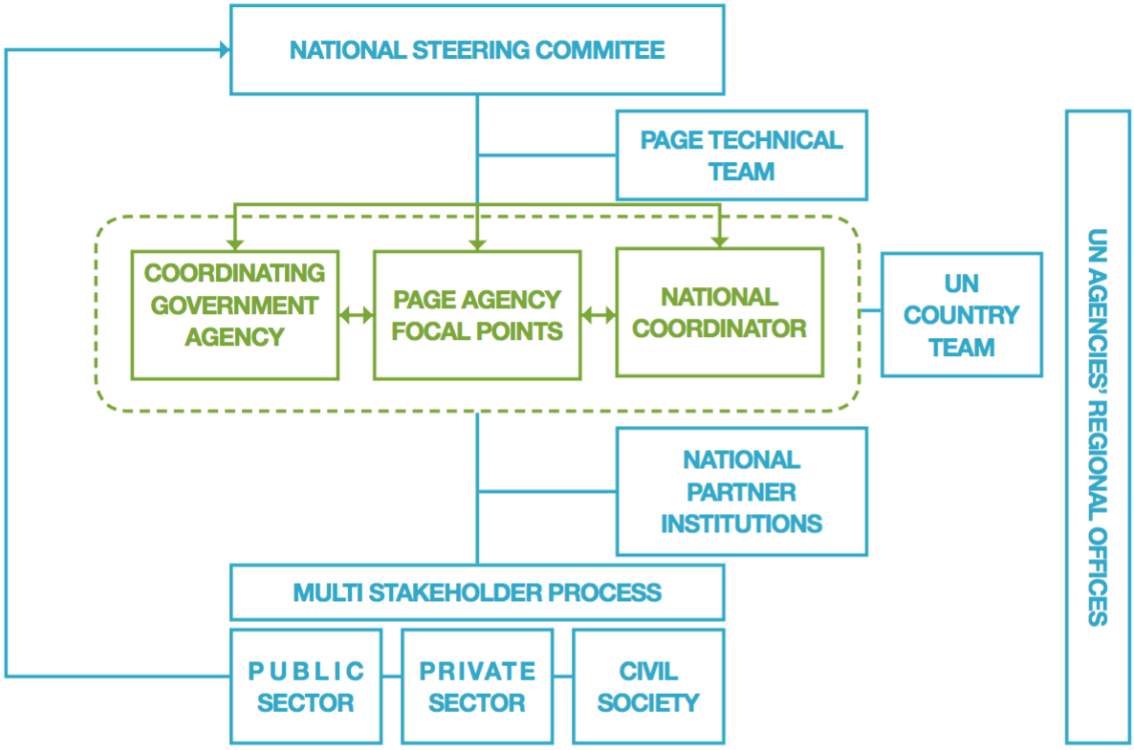


Source: PAGE Operational Strategy 2016-2020

61. At **country level**, PAGE's services intend to take into account different starting points, needs and circumstances of each partner country/state. Support at the national level comprises an inception, programme implementation, and evaluation phase led by one of the five partner agencies. This PAGE 'country focal point' leads a country team with representatives from the five UN agencies, and any other partners, and works in close coordination with a national coordinator and the government focal points for PAGE. In each country, it is intended that a **national steering committee** oversees and guides the national process.

62. At the country level, a national institution/s, selected in consultation with national authorities based on qualifications and technical capacity, serves as PAGE's technical partner. The national institution coordinates the green economy assessment and other analytical exercises, under the authority of the national government, and with the support of PAGE agencies and other partner institutions. This approach not only ensures national ownership, but also contributes to enhancing local capacity. Figure 4 sets out the implementation arrangements at the national level.

Figure 4: Implementation arrangements at the national level



Source: PAGE Operational Strategy 2016-2020

F. Project financing

63. The status of PAGE funds as of 1 October 2016 is presented in Table 2 while secured and pledged funds for the period 2013-2017 is presented in Table 3. Expenditure to date is around US$11.6 million.

64. The PAGE **Trust Fund** is currently the primary avenue for donors to make financial contributions to PAGE and related activities, however the partnership intends to remain flexible and, for example, Germany supports a project aligned with PAGE activities outside of the PAGE Trust Fund.

65. Deployment of resources from the Trust Fund are based on the activities outlined in a work plan, which indicates an expected budget per output or set of outputs, as well as the agency leading the activities among the five PAGE partners. Countries are allocated a budget based on their national implementation needs, in line with the overall funding available. They are not required to contribute co-financing in cash. The agencies provide in-kind co-financing to the Partnership (mainly staff time).

66. The Management Board agrees on the PAGE work plan and related allocation of resources, taking into account, if and when required, specific guidance provided by donors.

Table 2. Status of the PAGE accounts as at 31 December 2016 (2014/2016 Contributions)

Donor	Amount recorded in US$	Expenditure in US$
European Commission	689,655	619,498
Finland	1,534,416	1,216,012
Korea	1,700,000	1,671,554
Korea II	1,608,310	1,334,332
Norway	4,871,315	4,843,211
Sweden I	119,712	118,536
Sweden II	134,460	125,415
Sweden III	175,374	152,686
Switzerland (SECO)	1,284,434	889,350
Norway II	1,004,201	460,835
Sweden IV	197,495	173,361
GRAND TOTAL	**13,319,372**	**11,604,790**

Source: PAGE Secretariat

Note: Table 2 combines the expenditures from UNEP's earlier fund management system (IMIS) used up to June 2015 with figures from UNEP's new fund management system (UMOJA) from June 2015 onwards. Figures are before closure of accounts for 2016

Table 3: Funds Contributing to PAGE Programme - Secured and pledged funds, in-kind contributions and aligned funding (status January 2017)

Secured and pledged funds in PAGE trust fund*	**US$**	**Timeframe**
Finland	1,534,416	2014-2016
Republic of Korea	4,108,310	2014-2018
Sweden	627,041	2014-2016
Norway	9,875,516	2014-2020
European Commission	9,157,655	2014-2019
Switzerland	1,554,404	2014-2017
Germany	2,147,000	2017-2018
Sub-total	**29,004,342**	
Funds aligned with PAGE programme		
Germany**	1,184,211	2015-2017
In-kind contributions		
United Arab Emirates, in-kind	1,029,392	2014
PAGE Partners in-kind***	3,600,000	2014-2016

Sub-total	**4,629,392**	
Total Funds contributing to PAGE programme	**34,817,945**	
*Contributions and pledges received, status January 2017; party based on USD estimates; ** Funds supporting PAGE outside of Trust Fund, provided directly to UNEP by Germany through a project which is closely aligned		

G. Project partners

67. PAGE works with a range of Government institutions and national partners in each of its countries (see Annex 2). Table 4 provides an overview of key external partners[12] collaborating with PAGE in its operating countries and globally.

Table 4: Overview of PAGE External Partners

Key Partners	Countries / Global
Poverty and Environment Initiative (PEI)	Burkina Faso, Mongolia, Peru, Kyrgyzstan, Global
Global Green Growth Initiative (GGGI)	Senegal, Peru, China, Mongolia, Global Opening office in Burkina Faso
SWITCH Africa Green	Burkina Faso, Ghana, Mauritius, South Africa
SWITCH Asia Green	Mongolia
ENDA Energy	Senegal
IUCN	Senegal
GIZ	South Africa, Peru
Green Economy Coalition (GEC)	South Africa, Peru, Global
WWF	China
Green Growth Knowledge Platform (GGKP)	Global
UNEP-FI	Global Mongolia, Mauritius, Peru

H. Changes in design during implementation

68. Since its inception PAGE has evolved from its initial design set out in UNEP's Project Document and the PAGE Project document to present a refined and jointly developed logical framework set out in the PAGE Operational Strategy 2016-2020. The current logical framework introduces a clear link between PAGE and the delivery of the Sustainable Development Goals.

69. The country specific logical frameworks have also been revised. For example, in **Peru** the first logical framework (August 2014) was revised in January 2016 to introduce a distinction between outputs and outcomes and to incorporate a better linkage between activities, outputs and outcomes. Also, new indicators were included (the Human Development Index) to measure impacts. **Senegal** adopted its logical framework in April 2015, which superseded the initial action plan drawn up in June 2014 following the PAGE exploratory mission to Senegal. This logical framework was updated in January 2016 to align with PAGE's orientation at the global level and its focus on SDGs

I. Reconstructed Theory of Change of the project

70. The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long-term changes in environmental benefits and living conditions). The ToC also depicts any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external

[12] External partners are all partners other than the five core UN PAGE Agencies.

factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control/influence) or assumptions (when the project has no control).

71. The MTE reconstructs the ToC of the project based on a review of project documentation and stakeholder interviews. A draft reconstructed ToC was circulated to PAGE partners and Secretariat ahead of inception meetings held in Geneva (13-15 July) and was further discussed during missions and interviews in order to reach an agreement on a final reconstructed ToC. The MTE also reconstructed the ToCs of the countries selected as case studies, based on the ToCs currently being developed in-country, to assess the effectiveness of PAGE in the relevant countries, but also in order to provide feedback for future development of ToCs at country level (see Annex 2).

72. PAGE's medium-term strategy (Operational Strategy 2016-2020) includes a Theory of Change. However, this is high level and does not consider intermediate states, or distinguish between drivers or assumptions.

73. A *draft* Reconstructed Theory of Change is presented in Figure 5. The main points to note are:

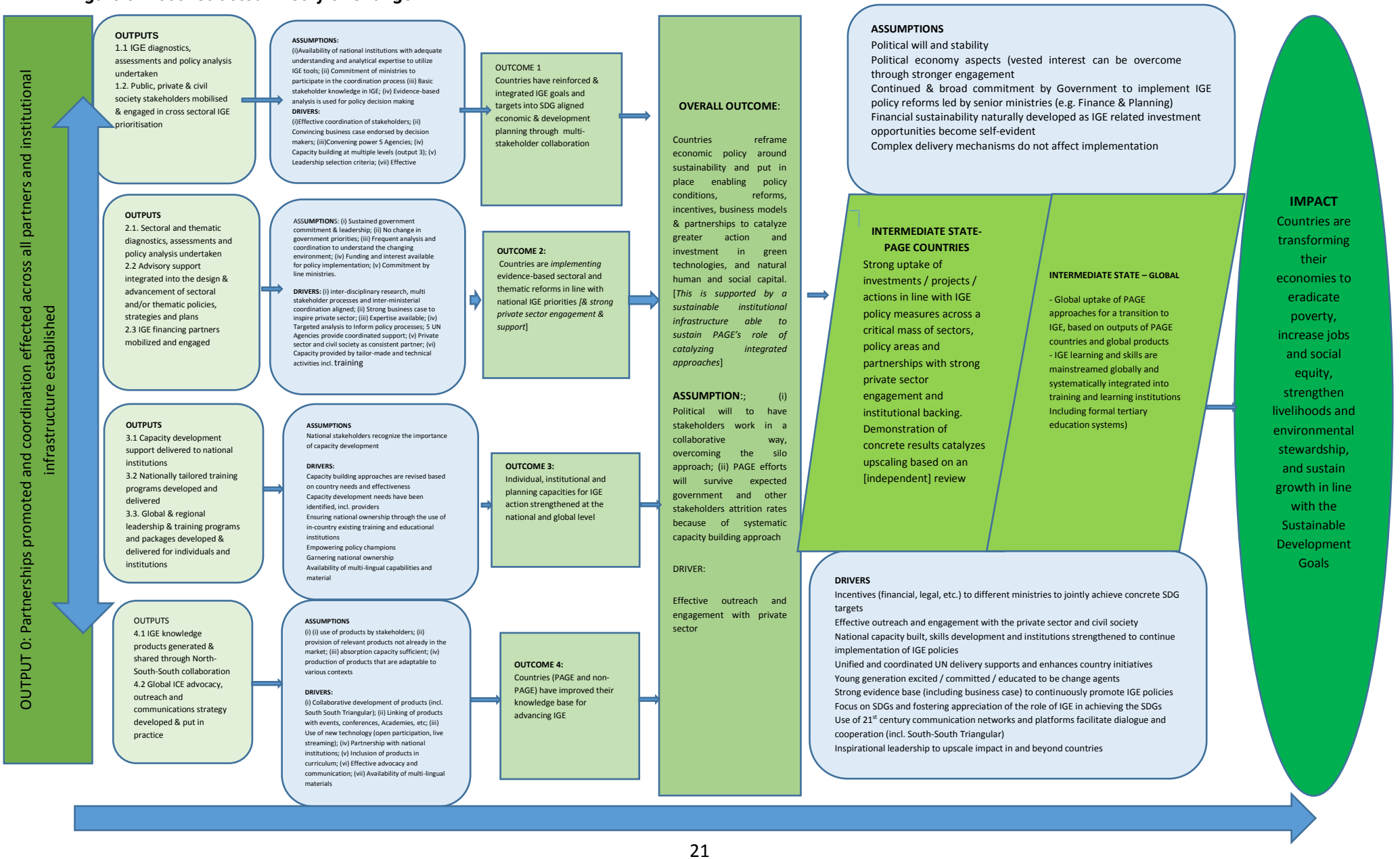
- Outputs – the outputs (1-4) are the same as in the current Logframe and ToC, presented in the Operational Strategy 2016-2020. However, a cross cutting output has been added that captures the key role PAGE plays in developing partnerships and in coordination and thereby catalyzing a transformational change. The establishment of multi-stakeholder partnerships and an institutional infrastructure that will continue beyond PAGE is critical for institutionalizing and sustaining an IGE approach.
- Assumptions & Drivers (linked to outputs and outcomes) – the ToC in the Operational Strategy does not distinguish between assumptions and drivers, the draft reconstructed ToC, identifies assumptions and drivers.
- Outcomes – the outcomes are the same as the current Logframe / ToC except some text has been added to with some minor text amendments to highlight the role of the private sector in catalyzing PAGE activities. This text is in italics and bracketed in the draft Reconstructed ToC for ease of reference.
- Overall outcome – this is the same as in the current Logframe / ToC, except for the addition of text highlighting the importance of establishing the institutional infrastructure to sustain the work of PAGE. This text is in italics and bracketed in the draft Reconstructed ToC for ease of reference.
- Intermediate state simultaneously capturing actions at the country and global level has been added.
    - The Country Level intermediate state reflects the process / casual links required to transition from PAGE's overall outcome where countries are putting in place policy reforms to *catalyze* action on an IGE, to the intended impact of a transformational change. The intermediate state recognizes that to achieve a sustainable transformational change, countries have to move from policy reforms on paper to a period of successful implementation, across a critical mass of sectors / policy area and involving a broad range of stakeholders. This needs to be supported by an institutional framework to co-ordinate and leverage activities and sustainable financing arrangements.
    - Intermediate state - Global Dimension. The ToC has a country focus (outcomes, intermediate and the impact statement are phrased at the country level). The results from the countries with a four-year PAGE program and the global knowledge products and training are however expected to influence a global level change. This multiplier dimension is reflected in the reconstructed ToC through outputs 3 and 4 (as described in paragraph 20) and through the addition of a second intermediate state, which captures the changes required in the countries where PAGE does not have a focused four year program. PAGE can leverage an IGE globally, by generating lessons learned to promote a catalytic effect and building capacity. This requires a

strong communication strategy to articulate and convey country level results and the global knowledge products produced under output 4.

- Assumption and Drivers - The intermediate states are associated with a number of assumptions and drivers as specified in the reconstructed ToC.
- Impact. The impact is the same as in the current Logframe / ToC

74. Country outcomes align with global outcomes. For example, PAGE China is delivering results in three specific outcome areas: Outcome 1, Jiangsu (China) has reinforced and integrated inclusive green economy (IGE) goals and targets into SDG-aligned national economic and development planning through multi-stakeholder collaboration; Outcome 2, Jiangsu (China) has implemented evidence-based sectoral and thematic reforms in line with national IGE priorities, and Outcome 3, Jiangsu (China) has strengthened Individual, institutional and planning capacities for IGE action to contribute to the transformation of national economic structures in developing countries with the ultimate intention to achieve environmental sustainability, decent job creation, reduced poverty, and improved human well-being). The outcomes in Jiangsu (China) are exactly the same as the global outcomes, with the exception outcome 3 is only framed at the national level (rather than the national and global level). See Annex 2.

Figure 5: Reconstructed Theory of Change



I. Evaluation Findings

75. This Section is organized according to the evaluation criteria presented in section II.4 of the TORs and analyses of the factual evidence available for each criterion. A rating is provided for each evaluation criterion.

A. Strategic relevance

76. The strategic relevance of PAGE is rated as '**Highly Satisfactory**'. PAGE has helped to keep the momentum of the Rio Summit, capitalizing on the window of opportunity this presented. It is now well placed to help countries meet their international agreements on the Sustainable Development Goals (SDGs) and the Intended Nationally Determined Contributions (INDCs) under the Paris Agreement, both of which are key policy drivers for all countries. PAGE support in this respect is very timely as countries embark on SDG implementation. The intention for PAGE to play a key role in SDG delivery is clearly acknowledged in its Operational Strategy 2016-2020.

77. Inclusive Green Economy (IGE) is a tool for implementing an integrated approach, which is at the heart of SDG delivery. PAGE is structured to facilitate integrated approaches, both at the UN Agency level through its 5 Agency coalition supported by the one UN approach, and by extension at the Government level as PAGE agencies jointly engage their partner Ministries, and is thus well positioned to support SDGs and INDC delivery. Governments need help on how the INDCs and SDGs can be achieved and the synergies between them. PAGE can advise Governments on this, through its knowledge of experiences in other countries and based on the technical studies undertaken in PAGE countries, which are focused on highlighting the trade-offs and synergies across sectors associated with different development pathways.

78. **PAGE and the SDGs**. The Operational Strategy provides a narrative on the links between the SDGs and PAGE activities in Mongolia and Peru. However, there is little evidence that PAGE is explicitly integrating itself into SDGs processes at the country level and fully taking advantage of the opportunity it has to facilitate SDG delivery. For example, in **Peru** the link between Green Economy and SDGs is limited although there is reportedly interest in developing this and hence an opportunity for PAGE to support this development. In **Senegal**, PAGE does not make explicit reference to the Sustainable Development Goals (SDG) in its planning documents, although it is aligned with the various strategic documents of the Senegalese government – the Plan Senegal Emergent (PSE) - aimed at reaching these goals. Its role in the SDG process could be made more formal, and a common understanding reached with the Ministries responsible on SDG delivery (Ministry of Environment, Ministry of Economy and Finance and Ministry of Health), as to how it can support the Government. Such an alignment could be undertaken when the Government starts to reframe the PSE with the objectives of the SDGs. In **South Africa** it is considered vital that PAGE is involved in the SDG implementation, but the operational connection between PAGE and the responsible departments for SDG implementation has yet to be, hence at present PAGE is not party to the strategic thinking on the SDGs.

79. PAGE is seen as a concrete way to move towards Sustainable Consumption and Production and therefore is clearly aligned with another UN program – the Ten Year Framework of Programmes (10YFP) on Sustainable Production and Consumption (SPC), which was adopted at Rio +20. PAGE also aligns with the mandates of its 5 Agencies. For example, PAGE places a strong emphasis on Green Jobs and is part of ILO's response to a 'Just Transition'.

80. PAGE is also closely aligned with the strategic priorities of its partner countries, as the following examples illustrate. **In China**, Ecological Civilization, the Chinese concept for sustainable development, has received unprecedented attention from high-level leadership in China at both the central and local levels. The new 13th Five-Year plan (2016-2020) for national economic and social development places green development as one of the top national priorities, presenting a clear development direction for provincial government. Policies and sectoral plans to advance ecological civilization are well advanced in Jiangsu province, where PAGE is working. **Mongolia** has adopted the National Green Development Policy (GDP) to develop and implement green economy policies and strategies that cover many cross-sectoral issues ranging from poverty, education, renewable energy, employment, technology and innovation. Furthermore, other national level strategies such as the

Sustainable Development Vision and Action plan to implement the GDP have been adopted by the Mongolian Government. In **South Africa,** PAGE is aligned to the National Development Plan (NDP), the Green Economy Accord, and other economic policy directives, whilst concurrently addressing the sustainability issues. **Senegal** sees PAGE / GE as a mechanism for addressing youth unemployment, a priority issue for the Government. PAGE is closely aligned with the Senegal Emergent Plan, which is the benchmark for economic and social development. In **Peru** several events highlight the growing importance being placed on a green economy. Peru hosted COP 20 in December of 2014 and signed the OECD Declaration on Green Growth in 2015. In July 2016 The Ministry of Environment published its green growth guidelines and Peru's new government delivered a speech supporting green growth, the sustainable development goals and the entry of Peru into the OECD in 2021.

B. Achievement of outputs

81. The focus at the mid-term stage is to review to what extent PAGE's activities are contributing to its outputs and outcomes. This section examines the project's outputs at the mid-term stage. The section follows the outputs as expressed in the global log frame and provides country examples, given that the country outputs align closely with the global outputs. Achievement of outputs is rated as **Satisfactory** overall; a lot has been achieved across the eight countries, but it has not been possible to undertake a number of activities as planned due to funding delays and/or political factors.

82. It is important to build the economic case for the transition to low carbon future / IGE, to demonstrate to countries that it is in their own self-interest to do so. PAGE can help provide Governments with the evidence they need through the assessments undertaken as part of output 1 and 2, which include green economy assessment, work supporting fiscal and macroeconomic policy and building awareness of the need for integrated planning. Outputs 1 and 2 together seek to both to build the evidence base and secure buy in from decision makers and other stakeholders through consultations and training.

83. **Output 1.1: IGE diagnostics, assessments and policy analysis undertaken**. PAGE supports three kinds of technical assessments during its inception phase in countries – Green Economy Assessments, Green Job Assessments, and Green Industry Assessments. These assessments enable countries to visualize their future and look at their environmental footprint going forward, and set priorities for future work. They are considered to be an important value added of PAGE as they contribute detailed analytical work required for policy development. Green Economy Assessments are part of output 1.1, the other two types of assessment are covered under output 2.1.

84. Table 5 provides an overview of completed PAGE studies at the country level. A discussion of a selection of assessments by country and how they are being follows the table.

Table 5. PAGE completed national studies at country level

Country	PAGE studies (completed)
Burkina Faso	• Green Economy Assessment
China	• Transition to a Green Economy in China, Jiangsu province – Stocktaking report
Ghana	• Green Economy Stock Taking report • Green Economy Assessment
Mauritius	• Green Economy Assessment • Green Jobs Assessment
Mongolia	• Mongolia's Transition to Green Economy Stock Taking Report • Green Economy Policy Assessment Report of Mongolia • Green Development Indicators • Employment in Environmental Sector and Green Jobs in Mongolia (A Pilot Study)
Peru	• Green Growth in Peru: An Analysis of the Peruvian Economy, Opportunities and Enabling Conditions (stocktaking study) • Guidelines for Green Growth
Senegal	• Green Economy Assessment • Green Economy Mapping
South Africa	• Green Economy Inventory • Green Economy Learning Assessment

Source: PAGE 2016 Monitoring Framework

85. In **Burkina Faso** an evaluation of the green economy was completed in mid-2015 and was used as an input to the national development plan. The study examines the environmental, social and economic impacts of increased investment in the green economy. The study is available in French and English.

86. A Stocktaking Report on the Green Economy Transformation of Jiangsu Province**, China**, was conducted by a research team from the Environmental and Economic Policy Research Center (PRCEE), Ministry of Environmental Protection, with multi-stakeholder inputs to map and discuss the development status of the province and current planning and policies under the 12th Five-Year-Plan. As one of the key needs identified during the discussion, PAGE intends to support the development of a set of inclusive green economy indicators at the provincial level that can be used in the 13th FYP period. On the basis of this report, PAGE will continue to cooperate with various government departments in Jiangsu Province to carry out more in-depth work to inform the development of green economic policies. The stocktaking report has provided a concrete base for PAGE China to collaborate with Jiangsu Province to accelerate the reform process in areas where PAGE has comparative advantages and can bring value added. The report also discusses key challenges and priorities and presents recommendations for further actions and documents good practices in the province, which can be shared nationally and internationally to catalyze action in other provinces and countries towards an IGE.

87. In **Peru** a scoping study (completed in 2014) was undertaken by the Universidad del Pacífico (CIUP). It sets out the opportunities for transitioning to a green economy and establishes the priority sectors for public policies modeling for the quantitative assessment. A quantitative assessment using the Threshold 21 (T-21) model is also being undertaken by CIUP, and aims to set out the economic, social and environmental impact of sustainable development. However, the study has faced a number of difficulties: (i) The Millennium Institute had the intellectual property of the model and the CIUP were not able to make changes in its structure to adapt it to the Peruvian context without their approval; (ii) The model needed official data that was not available and it took time to build the data base with the national information authority; and, (iii) delays in UNEP/PAGE payments affected delivery. There are high expectations that the results of the T-21 model will inform a green economy pathway in Peru (challenges and opportunities). However, the results are now not due until the beginning of 2017, in the fourth (final) year of the PAGE project.

88. In **Senegal**, PAGE finalized the macroeconomic study to assess Green Economy opportunities, started by the Green Economy Initiative. The Green Economy Assessment Report identifies six key areas for greening the Senegalese economy - agriculture, fisheries, forest, water resources, renewable energy and energy efficiency, and waste management. These areas are considered to have high growth, job creation and poverty reduction potential at the National level. The report is an important milestone in the transition to a green economy but needs to be adopted by all actors (key sectors and stakeholders) to become operational. In addition, a mapping of existing green economy initiatives provided an overview of the various programmes and projects by public and private actors, and helped PAGE focus its interventions in areas where it can add value.

89. The Green Economy Inventory for **South Africa** indicates progress by PAGE in achieving its objective of supporting countries to put sustainability at the heart of economic policies and practices. The Inventory has also assisted in guiding the development of PAGE South Africa Country Strategic Framework and Log Frame 2016-2019 that will support other existing national green economy policies and initiatives.

90. In 2015 **Mongolia** developed 108 Green indicators related to measuring the implementation of six goals and relevant strategies underlined in the Green Development Policy. It is expected to support the Mongolian Government to monitor whether green development investment brings expected results across sectors and improves the economy, society and environment. The green development indicators are related to the indicators for measuring SDGs. Some of the indicators are to be integrated into National Statistic Office's (NSO) surveys and studies conducted at the national level in accordance with Mongolian law. As of December 2016, the government is currently in process of adopting a National Building Coding System and the establishment of Green Credit Fund.

91. **Output 1.2.** Public**, private and civil society stakeholders mobilized and engaged in cross sectoral IGE prioritization**

92. According to the PAGE monitoring framework (version May 2016) there were 9 national dialogues / consultation in 6 countries completed in 2014, 11 consultations in 6 countries in 2015, and 16 consultations in 7 countries in 2016[13]. The meetings include inception workshops in all countries, Green Economy Week and various cross-sectoral consultation workshops (e.g. on the T21 model in Peru in 2015 and the Marshall Plan in Mauritius in 2015). While these events provide the opportunity for cross sectoral and multi-stakeholder consultation, a general finding of the MTE is that the involvement of civil society and private sector participation at such events has been low in some countries. At the time of the mid-term review five countries had established multi-ministerial /stakeholder coordination committees or platforms (see Section F). Some country examples are provided below.

93. In **China**, stakeholder mobilization has been conducted via the two scoping missions, a national inception workshop (November 2015) and at the launch of the Stocktaking Report, when a number of priority areas were discussed and elaborated. Representatives from government, businesses, academia, research institutes and international agencies participated in the discussion of Jiangsu Province's IGE development and offered insights and suggestions. Through the interaction with different departments of the government, PAGE is supporting the establishment of an inter-departmental steering committee in the province to reinforced collaboration. However, the participation of Partners and Stakeholders in PAGE China are varied. For example, HQs Office/regional centres/policy centre of ILO, UNDP, UNIDO and UNEP have been substantively involved but Country offices of partnering UN Partners residing in China remains relatively low. Multi-sectoral stakeholders of Government of China at provincial and municipal levels, e.g. Development and Reform Commission (DRC), Bureau of Finance (BOF), Commission for Economy and Information CEI, Economic/Industrial Development Zone Administration, corporations including State Owned Enterprises and Privately Owned Enterprises, were very active

94. During Green Economy Week in December 2015 in **Ghana** recommendations from the various assessments undertaken during the inception phase were compiled and discussed with stakeholders. Based on government priorities and requirements under international commitments (SDGs and INDCs), a priority list of key policy areas to pursue in the main phase of PAGE were developed.

95. In **Peru**, a number of coordination meetings were held by the Technical Committee (Comité Técnico) and the "Management Board" (Comité Directivo) in 2014[14]. Many stakeholders, especially from the public sector, regularly participated in these meetings and a dialogue between ministries and international agencies was initiated, and co-finance committed for future years (see Peru Case study Annex 2). Good coordination in the initial phase of the project led to the cohesion between entities as the project progressed and greater ministerial participation. In 2015 PAGE went from working with 2 ministries to 5. In 2016, PAGE started co-operating more closely with the Ministry of Finance who are due to become a formal member of PAGE in 2017. Meetings were less frequent in 2015 and 2016 largely due to the presidential elections. In 2016, a new PAGE Steering Committee was created for Peru.

96. Of note in **Senegal** is work with REPES, a parliamentarian network for environmental protection established in 1996 with the support of IUCN, which has 60 members (out of 150 parliamentarians). PAGE engaged REPES in the production of a green economy strategic and orientation document. The drafting committee was made up of experts from parliament, environmental, social and economic council, and local decision makers assisted by a group of national researchers from the PAGE national research partner institutions (e.g. ENDA, Institute of Environmental Sciences). It builds on the green economy scoping study and the PSE Priority Action Plan. REPES set up a task force to undertake a review of how existing legislation is aligned with a GE. This work helped to sensitize

[13] This excludes national committee meetings.

[14] Meeting records document 18 meetings between March to December 2014, an average of almost 2 meeting per month.

parliamentarians to the issues of a GE. The report recommends: adoption of a legal framework to support a GE; strengthened fiscal policies to promote green jobs, a review of finance options; and, establishment of governance roles for all stakeholders. A National Academy on Green Economy took place in May 2016 in Dakar. It provided a national forum involving more than 70 representatives from government, members of parliament, the economic, social and environmental council as well as civil society and academic institutions. The event addressed critical areas of public policy for inclusive green growth, private sector development, social protection, green industrialization and employment creation, which are in line with the priorities that Senegal has put forward in its Plan Senegal Emergent.

97. **South Africa**. A PAGE National Steering Committee (NSC) has been established in South Africa, co-chaired by the coordinating ministry, the Department of Environmental Affairs (DEA) and the Economic Development Department (EDD). The EDD is a strategic government partner given its role as the 'custodian' of the *Green Economy Accord*. The DEA has assisted in facilitating the buy-in from the four government partners currently on the NSC. The 2016 country results framework was endorsed by the PAGE NSC, and the 2016 PAGE log frame was developed in consultation with the NSC and the broader stakeholder network. The NSC members were active in identifying strategic interventions for PAGE in South Africa, and echoed the sentiments of national stakeholders that support in 2017-19 be structured around strengthening policy implementation. In the start-up phase the coordinating ministry challenged some of the key operating principles of PAGE i.e. multi-stakeholder nature of the programme and involvement of social partners, as well as the collaborative efforts, including joint planning and implementation between PAGE and other development partners such as GIZ and the GEC. The inclusion of social partners in the technical working groups, and processes to build trust between government and development partners is on-going and will hopefully address this. While the Ministry fulfils an important role in the country, there is a further challenge that the SDGs, climate change and green economy 'mandates' are located and managed in different divisions in the DEA – making collaboration challenging. This is counter-productive to the collaborative intent of the programme, and is being addressed but remains an area of frustration as a green economy support programme will have much greater impact if couched in the long-term discourses of climate change and the SDGs, a view supported by the country assessments being undertaken by PAGE.

98. **Burkina Faso**. The National Academy on Green Economy took place from 14-16 December 2016 in Ouagadougou. The academy gathered more than 300 participants from government agencies, governors of provinces, parliamentarians, local authorities, academia, civil society and the private sector. A series of nine elective sessions were held on the second day which tackled a variety of themes of national priority including: the greening of industry, fiscal policy reforms, sustainable trade, capacity building, green economy and climate change, green and inclusive growth, forestry policies and green jobs creation through entrepreneurship development.

99. **Output 2.1. Sectoral and thematic diagnostics, assessments and policy analysis undertaken**. Table 6 summarizes the sector and thematic assessments completed by PAGE. A discussion of country level examples is provided below.

Table 6: PAGE completed sector and diagnostic studies at country level

Country	PAGE studies (completed)
Burkina Faso	• Green Industry Report
Ghana	• Green Industry and Trade Assessment • Fiscal Policy Scoping Study • Green Economy Learning Assessment
Mauritius	• Public environmental expenditures review • Industrial Waste Assessment • Fiscal Policy Scoping Study • Mauritius Fiscal Policy Assessment
Mongolia	• Mongolia Green Jobs Mapping • Assessment Report: Sustainable Public Procurement Status in Mongolia • Market Readiness Analysis for Sustainable Public Procurement (SPP) • A Guideline for Green Buildings (completed))

	• Industrial Waste Inventory in Mongolia (final draft) • Technical reports on Green School Energy Efficiency and Water Management • Green Economy Learning Strategy (draft) • Market Study on Green Credit of Mongolia
Peru	• Transition to a Green Industry – Perspectives of the Manufacturing Sector • Green Jobs Strategy • Study "Towards a Greener and Fairer Economy in Peru: A Trade Union Proposal"
Senegal	• Feasibility study for green jobs /green economy incubator • Green Industry in Senegal – Evaluation and Perspectives for Development • National strategy for promoting Green jobs (SNPEV) – as a component of the National Employment Policy

100. In **Burkina Faso** the Green Industry Assessment identifies potential green industrial policies and makes a series of recommendations to promote green industrialization in Burkina Faso. A Fiscal Assessment study is on-going, with the aim of introducing environmental tax policies that will support the implementation of the next national development strategy.

101. **Industrial Waste Assessment (IWA) in Mauritius.** The Ministry of Industry, Commerce & Consumer Protection, with the assistance of UNIDO and in collaboration with Business Mauritius implemented an Industrial Waste Assessment in Mauritius. The project, launched in February 2016, was completed in June 2016. The aim of the project was to identify business opportunities for setting up an industrial symbiosis programme through the establishment of a recycling industry and a circular economy. The main components of the project were: (i) capacity building to enable trainees to carry out data collection in respect of industrial waste at enterprise level; (ii) industrial waste assessment in 23 manufacturing enterprises in five sub-sectors namely textile, agro-industry, seafood, chemical and printing sectors; and, (iii) policy advice on the legislative/institutional framework for the management of sound industrial waste, feasibility for industrial symbiosis and the setting up of an industrial waste database as well as a recycling industry. This work is likely to be sustained since it has created awareness on the need for industrial management among the participating enterprises and key policy makers. The draft IWA report recommends that the Project Steering Committee remains in operation to support the implementation of activities. However, assistance is needed to upscale and conduct more in-depth assessment for other manufacturing sub-sectors. Mauritius also completed a Public Environmental Expenditure review, and plans to map existing green financial services.

102. **Peru** has a number of initiatives to support Green Jobs under PAGE including: (ii) The Green Jobs Strategy which established sector agreements. For example, the Ministry of Work and Employment Promotion (MTPE) made an agreement with the eco-tourism company Inkaterra, which was reached due to the involvement of the company in PAGE TC coordination meeting; (ii) In October 2015 the First International Seminar on Teleworking Policy took place, which included academics, unions and business associations. Case experiences from Latin America were presented and a policy proposal put to the MTPE on teleworking; (iii) a national report was completed presenting the main proposals and contributions from workers' organizations for a just transition to a green economy; and, (iv) Development of Regional youth employment programs for Arequipa, Piura, Cajamarca and La Libertad. Workshops have so far been held in the regions of Arequipa and Piura. A green industry assessment focused on the manufacturing sector was also undertaken in Peru, supported by UNIDO, which seeks to promote sustainable industrial growth while being in harmony with national policies to diversify production and development. More detail of work undertaken in Peru is provided in the Peru Case Study

103. In **Senegal** a green industry assessment, and a feasibility study for green jobs and green economy incubators was undertaken. The Green Industry Assessment identified three areas of focus to promote a green industry in Senegal: (i) Energy production from renewable sources[15]; (ii)

[15] Biofuel, Biomass energy, marine, wind, geothermal, solar energies.

Optimization of natural resources consumption[16]; and (iii) Life cycle management of natural resources[17]. This evaluation undertaken by the government and the CESE has provided guidance to decision-making. UNIDO, in collaboration with the GEF and the World Bank, is promoting the Green Industry report of Senegal through the establishment of an integrated industrial platform and the development of a **sustainable model city in Diamniadio,** which should be operational in 2017. Unemployment, underemployment and living conditions of workers are major concerns in Senegal. With the aim of creating 5,000 Green jobs, in November 2012 the PPEV[18] was initiated. Among the expected results of this project is the development of the National strategy for promoting Green jobs (SNPEV) and the establishment of a fund promoting the latter. PAGE supported the formulation of the SNPEV through; (i) the organization of decentralized consultations to raise awareness of local actors on the concepts of green economy and green jobs, and collect their opinion and concerns; and, (ii) support for the organization of a National pre-validation workshop on the strategy in July 2015. As a follow up to PPEV, a program to support the creation of green employment opportunities (PACEV) has been initiated, which PAGE is involved in by providing contribution to the capacity building and enterprise development components of the PACEV. PAGE earmarked funds addressing these components with a direct implementation modality by PAGE agencies. A study on tax measures to promote a green economy is planned but on hold due to delays in funding.

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

105. The indicator for this output is 'the number of sectoral or thematic consultations and dialogues organized, informed by the results of sectoral policy analysis'. This places a focus on the number of national consultations rather than evidence that advisory support is being integrated into policies and strategies. Table 7 summarizes the consultations undertaken in 2014, 2015 and 2016, while the paragraphs following the Table present the evidence on changes in policies and strategies.

Table 7: Overview of sectoral consultations and dialogues

Country	National consultation / dialogue
Mongolia	• National workshop on sustainable public procurement, 2014 • Consultation on Green Economy learning strategy, 2014 • Sectoral and thematic sessions during GE week, 2015 • Forum on sustainable finance, 2015 • Stakeholder meeting on IGE learning strategy 2015 • National waste management workshop, 2015 • Clean School Building Charette (April 2015) • A forum on urban development and green city, 11 March 2016 • A consultative meeting with university representatives for IGE concept integration into the curricula of economics and business school, 16 March 2016 • First meeting of the Mongolia Green Credit Fund Working Group, 12 May 2016
Peru	• Validation workshop and official launch for green industry assessment 2015 • Four subregional validation workshops for regional youth employment plans 2015 • Consultations with Inkaterea - Association on biotrade and sustainable tourism 2015
Senegal	• Validation sessions for green industry assessment and green jobs assessment, during PAGE GE week, 2015 • Sub-national consultations on the national strategy for green jobs – 2015 • Meeting of public-private partners on the incubation on green jobs and green economy – ITEV – 2015
Mauritius	• PEER consultation workshop – 2015 A validation workshop on "Industrial Waste Assessment " in Moka, Mauritius, 25 May 2016

[16] Building with low environmental impact, green chemistry, hydrogen and fuel cells, logistics and flow management, biosourced materials, optimization of industrial processes, intelligent energy networks, energy storage and batteries, biocarbon vehicles.

[17] Capture, storage and recovery of CO_2, water sanitation and ecological engineering, metrology and instrumentation, recycling and recovery of waste.

[18] The PPEV came to an end in June 2015 with the funding of some 40 micro-projects and the creation of around 1,500 green jobs for young people and women.

Ghana	• Validation workshop trade and industry assessment 2015
Burkina Faso	• Validation workshop green industry assessment - 2015
China	• A Green Economy indicators workshop, 18 June 2016
South Africa	• National roundtable to verify the green economy learning assessment, 2 June 2016 (total: 22, women: 14, men: 8) • National workshop to share the findings of the green economy inventory, 24 June 2016 (total: 46, women: 27, men: 19) • National validation workshop on green economy learning assessment, 30 August 2016 (total: 16, women: 7, men: 9) • National stakeholder consultation workshop to share findings of phase 1 of the green economy industry and trade assessment, 22 November 2016 (total: 31, women 15, men: 16)

106. **In Senegal,** the Green economy incubator (ITEV) project plans to develop a site 70 km from Dakar where young people will be able to test and develop their green economy initiatives and enterprise creation. ITEV is a public private partnership including CSR Senegal, the Institute of Environmental Sciences (IES), the higher Institute of vocational education (ISEP) of Thiès and high school of technical education and professional training of Thiès. ITEV offers an exchange platform to academic, industrial and financial actors and mobilizes private sector companies (e.g. Eiffage Senegal, Wärtsilä, Great Coast Operation (GCO), Blaise Diagne international airport (AIBD)) and government agency support. PAGE supported the ITEV feasibility study, and plans to undertaken the environmental impact assessment of the proposed project site.

107. **Senegal** has a national program for greenhouse gas emissions reduction through energy efficiency focused on the building construction section. A five year, US$5 million Global Environment Facility (GEF) project know as PNEEB, is being led by the Ministry of Environment and Sustainable Development (MESD), with UNDP as the implementing agency. PAGE is providing up to US$60,000 support to a component focused on standards and skills development for the promotion of typha based local materials. PAGE has also supported completion of a demonstration Pavilion referred to as "eco-pavilion" PNEEB-Typha in Diamniadio.

108. **Output 2.3. IGE financing partners mobilized and engaged including UNCT, donors, IFIs, development banks and private sector.** The mobilization of partners is key to the PAGE model, both in terms of PAGE delivery and the sustainability of PAGE's work post project. Table 8 provides an overview of formal agreements currently in place with partners, covering six of the eight PAGE countries**.**

Table 8: Overview of financing partners

Country	National consultation / dialogue
Mongolia	• GGGI co-funding work as part of the development of national GDP outcome indicators • PEI and GGGI providing additional support for the development of sub-national development policies • SDC funded education for sustainable development project to develop strategy for media and ISO14001 and continue trainings for media, policy makers and public awareness to implement green learning strategy • GGGI providing additional support to complement green school building work • IFC, GGI, ESD project providing additional support for sustainable finance and green credit fund actions
Peru	• GIZ funding from ICI funded project aligned and contributing to country plan • GGGI providing additional funding and support to the Ministry of Environment for finalization of green growth strategy based on road map developed under PAGE • Multi stakeholder public-private partnership under development to promote organic quinoa and other Andean grans production and export (ADEX and the Ministry of Agriculture) • Agreement with Inkaterra Association, supporting ecotourism in Peru
Senegal	• Public private partnership for incubator for GE (ITEV), with higher education institutions, private sector companies and government agencies • PACEV (with funding from national government, UNDP Country Office and GEF) leads a large programme on green jobs, to which PAGE provides a co-financing to support capacity building and entrepreneurship development
Mauritius	• Industrial waste assessment – additional funds from AfD

China	• Partnership with other cities in China, outside of Jiangsu province
South Africa	• GIZ funding from ICI has been approved for supporting fiscal and pricing reforms on inclusive and sustainable water starting in 2017 linked to PAGE support

Source: based on PAGE Monitoring framework, updated January 2017

109. **Output 3.1 Capacity development support delivered to national institutions**.

110. Output 3 is both national and global in its reach and is considered to be very important for the sustainability of PAGE. While Output 4 is designed to commission new knowledge products, Output 3 is focused on analyzing and packaging existing products to develop expert training materials. UNITAR and ILO are the main PAGE partners engaged in supporting capacity building and training. While there is some overlap between UNITAR and ILO expertise and mandate, they lead on different aspects under PAGE. ILO leads on the Green Economy Academy, regional events and some national training, while UNITAR focuses on foundational learning institutions' fora. The division of roles becomes clearer in terms of each agency's main target audience: ILO's training events primarily target policy-makers (Government, private sector and civil society organizations), whereas UNITAR's green economy learning fora are mainly targeted at priorities; capacity building of national education and training institutions and academia.; as well as global e-learning products.

111. To address the significant human resource challenge, UNITAR / PAGE are bringing together training and education stakeholders at the global level and working to develop the education sector in countries. UNITAR activities include: (i) development and management of e-learning courses (see Box 2) (ii) development of introductory and advanced learning materials for Green Economy, which are available on the PAGE website; (iii) delivery of in-country training; (iv) organization of the First Global Green Economy Learning Forum held in Paris in December 2015[19]. This event was attended by over 100 individuals from 60 institutions and drafted and agreed a statement on 'Learning for an Inclusive Green Economy'; (iv) developing a global network of 'learning' practitioners – trainers, professors, to connect different niches and support the SDGs; (v) preparation of a research guide on learning institutions, with a focus on PAGE partnership countries, which will help identify global leaders. This will be a live document which people can upload, and serve as a searchable tool on what training is being provided by what institutions on GE; (vi) mapping of available learning activities and resources, which has been uploaded on the GGKP platform; (vii) Training of trainers with the objective of creating a network of certified PAGE trainers, initially focused on fiscal policy aspects. The Green Economy Academy held in Turin October 2016; and, (viii) Green Economy Learning Assessment (GELA) in a number of PAGE countries (see paragraph 119) .

112. On the ILO side, scaling up and outreaching goals have been met by promoting a partnership approach to the implementation of global events such as the second edition of the global Green Economy Academy, which was supported by other international partners that have contributed both technically and financially[20]. A comprehensive set of training materials (covering both policy areas, industrial and sectoral perspectives) has been developed through two editions of the global Academy, which have been used/adapted in national and regional workshops.

113. While it is accepted that capacity building is needed in all countries to dramatically increase the number and capacity of 'agents of change', divergent views were expressed on PAGE's work in this area including: (i) the work on capacity building has been too unambitious and low level compared to what PAGE set out to do; (ii) the training could be more systematic and there needs to be greater awareness raising of national events; and, (iii) in general there is no need for another capacity building stream and there is a risk that PAGE tries and do it all so capacity building should be left to others.

[19] In collaboration with the OECD, the Green Growth Knowledge Platform and the International Center for Technical and Vocational Education and Training

[20] For example, technical contributions were provided by: Club of Rome/Stockholm Institute; Council for Scientific and Industrial Research (CSIR), South Africa; 14Trees, LafargeHolcim and MyClimate; GAIN (Green Jobs Assessment Institutional Network); Grantham Research Institute on Climate Change and the Environment, London School of Economics and Political Science; Green Economy Coalition; International Renewable Energy Institute (IRENA); UNEP/UNDP Poverty and Environment In (PEI); and, the McKinsey Centre for Business and Environment.

114. PAGE is working with a number of national institutions with the objective of strengthening their capacity to deliver IGE policy analysis or training or to lead policy and stakeholder consultation processes. An overview of national institutions working with PAGE in a selection of countries is provided in Table 9.

Table 9: National institutions collaborating with PAGE

Country	National Institutions
Mongolia	• Economic Policy and Competiveness Research Centre • Ministry of Finance • Ministry of Environment and Tourism • National Statistics Office • Mongolian National University • Ministry of Construction and Urban Development • National Architectural Project (NAP) LLC • Consortium of Economics and Business Schools of Mongolia (BEST) • Green Building Council
Peru	• Universidad del PacificoPacific • Ministry of the Environment (MINAM) • Ministry of Economy and Finance (MEF) • Ministry of Labour and Employment Promotion (MTPE) • Ministry of Production (PRODUCE) • Ministry of Agriculture and Irrigation (MINAGRI) • Ministry of Transport and Communications (MTC) • Confederación Nacional Instituciones Empresariales Privadas (CONFIEP) • Trade unions (CGTP) • Universidad Mayor de San Marcos • Forest and Wildlife Service (SERFOR) • Regional government of Piura, Arequipa, La Libertad and Cajamarca
Senegal	• Center for Policy Studies for Development (CEPOD) • Institute of Environmental Science (IES) • Green Senegal • Responsabilité sociétale des entreprises (RES) • Economic, Social and Environmental Council for Senegal (CESE)
Mauritius	• University of Mauritius • Ministry of Finance and Economic Development • Ministry of Industry, Commerce and Consumer Protection
Ghana	• Institute of Statistical, Social and Economic Research (ISSR)
China	• Policy Research Centre for Environment and Economy (PRCEE) • The Policy Research Center for Environment and Economy • Ministry of Environmental Protection
Burkina Faso	• Groupement de recherche et d'analyse appliquée pour le développement (GRAAD)
South Africa	• Department of Environmental Affairs (DEA) • Economic Development Department (EDD) • Department of Trade and Industry (the dti) • Department of Science and Technology (DST) • Trade and Industrial Policy Strategies (TIPS) • Green Skills (Rhodes University and Wits University) • Green Talent

Source: based on PAGE Monitoring framework, updated January 2017

115. **In China**, through the engagement with different work streams, PAGE provides opportunities and resources for the national partner PRCEE to build their own capacity on IGE, both in terms of conducting policy research and providing integrated policy recommendations, as well as the capacity of providing training to other interested partners.

116. **In Mongolia** specialized support has been provided to target institutions. For example, the National Statistical Office (NSO) was able to increase its capacity while developing Green Development Indicators to measure progress towards green development. In order to determine how

to sustain the above success, a feasibility study on how some of the green economy concepts can be integrated into university courses was undertaken with National University of Mongolia.

117. In **Senegal**, PAGE in collaboration with the Institute of Environmental Sciences (IES), plans to use the educational materials developed by UNITAR to establish a teaching and research unit on the Green Economy. A national Green Economy Academy held in May 2016 provided a platform that national partners are seeking to institutionalize with the involvement of policy and research institutions, and national resource mobilization for the sustainability of the initiative.

118. **Output 3.2 Nationally tailored training programme developed and delivered**

119. According to the PAGE Monitoring Framework, 975 people (486 female and 489 male) had been trained through national level training programme. Table 10 lists the national level training held in PAGE countries.

Table 10: National level PAGE training courses

Country	Name of training and number of attendees
Mongolia	• Green development modelling & system dynamics capacity building for T21 Model, 2014 (20) • Awareness and capacity building workshop for formulating a National Waste Management Strategy, 2015 (40) • Design thinking to promote creative ideas for green development, 2015 (20) • Introduction to a Green Economy for Media, 2015 (37) • Green economy modelling workshop for local T21 team 2015 (8) • Green economy training for decision makers at local government level, 2015(84) • Green economy training for decision makers of central government, 2015 (73) • Study visit of Mongolian decision-makers to Sweden and the US on green buildings, resource efficiency, sustainable consumption and local green development, 2015 (7) • Material flow account training, 2016 (27) • Training on green building energy and water efficiency, 2016 (31) • Workshop for MEGDT officers on SDGs, GDP and other related development policies, 2016 (136) • Training and technical meetings on energy modelling, 2016 (21)
Peru	• PAGE launch seminar, 2014 (170) • Green economy / green industry training workshop, 2015 (142) • Training course on green economy assessment (T21) and green economy indicators, 2014 (45) • Training workshop on green growth or journalists, 2014 (61) • Three training workshops on green growth for media, 2015 (52) • Training for journalists on 17 May 2016 for preparing the reporting on green economy issues for presidential debate Total: 25,
Senegal	• TOT on green entrepreneurship, 2014 (20) • Training on energy efficiency / construction and water management, 2015 (25) • National Green Economy Academy, 2015
Ghana	• Media training on GE, 2015 (27)
Jiangsu, China	• Training on knowledge sharing and awareness training, 2015 (43)
Burkina Faso	• National Green Economy Academy, 2016[1]
Mauritius	• Training workshop on industrial waste characterization (22-23 Feb 2016) Total: 31, M: 21, F:10

Source: based on PAGE Monitoring framework, updated January 2017

Note: 1/ The National Academy is referenced under output 2.1 in the 2016 Monitoring Framework

120. Following the first Green Economy Academy in Turin (2014), a number of delegates wanted to replicate the training at the national level. PAGE provides support to national stakeholders to develop and deliver such events. **Senegal** held their national Green Academy in May 2015, organized by those who attended the First GE Academy. A national academy was designed for Burkina Faso and was held in December 2016 after a delay due to the political instability. China has expressed interest in a national GE Academy. Led by the ILO in coordination with the other PAGE partner agencies involved in

each country, the design, preparation and delivery of national academies counts on the direct involvement of national stakeholders. The long-term objective is to create local ownership and stimulate the consolidation of national platforms for policy-oriented dialogues among governments, private sector representatives and civil society organizations, involved in development planning, sectoral and thematic reforms.

121. The Green Economy Learning Assessment (GELA) led by UNITAR, is supporting countries to have a systematic look at training and learning needs across ministries. It assesses what universities and schools are doing and opportunities to integrate a green economy. **Mongolia** has completed a national learning strategy. As part of its implementation, PAGE is supporting the integration of green economy modelling and sustainable finance into university curricular. This would make a difference as graduates going on to government positions would then better understand sustainable finance. Building such topics into the curriculum at university level can build human capital and lead to a mass of people being informed on IGE. In **South Africa** and **Ghana**, a Green Economy Learning Assessment (GELA) led by UNITAR together with other national partners has been completed and is intended to contribute towards identifying learning priorities for advancing green economy and understanding skills and capacity gaps in these countries.

122. **In China** stakeholders' general understanding of IGE and policymakers' capacity of implementing relevant policies is one of the key focuses of PAGE support. During the joint scoping mission in November 2015, a one-day capacity building workshop was organized in Jiangsu province. Over 60 guests from governments, businesses, academia, research institutes and international agencies participated and shared their insights in related areas. The general lack of capacity and understanding of IGE was raised during the discussion and to respond to this need, a one-week PAGE academy in the province to introduce key elements of IGE, related policies and instruments, as well as relevant experiences at the international level will be organized in 2017.

123. **Mongolia**: Capacity building of the key stakeholders in green economy development has been increased at the national level through trainings, workshops, international study tours and through the development and distribution of printed materials such as "Green Economy Handbook" and "Guidelines Green School Building". To date 739 people have been trained at the national level. As a result individual and institutional capacity for green economy development has been improved as discussed in the Mongolia Case study (Annex 2).

124. In **Peru** activities related to capacity building and training are considered by participants to have been successful (for both national and global events). Activities have included an initial launch seminar (attended by 170 people and 35 experts), training workshops on concepts and strategies on green economy as well as on quantitative evaluation methods, training for representatives of unions and communication activities. As stated in the Peru case study, one of the most recognized characteristics of the project in Peru has been its ability to influence public officials and journalists through training. This has had a positive influence on government policy and generated media attention (Annex 2).

125. In **South Africa** Green Economy E-Learning is seen as contributing toward the capacity building objective of PAGE. Although not directly funded by PAGE, the South Africa Green Fund / DBSA Green Jobs Training Project implemented between 2014 and 2015 paved the way to the launch of PAGE in the country and it was a direct result of the first global Academy in 2014 (attended by DEA delegates). Through the implementation of 4 national, provincial and sectoral workshops led by the ILO in close collaboration with DEA and UNEP, this capacity building project provided national, provincial and local government delegates with an introduction to green jobs concepts, and their potential in key economic sectors: waste management and natural resource management. The intervention of professors and experts from national research institutes as resource persons (currently involved in PAGE activities) enriched the training curricula by providing up-to-date research insights as well as local contextualization of the scope of the debate. At the end of each course, 172 officials were trained (90 women and 82 men) and actions plans were drafted to stimulate the application of green jobs approaches into institutional plans and practices. The established Community of Practice

initiated a knowledge sharing process among practitioners and experts which was continued under PAGE framework.[21]

126. **Output 3.3 Global and regional leadership and training**

127. According to the 2016 monitoring framework (updated January 2017), 230 people, from 145 PAGE countries had been trained in globally or regionally offered on-line training programmes and on-campus training programmes. This includes e-learning courses, the global Academy in Turin and regional academies.

128. Box 2 provides information on UNITAR's e-learning courses. Box 2A provides information on ILO-led Academies, at global and regional level until 2015.

Box 2: UNITAR's E-learning courses

E-learning courses are very popular and cover: (Introduction to Green Economy Concepts and Applications (available in English and French, with a Spanish version under development); Green Economy and Trade; and Green Fiscal reform (planned for 2017). Scholarships are offered to candidates from PAGE countries. The E-learning materials were developed for the PAGE pilot countries but are used by other countries with similar objectives, supporting PAGE's global reach.

Number of Participants

Year/edition	2013 (2 editions in English)	2014 (2 editions in English)	2015 (Edition in English & French)	2016 (pilot GE and Trade course)	Overall
Total number of participants per year	141	112	104	46	403
Male/female	74/67	59/53	61/43	23/23	217/186
PAGE fellowships (sponsored with PAGE funds)	50	60	60	38	208
Participants from PAGE countries [1]	27	31	40	16	114

Note: 1/ Per country: Burkina Faso: 14, China: 6, Ghana: 21, Mauritius: 22, Mongolia: 6, Peru: 23, Senegal: 13, South Africa: 8, Brazil: 1.

The PAGE e-learning course "Introduction to Green Economy Concepts and Applications" is a global product, and as such aims the upscaling of knowledge and skills development for the green transition beyond PAGE member countries. The course enables dialogue and exchange between policy makers and practitioners on a global scale. Nationals from developing countries, working in the public, academic and civil society sectors, were eligible to apply and receive a fellowship. However, deserving candidates from PAGE countries were ranked preferentially

An evaluation of the "Introduction to a Green Economy" course was conducted in 2015 by the UNITAR e-learning team six months after its completion. An online survey was sent to a total of 294 alumni of the e-course; 108 responses to the survey were received (37%). 91% of respondents evaluated the course as 'very' or 'mostly useful'; and 70% 'often' or 'very often' use the knowledge acquired. Many of the evaluations refer to the implementation of the Green Action Plans and strategies (e.g. Peru, Mauritius, Kenya, Benin) that participants developed during the course as a mandatory condition for its completion

In **Senegal** four people participated in the PAGE e-learning courses (2015-2016) but found the course challenging as it was delivered in English. The availability of materials in French will make it possible to register a larger number of participants.

[21] More information at: http://www.sagreenfund.org.za/wordpress/capacity-development-projects/

129. Table 11 provides data on the number of participates at ILO's Academies (global and regional events)

Table 11: Number of Participants

	Global Academies		Regional	Event supported by PAGE[22]
Year/edition	2014 (English and French)	2016 (English, French and Spanish)	Colombia, 2-6 November 2015 (Spanish)	Ghana, 9-13 November 2015 (English, French)
Total number of participants per year	86	114	50	75
Male/female	54/32	57/57	27/23	54/21
PAGE fellowships (sponsored with PAGE funds)	42	35	35	0
Participants from PAGE countries	43	66	15	16

Participants from PAGE partner countries: 140. **Per country**: Barbados: 3+1; Brazil: 4+1; Burkina Faso: 4+5+4; China: 11; Ghana: 7+6+7; Kyrgyzstan: 4; Mauritius: 5+4+1; Mongolia: 5+5; Peru: 10+15+6; Senegal: 3+8+2; South Africa: 10+7+2.

130. The flagship global training event organized by PAGE is the highly acclaimed Green Economy Academy, held every two years at ILO's International Training Centre (ITCILO) in Turin. It was inspired by events that the Academy holds on other topics and was designed and conceived by the ITCILO in close collaboration with all PAGE partners: a coordination team at ITCILO interacts with the PAGE secretariat and agencies' representatives at global and country level. The first Academy was held in October 2014, and the second in October 2016. The Green Economy Academy is an international event open to all countries and aligns with PAGE's ambition to reach out globally.

131. The GE Academy connects practitioners with senior decision makers - Ministers, deputy ministers and directors. As a testament to the GE Academy's success, the second GE Academy (2016) was around 50% oversubscribed. 114 participants from 35 countries attended. In addition, 33 high level representatives from 16 countries joined the High-level Policy Dialogue on the first 2 days of the Academy. 56 Trainers and researchers contributed to both events. Those unable to attend can benefit from the materials provided online. Only PAGE countries are supported financially to attend the Academy, covering less than half of the participants (in 2016 PAGE covered scholarships for around 50 people). Around 25% of participants are from self-paying institutes and 45% received ITCILO, ILO or Italian Cooperation scholarships (either partial or full scholarships). The fact that people are prepared to pay fully or contribute partially suggests that the course is highly regarded. Criteria for selection of participants, decided among PAGE partners, are; (i) only institutional applicant are accepted and they require an endorsement from their institution. This is to support institutional capacity building and applies to most ILO courses; (ii) Gender balance; (iii) Balance between Government, private sector, civil society, Universities, trade unions as groups important to promote a GE; (iv) Regional / country balance; and, (v) Person / institution must have actively worked on GE to avoid real beginners. While taken into account in the final selection, seniority is not a precondition or selection criterion in consideration of the fact that a high-level segment takes place in the first two days (for which 'a sphere of influence' is a criterion for invitations); youth participation is welcome throughout the rest of the Academy.

[22] This event was financially implemented with the support of the UN University in Accra and the ILO. PAGE technical support was granted through material and technical expertise sharing (in particular, UNIDO's learning package and trainers on greening industry).

132. The Academy provides intensive training on IGE but also serves as a knowledge sharing platform and research and innovation hub. For example, the second Green Economy Academy included: a knowledge fair, where the PAGE community could learn about the activities of a range of PAGE countries and partners; a high-level policy dialogue, which in 2016 was dedicated to the Future of Work in the Transition to Inclusive Green Economies; and side events for PAGE partners and stakeholders, such as the elective for PAGE National Coordinators to learn from each other and the space for PAGE related meetings, including its Steering Committee. The Academy is also an opportunity to review work-plans and for funding partners to meet with country stakeholders in one place. There are 2-3 sessions for countries to show what they have achieved and a one-day open space for all participants to propose their preferred topics for discussion, beyond the contents provided by the Academy. Participants are able to take electives on specific topics to be implemented at the country level.

133. Together with UNITAR, ILO invested a lot in the first event to prepare the training materials. The second edition was able to make use of training materials developed under the global knowledge products as for the specific country and regional workshops. Every year is an opportunity to update these training materials and translate them into different languages (English, French, Spanish). All plenary sessions had simultaneous translation. In elective courses not everything is translated; this year one option per day was in French, and one in Spanish, the rest were in English. Simultaneous translations of all plenary sessions were guaranteed over the two weeks, in the three languages.

134. As a measure of capacity building past participants are being used as trainers in subsequent courses. This is happening at the global and national level and is also a way of building the PAGE network. Training of trainers has been prepared by UNITAR and completed in 2016. Senior people have been trained through the GE Academy. For example, the Permanent Secretary from Burkina Faso who is coordinating the PAGE programme attended the 2014 Green Economy Academy and participated in several knowledge sharing events organized by PAGE. Other examples include: Permanent Secretary from Ministry of Labour in Barbados, Deputy Minister of Economy from Kyrgyzstan, Labour Commissioner from Zambia, Executive Director from Employers Organizations in Zambia, among others.

135. PAGE has been continuously developing the communications on the GE Academy. There is an on-line platform for each event, helping people to stay connected after the event (with material available from both Academies). They are currently testing a new campaign on social media.

136. Based an on-line evaluation the 2016 Academy was considered extremely relevant to both participants' job (94%) and participant's institution (92%). These results confirmed a satisfactory matching in terms of selection process and in response to training needs. Achievement of objectives, quality of contents and resource persons, training materials, learning methods and group working dynamics were rated on average at 85%, whereas the organisation, logistics and secretariat scored 98%. There are still areas of improvements in terms of the gender dimension in the training, which is not only linked to gender balance (achieved in this second edition at 50-50%) but also to the extent to which gender issues are included into training contents. Preliminary information could also be enhanced and this is also linked to the entire recruitment process, which was not equally fast across countries (e.g. some countries confirmed their delegates one or two weeks before the event took place, hence preliminary information was not effective in those cases).

137. The Global Green Academy format is very comprehensive and has been adopted in **regional forum** which can inspire national activities. For example, Colombia held a regional PAGE Academy for the Latin American and Caribbean region, co-financed with the support of ILO regional office and ITCILO funds from the Italian Cooperation. This provided an opportunity to develop specific training materials, in Spanish, across sectors and topics that are a priority for the region and to increase PAGE's visible across the region. This one week course followed the same format as the global course. Colombia was selected as the venue as they were expressing a strong interest to be a PAGE country at the time. In 2015, another regional event was held in Ghana, mainly financed by the UN University in Accra, but with technical contribution from PAGE resource persons, both from international organizations and from national institutions. According to the initial work plan of PAGE, there is the intention of maintaining a regional gathering every other year to complement the global events, possibly with the financial and technical contribution of external partners (e.g. through ILO's field offices and networks).

138. The average evaluation result of the Regional Forum for Latin America held in 2015 was 4.5 out of 5. All parameters had a satisfaction level rated above 90%, with the exception of preliminary information (77%) and training materials (87%). The success of the event was mainly linked to the group work dynamics and peer-to-peer learning generated in the group and to the customisation of training sessions to the specificity of the region (Latin America). The gender dimension in the training was rated as exceptionally high (95%) linked to the fact that a plenary session was entirely dedicated to gender equality in greener economies and most of resource persons included a gender dimension into the different topics. Areas of improvement in the implementation of Regional events were identified with respect to the profile of participants (more heterogeneous in terms of background knowledge), due to the fact that most countries were not PAGE countries and selection process was slightly more open than in global academies. On the one hand, this can be positively assessed in terms of outreach and visibility for PAGE to other (potentially candidate) countries), but less effective in terms of advancing on action plans.

139. **4.1. IGE knowledge products generated and shared through North-South-South collaboration.**

140. A number of globally relevant knowledge products have been produced to support countries interested in adopting an IGE approach. They are available on the PAGE website and include: A country starter kit, comprised of – Using Models for Green Economy Policy Making, A Guidance Manual for Green Economy Indicators, and A Guidance Manual for Green Economy Assessments; A Practitioners Guide to Strategic Green Industry Policy; and a Synthesis report on Integrated Planning and Sustainable Development.

141. **A Practitioners guide on green industrial policie**s has been finalized along with supplementary tools to provide practical advice on strategic green industrial policy for policy practitioners and covers implementation and policy evaluation, as well as outlining the tools and methodologies that are necessary to steer the green economy transition. The guide and toolkit are available on the PAGE website.

142. Tools and assessments methodologies under development by PAGE, include

- **GE Progress Index,** which will be launched in March 2017, covering 105 countries. This has been developed in a transparent process by experts and will help countries understand their progress towards GE. The index can be applied at national level and tailored to specific countries.
- **Policy report on industrial policies for IGE**: The policy report targets development economists and policymakers in developed and developing countries alike and will provide an up-to-date overview of the debate on the role of green industrial policies in development. The report will be published in the first half of 2017.
- **Integrated green economy modelling (IGEM) tool**: Building on several technical workshops on improving the Threshold 21 (T21) model, PAGE advanced the work on the integration of different modelling approaches with the aim to enable an easier and more comprehensive green economy policy assessment at country level. An integrated model was tested in Mexico to assess the Carbon Tax and Colombia, Peru and Mongolia are reportedly interested in such an approach. The tool is in final stages of completion and is planned for launch in March 2017 during the PAGE ministerial conference in Berlin.

143. Good feedback was received on the available publications. PAGE has a publication guideline[23] and logo used on all PAGE reports which reflects the strength in the partnership and serves to brand PAGE approach and products. It was suggested by a number of interviewees that better distribution of products is needed at the national and global level, and a mechanism for getting products to decision makers (Ministers) is required.

144. In addition, as of the end of 2016, 18 global / regional knowledge sharing events / dialogues had been held with other partners, including: a PAGE Partnership Forum at Global South-South Development Expo, Nairobi (2013); side event at Climate Conference of the Parties (COP), Lima (2014); a side event at the SDG Summit, New York (2015), and a side event at the third International Conference on Financing for Sustainable Development, Addis Ababa (2015). A ministerial conference

[23] UNIDO goes through its own process but uses the PAGE template

is planned for March 2017 to coincide with G20 meetings. This will bring together experts on a green economy and transformational change. The event is to act as catalyst for the SDGs and NDCs and high level political engagement is anticipated.

145. **4.2 Global IGE advocacy, outreach and communications strategy developed and put in practice**

146. PAGE has a well developed website, which received 11,193 visitors as of December 2016. PAGE's monthly newsletter has 2,300 subscribers and its twitter account has 600 followers. A view was expressed at the recent donor meeting that PAGE is relatively unknown and therefore effective communication and outreach through all forms of media remains important as PAGE moves forward.

C. Effectiveness: Attainment of project objectives and results

i. Direct outcomes from reconstructed TOC

147. The MTE sought to assess if PAGE is on track to achieve its outcomes as set out in the global and country logframes and if not, why and what corrective measures are needed. With the exception of Ghana, PAGE countries are expected to achieved their outcomes, assuming a number of challenges are overcome. Achievement of direct outcomes is rated as **Moderately Satisfactory** at the mid-term stage. It should be noted that a higher rating than this (i.e. Satisfactory or above) at the mid-term stage would suggest that the intervention strategy was not ambitions enough, and would need rethinking.

148. The 2015 monitoring framework (May 2016 version) tracks progress under outcomes 1 and 2. However, indicators related to outcomes 3 and 4 had not been monitored. Under Outcome 1 (Countries have reinforced and integrated IGE goals and targets into SDG aligned national economic and developed planning through multi-stakeholder collaboration), 4 countries and 1 province had adopted national development strategies integrating IGE priorities and 2 countries had started implementing these with PAGE support as of May 2016 (Table 12).

Table 12: Progress on Outcome 1

Country	Polices, Strategy, Plan
Mongolia	Green Development Policy (GDP) (adopted 2014, implementation from 2015) Action Plan for implementation of Green Development Policy (approved January 2016) Sustainable Development Vision of Mongolia 2030 in February 2016. Action Plan of the Government of Mongolia 2016-2020 (Part 4: Environment and Green Development) in August 2016
Peru	Completed roadmap for the development of a green growth strategy (2015) National Green Growth Strategy for 2014 to 2018 (in process of adoption)
Senegal	Plan Emergent Senegal including IGE objectives (adopted 2014) National Strategic Orientation Document on Green Economy produced by committee members of parliament and members of the Economic and Social Environmental Council (CESE) National Strategy for Sustainable development (adopted 2015)
Ghana	Shared Growth and Development Agenda II (adopted 2015) National Climate Change Policy (adopted 2015) Green Economy Action Plan (under development, supported by UNDP-UNEP project)
Mauritius	Marshall Plan against poverty (implementation from 2016) Vision 2030 (draft)
Burkina Faso	National Programme for Economic and Social Development (in process of adoption) National Investment Plan on Environment and Sustainable Development (in development)
Jiangsu, China	Provincial adaptation of national Five Year Plan and the implementation of Ecological Civilization
South Africa	Green Economy Accord (adopted 2011, pre PAGE)

Source: based on PAGE Monitoring framework, updated January 2017

149. In terms of Outcome 2 ('Countries are implementing evidence-based sectoral and thematic reforms in line with national IGE priorities) across PAGE countries a number of thematic and sectoral policies and instruments supporting IGE priorities have been adopted or are in the process of being adopted, these include a teleworking strategy adopted and two regional plans for youth employment in the green sector finalized in two regions - Arequipa and Piura in Peru (2015)

150. An overview of the progress individual countries have made towards reaching their outcomes is provided below.

151. **Burkina Faso**. The project outcomes are generally considered to be attainable if some key challenges are met, despite the fact that the project was delayed by the coup d'état of late 2014. PAGE was supporting the greening of the 'Stratégie de Croissance Accélérée et du Développement Durable (SCADD)' but the new government put aside this strategy and launched the "Programme National de Développement Economique et Sociale (PNDES)" in mid-2016. PAGE is now re-engaging in the process of implementing the PNDES, and is reprograming its activities. The Ministry of Environment, Green Economy & Climate Change is PAGE's focal point, but is a relatively weak ministry in terms of promoting economic transformation within the government. Further, currently Burkina PAGE lacks a national coordinator able to ensure the implementation of the planned activities and coordination (a person has been hired but has been on sick-leave since recruitment).

152. **China**. The results to date are generally in line with the proposed work plan. However, with the absence of a multi-stakeholder mechanism / Commission and national coordinator the project has experienced some difficulties in ensuring substantive technical inputs, in-country coordination and technical steering, policy influencing and reporting. It is envisaged that this could have negative impacts on the long-term sustainability of results. To date the UNEP Office in Geneva has coordinated PAGE China with an interim country focal point designated by UNEP. Additional work is needed to interpret project results to increase policy impacts at provincial and municipal levels, and national level if possible, and on awareness promotion and capacity building, case studies and other technical and policy reports to make the results more accessible for policy development. In Jiangsu Province, more emphasis has to be given to the development of follow-up actions. Different opinions exist on the dimensions of inclusive green economy, the logic between the proposed activities and Outcomes to be covered by PAGE, and its practical application in the Jiangsu Province. These aspects therefore need to be further discussed and defined. The remaining period of the PAGE China, especially fiscal year 2016 – 2017, will be very important. It is considered that more technical, coordination and financial support is required.

153. **Ghana.** The Project is *not* on track and the country logframe has yet to be agreed upon by all partners, however progress was made in late 2016. A key reason for this is the hand-over of the country lead from UNIDO to UNDP, which was first proposed in December 2015. This handover was necessary as for almost two years no UNIDO Representative was assigned to the Ghana Office and the UNIDO lead could not be supported at country level and the PAGE Coordinator did not fulfill the necessary requirements of the position. In December 2015 at a meeting with all PAGE partners and the UN Resident Coordinator in Ghana it was proposed to hand over the country lead position to UNDP, which has a presence in the country, and to look for a new PAGE Coordinator. Since then the responsible staff at the UNDP country office has changed a few times with a full hand-over taking place in mid-2016. More recently, dialogue with government has picked up again. The PAGE Secretariat is making an effort to correct the situation in Ghana and has started engaging the partners to inform the new colleagues at UNDP about achievements and next steps. In late 2016 consultations between the interagency group and the Government were recommended and a draft work-plan created.

154. **Mauritius**. Whilst the project outcomes are clear with achievable targets some delays in project implementation has occurred, due to the change of Government. For example, the projects of the former Maurice Ile Durable (MID) Commission have been channeled to the Ministry of Environment resulting in some loss of visibility and momentum. However, the momentum and visibility on such issues as climate change and renewable energy have picked up under the Ministries of Environment and Public Utilities. There is a need for PAGE to take on board the changed organizational structure of the new government and adjust consultations and work-plans accordingly. Despite these setbacks, some progress has been made in other areas of support including the Marshall Plan, Public Environment Expenditure Review and Industrial Waste Assessment. Planned/agreed activities include

support to Vision 2030 and Mobilizing Finance for Sustainable Development, which are now on track. Overall, the project is considered to be on course, however more work is required to translate policy papers into actionable plans. While some papers have been 'published' it would be good to put the entire portfolio of work together and to raise the visibility across government.

155. **Mongolia**. It is likely that the project will achieve its desired outcomes within its timeframe. Most of the planned activities were undertaken on time between 2013 and 2015. However, some activities were delayed. For instance, the report on policy assessment and the green school prototype design for a secondary school located in the district of Ulaanbaatar was completed in 2016. This design follows ILO's formulation of a business case for green buildings. However, the delay is partially due to the lack of funding as the allocated funding was not enough to undertake the activities. There are two main challenges that might impact the achievement of the desired **outcomes** - political instability and the delayed funding for 2016. The first challenge is anticipated to be resolved following the government re-structuring at the end of 2016. The second challenge needs to be solved urgently, otherwise it might create the situation where too many activities at the end of 2016 or at the beginning of 2017 are to be completed at once.

156. **Peru**. The government has undertaken institutional changes with active commitments on climate change and green growth, linked to the Paris Agreement and Peru's adherence to OECD's green growth strategy. Results directly linked to the project include the publication of the green growth guidelines carried out by the Ministry of the Environment in June 2016 and a study on short-term green jobs instruments (please see Peru Case Study for more details). In addition, there are a couple of regions that with the support of PAGE have been able to develop regional strategies for green employment. While the PAGE products are highly appreciated and the green economy qualitative assessment and sectoral strategies have helped establish the basis for what could in the future become a national green growth strategy, the completion of the quantitative analysis on the impact of sectoral green economy strategies has been delayed.

157. **Senegal**. PAGE supported Senegal in the formulation of important documents such as the strategic orientation document on GE, the NSGJP, the report on green industrialization, the mapping of the various interventions regarding GE in Senegal. To date PAGE is characterized strong stakeholders involved, notably including parliamentarians. In order to operationalize the different strategies defined key documents, PAGE has supported Senegal in the development of some initiatives such as TIGE, PACEV, NWMP, PNEEB-typha, the development of a new city in Diamniadio, and the creation of the GE which offers a platform for exchange and ensures synergy of actions of the various stakeholders.

158. **South Africa.** The start-up of PAGE was highly consultative, with PAGE events providing input to the TORs for PAGE inception activities. This delayed the start-up of some activities, but has been worthwhile given the buy-in that national partners now display. It is anticipated that with the completion of the inception reports and guiding documents in 2016, the 2017-19 period will see full-scale implementation of PAGE-supported activities in SA. It is considered highly likely that PAGE will achieve its outcomes given that in South Africa most green economy policies are in place. South Africa has made great progress in adopting policies, plans and legislation to address poverty eradication, jobs and social equity. The National Development Plan and related sectoral policies and legislation are in place. The involvement of private sector, through the National Business Initiative (NBI) is a positive step to ensure support, implementation and mainstreaming of a green economy. PAGE is led by Government departments who are committed to mainstreaming sustainability in economic policy frameworks. However, implementation and achievement of set targets in specific sectors will depend on continued political will, collaboration among all partners, and improved capacity and availability of funds to support implementation.

159. On the whole, the project in South Africa is considered to be broadly on track to achieve its outcomes as set out in the country's logframe. There have been certain delays in the publication of key reports and organization of major PAGE events. This is due to lengthy periods of internal clearance of procedures and decisions within Government. These delays are mitigated to a certain degree by the close communication PAGE has with the Government delegation of decision making established by the National Steering Committee, through the appointment of Task Teams for specific PAGE outputs. In terms of the 2016 outcomes, two key areas have *not* been addressed:

- Outcome 1: **Green Jobs Assessment for South Africa**. The ILO has undertaken extensive national stakeholder consultations in 2016, and the scope and focus of this assessment will be clearly defined and prioritized in the PAGE NSC deliberations in early 2017.
- Outcome 3: The design of activities under Outcome 3 will be based on the recommendations of the national green economy learning assessment and the green economy inventory, which were concluded at the end of November 2016.

ii. Likelihood of impact using Review of Outcomes to Impacts (RoTI) and based on reconstructed TOC

160. PAGE's ambition (impact) is that countries *transform their economies* to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals (SDGs). While at the Mid Term stage progress towards outcomes is of primary interest, understanding to what extent PAGE can contribute to its ambitious impact is important (Box 3). The MTE has considered how PAGE is / could contribute to transformation at the country level, the elements that are available to achieve the desired impact, and what may be needed to make the changes in policy. Overall, there is some evidence of countries implementing policy reforms, that can be partly attributed to PAGE and the likelihood of the project achieving its impact is rated as **Moderately Likely** at the mid-term stage.

Box 3: The PAGE Ambition

The PAGE ambition is very high yet PAGE operates with a small budget and a small number of people on the ground prompting recurring questions around how PAGE, as structured, can help deliver on this ambition and how its contribution to a transformational IGE change can be measured.

Based on the MTE interviews, it is clear that there are different views on the PAGE model and approach.

- One view is that PAGE is underfunded and the architecture is too small to achieve its goal of effecting transformative change. More partners are needed and the program needs to be significantly upscaled in terms of funding and in-country presence. Its four-year timeframe of support to countries is also too short to achieve the transformation, given that policy reform is very slow and a transition to an IGE can only be incremental.
- The counter view is that the PAGE approach is in line with its objective to strengthen government ownership and serve as a *catalyst* for IGE. More money than outlined in the Operational Strategy 2016-2020 is not needed to successfully play a co-ordination and catalytic role.

161. **The issue of attribution**. Since PAGE is positioned primarily upstream at the policy level, quantifying PAGE's contribution to the high ambition of restructuring economies in line with IGE is complicated. It is broadly accepted that this impact cannot be achieved quickly, and will not occur within the four year horizon of PAGE in country support, and will not happen without the inputs of many actors. Clearly specifying PAGE's contribution to achieving the impact is also challenged by the fact that in some cases PAGE is supporting a component of a bigger project. The 'attribution issue' was raised in the PAGE Inception review. Donors want to see clear reporting and attribution to PAGE to support their justification for further funding. However, at the same time, many value PAGE's streamlined approach, working in the background and building governments' ownership of the results.

162. In general terms all the discussions and learning which take place during project implementation can have an impact on how things are done by a country. For example, learning that a coordination mechanism such as the PSC can save time and effort - in contrast to undertaking individual and parallel initiatives - can lead to better results long after PAGE is completed, assuming the stability of institutional capacity.

163. The MTE assessed if there is any evidence emerging in PAGE countries of the *implementation of* policy reforms and SDG-aligned national economic and development planning in line with national Inclusive Green Economy (IGE) priorities, that could be attributed or linked to PAGE.

164. **Burkina Faso**: In Burkina Faso there is evidence emerging of political reforms including: (i) the renaming of the Ministry in charge of the environment, which became the Ministry of the Environment, the Green Economy and Climate Change; (ii) the establishment of a Directorate-General for the Green Economy and Climate Change which PAGE intends to support in the development of a green economy strategy; (iii) the adoption of the national economic and social development plan (PNDES), developed through a participatory process, and taking into account the prioritization of the targets of the SDGs; (vi) the development, in progress, of a national green economy strategy; and, (v) development of its national sustainable development policy. The Government of Burkina Faso is also interested in implementing an environmental tax policy and this is supported by PAGE, who is financing a fiscal study. The recently launched Programme National de Développement Economique et Sociale (PNDES) is aligned with the 2030 development agenda. Although it is difficult to attribute this to a specific initiative, key actors involved in the drafting and technical management of the programme have been involved in PAGE activities in the past such as the green economy assessment for Burkina Faso, the green industry assessment for Burkina Faso and an ongoing fiscal policy study. The Permanent Secretary who is coordinating the programme has received training on green economy supported by PAGE – i.e., the 2014 global green economy academy and has participated in several international knowledge sharing events organized by PAGE.

165. **Ghana**. PAGE has initiated a discussion of concerned stakeholders as to the different obligations the country has committed to and how those commitments can be aligned and addressed in a coordinated and planned manner. This coordination process has to be ongoing and resourced. PAGE has only contributed to the first step in this process. The PAGE main phase, which will hopefully start soon, should show more tangible results. There is evidence of policy reforms, but PAGE is considered to have contributed very little to this. Ghana has stated its intent to undertake a number of IGE-related reforms though this intent is not explicitly expressed in terms of IGE. The impetus for these reforms comes from a number of sources such as the country's NDCs from the Paris Agreement, current national development plans and SDG targets.

166. **Mauritius**: The PAGE engagement is at an early stage and it is too early to evaluate it at the impact level. However, the recent budget allocations reflect policy reforms and SDG aligned national economic and development planning. For example, the Marshal Plan Against Poverty that was fully supported by PAGE has been a success for which the government of Mauritius (Ministry of Finance and Economic Development) allocated funding in the budget of 2016-2017 and it was officially launched during the budget speech by the Minister of Finance and Economic Development. PAGE supported Mauritius Vision 2030, which is under preparation and takes on board SDG aligned targets as well as national Inclusive Green Economy priorities. A participative and collaborative approach has been adopted with all Ministries and stakeholders including the private sector and NGOs. Vision 2030 is at a crucial phase where outcome and results frameworks linked to the plan will be developed and PAGE would like to place a national coordinator into the PMO to support the integration of IGE agenda. PAGE provided technical and financial assistance to assess the waste generated by manufacturing enterprises and recommendations have been proposed to improve the industrial waste management in the country in line with the government's efforts to promote sustainable industrial development. Renewable energy projects have been given considerable attention and a number of fiscal incentives have been provided for hybrid motor cars and electric cars. Value added tax have been removed on photovoltaic inverters/batteries to encourage households and Small and Medium Enterprises to invest in solar energy. PAGE has contributed in raising awareness, mainly through the Green Economy Assessment. The general trend is towards the integration of the SDGs and sustainability into development strategies.

167. PAGE in **Mongolia** is working effectively towards policy change and line ministries are committed to integrate IGE into policies and laws. There are a number of examples that signal that efforts by the project are effecting policy change at the national level to support transformation to an IGE.

- Most of the studies undertaken in **Mongolia** (stock taking reports, policy assessments, market analysis) are being reviewed and considered by government agencies in the context of their implications for policy reform and adjustment of existing laws and regulations. For example, the government of Mongolia recently approved the Action Plan for the Green Development Policy (GDP) 2016. The Action Plan has incorporated many of PAGE's initiatives and activities in support of Mongolia's green development; particularly green development

indicators, green jobs, green economy learning, sustainable public procurement, green building, sustainable financing and waste management. This is an important step forward to align the roles and responsibilities of ministries with the Green Development Policy. The results framework for the GDP is now ready to be implemented.

- Following the election, MET created a new sub-department on technology innovation under the Green Development Policy and Strategic Planning Department with the main objective of supporting green technology by encouraging SME via different incentives in the country.
- The Ministry of Finance is going to review the Public Procurement Law with the objective of integrating sustainability principles into the law by 2017, based on the assessments done at the country level with the support of PAGE. PAGE intends to support this through the preparation of policy briefs, consultations and meetings with Parliamentarians, capacity building for procurement departments of ministries and agencies, market analysis of green construction materials and database development.
- In 2016, the local firm NAP LLC with guidance from UNEP completed the design for a Green School Building for a secondary school located in the district of Ulaanbaatar. The design work can be applied to over 220 schools that need to be built over the next 3-4 years in Mongolia (of which 85 are in Ulaanbaatar). The development of Green Credit fund was initiated by the Mongolian Bankers Association and is supported by the Mongolian government, as a mechanism to help finance the transition to IGE and encourage a strong role for the private sector.
- NSO is actively working on methodologies of green development indicators at the national level to be approved in 2017. ILO is working with the NSO to integrate green jobs indicators into the national labor force survey. This work will continue beyond the PAGE project.
- As a result of the different awareness raising and capacity building workshops and trainings organized by PAGE, it is already noticeable that the capacity of line ministries has been strengthened. During the MTE mission, 6 senior government officials (including department directors of Ministries) were interviewed, and all of them expressed their interest and commitment to use their knowledge and experience for further implementation of IGE.
- A green economy learning strategy was developed at the end of 2015 to be used by MET and Ministry of Education for Mongolia for policy making. It is included in the Action Plan for the implementation of the National Green Development Policy.

168. **Peru**. While the impact of PAGE is hard to identify, there are three areas where PAGE has had an influence. First, at the national level, where through the scoping studies and training of stakeholders and journalists, the green economy approach has influenced public debates. Second, there has been progress at the regional level, where as a result of technical assistance some regional strategies for youth employment have been implemented which could lead to the mobilization of resources and creation of new opportunities for future generations of workers under a green economy approach. Third, the project has had several interviews with stakeholders from the private sector, civil society and academia, which are published on the PAGE website. Examples include the recycling of oil from CILCA and the new curricula offered by the University Antonio Ruiz de Montoya in Sustainable Tourism and Economy and Environmental Management. This is creating a community of different green economy initiatives that could have positive influence in the future. Adherence to the OECD initiative on the green economy would sustain some of these efforts, but it is not clear what will happen if Peru does not reach the goal of being part of the OECD.

169. PAGE started its activities in **South Afric**a in January 2016, so it is too early to link country progress to the activities of PAGE. However, South Africa has implemented a number of policy reforms, including financial mechanisms and regulatory incentives to support its vision of transitioning to a greener economy. The reporting systems, both in government and the private sector, are beginning to show the impact of efforts at mainstreaming sustainability, and there is clear evidence emerging of this shift e.g. the key role South Africa is playing in the renewable energy market. There are many green economy initiatives in South Africa undertaken by different development partners so it is difficult to assign impact to one initiative. However, PAGE is seen as having a key role in supporting better coordination and cooperation in the policy implementation

process, both within and between government, business and civil society. To reach and influence core decision makers (macroeconomic policy, finance, planning, Prime Minister) PAGE needs to be able to offer high calibre assessment tools and expertise. A view was also expressed that PAGE needs to be more strategic to attain the deeper change required. There is a need to better identify the most important agents of chane and those who may resist a move to a GE, including those in the private sector. It is also necessary to keep building relations with external partners, such as GEC, GIZ and SAG, as well as the support programmes (bilateral and multilateral) targeted at the NDCs.

iii. Achievement of project goal and planned objectives

170. Achievement of project goals and planned objectives is rated as **Moderately Satisfactory**.

171. **Clear communication of PAGE's offering and value added**. To fairly assess PAGE's achievements, it is important to be very clear on PAGE's offering and the boundaries of PAGE. While this is set out in the Operational Strategy 2016-2020, the MTE findings suggest that stakeholders understand this in different ways and therefore it needs to be communicated with more clarity and consistency.

172. **The boundaries of PAGE – upstream policy focus versus demonstration activities.** PAGE's operational strategy places PAGE upstream (described as the 'River Bed'). However, some feel there is a risk that every country understands PAGE differently and that it appears to have moved away from policy making to concrete, micro level activity. There is evidence of PAGE supporting such concrete micro level activity in, for example, **Senegal**.

173. There is a dominant view that PAGE should not undertake demonstration activities as others are better placed to do this. If countries are facing a real gap at the implementation / demonstration level they should find other funds to address this. PAGE's funds are limited and should be focused on facilitating a conducive policy framework, establishing a sustainable coordination mechanism, and catalyzing activity towards IGE. It should not try to do everything. A clear message from the donors is that they would like to see PAGE working at the policy level.

174. The counter view is that it is good for PAGE to move in the direction of implementation / demonstration projects, as it is necessary to showcase successful examples not just present theoretical studies to have any chance of effecting transformational change. Governments' demand for such implementation projects is also high and can make PAGE more tangible and attractive. Some respondents at the country level were very clear that they would also like support for implementation (e.g. Mauritius, Senegal, South Africa). It is argued that PAGE's work upstream (creating evidence for green investments and greening of macroeconomic policy and planning, and policy formulation) needs to be supported through implementation mechanisms. Governments want to own projects that they can sell to their constituencies by showing evidence of green job creation and economic benefits not only predictions and estimates that are usually part of GE assessments. Clearly support for demonstration projects is needed, but the real question is should PAGE be funding this work, or leveraging the funds from other sources to do so?

175. **PAGE's value added is in its role as a catalyst**. This catalytic role is positioned upstream. There is a need to ensure that in the countries it is supporting PAGE helps to establish the infrastructure and processes, human capacity and policy relevant technical evidence to implement the investment phase. This involves supporting technical studies, strengthening coordination, building partnerships and harnessing the fragmented investment processes so that it converges on the paradigm shift needed away from business as usual pathways and towards SDG delivery. Transformational change means attaining a critical mass across actors, investors, and the interrelated dimensions of the economy. This is further discussion in Section D.

176. **PAGE can fill the co-ordination gap**. A key role of PAGE is to ensure that processes are integrated; this in itself would be a game changer. This involves building the 'coordination structure' / institutional infrastructure and processes, that countries need to work on IGE and create change. There is a gap in terms of co-ordination at the country level at the present and PAGE has the expertise to bring stakeholders together and fill this gap. At the Government level this means setting up cross ministerial committees to facilitate coordinated policy making, but it also means coordinating across external partners, the private sector and civil society. The PEI also plays a coordination role, highlighting opportunities for joint working with a clear division of labour. Joint programming and

delivery has the potential of reaching the scale required, but work is needed to convince Governments that joint planning is good, and workable examples provided.

177. Through its coordination role, PAGE can 'connect the dots'. At the moment efforts are fragmented across IOs, Government, NGOs and private sector. It is important to be clear on who is

178. doing what to be in a position to leverage support and be administratively efficient, avoiding duplication. If all players coordinate their activity – then a deep restructuring can be achieved at less cost. In this way, the relatively small resources from PAGE can help to leverage the investment needed for transformational change.

179. The MTE considered how PAGE's activities are likely to support women, youth and the poorest members of society, core principles of IGE. While an IGE in should in theory address the needs of the poor and vulnerable and display gender balance, given that typically targeted action is required to achieve such objectives, a more explicit analysis and narrative could be followed by PAGE. Concrete examples include PAGE support to the development of the Marshall Plan on poverty reduction in Mauritius, Mongolia's template for green schools and Senegal's Typha project which is supporting women and youth unemployment

180. In **Peru** PAGE outcomes were not explicitly designed to match the needs of women, youth and the poorest. At the activity level, there were specific actions linked to the poorest, and youth groups, but nothing on women. Summaries of workshops, seminars and studies explicitly refer to poverty reduction and better quality life for the poorest people. For youth employers some efforts to build policies were presented in PAGE activities and in its results (for example the Employment Regional Plans for Youth).

181. In **Senegal** the Typha project provides training to increase the income and promote safe working conditions for women. This project is also promoting youth employment. PAGE also plans to support women and young people from disadvantaged environments engaged in waste management activities by organizing them into cooperatives and by supporting capacity building activities for local institutions, SMEs and community organizations responsible for the management of waste recycling. A memorandum of agreement was signed between the UNDP and PAGE however the project has been on hold due to funding delays.

D. Sustainability and replication

182. **Sustainability** is understood as the probability of continued long-term project-derived results and impacts, flowing from the project outcomes, after the external project funding and assistance ends. The evaluation sought to identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits.

183. The sustainability of PAGE's work depends on a number of factors (drivers and assumptions), including continuity of a government in power that support IGE, strong country ownership, supporting policy framework and regulations, institutional infrastructure (sustainable co-ordination body), results on the ground (e.g. creation of green jobs and investment in green sectors etc.), capacity and funding (see RToC). Some country level examples are provided below.

184. **Burkina Faso**: Sustainability is rated as 'Likely' because the political structures are set up to support the transition, political will is strong, and funds such as the Environmental Intervention Fund can provide some financial sustainability. However, to strengthen the sustainability of the project PAGE needs to support Burkina in the institutionalization of green economy beyond the Ministry of Environment. The current government is keen to develop a national green economy strategy, this could be an opportunity to set up a multi-stakeholder national green economy committee that pilots and guides the development and adoption of green economy policies in the country such as the future green economy strategy. Additionally, PAGE could help to leverage green finance in Burkina Faso by for example creating a green Trust Fund.

185. The sustainability of PAGE **China** is considered to be 'Likely'. In general PAGE activities are in line with the top priorities of the project partners and the government. The evidence so far suggests that the increased awareness and capacity of government, private sector and the public toward green economy will sustain interest and support for the project objectives. The critical issue of

operationalizing the project concepts and tools and institutional uptake will affect the sustainability after project completion.

186. In **Ghana** there is no evidence that the work done by PAGE will be sustained and up-scaled beyond the timescale of PAGE support, and hence sustainability is rated as 'Highly Unlikely'. The work programme for PAGE was already behind schedule at the end of 2015 and there has been little progress in 2016. In 2015 one of the problems was that the lead PAGE agency, UNIDO, did not have a country presence since its country office closed. The problem was compounded by the fact that the national PAGE coordinator was ineffective. In mid-2016, UNDP Ghana took over as the lead PAGE agency. Despite this, transition problems were on-going for the first half of 2016. It can only be up-scaled and sustained if all stakeholders and policy makers buy into the concept and are ready to work towards a greener economy. As it stands now, PAGE is seen as just a project. It is suggested PAGE needs to become more Ghana specific to be broadly accepted.

187. The sustainability of PAGE in **Mauritius** is considered as 'Moderately Likely'. It depends on a number of factors including the continuity of the government in power (and its policies), results on the ground (e.g. creation of green jobs and investment in green sectors etc.) as a direct result PAGE, which will encourage ongoing support from other organizations. PAGE needs to invest on building partnerships that can be sustained after PAGE support comes to end. This can only be done when the entire PAGE project is fully owned by the government. One way of promoting ownership is to develop a PAGE country project document through a participatory process coordinated and driven by the PAGE National Steering Committee (comprising government ministries and other stakeholders). Once this document gets full ownership from the government, it can sustain long term support from different Government ministries, other UN agencies, UNRC, development and aid agencies. The Steering Committee/government can use this document to build different projects and get support for long–term programmes. It is also felt that the portfolio of research studies needs to be kept alive and shared more broadly within government and with development partners to ensure sustainability. This can be done through: (i) Taking advantage of upcoming government reshuffling to brief incoming ministries; (ii) creating a functional database online of all of the reports so that they can be shared more easily; (iii) using the government's e-learning platform to turn some of these reports into accessible on line course; and, (iv) Referencing the reports through the Vision 2030 finalization.

188. In Senegal, it is considered 'Likely' that PAGE's efforts will be sustained. The commitment to a green economy pre-dates PAGE. Before PAGE key State institutions (e.g. National Assembly (NA), Economic, Social and Environmental Council (ESEC) and Union of Local Elected Officials (ULEO)) were already supportive of a green economy. This support is reflected in the elaboration of strategic orientation documents (NSSD, ERGE, NSGJP), institutional transformations (ESEC, MESD) and the implementation of concrete actions (TIGE, NEEBP-Typha). This reflects the commitment of a number of actors at both strategic and operational levels. It is in this context that the PAGE activities are implemented. Futhermore, PAGE is anchoring its support with existing institutions and projects, which can continue the work beyond PAGE.

189. In **South Africa** it is 'Likely' that work of PAGE will be sustained beyond the PAGE project time scale as the project is aligned to the government's objectives and mandate and all relevant departments are involved and are likely to build on some of the outputs from PAGE. The Green Economy Inventory for South Africa (GEISA) for example provides baseline data for the relevant Departments and sectors to build on and further support Green Economy initiatives. The capacity development and training initiatives undertaken by PAGE will ensure new participants in the Green Economy space. Sustainability of the project can be supported by: (i) obtaining an explicit, formal and high-level adoption of (renewed) green economy policy direction in Paris implementation strategies (NDCs) and SDG planning framework. This could be some sort of "enactment" of the new role of GE in these 2015-adopted international agreements; (ii) demonstrating in at least one sector and in one municipality/province the added value of GE approach; (iii) focusing on media outreach, knowledge sharing and capacity building on GE; (iv) building operational relationships with the private sector with a results-oriented action plan on greening.

190. **Exit strategy**. A range of views were expressed by interviewees on the exit process. After 4 years of in-country support a country will still be part of the PAGE community and be involved in bilateral exchanges, key events to showcase their work, and the GE Academy. However, a clear exit

strategy is needed to set out how, when the core PAGE funding ends, how the work of PAGE will be furthered developed.

191. In Peru and Mongolia PAGE has been in operation for 4 years and will end in 2017. However, both countries have not yet finalized their exit strategy. For example, clarity on what is going to happen when PAGE support ends in **Peru** requires further attention. The aim is that the national capacity that PAGE has contributed to building will have its own independent dynamic to continue the work on IGE. To this end preparations are underway to include the national Comité Directivo of PAGE into the existing CNCF Comité (Comité Nacional de competividad y formalización) which sits under the MEF. Adhesion to the OECD initiative on the green economy will sustain some of PAGE's efforts, but it is not clear what will happen if Peru does not join the OECD.

192. In **Mongolia,** over the past year the interagency-group have been discussing a PAGE exit strategy with the Government. This includes the following elements: (i) reframing the national development strategy in line with overall IGE and SDG priorities (achieved); (ii) putting in place an independent national coordination mechanism for IGE (discussions ongoing); (iii) strengthening capacities to implement IGE policies across sectors (achieved for page workstreams); (iv) securing additional funding opportunities. Financing opportunities are being explored with the Green Credit Fund and public finance sources; and, (v) Integrating core IGE elements into training programmes delivered by national institutions (underway).

193. Ideally countries should start on an exit strategy right at the beginning of the project, as they can be difficult to implement and it is important to have a clear understanding with host countries. Exit strategies developed for existing countries can inform the development of exit strategies for new PAGE countries.

194. **Views on a phased approach for PAGE**. A number of interviewees felt that PAGE needs more time in a country to achieve its intended outcome and a second phase of PAGE support was suggested, depending on the pace of change in a country and the political climate. For example, Mauritius would welcome a new development phase focused on concrete measures to support: (i) energy savings in small and medium sized enterprises, households and government buildings; (ii) measures to abate high temperature schools in the summer season and thus provide a better learning environment to children in the school premises; (iii) creation of green jobs especially to women entrepreneurs; (iv) training and capacity building to public officers and the civil society; and, (v) project implementation.

195. However, others felt that extending the timeframe would not solve much. If it is accepted that PAGE acts as a catalyst, then in countries where PAGE is working with the same Government for 4 years it should be possible to establish the institutional **infrastructure** and analytical foundation to effect change (however this can be very challenging if there are Government changes). This infrastructure should allow everyone to know each other and to understand who is doing what to enable the joint implementation of green policies and stimulate financing.

Financial

196. The financial sustainability of PAGE is rated as 'Moderately Likely'.

197. There is general agreement across stakeholders that the mobilization of domestic and international financial resources is a key factor for the sustainability of a green economy approach. Fiscal reform is very important to achieve a GE transition and PAGE is well placed to support this analysis in country along with other types of economic analysis needed by the Ministries of Finance and Planning to agree priority areas for action and allocate funding.

198. PAGE's resources are small, and in order for its efforts to be sustainable, it will be important to leverage additional financial support from others. It is unclear at this stage to what extent PAGE can contribute to the leveraging of the financial resources to effect change. This depends on its success convincing stakeholders of the economic justification for change, coordinating the work of all stakeholders and catalyzing new investments, especially from the private sector, both at the global and country level.

199. The **Peru** case study highlights that there is an expectation that PAGE could help to facilitate application for additional international funding for green growth initiatives.

200. Private sector engagement in PAGE is critical to the financial sustainability of PAGE and the project achieving its goals. There are examples of private sector engagement in PAGE, e.g. the Mongolia, Senegal and Mauritius. However, greater involvement of the private sector in a green economy is needed to realize the transformation required. Similarly, PAGE has had some success in attracting co-financing for projects from external partners (see Table 2), but this needs to occur on a much greater scale as PAGE approaches its exit point in countries

Socio-political

201. Socio-political sustainability is rated as 'Moderately Likely'. Regime changes have led to delays of PAGE activities in many countries, however in most countries Governments remain in support of an IGE. **Socio-political stability**. PAGE only works in countries where there are overarching green policies and strategies in place and government commitment. However, regime change can result in a reversal of government policies and commitment to IGE. The experience of PAGE to date demonstrates the need to remain flexible and patient in the face of regime change, but also to be open to reassessing its involvement in a country where political support may have become marginalized or lost.

202. Various socio-political factors have impacted delivery at the country level**.** Sustainability of national government institutions acting as PAGE focal points can be a major challenge. **In Burkina Faso** the coup d'état in December 2015 meant activities virtually came to a halt. In **Peru** elections were held in June 2016, causing delays. In **Mongolia** there have been government changes every year. Following the new government in July 2016, members of the steering group had to be changed.

203. In **Mauritius,** the project is delayed due to changes in the government at the highest level. PAGE had built a good working relationship with the Maurice Ile Durable (MID) Commission at the Prime Minister's Office but when the new government came into power in December 2014, it disbanded the MID commission. This prompted the organization of a PAGE mission to Mauritius to identify another focal institution. It is still not clear which institution should play this role. It is also important to consider the sustainability of people selected to represent PAGE and its activities at the national level. The staff at the head of the MID Commission were political nominees. A change in the political party at the head of the country constitutes a major risk that the actions of the previous party in power are disregarded. A lesson from Mauritius is that it is important to work with government in a way that changes in the government after elections do not reverse the hard work done. This means engaging with wide a range of stakeholders and working with government staff at a level that will survive government change. The new government appears to be having difficulty in putting into action its numerous intentions about greening the economy. The new government created a GE Ministry (outside the Ministry of Economy), however the Ministry of Economy is key for introducing the reforms needed to transform the economy and needs to be central to the process.

204. **Peru** has shown explicit interest in building a green economy strategy but the Peruvian institutions are not strong enough to guarantee progress on this by future governments. There is an opportunity to build the basis for making this change sustainable as the new government will be in place for the next 5 years. PAGE needs to consolidate, in its final year of implementation, its efforts to date.

Institutional Framework

205. The sustainability of institutional frameworks is rate as 'Moderately Likely'.

206. **Partnerships**. PAGE needs to help establish sustainable coordination mechanisms to ensure integrated policies and actions plans and to invest in building partnerships that will continue after PAGE support comes to end. A commonly held view is that PAGE should not just be partnering with the Ministry of Environment**,** but with a range of ministries, in particular the Ministry of Economy and Planning. **In Peru** the incorporation of different ministries and national organization in its steering committee, as well as work with regional governments has helped to build capacity across institutions that could influence support for green growth policies from a wider institutional base, not only from the environmental authority.

207. **Institutional Infrastructure**. The development of sustainable institutions – multi-ministerial and multi-sectoral committees and platforms is also key to the sustainability of PAGE, but are lacking in

some PAGE countries and need further development in countries where they are already in operation (see Section F).

Environment

208. The environmental sustainability of PAGE is rate as 'highly likely', as a fundamental principle of the PAGE approach.

Catalytic Role and Replication

209. Catalytic role and replication is rated as 'Likely'.

210. PAGE's core value added is acting as a ***catalyst*** for a sustainable IGE approach (see paragraph 135). This involves providing strong co-ordination on integrated policy approaches across

211. Government, private sector, IOs, NGOs and civil society, partnership building, leveraging funds for implementation and sharing lessons / principles from PAGE countries to help leverage IGE globally. This could be a game changer and offers a solid investment for donors assuming IGE investments follow. PAGE can therefore contribute to transformative change by catalyzing a critical mass of activity in the countries it is working.

212. Replication is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The MTE assessed the approach adopted by the project to promote replication effects and determine to what extent actual replication has already occurred in countries or is likely to occur in the near future.

213. There are two main ways in which PAGE can replicate its approach: (i) by adding more countries; and (ii) by working with a small number of countries and policy areas and sharing best practice within these countries (different geographical areas or sectors), and globally.

214. As evidence of replication, after participation in the inception activities, including a workshop to share knowledge and to build capacity of inclusive green economy, a few cities outside of Jiangsu Province have also expressed their interest in working with PAGE, such as Dongying City of Shandong Province. In response to this, PAGE has started to explore the establishment of a network of interested cities beyond Jiangsu province.

215. The opportunity for ***replication*** or scaling the results from the PAGE project in Peru is supported by a new government. However, there is the need to show operational results in the next two years, to retain a high level of government support.

216. **PAGE Expansion**. Three new countries joined PAGE in September 2016 – Barbados, Kyrgyz Republic and Mato Grosso State of Brazil. It is planned to add more countries in 2017. Some interviewees expressed concern over the PAGE expansion of PAGE due to the small financial and administrative resources. It is important that sufficient budget is available before PAGE commits to new countries.

E. Efficiency

217. **Cost-effectiveness and timeliness of project execution.** This section describes cost- or time-saving measures put in place in attempting to deliver project results within budget and on time. It also analyses how delays, if any, have affected project execution, costs and effectiveness. Overall the efficiency of the project is rated as 'Moderately Satisfactory'. The collaboration between the five UN agencies has resulted in efficiencies, but financial disbursement issues have resulted in delays and inefficiencies.

218. Integrated planning across the 5 UN Agencies inevitably requires time to reach consensus and to plan coordinated programmes, with associated transaction costs[24]. However, the benefits of integrated planning, which is key to the delivery of the SDGs, are considered to outweigh the costs. Advantages of the five UN Agency Partnership cited through the MTE include**:** (i) The ability of the five UN agencies to catalyze /convene the participation of a wide range of government ministries, offering different entry points into government and facilitating integration; (ii) the ability to bring together different perspectives on the same problem; and, (iii) carrying more weight with the government. The project has also benefitted from significant in-kind contributions for the UN Agencies, in particular additional time input by the Secretariat.

219. **Transaction costs at Global programming level[25]**: It takes time to reach agreement between 5 agencies, resulting in high transaction costs in terms of co-ordination / planning and programming. This heavy time input reflects the rigor in programme planning required to keep the partnership going and to develop coordinated and integrated programmes. Each PAGE country has its own group, with a representative from each of the 5 UN Agencies, that determines its workplan. The Management Board then agrees on the allocation of funds, and each agency is given a budget and inter-agency agreements are prepared. All five agencies also review PAGE products, which extends the review process, but means that outputs benefit from the wide ranging expertise of the five Agencies. A lot of management time was necessarily spent during the start up phase of the project, as the PAGE approach and way of working was developed and agreed; it is possible that now the project will be able to move forward in a more agile manner. Generally, the annual work planning phase is the peak time, when the PAGE programme is reviewed and the activities for the following financial year agreed.

220. **Transaction costs at country level**. At the country level PAGE is seen as an efficient and effective way to structure the UN joint delivery, in line with the one UN approach. When countries are transitioning to a green economy, they need to consider many areas – macro economy, industry, labor issues, capacity and training, and the PAGE UN agencies embody the required expertise to holistically advise governments on IGE. PAGE can present a coordinated and comprehensive approach to government, avoiding a situation where agencies go to countries separately, which results in difficulties in coordination and technical provision. For example, PAGE allows ILO to look at other dimensions beyond its mandate such as fiscal and trade reforms impacting employment, which can be addressed by others PAGE Agencies. This has resulted in better and more coordinated action in countries.

221. PAGE also potentially reduces transaction costs for each of the UN agencies as it provides a suitable vehicle and platform to engage on GE and good visibility. For example, for ILO PAGE has facilitated communications and provided much greater visibility for its own work on decent jobs and inclusion in the green economy context thanks to the networking and outreach of PAGE. None of the PAGE agencies would have been able to undertake PAGE on its own for the same cost, as the offer includes disciplines across many fields. Cost reductions are realized through the engagement of a single coordinator capable of working with all partners, rather than one coordinator within each Agency. The Government reduces transaction costs as it only engages with one UN GE programme rather than many individual ones.

222. PAGE has built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects to increase project efficiency. For example, PAGE built on the green economy work by UNEP in Burkina Faso, UNEP's earlier studies on GE Assessment, GE Fiscal Reforms Study in Mauritius and the work on the Green Economy Assessments ahead of PAGE under UNEP's Green Economy Advisory in Senegal. In Ghana, the Green Economy Joint Programme for Transition to a Green Economy (GEJP) preceded PAGE and undertook technical studies on GE in Ghana, including the GE assessment intended guide future PAGE work in Ghana. The GE assessment identified key sectors to be targeted for transition to an IGE and

[24] Transaction costs include (i) Co-ordination / planning / programming costs between agencies, which are likely to be 'high' in a five agency programme; and, (ii) In-country implementation costs, which could be lower in a five agency programme relative to the implementation of an independent programme by each agency with parallel structures.

[25] This refers to point (i) in previous footnote

provided action matrices for proposed activities in each sector. However, it is not clear what role this GE assessment played in the identification of NDCs and other IGE-related reforms. In Senegal, the PAGE steering committee builds on a previous inter-Ministerial committee set up for the development of Green Economy Assessment Report.

223. For all countries it is difficult to assess the **cost-effectiveness** of the project at this stage as there have been difficulties linked to delayed disbursements. This has negatively impacted the contracting of consultants, work plans and the involvement of stakeholders. This is discussed in more detail in section F. Some country level examples are provided below.

224. In **Mauritius** a view was expressed that the projects would have been better value and have had more of an impact if they were larger. For example, the IWA had a budget of US$50,000 but due to delays in disbursements less money became available and funding had to be found from other sources increasing transaction costs. In order to be coherent and comprehensive larger size projects are required – e.g. IWA only looked at a sample of 25 large firms but ideally would have covered all registered firms in the country. Transaction cost reduction is yet to be proven. In the case of **Ghana** the view was expressed that there is no evidence that PAGE adds value. One reason is that Ghana, attracts a lot of donor interests and funds. Therefore, Ghana has a lot of different programmes and projects related to sustainable development and climate change. The resources that PAGE brings are relatively small in comparison.

F. Factors affecting performance

Preparation and readiness

225. Annex 6 presents an assessment of the quality of project design, based on UNEP Evaluations Office's standard project design template. It should be noted that this review is based on UNEPs' Project Document, which aligns with PAGE's Program Document, but has different standard categories that are used. Where relevant it incorporates the design changes introduced in the Operational Strategy 2016-2020.

226. Overall the project design is considered to be of high quality, addressing the core requirements as expressed in the evaluation review of project design template. Project preparation and readiness is rated as Satisfactory.

Project implementation and management.

227. Overall, project implementation and management is rated as 'Moderately Satisfactory'. Work plans have been disrupted due to delays in financial disbursements and co-ordination mechanisms are lacking in some countries.

228. The **Global level management framework** consist of: (i) Management Board. This is the highest level in PAGE management structure and comprises director level representatives of each of the 5 agencies. It makes decisions on annual work plans and country selection; (ii) Technical Team. Everyone having a role in technical implementation can be part of the technical team. They make recommendations to the management board; (iii) Donor Steering Committee which plays a consultative role. Donors are considered partners with PAGE and relationships appear open and constructive. Meetings with Donors are held twice a year. Regular communications between the PAGE Secretariat and the Donor Steering Committee helps to guide and implement the project. However, a number of donors expressed that they would like more information / regular updates on progress.

229. A common view is that the Global Governance structure is positive. PAGE provides an example of effective cooperation among UN agencies. The 5 agencies work well together, there is a good level of cooperation and genuine commitment and the Management Board is very strong. Many expressed concern however regarding the frequent turnover of staff at all levels, which slows down implementation as new staff need time to get up to speed and existing staff are required to provide repeat briefings. It was also suggested that at least one full time programme officer position should be created per PAGE agency at the global level to coordinate and implement PAGE at the country level. At present programme officers work on more than one programme making it difficult to focus on PAGE.

230. UNEP acts as the Secretariat for PAGE. This was discussed and agreed among the donors. The responsibilities of the Secretariat include - coordination, leading programmatic planning, strategy development, website development, preparation of technical and donor meetings, reporting back to donors and resource mobilization, keeping track of work in PAGE countries and backstopping. The Secretariat consists of six people, all of whom are part time except for a Junior Professional Officer (JPO) funded by Korea. The fact that most of the Secretariat have more than one role is seen as beneficial as they can bring different skills and expertise to the development and management of PAGE. At the moment, the Secretariat draws heavily on UNEP resources and a lot of UNEP contributions are not acknowledged. The Secretariat could be set up as a separate body and hire people, but this would require additional funding. The current structure means that most of the funds can be allocated to support countries in their transition to a green economy and provides the flexibility to drawn on people as and when needed. However, a number of interviewees expressed their concern over the Secretariat's ability to manage an increased workload, as currently resourced.

231. **Country level management framework**. PAGE engages with countries who are at different stages of implementing a green economy and different levels of development. The PAGE approach is flexible, there are different models of delivery across the countries reflecting the differences between countries. Table 12 provides an overview of management arrangements in PAGE countries.

Table 12: Overview of Lead UN Agency and Key Government Partners

Country	Lead PAGE Agency	Key Government Partner(s)	Year started
Burkina Faso	UNEP	Ministry of Environment, Green Economy & Climate Change	2014
China, Jiangsu	UNEP	The Policy Research Centre for Environment and Economy of MEP Environmental Protection Department of Jiangsu Province	2015
Ghana	UNDP *since* 2016, *before* UNIDO	Ministry of Environment, Science, Technology and Innovation (MESTI) Ministry of Trade and Industry	2014
Mauritius	UNEP	Strategic Policy and Planning Department (SPPD), within the Prime Minister's Office Ministry of Finance and Economic Development (MOFED), Ministry of Industry	2014
Mongolia	UNITAR	MET (Ministry of Environment and Tourism) MoF (Ministry of Finance)	2013
Peru	ILO	Ministry of Environment Ministry of Labour	2013
Senegal	ILO	Ministry of the Environment and Sustainable Development (MESD)	2014
South Africa	ILO	Department of Environmental Affairs	2015

232. For each PAGE country there is a lead UN agency playing the coordination role; this is considered to be very effective. UNIDO are not leading in any country. They were leading in Ghana until 2015, until UNDP took over, when the UNIDO regional office in Ghana closed. The experience in Ghana highlights the importance of the lead agency having an in country presence. UNITAR is not engaged in China or Peru due to a lack of capacity.

233. The lead UN Agency employs a **national coordinator** (local person). There is a consensus view that the role of the **National Coordinator** is key to delivering PAGE and many think this should be a full time position. The national coordinator is crucial for coordinating efforts between agencies, working closely with key ministries, identifying synergies and opportunities across Government departments and with external partners and their initiatives, and ensuring PAGE is implemented in a timely manner. However, many PAGE countries are operating without a national coordinator, for a range of reasons. For example, Mauritius' and Senegal's coordinator moved to other projects because funding from

PAGE was unavailable and uncertain. The national coordinator needs to have the connections and the ability to bring people together. PAGE should prioritize funding for the national coordinator.

234. Also key to the transition to an IGE through the promotion of integrated approaches, is the creation of a sustainable institutional infrastructure to guide and drive this work. Some countries have established multi stakeholder committees and platforms that can be strengthened through PAGE's remaining time in country. In other countries inter-ministerial committees are in operation, but stakeholder involvement is lacking or limited. In other countries such platforms are yet to be established. Table 13 provides an overview of the status of coordination mechanisms in PAGE countries.

Table 13: Status of Core Co-ordination mechanisms in PAGE countries

Country	National Coordinator (status Oct 2016)	Multi-Ministerial / stakeholder coordination committee or Platform (status Oct 2016)	Latest development (status January 2017)
Mongolia	Yes	Inter-ministerial technical PAGE committee established in 2014	New Technical Committee with 11 ministries and 2 agencies has been established
Peru	Yes	PAGE Multi- ministerial National steering committee	New PAGE Peru Steering Committee and Technical Committee (2016)
Burkina Faso	No	No	Discussions ongoing to have a National coordinator shared with Switch Africa green
Ghana	No	PAGE multi stakeholder steering group	
Mauritius	No [current workload not sufficient for full time post]	No (some specific work-streams have multi-stakeholder committees)	
Senegal	No	National Platform on Green Economy	Under recruitment to start work in March 2017
China	No	No	Recruitment will be launched in 2017
South Africa	Yes	PAGE National Steering Committee (NSC) co-chaired by Ministry of Department of Environmental Affairs (DEA) and Economic Development Department	

235. The national coordinators communicate between each other through webinars organized by PAGE agencies (so far by UNITAR, UNEP and ILO) and occasional face-to-face meetings, for example the Green Economy Academy in 2016 organized a full day for national co-ordinators to exchange their experiences. However, it was felt that the modalities and frequency of opportunities for sharing experiences could be strengthened. There is no regular channel of communication between the PAGE Secretariat and the national PAGE Coordinators or the agency country focal points; communications do occur however when there is a specific need. The national co-ordinators report to national focal points who reports to the Secretariat.

236. **Burkina Faso** is currently operating without a national coordinator, who was on extended sick leave since he was hired, and retired in December 2016. PAGE and SWITCH Africa Green are planning to hire a joint national coordinator for both initiatives. The Directorate General for the Economy and Climate Change, through its Directorate for the Promotion of Entrepreneurship and Green

Investments, is best suited to assist the implementation of PAGE in Burkina Faso, however, the DGEVCC needs technical and financial assistance to carry out its tasks. The coordination between agencies considering their number is quite heavy. The objectives of the project are not well known to the implementers because there is not yet a well-developed French version of key PAGE documents. A better coordination mechanism is needed. A multi-stakeholder platform needs to be set up, that also engages with the UN Resident Coordinator's Office, a range of ministries (economy, labour, industry, agriculture), and academic institutions/think tank. Discussions are underway with DGEVCC to utilize the National Technical Secretary of UNDP as the multi-stakeholder platform for PAGE. So far all technical assistance provided by PAGE has been through consultants/experts hired individually and it was suggested that PAGE should strengthen relationships with training and research organizations and institutes to develop local capacity.

237. In **China**, implementation has generally been coordinated by UNEP Offices in Geneva and Beijing. It is planned to recruit a National Coordinator in fiscal year 2016-2017. At the provincial level, the Provincial Departments of Environment of Jiangsu Province are key partners of the PAGE China. Technical backstopping and experts' inputs were provided by UNEP and other PAGE agencies, and professionals from the involved stakeholders and source experts at national and provincial levels. However, a multi-stakeholders mechanism/commission has not yet been established, and as a result the project experienced some difficulties in ensuring substantive technical inputs, and it is envisaged that this could have negative impacts on long-term sustainability of the results. In order to strengthen delivery of the project and its continuity, a long-standing platform, i.e. a Multi stakeholder mechanism/Commission needs to be created.

238. In **Ghana** a PAGE steering committee has been established bringing together key ministries, civil society, private sector, donor and UN representatives. The PSC organized regular meetings in 2014 and 2015 discussing the results of PAGE, areas of closer coordination and key policy areas. One of the important objectives of PAGE, i.e. to facilitate a coordinated policy-making process, was thus achieved. The PSC seemed to value the fact that they could discuss across ministries (economy wide), that they were organized as part of a national and global process (coherence) and that 5 UN agencies could be addressed as one. Nonetheless, the management structure was not fit to support the implementation of PAGE in Ghana due to the fact that the lead agency, UNIDO, did not have a country presence and the problems faced with the PAGE Coordinator. At the end of 2015, it was first suggested that the lead agency be switched to UNDP. The PAGE Management Board approved this suggestion in early 2016. Since then the responsible staff at the UNDP country office has changed a few times with a full hand-over taking place in mid-2016. During the consultation period for the MTE (up to October 2016) it was clear that internal and external discussions on revised PAGE work in Ghana needed to be accelerated through the lead efforts of management at the national level, and also at the global level where the overall responsibility for PAGE implementation lies. Further, MESTI is the overall focal point for PAGE coordination and it is felt that on its own lacks sufficient influence or ability to coordinate economy-wide. The Ministry of Finance and the national development body needs to be more effectively engaged. However, in the last quarter of 2016 significant progress has been made in terms of PAGE internal management at both levels, and in terms of Government ownership and leadership.

239. The current operational structure in **Mauritius** is not clearly defined. The **Strategic Policy and Planning Department (SPPD)**, within the Prime Minister's Office, is being called to be more active. However, this Department has not been able to assert itself so far. The **Ministry of Finance and Economic Development (MOFED)** could play a major role, but this Ministry has had internal issues with three changes of the Minister of Finance since December 2014. Each of the PAGE work streams is being undertaken by a separate stakeholder. Additional effort is needed to bring coherence to the different actions, which would require a dedicated team, or at least one person to highlight the coherence. PAGE Mauritius does not have a National Steering Committee (NSC) at the moment due to the change of government. However, different ministries were involved in each of the work streams and consultations (e.g. Marshal Plan, PEER and Industrial Waste Assessment). It has been challenging to bring all ministries together to form the NSC. Additionally, Mauritius has not had a Coordinator for about a year due to shortage of funds and other issues. The recruitment of a coordinator is underway. All PAGE agencies are based outside of the country, which poses some challenges and slows progress.

240. An inter-ministerial technical PAGE committee in Mongolia was established in March 2014 through a decree co-signed at the ministerial level by MET (Ministry of Environment and Tourism) and MoF (Ministry of Finance) to support the implementation of the project by providing advice to the other government stakeholders. The fact that UNITAR, the leading UN agency for Mongolia, as well as UNIDO do not maintain country offices in Mongolia is another challenge. As documented in the Mongolia Case Study technical backstopping is one of the key challenges for the project and while the UN Agencies have provided this for many of the workstreams, there is a limit to what can be provided from a distance. Further, the technical committee mandated to provide advice and support to the project could not function properly due to: (a) political instability with changes of committee members; (b) committee members are department directors of different ministries, and they are often unable to attend committee meetings due to their job workloads and responsibilities; (c) lack of buy-in by ministries with which PAGE has no direct joint activities; and, (d) no budget allocations for technical committee meetings.

241. In **Peru,** the steering committee has had a positive impact on the ownership of the sectors involved but played a limited role during the election time and the change of government in Peru. There was some tension during the election process as the PAGE steering committee recommended that they did not get involved with the candidates, while the national coordination supported the CIUP (the research center) to organize a conference with the two parties involved in the runoff election. The National Coordinator team, composed of the National Coordinator and two assistants (part time), were assigned to different institutions: the national coordinator was located in the Ministry of Environment Office, and the assistants (one thematic and other administrative) were at the national ILO office. The national coordinator changed 20 months into the project. The style of the two coordinators / phases has been different. The first phase focused on the construction of formal mechanisms of interaction between the stakeholders of the project. The second phase focused on the incorporation of new mechanisms to increase wider communication, reaching out to more actors working on green growth in Peru and involving high level government representatives and strong national institutions and governmental bodies such as MEF and the "Acuerdo Nacional" or the Association of Regional Governors (GORES), but with less steering committee meetings convened.[26] The elections did not help to maintain a cohesive steering committee on account of the expected change to the opposition. In the pre-election period PAGE had a trade-off between continuing with the existing members or engaging with the new future actors. This was not well received by some members of the steering committee who were against PAGE involvement in the election debate on green growth. Also there were some tensions with the Ministry of Environment that ended with the closure of the office of the National Coordinator of PAGE in the ministry in the last months of the outgoing government.

242. In **Senegal,** PAGE activities are directed and supervised by a Steering Committee, chaired by the Ministry of the Environment and Sustainable Development (MESD), the main government focal point. The PAGE steering committee was established within the National Commission on sustainable development and builds on a previous inter-Ministerial committee set up for the development of the Green Economy Assessment Report. The steering committee is not formalized by an administrative document. This means that representatives cannot be formally requested and it is likely to face a high turnover of members. Senegal has been operating without a national coordination for over 6 months, due to the fact that its previous coordinator left for a more secure position in the face of PAGE funding delays and uncertainty over the position. The national coordinator position is being backstopped by an ILO staff member pending the appointment of a new coordinator which is now under recruitment and is most likely to start in March 2017.

243. **South Africa** has a strong National Coordinator with a background in facilitating an inter-governmental green economy advisory panel and established relationships with government representatives. The National Steering Committee ensures the participation by different government departments even though ownership and commitment by some departments is lower than required. Multi-stakeholder interaction and inputs have been key principles guiding PAGE work in SA and the operational structure at the national level would be more robust if the government partners had agreed to social partner representatives (business, labor, civil society and academia) on the NSC, as

[26] This interpretation was share by the representative from ILO.

proposed by the ILO. However, it was agreed that social partner representatives would be involved at the level of the technical working groups which will be established for the various activities. One of the strengths of the current structure is the role of Economic Development Department in the NSC – as the department involved in macro-economic development planning bodes well for broader mainstreaming of sustainability principles. Positive aspects of the current management structure were cited to include: (i) guidance from PAGE secretariat and coordination agency (i.e. ILO) on strategic direction, standardized working methods, technical expertise; ii) good and well functioning inter-agency approach and credible institutional and political image; (iii) high level of decentralization to country team and coordination agency, allowing quicker decisions and shorter procedures; (iv) useful platform and exchange facilities among PAGE countries; and, (v) transparent planning and budgeting procedures. It is suggested that improvements could be made in the pooling and sharing of available technical resources (through technical team meetings, webinars, staff training).

Stakeholder awareness and public participation

244. The MTE assesses the effectiveness of mechanisms for information sharing and cooperation among agencies, with other projects and programmes, external stakeholders and partners. The term stakeholder is considered in the broadest sense, encompassing both project partners and target users of project products. Overall stakeholder participation and public awareness is rated as Satisfactory. There is good evidence of partnership building and multi-stakeholder involvement, but more civil society and private sector engagement is needed.

245. **Partnerships** are core to the PAGE approach. Strong relationships with key **external partner** organizations have already been established, and PAGE plans to strengthen these partnerships going forward. A key discussion point through the MTE was the fact that there are a number of programs supporting similar objectives to PAGE and therefore PAGE needs to be very clear how it will work with these programs and what its distinct (but complementary) contribution will be.

246. PAGE has selected countries, which are the champions of green development (see paragraph 214). This means that PAGE is not the only programme on green economy in the country, and the space can seem crowded. PAGE tries to turn this challenge into an opportunity by partnering with these other initiatives (e.g. SWITCH, PEI, GGGI). It is generally agreed that the demand for services is greater than the supply and budgets are limited, so the fact that different agencies are in the same space is not necessarily a problem but coordination between agencies is very important, so that the best use is made of skill sets and budgets and duplication of effort avoided.

247. Partnerships can be strengthened through joint work-planning and steering groups and better communication. One suggestion was systematic meetings or sessions every quarter with key partners to assess on going activities, rather than *ad hoc* meetings. This would allow partnerships to evolve in a more proactive and coordinated manner and lay the foundation for further work. If external partners are well informed on PAGE's forward work-plan, partnerships can start at the outset or in advance of PAGE's entry into countries. It was also suggested that PAGE and its partners could better coordinate the communication of project results as this would be a powerful message to countries where they are working, and to new countries. There may also be the potential to share joint national coordinators, steering committees, work plans and office space in countries to facilitate a coordinated approach and benefit from potential operational cost savings. Table 14 provides a summary of PAGE's key external partners.

Table 14: Examples of PAGE Partnerships

External Partner	Overview of collaboration
Green Growth Knowledge Platform (GGKP)	GGKP focuses on knowledge management, communications and outreach. GGKP and PAGE are both hosted by UNEP's Economics and Trade Branch facilitating collaboration. Current areas of collaboration include: (i) integration of PAGE studies into GGKP's web platform, which comprises 193 country pages, 20 data points on a Green Economy and 1,400 studies going back 50 years; and, (ii) Data base on learning materials includes PAGE / UNITAR materials. GGKP are hoping to create curriculum for professors and to collaborate with UNITAR and PAGE on this.

	The collaboration is working well and PAGE and GGKP are actively exploring how their relationship might be deepened. GGKP could play a role in supporting PAGE outreach and communications, so that PAGE could focus more on national level work
UNEP Finance Initiative	The UNEP Finance Initiative works with leaders in financial industry to adopt innovative approaches – such as inclusive credit and low carbon technology. It is part of same branch as PAGE. There are good opportunities to work with PAGE as their remit is the same and there are strong complementarities, with FI working more with the private sector and PAGE the public sector. They are happy with the cooperation and would like to do more. An area of engagement identified is working with the banking sector in Mongolia on promoting low carbon strategies and natural capital accounting.
PEI	PAGE have a close working relationship with PEI both at the global (PAGE Secretariat) and country level. In Burkina Faso, PAGE and PEI share a national coordinator (paid by PEI) and have undertaken joint missions. In the Kyrgyz Republic, the PEI Regional Office for Europe and PAGE are designing a PAGE program. A joint scoping mission was planned for November 2016. The timing is very good as PEI is due to finish in 2017 and PAGE will be able to build on what PEI has already achieved. PAGE can go more deeply into sector work and look at front line economic investments. 2017 will be a transition and handover phase. In this sense PAGE is part of the PEI's 'sustainability strategy' taking over work in countries where their involvement has come to an end. PAGE and PEI are the two programs where the most questions were raised during the MTE regarding their potential overlap given their similar approach and mandate. Many people feel their offering is the same. For this reason it is recommended that the two programs set out more formally the opportunities and advantages of PEI and PAGE collaboration, based on a clear understanding of PEI's forward programme.
GGGI	GGGI signed an agreement with UNEP in 2014 and the PAGE Secretariat is currently working with GGGI on a product strategy with the objective of leveraging resources and skills. GGGI's 'value chain' of services starts with macro-economic assessments of a country and looking for opportunities to transition to green growth and ends with project design and financing. PAGE can support GGGI at the start of its value chain. PAGE is seen as an important entry point for GGGI to work with the 5 UN agencies. While GGGI can add to in-country presence and bolster work with the private sector on a Green Economy in PAGE countries. It is also an institution that can take work forward after the PAGE project ends. In Senegal PAGE introduced GGGI to the Government and other stakeholders engaged in green economy initiatives. GGGI started in 2016 and is trying to design projects based on what PAGE has done. Conversely, in countries where PAGE hasn't started working and GGGI has, GGGI can introduce PAGE to ministries. In Mongolia, GGGI and PAGE are working together on different sectors, but have a joint programme for Government. At the Fourth Green Growth Knowledge Platform Annual Conference 2016, Jeju Island, Republic of Korea – organized an event with PAGE, which showcased their joint work.
Green Economy Coalition	GEC was launched around the same time as the UNEP GE initiative to ensure the inclusion of civil society in the development of a GE and to close the gap between government and civil society. GEC and PAGE have a close relationship and an agreement to integrate thinking. The GEC's role is to ensure that people are invited to key GE meetings and know what to say. They typically work with a local NGO or university in a country for around 3 years. Ideally, GEC would go in to a country before PAGE as it takes time to set up the civil society partners, and therefore would benefit from advanced warning on PAGE work in new countries.

248. **Communications**. PAGE maintains an excellent web site, has a monthly newsletter, twitter account, facebook. However, PAGE is not well known and more needs to be done to communicate PAGE's work globally.

249. In every country there is a PAGE week which consists of a few days of national consultations to present and validate outputs and reach out to stakeholders. Other stakeholder events are discussed in section B (e.g. output 2.3 and output 3). An overview of stakeholder engagement at the country level is provided below.

250. In **Burkina Faso** PAGE has tried to engage all relevant actors. All PAGE missions to Burkina have included meetings with all stakeholders and most of them have been organized very closely with PEI, Switch Africa Green, Global Green Growth Institute and the « Institut de la Francophonie pour le

développement durable ». The « Institut des sciences de l'environnement » of Senegal was specially invited to the National Green Economy Academy to present the experience of Senegal.

251. PAGE **China** involves a wide range of stakeholders in Jiangsu Province[27] and has already supported many institutions in terms of capacity building, improvement of the knowledge base and the introduction of best practices and instruments for improving planning, financing and performance assessments. However, the involvement of Partners and Stakeholders in PAGE China are varied. For example, the HQs Office/regional centres/policy centre of ILO, UNDP, UNIDO and UNEP are highly involved, but Country offices of partnering UN Partners residing in China remains relatively low. Multi-sectoral stakeholders of Government of China at provincial and municipal levels, e.g. Development and Reform Commission, Finance Bureaux, Commission for Economy and Information, Economic/Industrial Development Zone Administration, corporations including State Owned Enterprises (SOEs) and Privately Owned Enterprises (POEs), are very active.

252. Although the intent is for PAGE to have economy-wide reach, it seems difficult in the case of **Ghana** to do this because the environment ministry (MESTI) does *not* have such a reach. If PAGE wants to have such a reach it needs to engage more with the Ministry of Finance and also with the national development body, who are both more influential and better placed to ensure coherence, comprehensive action and economy-wide reach. The national PAGE Coordinator was supposed help with reaching out to other relevant ministries and ensure their active participation in a national PAGE Steering Committee, but there is little evidence that this happened. Thus there is the impression that PAGE is more of a side-event and not really mainstreamed into the national development plans.

253. In **Mauritius** the SPPD, MOFED, Ministry of Industry, the private sector presented by the umbrella organization Business Mauritius are PAGE's major partners and are represented on committees set up to oversee implementation of PAGE workstreams. There is evidence of economy wide reach through civil society participation, sectoral discussions and stakeholder participation. However, more NGOs should be given the opportunity to engage and more partners are needed to build momentum around PAGE and to generate more resources.

254. **In Mongolia** there is effective collaboration and partnership among the key national stakeholders, achieved through strong coordination of the project at the national level. Key external partners are GGGI and ESD. The key line ministries and agencies namely MET, MOF and NSO are supporting not only planning but also implementation by assisting with daily administrative tasks.

255. In **Peru** PAGE has involved a wide range of stakeholders in its project components: technical reports, dialogues, capacity building and advocacy. These stakeholders are from national and regional government, international cooperation, media, private sector, universities, unions and NGOs. More detail is provided in the Peru Case Study.

256. In **South Africa** PAGE partners include both government, UN Agencies, International development agencies such as GIZ and the Green Economy Coalition (GEC) and local organizations and donors. Missing are public financial and development institutions like IDC which play an important role in the Green Economy space in South Africa. While government partnerships are functioning well, with regular and substantive inputs at the NSC as well as the technical working groups, the inclusion of social partners in technical working groups have not progressed very fast. In addition, NSC government partners support for cooperative efforts between PAGE and other development implementing agencies in SA and discussions on joint programming and implementation needs to be prioritized. Positive and productive relationships have been established between PAGE and the implementing agencies for these programmes in SA, e.g. the International Climate Initiative (ICI) green economy finance programme and the GEC programme on civil society mobilization on green economy. Collaboration between development partners will be vital to achieve and ensure complementarity between the work of the green economy programmes in the country. Given the central role of the Department of Environmental Affairs (DEA) in liaising with development partners working on green economy in South Africa, it could facilitate this cooperation. At this stage it

[27] Stakeholders in China include: Finance Bureau, Development and Reform Commission, Economy and Information Commission, Section Chief, Development and Reform Commission, Energy Saving Office, Environment Protection Bureau, Unban Affaire Administration, Economic Development Zone Administration and Social Affairs Section

is too early to claim that PAGE has a wide economy reach as there are key government partners like trade unions, financial institutions like the IDC, communities at local and grass roots level who might not be aware of PAGE and its work. The ability of partners to contribute towards PAGE is also limited by their capacity and financial status.

Country ownership and driven-ness

257. Country ownership and driven-ness is on the whole is very good, with the exception of Ghana. It is rated overall as 'Satisfactory'.

258. **Ownership**: PAGE has instituted good measures to ensure country ownership. To be selected as a PAGE country PAGE requires: (i) Demonstrated high-level support and commitment of key ministries, evidence of inter-ministerial coordination, a written expression of interest from several ministries, and a clear demand for technical assistance; (ii) Identified linkages between potential national activities to be carried out through PAGE and relevant national planning processes, as well as United Nations Development Assistance Frameworks (UNDAFs); (iii) Presence and/or existing activities of the five PAGE agencies in the country and agencies' capacity to respond, including through complementary programming such as PEI. Following an open call, proposals are reviewed by the Secretariat.

259. PAGE claims that it will stop activities in countries where there isn't continued interest but has shown patience in a number of countries, where delays and disruptions to PAGE's work have resulted from a change in Government and / or political unrest. PAGE does not have a threshold/timeframe beyond which it would leave a country due to waning interest or persistent unworkable circumstances, but this may be worth considering given that the demand for PAGE's services are extremely high and hence resource may best be placed elsewhere.

PAGE has been successful in attracting senior Government officials to key events. For example, the side event of SDGs in September 2015 featured 3 ministers and the Minister Labour and Social Security Barbados attended the GE Academy in 2016. The first global PAGE Conference was held in March 2014 in Dubai, UAE with over 20 Ministers participating. The second session of the United Nations Environment Assembly (UNEA-2) in Nairobi, Kenya, featured the participation of the Minister of Environment of Barbados and high level representatives from Brazil (Mato Grosso State) and Kyrgyz Republic. The event was also attended by Ministers of Environment and high level representatives from South Africa, Germany, Republic of Korea, United Arab Emirates, Norway and the European Commission.

260. Country ownership is high in all countries, with the exception of Ghana, where the commitment to a green economy is strong, but not necessarily to the PAGE project. Some country level examples are provided below.

261. In **China** the MTE found that the project has been given a high priority by all partners and stakeholders, and importantly by the Chinese government at various levels. This has created a high level of awareness about PAGE and the importance of a green economy to China's sustainable development agenda. Jiangsu Province demonstrates strong support for PAGE. The leading agency, i.e. Department of Environment Protection of Jiangsu Province, actively coordinated and secured participation of line agencies in the project implementation including from decision-making institutions in environment, development-planning and the industrial sectors. Adoption of the project by these institutions will have a significant impact on financing and planning. However, more work is needed to identify senior champions in the finance sector in the target provinces and cities.

262. **South Africa**: The diagnostic work currently being supported by PAGE has seen government partners request that government logos be prioritized to support national ownership and recognition of PAGE outputs, and the coordinating ministry, the DEA, is also in support of hosting an on-line green economy knowledge portal and to contribute resource, financial and in-kind to support the development of this portal. Opportunities to institutionalize the outputs of PAGE in SA are actively being pursued.

Financial planning and management

263. Financial planning and management is rated as 'Unsatisfactory'. There has been extensive disruption to project implementation due to the delays in financial disbursements and short funding

cycles. The delays in disbursements were the result of a change in the financial management system at UNEP; the Secretariat has worked hard to resolve the situation and a solution has been found to be put in effect in 2017.

264. As of December 2016, PAGE had an actual budget of US$13,319,371. Total expenditure by the project was around US$11.6 million (see Table 2). Table 15 presents the budgeted workplan for mid-2016-mid 2017, which reflects the work planning cycle.

265. While budgets are available at the country level, broken down by activity (see for example budgets for China and Mongolia in Annex 3), there are no country level reports of expenditure. This is largely related to the fact the financial information in UMOJA (see paragraph 224) is organized by agency rather than by country. Further, extraction of this information is complex and time consuming, and given the high transaction costs is not considered to be a priority use of resources / time. However, high level shadow budgets for the five agencies are prepared and shared with donors, which provide a breakdown of what is being spent by countries and by global activity area. This is the result of a manual compilation to generate disaggregate expenditure across agencies and is not part of certified reporting. This is unlikely to change with the move to the MPTF, as while it is possible to set up financial reporting systems by country under the MPTF, the small budgets available for each country do not make this a cost-effective option.

Table 15: Provisional 2016-2017 Work Plan

(planning for mid 2016-mid 2017; *version 14 March 2016*), without PSC

Agency leads[1]	**ACTIVITIES**	tsd USD
Outcomes 1 – 3 Country level		
UNEP	Trade-related country work	250
UNITAR	Mongolia	440
ILO	Peru	440
ILO	Senegal	440
UNEP	Mauritius	300
UNDP	Ghana	300
UNEP	Jiangsu Province (China)	300
ILO	South Africa	300
UNEP	Burkina Faso	215
Subtotal existing 8 PAGE countries		**2,985**
UNEP/ UNDP	Kyrgyz Republic	145
UNEP	Barbados	145
ILO	Mato Grosso State of Brazil	140
Subtotal new PAGE countries		**430**
Contingency for country work		60
Sub-total country delivery		**3,475**
Outcome 3 - global level Capacity building activities		
UNITAR	1 delivery of introductory GE e-learning course in French in first half 2017	35
UNITAR	1 delivery of e-learning course on GE and trade in first half of 2017	40
UNITAR	1 delivery of e-learning course on green fiscal policy in second half of 2016	40
UNITAR	Up-grade of introductory GE e-learning course (videos and interactive modules)	30
ILO	2nd Global Academy on Green Economy, with ITC Turin	150

ILO/ UNITAR	Interregional PAGE staff development workshop on national and local GE promotion. (Workshop that is targeting national co-ordinators, global PAGE focal points, etc.; focus could be on national and local GE promotion, PAGE tools for delivery etc.	30
UNITAR	Training of Trainers for participants from PAGE partner countries; linked to GE Academy. Planned back to back with PAGE Academy for a select number of PAGE country representatives that are involved in education or training	30
UNIDO	Development of training material on green industrial policies	50
Subtotal Outcome 3		**380**
Outcome 4 – global. Global knowledge creation and sharing activities		
UNITAR	Updating and printing of guidance note for PAGE country support	10
UNDP and UNEP	Research work stream and papers on SDG and GE	75
UNEP	Contribution to Global PAGE Conference	145
UNEP and other agencies	Launches, dissemination and promotion material of PAGE knowledge products (on green industrial, modelling, GEPI, Green Jobs assessment, etc.)	40
UNEP	Communication/outreach under Outcome 4	
UNEP	PAGE communication materials: PAGE website, flyer, newsletter, annual report, country updates, operational strategy	40
UNITAR	Short PAGE videos showcasing results from different countries	30
UNEP	Outreach / side events for PAGE Travel for briefing old and new donors in their capitals, participation in events of other initiatives (PEI-REDD-10YFP, OECD Green Growth meetings), 1 or 2 briefing to CPR in Nairobi etc, participation of Secretariat in global events (HLPF, GA, etc.)	30
Subtotal Outcome 4		**370**
PAGE Secretariat, communications, coordination		
UNEP	DSC, MB, Technical meetings 40k out of allocation for PAGE secretariat; for DSC and MB meetings as well as technical team meetings, allocations to agencies for technical coordination & travel	40
UNEP	PAGE Secretariat + Secretariat Communications 592 k for 1 year duration between mid-2016 and mid 2017	592
Subtotal PAGE Secretariat		**632**
Total allocated		**4,857**
Total in 2016-mid 2017 workplan (without PSC)		**4,857**
Mid-term Evaluation		70

Note: 1/ The lead agency does not receive the total budget.
Note: 2/ The Management Board made minor adjustment to the above allocations in October 2016

266. Based on the 2016-17 budget, around 71% of total funding is allocated to country level support under outputs 1 and 2. Mongolia and Peru are seen as frontrunners, with significant portfolio of activities, and work plan defined going forward. They are allocated US$440,000 for mid-2016- mid-2017. Mauritius, Ghana, Jiangsu Province (China) and South Africa seen as 'middle field,' making progress but implementation is at lower scale and smaller portfolio of activities. They are allocated

US$300,000 for mid-2016 – mid-2017. Burkina Faso is classified as a newcomer/late starter, due to the political situation in 2015. Progress has been slow and the work programme needs to be built up again, in cooperation with other initiatives such as Switch Africa and PEI. They are allocated US$25,000. New countries – Kyrgyz Republic, Barbados Mato Grosso State of Brazil have been allocated US$145,000. US$145,000 and US$140,000 respectively for their inception phase.

267. The total budget for GE Academy 2016 was US$125,000, with US$25,000 disbursed in the first half of 2016 as start up funding.

268. PAGE's finances are currently managed through a UNEP Trust Fund but there are concerns that this is not suitable for a program like PAGE, as it requires inter agency agreements to disburse funds to other agencies which can be time consuming to reach. More significantly, the migration to a new central administrative system across UNEP from mid-2015 called UMOJA[28] resulted in systematic 'teething' problems across UNEP, which are still not entirely resolved. For PAGE this has caused significant delays in the disbursements of funds adversely affecting project delivery across all the countries. For example, in **Mongolia** some activities had to be postponed by a few months, while in **Senegal** PAGE has had very little activity since May 2016, and is still awaiting funds. Reportedly the delays in transferring funds from the PAGE Trust Fund to the agencies for country activities has dis-incentivized some agencies in **Burkina Faso**. In **Peru**, delays in financial disbursement constrained the achievement of key activities. Generally across the countries the delays in financial disbursements have result in inefficiencies as work plans have had to be rewritten.

269. Donors consider the current financial administration as unacceptable and an issue that needs to be solved as soon as possible. Many donors felt that PAGE could be more responsive on administrative matters, e.g., in preparing agreements for new contributions.

270. In 2016, the PAGE Management Board approved a move to the Multi Partner Trust Fund (MPTF) as the designated administrative agent for the PAGE Trust Fund. The PAGE agencies approved TORs for the Trust Fund, and signed a Memorandum of Understanding with the Multi Partner Trust Fund Office (MPTFO). Incoming contributions to PAGE in 2017 can be transferred directly into the Trust Fund. Contributions to the fund are received as un-earmarked contribution allowing for the pooling of funds and consolidated financial reporting. The MPTFO will enhance efficiency in the operation of the trust fund and the transparency of processes by warranting the separation of the decision-making role from the fund administration. MPTFO costs are covered by the 1% fee charged against each contribution to meet the costs for performing the Administrative Agent's functions, roles and responsibilities.

271. This move to the MPTF takes away the Secretariat's fiduciary role, but they are still responsible for programming. Advantages of this move to a Multi Partner Trust Fund include: (i) increased confidence from donors; (ii) freeing up the time of the Secretariat allowing them to spend more time on other activities; and, (iii) more control as not necessarily working under UN Secretariat rules. The MPTF will have an impact on how PAGE is accounted for and donors have requested a description of arrangements.

272. **Need for longer term funding commitments**. The majority of PAGE funds are committed for a one year time period. Funding for the next financial year has only been made available towards the end of the current year, so it has not been possible to have a continuous flow of work. This has meant that countries have typically only be able to program work one year at a time, and staff contracts are for one year or less. In some cases this has resulted in the loss of good staff (e.g., well qualified national coordinators have taken up longer term opportunities with other projects). It also makes PAGE harder to sell to governments who are more likely to be interested in a longer term commitment, rather than a one year project. PAGE therefore needs longer term funding commitments (e.g. pledges for 5 years) to enable it to stay operational, flexible, to program its work over a longer term horizon and to secure good national consultants. Donors have made a clear commitment to continue support for PAGE, some on a yearly basis and others on a multi year basis.

[28] UMOJA new central administrative system replacing multiple and fragmented legacy systems such as IMIS, Mercury and SUN. Aims to help integrate administrative and support functions in five areas – finance, supply chain and procurements, human resources, central support systems, and programme and project management.

273. **Do countries need more money**? As discussed above, there are varying views over the appropriate level of funding. If PAGE's core activity is to provide technical and policy advice on a programme to deliver on an integrated approach, convene meetings of multiparty stakeholders and leverage investments, then the current level of support per country is considered to be sufficient. The alternative view is that up to US$440,000 per country a year is a small amount to keep things going and more could be done with more money. For example, in China while implementation of the work-plan for 2015 and 2016 was generally cost efficient, a view expressed during the MTE is that given the ambitious goal of PAGE, financial resources need to be further increased in next two years. South Africa – have a budget of US$300,000 for next year, so have to be very strategic about how the money is spent and will have to look for additional domestic funding to do the assessments. In **Ghana** US$400,000 couldn't be spent in a year, due to the lag in setting up the coordination mechanisms, so however 'small' the budget there is a need to ensure that the money can be absorbed and activities initiated.

274. **Resource mobilization.** Based on discussions at the 5th Steering Group meeting, 9 October 2016, there is a funding gap of US$23.8 million (63% of project budget requirement) to 2020. Resource mobilization is led by the Secretariat and there is a drive to get other organizations involved to increase funding levels, which the donors are willing to support but stress that the strategy should be driven by PAGE. The Operational Strategy 2016-2020 includes scenarios on funding.

275. PAGE aims to welcome additional countries at the Ministerial Conference in Germany in March 2017. There is a need to ensure that enough money is available to take on more countries, so as not to dilute the currently (small) levels of funding going to each country.

PAGE Supervision and technical backstopping

276. This section assesses the level and effectiveness of supervision and technical backstopping provided by PAGE. This is required to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and rectify problems arising during project execution. Such problems may be related to project management but may also involve technical and institutional issues. PAGE supervision and backstopping is rated as Satisfactory.

277. A view expressed through the MTE is that **PAGE expansion** to cover 20 countries by 2020 as set out in the Operational Strategy 2016-2020, will be a challenge as the Secretariat doesn't have the manpower to manage the overall coordination if more countries are added. As it stands, the costs for agencies are not always covered. This may mean that there should be a bigger role for regional offices as the program expands in providing oversight at the country level. This could result in efficiencies as the regional offices can draw on their program knowledge and structure at the regional level and potentially get faster access to the global office. Regional offices can play a role in linking PAGE countries, information and knowledge sharing and generating interest. Global support is necessary but due to the physical distance there are few meetings and interactions among partners, and hence the global structure has limitations.

278. There is no regional operational structure for PAGE and a general view is that it would be useful to increase the interaction at the regional level, for example through PAGE Africa or Latin America meetings. Despite not having a regional operational structure, the regional offices of each agency provide support. For example, the UNEP regional office in Panama is involved in PAGE activities in Latin America and the Caribbean, although its resources are limited in this respect. ILO staff in Bangkok follow the workstreams in Mongolia and China and where there is an ILO office in country, ILO officials interface with colleagues in Geneva.

279. There is no regular communication mechanism between the PAGE Secretariat and the National PAGE Coordinators or the agency country focal points (colleagues based in the regions/country offices), however, discussions are held when there is a need.

280. **China**. The MTE gained a positive impression of UNEP's supervision. UNEP provided strong macro-level guidance on project design, implementation and compliance with fiduciary standards. A dedicated China focal point and an officer were appointed in UNEP to coordinate administrative, financial and coordination support. UNEP monitored project progress through the regular updates and

consultations progress reports, and periodic in-country visits. They were responsive to requests for management, administrative technical and financial guidance.

281. **Mongolia**: **Technical backstopping** is one of the key challenges for the project. For some workstreams technical backstopping by the responsible agency was considered to be insufficient. For example, the MOF needed more input and guidance by international experts on studies related to Sustainable Public Procurement in order to acquire a clear understanding on how to use these assessments and reports as reference materials for law and policy reformation.

282. In **Peru** the project regularly communicated through conference calls with the PAGE Secretariat in Geneva, the ILO regional office in Lima, UNEP in Panamá and UNIDO in Bogota. This calls discussed overall coordination, technical strategies, challenges and opportunities. However, the meetings were not always minuted and the Peru case study suggests there is little evidence of knowledge sharing.

M&E Plan and Implementation

283. Monitoring and evaluation is rated as 'Moderately Satisfactory'. The PAGE annual progress report 2015 includes the PAGE Monitoring framework as an annex, which captures progress at the national (for the eight PAGE countries) and global level. No targets or related indicators are presented at the impact level. At the PAGE Overall Outcome level a target of 20 countries by 2020 is set (8 countries initiated by the end of 2015 and 12 over the remaining five years), supported by seven high level indicators (without targets). For each of PAGE's four outcomes and associated outputs, the monitoring framework provides a high level indicator and captures progress against the baseline (2014). There are no targets presented with the indicators because of uncertainty over funding to 2020. As of 2015, only the indicators for outcomes 1 and 2 were fully monitored. For outcomes 3 and 4, the indicators were not monitored in 2014 and partially monitored in 2015 due to a lack of systematic data collection and missing indicators for outputs 3.1, 3.2, 3.22 and 4. In 2016, most of the indicators were monitored with the exception of indicator 3.2.2 (partially monitored) and indicator 4 which was not systematically monitored

284. As mentioned above, the indictor for Output 2.2 **Advisory support integrated into the design and advancement of sectoral and/or thematic policies, strategies and plans** is 'the number of sectoral or thematic consultations and dialogues organized, informed by the results of sectoral policy analysis'. This places a focus on the number of national consultations rather than evidence that advisory support is being integrated into policies and strategies.

285. Based on consultation responses it is widely felt that the indicators need to be revised to more precisely and realistically capture the results of PAGE. They should reflect the 'attribution issue' and how to measure progressive change and be clear on the concrete priorities for PAGE delivery in its four years in-country to be seen as an effective catalyst. There is also a need to align the PAGE indicators, at all levels (impact to output), with the SDG goals and targets.

286. Technical progress reports are available, reporting against outputs and outcomes. The 2015 progress report added a risk management strategy. However, PAGE has not been able to produce integrated financial reports, due to the changes in the administrative system. Donors acknowledge good efforts on communications and reporting but request more specific and constructive reports (more detail and clarity of the concrete activities undertaken by PAGE), timely submission of financial reports, more information on national levels structures to inform colleagues with specific interests at country level, synergies across the workplan with other initiatives, and in additional to the published annual reports an internal report on challenges facing the project.

287. Inclusion of a gender dimension in key policy documents is an indicator at the PAGE Overall Outcome level, but has not been monitored to date. No specific gender analysis has been undertaken on PAGE support provided in respective countries and this is something that could be considered in the revision of the indicators to ensure that gender impacts are well monitored given that gender equality is an important component of an IGE approach. For example, in **Mongolia**, PAGE has collected gender data related to its activities, but there still needs to be a thorough gender analysis of activities in order to further understands how socially inclusive PAGE activities have been. For PAGE to further incorporate gender considerations, the programme results framework can be updated so that gender issues are mainstreamed into its activities. Furthermore, the specific gender indicators

for outcome, and output and activity levels of the programme should be defined. PAGE can be a potential partner to the Commission for Gender Equality in Mongolia in undertaking gender gap analysis, formulating the next gender programme and mainstreaming the issue into other policies and programmes.

288. At the country level the MTE consultations highlighted that setting targets at the country level is challenging because: (i) the number of PAGE countries changes each year; (ii) the funding envelop is not fixed and is influenced by yearly pledges; and (ii) the workplan in each country depends on the priorities. However, it is important that countries specify targets and baselines and indicators in order to be able to track progress. Some country level examples are provided below.

289. **Mongolia** does not have a country specific M&E and relies on the the global M&E framework to assess progress and report to the PAGE Secretariat. No baseline was established at the outset of the project.

290. **In Peru** a baseline has not been established and based on the MTE case study findings the indicators need to be modified and strengthened. One member of the steering committee highlighted some limitations on the monitoring of the project, due to the limited number of meetings and the minutes of meetings not being shared at the expected time. While these issues occurred during the change of government, project monitoring and communication for the steering committee could be improved.

291. In **China**, the MTE case study found the current monitoring framework to be focused on project activities rather than on progress towards the achievement of outcomes and impact. This makes it difficult to determine the sustainability of the project results and whether the outcomes are replicable. The absence of baseline and target data for specific outcomes and outputs, have created difficulties for PAGE China to properly plan, monitor progress and analyze and evaluate project results and impact. Furthermore, a number of indicators are descriptive and lack baselines and targets and need to be revised to ensure that they are SMART (Specific, Measurable, Achievable, Realistic and Time bound).

IV. Conclusions and Recommendations

A. Conclusions

292. PAGE has achieved a lot in a short amount of time with limited funding. There is good co-ordination across the five UN Agencies and evidence of inter-ministerial working in PAGE countries. Governments acknowledge the importance of PAGE and welcome on-going support.

293. There is evidence in some countries of a move to initiatives and incentives aligned to IGE. For example, in **Mauritius** the Ministry of Finance and Economic Development has allocated funding in the budget of 2016-2017 for the Marshal Plan Against Poverty, which was supported by PAGE. In **Mongolia**: the Ministry of Finance plans to review the Public Procurement Law with the objective of integrating Sustainable Public Procurement (SPP) by 2017, based on the assessments done at the country level with the support of PAGE; green school building design is completed; and, the NSO is working to further actively integrating a set of green job indicators into the national Labour Force Survey (LFS). In **Senega**l UNIDO, in collaboration with the GEF and the World Bank, is promoting the Green Industry report of Senegal through the establishment of an integrated industrial platform and the development of a sustainable model city in Diamniadio, which should be operational in 2017. PAGE has successfully raised **awareness and capacity** both in the countries in which it has a presence and beyond. The PAGE Green Economy Academy attracts senior government officials and technicians from around the world and is an excellent forum for knowledge exchange and learning. PAGE has also developed popular and effective e-learning material and a range of global knowledge products.

294. PAGE offers a comprehensive approach to a green economy through its coordinated approach, and through its diverse partners and activities. PAGE is a small project and is designed to act as a catalyst for change, not to do everything. It operates upstream, informing policy through its technical studies focused on sustainable economic development scenarios, green industry development and green and just employment creation. Its main purpose is to catalyze action at the national level through its coordination of all stakeholders to form a critical mass of actors who together can

transform the economy. PAGE can empower and support countries who are committed to transitioning to a green economy.

295. Given PAGE's ambition and limited funds greater clarity is required on PAGE's key causal pathways that drive the larger scale change the project hopes to effect. Key questions are: How will PAGE achieve a global level impact?; What is the strategic nature of the catalytic role and how does it build a critical mass downstream while positioned upstream?; Is PAGE establishing a credible and convincing business case for IGE ?; and, How is PAGE's capacity development approach designed to support the take up of new behavior/change?

296. A common understanding of, and communication on, PAGE's **value added** / **core offering** and the **boundary** of PAGE support is needed. Many countries understandably request support for demonstration activities, but PAGE needs to be clear and consistent on its offer to Governments. The MTE confirms that PAGE's limited resources are best placed upstream supporting policy making and in catalyzing sustainable action, as set out in its Operational Strategy 2016-2020.

297. PAGE's integrated approach aligns well with the delivery of **Sustainable Development Goals** and Paris Agreement but more focus is needed to fulfill this potential. The SDGs require an integrated approach to planning and implementation; IGE promotes such an integrated approach and is an instrument to achieve sustainable development. Further, the structure and operational approach of PAGE exemplifies an integrated approach. The demand from governments for support on integrated policies and planning and SDG delivery is high and there is a clear opportunity for PAGE to move more centre stage in the SDG / NDC process.

298. A lesson from PEI (UNEP and UNDP) is that **national commitment and ownership** is very important. PAGE's criteria for selecting countries ensure that it only works with countries where such a commitment is evident. National political commitment and ownership of PAGE remains strong in the majority of PAGE countries, but has been tested in a number of cases following changes of government and, in the case of Ghana, due to weak project management.

299. There is currently a **coordination** gap in integrated policy design and delivery which PAGE is well suited to help fill. Without strong coordination initiatives will follow the traditional silo approach, missing important opportunities and synergies across sectors, and the ability to scale up initiatives by raising awareness and leveraging funding from a comprehensive body of actors. Two mechanisms are crucial at the national level if PAGE is to fulfill this coordination function – an effective national coordinator and a multi-stakeholder committee/platform that is not vulnerable to political change and which is structured and supported to persist beyond PAGE.

300. Issues around **financial disbursements and the short duration of funding commitments** need to be resolved. The delay in financial disbursements due to the move within UNEP to a new administrative system–UMOJA, have had serious effects on activities in countries. The move to the Multi Partner Trust Fund is expected to address this issue. Short funding cycles have negatively affected the ability to plan beyond a year, hire and retain staff and build relationships with government. There is a need for PAGE to secure funding pledges over a longer time horizon of five years.

301. PAGE is working successfully with a range of external partners and government ministries, and in some countries parliamentarians. However, more needs to be done to engage with civil society and the private sector, to ensure sustainability of the PAGE approach.

302. The overall ratings for the project is provide in **Table 16**.

Table 16: PAGE MTE Overall Ratings Table

Criterion	Summary Assessment	Rating
A. Strategic relevance	PAGE / IGE aligned with delivery of SDGs and INDC	**HS**
B. Achievement of outputs	A lot has been achieved but some activities delayed due to delays in funding and political factors.	**S**
C. Effectiveness: Attainment of project objectives and results		MS

Criterion	Summary Assessment	Rating
1. Achievement of direct outcomes	Most countries are showing substantial progress towards achieving their outcomes and assuming that a number of challenges are overcome in the remaining implementation period direct outcomes are expected to be achieved by the end of the project. However, Ghana is *not* on track to achieve its outcomes	MS
2. Likelihood of impact	At the Mid-term stage there is some evidence of countries implementing policy reforms, that can be partly attributed to PAGE	ML
3. Achievement of project goal and planned objectives	At the Mid-term stage there is some evidence of countries progressing towards the projects goals and planned objectives implementing.	MS
D. Sustainability and replication		ML
1. Financial	It is unclear at this stage to what extent PAGE can contribute to the leveraging of the financial resources to effect change	ML
2. Socio-political	Regime changes have led to delays of PAGE activities in many countries, however in most countries governments remain supportive of IGE	ML
3. Institutional framework	Institutional framework / mechanism need to be developed in a number of countries	ML
4. Environmental	Environmental stewardship is fundamental to the PAGE approach	HL
5. Catalytic role and replication	Replication already evidenced in China.	L
E. Efficiency	The collaboration between the 5 Agencies is considered to bring overall benefits, however financial disbursement issues have resulted in inefficiencies	MS
F. Factors affecting project performance		S/MS
1. Preparation and readiness	Overall the project design is considered to be of high quality	S
2. Project implementation and management	Work disrupted due delays in financial disbursements. Key coordination mechanism lacking in some countries	MS
3. Stakeholders participation and public awareness	Evidence of multi-stakeholder involvement, more but civil society and private sector engagement needed.	S
4. Country ownership and driven-ness	Generally very good, with the exception of Ghana	S
5. Financial planning and management	During the first half of the project implementation period extensive disruption was experienced due to delays in financial disruptions and short funding cycles. It is anticipated that the Multi Partner Trust Fund will address most of these issues in the remainder of the project period.	U
6. PAGE supervision and backstopping	Global and Regional backstopping could be strengthened	S
7. Monitoring and evaluation		MS
a. M&E Design	Indicators need development and targets need to be set	S
b. Budgeting and funding for M&E activities	Low	MS
c. M&E Plan Implementation	Indicators need to be refined and targets set	MS
Overall project rating		S

B. Lessons Learned

303. **Coordination** between government, international organizations, civil society and the private sector is critical to bringing about the substantive changes in national policy and practices required to achieve an IGE and the SDGs. It can also help to leverage additional resources. Good coordination requires an understanding of the opportunities and synergies between various initiatives and actors that contribute to a green economy and in the context of PAGE covers a range of aspects including:

- Countries need to put in place a national structure (e.g. multi-stakeholder steering committee) to coordinate PAGE and more broadly the transition to a GE. This national structure should be sustainable beyond the lifetime of PAGE. It should be led by the Ministry

of Planning or Finance, and include all key ministries, international organizations, private sector and civil society.
- It is very important to secure a dedicated PAGE Coordinator who understands the issues, knows the key stakeholders and is able to communicate effectively.
- A clear commitment to inter-ministerial coordination needs to be checked not only during the application process of a country but also at different stages in project implementation and when an important governmental change happens.

304. **In order to bring about national level changes a strategic approach to multi-stakeholder involvement is** key. This involves good co-operation from all ministries, the private sector and social partners. The following features of good practice apply:

- In line with lessons from other UN Environment initiatives, PAGE needs to work more closely with **planning and finance** ministries to change the economy.
- **Bringing in more partners and expanding the partnership** is needed to build momentum around PAGE which governments can then use to bring in more resources.

305. **Stability.** It is important for PAGE to be able to weather changes in government, so that a change in government does not reverse or reject the hard work done. This means engaging with government staff at a level that will sustain government change as well as high level officials (champions) who may move on. The stability of the PAGE focal point is also important.

306. **Flexibility** is required in the face of regime change. It is necessary to be ready to work with a new administration but also to have an exit strategy when government support and interest fades due to government change or lack of ownership.

307. **Importance of technical studies**. Project implementation has to be preceded by well-prepared technical studies and strategies, which PAGE can help deliver. Many countries lack technical expertise for project preparation and tend to move towards project implementation without prior adequate technical assessment, often resulting in abandoned or incomplete projects.

308. The experiences in for example Ghana, Mauritius and Mongolia have shown the importance of **in-country presence and quality backstopping** by the UN Agencies for the successful implementation of PAGE.

C. Recommendations

309. The following recommendations are considered a priority and should be implemented within 3-6 months to strengthen the delivery of PAGE as it moves past its mid-term stage.

310. The PAGE Management Board and Secretariat should lead a review of the **causal pathways** assumed to be operating in their change efforts, to specify in particular the following aspects that are core to its approach:

- global change, so that it is clear to all parties *how* PAGE is delivering global change, who is leading this within the PAGE governance structure and how the national work contributes to global change.
- How a credible and convincing business case for IGE is being built and how PAGE contributes to this effort. Can PAGE lead on building this case, as the MTE suggests it is well placed to do (and is this an area it wishes to prioritize), or is it better placed to strategically contribute to other projects responsible for this?
- What is the strategic thinking behind current capacity development and longer term institutionalization of IGE training and education? How is this informing the selection of participants in training, the nature of training, follow up to training and the conversion of new capacity into action.
- PAGE's coordination and catalytic role at the national level. Given that this is positioned at the policy level, how is this building a critical mass of actors and activities downstream?

311. Agreement and clear communications by the PAGE agencies on the boundaries of PAGE to national governments is recommended to avoid repeat requests for demonstration level projects, which divert resources from PAGE's core objective. As discussed in paragraphs 133-136 there is

often demand from governments for PAGE to support demonstration projects and PAGE needs to communicate whether this is part of its offering or not. This recommendation is linked to the review of PAGE's causal pathways, as it is fundamental to the scope of the PAGE offering and where it prioritizes its efforts.

312. **Development of monitoring and evaluation frameworks at global and national level**. It is generally agreed that the PAGE ambition (impact) needs to be high, but it is important that the log frame reflects what is realistically achievable by PAGE and that the right indicators are used to track this. The indicators need to be revised to more precisely and realistically capture the results of PAGE and targets set. They should reflect the 'attribution issue' and how to measure progressive change and be clear on the concrete priorities for PAGE delivery in its four years in-country to be seen as an effective catalyst. There is also a need to align the PAGE indicators, at all levels (impact to output), with the SDG goals and targets. The 2015 monitoring framework (May 2016 version) tracks progress under outcomes 1 and 2. However, some indicators related to outcomes 3 and 4 had not been monitored and this needs to addressed. Gender monitoring also need to be fully incorporated.

313. The Lead Agency in each country needs to ensure that there is an explicit **alignment of PAGE with the SDGs**. As described **in** Section A, the Operational Strategy 2016-2020 provides a narrative on the links between the SDGs and PAGE activities in Mongolia and Peru. However, there is little evidence that PAGE is explicitly integrating itself into SDGs processes at the country level and fully taking advantage of the opportunity it has to facilitate SDG delivery. This requires building relationships with SDG government leads in each country, to build a clear understanding of how PAGE can support their SDG delivery and to identify priority areas of intervention in line with current work-plans. A mapping of PAGE activities in each country and their links to SDGs and the Paris Agreement would facilitate this.

314. The Lead Agency in each PAGE country should lead on the establishment of **national coordination committee / mechanisms** where they to do not already exist, along with the strengthening of existing institutional structures to incorporate a broader range of stakeholders including civil society. **More emphasis on private sector is recommended in all PAGE countries.** PAGE has some notable initiatives with the private sector in, for example, Mauritius, Senegal, Mongolia and Peru but private sector engagement needs to be established in all countries. Transformational change will not be achievable without the private sector, who are key to spearheading the innovation and mobilizing the financial resources needed for widespread change. Greater involvement of **civil society** and consideration of the social implications of PAGE activities in all countries is recommended to ensure that PAGE can deliver on its objective to improve the most vulnerable sections of society. There is a need to better identify the most important agents of change and those who may resist a move to a GE, including those in the private sector.

315. The lead UN agency in each country should prioritize the hiring of a **national coordinator**. Adequate resources need to be allocated to this. Where possible this should be a full time PAGE position, although joint sharing of this position with core partner projects such as PEI may be more effective in some countries. In order to support and strengthen national coordination more frequent meetings and lines of communication between national coordinators should be developed in order to share experiences and thinking. Regional face to face meetings may be possible as PAGE expands, and may already make sense in Africa, where there are four PAGE countries.

316. **Strengthen relationships with Ministries of Finance and Planning** to increase the impact of PAGE and its sustainability is recommended for all PAGE countries, led by the lead UN Agency. A PAGE breakfast or lunch may be an appropriate approach for getting these ministries involved in existing PAGE countries. In new PAGE countries efforts to involve the ministries of finance and planning should be initiated at the outset, potentially with project partners such as GGGI and PEI who have existing relationships with these ministries.

317. **Exit strategies**. All PAGE countries need to develop their exit strategies, so that all stakeholders are clear on the duration of PAGE involvement, what can be realistically achieved in the four years of PAGE engagement and what needs to be in place to sustain the project outcomes. This should be led by the lead UN Agency in each country. Exit strategies need to be urgently developed for Peru and Mongolia who are in their last year of implementation. Ideally countries should start on an exit strategy right at the beginning of the project, as they can be difficult to implement and it is important to have a clear understanding with host countries. Exit strategies developed for existing countries can

inform the development of exit strategies for new PAGE countries. PAGE claims that it will stop activities in countries where there isn't continued interest but has shown patience in a number of countries, where delays and disruptions to PAGE's work have resulted from a change in Government and / or political unrest. PAGE does not have a threshold/timeframe beyond which it would leave a country due to waning interest or persistent unworkable circumstances, but this may be worth considering given that the demand for PAGE's services are extremely high and hence resource may best be placed elsewhere. In the case of **Ghana**, it is recommended that PAGE engagement is reviewed by mid-2017, given that little progress has been made in the last year and the project management structure and government commitment to PAGE cast doubts on the justification for continued PAGE support. In general, a clear commitment to inter-ministerial coordination needs to be checked not only during the application process of a country but also at different stages in the project, and when an important governmental change happens.

318. The recommendations below should be implemented within 6-12 months.

319. **Funding mobilization and diversification**. PAGE has a funding gap of about US$20 million to 2020, and a resource mobilization strategy led by the Secretariat is required to address this. Currently funding lines are largely from the environmental windows of donors, which reinforces strong links with the Ministry of Environment at the country level. Different windows of finance such as jobs, industry and sustainable development would increase funds and potentially create more of a balance in terms of government focal points at the country level, including with key ministries such as finance and planning. In order to secure long term financial commitments needed for the continuity of project activities across annual financial cycles, the PAGE Secretariat should continue to work with donors. A solution is required that takes into consideration the different constraints facing individual donor funds, and fully explores opportunities with existing and potential new donors with the flexibility to pledge for longer timeframes to achieve the financial assurance required by countries to plan beyond a one year cycle.

320. **Communications** are very important both internally (between the five agencies) and externally and can be strengthened. Greater thought is needed on mechanisms to achieve this but the MTE suggests improvements may be made in the visibility of PAGE and its products globally, the systematic application of training materials, greater availability of project documents and training materials in local languages, mechanisms to inform key decision makers of PAGE technical outputs and findings, communications between the five agencies, with external partners, between project terms (e.g. at the national coordination level) and with donors (sharing of information).

321. Capacity development and learning. The project needs to make sure there is 'joined up' thinking around capacity development, institutionalized education and the change process, both at the national and global level. To achieve this, a comprehensive capacity development model is recommended capturing activities at the national and global level. At the country level this would build on UNITAR's work on GELA in some countries. For the longer term global impact to be achieved capacity development has to lead to a commitment to act. It is therefore necessary to be strategic about whose capacity is being developed and how they in turn may build the capacity of others and/or effect change at the policy level. While there is evidence of capacity development through the Green Economy Academy and e-Learning courses, resulting in change, a holistic strategic approach to PAGE capacity development would make it easier to monitor results and prioritize efforts. PAGE could do more to ensure that countries learn from each other, and that the learning process in countries is well captured. This is needed not only between PAGE countries but to help to reach out to countries not supported by PAGE. Such learning initiatives could be facilitated at the regional level to complement opportunities at the Green Economy Academy held every two years. Emphasis could also be placed on the development of national education institutes and curricular to ensure sustainability. It is also recommended that PAGE strengthens its relationships with training and research organizations and institutes to develop local capacity.

322. It is recommended that PAGE continues to explore ways to strengthen its relationship with its partners. Areas for consideration are: (i) systematic meetings or sessions every quarter with key partners to assess on going activities, rather than *ad hoc* meetings. This would allow partnerships to evolve in a more proactive and coordinated manner and lay the foundation for further work. If external partners are well informed on PAGE's forward work-plan, partnerships can start at the outset or in advance of PAGE's entry into countries; (ii) better coordination the communication of related project

results by partners to send a powerful message; and (iii) opportunities for joint national coordinators, steering committees, work plans and office space in countries to facilitate a coordinated approach and benefit from potential operational cost savings. There are a number of programs supporting similar objectives to PAGE and therefore PAGE needs to be very clear how it will work with these programs and what its distinct (but complementary) contribution will be. PAGE and PEI are the two programs where the most questions were raised during the MTE regarding their potential overlap given their similar approach and mandate. Many people feel their offering is the same. For this reason it is recommended that the two programs set out more formally the opportunities and advantages of PEI and PAGE collaboration.

323. Country specific recommendations are provided in Annex 2.

Annexes

Annex 1: Response to stakeholder comments received and responses from the evaluation team

Reference	Comment	EOU comment	Evaluators response
Budget figures – annex to Peru case study	Figures should refer to mid-2015 to mid-2016	To be corrected	
Table 5 – South Africa	Add "Green Economy Learning Assessment"		Done
87	Remove "draft"		Done
95, line 15	Edit sentence as follows "While the Ministry fulfils an important role in the country, there is a further challenge that the SDGs, climate change and green economy 'mandates' are located in and managed by different divisions in the DEA – making collaboration challenging"		Amended
Table 7, South Africa	Edit data as follows: • National roundtable to verify the green economy learning assessment, 2 June 2016 (total: 22, women: 14, men: 8) • National workshop to share the findings of the green economy inventory, 24 June 2016 (total: 46, women: 27 , men: 19)		Amended

Reference	Comment	EOU comment	Evaluators response
	• National validation workshop on green economy learning assessment, 30 August 2016 (total: 16, women: 7, men : 9) • National stakeholder consultation workshop to share findings of phase 1 of the green economy industry and trade assessment, 22 November 2016 (total: 31, women 15, men: 16)		
Footnote 19	Correct acronym to "CSIR"		Amended
Table 19, South Africa	Full list of national institutions: • Department of Environmental Affairs (DEA) • Economic Development Department (EDD) • Department of Trade and Industry (the dti) • Department of Science and Technology (DST) • Trade and Industrial Policy Strategies (TIPS) • Green Skills (Rhodes University and Wits University) • Green Talent		Updated
157 – PAGE events	The NSC in 2016 already confirmed that PAGE would not convene one national GE event, but rather support existing IGE events.	Propose to change Page national conference to "events"	Changed to events
168, last sentence on partners	GEC, GIZ and SAG (GGGI is not operating actively in SA, but the listed programmes are)		amended
254 – 4th sentence	Remove "International Climate Initiative (ICI)" – correct IKI/ICI		Amended
Annex – South Africa	Check joining date (December or March?)		Left as December 2015 based on information I have. Please inform if

Reference	Comment	EOU comment	Evaluators response
			this is not correct
General	On pages 12,13,19, 23, 26, 40, there is missing information. Most often annex numbers but also missing paragraph numbers, table numbers, section numbers, etc	To be checked in final report	Information added
ToC layout	The Theory of Change on pages 14-15 is truncated	Please check, may need to be smaller so no problems in visualising occur	Difficult to make any smaller
Rating table	On page 58 there is an overall rating table. The ratings were reported as if they had been systematically determined. However, there is no descriptive information. See attached ILO guidance note on ratings.	Rating scale used follows UN Environment standard scale. Evaluator to check explanations are provided in all boxes (e.g.C3 and 7)	Done
Table 5 - Mongolia	Full list: • Mongolia's Transition to Green Economy Stock Taking Report • Green Economy Policy Assessment Report of Mongolia • Green Development Indicators • Employment in Environmental Sector and Green Jobs in Mongolia (A Pilot Study)		Amended
Table 6 - Mongolia	Edits to list: • Mongolia Green Jobs Mapping • Assessment Report: Sustainable Public Procurement Status in Mongolia • Market Readiness Analysis for Sustainable Public Procurement (SPP) • A Guideline for Green Buildings (completed)) • Industrial Waste Inventory in Mongolia (final draft)		Amended

Reference	Comment	EOU comment	Evaluators response
	• Technical reports on Green School Energy Efficiency and Water Management • Green Economy Learning Strategy (draft) • Market Study on Green Credit of Mongolia		
Table 7 - Mongolia	Edits to list: • National workshop on sustainable public procurement, 2014 • Consultation on Green Economy learning strategy, 2014 • Sectoral and thematic sessions during GE week, 2015 • Forum on sustainable finance, 2015, 2016 • Stakeholder meeting on IGE learning strategy, 2015 • National waste management workshop, 2015 • Creen School Building Charette (April 2015) • A forum on urban development and green city, 11 March 2016 • A consultative meeting with university representatives for IGE concept integration into the curricula of economics and business school, 16 March 2016 First meeting of the Mongolia Green Credit Fund Working Group, 12 May 2016		Amended
Table 8 - Mongolia	Add: IFC, GGGI, ESD project providing additional support for sustainable finance and green credit fund actions		Added
Table 9 – Mongolia	Full list: • Economic Policy and Competiveness Research Centre • Ministry of Finance • Ministry of Environment and Tourism		Amended

Reference	Comment	EOU comment	Evaluators response
	• National Statistics Office • Mongolian National University • Ministry of Construction and Urban Development • National University of Mongolia • National Architectural Project (NAP) LLC • Consortium of Economics and Business Schools of Mongolia (BEST) • Green Building Council		
Table 10 – Mongolia	Second last bullet GDP not GD		Corrected
119 second sentence	**Mongolia** drafted a green economy learning strategy that will be a part of large National Education Strategy for Sustainable Development.	For consideration	I haven't added this as I think it may duplicate the existing text in this paragraph. 'Mongolia has completed a national learning strategy. As part of its implementation, PAGE is supporting the integration of green economy modelling and sustainable finance into university curricular. This would make a difference as graduates going on to government positions would then better understand sustainable finance. Building such topics into the curriculum at university level can build human capital and lead to a mass of people being informed on IGE'.
121	"Guideline for Green School Building"		Amended

Reference	Comment	EOU comment	Evaluators response
Table 12 – Mongolia	Action plan for Implementation of GDP (Approved in January 2016)		Added
154 third sentence	Edit to "This design follows the formulation of business case for green buildings by ILO"		Amended
166	3rd bullet "The Ministry of Finance is going to review the Public Procurement Law with the objective of integrating sustainability principles into the Law by 2017" 4th bullet: The development of Green Credit fund was initiated by Mongolian Bankers Association" 5th bullet: "NSO is actively working on methodologies of green development indicators at national level to approve in 2017. ILO is working with the NSO to integrate green jobs indicators into the national labor force survey 7th bullet: "It is included in the Action Plan for implementation of the National Green Development Policy."	For evaluator to consider based on available evidence	Amended
279	Proposed revision of second sentence: For example, the MOF needed more input and guidance by international experts on studies related to Sustainable Public Procurement in order to acquire clear understanding on how to use these assessments and reports as reference materials for law and policy reformation.	For evaluator to consider	Revised
Annex - Mongolia	Edits: • Green building design for school developed to renew national building codes (MET/MCUD/MET). • Green Credit fund initiated by Mongolian Banking Association planned for 207, which will provide preferential loans to green initiatives (MET/UNEP-FI). • Approval of green development indicators and methodology (NSO/MET/UNITAR)		Revised
General	I believe this report will greatly help PAGE to make any necessary adjustments, but is also very useful to give us donors a good insight into the program. It is also very	Noted	

Reference	Comment	EOU comment	Evaluators response
	positive to read that PAGE has achieved the overall score "satisfactory" and that you were able to record many interesting examples of results.		
General	Please note that despite the report documenting many positive findings, our comments focus on some challenges and include some questions which we feel haven't been fully addressed in the report. We also realize that not all the comments below can be addressed by the consultants and some are maybe more targeted to PAGE, while some should maybe be raised during the DSC meeting	Noted, the evaluation team will provide further information depending on available evidence.	
Achievement of results	The MTE is very descriptive and provides a lot of very interesting information on how PAGE works, what it has achieved, how it is set up, etc. It provides many examples of concrete results at the country level indicating that PAGE has managed to support its partner countries to implement IGE policy reforms (e.g. Mongolia is adopting a national building coding system and a green credit fund and Mauritius has allocated funding for a Marshal plan against poverty). Once more, this shows that PAGE has a communication challenge with us donors as a lot of this information would have been very useful for us to receive, directly from PAGE. PAGE has improved its communication these last few years but could still improve on this point and should be better at selling itself. As for the MTE, we would have liked to see **more analysis and assessment of the information gathered** and presented in the report. Examples of results are given but what do these tell us on the level of achievement of PAGE as planned? Is PAGE on track, and on the right track? Has PAGE so far managed to create catalytic processes in its partner countries? And maybe also in non-partner countries (through e-learning, the academy, e.g.)? Some more reflections around the levels of achievement would have been welcome.	Noted, the evaluation provides an assessment based on available evidence at this stage (e.g. PAGE is assessed as "on track" to deliver outcome level results at country level with the exception of Ghana). Evaluator can further clarify.	I have tried to answer the questions highlighted with the available information at this mid term stage. Analysis is provided on these issues throughout the report but in particular in Section C: Effectiveness Attainment of project objectives and results, both overall and individually by country.

Reference	Comment	EOU comment	Evaluators response
General	How does the senior management staff value the work of PAGE in the **5 partner agencies**? Is PAGE an important program for their agency? If so, why? If not, why not? Has PAGE led to changes within the member agencies in relation to how they work with issues of IGE? We are also very pleased to read that PAGE is a successful ONE-UN program and that the collaboration between the 5 agencies is seen as efficient and effective.	For evaluator to consider providing more information based on available evidence. This point was however not covered in depth by the scope of the evaluation and, if deemed important, it should be included in the terminal evaluation.	No additional information to add on this. Overall, collaboration between the agencies is seen to result in efficiencies. See also para 211 for insights
Project management	To what degree do the **lead agencies** from PAGE in each country "flavor" the work being done in the country? And how does PAGE make sure that the country focused work reflects the multifaceted approach of PAGE which is key in the transformation to IGE. Is this an issue you came across? How are the lead agencies chosen? Also, you mention that it is important for a lead agency to have a national presence. If this is the case, how come does the UN Environment act as lead agency in several countries?	For evaluator to comment. Evaluation office understanding is that a stable presence in country could be assured even by agencies without country offices, as long as the national coordinators, for example, are in place and communication channels work.	National presence is beneficial, but also required is the coordination infrastructure (national coordinator in place, and multi-sector / ministerial / stakeholder committees) to promote IGE.
Country ownership	The MTE mentions that PAGE has a high level of **ownership** in its partner countries (except Ghana) which is very positive. It would also be interesting to know what pushes a country to seek membership in PAGE.	For evaluator to consider whether any evidence/information on this is available.	This is not an issue that that was specifically addressed, but a high level of commitment to IGE has to be demonstrated to PAGE to be selected, and there are many countries applying for PAGE support.
Sustainability	Could the consultants say something about how the various **studies and analyses** PAGE has delivered are being used or followed up once they are completed? Who's responsibility is it to ensure the use of these studies? Does PAGE have a strategic and systematic approach for this?		Examples are provided in Section B of the report. In terms of a strategic and systematic approach – priorities are developed with stakeholders at the outset, to align with PAGE's

Reference	Comment	EOU comment	Evaluators response
			emphasis on mainstreaming and IGE aligned policy changes
Results framework	In terms of the **results framework**, we are happy that the MTE has some concrete recommendations for PAGE since PAGE is working on revising its results framework. We are also wondering whether PAGE should also have a system for measuring results in non-PAGE countries as well (ref. comment 1 above). It would be good to hear from PAGE during the DSC how the secretariat plans to revised the results framework.	For consultant to provide an opinion if possible, comment directed to PAGE secretariat	
General	Based on the information gathered for this MTE, would it be correct to say that PAGE is a solid **source of information and inspiration** for countries on IGE and that PAGE is too humble in terms of what it has managed to achieve and what it communicates, and that it should be more pro-active?	For consultant to consider	Yes – I would agree with this. I think PAGE needs to become more of a 'household name' to have broader impact
Stakeholder engagement	We are surprised to a certain degree and worried to read that PAGE works mostly with **ministries of environment** rather than ministries of planning and finance. If this is really the case, how does PAGE make sure that all facets of IGE are taken into account at the national level (ref. question 3 above)? And how does the approval of a new partner country address this issue? I.e. candidate countries are supposed to seek membership through various ministries. In our view, UNDP has an important role to play in providing access to ministries of planning and finance, and indeed all the UN partners to various ministries. Could you say something on the role of UNDP in PAGE, especially regarding this issue?	For consultant to consider, para 314 also offers some suggestions	I think it is widely recognized that Ministry of Finance and Planning need to be more engaged. UNDP can certainly facilitate this link in countries, as can other key PAGE partners
Sustainability	The issue of **exit strategies** for PAGE is crucial and should be discussed at a DSC meeting. This includes also issues of PAGE's boundaries and its catalyzing, as well as fundraising capacity. Maybe PAGE could look at PEI's exit strategies.	Noted and reflected in para 315 (recommendations)	

Reference	Comment	EOU comment	Evaluators response
293	The **questions listed in paragraph 293** are key and should be raised at a DSC meeting.	For discussion with PAGE Secretariat and Management Board	
Financial management	As mentioned in previous communication regarding findings of the MTE, the fact that **financial planning and management is rated as "unsatisfactory"** is a source of concern for us as donors. We understand that moving the trust fund to the MPTF will solve several of these issues, but we still look forward to PAGE's management response on this issue and information on actions that have been taken and if still necessary what actions will be taken as a remedy for these challenges.		
Funding	Finally, we wonder whether information came out about **how PAGE would work if it had more funding**, not just in more countries, but how results in existing countries could be improved with more funding.	For consultant to consider based on any emerging evidence/information	Some countries suggested that they would be able to do more in-depth analysis with more funding – e.g. Industrial Waste Assessment in Mauritius could have covered more sectors (para 99). Also see para 274 – 'Do countries need more money'
Management response	We would also like to know whether PAGE will deliver a management response to the MTE and when this will be done.	The Evaluation Office will provide an implementation plan for the tracking of compliance with recommendation. PAGE will be required to provide details on measures taken/planned. The Evaluation Office also encourages the management of the project to provide a management response. This is normally done after all the comments have been received and	

Reference	Comment	EOU comment	Evaluators response
		the report finalized.	
Figure 2 – stakeholder mapping	In terms of interest, does this figure map the interest of PAGE for these stakeholders or the interest of these stakeholders for PAGE?	Explanatory note to be added for clarity	Explained in footnote 10
86	"aims to set the economic, social and environmental impact of sustainable development" - What is meant by this?	Please clarify	edited
87	"but needs to be adopted by all actors to become operational." How does PAGE plan to address this issue?	For PAGE to respond.	Actors = stakeholders. Edited in report
94	"Cofinance" Please explain more in detail	Add reference	Refer to Peru Cases Study as referenced
102	"sustainable model city" – Is this supported by UNIDO outside of PAGE?	This is the EO understanding, consultant to clarify	Yes, this is a UNIDO / GEF project
105	"What was the role of PAGE in the creation of the incubator? Would it have been created without PAGE?"	Please clarify, EO understanding is that PAGE supported the feasibility study	PAGE supported yes feasibility study. It could have been created without PAGE, but as of September 2016 was in the process of generating the required funding needed to become operational and it hopes PAGE may leverage funding
106	"eco-pavillion" Is this a demonstration project by PAGE?	Please clarify	Yes
121	PAGE academy in the Province – Has this been organized?	Please clarify	It has been rescheduled for 2017
123 – last	Do you have a concrete example to confirm this?	Please clarify	This draws on Mongolia Case Study

Reference	Comment	EOU comment	Evaluators response
sentence			finding
Box 3	But what does the MTE consultants think? What is your view based on the information gathered?	For consultant to provide an opinion	PAGE needs to be clear on the boundaries of its work, and what it can reasonably achieve in 4 years in a country. If it is to act as a catalyst then its limited funding needs to be very focused on improving co-ordination and building partnerships and institutional mechanism. More money to undertake detailed economic / technical studies would be beneficial assuming there is the capacity / expertise to undertake the work in countries.
165	Considered by whom? (limited contribution of PAGE)	EO understanding is that this is based on stakeholders' feedback, evaluator to clarify	Yes, according to consultation feedback
174 – last sentence	The question is also, "what can PAGE do more of"? Should PAGE work more on leveraging funds from other funding sources? What about leveraging funds from GEF?	For consultant to consider providing an opinion. Question addressed in para 271 and in country specific examples (e.g. Mauritius, para 99)	Yes, it can play a role in leveraging funds from other sources.
General	Overall, the mid-term evaluation report is well structured, logical, clear and complete		
Limitations	The report needs to have a **section on limitations**. The report describes the data collection methods and analysis, however, the description of their limitations is not included. We suggest to mention that the sample size for the	Propose to add brief section on limitations under "Approach to MTE"	See paras 44 and 46. The case study countries were agreed on by the PAGE Secretariat and EO Office.

Reference	Comment	EOU comment	Evaluators response
	questionnaire is limited in size, feedback is subjective, country case studies allow not to look at all countries equally (the explanation for the selection of case study countries could be more detailed), etc.		
Case studies	The **country templates** (are these the case studies or do we not have the annexed case studies?) differ in length and sometimes those countries that were not selected for case study (e.g. Ghana) have a longer country template than those that were selected for case study (e.g. Mongolia). It would be useful to receive Annex 3, the actual **Case studies** if not already	Full case studies are available and will also be circulated with final draft (annexes). More details are provided in annex 3 for the countries without a case study precisely for that reason. Evaluator – please check annex 3, Ghana presented twice.	Duplication removed
M&E	In relation to the recommendation related to the development of M&E frameworks, indicators and revision of the logframe: Would it be possible to include suggestions for the **revision of the indicators**? It would also be helpful to include the logframe in the annex of the report (as is planned we understand) and possibly indicate in it to what extent the project is on track or not. E.g. outcome 3.1 indicators could be revised, particularly in the field of training and strengthening of knowledge and skills, it is important to make sure which indicator can actually indicate increased capacities.	For evaluator to consider	Some suggestions on indicators provide in MTE, but this needs more detailed study
	While the report is full with very interesting details and provides a good overview on performed activities and outputs, general comments with regards to impact and outcome are rather fine. Therefore we would very much appreciate if the final version would try to condensate the gathered information and formulate a more general assessment with regard to impact and outcomes.	Impact can not be measured at mid-term. Progress towards outcome is presented based on available evidence. The evaluation can not provide more analysis than the evidence allows for. Indeed it is recommended that PAGE revises its indicators to make sure that	

Reference	Comment	EOU comment	Evaluators response
		progress at impact and outcome levels is adequately monitored - for example outcome 3 is currently only partially monitored, outcome 4 was not monitored during the evaluation period - so that a more comprehensive analysis can be provided at the time of the terminal evaluation	
	In the report it becomes clear that one of the success factor of a PAGE engagement is a strong ownership of the partner country. Although the importance of the ownership issue is reflected in the PAGE country selection process, it seems that in the case of Ghana something went wrong. It would be useful if you could provide here some additional information. Currently we only know that the project has suffered from organizational difficulties and time consuming coordination among PAGE partners – especially UNIDO and UNDP. But the report offers not many insights why the PAGE ownership in Ghana is rather low although the country seems to be committed and engaged in the field of green economy.	Evaluator to provide further information on this is possible.	No further evidence available.
	Under para 207 you assess the environmental sustainability as 'rather likely'. What are the reason for the rating? The provided argument – environmental sustainability is a fundamental principal of PAGE – is not really convincing.	This relates back to results achieved so far and how likely they are to have a positive effect (e.g. adoption of policies etc).	

Annex 2: Country templates – key achievements, recommendations and lessons.

Burkina Faso

PAGE started in Burkina Faso in June 2014, but work was delayed due to coup d'état in December 2014. A new government was formed in 2016. PAGE was supporting the greening of the 'Stratégie de Croissance Accélérée et du Développement Durable (SCADD)' but the new government put aside this strategy and launched the "Programme National de Développement Economique et Sociale (PNDES)" in mid 2016. As a result PAGE is now re-engaging in the process of implementing the PNDES. The timeframe for the work is unclear and dependent on support from the Ministry of Environment under the new Government (who are also the focal point for PEI).

Before PAGE there was work on a green economy by UNEP under the Africa Green project, funded by the EC, this assessment was finalized under PAGE. The political will is strong, with PAGE and a Green Economy recognized by the Prime Minster. However, it is generally felt that the Ministry of Economy, Finance and Development also need to be involved. PAGE is working closely with PEI and SWITCH Africa Green. The idea is to have common work plan, and the Government supports coordination between the three projects.

A Green Economy Academy was held in December 2016. In 2017 PAGE will support the development of a national GE strategy, capacity building on green jobs, a communications campaign on UNDP and green economy, and sustainable trade.

Challenges include: lack of a national strategy for GE; lack of awareness on GE; no National Coordinator; the new government created a Ministry of Environment, Green Economy & Climate, however engaging with Ministry of Economy and Finance and convincing them that the green economy brings added will be key for introducing the reforms needed to transform the economy; PEI, PAGE and SAG have different governance structures which complicates coordination; delays in transferring funds from the PAGE Trust Fund which have delayed activities and dis-incentivized actors; and, achieving a good operational representation in the country.

Achievements

- Supported former Strategy for Accelerated Growth and Sustainable Development (2011-2015), SCADD.
- With others, paved the way for creation of a Ministry on Green Economy, with a Directorate General on green economy.
- Contributed to putting GE at the center of policy making process:
    - Green Economy Assessment, which presents evidence of the multiples benefits of transiting towards a green economy
    - Green Industry Assessment
    - Fiscal Assessment – *ongoing*. This will identify fiscal incentives to support a transition to a green economy.
- Capacity building and awareness raising, especially at the political level (e.g. through the training of executives at the Green Economy Academy in Turin, and through the national Green Economy Academy in December 2016).

Recommendations

- Build relationship with the Ministry of Economy and Finance as the lead governmental agency for implementing the PNDES.
- Secure National PAGE coordinator.
- Promote inter-ministerial coordination by engaging with the Ministry of Industry, Ministry of Labour, Ministry of Agriculture, etc. and the creation of an inter-ministerial coordination mechanism for implementing PAGE
- Coordinate better with the UNIDO, UNDP office in Ouagadougou, and UN Regional Center and with PEI and Switch Africa Green
- Support implementation of the national strategy on the green economy and its action plan;
- Strengthen the skills of the Directorate General of the Economy and Climate Change (DGEVCC).
- National and social development plans to have clear targets on GE
- Translate key PAGE documents into French
- Greater promotion of exchanges between PAGE countries from the region.

Lessons learnt

- A clear commitment to inter-ministerial coordination needs to be checked not only during the application process of a country but also at different stages, or at least when an important governmental change happens.
- Induction programmes need to be provided to all actors at the project start up or when new actors join PAGE after its inception.
- Need for international community to assist and support countries to commit to GE process
- Need to put in place a national structure to coordinate a transition to a GE
- Need for synergy between various initiatives that contribute to GE
- Need for education and training at all levels

China – Jiangsu Province

In China, PAGE is working at the provincial level in Jiangsu Province, a rich province with the second highest GDP in the country but with poor areas in the north. Both the Ministry of Environmental Protection and the Planning Ministry requested support from PAGE. China Joined PAGE in June 2015 and a pre-scoping mission was undertaken in August 2015. A joint scoping mission November 2015 included all agencies except UNIDO and incorporated a day of capacity building. Other provinces were invited to join the scoping mission. All PAGE partners (except UNIDO) have an office on Beijing facilitating local support. Key national partners are - Ministry of Environmental Protection, Environmental Protection Department of Jiangsu Province, Jiangsu Development & Reform Commission, Policy Research Center for Environment and Economy, Ministry of Environmental Protection, Chinese Academy of Environmental Planning, Ministry of Environmental Protection, and Beijing Normal University.

China is demonstrating increasing commitment to a Green Economy at the national level, however implementation is a big challenge and PAGE wants to assist the Government to implement its strategies. Good progress in implementation has been made in **China**, which is now at the end of its Inception Phase.

Achievements

- Awareness raising across stakeholders
- Stocktaking report, June 2016. This was prepared by the Environmental and Economics Policy Reaserch Centre (PRCEE). It received some criticism for not being detailed enough
- Dongying city, Shangdong province has been inspired by PAGE and is interested in working with PAGE.

Recommendations

- Establishing in-country (provincial and national) coordination and technical steering arrangements
- Promoting inter ministerial working
- Secure national coordinator
- Social aspects of project need to be strengthened
- Awareness, capacity & technical support at policy, research, general public level, private sector. Suggested to hold a mini academy at provincial level.
- Building ownership at provincial level
- Developing and implementing a dissemination and replication plan of the project models at provincial level.
- Monitoring and Evaluation - greater effort and debate should be put into developing specific, measurable, assignable/achievable, realistic and time-bound (SMART) indicators for the Project logical framework.
- Development of an inter-province/country/international experiences sharing mechanism.

Lessons

- Ongoing support needed to ensure integration / application of PAGE Approach
- Institutional capacity and awareness building is necessary for PAGE approach to be successful. This should be complemented by an effective information-sharing multimedia system

Ghana

PAGE started in 2014. Government has a strong commitment to a Green Economy, however some interviewees expressed uncertainty over the Government's commitment to PAGE as a project. UNIDO was originally the PAGE UN focal point, but a handover to UNDP began in the summer of 2016.
The project has been challenged initially by high staff turn over, difficulties securing policy makers attention in a crowded sustainable development space and a lack of co-ordination across many related initiatives. There are many different GE projects making it difficult for the Government to push multiple projects and distinguish between them; one clear programmatic approach is needed. While activities are co-ordinated within PAGE, co-ordination with external partners is less clear. A PAGE national coordinator could therefore play a central role in Ghana.

Phase 1 has been completed and funds are available for Phase 2. The MTE consultations (undertaken up to October 2016) indicated that a detailed workplan needed to be prepared for Phase 2. Entry points had been identified but a lot of discussions was still required and progress was slow. PAGE is trying to identify a national institution to drive the programme in its second phase. As of January 2017, a detailed work plan has been prepared and discussed with all PAGE partners and key Government partners. Given that little progress was made in the first half of 2016, the project management structure and government commitment to PAGE cast doubts on the justification for continued PAGE support. Since then, however, with the in country presence and management of UNDP a viable workplan and commitment from the Government seems to be in place.

Challenges: (i) Clear cut focus or direction for the PAGE program; (ii) Inconsistent collaboration between the national focal point and the global partners; (iii) PAGE needs strong national political support to drive coordination and implementation; (iv) PAGE needs more active in-country management/coordination by the UN lead agency in Ghana.

Achievements

- PAGE multi-stakeholder steering committee established (co-chaired by public and private sector representatives)
- Green Economy Week December 2015 agreed on priority policy areas
- Working with National Development Planning Commission to prepare Mid Term Development Plan (MTDP)
- The PAGE reports have been instrumental in shaping the country's Green Economy Agenda.
- Created visibility on Green Economy concept nationally. The main reason why this was achieved was that the PAGE Coordinator had contacts with national media outlets and he was able to use these contacts to bring some media attention to the GE agenda.

Recommendations

Concerted efforts needed to get the work on track. This requires:

- Agree log frame and provide all stakeholders with a clear direction on the PAGE project (which has now been done). The PAGE program should seek to develop and implement country specific programs to ensure buy in and sustainability. Given that the work plan for PAGE Ghana is significantly behind, PAGE's objectives and work plan for the remaining period need to be reformulated to be realistic about what can be achieved given the time frame and political realities. Given that Ghana is a major recipient of donor aid in green economy related areas, PAGE may be better off focusing on how it can support those IGE-related initiatives that are already underway rather than to develop completely new initiatives in the limited time available.
- Hire dedicated National Coordinator
- Strengthen Steering Committee

- **Lessons**
  - There needs to be a better process implemented by the PAGE Secretariat and the Management Board for formally monitoring progress and taking action when implementation is behind schedule. It seems like it took too long for the problem of UNIDO's lack of a country presence to be rectified and despite eventually switching to UNDP Ghana, there has been no progress in the first half of 2016.
  - In general, the decision on which agencies will lead countries activities, needs further consideration on a case by case basis, especially when non-resident agencies are involved.
  - In cases where there is a transition from one lead agency to the next, the original lead agency needs to ensure a through hand-over to the new lead agency.

Mauritius

The PAGE initiative, launched in April 2014 in Mauritius, aims to support government policy objectives under the government programme Achieving Meaningful Change (2016-2020). It is in line with the Government's vision 2030 which promotes green investments and policy reforms to deliver sustainable growth, job creation and poverty eradication. PAGE was able to build on UNEP's earlier studies in Mauritius on GE Assessment, GE Fiscal Reforms.

PAGE in Mauritius has suffered delays due to political change. Following PAGE's first inception mission in 2014, support for PAGE was very high, the project was working closely with the Prime Minister's office, and a work plan was developed. In December 2014 following a change in Government (after 30 years) sustainable development was less of a priority. The SD commission merged with MOE and key staff were allocated to other ministries. During its second mission PAGE was seen as too high level and intangible; there was reportedly more interest in implementation activities than diagnostics studies.

Challenges include: (i) Change in Government and priorities; (ii) Small budget and cash flow. Funds come in small 6 month to 1 year instalments so it is not possible to plan beyond this with any certainty; (iii) Communicating messages to high level decision maker; (iv) Lack of dedicated staff and country presence which affects the speed of delivery; and, (v) lack of concrete evidence of benefits of IGE to motivate Government to reframe economic policies;

Achievements

- **Development of a number of strong analytical studies**.
  - The GE Assessment supported the development of the SWITCH Africa Green Programme.
  - **Industrial Waste Assessment** (draft report) Looked at the 5 most active industrial sectors (textiles, agro-industry, seafood, chemicals and printing), and a sample of companies in each sector to understand what waste they produce. The assessment worked with 25 companies to build capacity, made a series of recommendations on policy changes (e.g. another company using the waste), and sensitized large industry on solid waste issue. Draft results being used by Industrial Symbiosis project, implemented by Solid Waste Management Division.
  - Public Environment Expenditure Review (PEER), 2016 (UNDP)
- Steering Committee of wide range of Government Stakeholders
- New budget code for environmental expenditure, will be able to track expenditure as a result of PEER
- Support to Marshall Plan focused on improving conditions for vulnerable and poor. The Ministry of Finance and Economic Development allocated funding to implement the Marshal Plan in the budget of 2016-2017
- GE Assessment and Marshall Plan are informing Vision 2030, the government's key development strategy.
- Raised awareness & built capacity across stakeholders. The training of Mauritian nationals during the implementation of the various projects has contributed towards sustainability of actions with regard to GE in various sector of the economy.
- .

Recommendations

- Take on board changed government structure and adjust work plans.
- Secure national coordinator to work closely with the Strategic Policy and Planning Department in the Prime Ministers Office to integrate IGE into Vision 2030 action plan.
- Set up co-ordination mechanism to bring ministries and stakeholders together.
- Mobilizing finance sector to invest in IGE initiatives.
- Quarterly visits of at least one PAGE member and annual meetings in country.

Lessons

- It is important that PAGE's working relationship with government is resilient to changes in the government after elections, so as not to reverse the progress made. This means engaging with a

wide range of stakeholders and working with government staff at a level that sustains government change.
- More partners are needed to build momentum around PAGE and generate the resources required.
- There may be need to customize more assistance under PAGE since Mauritius, as a Small Island Developing State (SIDS), is limited in its resources, has low economies of scale and is vulnerable to external risks.

Mongolia.

PAGE work in Mongolia started in 2013. UNITAR is the lead PAGE agency, and the MOE is the PAGE focal point. There is strong support from the Government, good coordination and partnerships are well established. With a small budget PAGE is working in eight different areas on a diversity of issues, in partnership with other organizations.

Challenges: (i) Limited technical expertise in country; (ii) Weakly functioning technical committee impacted by political instability (there have been two changes of Government since PAGE started); (iii) Integration of social aspects; (iv) Developing relations with Ministry of Finance; (v) Change of National Coordinator; (vi) Difficult to engage with the Mining Sector.

-

Key Achievements

- Created a platform on green economy, bringing ministries together.
- PAGE Assessments informed Green Development Policy Action Plan 2013, and gave it broad visibility across sectors.
- Sustainable Public Procurement - Ministry of Finance to review legislation by 2017.
- Green building design for school developed to revise national building codes (MET/MCUD/MET).
- Green Credit fund initiated by Mongolian Banking Association planned for 2017, which will provide preferential loans to green initiatives (MET/UNEP-FI).
- Approval of green development indicators and methodology (NSO/MET/UNITAR)
- Integration of Green Economy learning into university curriculum starting from 2017 (UNITAR).
- Integration of green job indicator in labour surveys (NSO / ILO).
- Special recommendations for standards to regulate waste management (UNIDO).).
- Sustainable Finance Forum March 2016 included CSO participation.
- Starting work on sustainable trade (UNEP)

Recommendations

- More could be done on social aspects. For example, looking into gender aspects of PAGE interventions. The National Committee on Gender Equality should be involved in upstream activities.
- Develop relations with Ministry of Finance.
- Develop exit strategy.
    - Need a national co-ordination mechanism that will last beyond PAGE and be independent of government change. This could be closely linked with SDG process
    - Need clear picture on finance
- Finance and administration need to be streamlined.

Lessons

- Need for 4 year planning horizon rather than a piecemeal approach covering 6 -12 months.
- More emphasis on leveraging funds. This role should be implicit in the project document as a transformation to green economy will not happen without financing.
- Important to work with the Ministry of Finance.
- There is a need to ensure continuity. This can be supported by focusing on building technical capacity that is independent from political changes.
- Increasing the capacity of different levels of stakeholders and providing them with the same level of understanding of IGE is important to building a solid foundation for effective implementation.
- Establishing a good basis of collaboration between stakeholders has been an important success factor
- Establish a Technical Committee that will not be affected by political instability by developing terms/mode of operation of the committee that enables it to continue work regardless of government changes. This requires reshaping the structure of the committee to involve members from research institutes and the private sector

Senegal

PAGE started in June 2014. Senegal started work on Green Economy Assessments ahead of PAGE under UNEP's Green Economy Advisory. There is a focus on output 2 in Senegal as a lot of the diagnostics was already available. ILO is the focal point and UNIDO, UNDP and ILO have resident offices in Dakar.

The approach in Senegal has been to identify important national programs and find ways to support them mainly through capacity building e.g. PACEV and Typha project.

Challenges: (i) delays in the disbursements of funds has meant that work in Senegal and been more or less on standby since June 2016; (ii) It has not been possible to contract a national coordinator because there is no money. Currently an ILO staff member is acting as the national coordinator. The previous National Coordinator was offered a four year contract with another project.

Achievements

- Green Economy Assessment
- Green Economy Mapping
- Integration of IGE thinking into Plan Emergent Senegal (PES).
- Support to parliamentarians to develop a Strategic Orientation document on the Green Economy.
- Industrial Development Strategy – Green Economy recommendations are being applied to a new city – Diamniadio. (UNIDO).
- Supported National Green Jobs Strategy and UNDP project on Green Jobs – PACEV, which is a vehicle for implementing the 4 year strategy.
- National Platform on GE established, chaired by Institute of Environmental Science, Dakar University
- Green Economy Academy 2016
- Supporting Thies incubator for the Green Economy (ITEV) project to support youth employment. ITEV supports public private partnerships.
- Support to Typha Project which is helping to develop technical standards for energy efficiency and local construction materials.
- 2014 PAGE Week, November. Sessions dedicated to parliamentarians, to ensure that their views and vision used to structure work.
- PAGE provide technical inputs into the **First National SD Strategy** adopted in July 2015.

Recommendations

- Greater focus on how PAGE can support delivery of SDGs
- Develop stronger links with Ministry of Economy & Finance, other key Ministries
- Strengthen co-ordination with partners – e.g. GGGI
- Hire national coordinator
- Improving the availability of financial resources
- Strengthening communication and capacity building

Peru

High level political support – the Head of the Centro de Investigación de la Universidad del Pacífico is now Minister of Environment, and supportive of PAGE.

Challenges

- Building relations with the new government of Peru who took office in late July 2016.
- Some ministries are not as closely involved as would like – e.g. Production, Transport and Communications, Agriculture, Labour.
- Ensuring funds are available in a timely manner so that activities can be implemented on schedule.

Key achievements

- Technical reports – Scoping study on Green Growth, Green Jobs, Green industries, T21 modelling (to be completed)
- Supporting demonstration projects by Regional Government of San Martin and the Society of Jesus in Peru
- Establishment of multi-sectoral technical Group (includes 10 Ministries, National Strategic Planning Centre (CEPLAN), Central Reserve Bank).
- PAGE added value by building relationships with other agencies.
- Training journalists.

Recommendations:

- The National Steering Committee is active in project implementation and could play a role in spreading the results across national government. However, new actors could have more relevance in this context. A revised mapping of stakeholder should be considered to assess the possibility of their role in coordination.

- PAGE should be clear on how it can complement the SDG and the National Determined Contribution on climate change.

- Support from the UN Agencies in Peru to the national coordination office is required to strength the links with the new government.
- Indicators to measure PAGE progress need to be agreed with the National Institute of Statistics and Informatics (INEI, acronym in Spanish) and aligned to global PAGE indicators.

- More support (financial resources) for the national coordinator would be beneficial given the wide action of PAGE across national government, regions and private stakeholders which requires ongoing interaction and coordination.

- Strengthen the coordination of National Steering Committee and its relations with partners (for example GGGI).

South Africa

South Africa joined PAGE in December 2015 and is currently in its Inception Phase. PAGE is considered to play an important role in South Africa and was described as 'a connector of dots'. The Department of Environmental Affairs (DEA) is the key partner (Ministries are referred to as departments in SA). The Department of Trade and Industry, Department of Science and Technology, Economic Development Department (charged with implementing a GE) are also closely involved and a rotating chair is adopted for the SG. There is a good working relationship among PAGE agencies

While there is strong government ownership and commitment, lending credibility and reputation to PAGE, the involvement of civil society has been limited to date. PAGE is trying to engage in engage in strategic national platforms to reach a broad audience.

PAGE inception activities, two of which are in the process of being completed, have assisted in developing the baseline knowledge for further PAGE activities, especially in country outcomes 1 and 3, and have helped raise awareness of PAGE in South Africa. The country activities are being structured to include extensive stakeholder engagement, and building on networks of the DEA and PAGE.

Challenges

- Building co-operation, commitment and co-ordination across Government
- Joint programming and implementation with other development partners
- Slow inclusion of social partners in technical working groups
- Uncertainty around funding and stop gap planning and management as a result;
- Engagement with private sector; uptake and partnership building with private sector has been slow to date.
- Unemployment is around 25% and the economy is not thriving, so evidence that IGE works is needed very quickly.

Key Achievements

- Cross ministerial steering group established supporting coordination and cooperation in policy implementation
  Draft Green Economy Inventory for South Africa (GEISA) brought a lot of people together
- Capacity building and learning, e.g. through Global Green Economy E-Learning, but the need is bigger than can be met through PAGE.
- Increased visibility and understanding of nature and scope of green economy among Government Institutions and civil society organizations.
  -

Recommendations

- More strategic look at key actors, priorities and outputs needed to create a *transformational* change
- Work plan implementation to be strictly monitored and aligned to the departments' business plans for easy implementation and evaluation.
- Longer time-frame

Annex 3: Case studies

Provided separately

Annex 4: Stakeholder mapping

Global level stakeholder mapping

HEADS OF EVALUATION OFFICES

Name	Institution	Title	Email
Guy Thijs	ILO Evaluation Office	Director	eval@ilo.org, thijs@ilo.org
Indran A. Naidoo	UNDP Independent Evaluation Office	Director	ieo@undp.org, indran.naidoo@undp.org
Brook Boyer	UNITAR Monitoring and Evaluation Section	Manager	brook.boyer@unitar.org
Javier Guarnizo	UNIDO Evaluation Officer	Director, a.i.	j.guarnizo@unido.org

AGENCY FOCAL POINTS - PAGE COUNTRIES

Country	Name	Institution	Title	Email
Mongolia	Amrei Horstbrink	UNITAR	Mongolia Focal Point	Amrei.HORSTBRINK@unitar.org
Mauritius	Hameedullah Jamali	UNEP	Mauritius Focal Point	hameedullah.jamali@unep.org
Senegal	Moustapha Kamal Gueye	ILO	Senegal Focal Point	gueye@ilo.org
Peru	Dorit Kemter	ILO	Peru Focal Point	kemter@ilo.org
Ghana	Tim Scott	UNDP	Ghana Focal Point	tim.scott@undp.org
China	Fulai Sheng	UNEP	China Focal Point	fulai.sheng@unep.org
	Zhengzheng Qu	UNEP	China Focal Point	zhengzheng.qu@unep.org
	Claudia Linke-Heep	UNIDO	China Co-lead	c.linke@unido.org
South Africa	Kees Van der Ree	ILO	South Africa Focal Point	vanderree@ilo.org keesvanderree@gmail.com
Burkina Faso	Ronal Gainza-Carmenates	UNEP	Burkina Faso Focal Point	ronal.gainza-carmenates@unep.org
Additional Agency Contacts	Nadja JARL	UNIDO		N.JARL@unido.org
	Sarwat Chowdhury	UNDP		sarwat.chowdhury@undp.org

COUNTRY FOCAL POINTS

Country	Name	Institution	Title	Email
Mongolia	Alta Sodnomtseren	PAGE Mongolia	Mongolia National Coordinator	altansodnom@hotmail.com
Mauritius	Asha Poonyth-Seewooram	Switch Africa (UNDP)	Mauritius National Coordinator	asha.poonyth-seewooram@one.un.org
Senegal	Cheikh Badiane	ILO	Acting National Coordinator	badiane@ilo.org
Peru	Miguel Angel Beretta Cisneros	ILO	Peru National Coordinator	mberetta@minam.gob.pe
Ghana	Paolo Dalla Stella	UNDP	Ghana National Coordinator	paolo.d.stella@undp.org
China	Ms. Jiang Nanqing	UNEP	China National Officer, Focal Point while waiting for a national coordinator	nanqing.jiang@unep.org
South Africa	Najma Mohamed	ILO	South Africa National Coordinator	mohamedn@ilo.org
Burkina Faso	Ousmane Ouedraogo	UNDP	Burkina Faso National Coordinator	ousmane.ouedraogo@undp.org

MANAGEMENT BOARD

Name	Institution	Title	Email
Tim Kasten	UNEP	Deputy Director, UNEP, Chair Management Board	tim.kasten@unep.org
Steven Stone	UNEP	Head, Economy and Trade Branch, DTIE	steven.stone@unep.org

Vic van Vuuren Deputy: Moustapha Kamal Gueye	ILO	Director, Enterprises Department Coordinator, Green Jobs Programme	vanvuuren@ilo.org gueye@ilo.org
Claudia Linke-Heep	UNIDO	Coordinator, Green Industry Programme, Environment Partnerships Division	c.linke@unido.org
Zou Ciyong	UNIDO	Director, Partnership and Results Monitoring Department	C.Zou@unido.org
Tim Scott	UNDP	Policy Advisor; Environment and Natural Capital Sustainable Development Cluster Bureau for Policy and Programme Support	Tim.scott@undp.org
Angus Mackay	UNITAR	Manager, UNITAR Climate Change Programme	angus.mackay@unitar.org
Nikhil Seth	UNITAR	UN - Assistant Secretary-General, Executive Director, UNITAR	nikhil.seth@unitar.org

DONOR STEERING COMMITTEE

Ms. Marjaana Kokkonen	Unit for International Environment Policy, Ministry for Foreign Affairs, Finland	Counselor	marjaana.kokkonen@formin.fi
Ms. Annika Lindblom	Finnish National Commission on Sustainable Development, Ministry of the Environment, Finland	Ministerial Adviser, International Affairs Secretary General	annika.lindblom@ymparisto.fi
Ms. Heini Leppanen	UN-affairs, ILO, Environment & Climate, Permanent Mission of Finland in Geneva	Special Advisor	Heini.leppanen@formin.fi
Mr. Jechul Yoo	International Cooperation Bureau, Korea	Director of International Affairs Division	jecyoo@korea.kr
Ms. Mino Kim	International Affairs Division, Ministry of Environment, Korea	Program Officer	joannh@korea.kr
Lauren C. Naville Gisnås	Section for Climate, Forests and Green Economy, Department for Climate, Energy and Environment, Norway	Senior adviser	Lauren.C.Gisnas@norad.no
Ms. Guri Sandborg	Ministry of Climate and Environment, Norway	Deputy Director General	Guri.Sandborg@kld.dep.no
Tale Kvalvaag	Department for Climate, Energy and Environment, Norway	Director	Tale.Kvalvaag@norad.no
Mr. Jan Olsson	Ministry of the Environment and Energy; Ministry for Foreign Affairs, Sweden	Environmental Ambassador	Jan.olsson@regeringskansliet.se
Ms. Gunilla Blomquist	Ministry of the Environment, Sweden	Deputy Director	gunilla.blomquist@regeringskansliet.se
Mr. Philipp Ischer	SECO, Switzerland	Programme Manager	Philipp.ischer@seco.admin.ch

Ms. Martine Rohn-Brossard	Federal Office for the Environment, Switzerland	Head of Section	Martine.Rohn@bafu.admin.ch
Mr. Saad Aldeen Mohd AlNumairy	Advisor of the Minister of Environment and Water, UAE	Advisor of the Minister of Environment and Water	salnumairy@moew.gov.ae
Eng. Essa Al Hashmi		Director of Green Development	eaalhashmi@moew.gov.ae
Ms. Aisha Mohamed Al Abdooli	Green Development Department, Ministry of Environment and Water, UAE	Director	amalabdooli@moew.gov.ae

REFERENCE GROUP STEERING COMMITTEE

Name	Institution	Title	Email
Ms. Marjaana Kokkonen	Ministry for Foreign Affairs, Finland	Counselor, Unit for International Environment Policy	marjaana.kokkonen@formin.fi
Lauren C. Naville Gisnås	Department for Climate, Energy and Environment , Norway	Senior adviser, Section for Climate, Forests and Green Economy	Lauren.C.Gisnas@norad.no
Philipp Ischer	SECO, Switzerland	Programme Manager	Philipp.ischer@seco.admin.ch
Thibaut Portevin	DG International Cooperation and Development, EC	Policy Officer, Forests and Green Economy	Thibaut.portevin@ec.europa.eu
Steven Stone	UNEP	Head, Economy and Trade Branch, DTIE	Steven.stone@unep.org
Kees Van Der Ree	ILO	Coordinator, Global Green Jobs Programme	vanderree@ilo.org
Altantsetseg Sodnomtseren	PAGE	Mongolia PAGE National Coordinator	altansodnom@hotmail.com
Miguel Angel Bereta Cisneros	PAGE	Peru PAGE National Coordinator	mberetta@minam.gob.pe

PAGE SECRETARIAT (UNEP)

Name	Title	Email
Asad Naqvi	Acting Head of Advisory Services	Asad NAQVI/UNEP/GVA/UNO
Vera Weick	Program Officer	vera.weick@unep.org
Ronal Gainza-Carmenates	Program Officer	ronal.gainza-carmenates@unep.org
In Woo Jung	Junior Professional Officer	inwoo.jung@unep.org
Hameedullah Jamali	Consultant	Hameedullah.jamali@unep.org
Alexandra Galef	Consultant	alexandra.galef.affiliate@unep.org
Chiara Moroni	Communications Consultant	chiara.moroni@unep.org

PAGE 'EXTERNAL' PARTNERS

Name	Institution	Title	Email
Ben Simmons	GGKP		bsimmons@ggkp.org
Leo Heileman	UNEP	Regional Director of Latin Amerca	Leo.heileman@unep.org [Veronica Bleau-Haunt veronica.bleau@pnuma.org]
Eric Usher	UNEP FI	Head UNEP FI	Eric.Usher@unep.org
Isabell Kempf	PEI	Co-Director of PEI	isabell.kempf@unep.org
Achim Halpaap	UNEP Chemicals and Waste (former UNITAR)	Head of Chemicals and Waste Branch	Achim.halpaap@unep.org
Oliver Greenfield	Green Economy Coalition	Convenor of the GEC	Oliver.Greenfield@greeneconomycoalition.org

Country level stakeholder mapping

Notes:

1/ Stakeholder mapping for China, Mongolia and Senegal provided as part of Case Studies (see Annex 3)

2/ For the other countries the stakeholder mapping was undertaken in the Inception stage of the MTE, with the support of the PAGE Secretariat.

Burkina Faso

Stakeholder	Workstream
Le Secrétariat Permanent du Conseil National pour l'Environnement et le Développent Durable (SP/CONEDD)	Focal point for recently completed EC Africa Green project led by ETB. Focal point for PEI and Switch Africa Green project.
Ministry of Economy and Finance	Participated in green economy activities.
Ministry of Environment, Green Economy and Climate Change	General Direction for Green Economy and Climate Change. PAGE focal point.
Ministry of Industry, Trade and Handicrafts.	Government counterpart for the green industry assessment.
Ministry of civil service, labor and social security.	
Ministry of Agriculture and water management.	
UN and Development Partners	
PEI	Aims to reduce poverty through the management and sustainable use of the environment and natural resources.
SWITCH Africa Green	Supports Burkina Faso in the development of green business and eco-entrepreneurship and promoting sustainable consumption and production patterns.
UNRC	Has expressed a strong interest in UN coordination on green economy in the country.
GRAAD Burkina	Technical NGO that has provided assistance to PAGE notably the development of the green industry assessment and the Fiscal Policy Study.

China (Jiangsu Province) – see China Case study

Ghana

Stakeholder	Workstream	Interests and / or impacts
Environmental Protection Agency/Ghana National Cleaner Production Centre (GNCPC)	Regulation and enforcement relative to environment. Key role of GNCPC will be to support industry and private sector in the implementation of SCP practices through capacity building. EPA ensures enforcement and compliance	Important partner in providing leverage and space for policy and other technical work.
Ministry of Environment, Science, Technology and Innovation	Policy, coordination and support for programme implementation	Important partner providing an anchor, legitimacy and coordination on the government side for the programme. Has been keenly involved in the process during the pilot phase; their role in implementation is even more crucial
Ministry of Trade and Industry	Policy, regulation, capacity building for industry players	Partner in providing an avenue for policy uptake and for programme's intervention.
National Development Planning Commission	Policy planning, capacity support for MMDAs in compliance	Policy planning and programming. Capacity building for key actors in promoting green growth.
Forestry Commission	Policy, regulation and management relative to forest and wildlife resources	Partner in policy, planning and management relative to green economy issues in forestry and wildlife
Ministry of Tourism, Culture and Creative Arts	Policy, regulation and support for relevant players in the tourism, culture and creative arts industry	Partner in policy making, programme interventions in the area of tourism
Energy Commission	Policy, planning and regulation of the country's energy sector	Partner in implementation, providing technical inputs in policy and programme intervention area discussions
Government (decentralised)		
Ministry of Food and Agriculture-Directorate of Crop Services (DCS)	Relates to research, capacity building, food and crops	As a technical directorate under the Ministry, it is responsible for research, promotion and facilitation of processing, marketing and distribution of food, export and quality planting materials and issues related to same. DCS should play an important role in the general policy and technical work of the programme.
National Civil Society and National Institutions		
Institute of Statistical, Social and Economic Research	Relates to research, capacity building and policy level of engagement on the programme	Research institution that provides technical input in areas of intervention to drive transformation change relative to green economy.
Regional Institute for Population Studies	Relates to research, capacity building and policy level of engagement on the programme	Research institution that provides technical input in areas of intervention to drive transformation change relative to green economy.
Trades Union Congress	Capacity building, technical work, policy interventions	Umbrella union for trade unions and organizations. Key actor in terms of reaching the actors involved in production and consumption sectors.
University of Cape Coast (Department of Environmental Science)	Relates to research, capacity building and policy level of engagement on the programme	Policy level of work and research. intervention
Youth Employment Network	Capacity building and policy level of work	Focused on an important segment of the population in need of sustainable jobs.
Council for Scientific & Industrial Research – Science and Technology Policy Research	Relates to research, capacity building and policy level of engagement on the programme	Focused on industrial research. Very important part in the policy analysis and various studies undertaken under the project.

Institute (CSIR-STEPRI)		
National Employers Association	Policy level of work	Umbrella association of employers. Key actor to understand the requirement and opportunities available for greening industries.
Ghana Federation of Labour	Policy level of work	Umbrella association of workers, discussing issues relative to the conditions of work among others.
University of Ghana-Climate Change Resource Centre-RIPS	Relates to research, capacity building and policy level of engagement on the programme	Focused on teaching and research. Key aspects of the programme that can be passed on to generations through teaching.
Private Sector and Communities		
Private Enterprises Foundation	Technical input in intervention areas	Coalition of associations of trade, industry and commerce. Association of Ghana industries, Chamber of Commerce are members.
Association of Ghana Industries	Technical input in intervention areas	Umbrella body of companies and industries in Ghana that promotes the interest of private businesses and corporations.
UN and Development Partners		
SWITCH Africa	Partners in implementation (sister-project)	SWITCH Africa is a similar programme to PAGE in terms of focus, multi-UN implementing agencies and multi-country nature. Valuable to share lessons on synergies in country and experiences of working with various sectors in promoting green economy. Both projects could learn greatly from each other.
UNFCCC	Policy support and providing overall architecture for specific interventions of the programme	Technical body of the UN relative to science and practices of climate change. Provides basis for the work of the programme in terms of policy and programme focus areas
UNIDO	Programme implementation	Provision of technical and programme management support for UNIDO relevant intervention areas of the programme
UNDP-RC Office	Programme coordination and implementation support	Support for programme implementation, coordination ensuring that the programme contributes to the UNDAF outcomes in Ghana
Swiss Embassy	Donors, partners in implementation of similar interventions	

Mauritius

Stakeholder	Workstream	Interests and / or impacts
Government		
Ministry of Business, Enterprise and Cooperatives	Green skills and entrepreneurship development (ILO lead)	
Ministry of Environment Sustainable Development and Beach Management (Solid Waste Department)	Solid waste management	
Ministry of Finance and Economic Development	Sustainable Finance (UNEP lead), Public Environmental Review (UNDP lead)	Key ministry for planning and finance, potentially will play a key role in PAGE work and impact.
Ministry of Industry	Industrial Waste assessment (UNIDO lead)	The ministry is key partner in sectoral study, possibly leading to policy reforms action plan, and strategy
Ministry of Social Integration	Marshal Plan against Poverty and (for) social inclusion (UNDP lead)	The ministry played key role and the some aspects of Marshal plan is likely to be funded in the upcoming budget
Small and Medium Enterprise Development Authority	Green skills and entrepreneurship development (ILO lead)	
Joint Economic Council (JEC)	Sustainable Finance (UNEP lead)	JEC is coordinating body of private sector and important player in different workstreams especially in sustainable finance
Financial Services Commission	Sustainable Finance (UNEP lead)	They are an important stakeholder in sustainable finance.
Civil Society and Institutions		
University of Mauritius	Conducted GE assessment for an earlier project	
Mauritius Employers Federation		
Mauritius Chamber of Commerce and Industry		
Private Sector and Communities		
Mauritius Bankers Association		

Mongolia – see Mongolian Case Study

Peru

Stakeholder	Workstream	Interests and / or impacts
Ministry of Agriculture and Irrigation	Capacity building Participation in National Steering Committee and quantitative assessment	Key stakeholder
Ministry of Economy and Finance	Capacity building Involved during the consultancy on short term green policy mechanisms Involved in quantitative assessments	Key stakeholder
Ministry of Energy and Mining	Capacity building	Key stakeholder
Ministry of Tourism and External Trade	Idem as Ministry of Energy and Mining	Idem as Ministry of Energy and Mining
Ministry of Environment (MINAM)	Capacity building	Main national counterpart and the lead institution for drafting and implementing green growth strategies and policies, as well as organizing dialogue with the other sectors.
Ministry of Labor and Promotion of Employment (MTPE)	Capacity building National green jobs strategy National steering committee National quantitative assessment	Main national counterpart for green jobs, pilot projects for waste management.
Ministry of Production	Capacity building	Main ministry to support green industry policies by integrating the private sector. Green industry assessment was undertaken. Key recommendations are being implemented.
Ministry of Transport and Communications	Capacity building	
National Forest and Wildlife Service	Capacity building	
National Biotrade Commission	Pilot project - biotrade	Its role would have been to coordinate the implementation of pilot sustainable trade projects – activities that until now were not implemented
Export Promotion Board	Pilot project - biotrade	Idem
Acuerdo Nacional	Alignment with long term national policies.	This partner was contacted by PAGE in two opportunities by the end of 2015.
CEPLAN	GE policy formulation	
National Forest Conservancy Programme (of the Ministry of Environment)	Capacity building	
Government (decentralised)		
Regional Government of San Martin	Pilot project - forestry	
Civil Society and Institutions		
Universidad del Pacifico	Conduct studies, capacity building, indicators	
Media: Canal Latina, América Televisión y Canal N, Panamericana Televisión	Capacity building & stakeholder mobilization, media contest, other communication activities	
Curia Povincial Jesuita	Communication activities	

Private Sector and Communities		
National Confederation of Institution and Private Enterprises (Confederación Nacional de Instituciones Empresariales Privadas CONFIEP)	Capacity building & Stakeholders mobilization	
Three main unions: Central Autónoma de Trabajadores del Perú (CATP), la Confederación General de Trabajadores del Perú (CGTP) y la Central Unitaria de Trabajadores (CUT),	Capacity building	
CER	Stakeholder mobilization and policy implementation	
UN and Development Partners		
GIZ	Capacity building	
GGGI	Indicators National Green Growth Strategy	
UN-REDD	Forestry	
UNEP FI		
UNEP Transport Unit		
FAO and UNESCO (Joint Programme Andean Grains)	Pilot Project – sustainable trade	
Euroecotrade (EU funded project run by the Ministry of Environment)		
UNEP Trade		
International Civil Society		
WWF	Capacity building	
Sustainlabour Foundation	Technical study / Capacity building	
SERI (Sustainable Europe Research Institute).	Technical study / Capacity building	

Senegal – See Senegal Case Study

South Africa (SA)

Stakeholder	Workstream	Interests and / or impacts
Department of Environmental Affairs (DEA)	PAGE coordinating ministry	The lead government department and focal ministry for PAGE in SA, plays a key role in providing oversight of the PAGE programme & formulation of the indicative results framework and log frame for the country.
Economic Development Department (EDD)	PAGE National Steering Committee representative	One of the key government departments – responsible for overseeing the implementation of the Green Economy Accord (2010).
Department of Trade and Industry (the dti)	PAGE National Steering Committee representative	One of the key government departments – established a dedicated Green Industries team which is represented on the NSC.
Department of Science and Technology (DST)	PAGE National Steering Committee representative	One of the key government departments – responsible for the R&D mandate and represented on the PAGE NSC through the Environmental Services and Technologies Directorate. Also the Designated National Entity for the CTCN.
Gauteng Development of Economic Department	Multi-stakeholder engagement	Participated in panel discussion at national PAGE Forum on Improving Collaboration for Greater Impact
Department of Development Planning Environmental Affairs, Western Cape	Multi-stakeholder engagement	Participated in national PAGE forum, provided key insights and suggestions for PAGE support at sub-national level
Trade and Industrial Policy Strategies (TIPS)	Sector-specific Research and Analysis: Green industries and trade and possibly PAGE implementation partner through the GEC	Key partner and contracted to undertake the SA Green Economy and Industry Trade Analysis
African Centre for a Green Economy (AfricGE)	Multi-stakeholder engagement and possibly PAGE implementation partner through the GEC	Currently not involved in PAGE but discussions have been initiated on joint implementation and delivery of activities, in particular multi-stakeholder dialogues
National Business Initiative (NBI)	Multi-stakeholder engagement	Participated in national PAGE forum, provided key insights and suggestions for PAGE activities in SA, especially on private sector role in green economy
Green Skills, Wits University and Rhodes University	Capacity development, contracted to work on the green economy learning assessment for SA	Key partner contracted to undertake the green economy learning assessment for SA
UNISA	Multi-stakeholder engagement	Participated in national PAGE forum, provided key insights and suggestions for PAGE activities in SA
NCPC	Multi-stakeholder engagement, capacity development and PAGE partner	Participated in national PAGE forum and hosted the first national roundtable under the economy learning assessment
CSIR	Multi-stakeholder engagement	Participated in national PAGE forum, provided key insights and suggestions for PAGE activities in SA
Green Talent	Contracted to undertake stocktaking exercise, one of the PAGE inception activities in SA	Contracted to initiate the development of a national inventory of green economy projects and initiatives in SA
ILO	Lead PAGE agency and National Steering Committee representative	Coordinating UN agency for PAGE in SA, providing secretariat services and also leading TWGs in several PAGE work areas
UNEP	PAGE agency and National Steering Committee representative	PAGE agency playing and playing a leading role in TWGs in several PAGE work areas

UNDP	PAGE agency and National Steering Committee representative	PAGE agency
UNITAR	PAGE agency and National Steering Committee representative	PAGE agency playing a leading role in TWGs in PAGE capacity development work area
UNIDO	PAGE agency and National Steering Committee representative	PAGE agency
GGKP	PAGE partner	Key partner at global level, not involved in SA but will be consulted on design and implementation of knowledge platform for SA
GIZ	PAGE partner	Key partner, implementing a complementary programme on the role of public finance in supporting green economy in SA
SWITCH Africa Green	PAGE partner	UNDP and UNEP – two of the PAGE agencies are the implementing agencies for this programme in SA
Green Economy Coalition	PAGE partner	GEC is a key global partner of PAGE and in March 2016 initiated implementation of a global programme on green economy and civil society mobilization – alignment with the PAGE countries. TIPS and AfricGE implementing partners in SA

Annex 5: Country Questionnaire

Background:

To be issued to countries not being case studied under the PAGE MTE – i.e. Burkino Faso, Ghana, Mauritius and South Africa.

The questionnaire is to be distributed to 5-10 key stakeholders. The invited respondees will be agreed with the PAGE Secretariat and lead UN Agency in-country. The key stakeholders may vary slightly by country but are likely to include:

- Country lead PAGE UN Agency
- 1-2 other PAGE UN Agencies undertaking activities in the country
- 2-3 Key Government Partners (across key Ministries)
- National Co-ordinator
- 1-2 Key external partners with whom PAGE is jointly undertaking activities
- Private Sector representative
- Civil Society representative

The questionnaire is intentionally short to encourage a high completion rate.

Questionnaire

Please note that your responses will be treated confidentially.

The questionnaire should be returned to: Camille Bann (Lead Evaluator, PAGE MTE. Camille.bann@envecconsulting.com)

A. Name of respondent:

B. Organisation & position:

C. Role and responsibilities in PAGE:

1. In your view what has been PAGE's top 2-3 **achievements in your country** since it started operation? What factors have ensured these successes?
2. Is the project on track to achieve its **outcomes as set out in the country's logframe**? If not, why and what corrective measures are needed?
3. PAGE's **ultimate ambition (impact)** is that countries transform their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain growth in line with the Sustainable Development Goals (SDGs). Is there evidence emerging in your country of the *implementation of* **policy reforms** and SDG-aligned national economic and development planning in line with national Inclusive Green Economy (IGE) priorities? How can this be linked/ attributed to PAGE?
4. In your view will the work by PAGE be **sustained** *and* **upscaled** beyond the timescale of PAGE support?

   7.1. If YES, what factors are in place to ensure this transformation?

   7.2. If NO, what more can be done by PAGE in its remaining time to ensure sustainability and economy wide upscaling of the project's results ?
5. Is the current **operational structure (at the national, regional and global level)** fit to support the implementation of PAGE in your country? What are the *pros* and *cons* of the current operational structure ?
6. PAGE considers that it adds value to country level efforts for three reasons: 1) its economy wide reach, 2) its coherent and comprehensive action, 3) transaction costs reduction. Is there **evidence** that these elements add value to efforts in your country?
7. Who are PAGE's key Partners? To what extent are PAGE **partnership and collaborations** being effective in supporting the delivery of PAGE results? Are there any key partners missing / not engaged in the PAGE project?
8. What are the 2-3 main challenges / barriers facing PAGE delivery and implementation?
9. What are key 2-3 key needs / recommendations going forward to ensure PAGE achieves its outcomes in the time remaining *and* places the country on a sustainable path towards economic transformation in line with IGE?
10. Decribe any lessons learnt at this mid term stage, especially those that may: (i) inform operations in new PAGE countries as it expands; (ii) ensure sustainability and attainment of PAGE's intended impact.

Annex 6: Review of project design

As is standard for a UNEP Evaluation the assessment of project ***design*** is based on the original UNEP project document, and the Theory of Change at Design (TOC-D). However, reference to the PAGE project document and the Operational Strategy 2016-2020 is made in cases where these later documents elaborate on the UNEP Project Document.

	Project preparation and readiness		**Evaluation Comments**	**Rating**
1	Does the project document provide a description of **stakeholder consultation** during project design process?		Reference made to donor consultation. Extent of stakeholder consultation at the design stage not made explicit.	MU
2	Does the project document include a clear **stakeholder analysis**? Are stakeholder needs and priorities clearly understood and integrated in project design? (see annex 9)		A broad range of stakeholders is implicit in the project's core mandate of transitioning to an IGE, but there was no explicit stakeholder analysis mapping at the initial design phase.	MU
3	Does the project document entail a clear **situation analysis**?		Yes, the project justification (chapter 2 of PD) cites the limited integration of environmental and social concerns into economic development policies as the underlying cause of persistent extreme poverty and growing inequality. Transformation to a green economy is key to addressing this The project responds to the demand expressed by the majority of countries at the Rio+20 Conference to support their transition to a Green Economy.	HS
4	Does the project document entail a clear **problem analysis**?		Yes, as above	HS
5	Does the project document entail a clear **gender analysis**?		A high level gender analysis is provided (p. 21). The project is expected to have a positive impact on marginalized groups, including women who make up 70% of the world's poor. Gender considerations incorporated into project design: capacity development and support of stakeholders will include a focus on gender equality, and guidance will be provided on gender mainstreaming where appropriate (p.10); ILO will contribute its expertise on gender equality (p15)	S
	Relevance		**Evaluation Comments**	**Rating**
6	Is the project document clear in terms of relevance to:	i) Global, Regional, Sub-regional and National	Yes. The project does not have a specific regional focus, but is open to assist countries from all regions while seeking a regional balance and applying a set of	S

		environmental issues and needs?	criteria for selection. [PAGE is designed as a partnership of four UN agencies, working closely to provide an integrated support package including country-level, regional and global activities]	
7		ii) PAGE agencies mandates	P15 of the PD sets out the mandate of the four main PAGE agencies at the design stage – UNEP, ILO, UNIDO and UNITAR, and their specific value added to PAGE (see page 31). 1) UNEP on natural capital, mobilizing finance for sustainable development and its convening power on green economy, 2) ILO on employment, skill development, enterprise development, and social protection, 3) UNIDO on manufacturing, green industrialization and SMEs, and 4) UNITAR on training, research, capacity building and institutional strengthening. 5/ UNDP mandates are noted in revision 1 to UNEP project document.	HS
8		iv) Stakeholder priorities and needs?	The project responds to the demand expressed by the majority of countries at the Rio+20 Conference to support their transition to a Green Economy. The Operational Strategy 2016-2020 responds to the demands of the SDGs.	HS
9	Is the project document clear in terms of relevance to cross-cutting issues	i) Gender equity	Gender equality stressed in project design and implicit in an IGE. According to the project document, at country level, PAGE will ensure that activities address and include gender considerations. Specifically, a gender analysis will be included in: the inception and stocktaking phase; the assessment and modelling of green economy policy options, which will differentiate impacts of green investments on different socio-economic groups; the policy development and implementation, bringing in specific guidance on how policies that drive a green economy should be shaped to contribute to poverty alleviation and gender equality.	S
10		ii) South-South Cooperation	Not specifically addressed in initial UNEP PD, but referred to in later PAGE project document.	U
	Intended Results and Causality			
11	Are the outcomes realistic?		Yes, the outcomes are achievable over a 7 year period assuming strong Government commitment and sustainable funding.	S
12	Is there a clearly presented Theory of Change		Yes. Theory of Change presented in Appendix 5. Logic Framework presented in	S

	or intervention logic for the project?	Table 5, p33. [N.B. However, there has been an evolution in the Logical Framework since project design phase]	
13	Are the causal pathways from project outputs [goods and services] through outcomes [changes in stakeholder behaviour] towards impacts clearly and convincingly described?	Yes, as set out in Chapter 5 of PD – Logical Framework and ToC – Appendix 5.	S
14	Is the timeframe realistic? What is the likelihood that the anticipated project outcomes can be achieved within the stated duration of the project?	The timeframe is ambitious for direct in-country work (4 years), and the realisation of project outcomes will be dependent on a number of supporting factors being present in countries (e.g. government ownership, capacity, strong partnerships and institutions) The PAGE programme aims to assist 30 countries to achieve outputs 1 and 2 over the period 2013 to 2020. Out of these 30, 6 countries are suggested to receive support within the timeframe of this project (i.e. Sept 2013 - end 2015) – with a subset of these countries starting from Output 2 (these countries not specified in PD) [It is designed as a multi-year programme with an expected duration of 7 years. PAGE direct support per country is around 4 years, with countries being included in the programme at different phases of the PAGE 7 year duration. The Operational Strategy 2016-2020 suggests the possibility of PAGE continuing beyond 7 years if funding is available,	S
15	Are activities appropriate to produce outputs?	Yes, the PAGE activities are necessary to achieve the outputs	S
16	Are activities appropriate to drive change along the intended causal pathway(s)?	Yes, the PAGE activities are appropriate	S
17	Are impact drivers and assumptions clearly described for each key causal pathway?	Impact drivers and assumptions set out in ToC diagram, but not supported by text, and will be reviewed as part of the MTE and RTOC	MS
18	Are the roles of key actors and stakeholders clearly described for each key causal pathway?	Main description of activities provided on pages 11-15, which in some cases elaborates on actors and stakeholders.	MS
19	Is the ToC-D and/or logical framework terminology (*result levels, drivers, assumptions etc*.) consistent with UNEP definitions (*Programme Manual*)	Yes	S
	Efficiency		
20	Does the project intend to make use of / build upon pre-existing institutions, agreements and partnerships, data sources,	The project design is particularly strong in this respect. There are two elements built into the approach of this project that are	S

	synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	targeted at cost-effectiveness and value for money. Firstly, 'The main added value of PAGE is the integration of the offer of four UN Agencies in a package of services provided to countries in a **coordinated and complementary** way. By bringing together different sets of expertise and perspectives, the collective support to countries will be more comprehensive, strategic, and beyond departmental mandates while reducing transaction costs, both for countries and for PAGE partners. In addition, by combining the expertise and networks of the PAGE partners, synergies will be created among government, private sector and civil society counterparts, making it easier to leverage key stakeholders and foster continued commitment to implement reforms'. Second, 'the project puts emphasis on **working with national institutions** and linking closely with on-going national processes. Investing time and resources in the inception and stocktaking phase, including the development of **specific PAGE country work plans**, will ensure that the project activities will be aligned to existing priorities, plans and processes, avoiding the risk of duplicating existing efforts.	
	Sustainability / Replication and Catalytic effects		
21	Does the project design present a strategy / approach to sustaining outcomes / benefits?	Yes. The project aims to provide comprehensive and coordinated support closely linked with existing planning structures and processes in the countries, bringing in relevant expertise of other agencies and building on ongoing cooperation among country initiatives to create the basis for the long-term sustainability of PAGE interventions. PAGE will ensure project sustainability by placing a **strong emphasis on government leadership and country ownership**. In each country, a national institution will coordinate the green economy assessment and other analytical exercises under the authority of the national government and with the support of PAGE and other partner institutions. This approach not only ensures national ownership, but also contributes to systematically building capacities and knowledge in national institutions to follow-up on the project activities independent from external support. In addition, the project is supporting the	S

		design and implementation of policies that provide the **enabling conditions for a continuous transformation**. In this process an important result is to ensure necessary allocations from national budgets to maintain the project's benefits. **Exit strategy**: At the individual country level – provided there is continuous commitment by the government – the exit strategy will follow the implementation of country level outputs (output 1 and 2). A country that has formulated and adopted inclusive green economy policies and sufficient institutional capacity to *finance and implement inclusive green economy policies*, including in a few key sectors would be expected to continue its economic transformation *independent from direct support from PAGE*. For the overall programme, an exit strategy would only be needed if no additional countries are interested in receiving support from PAGE. Otherwise the project could scale-up support further and move from 30 countries receiving support to an even larger number over time.	
22	Does the design identify **social or political factors** that may influence positively or negatively the sustenance of project results and progress towards impacts?	As part of the project intervention logic, countries, in selecting their policy options (Activity 1.4), are asked to consider the political and institutional situation in their country and possible social impacts (p.10, 12). The Risk Analysis (Section 4) identifies a number of political risks that could impact the project including: political instability, bureaucratic bottlenecks, lack of government buy-in, opposition within government A number of PAGE activities are intended to further identify social and political factors: **Activity 1.5 Facilitation of policy consultations and adoption** will include social dialogues and stakeholder consultations involving public and private sectors and civil society to flesh out the distributional and inter-sectoral implications of policy options. Activity 2.1 – support for design of specific policy measures - targeted social policies including social protection and the upgrading of skills will be promoted to offset any potential negative effects of the adopted policies.	S

		The PD notes the mounting social crisis, with growing unemployment presenting a 'daunting challenge' for providing new jobs and income opportunities, especially for **youth.**	
23	Does the design foresee sufficient activities to promote government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?	Yes – stakeholder consultation, training and capacity building is a strong and consistent thread across all the proposed activities To disseminate results, experiences and lesson learnt the project includes knowledge sharing and capacity building activities at global level.	HS
24	If funding is required to sustain project outcomes and benefits, does the design propose adequate measures / mechanisms to secure this funding?	Funding will be needed to sustain project outcomes, and activity 2 under PAGE is designed to help mobilize finance and build mechanisms and partnerships that could sustain financing. 'PAGE aims to establish more specific links with the private financial institutions and multilateral and regional development banks, where relevant build on existing partnerships established with financial institutions under UNEP's Finance Initiative at national, regional and global levels. PAGE aims to facilitate public-private dialogues on green investment opportunities and the formation of financial consortia in support of green investment. As part of this, PAGE also aims to mobilize funding that could enable green entrepreneurship and youth employment and provide incentives for greening existing businesses'.	HS
25	Are financial risks adequately identified and does the project describe a clear strategy on how to mitigate the risks (in terms of project's sustainability)	The Risk Analysis identifies both a lack of donor funding and national level funding for implementation as a risk. Risk management strategies are identified.	S
26	Does the project design adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results?	PD sets out the implementation structure for PAGE, which includes the project team, management board, donor steering committee, network of experts. Use of legal instruments is outlined on page 24 PAGE is designed to set up the institutional arrangements to sustain results, which will to a certain extent be country specific.	S
27	Does the project design identify environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	Environmental sustainability, resource efficiency and minimizing ecological risk are central to the Green Economy approach and therefore environmental consideration are fundamental to the project.	S

28	Does the project design foresee adequate measures to promote replication and up-scaling / does the project have a clear strategy to promote replication and up-scaling?	The project design is based on the concept of modularity to allow 'upscaling' and 'downscaling' of PAGE interventions. Linked to this programme approach is a resource mobilisation strategy, which promotes to prospective donors the idea of recurrent contributions. The project will initially provide support to a select number of countries with the idea to scale up gradually over seven years to 30 countries. Starting with a number of highly committed countries is meant to create a critical mass of examples that may inspire other countries as well as donors. The partnership approach will ensure that the four partner agencies are committed to replicate and mainstream the results and products of this project into their regular work. Moreover, each of the agencies will be able to mobilize a network of partners that can contribute and benefit from these results. [PD p23]	S
29	Are the planned activities likely to generate the level of ownership by the main national and regional stakeholders necessary to allow for the project results to be sustained?	Yes, if successfully executed	S
	Learning, Communication and outreach		
30	Has the project identified appropriate methods for communication with key stakeholders during the project life?	Yes. Activity 4.1 Development of a common communication strategy, focuses on setting up basic features for the partnership to be visible and operational at the global and national levels. A first step will be to develop a presentation of a joint offer of PAGE services and produce an overall communication strategy outlining a process for engagement with other partners and the identification and dissemination of key messages. It will further include the development and maintenance of a web site for PAGE allowing the exchange of information and knowledge and linking-up to existing knowledge hubs such as the Green Growth Knowledge Platform, among others.	HS
31	Are plans in place for dissemination of results and lesson sharing.	*As Above*	S
32	Do learning, communication and outreach plans build on analysis of existing communication channels and networks used by key stakeholders?	Yes	S
	Risk identification and Social Safeguards		
33	Are all assumptions identified in the ToC and/or logical framework presented as risks	Risks in Risk Analysis and TOC do not	MS

	in the risk management table? Are risks appropriately identified in both, ToC and the risk table?	match.	
34	Is the risk management strategy appropriate?	Yes – covers key political, organisational, financial and economic risks.	S
35	Are potentially negative environmental, economic and social impacts of projects identified?	Not identified. Positive environmental and social implicit in the delivery of IGE, but tradeoffs may occur for certain initiatives.	MU
36	Does the project have adequate mechanisms to reduce its negative environmental foot-print?	Not elaborated in project design documents (e.g. reducing GHG from project work such as travel not discussed)	MS
37	Have risks and assumptions been discussed with key stakeholders?	Not made explicit in PD, but according to the PAGE Secretariat all PAGE Agencies informed the risk analysis	MS
	Governance and Supervision Arrangements		
38	Is the project governance model comprehensive, clear and appropriate? (*Steering Committee, partner consultations etc.*)	Appendix 6 of PD presents the Project Implementation Structure, which can also serve as a governance structure. Overall governance is provided by the **Management Board**, which includes one representative at the director level of the five partners (ILO, UNITAR, UNIDO, UNEP and UNDP). In the project document the Technical Team is referred to as the Project Team. The PAGE Secretariat, was not yet a term used at then time of project design, but later established. There is also a Donor Steering Committee, consisting of government and institutions providing financial support to PAGE, who provide overall strategic direction	HS
39	Are supervision / oversight arrangements clear and appropriate?	Yes. The project management (UNEP) reports to the Chief of the Economics and Trade Branch, who is responsible for project implementation and coordination, both within UNEP and with external partners Also see point 38 above.	S
	Management, Execution and Partnership Arrangements		
40	Have the capacities of partners been adequately assessed?	Yes. The PD sets out the capabilities of the 4 main partners	S
41	(i) Are the execution arrangements clear and are roles and responsibilities within UNEP clearly defined? (ii) Are the roles and responsibilities clearly defined within each agency?	(i) Yes. The project is managed by UNEP Division of Technology, Industry and Economics (DTIE). The roles and responsibilities are set out in page 24 and 25 of the PD. This includes a discussion of the roles of other UNEP divisions / branches, regional offices and a UNEP	HS

		PAGE technical Coordination Group, which will be further developed during project implementation. The implementation structure is set out on p26 (ii) The PAGE partner agencies at project initiation (p25) (ILO, UNIDO and UNITAR) will all provide substantive support for global and national activities as set out in Table 6 of the PD ○ ○ To reaffirm their commitment to PAGE and provide a legal basis for cooperation, the four founding partners have signed a **Letter of Agreement (LOA)** at the UNEP Governing Council in February 2013, which spells out the objectives and main areas of cooperation. ***UN Country Teams* – According to the UNEP PD (prior to UNDP joining in 2014, which was then noted in revision 1),** The PAGE partners will work with the UN country teams to implement national and sub-national level projects. The UN country teams will provide political guidance, and help introduce the PAGE project team to relevant stakeholders, ensuring alignment with current and future UNDAF's. The UN country team may also provide logistical support, for example in organising workshops, or hosting in-country consultants. In some cases, the UN country team, potentially in conjunction with the United Nations Development Programme (UNDP) may also provide substantive support to the assessments. Where necessary, UN country teams would receive payments to recover costs associated with implementing PAGE activities. UNEP would always be contractual counterpart in such an arrangement.	
42	Are the roles and responsibilities of *external* partners properly specified?	The PD sets out how the PAGE complements other interventions (see p15-16 pf PD), and potential external partners	HS
	Financial Planning / budgeting		
43	Are there any obvious deficiencies in the budgets / financial planning? (*coherence of the budget, do figures add up etc.*)	No obvious deficiencies	S
44	Has budget been reviewed and agreed to be realistic with key project stakeholders?	Not clear from PD, but assume this is the case	MS
45	Is the resource utilization cost effective?	The project is designed in a modular way, providing as far as possible, unit costs for specific packages of activities. With this	S

			approach, the delivery plan for the project can be tailored to different levels of funding by adjusting the number of countries receiving support or by adjusting the number of global workshops, training activities and reports being delivered (p17 PD) ***PAGE Trust Fund -*** A Trust Fund for PAGE was designed (and has been set up) by UNEP. Contributions to the Trust Fund could either be general contributions or contributions for specific activities in the PAGE proposal. The Trust Fund will be managed by UNEP, responsible for recording of incoming contributions, as well as correspondence with and reporting to donor governments, with inputs, as required, by the other partner agencies. Funds from the Trust Fund will be deployed to meet the deliverables of PAGE. Funds administered in the PAGE Trust Fund can be provided to partner agencies for activities implemented under their lead based on the guidance of the Management Board.	
46	How realistic is the resource mobilization strategy?		Key government/ organizations referred to as the 'Friends of PAGE' are cited as an important vehicle for mobilizing resources. Donors were consulted on PAGE initiatives and their views taken on board in project development. They include Republic of Korea, Norway, Finland, Sweden, Germany, Switzerland and the European Commission. (page 17 PD)	S
47	Are the financial and administrative arrangements including flows of funds clearly described?		[Not much detailed provided]. Project manager is responsible for the budgeting of PAGE Funds will be allocated using inter-agency agreements between the partners and UNEP, based on agreed outputs (p26)	MS
	Monitoring			
48	Does the logical framework	• capture the key elements of the Theory of Change/ intervention logic for the project?	Yes	S
49		• have 'SMART' indicators for outcomes and objectives?	Yes	S
50		• have appropriate 'means of	Yes	S

	verification'?		
51	Are the milestones appropriate and sufficient to track progress and foster management towards outputs and outcomes?	Yes	S
52	Is there baseline information in relation to key performance indicators?	Yes. Since the indicators all relate to interventions by PAGE the baseline is zero in all cases	S
53	How well has the method for the baseline data collection been explained?	Not explained, but also not relevant given the baseline of zero used in all cases	S
54	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	Yes	S
55	How well are the performance targets justified for outputs and outcomes?	Not clear from PD	MS
56	Has a budget been allocated for monitoring project progress in implementation against outputs and outcomes?	Not clear from information presented in PD. Overall monitoring is the responsibility of the PM, so monitoring may be covered under project management.	MS
57	Does the project have a clear knowledge management approach?	Not specified in PD [Lessons learned in the course of project implementation will be included in the monitoring process to continually adapt and improve the project and address the challenges encountered during the implementation. P37]	MS
58	Have mechanisms for involving key project stakeholder groups in monitoring activities been clearly articulated?	The PD refers to mechanism for including key partner agencies in monitoring. In accordance with UNEP's procedures, project monitoring will be conducted periodically through a six-monthly review. Data collection and processing of key documents as indicated in the logical framework (according to the means of verification) will be undertaken to monitor the progress made against each project output, planned milestone, deliverable and associated indicator. The overall progress of the project will be **monitored by the project manager**. This will also include periodic monitoring of commitments made to donors and related reporting. For this, the project manager will receive inputs from *other programme managers* involved in the implementation of activities under PAGE. For the compilation of financial reports the project management will be supported by the finance officer and finance assistant. **Partner agencies** that have received funds under PAGE through sub- agreements will report on their activities, results and related expenditures to UNEP. Unanticipated adverse impact will be monitored by the project managers and	MS

		his/her supervisor, as well as relevant senior managers in UNEP.	
	Evaluation		
59	Is there an adequate plan for evaluation?	The PD states that project will be externally evaluated according to UNEP's standard procedures.	S
60	Has the time frame for evaluation activities been specified?	No	U
61	Is there an explicit budget provision for mid-term review and terminal evaluation?	The funds for evaluation are included in the project budget (USD 50,000), but additional funds are necessary to cover a desk study, on-line data collection, and a reasonable number of field visits. It is assumed that this funding is just to cover the MTE	MS
62	Is the budget sufficient?	The budget is insufficient for global project involving 5 agencies	MS

Annex 7: Evaluation program

Evaluation Programme

Key Milestone	Date	Comment
Inception Mission – 2 days (Geneva)	July 13-15	See detailed schedule below in separate table
Inception Report	22 July	
Questionnaire distributed to non-Case Study countries (Burkino Faso, Ghana, Mauritius, South Africa)	August – mid October 2016	
Case Study evaluation work in 4 countries (by National Consultants)	August - December 2016	
Lead Consultant Mission to Senegal	6-10 September 2016	*See* Senegal Case study for details of people met
Presentation of preliminary findings to DSC at Green Economy Academy Turin	3-5 October	
Telephone / skype interviews	August – mid October 2016	*See table below*

PAGE Midterm Evaluation Inception Mission, 13-15 July 2016

Wednesday **13 July 2016**	**Agenda item**	**Attendees (in Geneva)**	**Attendees (by Skype)**
9:15 – 9:30	Bilateral discussion	-Steven Stone (UNEP)	
9:30 – 10:30	Joint introductory meeting: To update all PAGE colleagues about the evaluation and the agenda for the 3 day	- Steven Stone (UNEP) -Vera Weick(UNEP) -Alexandra Galef (UNEP) -Annamaria Russo (UNEP) -Asad Naqvi (UNEP) -In Woo Jung (UNEP) -Hameedullah Jamali (UNEP) -Ronal Gainza-Carmenates (UNEP) -Zhengzheng Qu (UNEP) -Sarwat Chowdhury (UNDP) -Amrei Horstbrink (UNITAR) -Mustapha Kamal Gueye (ILO)	Elisa Calcaterra (UNEP Evaluation Office)
10:30-11:30	Inception mission start-up discussion: To agree on major issues of evaluation design (expectation, principal questions, sites to visit and key people to meet)	-Steven Stone (UNEP) -Asad Naqvi (UNEP) -Vera Weick (UNEP)	Elisa Calcaterra (UNEP EOU) on skype
11:30–12:30	In-depth introduction to PAGE: Comprehensive overview for Camille on PAGE structure, country work and global work (design, implementation, progress, products), incl. developments over time	-Vera Weick(UNEP) -Alexandra Galef (UNEP) -Annamaria Russo (UNEP) -Asad Naqvi (UNEP)	Elisa Calcaterra (UNEP EOU) on skype
13:30–14:30	UNITAR on country implementation (lead for Mongolia)	- Amrei Horstbrink (UNITAR)	
14:30-16:00	UNDP on country implementation and global work (recent lead on Ghana)	-Sarwat Chowdhury (UNDP)	-Tim Scott (UNDP, based in New York) -Paolo Dalla Stella

16:00-17:00	Meetings with external stakeholders	-Ben Simmons (GGKP)	
17:00-18:00	Secretariat (including Communications)	-Asad Naqvi (UNEP) -Vera Weick (UNEP) -In Woo Jung (UNEP) -Hameedullah Jamali (UNEP) -Chiara Moroni(UNEP) -Alexandra Galef (UNEP)	
Thursday 14 July 2016	**Agenda item**	**Attendees**	**Attendees (by Skype)**
10:00-11:30	UNIDO on country implementation and global work	-Nadja Jarl (UNIDO)	
11:30 – 13:00	UNEP on country implementation (lead on Mauritius, China and Burkina Faso)	-Hameedullah Jamali (UNEP) -In Woo Jung (UNEP) -Ronal Gainza-Carmenates (UNEP) -Asad Naqvi (UNEP) -Zhengzheng Qu (UNEP)	
14:00 – 15:00	UNEP global work	-Gisele Mueller (UNEP) -Claudia Assmann (UNEP)	
15:00-16:00	Discussion with finance and admin team	-Ardi Zamani, new FMO (UNEP) -Fatma Pandey (UNEP) -Desiree Leon (UNEP)	
16:00-17:00	UNITAR on global capacity building and knowledge sharing work	-Amrei Horstbrink (UNITAR) -Maya Valcheva (UNITAR)	
Friday 15 July 2016	**Agenda item**	**Attendees**	**Attendees (by Skype)**
9:00 – 10:30	ILO on country implementation and global work (lead for Senegal, Peru, and South Africa)	-Mustapha Kamal Gueye (ILO)	
10:30 – 11:30	Joint meeting with all agencies	-Vera Weick(UNEP) -Alexandra Galef (UNEP) -Annamaria Russo (UNEP)	Elisa (UNEP EOU) on skype

		-Asad Naqvi (UNEP) -In Woo Jung (UNEP) -Ronal Gainza-Carmenates (UNEP) -Hameedullah Jamali (UNEP) -Zhengzheng Qu (UNEP) -Angus Mackay (UNITAR) -Nadja Jari (UNIDO) -Mustapha Kamal Gueye (ILO)	
11:30-12:30	Final wrap-up discussion and framing of next steps	-Asad Naqvi (UNEP) -Vera Weick (UNEP)	Elisa (UNEP EOU) on skype

Skype / telephone interviews August – mid October 2016

Name	Organization	email
Kees Van der Ree	ILO - former Management Board member, lead on South Africa, and Head of ILO Green Jobs Programme	vanderree@ilo.org
Claudia Linke-Heep	UNIDO Management Board member, earlier lead on Ghana	C.Linke@unido.org
Mario Boccucci	Head, UN-REDD Programme Secretariat	Mario.Boccucci@un-redd.org
Philipp Ischer	Donor: Programme Manager, SECO, Switzerland, Evaluation Reference Group Member	philipp.ischer@seco.admin.ch
Lauren Céline Naville Gisnås	Donor: Senior Advisor, Section for Climate, Forests and Green Economy, Department for Climate, Energy and Environment, Norwegian Agency for Development Cooperation (NORAD), Evaluation Reference Group Member	Lauren.C.Gisnas@norad.no
Ivo Mulder	REDD+ Economics Advisor, UNEP	ivo.mulder@unep.org
Marjaana Kokkonen	Donor: Counselor, Unit for International Environment Policy, Ministry for Foreign Affairs of Finland, Evaluation Reference Group Member	Marjaana.Kokkonen@formin.fi
Achim Halpaap	Former UNITAR Management Board member, former lead on Mongolia, Head of UNITAR Environmental Programme	achim.halpaap@unep.org
Thibaut Portevin	Donor: Policy Officer, Forests and Green Economy, DG International Cooperation and Development, EC, Evaluation Reference Group Member	Thibaut.PORTEVIN@ec.europa.eu

Gunilla Blomquist	Donor: Deputy Director, Ministry of the Environment, Sweden	gunilla.blomquist@regeringskansliet.se
Nara Luvsan and Rie Tsutsumi	Nara: PEI Regional Lead Central Asia (also involved in Mongolia and the selection process for Kyrgyz Republic, Based in UNEP ROE (Regional Office of Europe). Rie: Regional resource efficiency coordinator UNEP - ROE	nara.luvsan@unep.org
Alice Vozza	Lead person in ITC-ILO for PAGE GE Academy	a.vozza@itcilo.org
Steven Stone	UNEP Management Board Member, Chief of ETB	steven.stone@unep.ch
Elliot Harris	Assistant Secretary-General, UNEP	harris3@un.org, Tel: +1 212-963 2111
Ben Simmons	Head GGKP	Benjamin Simmons <bsimmons@ggkp.org>
Leo Heileman	UNEP Regional Director of Latin Amerca	Leo Heileman <leo.heileman@unep.org>
Eric Usher	Head UNEP FI	eric.usher@unep.org
Isabell Kempf	Co-Director of PEI	isabell.kempf@unep.org
Oliver Greenfield	Convenor of the GEC	Oliver Greenfield <Oliver.Greenfield@greeneconomycoalition.org>
Jahan Chowdhurry	Global Green Growth Institute (GGGI)	j.chowdhury@gggi.com
Dirk Wagener	Senior Programme Officer - UNEP	dirk.wagener@unep.org

Questionnaire Distribution List

Burkina Faso

Stakeholder group/criteria	Institution	Name	Contact details
Country lead PAGE UN Agency	UNEP	Ronal Gainza	Ronal.gainza-carmenates@unep.org
1-2 other PAGE UN Agencies undertaking activities in the country	ILO	Moustapha Kamal Gueye	gueye@lo.org
2-3 Key Government Partners (across key Ministries)	Ministry of Environment, Green Economy and Climate Change	Rasmane Ouedraogo	rasowat@yahoo.fr
	Ministry of Environment, Green Economy and Climate Change	Lamine Ouedraogo	ouedlam@yahoo.fr
National Coordinator	UNDP	Ousmane Ouedraogo	Ousmane.ouedraogo@undp.org
1-2 Key external partners with whom PAGE is jointly undertaking activities	GRADD	Damien Lankoande	Damien.lankoande@graadburkina.org

Ghana

Stakeholder group/criteria	Institution	Name	Contact details
Country lead PAGE UN Agency	UNDP/UN RC office	Myra Togobo	Myra.togobo@one.un.org 0244 381 273
	UNDP	Paolo Dalla Stella	Paolo.d.stell@undp.org
1-2 other PAGE UN Agencies undertaking activities in the country	UNEP	Desta Mebratu	desta.mebbatu@unep.org +254-705 663 133
	UNITAR	Delpine Clement	Delphine.CLEMENT@unitar.org
	UNIDO	Heller Bettina	B.HELLER@unido.org
	UNIDO	Claudia-Linke Heep	C.Linke@unido.org
2-3 Key Government Partners (across key Ministries)	Ministry of Environment, Science and Technology (MESTI)	Peter Dery	peterjdery@yahoo.com 0243 646 749
	Energy Commission	Kofi Agyarko	kofiagyarko@gmail.com 0277 705 242
	Ministry of Trade and Industry (MoTI)	Jane Mensah-Onumah	jannyasante@ymail.com 0244 174 181
National Co-ordinator	PAGE Secretariat	Samuel Dotse	samuel.dotse@hotmail.com 0207 360 517
1-2 Key external partners with whom PAGE is	National Development Planning	Felix Addo-Yobo	felix.addo-yobo@ndpc.gov.gh 0505 093 954

jointly undertaking activities	Commission (NDPC)		
	Switch Africa	Kingsley Bekoe	Kingsley.bekoe@undp.org
Private Sector representative	Private Enterprises Federation (PEF)	Nana Osei-Bonsu	nanaoseibonsu@pef.org.gh 0264 328 329
Civil Society representative	Trades Union Congress (TUC)	Seth Abloso	ssqabloso@hotmail.com 0208 362 335
Other	Consultant	Richard Scotney	rjscotney@gmail.com
	Former UNEP-Consultant	Ade Biyi	Adebiyi_o@yahoo.co.uk
	Swiss Embassy	Seth Adjei Boye	Seth.adjeiboye@eda.admin.ch

Mauritius

Stakeholder group/criteria	**Institution**	**Name**	**Contact details**
Country lead PAGE UN Agency	UNEP	Hameedullah Jamali	Hameedullah.jamali@unep.org
1-2 other PAGE UN Agencies undertaking activities in the country	UNDP	Emmanuel Bor	emmanuel.bor@undp.org
	UNIDO	Smeeta Fokeer	S.FOKEER@unido.org
2-3 Key Government Partners (across key Ministries)	Ministry of Industry, Commerce and Consumer Protection (Industry Division)	Mr Robindro Ghose	rghose@govmu.org
	Ministry of Finance and Economic Development	Mrs W. Elahee Doomun	welahee-doomun@govmu.org
	Ministry of Social Integration and Economic Empowerment	Mr B. Boyramboli	bboyramboli@govmu.org
1-2 Key external partners with whom PAGE is jointly undertaking activities	UN RC office	Simon Springett	simon.springett@one.un.org
	Switch Africa Green	Asha Poonyth-Seewooram	asha.poonyth-seewooram@one.un.org

South Africa

Key Stakeholder group	**Name, organization**	**Contact details**
Country lead PAGE UN Agency	Jens Dyring Christensen, ILO Pretoria Office	dyring@ilo.org
	Kees van der Ree, ILO Technical Advisor	vanderree@ilo.org
1-2 other PAGE UN Agencies undertaking activities in the country	Cecilia Njenga, UNEP	Cecilia.Njenga@unep.org
	Maria Mbengashe, UNDP	maria.mbengashe@undp.org
2-3 Key Government Partners (across key Ministries)	Devina Naidoo, Department of Environmental Affairs (Coordinating Ministry)	dnaidoo@environment.gov.za

	Jenitha Badul - Department of Environmental Affairs	jbadul@environment.gov.za
	Leanne Richards - Department of Environmental Affairs	lrichards@environmnet.gov.za
	Zakhele Mdlaose, Department of Trade and Industry	ZMdlalose@thedti.gov.za
	Christian Prins, Economic Development Department	CPrins@economic.gov.za
	Magamase Mange, Department of Science and Technology	Magamase.Mange@dst.gov.za
	Henry Roman, Department of Science and Technology	Henry.Roman@dst.gov.za
National Coordinator	Najma Mohamed, ILO	mohamedn@ilo.org
1-2 Key external partners with whom PAGE is jointly undertaking activities	Jonathan Ramayia, GIZ	jonathan.ramayia@giz.de
Private Sector representative	Alex McNamara, National Business Initiative (NBI)	AlexM@nbi.org.za
Civil Society representative	Gaylor Montmasson-Clair, Trade and Industrial Policy Strategies (TIPS)	Gaylor@tips.org.za

Annex 8: Bibliography

- Project Document – Partnership for Action on a Green Economy (09/12/ 2013)
- Partnership for Action on Green Economy – Supporting the Change for the future we want. Programme Document
- Joint Donor Inception Review of the Partnership for Action on Green Economy, November 2014
- PAGE Operational Strategy 2016-2020
- Annual Progress Report 1 January 2013 – 31 March 2014
- Annual Progress Report 1 January 2014 – 31 December 2014
- Annual Progress Report 1 January 2015 – 31 December 2015

Annex 9: Evaluation TORs (without annexes)

TERMS OF REFERENCE
(version May 2016)

Mid-Term Evaluation (MTE) of the UNEP-ILO-UNDP-UNIDO-UNITAR Project "Partnership for Action on Green Economy (PAGE)"

TERMS OF REFERENCE FOR THE EVALUATION

Objective and Scope of the Evaluation

In line with the UNEP Evaluation Policy[29] and the UNEP Programme Manual[30], the Mid-term Evaluation of PAGE is undertaken approximately two to three years into project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTE will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among the five agencies.

It will focus on the following sets of **key questions**, based on the project's intended outcomes, which may be expanded by the consultants as deemed appropriate:

1. To what extent is PAGE making overall progress in the achievement of its objectives, with a focus on output delivery and pathway towards outcomes (as set out in the original external PAGE project document and the recent 2016-2020 Strategy)? What lessons and recommendations can be drawn from the evidence available on current level of achievement of results?
2. To what extent is there evidence emerging of participating countries implementing evidence-based sectoral and thematic reforms in line with national IGE priorities? To what extent have countries made progress towards the reinforcement and integration of IGE measures into SDG-aligned national economic and development planning through multi-stakeholder collaboration? Is there any emerging evidence of PAGE leading to improvements in the institutional structure of partner countries which is likely to lead to the achievement of PAGE's objective (see paragraph 5)?

3. To what extent are the two levels of implementation of PAGE (local and global) mutually supportive and enhancing delivery of results? To what extent are global PAGE results/products being used by decision makers beyond PAGE countries?
4. To what extent is the current operational structure fit to support the implementation of the PAGE vision and mission, taking into account the current drive to expand the project financially and geographically and considering the current available budget? To what extent are the current partnership and

[29] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[30] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

collaborations (primarily among PAGE implementating agencies, but also considering external partners) being effective in supporting the delivery of PAGE results?

5. To what extent is the PAGE support provided to participating countries matching their needs, including the needs of women, youth and the poorest and what lessons can be learned from the first years of implementation?
6.

Overall Approach and Methods

The Mid-term Evaluation of the Project will be conducted by independent consultants under the overall responsibility and management of the UNEP Evaluation Office (EO) in consultation with the PAGE Secretariat, the PAGE Management Board. Sub-programme Coordinators or equivalent functions in the partner agencies will be considered key stakeholders for agency specific management and coordination issues.

It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and, to the extent possible, emerging evidence of impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

The findings of the evaluation will be based on the following:

(f) A **desk review** of:

Relevant background documentation, inter alia PAGE 2016-2020 Strategy, PAGE project document, UNEP internal project document, Operational Plan);

Project design documents (including minutes of the project design review meeting at UNEP approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;

Project outputs;

Inception Review of the project;

Evaluation of the UNEP Green Economy Initiative, Poverty- Environment Initiative and UN-REDD, especially for comparison purposed on operational structures.

7. **Interviews (individual or in group) with**:

UNEP, ILO, UNITAR, UNDP, UNIDO Project Managers and key project officers
Management Board members
Donor Steering Committee members
Country representatives
UNEP Secretariat team
UNEP Fund Management Officer and Trust Fund administration;
Project partners,
Relevant resource persons;

8. **Field visits/field studies:** four current PAGE countries will serve as case studies during the evaluation process. The choice of countries will be discussed with the partners based on a suggestion formulated by the Evaluation team**.**

9. **Questionnaire for participating countries**. A brief questionnaire will be distributed to all participating countries to collect comparable information on the extent to which their needs are being met by the PAGE support provided.

Key Evaluation principles
Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.

The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

Ratings. All evaluation criteria will be rated on a six-point scale. Annex 3 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

Baselines and counterfactuals. In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

The "Why?" Question. As this is a Mid-term Evaluation particular attention should be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability. Therefore, the "*Why?*" question should be at the front of the consultants' minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of "*what*" the project performance was, and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain "*why things happened*" as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of "*where things stand*" at the time of evaluation.

A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be

promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.

Communicating evaluation results. Once the consultants have obtained evaluation findings, lessons and results, the EO will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultants which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

Collaboration with ILO, UNDP, UNITAR, UNIDO Evaluation Offices
The UNEP EO will lead the process and will establish a working group with representative from the Evaluation Offices of the four other agencies involved in the PAGE implementation. This group will:

(a) Review the ToRs
(b) Provide feedback to the Inception Report
(c) Peer review the draft report
(d) Provide suggestions of/select qualified consultants to be considered for the assignment

Evaluation criteria
Strategic relevance
The evaluation will briefly assess whether the project's objectives and implementation strategies are consistent with global, regional and national environmental issues and needs. The Evaluation will also comment on the relevance of the project to the overall achievements of the SDGs and the Future We Want (RIO+20 document).

The evaluation will also briefly describe the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. [31]Due to the joint nature of the project, the evaluation will also describe the strategic relevance of PAGE in relation to the partner agencies' strategic objectives and priorities.

The evaluation should note any relevant issues in relation to PAGE's alignment / compliance with UNEP and the other agencies' policies and strategies on gender balance, promotion of south-south cooperation and the integration of social and environmental safeguards.

Based on an analysis of project stakeholders, the evaluation should assess the relevance of the project intervention to key stakeholder groups, including a specific focus to the relevance of PAGE to country priorities and strategies.

Achievement of Outputs
The evaluation will assess, for each component, the projects' success in producing the programmed outputs (products and services delivered by the project itself) and milestones

[31] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Subprogrammes (SP), and sets out the desired outcomes [known as Expected Accomplishments (EAs)] of the SubProgrammes. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the MTS 2014-2017. The magnitude and extent of any contributions and the causal linkages should be fully described.

as per the ProDocs and any modifications/revisions later on during project implementation, both in quantity and quality, as well as their usefulness and timeliness.

Briefly explain the reasons behind the success (or failure) of the project in producing its different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

Effectiveness: Attainment of Objectives and Planned Results

The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.

The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.

The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation). The evaluation will also reconstruct the ToCs of the countries selected as case-studies, based on the ToCs being developed at the time of writing with a view to assess the effectiveness of PAGE in the relevant countries, but also in order to provide feedback for future development of ToCs at country level.

The assessment of effectiveness will be structured in three sub-sections:

(a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has contributed to the achievement of outcomes 1-4 (PAGE ToC) or 1,2,3 (and related specific outputs) for country-level ToCs.

(b) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach[32]. The evaluation will assess to what extent the project has to date contributed, and is likely in the future to further contribute, to intermediate states, and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being. The evaluation will also consider the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic Safeguards).

[32] Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

10. Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the Project Document[33]. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the project is intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective.
11. The evaluation should, where possible, disaggregate outcomes and impacts for the key project stakeholders, including women, youth and the poorest. It should also assess the extent to which HR and GE were integrated in the Theory of Change and results framework of the intervention and to what degree participating institutions/organizations changed their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation, etc.)

Sustainability and replication

Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition the sustainability of benefits. The evaluation will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The reconstructed ToC will assist in the evaluation of sustainability at both PAGE and country-level, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

Four aspects of sustainability will be addressed:

(c) *Socio-political sustainability*. Country ownership is one of PAGE's Core Values and is regarded as a pivotal principle for its success. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to achieve a green economy transformation? Is PAGE preparing a 'succession planning' and implement this during the life of the project? Is capacity building being conducted for key stakeholders? Does the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results and benefits fro women, youth and the poorest?

[33] Or any subsequent **formally approved** revision of the project document or logical framework.

12. *Financial resources*. To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources[34] will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?
13. *Institutional framework*. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services? Please refer to key question b above and paragraph 5. The Evaluation should also look at the extent to which any lessons are emerging on how participating agencies may internalise green economy concepts.
14. *Environmental sustainability*. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

Catalytic role and replication. The *catalytic role* of PAGE is embodied in its approach of supporting the creation of an enabling environment and of investing in pilot activities in a selection of countries, which are innovative and showing how new approaches can work. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

(d) *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
15. provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
16. contributed to *institutional changes*,
17. contributed to *policy changes* (on paper and in implementation of policy);
18. contributed to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;
19. created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

Replication is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and determine to what extent actual replication has already occurred in countries \or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

[34] Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

Efficiency
The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its secured budget and time. It will also analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions. The evaluation will also assess the extent to which HR and GE were allocated specific and adequate budget in relation to the results achieved.

The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency.

Factors and processes affecting project performance
Preparation and readiness. This criterion focusses on the quality of project design and preparation. Were project stakeholders[35] adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of partner agencies properly considered when the project was designed? Were the project documents clear (PAGE project document and UNEP internal project document) and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee (and PAGE donors reviews or similar processes) minutes at the time of project approval adequately addressed? To what extent is the process of selecting lead agencies for country programs well designed and efficient?

Project implementation and management. This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions and responses to changing risks including safeguard issues (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

(e) Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?

20. Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
21. Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.

[35] Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

22. Assess the extent to which project management responded to direction and guidance provided by PAGE Secretariat and steering bodies including the Management Board and the Donor Steering Committee.
23. Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.

Stakeholder participation, cooperation and partnerships. Keeping in mind that PAGE intends to be an example of effective cooperation among UN agencies, the evaluation will assess the effectiveness of mechanisms for information sharing and cooperation among agencies, with other projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users of project products. The TOC and stakeholder analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

(f) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities?
(g) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?
(h) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?
(i) Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document? Have complementarities been sought, synergies been optimized and duplications avoided?
(j) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project, including at the country level? How could ownership of national institutions be further strengthened? This should be disaggregated for the main stakeholder groups identified in the inception report.
(k) To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning among partner agencies? In particular, how useful are partnership mechanisms and initiatives to build stronger coherence and collaboration between participating organisations?
(l) How did the relationship between the project agencies, the national partners and other institutions and individual experts develop? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making and benefits also for the poorest?

Communication and public awareness. The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the

project to communicate the project's objective, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the project identify and make us of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?

Country ownership and driven-ness. As mentioned under sustainability, country ownership is one of PAGE's Core values. The evaluation will assess the degree and effectiveness of involvement of government / public sector agencies in the project and other stakeholders, in particular those involved in project execution and those participating in National Steering Committees:

(m) To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project? What were the reasons and lesson learnt from cases where responsibility and support were not sufficiently provided and what could be done to improve this?

24. How and how well did the project stimulate country ownership of project outputs and outcomes? How could this ownership be strengthened? How much have the government institutions been able to influence country level planning, budgeting and implementation? Have participating opportunities for women, youth and the poorest been taken into account?

Financial planning and management. Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

(n) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;

(o) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;

25. Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).

26. Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

27. Consider the extent to which the PAGE trust fund is providing a suitable platform to support the financial management of the project and contributing to effective implementation.

Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UNEP to

prevent such irregularities in the future. Determine whether the measures taken were adequate.

Supervision, guidance and technical backstopping. The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make.

The evaluators should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:

(p) The adequacy of project supervision plans, inputs and processes;

28. The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
29. How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?

Monitoring and evaluation. The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

(q) *M&E Design*. The evaluators should use the following questions to help assess the M&E design aspects:

Arrangements for monitoring: Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?

How well was the project logical framework (original and updates, including current ToC) designed as a planning and monitoring instrument?

SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound? Taking into account the current revision of the indicators used for monitoring purposes, is the current system deemed appropriate to ensure monitoring of the project going forward?

Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?

To what extent is the project engaging key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what

was the reason for this? Was sufficient information collected on specific indicators to measure progress on HR and GE (including sex-disaggregated data)?

Did the project appropriately plan to monitor risks associated with Environmental Economic and Social Safeguards?

Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?

Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

30. *M&E Plan Implementation*. The evaluation will verify that:

the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;

Half-yearly Progress & Financial Reports (both UNEP level and donor- required) were complete and accurate;

Risk monitoring (including safeguard issues) was regularly documented

the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

The Consultants' Team

For this evaluation, the evaluation team will consist of a Team Leader and National Supporting Consultants. Details about the specific roles and responsibilities of the team members are presented in Annex 1 of these TORs. The Team Leader should have 10 years of technical / evaluation experience, including in the evaluation of large, regional or global programmes and using a Theory of Change approach; and a broad understanding of Green Economy issues. The Supporting Consultants will have a solid environmental education and professional experience; adequate monitoring and evaluation experience; and experience in UN-led country-level project implementation. Preference will be given to local consultants with prior experience in green economy and related fields.

The Team Leader will coordinate data collection and analysis, and the preparation of the main report for the evaluation, with substantive contributions by the Supporting Consultants. The Team Leader will ensure together that all evaluation criteria and questions are adequately covered.

By undersigning the service contract with UNEP/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

Evaluation Deliverables and Review Procedures

The evaluation team will prepare an **inception report** (see Annex 2(a) of TORs for Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.

It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):

- Strategic relevance of the project
- Preparation and readiness;
- Financial planning;
- M&E design;
- Sustainability considerations and measures planned to promote replication and up-scaling.

The inception report will present a draft, desk-based reconstructed Theory of Change of the project. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

The inception report will also include a stakeholder analysis identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team. See annex 2 for template.

The evaluation framework will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

Effective communication strategies help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a 2-page summary of key findings and lessons.

The inception report will also present a tentative schedule for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed.

The inception report will be submitted for review and approval by the EO before the any further data collection and analysis is undertaken.

The main evaluation report should be brief (no longer than 40 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible.

Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

Review of the draft evaluation report. The evaluation team will submit a zero draft report to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the PAGE Secretariat, who will alert the EO in case the report would contain any blatant factual errors. The EO will then forward the first draft report to the other project stakeholders, in particular the partner agencies and their Evaluation Offices, the Management Board, Donor Steering Committee and national partners for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation team for consideration in preparing the final draft report, along with its own views.

The evaluation team will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The team will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. They will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

Submission of the final evaluation report. The final report shall be submitted by Email to the Head of the EO. The EO will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation report will be published on the UNEP EO web-site www.unep.org/eou.

As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in Annex 3.

The UNEP EO will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP EO on project ratings, both viewpoints will be clearly presented in the final report. The UNEP EO ratings will be considered the final ratings for the project.

At the end of the evaluation process, the EO will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the PAGE Secretariat. After reception of the Recommendations Implementation Plan, the PAGE Secretariat is expected to complete it and return it to the EO within one month. It is expected to update the plan every six month until the end of the tracking period. As this is a midterm evaluation, speedy implementation of the recommendations is key and the period over which recommended implementation will be tracked is therefore limited to one year, with two update points at 6 and 12 months after completion of the implementation plan.

Logistical arrangements
This Mid-term Evaluation will be undertaken by independent evaluation consultants including a Team leader contracted by the UNEP EO. The consultants will work under the overall responsibility of the UNEP EO and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultants' individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The PAGE Secretariat and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

Schedule of the evaluation
Table 7 below presents the tentative schedule for the evaluation. For details for each step please refer to section H.

Table 7. Tentative schedule for the evaluation

Milestone	**Deadline**
ToRs finalised after discussion with PAGE partners and donor steering committee and approval of Management Board	February 2016
Inception Mission – 2 days (Geneva)	July 2016
Inception Report	15 July 2016
Evaluation Mission – 3 countries	30 August 2016
Telephone interviews, surveys etc.	30 August 2016
Zero draft report submitted to UNEP EO	15 September 2016
Draft report shared with PAGE Secretariat	25 September 2016
Presentation of preliminary findings to DSC (Turin)	5 October 2016
Draft report shared with project team (five agencies) and Management Board	15 October 2016
Draft report shared with stakeholders	15 November 2016
Comments from stakeholders to the report (14 days)	30 November 2016
Final report shared with stakeholders	15 December 2016

Annex 10: CVs of Consultants

Dr Camille Bann
Address: 10 Lysia Street. London SW6 6NG
Email: Camille.bann@envecconsulting.com
Tel: ++ 44 (0) 7553 380163

I am an economist with over twenty five years of experience working with national and local Governments, private sector and civil society in the area of environmental policy development and regulation. My expertise is in the valuation of ecosystem services, project and policy appraisal, the design of policy instruments and financing mechanisms, and project evaluations. I have worked across a number of policy areas and sectors (e.g. water, agriculture, forestry, industry, tourism, climate change and protected areas) in over 30 countries. Prior to becoming a freelance consultant in June 2009 I was Head of Environmental Economics at Jacobs UK Ltd where I managed a team of nine economists, and led on over 20 projects. Before this I was Principal Economist at the Environment Agency for England and Wales leading on Water Framework Directive economic appraisal. From 1993 to 2003 I worked as an independent consultant with a focus on South East Asia for a range of private, public, academic and third sector clients. I also worked for a number of years for a policy research group – The Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity. I hold a PhD in Economics from University College London.

Experience Record

June 2009- present **Independent Consultant**

Promoting Ecosystem Services and Forest Carbon Financing in Asia and the Pacific. Asian Development Bank. Team leader. Pilot studies in Myanmar and Viet Nam.

Mid-Term Evaluation (MTE) of the UNEP-ILO-UNDP-UNIDO-UNITAR Project 'Partnership for Action on Green Economy (PAGE)'. UNEP. Lead Evaluator.

The Wealth Accounting and Valuation of Ecosystem Services (WAVES) East Asia and Pacific Regional Cooperation Program for Knowledge Exchange and Capacity Building. World Bank. Consultant (with IIED).

The Wealth Accounting and Valuation of Ecosystem Services (WAVES) – Policy Briefs on SDGs and Climate Change. World Bank. Consultant (with IIED).

Scoping Studies on Joint Adoption of Poverty and Sustainability Measures in Select Countries' National Development Objectives. UNDP. Lead Consultant**.** Scoping study countries – Tajikistan, Kyrgyzstan, Bangladesh, Viet Nam, Maldives, Peru, Paraguay, Rwanda, Kenya and Ethiopia**.**

Accelerating Natural Resources Contribution to Pro Poor Growth as part of Odisha Capacity Building for Enhancing Growth and Improving Service Delivery Non Loan Technical Assistance. World Bank. Lead consultant.

Linking Poverty reduction to a Green Economy – Elaborating on the contexts for transitioning to more inclusive greener economies. UNDP. Lead Consultant

Supporting Implementation of Odisha State Climate Change Action Plan: component on Improving resilience and reducing vulnerability of the poor. The World Bank. Lead Consultant.

The Implementation of Wealth Accounting and the Valuation of Ecosystem Services in Viet Nam. The World Bank. Policy Consultant.

Strategic Environmental Assessment (SEA) for Industry Sector in Himachal Pradesh, India. The World Bank. Environmental Economist / Policy Analyst

UNDP-UNEP Poverty and Environment Initiative Armenia. International Consultant on Economic Valuation of Ecosystem Services.

Mid-term Evaluation of the UNEP/GEF project 'Project for Ecosystem Services' (South Africa, Lesotho, Trinidad and Tobago, Viet Nam and Chile). UNEP. Evaluator.

Pilot Program for Climate Resilience. Learning Lessons from 'Phase 1' for Developing Strategic Investment Frameworks for Climate Resilient Development. The World Bank. Lead Consultant

Cost Benefit Assessments for Catchment Management Schemes in Surface Water Catchments. Seven Trent Water Ltd. Lead economist (with ESI Ltd).

Adur and Ouse pilot programme evaluation. The Environment Agency of England and Wales. Lead economist (with eftec).

Measuring the Results of Climate Change Support in Mozambique. World Bank. International Expert

UNDP/GEF CBPF – Main Streams of Life Wetland PA System Strengthening for Biodiversity Conservation, China. Eco-compensation and Ecosystem Valuation Specialist, Programme Document Formulation

Terminal Evaluation of Project: Strengthening National Institutional Capacities for Mainstreaming Environmental Agreements (MEAs) into National Poverty Reduction Strategies in South Sudan and Lao PDR. UNEP. Evaluator.

UNDP-GEF Project 'Improving the Financial Sustainability of the Carpathian System of Protected Areas'. UNDP. PA Ecosystem Valuation Review Expert.

Energy and Agriculture for a Sustainable Future in the Western Balkans. Henrich Boll Stiftung. Peer Reviewer.

Poverty-Environment Initiative of UNDP Communities Programme, Tajikistan. Economic study of land degradation. UNDP. Lead Economist.

Evaluation of the Poverty and Environment Initiative in Lao PDR and recommendations for possible next phase. UNDP. Evaluator.

AMP5 Restoring Sustainable Abstraction Investigations and Environmental Monitoring Program. Seven Trent Water Ltd. Lead economist (ESI Ltd led consortium)

Independent Technical Review of the Strategic Program for Climate Resilience of Mozambique. World Bank. Peer Reviewer

GEF Project Document Formulation for the Government of Malaysia – United Nations Development Programme / Global Environment Facility Funded Project 'Biodiversity Conservation in Multi-Use Forest Landscape in Sabah, Malaysia'. Environmental Economist.

Strengthening Protected Area Network of Turkey: Catalyzing Sustainability of Marine and Coastal Protected Areas. UNDP/GEF. International Environmental Economy and Management Expert

Southern African Development Community (SADC) Groundwater and Drought Management Project: Valuation of Groundwater. World Bank. Lead economist (Atkins /eftec consortium).

Terminal Evaluation of the UNEP GEF project: International Commission on Land Use Change and Ecosystems. United Nations Environment Programme. Lead Evaluator.

Economic Valuation Tools for Wetlands in Nepal. UNDP/GEF. Team Leader.

Preparation of Cambodia's Second National Communication to the UNFCCC. UNDP. Lead Consultant.

Biodiversity and Ecosystem Services: Why these are important for sustained growth and equity in Latin America and the Caribbean. UNDP. Sector Coordinator (Phase II) Agriculture.

Dhaka, Bangladesh, Environment and Water Program Project. The World Bank. Economic and financial analysis of proposed industrial wastewater demonstration project.

Review of Cost-Benefit Analysis and Benefit Valuation. UK Water Industry Research Limited. Member of eftec team (Cascade, ICS Consulting and eftec consortium)

Impact Assessments of Proposed Marine Special Areas of Conservation (SAC) in the UK. Joint Nature Conservation Committee (JNCC). Reviewer for eftec.

Global Environment Facility, Medium-Sized project: Enhancing Coverage & Management Effectiveness of the Subsystem of Forest Protected Areas in Turkey's National System of Protected Areas. United Nations Development Program. Protected Area Sustainable Finance Expert.

Environment Agency Better Regulation Team. Support to the Environment Agency on the economics of Better Regulation.

The Benefits of Inland Waterways Phase 2, IWAC/Defra. Project Director. Testing of benefits assessment guidance developed in Phase 1 on selected case studies.

Thames Weir Environmental Prioritisation – with Jacobs for the Environment Agency

Eastern European/Central Asian Training Workshop on assessing and valuing benefits of protected areas, International Academy for Nature Conservation, Germany/WWF. Seminar on sustainable financing of protected areas.

Sept 2006 to June 2009 **Head of Environmental Economics - Jacobs UK Ltd**

April 2003-July 2006 **Principal Economist at the Environment Agency (EA)**

Jan 1995- March 2003 **Independent Consultant**

June 1993- Dec 1994 **The Cambodia Environmental Advisory Team (CEAT). Resource Economist. United Nations Development Program, Office for Project Services, (UNDP/OPS). Phnom Penh, Cambodia.**

1992-1993 **Research Associate, Centre for Social and Economic Research on the Global Environment, (CSERGE). University College London.**

1992 **Environmental Economic Consultant, London Environmental Economic Centre (LEEC) / International Institute for Environment and Development (IIED)**

1991-1992 **Research Associate, Centre for Social and Economic Research on the Global Environment (CSERGE)**

1990 **Swastic Surfactants Ltd. Bombay, India. Environmental Consultant**

1990 **The Centre for Accountability and Debt Relief, Research Assistant**

1988-1990 **Arthur Andersen & Co., London**

CV – Dr. Xuebing Sun

Dr. Xuebing Sun is a Senior Environment Economist for a number of international and national environment agencies to advise environment projects / programs and policy initiatives, including preparation, implementation management, policy and technical research, knowledge management, impact and sustainability assessment both at national and international levels.

Dr. Xuebing Sun holds a Ph.D. in Environment Economics from Wuhan University of China, a MSc in Economics from Northwest (Xibei) University of China, an MSC in Development Studies from University of East Anglia (UEA), and a bachelor degree in Agricultural Economics from Ningxia University of China. He is currently serving as a member of board of directors of a number of foundations, research institutions and think-tanks in China, and a senior environment consultant for a number of international and national development agencies, research institutes and think-tanks to advise technical preparation and implementation, technical supervision and review, and evaluation of donor funded programs in China and other developing countries.

Dr. Xuebing Sun has sound knowledge and hands-on experiences with donors implementing modalities, including EU, DFID, GEF, UNDP, UNEP, IFAD, WFP, FAO, the World Bank, WWF, Oxfam, etc. He has 26 years of experiences at policy and project / program levels with international agencies, government agencies and academic research institutions in the fields in the fields biodiversity conservation, chemical management, climate change (adaptation, mitigation and capacity building), forests and natural resources management, rural development, poverty reduction, circular economy and inclusive green growth, and so on. He worked for 18 years as portfolio manager to manage projects and programs, advisory & analytical initiatives and country portfolios in China and developing countries, and 17 years as lead policy and technical advisors /consultant to provide policy and technical advisory assistance to donor funded environment and development projects/programs, including technical preparation, implementation management, technical supervision and review, monitoring & evaluation (annual performance review, midterm and final/terminal evaluation, and impact assessment), policy and technical research, etc. His experience also includes initiation and implementation of Advisory and Analytical Assistance Initiatives (AAA), environment safeguards, and Environment and social impact assessment (ESIA) - design of ToR, environmental and social baselines, design and conduct of consultation processes, integration of social issues into ESIA; ESIA best practice benchmarking, stakeholder consultation and indigenous people plan etc.

Dr. Xuebing Sun’s regional working experiences include 26 counties and regions in Asia, Africa, Europe and America, e.g. Mainland China, Hong Kong SAR, Vietnam, Philippine, Laos, Myanmar, India, Sri Lanka, Ethiopia, Ghana, Malawi, Tanzania, the UK, Netherlands, Germany, Ecuador, etc.

Mario Francisco Bazán Borja
Av. Manuel Olguín 533 oficina 403. Santiago de Surco. Lima 33 - Perú
Phone: +51 (1) 437-3792
Mobil: +51 979741716
email: mbazan@fni.pe / bazan.mf@gmail.com

Biographical note

Mario Bazán has a Bachalor´s Degree in Economics and a Master Degree in Environmental Development from the Pontificia Universidad Católica del Perú. Senior Researcher at FORO Nacional Internacional and Consultant for international and national institutions. He is teacher of sustainable development at Antonio Ruiz de Montoya University (Lima) and science, technology and innovation policy at Universidad Peruana Cayetano Heredia. He has experience in project management, research, evaluation and policy design in the fields of sustainable development, climate change (mitigation and adaptation), science and technology, strategic planning and future studies.

University degrees

2013 **PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**
Master on Environmental Development

2009 **PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**
Economist Degree

2001 **PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**
Economics
Bachelor Degree

Working experience

FORO Nacional Internacional *2002-current*
- Senior Researcher *May 2015- current*
- Executive Director *December 2007 – April 2015*
- Deputy Director *January 2007- December 2007*
- Associate Researcher *January 2004-December 2006*
- Research Assistant *May 2002- December 2003*

Selected projects, consultancy and evaluations
I. Environment, sustainable development and climate change

Project	Position	Source/partner	Date
"Analysis of the role and potential involvement of the regional territories for the achievement of the National Determined Contribution (NDC) on Climate Change"	Consultant for the case of Cusco-Peru	Helvetas Swiss Intercooperation with CDKN	June - Sept. 2016 (active)
Terminal Evaluation of the UNEP project "Technology Need Assessment Phase I"	Regional evaluator for Latin America	UNEP	Aug. 2015- (active).
Planning to address **Climate Change**-Phase 2: PlanCC Project.	Coordination for the component of	Helvetas Swiss InterCooperation	Oct. 15-Dec. 16. (active)

Project	Position	Source/partner	Date
	"Participation and Link to development strategies"		
"Scoping Studies on Integration of Poverty and **Sustainability** into National Development Planning"	Consultant for Peru	United National Development Program-UNDP	May-September 2015
Planning to address **Climate Change**-Phase 2: PlanCC Project (Mitigation Action Plans and Scenarios-Peru)	Consultant for the design of the second phase of the Project	Helvetas Swiss Intercooperation and Libélula Comunicación, Ambiente y Desarrollo	January – August 2015
National Agenda for Competitiveness 2014-2018: design of **environment** chapter	Consultant (contracted by FORO Nacional Internacional in a project with Global Green Growth Initiative	Ministry of Economy and Finance National Competitiveness Council	January – May 2014
Planning to address **Climate Change**-Phase 1: PlanCC Project (Mitigation Action Plans and Scenarios-Peru)	*Senior Adviser: Quality Assurance*-Macroeconomic sector	Helvetas Swiss Intercooperation and Libélula Comunicación, Ambiente y Desarrollo	September 2013 – July 2014
Facilitator for the Panama United Nation Country Team Workshop: design of strategic priorities in the context of **Post-2015 global Agenda**.	Consultant and facilitator of the workshop	*United National Development Program-UNDP* - Panamá	March-April 2013
Study on the state of the contributions from universities to the training, research, social responsibility and eco-efficiency in the context of the **Sustainable Development** commitment of the universities in Peru	Consultant and speaker at the annual conference of Universities for the sustainable development 2012	Ministry of Environment General Direction of Education, Culture and Environmental Citizenship	June-August 2012
Low Emission Development Strategies (LEDS) Technical Scoping Missions	Consultant for research and logistic arrangement for the USAID mission in Lima	Management and Engineering Technologies International, Inc.	November 2011-February 2012
Assessment for the improvement of the **Environmental Information Regional Systems**	Senior consultant	Ministry of Environment - General Direction of Environmental Research and Information	July-September 2010
Design of the **National Agenda for Environmental Research**	Senior consultant	Ministry of Environment - General Direction of Environmental Research and Information	November - December 2009
Contribution for the design of the **Regional Cooperation Framework** and the implementation strategy for UNDP-Regional Program for Latin America and The Caribbean 2008-2011	Consultant (focus on **Environmental and climate change dimensions**)	UNDP Regional Bureau for Latin America and The Caribbean	September 2006 – February 2007

II. Science, technology and innovation

Project	Position	Source/partner	Date
Support to the design of policy instrument for the acquisition of specialized human capital for the **innovation** ecosystem in Peru	Consultant	Inter American Development Bank	June-September 2015 (active)
National Agenda for Competitiveness 2014-2018: design of the **science, technology and innovation** chapter	Consultant (contracted by Apoyo Consultoría)	Ministry of Economy and Finance National Competitiveness Council	January – May 2014
Consultant for the design of the **social innovation** fund in Peru	Consultant	Ministry of Social Inclusion and for the Inter-American Development Bank	January – July 2014
Design of policy guidelines of **productive innovation**	Consultant	Ministry of Production	December 2013
Trends and future challenges for **development** in South America	Director del proyecto Miembro del comité editorial del boletín "Agenda Suramérica"	Rockefeller Foundation	Octubre 2009 – Diciembre 2013
Policy instruments to foster **research and innovation** using royalties from the use of natural resources in Peru: ideas for policy design	Consultant-researcher	Inter American Development Bank	October 2012 – April 2013
Study on Public resources for **research and development** in Peru 2010	Consultant	Inter American Development Bank	February-June 2011

III. Evaluation

Project	Position	Source/partner	Date
Institutions for **technology extension and innovation**: analysis and proposals for improvement of technological extension services. Five study cases from Latin America.	Evaluation Consultant for Peruvian case.	Idom Consulting (Spain), study for the Inter-American Development Bank	April-August 2014
Strategic evaluation of Sida's research support to **innovation systems** and clusters	Member, evaluation team	Consortium between Policy Research International INC (Canada) and FORO Nacional Internacional (Peru), evaluation for the Swedish International Development Agency-SIDA	August 2010-March 2011
Application of an electronic survey in Latin America for the perception and experience of the implementation of **the Paris Declaration**	Evaluation Consultant	Internacional Organisation Development - IOD PARC	March 2010-March 2011
Joint Evaluation of **the Paris Declaration** Phase 2	Evaluation team member of the Core Team of the Evaluation of the	Internacional Organisation Development - IOD PARC	September 2009-March 2011

Project	Position	Source/partner	Date
	Phase 2 of the Paris Declaration		
Evaluation: UNESCO Programmes on objective 4 – **science, technology and energy**	Evaluation Consultant responsible for the survey	Consortium between Policy Research International INC (Canada) and FORO Nacional Internacional (Peru), evaluation asked by UNESCO	November 2009-March 2010

Academic experience

Memberships

Institution	Position	Date
National Environmental Award 2015 – Ministry of Environment	Invited to be member of the jury of the Prize in the category of Environmental Research for the award 2015	2015
National Environmental Award 2015 – Ministry of Environment	Member of the jury of the Prize in the category of Environmental Research for the award 2014	October-November 2014
Universidad Antonio Ruiz de Montoya	Member of the strategy planning commission of the university	August 2012– September 2013
Association of Universities and College of Canada (AUCC)	Member of the selection committee for the financial support of the Canada-Latin America and the Caribbean Research Exchange Grant (LACREG) 2013	July – September 2013

Teaching experience

Course	Program	Institution	Date
Environment and economic development	Economy and Environmental Management Program (Undergraduate course)	Universidad Antonio Ruiz de Montoya	August-December 2014
Design of public policies in science, technology and innovation	Master on Science, Technology and Innovation Management and Policies	Universidad Peruana Cayetano Heredia	April - May 2014
Science, technology and innovation public policies	Master on Science, Technology and Innovation Management and Policies	Universidad Peruana Cayetano Heredia	May-June 2014
Design of research policies	Research Management – Postgraduate program	Universidad Peruana Cayetano Heredia	July 2014
Sustainable development and extractive industries	Sustainable development and social conflict- Postgraduate program	Universidad Antonio Ruiz de Montoya	April - May 2014
Introduction to Economics and Environmental Management	Economy and Environmental Management Program (Undergraduate course)	Universidad Antonio Ruiz de Montoya	April - June 2013
Sustainable Development – Module of 4 hours	Training program for the Peruvian International Cooperation Agency on “New challenges for the Not Refundable International Cooperation and the Development of Peru”	Universidad Antonio Ruiz de Montoya-FORO Nacional Internacional	August 2013
Sustainable Development	Sustainable Development and Management of Biodiversity Program – Postgraduate course	Universidad Antonio Ruiz de Montoya	August-September 2010 March-April 2011

Management

Position	Program	Institution	Date
Director	Professional Academic School of Economy and Environmental Management	Universidad Antonio Ruiz de Montoya	August 2012 – September 2013

Research and publication (selection)

Academic articles

Bazán, Mario, Pasko Kisic and Jorge Chávez (2014), "Future studies and policy design: Reflections on a 20-year experience at FORO Nacional Internacional in Perú", in: *Development* (2014) 56(4), 518-524. (http://www.palgrave-journals.com/development/journal/v56/n4/full/dev201448a.html)

Bazán, Mario (2013), "Desafíos para una economía ambiental en el Perú: apuntes y reflexiones", en *Revista Sílex,* No. 1, Revista interdisciplinaria de la Universidad Antonio Ruiz de Montoya, Octubre de 2013, pp. 183-196.

Castaman, Desirée y Mario Bazán (2004), "Reflexiones sobre el voluntariado," en: *UNIFE Presente en la Comunidad 5*, Lima: Centro de Proyección Social de la Universidad Femenina del Sagrados Corazón (UNIFE), pp. 62-64.

Contribution to books

Bazán, Mario, Francisco Sagasti and Raúl Cárdenas (2014), "National system of innovation for inclusive development: achievements and challenges in Peru", Chpter 6 in Dutrenit, G. And J. Sutz (2014), *National Innovation Systems, Social Inclusion and Development: The Latin American Experience*, Edward Elgar Publishing: http://www.elgaronline.com/view/9781782548676.00011.xml

Bazán, Mario y Francisco Sagasti (2013), "Perú: Avances y desafíos de los sistemas de innovación para el desarrollo inclusivo", capítulo 6 del libro editado por Dutrenit, Grabriela y Judith Sutz (2013), *Sistemas de Innovación para un Desarrollo Inclusivo. La experiencia Latinoamericana*, Méjico DF: Foro Consultivo Científico y Tecnológico. AC y LALICs.

Sagasti, Francisco, Fernando Prada (con la colaboración de Mario Bazán, Joge Chávez y Gonzalo Alcalde) (2010), El nuevo rostro de la cooperación para el desarrollo: el papel de la cooperación Sur-Sur y la responsabilidad social corporativa. Documento elaborado por encargo de la Fundación General de la Universidad Complutense de Madrid. Publicado en Alonso, J.A. Y J.A. Ocampo (Director) (2001). *Cooperación para el Desarrollo en Tiempos de Crisis*, México: Fondo de Cultura Económica. Capítulo 6.

Sagasti, Francisco, Fernando Prada and Mario Bazán (2007), "Social policy in a development context: the case of Perú", en: Riesco, Manuel, *Latin America: A New Developmental Welfare State Model in the Making?*, United Nation Research for International Social Development (UNRISD), Houndmills, Basingstoke, Hampshire; New York : Palgrave Macmillan. http://www.palgrave.com/page/detail/latin-america-manuel-riesco/?K=9780230007888

Other relevant publications

Bazán, Mario (with the colaboration of Gonzalo Alcalde, Fernando Romero, Jorge Chávez and Herbert Wagner) (2015), "Peru: Scoping Studies on Integration of Poverty and Sustainability into National Development Planning", Lima: UNDP-UNDESA.

Bazán, Mario (2012), "Estado de los aportes de las universidades en formación, investigación, proyección y ecoeficiencia", mimeo. Lima: Ministerio del Ambiente.

Rath, A., B. Diyamett, M. Bazán, F. Prada, and F. Sagasti (2012), "Evaluation of Sida´s Support to Innovation Systems and Clusters, a Research Cooperation Initiative." Report submitted by Policy Research International Inc to the Management Group-Sida.

Rath, A. M. Bazán, E. Kraemer-Mbula, G. Oldham, F. Prada and F. Sagasti (2010), "Evaluation of UNESCO´s Strategic Programme Objective 4: Fostering Policies and Capacity Building in Science, Technology and Innovation". Policy Research International, Inc-UNESCO.

Bazán, Mario (2010), Environmental trends and challenges for South America in 2010, in *Agenda:Suramerica*, Nº 3, 2010, p. 11-16.
Bazán, Mario (2010), "Towards South-South cooperation in environmental negotiation", in *Agenda Suramérica*, Nº 2, p. 11-12.
Bazán, Mario (2010), "Production trends and challenges for the future of hydroelectric power", in: *Agenda Suramérica*, Nº2, p. 13-14.

Bazán, Mario (2010), "Conflictos sociales asociados al manejo de recursos naturales y el ambiente", en: *Agenda: Suramérica* Número 1, 2010, pp. 12-13.
Bazán, Mario (2010), "Tendencias y perspectivas de los biocombustibles en Suramérica", en: *Agenda: Suramérica* Número 1, 2010, pp. 14-15.
Sagasti, Francisco (with the assistance of Mario Bazán and Rafael Castillo) (2006), "Rethinking technical cooperation among developing countries (TCDC) and South-South cooperation (SSC): An issues paper", mimeo, Lima: Agenda: PERU.
Sagasti, Francisco (con la colaboración de Fernando Prada, Mario Bazán y Rafael Castillo) (2005) "La AOD para el Desarrollo en América Latina y el Caribe: Contexto y Perspectivas", Caracas: Sistema Económico Latino Americano (SELA).
Bezanson, Keith and Francisco Sagasti (con colaboración de Fernando Prada y Mario Bazán) (2005), "Prospects for development thinking and practice," Lima y Londres: Documento preparado para la Fundación Rockefeller.
Sagasti, Francisco (con la asistencia de Mario Bazán) (2004), "Hacia una nueva concepción del desarrollo rural en el orden global fracturado," documento para la presentación realizada en el Seminario Internacional "La Nueva Ruralidad: Desafíos y propuesta," Lima, 29 y 30 de septiembre del 2004.
Sagasti, Francisco (con la colaboración de Juana Kuramoto y la asistencia de Mario Bazán) (2003), "El Sistema de Innovación Tecnológica en el Perú: Antecedentes, Situación y Perspectivas", CONCYTEC-FORO Nacional / Internacional, Lima. www.concytec.gob.pe/ProgramaCyT/FONCYC/informes/sni_546.pdf

Contact

102/D Hann Maristes 1

Dakar, Sénégal

Phone: (+221) 77 822 06 86

(+221) 77 656 15 25

Email: luneseydi@yahoo.fr

Married

Senegalese

Age: 42 years old

Alioune SEYDI
Ecological economist
Project Monitoring and Evaluation Expert

Skills

- Determine the role of biodiversity and ecosystem services in improving communities livelihoods (social and economic benefits) particularly the most vulnerable
- Identify key ecosystems for development strategies; determine their present state and their evolutionary trend in a context of climate change
- Determine the impacts of economic, environmental policies and land use practices on natural capital and ecosystem services, with particular attention to sustainability issues
- Determine and map the social and economic values of biodiversity and ecosystem services
- Identify tools for integrating natural capital and ecosystem services values in economic decision-making and development planning and to analyze their institutional dimension
- Use ecosystem value as a tool for decision support to guide policy options
- Describe and analyze the causes, mechanisms, effects and potential solutions to environmental problems through a DPSIR approach (Driving forces - Pressures - State - Impacts - Responses)
- Conduct a stakeholder analysis
- Analyze communities' economic, social and environmental vulnerability to offer equitable and sustainable solutions to improve the resilience of actors
- Managing natural resources development projects in a sustainable development perspective
- Develop and implement a monitoring and evaluation system based on results-based indicators
- Design and manage a database on natural capital and ecosystem services
- Design and implementing an operational manual for monitoring and evaluation
- Periodically develop and disseminate technical and financial reports
- Plan, implement and evaluate environmental economics and sustainable development teaching activities [Total Economic Value (TEV) of natural capital, economic evaluation methods and economic instruments of environmental policy (Payments for ecosystem services; REDD+, Biobanking, …)
- Develop curricula and training manuals on economic valuation of natural capital and ecosystem services
- Develop and implement water management policies following the IWRM approach
- Running Randomized Evaluations
- Conduct a multi-criteria approach to support participatory decision on development issues

Relevant studies

2016 – "economic valuation of biodiversity and ecosystem services and their integration into development planning: the case of Senegal"

2011/2012 "Payment for Environmental Services (PES) in debate in Developing Countries"

2010/2011 Dissertation of Environmental Policy: Economic Valuation of Environmental Services, Forest Ecosystem in Senegal: The example of The Tambacounda Forest

Dissertation of Econometrics: The Impact of conflicts on the environmental consumption: Empirical Test of the Impact of conflicts on the countries' footprint

Dissertation of Ethics: Ethics of the contingent valuation approach

2009/2010 “Elaboration of the national biodiversity monitoring system of Senegal.”

2008 - Economic evaluation of ecosystems in the localities of Kayar, Lac Rose and rice area Wendoubana (Mopti, Mali)

2005/2006 Seek to modeling ecotourism potential in Protected Areas

1999/2000 Determination of the water retention properties of soil: comparison between the measurements obtained by the Wind method in laboratory and from the granulometry of soil in the new hydro-agricultural structures of Ngalenka. Simulation test of water transfers.

University Degrees

2015- PhD student in Environmental Economics and Sustainable Development. Studies center on Globalization, conflicts, territories and vulnerabilities (CEMOTEV) / University of Versailles Saint-Quentin-en-Yvelines (France)

2011/2012- Research master in Theoretical and Applied Economics for Sustainable Development. University of Versailles Saint Quentin-en-Yvelines, France.

2010/2011- Master 2 in Economics and International Development, Specialty Sustainable Development in Developing countries and countries in transition. CERDI (Centre of Studies and Research for International Development), University of Clermont 1, France.

2009/2010- Complementary Master in Sciences and Environmental Management in Developing Countries. University of Liege, Belgium

2008/2009: Postgraduate Degree in Project Management. African Centre for Higher Studies in Management (CESAG), Dakar, Senegal

2005/2006- Postgraduate Degree in Rural Economy, Catholic University of Louvain-La-Neuve, Belgium

1996/2000- Degree in Agronomy Engineering, National School of Agriculture, Thiès Senegal

Relevant professional activities

2015 Intervention in Master 2 Business Strategies: economic valuation of biodiversity and ecosystem services and their integration into corporate strategy

2013/2015- Responsible tutorial microeconomics / University of Versailles Saint-Quentin-en-Yvelines, France

2011/2012- Evaluation of the WWF / French GEF Partnership: WWF-France

2002/2009- Head of the monitoring and evaluation division / Senegal's National Parks Department

2007/2009- Monitoring and Evaluation Assistant of the Integrated Marine and Coastal Resources Management Program of the World Bank (GIRMaC).

2007/2008- Trainer and Coordinator of francophone trainers sub-regional team of the program "Wetlands and poverty reduction" of Wetlands International. (Senegal, Benin, Burkina Faso, Guinea Bissau, Republic of Guinea, Niger, Ivory Coast, Togo, Mauritania, Cameroon, Madagascar, Democratic Republic of Congo, Cape Verde, Mali)

2008- National training "Wetlands and poverty reduction" of Wetlands International. (Senegal, Mali / Niger)

2007- Training of National Parks officers on sustainable management of biodiversity. Biological Station

2001/2002- Head of the farm GIE SENAGRO (Senegal)

Certificates and prizes

2014- Certificat JPAL101x: Evaluating Social Programs; learning from the Massachusetts Institute of Technology through edX.

2007: Certificate of trainer of Wetlands International in wetlands management and poverty reduction.

2007: Certificate in Project Monitoring and Evaluation Methods of the Office of International Studies and Programs at Illinois State University, USA.

2007: Certificate in Economic Analysis of the impact of invasive alien species of the Global Program of the invasive species (GPIS).

2006: Certificate in Monitoring and Evaluation of Environment and Natural Resources Management Program of the Higher Institute of Rural Crafts and Networks, Dakar, Senegal

2004: Certificate in Environmental impact assessment of the Francophone Institute of Energy and the Environment (IEPF).
2003: Certificate in Results-based management approach and the Mid-term Sectoral Expenditure Framework, with Application of the Software MS-Project of the IDEA International Institute of Québec of Canada.
2003: Certificate in Tool Use Access, Excel and Power Point of the Retraining Forestry Centre of Thiès, Senegal.
2003: Certificate in Avian Fauna Management of Wetlands International.

Languages

Languages	Reading	Speaking	Writing
English	Very good	Good	Good
French	Excellent	Excellent	Excellent

Fields of interest

Environmental and Sustainable Development Economics
Economics of climate change
Measuring Sustainable Development (wealth indicators and trajectory of sustainability)
Biodiversity, ecosystem services and protected areas management
Monitoring and evaluation
Project management
Environmental assessment and multicriteria decision-making aids
Vulnerability and resilience of environmental sociological and economic systems
Integrated water resources management

Curriculum Vitae **Narangerel Yansanjav**

Ulaanbaatar
Khan-Uul District
11 khoroo, 54B-36

Mobile phone 9990-1138
Email : nyansanjav@yahoo.com

PROFILE

- M.A in Development Studies - Research Focus on Community Based Natural Resource Management (CBNRM) and Community Based Conservation
- Skilled Facilitator/Moderator and Trainer in Participatory Research and Approaches
- Consultant – Design, Implementation and Evaluation of Projects in Rural Development, Natural Resource/Pasture Management, and Conservation
- Field Researcher - Focus on Community Based Conservation, Pastoral Livelihoods, Grasslands Management and Local Governance
- Co-Founder of national NGO (PCC) - Advocacy for People-Centered Conservation

WORK EXPERIENCE

International expert/facilitator/trainer for FAO, UN-Rome, series of training courses on Voluntary guideline for responsible governance of land tenure, Feb 2015.
Developed a facilitation plan for the online sessions of the learning programme
Developed facilitation plan for the face-2-face workshop
Reviewed the existing proposed online and face-2-face curriculum with respect to issues specific to Mongolia.

National Consultant for Mid Term Review mission, UNDP, Ecosystem Based Adaptation Approach to Maintaining Water Security in Critical Water Catchments in Mongolia, Dec 2014-Feb 2015.
Supported the International consultant to design the mission methodology in Mongolian context. Interviewed the stakeholders and beneficiaries, organizing focus group discussions in the field etc. Contributed to develop final MTR report and did the translation of the report with close coordination of International expert.

Lead facilitator of the Technical Workshop on Supporting implementation of the *Voluntary Guidelines on the Responsible Governance of Tenure,* FAO*,* Oct 2014
Contributed developing and designing the Agenda/Programm of the National Workshop, Preparation of the workshop: identifying the participants etc
Facilitation of the 4 days workshop, finalization the workshop report

Research team leader, Study at Khurkh Khuiten Ramsar site, WCS, 2012
The main objective of the filed study was to gain insights into the concerns of the local communities that customary use the area and its resources, namely nomadic livestock herders who use the areas as summer pasture.
The field study covers socio-economic aspects and looks at livelihood strategies, at trends of climate change, changes in natural resource condition and in use of the area and its resources.
Outcomes: Comprehensive final report was developed with set of recommendations for local governments, local herders and for MNEGD for its further conservation strategy development

Consultant - Facilitator/Trainer, Project "Good Governance for Sustainable Natural Resource Management and Poverty Reduction- Scaling-up through Community-led Learning"; 2007/08, IFAD (International Fund for Agricultural Development)/NZNI

Workshop facilitation, training in participatory planning for community leaders and local government officers; contribution to training manual on rural development through community organization in the Gobi.

Outcomes: Enhanced the participatory attitude and skills of local government officials and Communities; Produced and distributed Participatory training manual among Community leaders and officials; Prepared the trainers of trainers ToT).

Consultant –Facilitator/Trainer "SCOPE" (Strengthening Capacities of Organizations of the Poor – Experiences in Asia. 2005; A joint Initiative by IFAD, ANGOC and CIRDAP); Capacity Building Needs Assessment for building organizations and coalitions of the rural poor, within IFAD Rural Poverty Reduction Programme, Mongolia.
Outcomes: Developed local grassroots institution for nature conservation and for improvement of their livelihood; Strengthened the local community organization as an institution level; Improved the co-management between local community and Project implementing bodies in the local area

Facilitator and Field Researcher "Rural Livelihoods and Access to Forest Resources" 2005/06; participatory research in 5 Aimags in Mongolia for FAO, Food and Agricultural Organization of the United Nations/NZNI
Outcomes: Contribution to the development of concept about Community based forestry from Mongolian Government; Contribution to the development of law and policy of forest and land use in Mongolia

Public Relation officer, Facilitator/Trainer for Participatory Planning with Communities, Project – Gobi Component of "Conservation and Sustainable Management of Natural Resources", GTZ/NZNI, 2003/06
Provide support in environmental education and public – awareness to park, local government and community organizations.
Complete and edit contributions for Community Newsletter; oversee and organize production and printing of Community Newsletter; help develop economic sustainability of Community Newsletter and local capacity to produce and disseminate newsletter.
Facilitate workshops, meetings and Participatory Rural Appraisal with local communities and with local government
Help identify local appropriate technology development (fuel, stoves, energy efficiency, building materials and technology, other)
Outcomes: Improved public awareness of the local communities and government as well as park administration on the nature conservation, particularly on community based nature conservation; Developed and disseminated information about local appropriate technology for nature conservation in the rural area of Mongolia

EDUCATION

Master of Arts, 2008/10
Graduate school of Media and Governance, Human Security and Sustainable Development Program, Keio University, Japan
The Thesis research is on customary and modern Community Institutions and on impacts through externally conceived concepts by Government and by Donor Funded projects of community organizations among Mongolian herders; detailing the real impacts to the livelihoods and grassland management. The research findings highlight the significance of the local traditional mode of organization that is grounded in its own ecology, where grassland has been successfully managed through customary norms and institutions.

Bachelor Degree - English/Russian teacher and Translator, 1994/8
Humanitarian University, Ulaanbaatar, Mongolia