



**PAGE**

PARTNERSHIP FOR ACTION  
ON GREEN ECONOMY

# A New Decade of Action: Accelerating a Fair and Green Economic Transformation

**PAGE Strategy 2021-2030**  
and Delivery Plan 2021-2025 (Phase 1)

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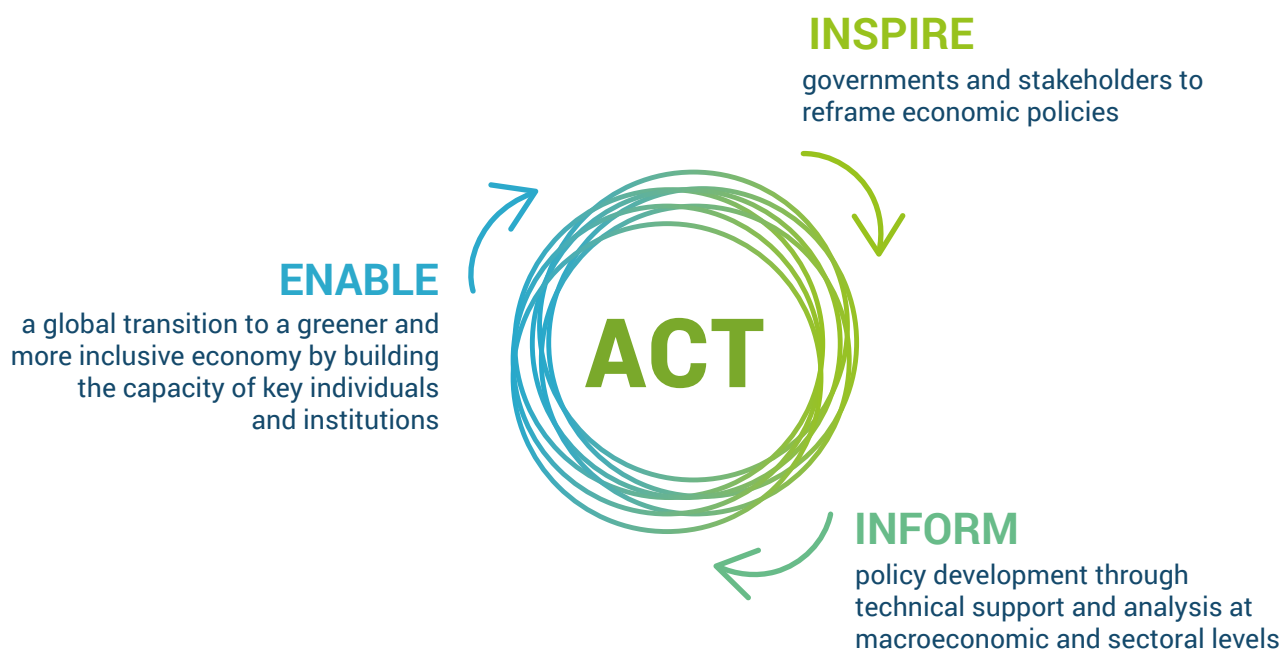
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PAGE brings together five United Nations agencies – the UN Environment Programme (UNEP), the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), and the United Nations Institute for Training and Research (UNITAR) – to provide integrated and holistic support to countries on eradicating poverty, increasing jobs and social equity, strengthening livelihoods and environmental stewardship and sustaining growth, ensuring coherence and avoiding duplication of efforts.

## **PAGE inspires, informs and enables countries and regions to put sustainability at the heart of economic policy and practice to:**

- Foster long term prosperity and economic growth
- Create income and jobs
- Reduce poverty and inequality
- Strengthen ecological foundations of the economy

These are the enabling conditions for achieving the Sustainable Development Goals (SDGs), climate targets and objectives of other global sustainability frameworks, including Post-2020 Biodiversity Targets.



# PAGE RESULTS AT A GLANCE (2013–2019)

5	UN AGENCIES
8	FUNDING PARTNERS
20	PARTNER COUNTRIES
52	COUNTRIES REQUESTING PAGE SUPPORT
68	POLICIES AND DEVELOPMENT PLANS
103	CROSS-SECTORAL AND SECTORAL ASSESSMENTS
217	NATIONAL INSTITUTIONS AND MINISTRIES PARTNERING
232	CONSULTATIONS AND WORKSHOPS
76	MIL USD TOTAL CONTRIBUTIONS TO PAGE
43	INITIATIVES PROVIDING CO-FINANCING
11	GLOBAL ACTION PARTNERS
17	KNOWLEDGE PRODUCTS
15	TRAINING PACKAGES
6,567	PRACTITIONERS TRAINED
44	GLOBAL EVENTS
96	COUNTRIES BENEFITING FROM CAPACITY-BUILDING AND GLOBAL EVENTS





2019  
MINISTERIAL  
CONFERENCE  
**PAGE** PARTNERSHIP FOR ACTION  
ON GREEN ECONOMY







# TABLE OF CONTENTS

p.10		Foreword
p.11		Statement by Funding Partners: The PAGE Journey Continues
p.12		PAGE 2030 Strategy at a glance
p.13		Summary
p.14 PAGE STRATEGY 2021–2030		
p.16	<b>01</b>	Introduction
p.17	<b>02</b>	The evolving global context
p.18	<b>03</b>	The PAGE theory of change
p.23	<b>04</b>	PAGE achievements: 2013–2019
p.28	<b>05</b>	Added value of PAGE
p.30	<b>06</b>	Accelerating the green economic transformation through a deeper and wider PAGE
p.33	<b>07</b>	Country Support Package
p.47	<b>08</b>	Global and Regional Services Package
p.54 PAGE DELIVERY PLAN 2021–2025		
p.56	<b>09</b>	Financial framework for 2021–2025
p.62	<b>10</b>	Mobilizing resources
p.63	<b>11</b>	Monitoring and evaluation
p.64	<b>12</b>	Governance and management of PAGE Trust Fund
p.67	<b>13</b>	Cooperation with other initiatives and programmes
p.71		Conclusions and the way forward
p.72		Annexes









“ *The green economy is the future. It fosters prosperity, creates decent work, addresses root causes of conflict and contributes to the full enjoyment of all human rights – not only civil and political, but also economic, social and cultural.* ”

António Guterres  
United Nations Secretary-General

Remarks at Leaders' Roundtable on promoting green and sustainable development to implement the 2030 Agenda.

# FOREWORD

The world is in urgent need of a sustainability revolution. The window of opportunity is still open to reinforce and strengthen the ecological and social foundations of our economy, but time is running short.

We urgently need to redirect the economic and institutional forces that are creating unprecedented levels of pollution, accelerating global warming, threatening over one million species with extinction and increasing inequalities within and across nations. This is set against a context of sporadic and uneven economic growth – and where the social bonds and political consensus that have defined many of the great periods of progress in human history are being undermined.

The world needs an economic transformation that increases employment levels and where gains in income and wealth are driven by investments that promote environmental sustainability. We also need a transformation that accelerates the eradication of poverty – and one that better addresses the many challenges and opportunities in our societies.

This transformation requires a major reframing of national economic and development planning that is aligned with the Sustainable Development Goals of the 2030 Agenda for Sustainable Development, the climate and biodiversity targets, and global sustainability frameworks.

We, the partners of the Partnership for Action on Green Economy (PAGE), have developed a model for supporting partner countries in a just and fair transition to an economy that is low carbon, resource efficient, and equitable, that is, an inclusive green economy.

When PAGE embarked on this journey in 2012 at Rio+20, the path was still an uncertain one. Since then,

it has become clear that concerted efforts by five UN agencies – leveraging their specialized expertise, networks and partners from the public and private sectors, civil society and academia – can catalyse a wave of change that has an impact far greater than the sum of its parts. PAGE has already delivered inspiring results by aligning its engagement with national development aspirations for prosperity, jobs, gender and social equality. Indeed, this success would not have been possible without the trust, confidence, and guidance of the funding partners.

This success has led to a growing demand for PAGE services. In this new Strategy, we outline an updated vision and a new level of ambition for PAGE by the year 2030, together with a Delivery Plan for the first five years (2021–2025).

We draw upon the wide-ranging expertise of PAGE to identify new opportunities to scale-up, replicate and accelerate change. PAGE will also maintain its focus on strengthening capacities needed for designing, financing and implementing national development plans, economic policies and sectoral reforms.

We will increase our engagement with sister UN agencies, civil society partners, and the private sector while providing an innovative model for other UN initiatives that seek to deliver as one.

We will reach across regions, countries and sectors, and bridge gaps in order to reshape economies into drivers of sustainability, social equity, and shared prosperity.

We invite you to join us as we continue this exciting journey.

**Let's get onto the same PAGE  
to ensure that this transformation delivers  
The Future We Want.**



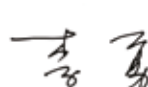
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# STATEMENT BY FUNDING PARTNERS : THE PAGE JOURNEY CONTINUES

We, the current funding partners of the Partnership for Action on Green Economy (PAGE), welcome the new PAGE Strategy “A New Decade of Action: Accelerating a Fair and Green Economic Transformation” with great enthusiasm.

Humanity is facing great challenges. Our planet is under pressure. People are suffering the consequences of a changing climate, eroding natural capital and unprecedented inequality. Countries in all parts of the world are grappling with how to resolve these problems in an inclusive and people-centered way. And yet many of the solutions are known and significant steps have been taken by countries to achieve energy transition, stimulate innovation for green growth, and engage through public awareness and youth action.

Through multilateral agreements, the world has agreed on ambitious targets. The 2020s will be crucial for implementing the Sustainable Development Goals, achieving the goals of the Paris Climate Agreement and progressing on the post-2020 Biodiversity Framework. PAGE is well placed to assist countries in stepping up action.

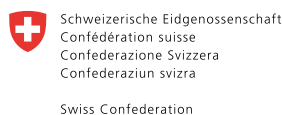
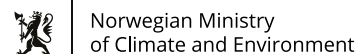
Since its establishment as a global and UN-led pioneer partnership and building on the strengths of each UN organization, PAGE has helped mainstreaming the inclusive green economy agenda in the policies of many countries. The partnership has identified inclusive green business models and investment opportunities, and supported implementation of policy and investment reforms.

Thanks to an excellent cooperation between its member countries and the five UN agencies – the UN Environment Programme, the International Labour Organization, the United Nations Development Programme, the United Nations Industrial Development Organization, and the United Nations Institute for Training and Research – there has been an increasing recognition that all stakeholders involved – be it government, business, finance, civil society or academia – need to work together to achieve the urgently needed transformation towards an inclusive, climate and nature friendly and resource-efficient society.

PAGE has been instrumental in advancing the implementation of multilateral environmental agreements and of the 2030 Agenda. Using comprehensive methods for governments and societal actors, the Partnership has enabled 20 PAGE member countries from all regions of the world to establish better framework conditions for environmentally and socially sustainable economic growth.

During the next decade, we expect the PAGE family to keep growing. Based on the encouraging achievements to date, we are optimistic that the continuation of PAGE under its new strategy will provide a further push to the urgent and necessary transition towards an inclusive green economy at national, regional and global levels.

**Join us on our journey to accelerate  
action and delivery.**



# PAGE 2030 STRATEGY AT A GLANCE

## PAGE Vision

**Countries have transformed their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship and sustain growth in line with the SDGs, the Paris Agreement and the Post-2020 Biodiversity Targets.**

## PAGE 2030 Strategy

**WHY:** Continuing with the current trajectories of our economies is not an option in an era of climate breakdown, increasing environmental risks and scarcities, growing economic uncertainty, unprecedented inequalities and technological innovations. Achieving the SDGs, climate and Post-2020 Biodiversity Framework targets requires an unprecedented economic transformation in which the growth of jobs, income and prosperity is driven by investments in solutions for global sustainability challenges.

**WHAT:** PAGE brings together the specialized expertise of five United Nations agencies and aims to accelerate a sustainability revolution by supporting countries to reframe economic policies and national development planning around sustainability and social inclusion; creating an enabling environment to finance the green economy transition; building capacity for implementation of policies and projects; and informing global public and policy debates.

**HOW:** PAGE will deepen the engagement with its current 20 partner countries, extend services to new countries and widen its alliance with other institutions, initiatives and programmes, including regional actors, the private sector, civil society, and youth and gender movements. To bring the impact to a global scale, PAGE will support South-South and Triangular cooperation, create a Green Economy Challenge Fund, provide global capacity-building services, contribute to global agenda-setting on greening of economies, and raise public awareness.

## Partner agencies



The **UN Environment Programme** focuses on enabling countries to place environmental sustainability at the heart of policymaking, development planning, and project execution.



The **International Labour Organization** assists countries in developing an enabling environment for green job opportunities to flourish, and future proofing the workforce.



The **UN Development Programme** provides expertise to ensure integrated policy design and implementation that eradicates poverty and reduces inequalities.



The **UN Industrial Development Organization** delivers expertise on developing and greening industrial sectors to enable countries to sustainably diversify the drivers of their economies.



The **UN Institute For Training And Research** develops institutional and societal expertise to sustain, grow and implement green economy policies and projects.



# SUMMARY

We stand before an ambitious agenda of change. Achieving the Sustainable Development Goals (SDGs), staying within the 1.5°C climate target and saving millions of species from extinction while reaching those excluded from the benefits of economic growth, demands accelerated and collective action. The call for a sustainability revolution was loud and clear at the Climate Action and SDG Summits in 2019. Many countries have increased the level of ambition and support for climate action. Countries' commitments to global sustainability agreements and mandates to create inclusive growth, prosperity and jobs are strong and need to be translated into integrated policy actions.

The Partnership for Action on Green Economy (PAGE) was conceived at Rio+20 to support countries in reframing economic policies and development plans for a transition to an inclusive green economy, an economy that is low carbon, circular and socially inclusive. Since then, the collective efforts of five United Nations agencies, eight funding partners and 20 partner countries, under the auspices of PAGE, have delivered solid results including assisting partner countries in developing 76 national policies and development plans, training over 6,000 green economy practitioners and inspiring 96 countries to act on greening their economies.

Building on this strong foundation, PAGE is entering a new phase: between 2021 and 2030, the Partnership will deepen its engagement with current partner countries, assist new countries in integrated economic policy development and national planning, and widen its alliance with other institutions, initiatives and programmes, including from the private sector and civil society, with special attention to youth and gender movements. This document outlines how PAGE and its partners will deliver on this promise. The objective is to catalyse and strengthen a fair and green economic transformation. These activities will add to the momentum for a sustainability revolution and create an

enabling environment to achieve goals and targets of global sustainability agreements, especially the 2030 Agenda, Paris Agreement and Post-2020 Biodiversity Framework.

The PAGE 2030 Strategy and the Delivery Plan for 2021–2025 outlines the planned activities that are clustered under a Country Support Package and a Global Services Package.

## Country Support Package

PAGE will extend services for policy and capacity-building aimed at deeper economic reframing in 30 countries by 2030. In addition to the focus on macroeconomic and sectoral policy, PAGE will assist countries to catalyse finance for a just transition, build capacity to measure their progress, and implement national communication strategies to catalyse public support and behavioural change. By the end of 2025, the target is that up to 10 new countries will join PAGE through an open and competitive process. PAGE will also deepen its engagement with countries that have joined the Partnership before the end of 2020 through several mechanisms such as South-South and Triangular cooperation, participation in a specially designed Green Economy Challenge Fund and playing an active role in PAGE Global Services.

## Global Services Package

To support policymakers globally, PAGE will develop and disseminate new analytical tools, capacity-building modules and courses, and cutting-edge knowledge products that, inter alia, include compiling and sharing successful approaches and best practices for a transition to an inclusive green economy. The partnership will also build alliances with other global initiatives and actors and will continue to inform relevant international processes and debates. PAGE will use a number of "impact scalars" to inspire and inform policies in countries beyond the 30 that receive the Country Support Package.





# PAGE STRATEGY 2021–2030



El Calafate, Argentina  
Gauchos herd sheep on the  
Patagonian grasslands.  
← © David R. Frazier /  
Alamy Stock Photo

# 01. Introduction

The Partnership for Action on Green Economy was launched in 2013 as a response to the call at Rio+20 to support countries wishing to embark on greener and more inclusive growth trajectories. It brings together five United Nations agencies – the [UN Environment Programme](#), the [International Labour Organization](#), the [United Nations Development Programme](#), the [United Nations Industrial Development Organization](#), and the [United Nations Institute for Training and Research](#) – to provide integrated and holistic support to countries on eradicating poverty, increasing jobs and social equity, strengthening livelihoods and environmental stewardship and sustaining growth, ensuring coherence and avoiding duplication of efforts.

After successfully delivering on expected results under the 2016–2020 Strategy and the requests received so far from 52 countries (see Annex 1) to join the initiative, PAGE is embarking on a new phase. This document presents the PAGE Strategy 2021–2030 and a Delivery Plan that will run from 2021 through 2025. In line with the financing and budgeting principles, PAGE will perform a review in early 2024 to assess progress and performance, prior to designing the second phase for 2026–2030.

PAGE Strategy 2021–2030 and its Delivery Plan for 2021–2025 are informed by the following four elements:

1. **A new sustainability landscape:** The 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, the Post-2020 Biodiversity Framework, the call for urgent and accelerated action at the Climate Action Summit and other global sustainability frameworks, and the recent United Nations reforms have made PAGE even more relevant in supporting countries in aligning economic policies and national development planning with global targets. Powerful global strategic alliances such as the G7, G20, G77, and the BRICS association – Brazil, Russia, India, China and South Africa – have recognized the central role that the economy plays

in achieving sustainable development. Regional intergovernmental bodies such as the European Commission adopted a Circular Economy Action Plan and the European Green Deal.<sup>1</sup> The Ministerial Declaration of the 4th United Nations Environment Assembly asked for innovative solutions for environmental challenges and sustainable consumption and production.<sup>2</sup>

2. **Increasing demand for PAGE services:** Under its 2016–2020 Strategy, PAGE delivered results that have created increasing demands for its services well exceeding the current number of countries engaged. This includes demand for deepening of support in the existing partner countries as well as expansion of services to new countries expressing interest in joining PAGE.

3. **Emerging challenges:** Increasing evidence from countries demonstrates that making economies inclusive and sustainable is not a linear process. Different challenges emerge along the development path, including discovery of mineral, fossil fuel and other resources that require readjustment of the development and economic frameworks and the creation of innovative institutional and financial mechanisms. Increasing migration induced by climate change, environmental scarcities and risks or lack of employment opportunities in the countries of origin, among other issues, also demand a collective response by the United Nations agencies.

4. **Lessons learned:** A number of best policy practices that emerged from different countries during the first phase of PAGE need to be systematically replicated for a successful transition to a green economy. Also, a wide range of consultations with partner countries and funding partners have informed the PAGE 2030 Strategy.

Through all these changes, PAGE aspires to remain a partnership with the ambitious goal of putting sustainability at the heart of economic policies, sectoral plans and national development planning.

1 - European Commission 2019. Circular Economy: Implementation of the Circular Economy Action Plan and the European Green Deal. See: [https://ec.europa.eu/info/sites/info/files/european-green-deal-communication\\_en.pdf](https://ec.europa.eu/info/sites/info/files/european-green-deal-communication_en.pdf)

2 - UNEP 2019. Ministerial Declaration of the United Nations Environment Assembly at its Fourth Session. Innovative solutions for environmental challenges and sustainable consumption and production. See: <https://www.informea.org/en/decision/ministerial-declaration-united-nations-environment-assembly-its-fourth-session>.



## 02. The evolving global context

The global economic and sustainability context has evolved substantially since Rio+20: from the landmark agreements establishing the 2030 Agenda, Paris Agreement and Post-2020 Biodiversity Framework, to a resurgence of economic nationalism, cross-border migration linked to a changing climate, lack of economic opportunities in many developing countries and, more recently, a rising youth movement that is challenging global leadership to address sustainability head on. Meanwhile growth remains muted in mature economies, and scepticism about international trade and multilateralism is growing at the very moment when global challenges such as pollution, environmental degradation and climate change increasingly demand coordinated and collective action.

There is an unprecedented opportunity in the sustainability challenges that our world is facing today: to stabilize the ecological foundation of our

economies, reform industrial and natural resource sectors, revamp the financial systems and, most importantly, to create an economy and future world that is socially inclusive, environmentally sustainable and rich in job opportunities and growth. To complement state-led efforts, civil society and private sector organizations are increasingly rallying behind the global push for a fairer and greener economic model that responds to the needs of formal and informal economies. Regional intergovernmental bodies are contributing to this vision of sustainability and there is a strong market interest in financial products and instruments that can support the transition to an inclusive green economy.

Against this backdrop, the UN System reforms led by Secretary-General António Guterres call for a approach whereby the United Nations jointly delivers advisory services and capacity-building that respond to the needs of Member States.

*“Investing more in the green economy can advance an inclusive future of work, because environmental degradation disproportionately affects vulnerable populations and low-income countries. Major investment and innovation opportunities await in renewable energy and environmentally sustainable construction and retrofitting, with significant job creation and reskilling impacts. Micro-, small- and medium-sized enterprises are especially important partners in designing local adaptations to climate change.”*

– Report of the Global Commission of the Future of Work<sup>3</sup>

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3- ILO 2019. Work for a Brighter Future. Report of the Global Commission of the Future of Work.  
See: [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms\\_662410.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_662410.pdf).

## 03. The PAGE theory of change

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

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

An **inclusive green economy**, in its simplest expression, is low carbon, efficient and clean in production, and also inclusive in consumption and outcomes, based on sharing, circularity, collaboration, solidarity, resilience, opportunity, and interdependence. It is focused on expanding options and choices for national economies, using targeted and appropriate fiscal and social protection policies, and backed up by strong institutions that are specifically geared to safeguarding social and ecological floors. It recognizes that there are many and diverse pathways to environmental sustainability.<sup>4</sup>

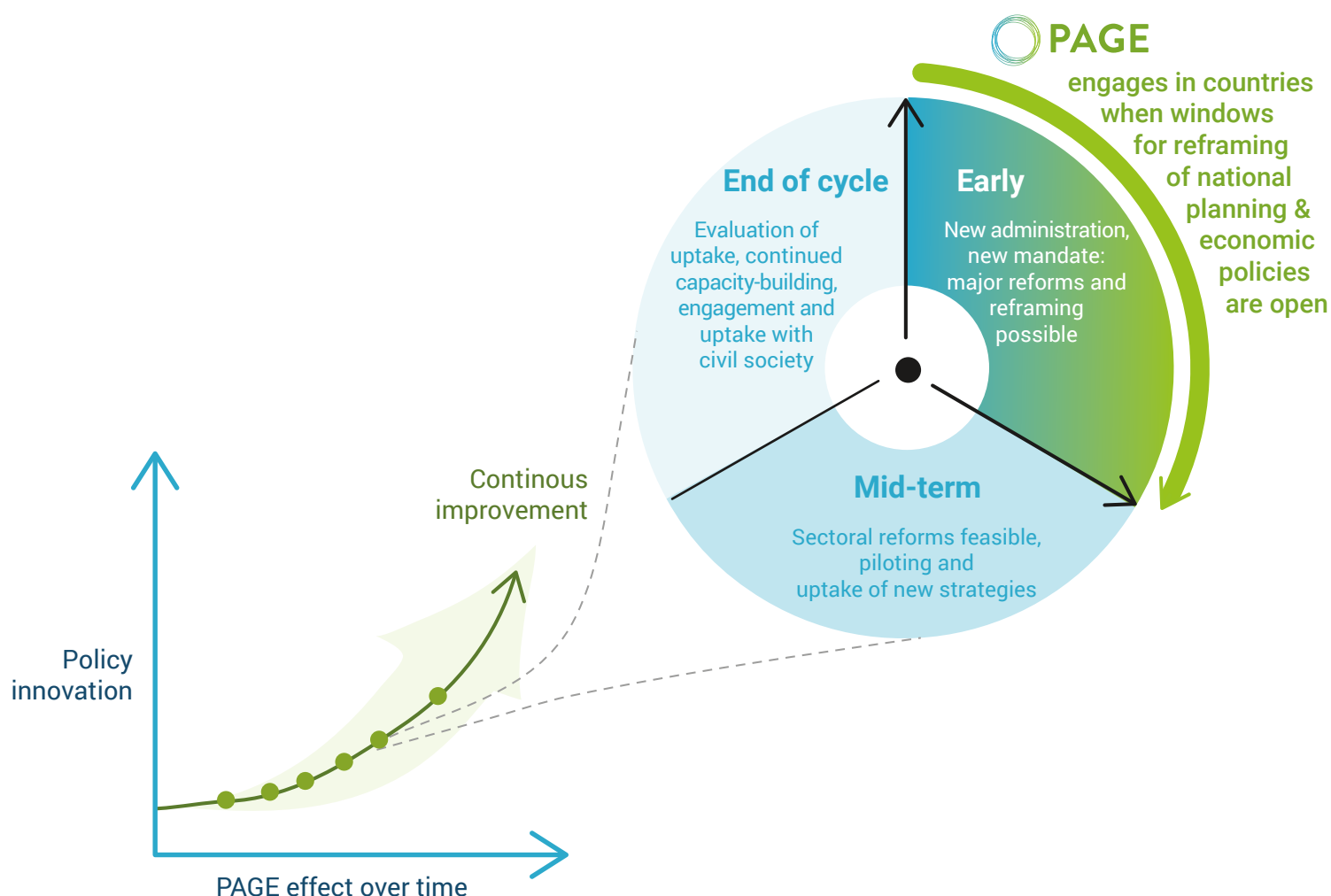
4 - UNEP 2015. Uncovering Pathways Towards an Inclusive Green Economy: A Summary for Leaders. See: <https://www.unenvironment.org/resources/report/uncovering-pathways-towards-inclusive-green-economy-summary-leaders>.



In the area of economic policy and national development planning, change occurs when windows for policy innovation are open – which is often during the early days after a new administration takes office – and PAGE assists throughout

the policy cycle as presented in Figure 1. The key component in the PAGE theory of change is engagement in countries where and when there is widespread demand and high-level political commitment to transformative change.

**Figure 1. The PAGE effect and the policy cycle**



The overall impact to which PAGE contributes is that countries are transforming their economies to eradicate poverty, increase jobs and social equity, strengthen livelihoods and environmental stewardship, and sustain investment and foster growth in line with the Sustainable Development Goals, the objectives of the Paris Agreement, the Post-2020 Biodiversity Targets and other environmental

conventions and sustainable development frameworks. This happens by supporting innovation capable of reforming economic policies and by aligning incentives for sustainable and inclusive growth. Groups that are marginalized or excluded from the formal economic workforce, from decision-making processes and environmental reforms can be included to the benefit of all.

The overall outcome is that countries reframe economic policy around sustainability and strengthen enabling policy conditions, incentives, partnerships and business practices that catalyse greater public and private investment in resource efficient technologies, economic activities and

infrastructure that benefit all of society including vulnerable and marginalized women, men, youth, and communities. This overall outcome is supported by four outcomes that correspond to the four strategic delivery areas of PAGE as presented in Figure 2.

### **Outcome 1:**

Countries have reinforced and integrated inclusive green economy (IGE) goals and targets into medium- and longer-term SDG-aligned economic and development planning and financing through multi-stakeholder collaboration that responds to the interests of the business community and civil society including women, youth and other traditionally vulnerable and excluded groups.

### **Outcome 2:**

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

### **Outcome 3:**

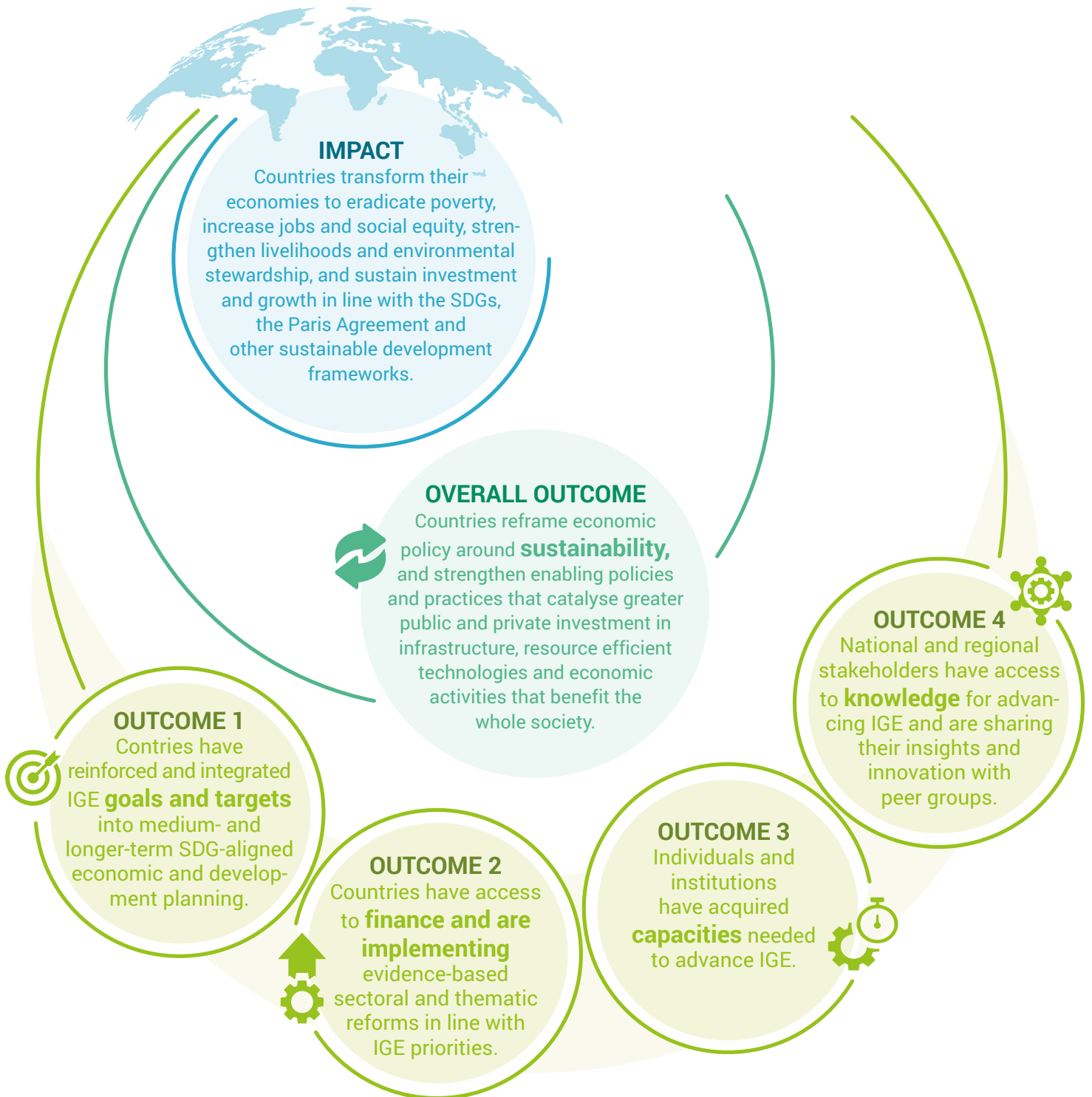
Individuals and institutions representing public, private and civil society groups and stakeholders have acquired capacities needed to advance IGE approaches at the regional, national, and sectoral levels.

### **Outcome 4:**

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



**Figure 2. PAGE theory of change: impact and outcomes**









## 04. PAGE achievements: 2013–2019

Since the start of its activities in 2013, PAGE has evolved from a small, but coordinated effort on sustainability by the United Nations into a multi-million-dollar partnership (add em-dash here) involving five United Nations agencies, eight funding partners<sup>5</sup> and 20 partner countries<sup>6</sup> – and inspiring action in more than 90 countries<sup>7</sup> to make economies greener and more inclusive.

As a result of broad collaborative efforts, PAGE has delivered encouraging results, both in terms of inspiring green economy actions in different parts of the world and in providing critical

support for economic and national development in several countries. The story of assistance to Mongolia (see Annex 2) is just one of many examples of PAGE support for cross-ministerial and cross-sectoral efforts for the greening of a national economy to achieve multiple SDGs and elements of the Paris Agreement. Detailed results of PAGE work are available in country factsheets<sup>8</sup> and an illustrative summary is provided in Figure 3. Annex 3 lists more than 50 national development plans and policies that PAGE has supported. Table 1 provides selected examples of PAGE support for the SDGs.

**Figure 3. Results of PAGE work 2013–2019**



5 - European Commission, Finland, Germany, Korea (Republic of), Norway, Sweden, Switzerland and United Arab Emirates

6 - Argentina, Barbados, Burkina Faso, Ghana, Guatemala, Guyana, Kazakhstan, Kyrgyz Republic, Jiangsu Province (China), India, Indonesia, Mato Grosso State (Brazil), Mauritius, Mongolia, Morocco, Peru, Senegal, South Africa, Thailand and Uruguay.

7- A full list of 96 countries can be found at <https://2018.page-annual-report.org/countries-represented-at-page-events/>.

8- PAGE results fact sheets are available at [https://www.un-page.org/files/public/general/page\\_results\\_factsheet\\_2019\\_final.pdf](https://www.un-page.org/files/public/general/page_results_factsheet_2019_final.pdf).

**Table 1. PAGE support for the SDGs (2013-2018)****SELECTED EXAMPLES OF PAGE  
SUPPORT FOR THE SUSTAINABLE DEVELOPMENT GOALS<sup>9,10</sup>**

In Mauritius, PAGE has directly supported the development of the Marshall Plan Against Poverty and Exclusion and the drafting of targeted policy measures to prevent extreme poverty (Target 1.4). Its most important proposal, the Marshall Plan Social Contract, provides financial assistance to households found eligible under the Social Register of Mauritius for families in poverty. The Marshall Plan has been funded by national resources.



By working with diverse stakeholders to incorporate IGE into national curricula and to provide education and training on green economy, PAGE is supporting Mongolia, Peru, Senegal, Ghana, Mauritius, South Africa and Burkina Faso to ensure that all learners acquire the knowledge and skills needed to promote sustainable development (Target 4.7).



To promote gender equality in line with SDG 5, PAGE has worked to ensure that gender considerations are mainstreamed throughout Mongolia's National Green Development Policy (Target 5.C) and is working in Burkina Faso to ensure greater involvement of women and awareness of gender issues in capacity-building activities (Target 5.5).



In Mongolia and Mato Grosso State (Brazil), PAGE is working with government stakeholders to promote energy efficiency standards and renewable energy use (Target 7.2). In Ghana, PAGE has supported the national industrial resource efficiency and energy efficiency policy, using lessons learned from demonstration projects in the palm oil and steel sectors (Target 7.3).



PAGE contributions in achieving SDG 8 are at the heart of the partnership. Examples include Peru, where PAGE supported the National Competitiveness and Productivity Policy focused on green growth and job creation (Target 8.1) and in Ghana, South Africa and Uruguay, where PAGE supports formalization and green growth of small- and medium-sized enterprises (Target 8.3). In Senegal and the Kyrgyz Republic, PAGE is working with national stakeholders to promote resource efficiency in consumption and production (target 8.4). In Mato Grosso State (Brazil), PAGE is supporting the development of sustainable tourism products (target 8.4).

9 - Further details available in PAGE Annual Report 2018. See: <https://www.un-page.org/files/public/2018annualreportweb.pdf>.

10 - Support for climate change action is covered under SDG 13 and for biodiversity and ecosystem conservation under SDG 15.



To support sustainable industry in partner countries, PAGE has conducted Green Industry Assessments in Peru, Senegal, Ghana, Burkina Faso, South Africa and Guyana, and is in the process of developing Assessments also in Barbados, Indonesia and the Kyrgyz Republic. In Burkina Faso, PAGE has supported the integration of green economy into the National Industrial Strategy, which was approved in June 2019. At the global level, recognizing that green industrial policy is essential for enhancing competitiveness in the global economy of the future while safeguarding environmental resources, PAGE launched the Green Industrial Policy Trilogy, which serves to inform policymakers, researchers and practitioners about green industrial policies and current practices. PAGE has also supported the Green Growth Knowledge Partnership (GGKP) in further development of the Green Industry Platform, which provides small and medium-sized enterprises cutting-edge knowledge, tools, and practical guidance from leading experts and institutions to green and grow their business.



In Peru, as part of the development of the National Plan for Green Jobs, PAGE has supported the Pact for Teleworking. The policy aims at reducing the environmental footprint of workers' daily commuting and office use, while promoting the inclusion of women and people with disabilities in the labour market, directly in line with SDG 10 and its call to empower and promote the social, economic and political inclusion of all (Target 10.2).



PAGE supported the Ministry of Construction and Urban Development in Mongolia and developed a new construction sector policy, with a focus on sustainable housing and resource-efficient cities (Target 11.1). In the Kyrgyz Republic, the government is leveraging PAGE support for the design of a green urban planning system (Target 11.3). In Mato Grosso State (Brazil), PAGE support for the Historic Management Plan for Cuiabá and for Participatory Urban Development Plans promoted inclusive and sustainable urbanization (Target 11.3) and seeks to protect and safeguard cultural heritage (Target 11.4).



PAGE is supporting the sustainable management of natural resources (Target 12.2) in Burkina Faso. In Mongolia and Mauritius, PAGE is promoting the sustainable management (Target 12.4) and prevention, reduction, recycling and reuse (Target 12.5) of industrial waste. In Uruguay and Argentina, PAGE is promoting and mainstreaming a circular economy as a sustainable alternative to linear production and consumption. Greening public procurement frameworks (Target 12.7) has been a focus of PAGE work in Mongolia and the Kyrgyz Republic.





PAGE has worked with national and local stakeholders in Mongolia, Peru, Ghana, Mauritius, Mato Grosso State (Brazil), Guyana, Uruguay and Indonesia to integrate climate change measures into national policies, strategies and planning (Target 13.1) to help implement climate targets in the countries. In Mongolia, for example, PAGE has supported the integration of sustainability objectives into sub-national planning, providing IGE training and technical support for local development plans. In Ghana, PAGE has supported the development of a guidance manual for mainstreaming climate change, green economy and the SDGs into local development plans. In Guyana, PAGE work is centred around the elaboration of the Green State Development Strategy: Vision 2040. In Barbados, PAGE support includes advancing the blue economy in the island.



To promote the protection and sustainable use of terrestrial ecosystems and forest areas, as called for by SDG 15, PAGE is working with national stakeholders in Burkina Faso to support a strategy for trade in non-timber forest products (Target 15.2). In South Africa, PAGE is collaborating with the Department of Environmental Affairs to update the previously developed South Africa Green Economy Modelling report to include modelling of the water-biodiversity nexus, with a subnational focus on the provinces most affected by the water crisis (Target 15.1).



PAGE brings together 20 countries, eight funding partners and five United Nations agencies whose combined mandates, expertise and networks offer integrated and holistic support to countries on inclusive green economy. In addition to United Nations partners, PAGE has developed models at the country and global levels for promoting cooperation and collaboration with other initiatives working on different dimensions of green economy. These include the Poverty-Environment Action, SWITCH Africa Green and SWITCH-Asia, UN-REDD, One Planet Network, Global Green Growth Institute, Green Economy Coalition, Global Green Knowledge Partnership, UNEP Environment and Trade Hub, UNEP Finance Initiative and the Gesellschaft für Internationale Zusammenarbeit (GIZ), among others. PAGE supported GGKP in development of the Green Finance Platform, which offers quick and easy access to the latest research, case studies, toolkits, learning products, principles, and protocols to empower policymakers and stakeholders.

PAGE has done particularly well in supporting countries on SDGs 8, 9, 12, 13 and 17 as presented in Table 1. PAGE has also been contributing to various

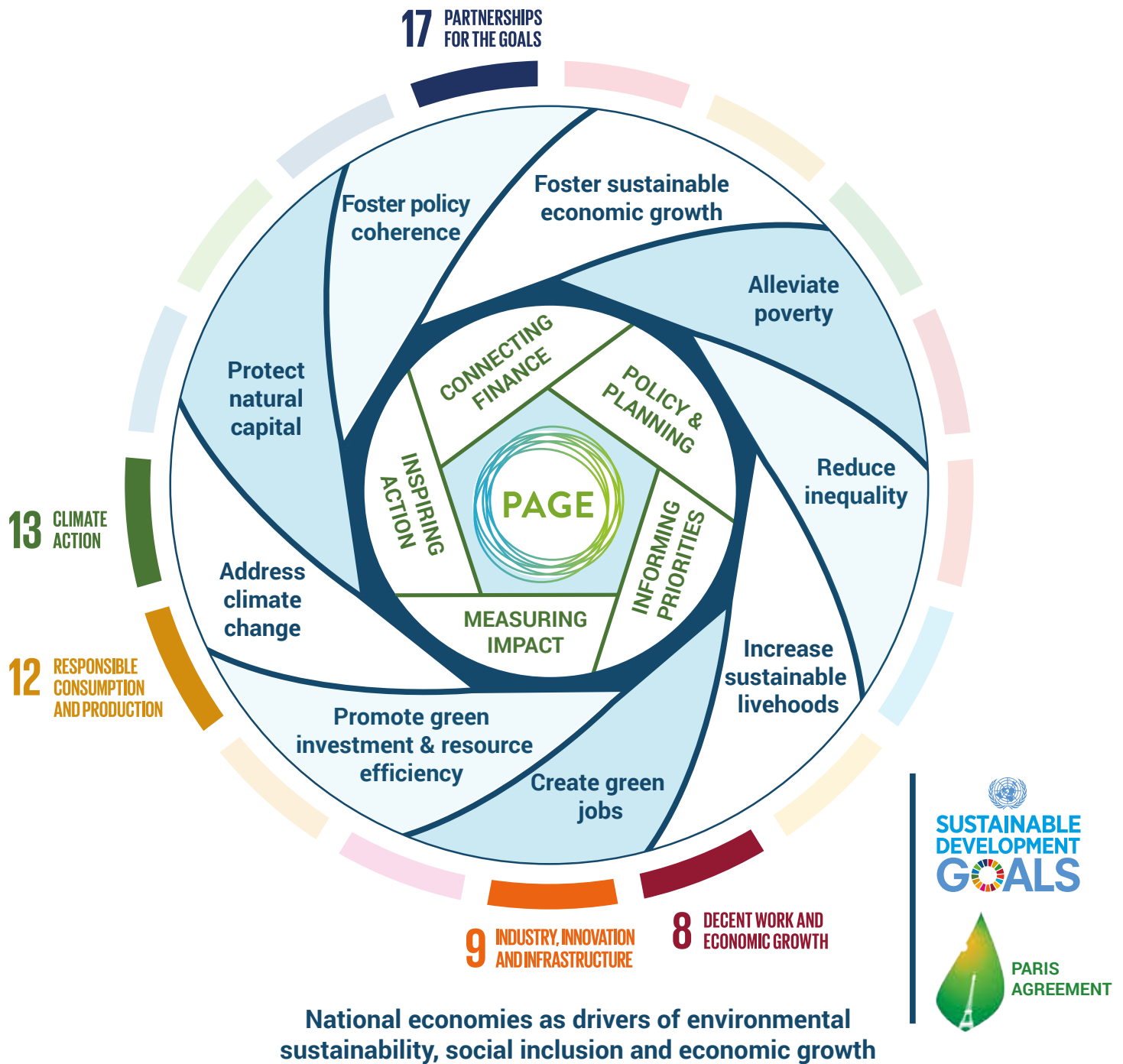
indicators of SDGs 4, 7, 10, 11 and 15. More details are available in the 2018 Annual Report of PAGE.<sup>11</sup>

<sup>11</sup> - Available at <https://2018.page-annual-report.org/sdgs-climatechange>

Figure 4 describes how the PAGE activities that are focused on informing national priorities and policy and planning processes, connecting finance with IGE efforts, measuring impacts and inspiring

cross-sectoral actions lead to achieving the SDGs, notably 8, 9, 12, 13 and 17. Annex 4 presents further details of PAGE's relevance for the SDGs.

**Figure 4. PAGE services and links to SDGs**



## 05. Added value of PAGE

The success of PAGE lies in the additional value it offers to partner countries, funding partners and other relevant initiatives and programmes through an integrated package of tools and services. A summary is provided below, and details are attached in Annex 5. Key elements of this added value include:

### Economy-wide reach

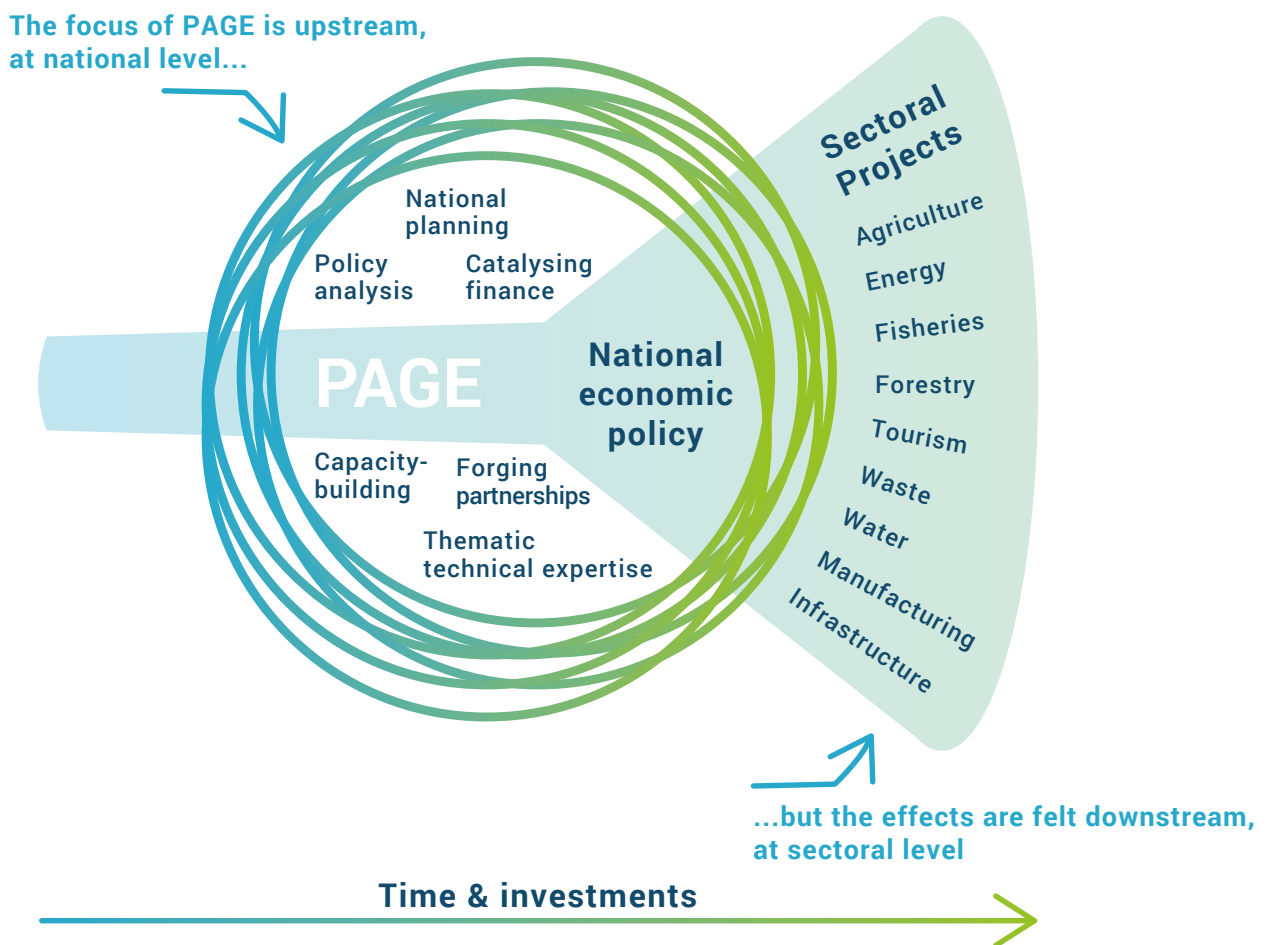
PAGE catalyses economy-wide change by reaching out to counterpart ministries of the five United Nations agencies that include ministries of planning, finance, labour, environment, transport, agriculture, industry, finance and education, among

others. Similarly, PAGE works with a broad segment of the private sector and civil society through the networks and constituencies of the multiple United Nations agencies and governmental partners involved.

### Programmatic and policy reform focus

PAGE distinguishes itself from other international support programmes by focusing mainly on reframing strategic policies. The focus and area of action for PAGE remains upstream, where policies that shape the full economy are created and propelled downstream (see Figure 5).

**Figure 5. PAGE at the policy riverbed**





### Collective ownership to design and shape the transition

National plans and strategies are outlined, validated and endorsed across all relevant government institutions and by civil society, ensuring that stakeholders are informed and empowered for coordinated action.

### Focus on efficiency and reduced transaction costs

PAGE avoids a large and heavy country project presence. Partnership also reduces the costs of delivering development assistance for PAGE funding partners as efforts are streamlined and duplication is avoided.

### Emphasis on impacts and sustainability beyond PAGE support

A methodical work planning process to develop a country results framework and associated workplans ensures a focus on impacts and their sustainability beyond PAGE support.

### Financial transparency

PAGE provides real time visibility of income, expenditure and commitments via the gateway of the Multi-Partner Trust Fund Office. In addition, annual reporting at the programme level and regular external evaluations identify progress made in achieving the overall goal of PAGE, the lessons learned and the opportunities for further action.

## PAGE principles and values for country engagement

Building on the experience gained in its first phase, PAGE work is guided by core principles, the key elements of which are provided below (see Annex 6 for details).

- Driven by demand and ownership of the government
- Committed to interministerial engagement, and private sector and civil society inclusion
- Tailor-made, responsive, flexible and dynamic support for each country
- Mutual accountability and focus on performance



## 06. Accelerating the green economic transformation through a deeper and wider PAGE

PAGE will remain a demand-driven programme, with ambition to enable deeper economic reforms in partner countries and to expand the services to additional ones. Building on the Operational Strategy 2016–2020,<sup>12</sup> PAGE will have 20 partner countries at different levels of engagement by the end of 2020. Under the PAGE 2030 Strategy, the Partnership will take a three-pronged approach to accelerate the transition to IGE.

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

These 30 countries, with a diverse range of economies and confirmed commitment to the IGE transition, will act as inspiration to all countries globally. To achieve this goal, up to 10 new countries will join PAGE by the end of 2025. PAGE will also continue to stay engaged with PAGE alumni countries through different mechanisms such as South-South, Triangular cooperation and the Green Economy Challenge Fund. Alumni countries<sup>13</sup> will continue benefiting from the PAGE global services focused on capacity-building and knowledge sharing. Based on lessons learned from the 2016–2020 phase, post-graduation support<sup>14</sup> will be extended from one to two years for countries that need further support for consolidating reforms and monitoring results.

### Systematically replicating activities that were successful during the first phase.

Successful activities in the 2016–2020 phase are largely relevant to the IGE transition. These include building country capacity to develop policy and to measure progress towards IGE, catalysing finance for the economic transition, and implementing national communication strategies on IGE.<sup>15</sup>

### Amplifying the impact of PAGE for the global IGE transition through impact scalars.<sup>16</sup>

This approach includes strengthening alliances with key regional and subregional institutions and actors who can help establish platforms for expanding and financing the IGE transition; engaging further with civil society, youth and private sector groups so they play a catalytic role in the IGE transition, and contributing to the implementation of the UN System reforms by strengthening the joint delivery model of five United Nations agencies.

Figure 6 summarizes how PAGE is planning to go deeper and wider with its 2030 Strategy.

12 - PAGE 2016. PAGE Operational Strategy 2016-2020.  
See [https://www.un-page.org/files/public/page\\_operational\\_strategy\\_2016-2020\\_web\\_0.pdf](https://www.un-page.org/files/public/page_operational_strategy_2016-2020_web_0.pdf).

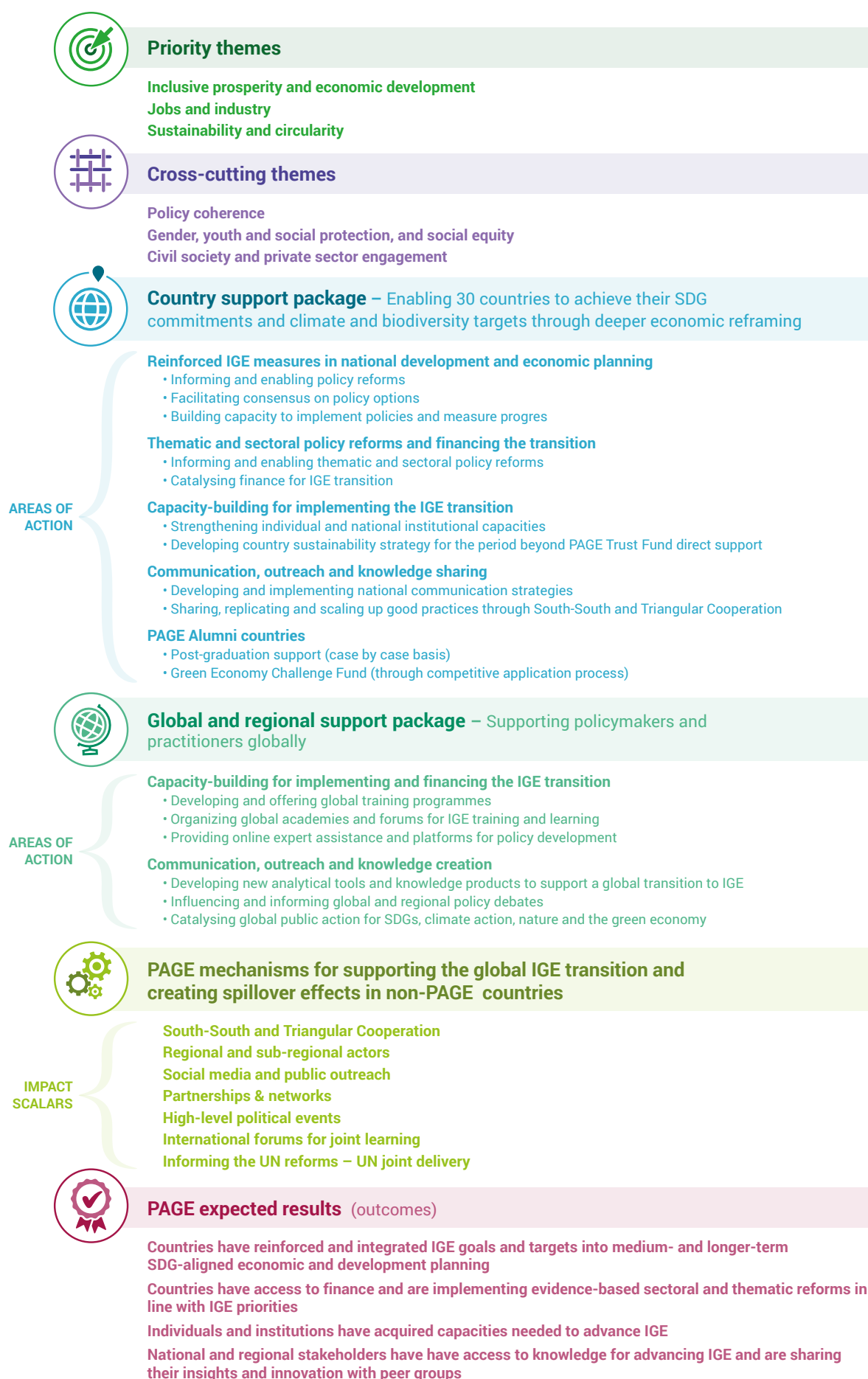
13 - Alumni country refers to a country that has already benefited from the five years of direct support from PAGE.

14 - Post-graduation support refers to the additional support an alumni country might receive based on demand and performance.

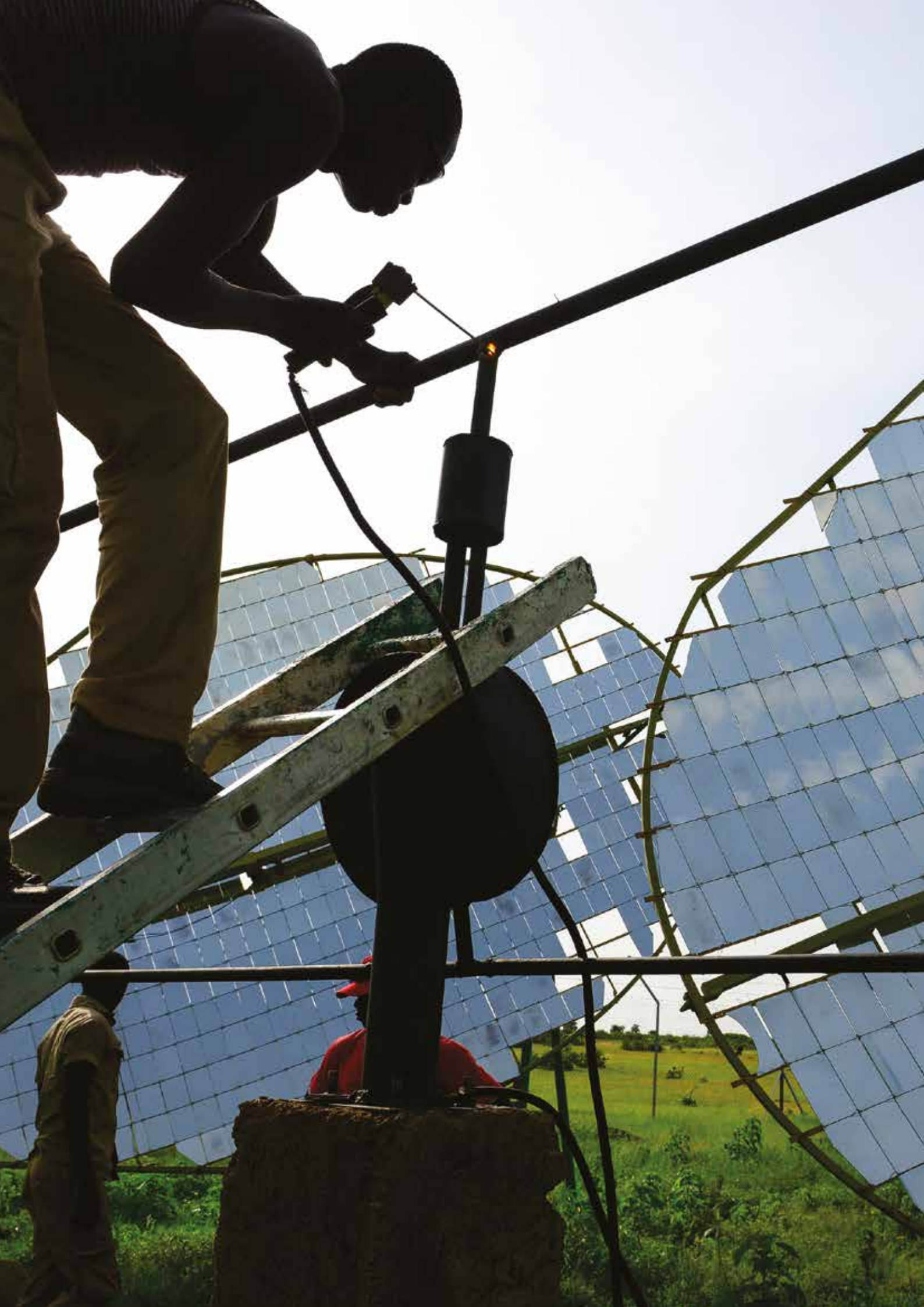
15 - Key lessons learned from the 2013-2020 phase are presented in Annex 7.

16 - PAGE will use different mechanisms to scale up the impacts of its results in those countries that are not directly supported by PAGE through its Trust Fund.

**Figure 6. Deeper and wider PAGE at a glance**







## 07. Country Support Package

**Enabling countries to achieve their SDG commitments and climate and biodiversity targets through greening of economies**

### Summary of PAGE country engagement model

PAGE support for countries is time-bound and results-oriented. Countries join PAGE through a demand-driven and criteria-based selection process.<sup>17</sup> PAGE support is subject to commitments of interested governments and available resources and it has become a very competitive process. So far, 52 countries have expressed interest in joining PAGE, but only 20 have been selected. After a successful selection process, a joint mission by the five PAGE agencies initiates country-level planning of PAGE activities for the inception phase (first year). In this phase, medium-term results and a programmatic framework are developed. These pave the way for the full implementation phase (around three years) to support policy reform and to strengthen national capacity. A phase-out year (year five) is devoted to preparing the country for the period beyond PAGE, including the development of a sustainability strategy. Post-graduation support – based on demand – is considered for countries where PAGE works with the country to consolidate some unfinished policy processes. PAGE engages with the UN Resident Coordinator Offices from the early stages of the programme to ensure complementarity and coherence.

Details about the PAGE country engagement model can be found in the following documents:

- **PAGE Country Application Package**
- **Page Core Offer – Tools and Services**
- **PAGE Operational Manual**
- **Planning and Implementing a National PAGE Partnership**

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17 - The country application package provides information about the application process and guidance for countries interested in becoming a PAGE partner country.  
The document is available at [https://www.un-page.org/files/public/2018\\_page\\_country\\_application\\_pack\\_3.docx](https://www.un-page.org/files/public/2018_page_country_application_pack_3.docx).

## Reinforced IGE measures and aligned economic planning (outcome 1)

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

### Informing and enabling policy reforms

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

The tools applied to such IGE assessments include, inter alia, green economy stocktaking reports that help establish a baseline and set out priorities at the sectoral level or for thematic policy reform. Once these priorities are identified, green economy policy assessments – using different modelling techniques and target scenario analyses – help to project how policy targets may impact the economic, environmental and social dimensions of development and to identify synergies among policy choices. They also help to identify the investments needed for a green economy transition and how such a transition could help countries achieve prioritized SDGs.

PAGE also offers direct technical assistance to countries during the drafting, adoption and implementation stages of inclusive green economy policies through advisory missions, expert inputs and reviews and similar approaches.

### Creating a consensus on policy options and ownership of reforms

A lesson learned from the 2016–2020 Operational Strategy of PAGE is that policy recommendations do not automatically lead to decision-making. PAGE therefore helps to create a consensus through multi-stakeholder policy consultations. These involve the public and private sectors as well as civil society, youth, women's groups and other stakeholders. This means that both distributional and intersectoral implications of specific policy options are further analysed and a greater sense of collective ownership is created.

PAGE facilitates the creation of certain modalities to promote stakeholder engagement. These include the establishment or strengthening of national steering committees with interministerial representation, the purpose of which is to oversee IGE work. In some countries other groups from the public and private sectors are involved. Some countries also establish interministerial, interdepartmental and cross-sectoral technical groups for different workstreams, if this suits the local context better than a national steering committee.

PAGE also facilitates private sector and civil society engagement when prioritizing key sectors and themes, targets and investment options to ensure both collective ownership and the sustainability of IGE policies.

The feedback from this process, in some cases, leads to the identification and development of alternative or complementary policy measures and to additional analyses on specific ways to ensure a fair and just transition.



## Building capacity to measure progress

PAGE offers assistance to countries to establish measurement frameworks to monitor if and how their economies become more sustainable and to measure progress towards national targets related to the SDGs. The Green Economy Progress (GEP) Measurement Framework and the Green Economy Toolkit for Policymakers provide countries with practical guidance on how to formulate and assess policies, measure progress and model future effects of the transition. At the thematic and sectoral level, tools like the Green Industry Progress

(GIPro) index are available to countries to estimate the progress in achieving the transition to inclusive green industrialization and to provide guidance to governments on strategic priorities in achieving low-carbon development goals. PAGE recognizes that there are other tools and methodologies available for measuring country progress towards a more inclusive green economy such as the Green Economy Barometer of the Green Economy Coalition and the Green Growth Index of the Global Green Growth Institute. Based on country demand and context, PAGE will strengthen collaboration with such initiatives.

### Examples of PAGE support on measuring progress to a green economy

**Green Economy Progress (GEP) Measurement Framework:** The Green Economy Progress Measurement Framework, which helps countries evaluate their overall progress towards an Inclusive Green Economy and enables a cross-country comparison of progress, comprises 13 indicators including material footprint and inequality. In South Africa, PAGE is supporting the Department of Planning, Monitoring and Evaluation and the Department of Environmental Affairs in establishing a national framework for monitoring green economy progress based on the GEP methodology. In China, PAGE supported the government's call for the development of a comprehensive measurement framework for Jiangsu province. The Nanjing University was the first institute to adapt the PAGE global GEP tool to a subnational context. The Jiangsu GEP Measurement Framework complements the existing framework used by the provincial government with strengthened social and gender dimensions and helps identify policy gaps and opportunities for future resource allocations.

**Green Industry Progress Index (GIPro):** PAGE has supported the development of the China Green Industry Progress index. The index covers economic, environmental and social aspects of the green transition. A first application of the GIPro to 18 Chinese provinces resulted in formulation of policy options about certain aspects that each province needs to improve in order to enhance its overall progress on green industrialization.<sup>18</sup> As part of the 2030 Strategy, the Partnership will strengthen its capacity to replicate more systematically these pilot experiences and to devote additional resources to build the capacity of more partner countries to measure their progress in transitioning to IGE and in meeting the SDGs.

<sup>18</sup> - UNIDO 2019. On behalf of PAGE.  
See [https://www.un-page.org/files/public/green\\_industry\\_progress\\_index\\_for\\_18\\_chinese\\_provinces.pdf](https://www.un-page.org/files/public/green_industry_progress_index_for_18_chinese_provinces.pdf).

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

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

### Supporting sectoral and thematic reforms

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

PAGE tools for informing the thematic and sectoral policy reforms include thematic or sectoral policy assessments (e.g. the mapping of green jobs; the assessment of green jobs and green industry; fiscal and infrastructure policy analysis; and targeted scenario analysis) that generate a menu of policy and investment options. These assessments include a broad set of indicators such as income, jobs, public expenditures, environmental taxes, access to resources, natural capital stocks, as well as greenhouse gas emissions, resource efficiency and waste avoided, recycled or treated. Findings are presented for validation at national workshops. This enables stakeholders to jointly shape the policies that will drive the transition. This collective policy development process ensures collective ownership of the pathways to the greening of economies.

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

**Labour market reform and green jobs:** PAGE supports countries with the development and adoption of national employment policies and strategies to incorporate green growth objectives and promote the creation of green jobs.

**Green industry and innovation:** The support for greening of industry includes a two-pronged strategy, comprising the greening of existing industry and industrial parks, and the creation of an enabling environment for the development of new green industries. Development of national green industrial policies and action plans that support countries to fulfil their commitments to environmental conventions and that foster gender awareness in industries are important areas of PAGE support.

**Green fiscal policies:** PAGE supports countries in reforming fiscal policies across different sectors and thematic areas (including energy, climate change, forestry, agriculture, infrastructure, biodiversity, pollution, water and extractives) to mobilize revenues that can support the transition to an inclusive green economy while addressing environmental and social externalities.

**Sustainable trade opportunities in a green economy:** PAGE assists countries in identifying and leveraging trade policies and tools, such as trade agreements, to mutually support economic and environmental objectives. PAGE helps address the sustainability challenges of highly traded commodities by supporting governments in creating national policy and investment environments where sustainable commodity sectors and opportunities for trade in environmental goods and services can grow. It helps to diversify their export basket as part of the green economy transformation. In addition, PAGE helps countries in greening global supply chains and supports countries in better harnessing the benefits of trade in clean technologies.

**Infrastructure planning policies including green buildings:** PAGE supports countries in adopting and implementing upstream, integrated, systems-level approaches to infrastructure planning and development, embedding these within national development plans and strategies. Such approaches holistically consider the economic, social, and environmental implications of infrastructure development, and represent a critical entry point for achieving cross-sectoral benefits during the IGE transition.



**Reforms for education and training programmes:**

PAGE supports systematic integration of green economy learning in sectoral programmes and policy reform in the education and learning sector.

**Circular economy and sustainable production and consumption:**

PAGE provides assistance to governments in embedding circular economy principles into national strategies and setting the necessary economic instruments and financial incentives. PAGE support for greening industry and enterprises, in the main areas of PAGE services, builds circularity in the IGE transition and promotes the efficient use of resources and energy.

**Climate change:** PAGE offers assistance to partner countries in understanding interlinkages between economic policies and development priorities and in fostering their alignment with the Paris commitments. PAGE recognizes the importance of Nationally Determined Contributions (NDCs) as a mechanism for increasing ambition and progressively reducing greenhouse gas emissions. Here PAGE support is aligned with existing measures that are in place to accelerate NDC implementation.

**Biodiversity:** PAGE helps integrate ecosystem and biodiversity concerns into national and sectoral policies. Safeguards, fiscal reforms and other mechanisms that incentivize greater policy attention and private investments in less polluting economic activities and the sustainable management of biodiversity and ecosystem services are integral to PAGE services. This work includes a focus on agriculture, food and commodity systems, forestry, industry and infrastructure.

Sector focused policy reforms can be targeted at the greening of traditional economic sectors such as agriculture, forestry, fisheries, energy, transportation, construction, and several other industries. PAGE builds on existing green economy stocktaking reports or green economy policy assessments (usually developed during the inception phase) to identify sectors with the greatest potential and opportunities for greening the economy and that will make the greatest contribution to the SDGs, NDCs and other sustainability agendas.

**Catalysing finance for the transition**

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

PAGE assists in ensuring the better use of existing resources, including domestic public and private sources, as well as official development assistance. PAGE works with institutions and initiatives in both the public and private sector to align their fiscal and budgetary frameworks and financial systems with sustainable development objectives. The tools offered by PAGE range from green finance stocktaking studies, sustainable finance roadmaps, fiscal policy assessments, green budgeting and public environmental expenditure reviews, market readiness analysis and legal framework reviews for sustainable public procurement.

**PAGE support for Public Finance includes:**

- Assisting governments and other stakeholders in identifying the investment needs and costs for a just IGE transition, the returns on investment, and existing investment gaps from public, private, domestic and international sources
- Supporting governments in conducting reviews of public finance currently allocated to IGE priorities (linked to the Green Economy Progress Index), and applying green budgeting tools to assist the alignment of national budget planning and expenditure processes with SDGs, climate action, the Post-2020 Biodiversity Framework and other sustainability goals
- Building capacities of countries on different fiscal and financing mechanisms to support the IGE transition, including options for spending existing resources more effectively and efficiently and mobilizing new resources through fiscal reforms, funds and financing mechanisms such as dedicated environment or climate funds, green bonds, green credit funds and payments for ecosystem services
- Supporting countries in adopting and implementing upstream, integrated, systems-level approaches to infrastructure planning and development to enable the identification of potential risks early in the decision-making process, increasing the bankability of infrastructure projects and leveraging access to project financing and private investment
- Leveraging existing country work around climate and biodiversity financing plans, fiscal reforms, and budget tagging including work supported by Biodiversity Finance Initiative (BIOFIN) and similar initiatives supporting NDCs

**PAGE support for Private Finance includes:**

- Providing assistance for setting up national Sustainable Finance Platforms and the development of roadmaps for financing the transition to a green economy
- Initiating, supporting and strengthening engagement of government with the private sector on investments in SDGs, NDCs and other sustainability targets
- Supporting green finance needs assessments

## Examples of PAGE support for financing a green economy transition

PAGE has been collaborating closely with partners who offer specialized expertise to develop strategies for unlocking and scaling up sustainable and green finance practices and products, and connect with national sustainable development priorities, including SDGs and climate action.

**In Mongolia**, PAGE, together with the UNEP Finance Initiative, the International Finance Corporation, the Global Green Growth Institute and others, supported the ministries of finance, environment and the Mongolian Bankers Association to establish the Mongolia Sustainable Finance Forum leading to an annual gathering of the Forum and the creation of the Mongolian Green Credit Fund, which aims to bring long-term financing to projects that stimulate green development.

**In Mauritius**, together with Frankfurt School of Finance & Management, PAGE and the Ministry of Finance and Economic Development are supporting the National Stock Exchange in developing a green bond market.

**In Indonesia**, PAGE is bringing additional support to the ongoing work on the Green Sukuk Bond and blue bond.

**In Ghana**, PAGE and its partners are supporting the Ghana Banker's Association to connect private finance with national green economy efforts. A report that analysed the policy options for green finance to support micro-, small- and medium-scale enterprises is informing the regulatory gathering of Ghanaian bankers.

**At the global level**, PAGE also designed a green bond training programme to strengthen the capacity of countries to develop regulatory frameworks that are conducive to the issuance of private sector and sovereign green bonds.

As part of the PAGE 2030 Strategy, the Partnership will strengthen its support for financing a green transition.



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

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

### Strengthening individual and national institutional capacities

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

Strengthening the capacity of local think tanks to deliver technical services on IGE policy development is also part of the PAGE approach. Tools include self-paced courses, training-of-trainers in the areas of green entrepreneurship, economic modelling, climate change, strategic planning for SDG progress, measurement frameworks, sustainable trade, sustainable infrastructure, and sustainable

public procurement. Foundational training through national green economy academies and Green Economy Weeks help increase IGE policy awareness and engage stakeholders in the IGE transition, especially in the initial stages of PAGE country intervention. PAGE also carries out tailored foundational training for media representatives, politicians, local government officials, business leaders and community leaders.

Partnering with learning networks such as the Green Jobs Assessments Institutions Network, for example, can help to bring together local and international research institutions interested in forecasting and measuring the social and employment impacts of green and climate change policies. All PAGE assessments use a capacity-building approach so that national institutions are able to replicate these assessments themselves.

### Country sustainability strategy beyond PAGE

PAGE support for countries is time-bound, results-oriented and demand-driven. PAGE views policy reform as a cyclical and iterative process. PAGE therefore supports countries in developing a sustainability strategy for the period beyond PAGE delivery. The development of the sustainability strategy involves consultation with national stakeholders and requires local ownership. During the development of the sustainability strategies, PAGE ensures coherence with national programmes of PAGE agencies and funding partners and with the broader work of UN Country Teams and priorities identified by United Nations Sustainable Development Cooperation Framework (UNSDCF).

The country sustainability strategies explore the mobilization of funds from multilateral and regional development banks and bilateral donors, as well as from local businesses and national industry. The strategies also consider mobilizing resources from the public sector, for example to support the capacity of public institutions at the local, provincial or national level, or to develop IGE public investment projects.

The sustainability strategy recognizes that a country has achieved the following objectives at the end of the five-year period of PAGE support, normally referred to as PAGE sustainability criteria:

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

## Communication, outreach and knowledge sharing (outcome 4)

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

### Communication and outreach to national policymakers and the public

PAGE will support targeted campaigns and political debates on IGE priorities involving communication teams from partner ministries, the private sector, civil society, parliaments and trade unions to enhance visibility and build public support for IGE transition. These communication campaigns and engagement efforts – along with training involving civil society, especially youth and women's groups, as well as the media – can raise awareness about the urgent need for action by every citizen, what role they can play, and the benefits of IGE transition. This will help stimulate changes in economic

and financial decisions of the general public, driving policy reform and business choices in a virtuous circle.

### South-South and Triangular cooperation and learning on IGE

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

In addition, the biannual Global Green Economy Academy will be transformed into a new format that supports South-South and Triangular cooperation and peer-to-peer learning. South-South exchange will also be supported by the Green Learning Network – an online platform that facilitates collaboration among learning institutions, professionals from the education sector, students, trainers and policymakers from PAGE partners countries and beyond.

## Examples of PAGE support in placing sustainability high on the public and the political agendas

**Peru:** In 2016, PAGE supported a debate between the final two presidential candidate teams on the meaning of and opportunities for green growth in Peru. The event provided a platform for the candidates' political teams to share their views on green growth based on the results of the Green Economy Stocktaking Study prepared by PAGE and the preliminary results from the Green Economy Assessment that evaluated the environmental, economic and social impacts of greening agriculture, transportation and forestry.

**Ghana:** PAGE has supported the Ghanaian Government in organizing a series of training programmes for journalists on climate change and green economy. The training enabled media practitioners to enhance their capacity to inform the public about climate change and its impacts, as well as the benefits of achieving SDGs.

**Kyrgyz Republic:** PAGE supported the Government in organizing training for journalists on sustainable finance, sustainable procurement, green energy and environment. Through the training, the journalists learned how to analyse data to write evidence-based articles about the green economy.

**Guyana:** PAGE, in close collaboration with partners, has been supporting green conversations –high-profile public events as well as media events – that provide an open, nonpartisan, inclusive space where Guyanese learn about and engage with a broad range of stakeholders on green development issues. The events facilitated information sharing by internationally renowned experts on key themes of significance to the Green State Development Strategy (GSDS). The green conversations now have an established and recognized brand that will be continued during the implementation phase of the GSDS.

As part of the PAGE 2030 Strategy, the Partnership will scale up efforts to create awareness and help place sustainability high on the political agenda in more PAGE partner countries.



### **Example of South-South Cooperation: Mutual learning between Kyrgyzstan and Mongolia**

South-South cooperation between Kyrgyzstan and Mongolia has been an opportunity to build and strengthen mutual exchange on green economy policy development and practice between the two PAGE countries.

Soon after joining PAGE, Kyrgyzstan was interested in learning from Mongolia, which in 2013 was the first country to join PAGE. Kyrgyzstan greatly appreciated the Mongolian experience in the introduction of green public procurement and green finance and has made a commitment to replicate the best practices in the Kyrgyz context.

As recognized by the United Nations Office for South-South Cooperation, the sustainability and replication elements of this South-South exchange were strong. Due to the similarities in the two countries' political, historical, cultural, economic and social contexts, peer-to-peer learning was effective and practices from one country were easily adapted to the other.<sup>19</sup>

As part of the PAGE 2030 Strategy, the Partnership will enhance support for mutual learning on IGE good practices and innovation through South-South and Triangular cooperation.

## **Engagement with PAGE alumni countries**

Countries that join PAGE will always remain a member of the PAGE family and continue to share their experiences, best practices and challenges with other PAGE and non-PAGE countries to inspire change. The transition to a green economy is not a linear process and policy reforms are cyclical and iterative. Policy and political cycles as well as unforeseen developments in countries have an impact on the time needed for building a policy environment that enables countries to fully transform their economies. Also, with the aim to further monitor progress, PAGE will provide the possibility of extended support to selected countries and access to a Green Economy Challenge Fund. The nature of activities to be funded by these mechanisms will contribute notably to PAGE outcomes 1-3.

### **Post-graduation support: monitoring progress on sustainability strategies and consolidating reforms**

Policy innovations and reforms can take a long time. During the first phase of PAGE, most graduating countries began to experience progress on policy reforms after three to four years of PAGE support and some took five years or more. PAGE supports countries in developing sustainability strategies to ensure that the inclusive green economy policy reforms will be sustained beyond PAGE delivery. A lesson learned from the first phase of PAGE is that, while sustainability strategy development can start at the early stages of PAGE intervention, it is only finalized during the fourth or fifth year when results at the policy and capacity-building level start to materialize. This leaves little time

19 - United Nations Office for South-South Cooperation 2018. Good Practices in South-South and Triangular cooperation for Sustainable Development – Volume 2. See: <https://www.unsouthsouth.org/2018/09/12/good-practices-in-south-south-and-triangular-cooperation-for-sustainable-development-vol-2-2018/>.

for PAGE to accompany the country in consolidating key policy innovations and in monitoring progress on its sustainability strategy. A combination of scaling down PAGE support gradually, providing assistance in a few key areas of critical importance (as per the sustainability strategy) and monitoring progress will help bring specific policy processes to a conclusion and consolidate PAGE results that can have a real impact in the country's green economy transition.

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

transition. Through this support, the country could, for example, organize an annual high-level Green Economy Week to showcase progress and institutionalize multi-stakeholder engagement for the transition.

### Green Economy Challenge Fund

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

## Selection criteria for the Green Economy Challenge Fund

To qualify for the Green Economy Challenge Fund, countries must:

- Fully meet the five sustainability criteria (see previous section)
- Demonstrate continued high-level commitment to IGE
- File a multi-ministerial application
- Present clear programmes for taking the IGE agenda forward
- Commit to co-financing
- Demonstrate a strong absorption capacity
- Request joint delivery of at least two PAGE agencies
- Demonstrate the relevance of demand for expertise of the PAGE agencies
- Offer the potential to promote PAGE visibility in regional and international forums





## 08. Global and Regional Services Package

### Building capacity for designing, implementing and financing a green economy transition (outcome 3)

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

#### Developing and offering global training programmes

Global training programmes include moderated and self-paced online courses on different themes offered in different languages (e.g. green fiscal reform, sustainable finance, green economy introduction, green industry policy, green jobs assessments, climate change, sustainable consumption and production); training packages on different themes prepared for adaptation and delivery by national institutions at the country level; and tailor-made courses and webinars to support national coordinators and country focal points in PAGE delivery. Through the United Nations Institute for Training and Research, PAGE online learning products benefit from being placed on the highly visible website of the “One UN Nations Climate Change Learning Partnership”, which has

more than 200,000 registrants and has become a preferred global platform for content related to climate change and green economy.

In addition to the global and country capacity-building support, PAGE plans to strengthen the capacity of regional and subregional actors such as intergovernmental or regional institutions to advance a green economy transition and provide advisory services to their member states or regional and subregional partners. This specific capacity-building package targeted at regional and subregional levels is directly linked to impact scalars that support the scaling up of a global green economy transition through regional and subregional actors.

#### Organizing global academies and forums for IGE training and learning

PAGE will organize a biennial Global Green Economy Academy focused on South-South and Triangular cooperation and exchange as well as a biennial Global Green Economy Learning Forum focused on connecting training and learning institutions active in the green economy areas from around the world. Additionally, a dedicated online space – the Green Economy Learning Network – will be used to facilitate exchange between learning institutions with the goal of upscaling both the availability and the quality of green economy learning opportunities globally.

In the future these events will be also extended to regional and subregional actors to strengthen their institutional capacity to provide training and policy support to countries. See figure 7 on impact scalars.





## Example of PAGE support to the Fifth Latin America Green Awards (Premios Latinoamérica Verde)

PAGE was a key partner for the 2018 and 2019 awards, underlining the role of green economy in Latin America as a key component for achieving environmental protection and prosperity.

The 2018 Awards attracted 2,733 success stories from 38 countries and 713 participating cities. This was an increase of 324 projects and 44 cities over the 2017 Awards, clear evidence that the ambition and opportunity to develop ideas to protect the planet is growing in the region.

As part of the PAGE 2030 Strategy, PAGE will replicate this type of partnership in other regions and subregions with the aim of upscaling IGE transition beyond the PAGE community.

### Providing online expert assistance and platforms for policy development

PAGE collaborates with the Green Growth Knowledge Partnership (GGKP) in the delivery of an Expert Connect service, which links up existing virtual green economy consultation services and seeks to expand the scope of expert advice available to countries. This service is available at no cost to governments from developing countries and supporting technical institutes. GGKP has developed an online roster of experts and led outreach to promote the usage of the Expert Connect service.

In addition, PAGE is partnering with the GGKP on a Green Finance Platform and a Green Industry Platform. These new platforms provide the industry and finance communities with the latest knowledge, data, tools, case studies, and learning products for leveraging, accelerating, and scaling sustainable finance and industry. Building on this knowledge foundation, PAGE and GGKP are also collaborating in the creation of an online interactive community where practitioners and experts interact as peers and address common challenges, pursue joint opportunities, and build expertise, all with the goal of advancing the green economy transition.

## Knowledge creation and outreach (outcome 4)

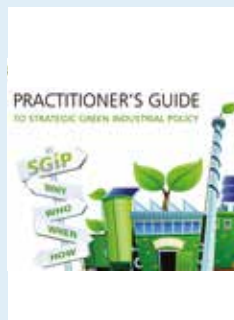
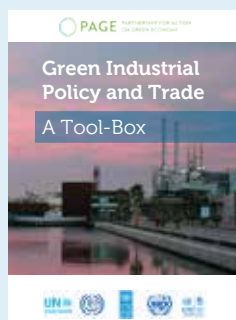
Informed policymaking requires tools and knowledge for addressing complex and interconnected challenges. PAGE will ensure the development and availability of required tools and knowledge products to support policymakers and other partners. To catalyse wider use of PAGE tools and replication of green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

### Developing new tools and knowledge to support a global transition to IGE

PAGE will continue to develop and provide new tools for governments to inform national development planning and economic decision-making. It will also design and help apply guidelines for policy implementation instruments and new, innovative institutional frameworks. As demanded by partner countries, PAGE will develop new knowledge products, for example those that compile global best practices and case studies for the greening of specific sectors and themes.



## Example of knowledge products developed by PAGE



### Green Industrial Policy

To inform policymakers, researchers and practitioners about the concept of Trade and Green Industrial Policies and the instruments available, UN Environment Programme and UNIDO collaborated in the development of a trilogy, available at :

[www.un-page.org/greenindustrialpolicy](http://www.un-page.org/greenindustrialpolicy)

## Influencing and informing global and regional policy debates

PAGE inspires inclusive green economy action through global events, where stakeholders can come together to share knowledge, exchange ideas and learn about best practices from one another. PAGE global events aim to foster South-South, North-South and Triangular cooperation among participating countries, providing a platform to share and scale up communications related to experiences and lessons learned in implementing an inclusive green economy. These events have been successful in bringing together ministers responsible for different portfolios, including environment,

finance, labour, industry and energy, and decision makers from the private sector, civil society, and youth, women's and human rights movements. Besides targeting international forums such as Conferences of Parties of different frameworks and agreements and the High-level Political Forum and hosting high-level meetings at key global and regional events, PAGE will continue to bring together global champions and thought leaders in inclusive green economy through a biannual PAGE Ministerial Conference.

## Informing the Global Public and Policy Discourse

During the 2016–2020 Operational Strategy, PAGE actively promoted the green economy debate in international forums, hosting a number of **global events** – including workshops, academies, panel discussions and larger international conferences – that brought together global leaders from government, the private sector and civil society to discuss the key issues and innovations to put sustainability at the centre of economic policies. In 2018, the Partnership hosted a successful high-level panel, “**Transforming our economies and lifestyles: greener and fairer for future generations**”, focusing on finance and lifestyles as key drivers for inclusive green economies.

Most importantly, three Ministerial Conferences have been organized so far: **2014 in Dubai**, **2017 in Berlin** and **2019 in Cape Town**. The 2019 PAGE Ministerial Conference in Cape Town brought together over 500 leaders and innovators from government, the private sector and civil society from more than 50 countries to discuss the policies and strategies to advance inclusive and sustainable economies. A highlight of the 2019 conference is the “**Cape Town Action Pathways Towards 2030**” document, which outlines the key policy messages and the pathways to support countries in advancing sustainable and inclusive economies. The high-level conferences have boosted the existing partnership and catalysed initiatives for sustainable, greener and more inclusive economies that are capable of powering the Sustainable Development Goals.



Turin, Italy  
Global Green Economy Academy, 2019.  
© PAGE

Cape Town, South Africa  
PAGE Ministerial Conference, 2019.  
© PAGE





### **Catalysing global public action for SDGs, climate and the green economy**

Despite efficiency gains, the overall ecological and climate footprints of our economies continue to grow. Turning the tide will be possible through joining and catalysing global public action and influencing people's consumption and lifestyle choices. This will require strong communication and outreach to articulate and convey convincing messages based on real-life stories that inspire action. PAGE will undertake a wide range of activities and involve many partners – existing national, regional and global news outlets, public opinion influencers and global initiatives such as the GGKP, One Planet Network, the Global Green Growth Institute and Green Economy Coalition, among others.

PAGE will continue to inspire change by:

- Catalysing and inspiring public action by sharing key messages from PAGE partner countries, knowledge products and events
- Developing and providing human-centred stories about jobs, income and business development in the context of greening the economy
- Enhancing access of policymakers, think tanks and the public to PAGE tools and knowledge products
- Keeping the global green economy community informed of latest updates through a regular PAGE newsletter
- Documenting and reporting results and achievements catalysed with PAGE support through online and offline reports, results factsheets and other informative materials
- Strengthening partnerships with the media

### **Impact scalars: supporting the scaling up for global green economy transition**

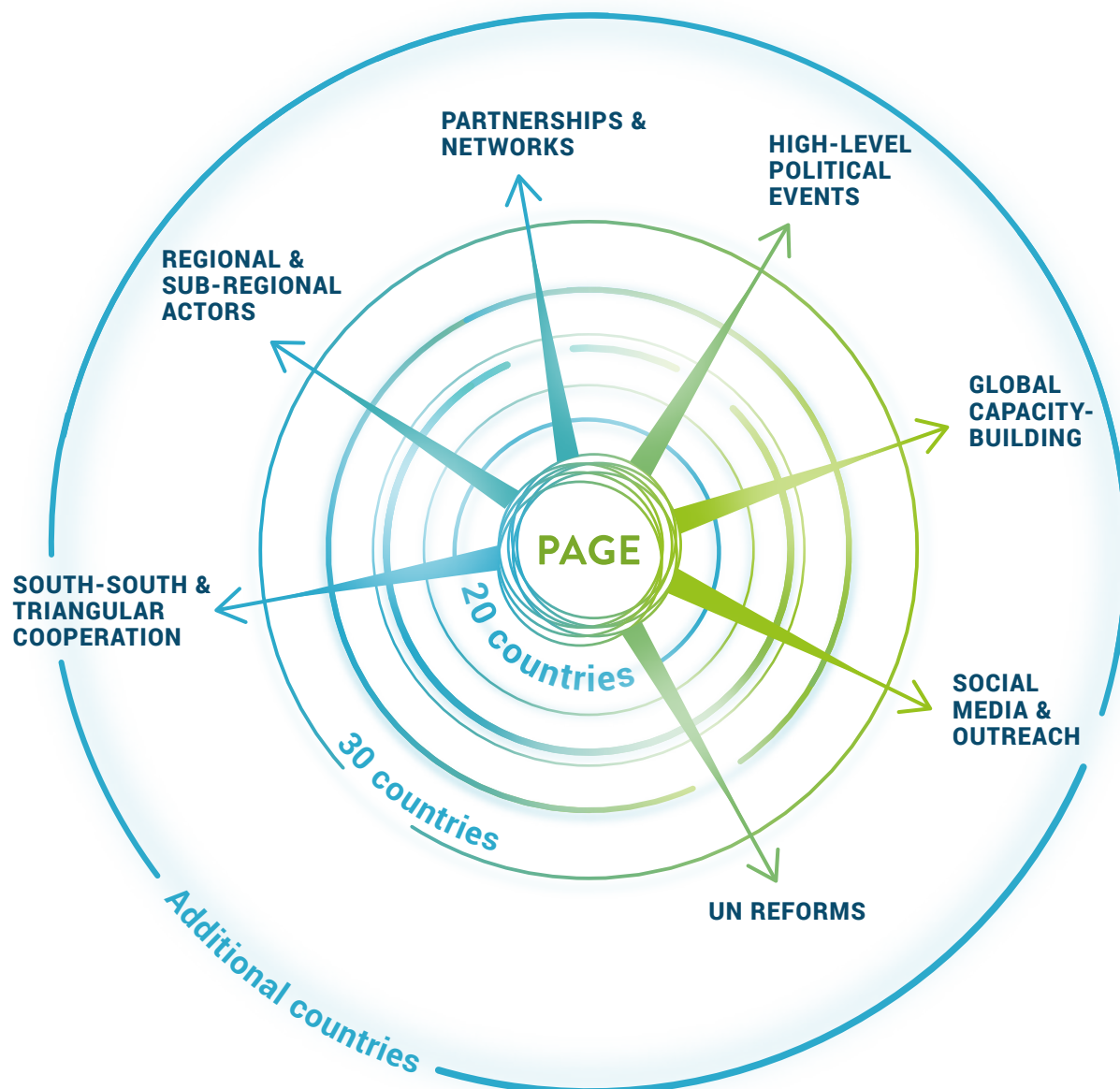
The PAGE offer not only includes the necessary ingredients to support transformational change in partner countries, but also has a spillover effect in other countries. The ability to create scale and change is important, as PAGE will work deeply with up to 30 countries by 2030. In addition, it can create impact along a wider spectrum of countries by looking for what we call “impact scalars” (see figure 7). These scalars build on global and regional opportunities to create impact, as well as current trends that offer new pathways for change, such as United Nations reforms and youth engagement. The impact scalars identified for the PAGE 2030 strategy build on existing scalars such as the global capacity-building portfolio, high-level political events, media and outreach activities, South-South and Triangular cooperation, and partnerships and networks.

To strengthen and reinforce these impact scalars, PAGE will implement targeted activities to strengthen alliances with key regional and sub-regional actors – such as intergovernmental or regional institutions, including development banks – that can help establish platforms for expanding and financing the green economy transition. PAGE will support these organizations and institutions in advancing a green economy transition and in providing advisory services to their member states or regional and subregional partners. Priority will be given to the regions and subregions where PAGE has already successfully engaged and where PAGE partner countries, including PAGE alumni countries, can serve as champions and role models.

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



**Figure 7. Impact scalars: scaling-up effect for green economy transition**









# PAGE DELIVERY PLAN 2021–2025

The Delivery Plan 2021–2025 provides an overview of the financial framework for supporting the delivery of the country support and global service packages. This is followed by a brief presentation of other key operational elements including resource mobilization; monitoring and evaluation; governance of the Partnership, management of PAGE Trust Fund; and cooperation with other initiatives and programmes.



## 09. Financial framework for 2021–2025

PAGE has achieved a lot in a short amount of time and with limited funding.<sup>20</sup> Within the first seven years, 20 countries joined the partnership providing a wealth of knowledge and experiences that have fed into the development of the key elements for delivery under the PAGE 2030 Strategy. Building on this solid foundation, PAGE plans to expand and deepen its support in three ways.

Considering additional country demand, PAGE plans to open as many as 10 new slots for countries to join the partnership for a five-year support package. This will build a larger pool of champions from additional regions and subregions to inspire the global transition to an inclusive green economy.

Taking into account the elements that proved critical to trigger and sustain green economy transformation as well as the new opportunities arising from national SDG and climate action goals, PAGE plans to offer a carefully considered increased allocation to countries for a more comprehensive package of support. This will allow the systematic replication of those elements that proved to be successful during the first seven years of the programme in other participating countries. It will also allow PAGE to maintain a limited engagement

with an increasing number of alumni countries to consolidate their results and use their knowledge and experience for South-South exchange.

To take advantage of the currently open windows of opportunity at the global level, further build momentum, leverage successes and more systematically build in impact scalars, PAGE also plans to expand its delivery at the global level, including through distinct strategic alliances with regional and subregional actors.

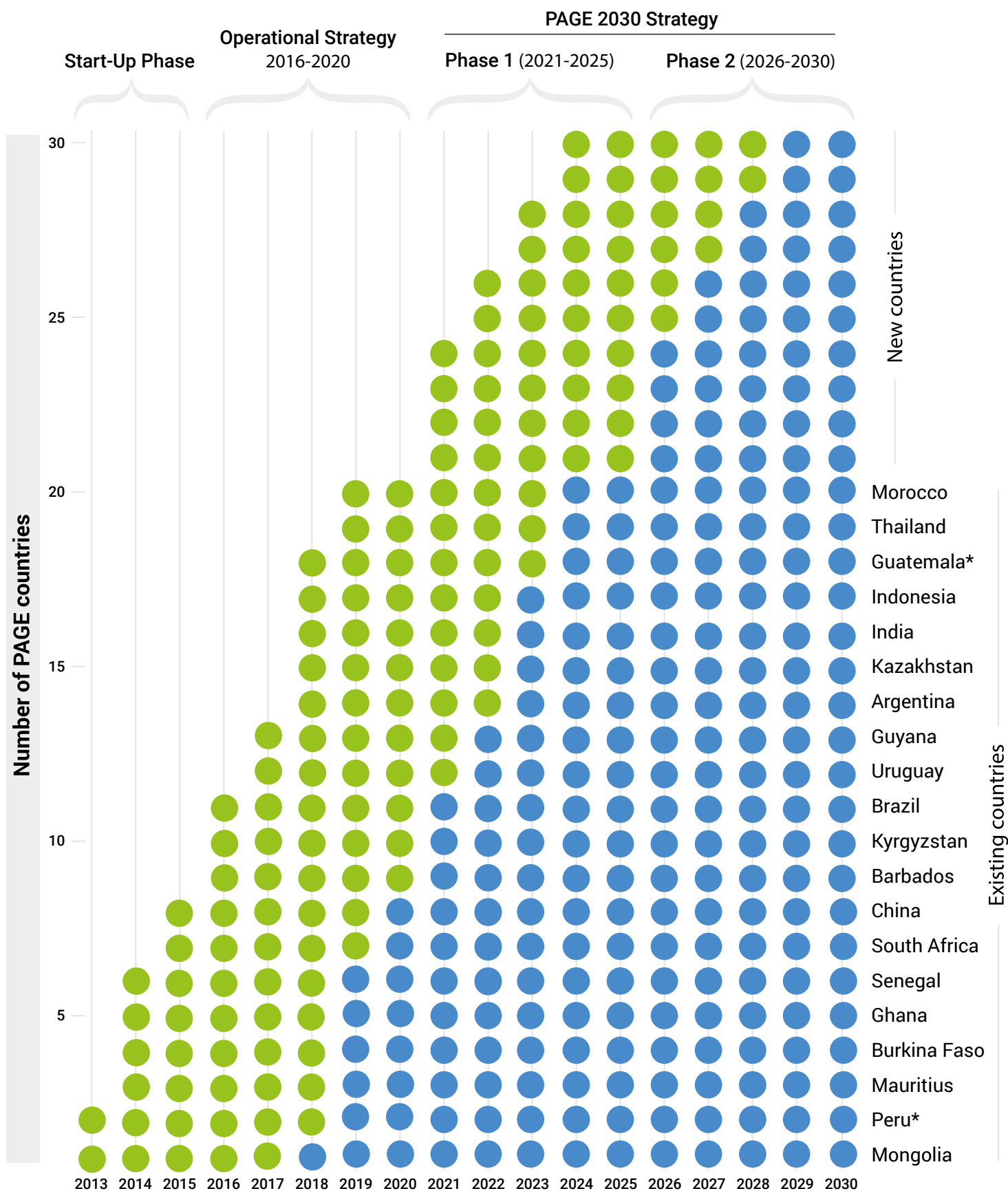
This financial framework is developed with the view that up to 10 new countries will be selected in batches and phased in gradually. Four new countries will join PAGE in 2021. Subsequently, two additional countries will be selected in each of the following three years. By the end of 2024, all new countries will be on board. With 10 additional countries joining, the total number of partner countries will reach 30 by 2030, including an increasing number of alumni countries year by year. All 30 countries will have fully phased out from PAGE support by 2030.

Figure 8 presents the planned country engagement through 2030.

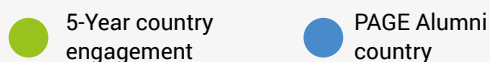
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20 - This is a key finding from the Medium-Term Evaluation of PAGE conducted in 2017 by Evaluation Office of UNEP. The document is available at : [https://wedocs.unep.org/bitstream/handle/20.500.11822/22399/2017\\_mte\\_un\\_environment\\_global\\_spre\\_partnership\\_for\\_action\\_on\\_green\\_economy\\_page.pdf?sequence=1&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/22399/2017_mte_un_environment_global_spre_partnership_for_action_on_green_economy_page.pdf?sequence=1&isAllowed=y)

**Figure 8. Planned country engagement**



\*Revised timeline due to country situation.



## Funding allocation for the country support package

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

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

Subject to ground realities and the results of internal reviews, lower allocations can be applied or, in specific cases, allocations can be put on hold while agencies further observe the country situation (e.g. unforeseen political events and instability, limited institutional capacity, lack of government engagement, natural disasters or similar contingencies). For countries that show immediate windows of opportunity higher amounts are also possible, following internal review and approval of the PAGE Management Board.

A total amount between USD 9.85 million and USD 11.45 million per year is included for country support (a total of USD 53.65 million for 2021–2025). Further details are provided below and summarized in Table 2.

### Five-year country engagement (row A in Table 2): outcomes 1-4 of the Theory of Change

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

During the remaining three years full implementation of activities takes place. Each country will have the possibility of accessing support, jointly

delivered by the five United Nations agencies, of up to USD 800,000 per year. The actual allocation will be subject to internal reviews and consideration of each specific country situation, as explained above. To allow for the development of a financial framework, the amount of USD 800,000 is used as an estimate in the consolidated budget summary but with the clarification that the actual support package to each country will be based on country demand and the specific country situation (see Table 3). Up to USD 400,000 per country per year is applied for each the inception year and the last year, when the country phases out from the core offer.

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

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

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



**Table 2. Consolidated financial framework for PAGE 2021–2025**  
(All costs in USD Thousands)

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

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

**Table 3. Maximum allocation for phases of a PAGE country project**  
(per country per year)

	Inception phase		Full implementation		Phase out		Post-graduation	
Year	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year	5 <sup>th</sup> year	TOTALS	1 <sup>st</sup> year	2 <sup>nd</sup> year
Maximum amount (in USD thousands)	400	800	800	800	400	3,200	OPPORTUNITY TO ACCESS POST-GRADUATION SUPPORT	
							OPPORTUNITY TO ACCESS GREEN ECONOMY CHALLENGE FUND	
		OPPORTUNITY TO PARTICIPATE IN SOUTH-SOUTH EXCHANGE ACTIVITIES						

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

#### South-South and Triangular cooperation and learning on IGE (row B of Table 2)

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

#### Accessing technical expertise for IGE transition to countries (row C of Table 2)

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

#### PAGE alumni country engagement

After having completed a five-year engagement, a country becomes an alumni country, and can still benefit from three mechanisms – the post-graduation support (up to two years), the Green Economy Challenge Fund, and participation in South-South

exchange and the global services package. The nature of activities to be funded by these mechanisms will contribute notably to outcomes 1–3 of the PAGE Theory of Change.

#### Post-graduation support: monitoring progress on sustainability strategy and consolidation of reforms (row D of Table 2)

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

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

#### Green Economy Challenge Fund (row E of Table 2)

Alumni countries with a strong commitment to IGE transition will be able to participate in the Green Economy Challenge Fund. This provides the possibility

of accessing funds in addition to the post-graduation support. The Challenge Fund will be accessible to all PAGE alumni countries through an open competitive process. Submission and selection of

proposals will be guided by the PAGE technical team with a final approval by the PAGE Management Board. The total annual allocation is planned at USD 1.2 million (a total of USD 6 million for 2021–2025).

## Funding allocation for the Global and Regional Services Package

The Global and Regional Services Package will continue to complement the country support and aim to further build awareness and capacity on green economy approaches, compile and disseminate new knowledge, share successful approaches, build alliances with other initiatives and actors, and continuously feed into international processes that influence the green economy trajectory. This global component is an essential element for inspiring and influencing countries beyond the 30 that will participate directly in the programme. A total amount of USD 1.75 million per year is included for global work (USD 8.75 million for 2021–2025) as further detailed below.

### Global capacity-building activities (row F of Table 2) – outcome 3 of the Theory of Change

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

### Global knowledge creation and sharing (row G of Table 2) – outcome 4 of the Theory of Change

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

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

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

## PAGE Secretariat and governance (row H of Table 2)

To better serve the Partnership, the PAGE Secretariat will be strengthened to effectively manage the Trust Fund of the Partnership, expand services to partner agencies, countries and funding partners, and deliver effective governance functions. The budget includes a maximum of USD 2 million per year for the PAGE Secretariat and provides USD 50,000 per year for meetings of PAGE governance bodies (Management Board, Steering Committee and others).

The increased allocation for the Secretariat will allow an expansion of the service related to the monitoring and reporting of results, resource mobilization and partnership building, strategic support to countries, coordination of South-South cooperation, managing of the Green Economy Challenge Fund as well as managing external evaluation and audits. Further details of PAGE Secretariat's functions are provided in section 12.



## 10. Mobilizing resources

PAGE is grateful to its current funding partners for the extremely valuable support that turned a humble attempt to coordinate the greening efforts of five United Nations agencies into a truly effective partnership backed by a multi-million-dollar trust fund.

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

### Mobilizing resources for the PAGE Delivery Plan 2021–2025

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

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

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

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

As part of this financing approach, and in line with PAGE financing and budgeting principles, PAGE will

undertake a mid-term review, starting in early 2024, to assess progress and performance, prior to fundraising for the second phase 2026–2030.

### Support countries in leveraging additional funding

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

Equally important will be the consolidation of existing partnerships with other initiatives and programmes and the building of new ones that can finance downstream activities or provide matching funds. This will include funding partners' in-country programmes, the One Planet Network, UNEP Finance Initiative, UN-REDD, the Global Green Growth Institute (GGGI), UNEP-UNDP Poverty Environment Action, UNDP BIOFIN, and Green Commodities Programme among others (see section 13 on co-operation with other initiatives and programmes). Outreach to philanthropic institutions will be also part of PAGE efforts.

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

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

# 11. Monitoring and evaluation

PAGE will continue to regularly collect data that is used to measure progress against the results framework and to take corrective actions.

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

Where the delivery of certain outputs at the country or global levels is delayed or no longer feasible, an adaptive course of action will be set in place by means of the risk management strategy. In addition, lessons learned in the course of project implemen-

tation will be included in the monitoring process to continually adapt and improve action and address challenges encountered during implementation.

for example, a medium-term evaluation of PAGE was completed in 2017. This evaluation assessed the relevance, efficiency, effectiveness and sustainability of PAGE results and their contribution to achieving national priorities, informed decision-making and knowledge generation. The results and recommendations of this mid-term evaluation have been integrated into the programme design and management since 2017.<sup>21</sup>

A Results-Oriented Monitoring (ROM) Review of PAGE was conducted in 2019. The findings and recommendations of the ROM Review have been used to make necessary modifications for the current phase of PAGE, as well as improving the design of the 2021–2025 planning for delivery of services to partner countries. A new review exercise is recommended to take place before 2025 for informing the design of PAGE beyond 2025.

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21 - The Medium -Term Evaluation of PAGE conducted in 2017 by Evaluation Office of UNEP is available at [https://wedocs.unep.org/bitstream/handle/20.500.11822/22399/2017\\_mte\\_un\\_environment\\_global\\_spre\\_partnership\\_for\\_action\\_on\\_green\\_economy\\_page.pdf?sequence=1&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/22399/2017_mte_un_environment_global_spre_partnership_for_action_on_green_economy_page.pdf?sequence=1&isAllowed=y)

## 12. Governance and management of PAGE Trust Fund

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

### PAGE Steering Committee

The Steering Committee (SC) is a group of representatives from governments and institutions that provide financial support to PAGE and overall strategic guidance to the programme direction. The SC also receives PAGE Work Plans – including for global products and country engagement – and associated budget frameworks for feedback, and provides advice in the selection of new PAGE countries. In relation to the monitoring and evaluation of PAGE, the SC works closely with the Management Board to ensure that independent evaluations are carried out and that related findings and recommendations are addressed.

### Management Board and Technical Team

The Management Board includes one Director-

level representative from each PAGE partner agency and is chaired and coordinated by one of the PAGE Agencies. The Board approves the overall work programme for PAGE and the related deployment of resources as well as the selection of new countries, taking into account suggestions by funding partners, where possible.

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

At the global level, the Technical Team is the main PAGE body. It discusses, plans and monitors the implementation of the programme in more detail, including the preparation of global workplans. Thematic working groups for activities at global level also require a coordinating agency. For each of the country teams, there is also a coordinating agency and designated staff members from the other agencies (at least one per agency). Inter-agency country teams work closely with the Governments in the development of country work plans.



Geneva, Switzerland  
PAGE Steering Committee, 2019.  
© PAGE



## PAGE Secretariat

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

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

### PAGE Trust Fund management

The UNDP Multi-Partner Trust Fund Office, based in New York, has been the administrative agent for the PAGE Trust Fund since 2016. It receives contributions from funding partners and disburses funds to PAGE agencies according to the agreed workplans.

### Delivery teams and structure at the national level

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

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

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

The PAGE National Coordinator is a local staff member or consultant usually hired by the PAGE coordinating agency and is based in a PAGE country. They will coordinate all activities on behalf of all PAGE agencies with national and local-level partners and

the respective coordinating United Nations agency. They also oversee the work of the national institutions. In larger countries that require the management of multiple and complex relationships, an additional consultant to support the National Coordinator role may be justified. Previous PAGE experience has highlighted the critical importance of this coordination function.

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

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

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

## 13. Cooperation with other initiatives and programmes

Given the diversity and geographic spread of the actions required to reframe economic policies and practices around sustainability, PAGE serves as a platform that can bring together relevant partners and initiatives, beyond the five United Nations agencies, to provide coordinated support to countries. PAGE always works in partnership through existing institutions and organizations. PAGE has developed models for cooperation, collaboration and synchronization of activities with other institutions, basing its strategy on the relative strengths of its partners and a strong sense of community, trust and non-competitiveness.

As presented in Figure 9, cooperation with other initiatives includes the UNEP-UNDP Poverty-Environment Action Initiative (PEA), SWITCH Africa Green and SWITCH-Asia, UN-REDD, the One Planet Network, UNDP BIOFIN, the Green Commodities Programme, the Good Growth Partnership, the Global Green Growth Institute, the Green Economy Coalition (GEC), the Green Growth Knowledge Partnership (GGKP), UNEP Environment and Trade Hub, UNEP Finance Initiative, and GIZ, among

others. PAGE is also part of the global inter-institutional Group called the Partners of Inclusive Green Economy, composed of UNEP, GEC, GGKP, PEA, the International Labour Organization, the Organisation for Economic Co-operation and Development (OECD), GGGI, the International Institute for Environment and Development and GIZ.

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





## Examples of PAGE in-country cooperation

At the country level, PAGE has deepened cooperation and expanded collaboration with a number of organizations and initiatives. These collaborations are country driven and dependent on the opportunities offered by the country context and needs.

**GIZ:** In cooperation with PAGE, the IKI Green Economy Transformation project is jointly implemented by GIZ and UNEP and funded by the German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety. It complements the partnership's work in Peru, South Africa, Uruguay, Argentina and Indonesia.

**Global Green Growth Institute:** PAGE and GGGI have strengthened their collaboration in Peru, Mongolia, Burkina Faso, and Senegal. In Mongolia, the collaboration has focused on measuring green economy progress; financing green growth; and supporting the workstream on green buildings. In Peru, PAGE and GGGI have been supporting the Ministry of Finance to green economic policies. In Senegal, cooperation focuses on supporting the country on statistical measurement and modelling of green jobs.

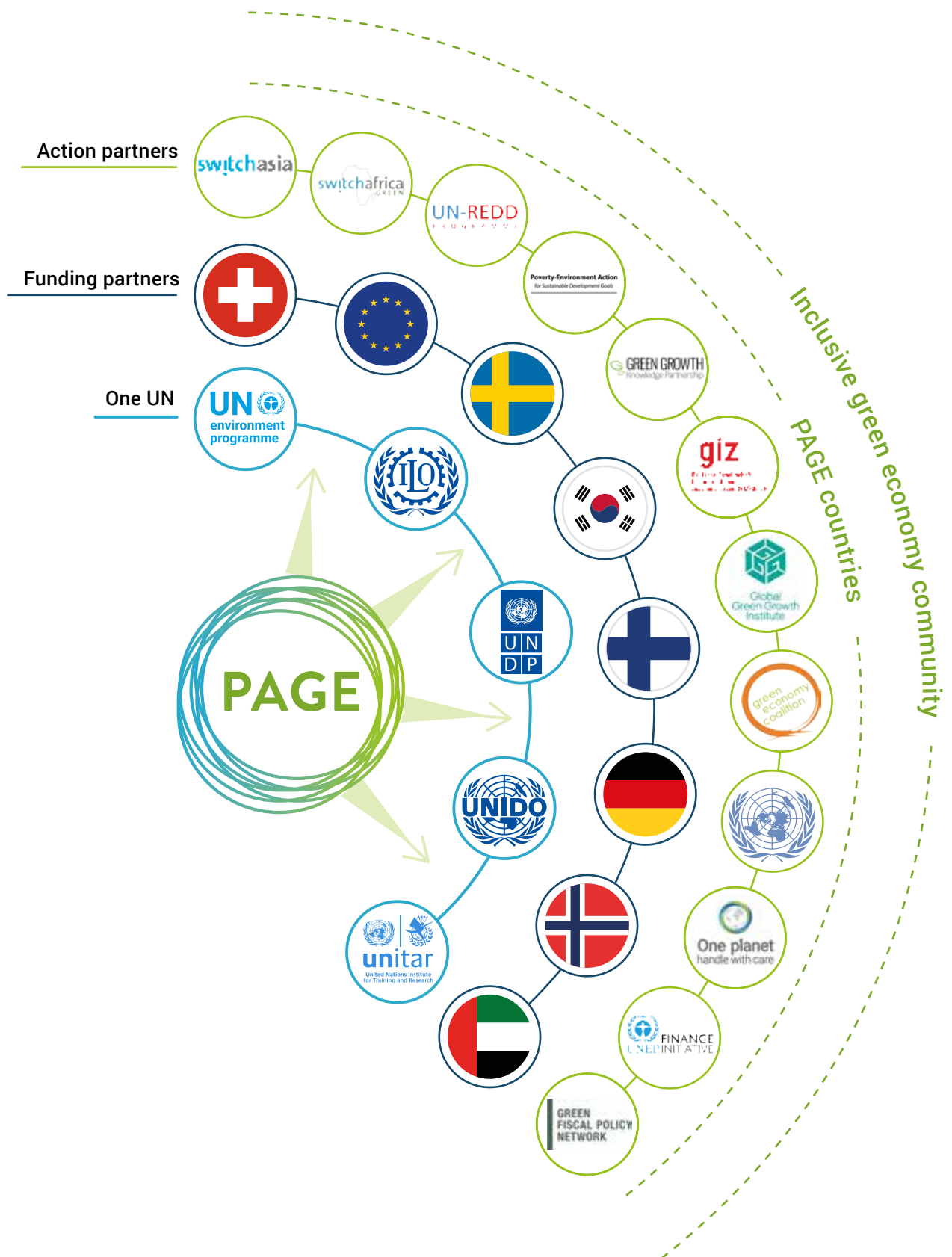
**UNEP Finance Initiative:** UNEP FI and PAGE have strengthened their collaboration on sustainable finance in Ghana, Mauritius and Mongolia. Furthermore, discussions of joint delivery activities have started in Kyrgyz Republic and Burkina Faso.

**Trade Hub of UNEP:** PAGE and the UNEP Environment and Trade Hub have joined forces to explore and harness trade and investment opportunities arising from the transition to an inclusive green economy in Mongolia, Ghana, South Africa, Burkina Faso, Peru, and Jiangsu province (China).

**SWITCH Africa Green (SAG):** The PAGE–SWITCH-Africa Green collaboration and the complementarity of programmes have been key for supporting the greening of the economies in Ghana, Burkina Faso, South Africa and Mauritius. While PAGE is supporting the countries to create enabling environments for the economic transformation and working to strengthen institutional and individual capacities, SAG has mobilized and made the case for eco-entrepreneurship and sustainable consumption and production practices.

**One Planet Network and SWITCH-Asia:** PAGE, the One Planet Network and SWITCH-Asia have collaborated in the areas of green buildings and sustainable public procurement in Mongolia and more recently, in Kyrgyz Republic and India.

**Figure 9. PAGE Partnerships**



## Examples of global cooperation for capacity-building and green economy learning

PAGE has strengthened partnerships with several projects and initiatives of PAGE partner agencies in the development and implementation of capacity-building programmes.

- The PAGE Introduction to [Green Economy e-learning course](#) in cooperation with the One United Nations Climate Change Learning Partnership
- The [e-learning course on green fiscal reform](#) with the Green Fiscal Policy Network
- The development of the self-paced [e-learning course on green trade](#) with the UNEP Environment and Trade Hub
- The e-learning course on sustainable and green finance developed in a cooperation with the Strategic Alliance (which comprises SEB and GIZ)
- The development of the [Expert Connect Services](#) together with GGKP
- The 2nd PAGE Global Forum on Green Economy Learning jointly organized with GGKP, OECD, GGGI, GEC and EfD

## Knowledge sharing and dissemination

- The Third PAGE Ministerial Conference, hosted by the Government of South Africa, jointly organized with GGKP, GEC, CNBC Africa, UNEP FI and One Planet Network
- Side event at the High-level Political Forum organized jointly with UNICEF in 2018 and with GEC, GGKP among others in 2019
- Side events at UNFCCC Conferences of the Parties with PAGE agencies and partners from across the United Nations system including FAO, IOM, OHCHR, UNICEF, UN WOMEN, WHO, WFP and World Bank Group
- The [Green Industry Platform](#) and [Green Finance Platform](#) hosted with GGKP
- PAGE partnerships, through UNDP, with key UNDP-led initiatives such the Good Growth Partnership and the Biodiversity Finance Initiative (BIOFIN)



## Conclusions and the way forward

We are given a chance to put our economies on a pathway to sustainability and to achieve the 2030 Agenda and climate and biodiversity targets. But the window is closing, and we need deeper and wider action.

With the support of its many partners, PAGE has grown substantially over the years and is now well positioned to deliver on this challenge. Growing organically from a small base in 2013, it now embodies the ideals and architecture of the United Nations reforms in assisting countries with their most pressing challenges: creating jobs and income within planetary boundaries and making their economies not only drivers of sustainability and prosperity but also vehicles for delivering on the sustainable development goals and climate targets.

We have an historic opportunity for accelerating and scaling up the momentum for transitioning to the economy of the future, as called for at the 2019 PAGE Ministerial Conference in South Africa. We have the financing, technology and political will to radically reorganize the way we produce, consume and invest. Also, we have the partners with the expertise and willingness to work together on

this common cause to make change happen.

The results PAGE has catalysed so far demonstrate, once again, the added value and effectiveness of a broad-based partnership and meaningful international coordination that can mobilize actors across different groups and networks to deliver more than the sum of each individual partner's contribution. The PAGE community has grown to embrace a wider circle of country champions looking to make economies greener and more inclusive.

During the 2021–2030 period, thanks to its many funding and action partners, PAGE will offer a more robust and enhanced package of technical assistance and capacity-building to assist the growing number of Member States that strive to create more jobs, foster inclusive growth and achieve sustainability. PAGE will continue to widen this circle, to innovate and to increase not only the number but also the enthusiasm and commitment of those who seek a better future in the economy of tomorrow.









**Together, we can write  
the next chapter of PAGE.**



# Annexes

## Annex 1: Country requests for support

### FORMAL REQUESTS: PAGE COUNTRIES (BY ENTRY YEAR)

#	Country	Remarks
1	Mongolia 	Letter from Prime Minister (2013)
2	Peru 	Letter from Ministry of Environment and Ministry of Labour (2013)
3	Ghana 	Letter from Ministry of Environment, Science, Technology and Innovation (2014)
4	Mauritius 	Letter from Prime Minister's office (2014)
5	Burkina Faso 	Letter from Prime Minister (2014)
6	Senegal 	Letter from Ministry of Environment and Sustainable Development (2014)
7	South Africa 	Letter from Minister of Environmental Affairs Letter from the Chief Policy Advisor on Sustainable Development (2015)
8	Jiangsu Province, China 	Joint letter from Environmental Protection Department of Jiangsu Province and Jiangsu Development and Reform Commission (2015)
9	Barbados 	Joint letter from Minister of Environment and Drainage, Minister of Industry, International Business, Commerce and Small Business Development, and Minister of Labour, Social Security and Human Resource Development with concept note for PAGE support (2016)
10	Kyrgyz Republic 	Letter from Ministry of Economy along with letters of support from Ministry of Finance, Ministry of Education and Science, Ministry of Agriculture and Melioration, State Agency for Environment Protection and Forestry, Ecological Movement of Kyrgyzstan Aleyne and Ecological Movement BIOM with application for PAGE support (2016)
11	Mato Grosso, Brazil 	Letter from the Governor of Mato Grosso State and letters of support from the Cities Minister, the Minister of Development, Industry and Foreign Trade, as well as five nongovernmental agencies for PAGE support (2016)

<b>12</b>	<b>Uruguay</b>		Letter from Environmental National Cabinet of Presidency (GNA) (2017)
<b>13</b>	<b>Guyana</b>		Letter from Minister of State, Ministry of Presidency of Guyana (2017)
<b>14</b>	<b>Kazakhstan</b>		Letters from: Ministry of Energy of the Republic of Kazakhstan Ministry of the National Economy Ministry of Investment and Development Ministry of Agriculture Ministry of Healthcare (2018)
<b>15</b>	<b>Guatemala</b>		Letter from the Ministry of Public Finance (2018)
<b>16</b>	<b>India</b>		Letters from: Ministry of Environment, Forest & Climate Change Ministry of Finance (Department of Expenditure as well as Department of Economic Affairs) Ministry of Micro, Small & Medium Enterprises Planning institute (NITI-Aayog) Ministry of Commerce and Industry (2018)
<b>17</b>	<b>Argentina</b>		Letters from: Ministry of Labour Ministry of Environment and Sustainable Development Ministry of Production (2018)
<b>18</b>	<b>Indonesia</b>		Letters from: Ministry of National Development Planning. (2017) Ministry of National Development Planning/National Development Planning Agency (2018) President's Special Envoy for Climate Change – signed by the Special Envoy (2018)
<b>19</b>	<b>Morocco</b>		Letters from: Ministry of Energy, Mines and Sustainable Development Economic, Social and Environmental Council Ministry of Foreign Affairs (2019)
<b>20</b>	<b>Thailand</b>		Letters from: Office of the National Economic and Social Development Council Department of Agriculture Digital Economy Promotion Agency Department of Alternative Energy Development and Efficiency (DEDE) Ministry of Natural Resources and the Environment (2019)



## FORMAL REQUESTS: NON-PAGE COUNTRIES (IN ALPHABETICAL ORDER)

#	Country		Remarks
21	Algeria		Letter from Minister of Spatial Planning and Environment for IGE training support (2014)
22	Bhutan		Letter from National Environment Commission (2019)
23	Brazil		Letter from the Ministry of Economy and Ministry of Science, Technology, Innovation and Communication (2019)
24	Cape Verde		Letter from Ministry of Environment for PAGE support (2013)
25	Comoros		Letter from the Vice President in charge of Environmental Protection for IGE support (2012)
26	Cote d'Ivoire		Letter from Ministry of Environment for PAGE support (2013)
27	Ecuador		Letter from Ministry of Environment for IGE support
28	Egypt		Letter from Ministry of Environment for PAGE support (2014)
29	Jordan		Letter from Ministry of Environment for PAGE support (2015)
30	Madagascar		Letter from Prime Minister of Madagascar (2019)
31	Mexico		Letter from Minister of Labor. Full application package was not submitted. (2019)
32	Niger		Letter from Prime Minister and application for PAGE support (Applications sent in 2014 and 2019)
33	Pakistan		Letter from Ministry of Climate Change (2017)

<b>34</b>	<b>Palau</b>		Letters from the President of Palau, Minister of Finance, Minister of Natural Resources, Minister of Environment and Tourism, Minister of Public Infrastructure, Industries and Commerce (2017)
<b>35</b>	<b>Seychelles</b>		Letter from Ministry of Environment and Energy for IGE support
<b>36</b>	<b>Tunisia</b>		Letter from Ministry of Environment for IGE support (2012)
<b>37</b>	<b>Turkmenistan</b>		Letter from the Minister of Nature Protection as Chairman of the Interstate Commission on Sustainable Development (ICSD), on behalf of five Central Asian countries: Turkmenistan, Tajikistan, Kyrgyzstan, Kazakhstan and Uzbekistan with application for PAGE support (2015)

#### VERBAL REQUESTS (IN ALPHABETICAL ORDER)

#	Country		Remarks
<b>38</b>	<b>Armenia</b>		Verbal request from Ministry of International Economic Integration and Reforms
<b>39</b>	<b>Colombia</b>		Verbal request from Minister of Labour and Ministry of Environment and Sustainable Development
<b>40</b>	<b>Croatia</b>		Verbal request from the Mission of Croatia to the United Nations Office in Geneva
<b>41</b>	<b>Dominica</b>		Verbal request from the Ministry of Health and Environment at Caribbean Regional GE Conference 2015, Jamaica
<b>42</b>	<b>Ethiopia</b>		Request from Ministry of Labor
<b>43</b>	<b>Jamaica</b>		Verbal request from the Minister of Water, Land, Environment and Climate Change at Caribbean Regional GE Conference 2015, Jamaica
<b>44</b>	<b>Kenya</b>		Verbal request at UNEP Governing Council
<b>45</b>	<b>Montserrat</b>		Verbal request from the Minister of Agriculture, Lands, Housing, Environment and Trade at Caribbean Regional GE Conference 2015

<b>46</b>	<b>Morocco</b>		Verbal request from Minister of Environment during Dubai Conference for IGE support (2019)
<b>47</b>	<b>Mozambique</b>		Verbal request from Ministry of Land, Environment and Rural Development through UNDESA during a regional Symposium in October 2019, Kenya
<b>48</b>	<b>Saint Lucia</b>		Verbal request from Ministry of Environment, and the Ministry of Social Integration
<b>49</b>	<b>Saint Vincent &amp; Grenadines</b>		Verbal request from the Minister of Health, Wellness and the Environment at Caribbean Regional GE Conference 2015, Jamaica
<b>50</b>	<b>Uganda</b>		Verbal request from Minister of Environment
<b>51</b>	<b>Uzbekistan</b>		Verbal request from Parliament representatives (Green Party) and State Committee on Environment Protection during mission of Head of the UNEP Central Asia Office (Spring 2019).
<b>52</b>	<b>Vietnam</b>		Verbal request from the Ministry of Industry and Trade



## **Annex 2: An example of PAGE country results – greening of Mongolia’s policy landscape**

### **PAGE Mongolia in a nutshell (2013–2018)**

#### **Support for reinforced IGE measures and aligned economic planning**

To inform the implementation of the National Green Development Policy (NGDP), PAGE supported a green economy policy assessment complemented by a comprehensive training programme and stakeholder consultation. The results provided evidence that green investments are vital to achieving Mongolia’s Sustainable Development Vision 2030. This work has significantly improved institutional and individual capacities in utilizing modelling, now available to support future policy and planning processes.

PAGE also supported the definition of indicators to monitor Mongolia’s green economy transition. Additionally, PAGE strengthened the capacity of subnational governments to integrate NGDP principles and objectives into subnational planning. This has been complemented by helping the government to ensure that gender considerations are mainstreamed throughout Mongolia’s green development policy.

#### **Sectoral and thematic reforms and catalysing finance for the IGE transition**

At the sectoral level, PAGE focused on the promotion of green buildings and sustainable public procurement. As a result of this work, sustainability principles have been incorporated into the new National Construction Sector Policy and the National Public Procurement framework, both adopted in early 2019.

To support Mongolia in unlocking private finance for continued green development, PAGE in cooperation with key partners, collaborated with the Mongolian Green Finance Corporation to promote sustainable finance. As a result, the global Green Climate Fund is now supporting the operationalization of the Mongolian Green Credit Fund through its Readiness Programme and with Project Preparation Facility funding.

#### **Building capacity for designing, implementing and financing an IGE transition**

To support the policy reforms presented above, PAGE collaborated in the organization of targeted training events on green economy learning, sustainable trade, sustainable public procurement, and green buildings, among other topics. This has strengthened the individual and institutional capacities of key stakeholders in the country. With PAGE support, Mongolian universities have developed undergraduate courses reflecting sustainability principles on green economy modelling, launched in 2018, and on sustainable finance, launched in 2019.

Way forward: In 2018, Mongolia reached the end of the five-year funding programme and became the first PAGE alumni country. As PAGE’s support has scaled back, a national Sustainability Strategy has been developed to ensure that the development and implementation of inclusive green economy policies can be sustained.

**Annex 3: Examples of national, thematic and sectoral policies supported by PAGE**

Country	
<b>Mongolia</b>	<ul style="list-style-type: none"> <li>• National Green Development Policy (NGDP)</li> <li>• Sustainable Development Vision 2030 (SDV)</li> <li>• Action plan for Green Development (NGDP)</li> <li>• Orkhon Aimag Medium-Term Strategy for Green and Sustainable Development</li> <li>• Dornogovi Aimag development vision document on SDGs, SDV and NGDP incorporation</li> <li>• Amendment to the Law of Mongolia on Public Procurement, including Sustainable Public Procurement Action Plan</li> <li>• Action Program of the Government of Mongolia 2016–2020 (Part 4: Environment and Green Development)</li> <li>• National Policy in the Construction Sector</li> </ul>
<b>Peru</b>	<ul style="list-style-type: none"> <li>• Guidelines for Green Growth</li> <li>• National Green Growth Strategy for 2016–2021</li> <li>• National Competitiveness and Productivity Policy</li> <li>• Framework Law on Climate Change</li> <li>• National Green Jobs Plan, part of the National Employment Promotion Policy</li> <li>• Teleworking Pact</li> <li>• Regional Plan for Youth Employment in Green Sectors in La Libertad</li> <li>• Regional Plan for Youth Employment in Green Sectors in Cajamarca</li> </ul>
<b>Senegal</b>	<ul style="list-style-type: none"> <li>• Plan Senegal Emergent</li> <li>• Priority Action Plan (PAP 2014–2018)</li> <li>• Priority Action Plan (PAP 2019–2024)</li> <li>• National Strategic Guidance Document on Green Economy</li> <li>• National Strategy for Sustainable Development</li> <li>• Action Plan for Strategic Guidance on Green Economy</li> <li>• National Green Jobs Strategy, part of National Employment Policy (2015–2016)</li> </ul>
<b>Ghana</b>	<ul style="list-style-type: none"> <li>• Shared Growth and Development Agenda II (GSGDA II)</li> <li>• National Climate Change Policy (NCCP)</li> <li>• Medium-Term Development Policy Framework (2018–2021)</li> <li>• National Climate Change Policy</li> <li>• Agenda for Jobs: Creating Prosperity and Equal Opportunity for All</li> </ul>
<b>Mauritius</b>	<ul style="list-style-type: none"> <li>• Three Year Strategic Plan 2017/2018–2019/2020</li> <li>• Marshall Plan Against Poverty</li> <li>• 2018–2019 National Budget: Pursuing our Transformative Journey</li> </ul>
<b>Burkina Faso</b>	<ul style="list-style-type: none"> <li>• National Programme for Economic and Social Development (PNDES 2016–2020)</li> <li>• National Strategy for Green Economy and Action Plan</li> <li>• National Rural Sector Programme</li> <li>• Strategy for the Sustainable Management and Export of Non-Timber Forest Products</li> <li>• National Industrial Strategy</li> </ul>

<b>China, Jiangsu Province</b>	<ul style="list-style-type: none"> <li>• 13th Provincial Five-Year Development Plan (2016–2020)</li> <li>• Strengthening the Green Industrial Development along the Yangtze River Economic Belt Policy Guidelines</li> </ul>
<b>South Africa</b>	<ul style="list-style-type: none"> <li>• Green Economy Accord 2011</li> <li>• National Development Plan 2030 and Medium-Term Strategic Framework (2014–2019)</li> <li>• Industrial Policy Action Plan (IPAP 2017/2018–2019/2020)</li> <li>• Western Cape Biodiversity Strategy and Action Plan</li> <li>• Ecological Infrastructure Investment Framework</li> </ul>
<b>Brazil, Mato Grosso Province</b>	<ul style="list-style-type: none"> <li>• Produce, Conserve and Include Strategy</li> <li>• Participative Urban Development Master Plan</li> </ul>
<b>Kyrgyz Republic</b>	<ul style="list-style-type: none"> <li>• National Sustainable Development Strategy (2013–2017)</li> <li>• National Sustainable Development Strategy (2018–2023)</li> <li>• National Program towards Green Economy 2018–2023 and Action Plan (2019–2023)</li> <li>• Sustainable Finance Roadmap</li> <li>• National Strategy for Green Economy and Climate Change Learning</li> </ul>
<b>Barbados</b>	<ul style="list-style-type: none"> <li>• National Strategic Plan 2006–2025</li> </ul>
<b>Guyana</b>	<ul style="list-style-type: none"> <li>• Green State Development Strategy: Vision 2040</li> </ul>
<b>Uruguay</b>	<ul style="list-style-type: none"> <li>• Uruguay 2050 Agenda and National Development Strategy</li> <li>• National Environmental Plan for Sustainable Development</li> </ul>



## Annex 4: PAGE relevance for SDGs

PAGE is particularly well placed to deliver on **SDG 8**, which promotes inclusive and sustainable economic growth, employment, and decent work for all, given its clear focus on generating sustainable growth, employment, income and wealth in an inclusive manner while reducing environmental risks.

To advance the implementation of the international climate change agenda, which is reflected in **SDG 13**, PAGE enables partner countries to pursue low-carbon pathways by decoupling economic development from growth in emissions and resource degradation. To achieve this decoupling, it is necessary to reform perverse subsidies, shift incentives, increase public and private sector allocation for climate adaptation and mitigation measures, further develop climate-smart business models and mobilize public and private finance for climate stability and resilience.

As part of the green economy transition, PAGE contributes to **SDG 12** by supporting member states in scaling up sustainable consumption and production (SCP). PAGE is uniquely positioned to advance SCP given its economy-wide reach and cooperation with multiple ministries in each partner country. This range and level of cooperation allow PAGE to tackle the challenge from multiple fronts, including reforming public procurement policies and practices, phasing out harmful subsidies, removing market distortions, restructuring taxation and creating new revenue streams from trade and export of green products.

PAGE helps to create the enabling environment that advances the circular economy, supports inclusive and sustainable industrialization, and

fosters innovation (**SDG 9**). In this way, PAGE helps countries diversify their economies and industries; ensure value addition to commodities, promote resource- and energy-efficient, low-carbon and low-waste, non-polluting and safe industrial products under a green industry umbrella; develop and apply clean and environmentally sound technologies; enhance the competitiveness of economies and exports; and bring small-scale industrial and other enterprises into global supply chains. The Global Network for Resource Efficient and Cleaner Production provides a solid foundation to advance work on SDG 9.

Furthermore, PAGE has evolved as an effective means of implementing the 2030 Agenda, as called for by **SDG 17**. It is assisting countries in financing the green economy transition, promoting sustainable trade and creating partnerships with global initiatives, private sector and civil society to scale up and speed up the transition. The “Partners of Inclusive Green Economy” share knowledge, expertise, technology and financial resources to support the achievement of the Sustainable Development Goals in all countries, in particular in developing and least-developed countries. Enhancement of international support for building effective and targeted capacities of developing countries in implementing the SDGs, including through North-South, South-South and Triangular cooperation, is part of the core PAGE offer (SDG 17.9). In addition, PAGE provides guidance to countries on expansion of international trade (SDG 17.11) and diversification of countries’ export baskets, for instance the Green Industry and Trade assessment of Guyana, and strategic choice in expanding potential export products and destinations for the Kyrgyz Republic and Indonesia.

## Annex 5: Added value of PAGE

**Cross-ministerial, cross-sectoral and economy-wide reach:** The collective convening power and distinct expertise of the five United Nations partners enables PAGE activities to cover a broad range of aspects of the economy and issues that cut across government ministries and economic sectors. PAGE reaches out to ministries of planning, finance, labour, environment, transport, agriculture, industry, finance and education, among others. Similarly, PAGE works with a broad segment of the private sector and civil society through the networks and constituencies of the multiple governmental partners involved. Under the new vision and PAGE Strategy 2021–2030, PAGE will engage more directly with networks of youth, women, and other segments of society both globally and nationally.

**Programmatic and policy reform focus:** PAGE distinguishes itself from other international support programmes by focusing mainly on strategic policy analysis and by supporting development and implementation of policy reforms at the macroeconomic, sector and thematic levels. The focus and area of action for PAGE remains upstream, where policies that shape the full economy are created and propelled downstream. By working along the “policy riverbed,” PAGE has a broader catalytic effect downstream, in economic sectors and in the myriad of initiatives undertaken in each of those sectors.

**Multi-sectoral engagement in designing and shaping the transition:** As a result of its broad economic policymaking approach and close coordination among its partners, PAGE activities are synergistic and comprehensive. National plans and strategies are outlined, validated and endorsed across all relevant government institutions and by civil society, ensuring that stakeholders are informed and empowered for coordinated action.

**Focus on efficiency and reduced transaction costs:** PAGE avoids a large and heavy country project presence and the associated financial costs. There is a light budget for each of the five PAGE

agencies to leverage expertise and finance. To ensure efficiency, PAGE works in partnership with other institutions, partnerships, organizations and national think tanks. Partnership also reduces the costs of delivering development assistance for PAGE funding partners as efforts are streamlined, duplication is avoided, and the PAGE Trust Fund is managed through the most efficient Project Support Cost mechanism – the Multi-Partner Trust Fund Office.

**Emphasis on impacts and sustainability beyond PAGE support:** A methodical planning process for developing country results frameworks and associated workplans together with a strong governance mechanism for organizational and operational decision-making and collaboration with national green economy champions and leaders ensure a focus on impacts and their sustainability beyond PAGE support.

**Unique, integrated technical capacity:** Each of the PAGE partners contributes expertise in an area necessary to an IGE transition. The pooling of five technical capacity areas and the joint delivery of activities by PAGE partners enable countries to put in place integrated policies based on world-class knowledge in environment, development practice, industry, labour and capacity-building.

**Financial transparency and peer review:** PAGE provides real-time information on income, expenditures and commitments via the gateway of the Multi-Partner Trust Fund Office. At the level of specific work streams, results-based workplans provide the basis for monitoring progress and conducting peer reviews. In the case of a multi-year workplan, or when a work stream is completed, short reports summarize the status of implementation, results achieved and recommendations for next steps. In addition, annual reporting at the programme level and regular external evaluations identify progress made in achieving the overall goal of PAGE, lessons learned and opportunities for further action.

## Annex 6: PAGE principles and values for country engagement

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

**Demand and ownership of the government:** The economic transition necessitates action by the entire government. Therefore, PAGE support is provided to countries where key ministries have demonstrated high-level commitment to lead transformative change towards an inclusive green economy. PAGE makes sure that activities are truly owned by a given country or province to guarantee the long-term sustainability of impacts. If the commitment or priorities change and the country no longer shares the PAGE vision, PAGE can shift its support to other countries where there is higher demand and stronger opportunities to support transformative change.

**Interministerial engagement, and inclusion of the private sector and civil society:** Policy coherence and cross-sectoral collective efforts are vital for economic transformation. The five United Nations agencies mobilize their counterpart ministries and associated networks to ensure engagement of all in shaping the transition agenda. The national PAGE partnership makes a significant contribution to broader joint national–United Nations programming aimed at effectively and efficiently achieving the SDGs and other international commitments.

This joint programming provides a strategic framework to which other development partners (e.g. bilateral donors, multilateral institutions, NGOs) can link their related projects in a country. To ensure a just transition, special attention is given to including groups that represent and advance the concerns of women, youth, indigenous peoples, the poor and marginalized, as well as labour and employers.

**Tailor-made, responsive, flexible and dynamic support for each country:** PAGE believes there is no one-size-fits-all solution for greening economies. Each country and sector require a tailor-made approach that responds to its unique priorities and circumstances. Therefore, PAGE services and tools are tailored to support the green growth trajectory of the country.

**Mutual Accountability and focus on performance:** Some of the key underlying principles for PAGE are transparency, accountability and focus on performance. PAGE has established a culture of mutual accountability and benchmarking to promote excellence and continuous learning. To this end, PAGE regularly conducts internal and external reviews. It also has a system of “circuit breakers” in case countries or partners underperform.



## Annex 7: Lessons learned from the first phase of PAGE

### Lessons learned

**PAGE as a common space for action to engage private sector and civil society:** The high-level engagement of private sector and civil society actors in PAGE outreach events has gradually become stronger, pointing to even greater potential for building alliances in support of a green and just transition in the future. The Third PAGE Ministerial Conference in South Africa and events aligned with it demonstrate how the many actors coming from different backgrounds see PAGE as a common space for green economy action and want to contribute with a positive spirit. A stronger focus in PAGE on the social dimension, including gender, will open new opportunities for engagement and partnerships with line ministries with relevant social portfolios. New opportunities can also be found in leveraging better regional mechanisms and initiatives, including stronger links with regional development banks and commissions and intergovernmental bodies.

**The application process and first engagement with new PAGE countries:** The PAGE application process, in which countries express their interest, initiate interministerial coordination and spell out the policy processes for potential PAGE support, has been instrumental in putting country selection on solid ground. It also facilitated the first PAGE engagement with new countries. In 2018, PAGE released a summary of its Core Offer describing tools and services.<sup>22</sup> This summary further helps guide countries in their application process with respect to the areas where PAGE, with a unique offer of five United Nations agencies, can add value. For the next phase, PAGE sees a few additional elements that could further improve the country selection process, given PAGE's interest in choosing fewer countries with high potential for a successful green economy transition.

**Further engagement of graduating countries:** As PAGE has gathered additional insights with country graduation and sustainability planning, new lessons have emerged. Mongolia, the first alumni country, graduated in 2018, while Peru, Senegal, Burkina Faso, Mauritius and Ghana plan to graduate in 2019. PAGE has learned in this process that countries can be faced with unexpected developments and new challenges that might delay the economic transformation, and that there is great potential for further engagement with graduated countries for South-South exchange activities, international outreach and capacity-building activities, as well as for a good consolidation of the results achieved. The successful example of South-South exchange between Mongolia and the Kyrgyz Republic, recognized by the United Nations system<sup>23</sup> as a best practice, has demonstrated this potential. Finally, while the time-bound approach of PAGE remains a key feature, some further engagement with graduated countries may allow for important additional outcomes with a comparatively small investment.

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22 - PAGE 2018. Core Offer, Tools and Services 2018 (Advance Copy).  
See: [https://www.un-page.org/files/public/page\\_core\\_offer\\_print.pdf](https://www.un-page.org/files/public/page_core_offer_print.pdf).

23 - United Nations Office for South-South Cooperation 2018. Good Practices in South-South and Triangular cooperation for Sustainable Development – Volume 2. See: <https://www.unsouthsouth.org/2018/09/12/good-practices-in-south-south-and-triangular-cooperation-for-sustainable-development-vol-2-2018/>.

**Emphasis on institutional capacity-building:** PAGE's capacity-building programmes are designed to establish recurrent training courses at the national level by national institutions, including courses in universities as well as training programmes for civil servants, journalists and other audiences. Mongolia, with the support of PAGE, has established new university courses that foster knowledge and skills in the area of green economy. Senegal provided a successful example of an institutional approach to training green entrepreneurs through a training-of-trainers programme run with local partners with a proven multiplier effect. Learning needs assessments, which are a common tool applied from the inception phase, provide key insights with respect to the institutional setting for training and education services in a country and to the areas of priority and high concern.

**The benefits of PAGE's model of engagement and scaling up capacity:** The collective knowledge and expertise that funding partners, agencies and partner countries bring together is instrumental in making PAGE an impactful programme. The solid financial situation of PAGE, with un-earmarked funds being pooled in the PAGE Multi-Partner Trust Fund, is also a key element for the effectiveness of the Partnership. The PAGE 2030 Strategy is an opportunity to increase capacity to deliver programmes and to make PAGE a wider platform for engagement at the national and global level. To deliver on the expectations of an ever-increasing programme and coordinate the work in 30 countries by 2025, the Partnership will require larger investment in the capacity of PAGE agencies and the PAGE Secretariat to continue to build a growing portfolio of global knowledge sharing, capacity development, communications and outreach and seeking opportunities from potential new partnerships and emerging global topics.



**PAGE** PARTNERSHIP FOR ACTION  
ON GREEN ECONOMY  
Ministerial Conference 2017

**Sustainable Economies  
Achieving the Sustainable  
Development Goals**

PAGEBerlin



**Accelerating our commitment: inclusive green  
economies powering the sustainable development g**

### High Level Panel

**Edna Molewa**, Minister of Environmental Affairs of South Africa

**Harsh Kumar Bhanwala**, Chairman of National Bank for  
Agriculture and Rural Development

**Winnie Byanyima**, Executive Director of Oxfam International

**Nikhil Seth**, Executive Director of UN Institute for Training and  
Research (UNITAR)

Ministerial Meeting on the  
Environment, Rural Development,  
Building and Disaster Safety



Berlin, Germany  
PAGE Ministerial Conference, 2019.  
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# PAGE

## PARTNERSHIP FOR ACTION ON GREEN ECONOMY

Reframing economic policies, business practices, and investment decisions around global sustainability challenges offer unprecedented opportunities for long-term prosperity and growth, creation of jobs and social equality, and for strengthening the ecological foundations of our economies.

The PAGE Strategy 2021–2030 outlines the plan to support countries and regions in aligning economic policies and development planning with SDGs and climate and biodiversity targets. PAGE will offer the following packages to partner countries:

**The Country Support Package** – for deeper economic reframing around sustainability will include technical assistance and capacity building support to:

- Reframe economic, development and sectoral policies
- Catalyze finance and investments
- Build institutional and Individual capacity to develop and implement policies
- Promote South-South and Triangular cooperation on best practices
- Enhance public support and behaviour change

**The Global Services Package** – to support policymakers and practitioners globally will:

- Provide policymakers with new analytical tools to assess economy wide impact of policy and investments decisions
- Offer cutting edge knowledge and best practice from around the world to inform national planning
- Build capacity through global courses and training programmes
- Build alliances with relevant global initiatives and institutions
- Provide fora and platforms for inspiring global action

#### FOR FURTHER INFORMATION:

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