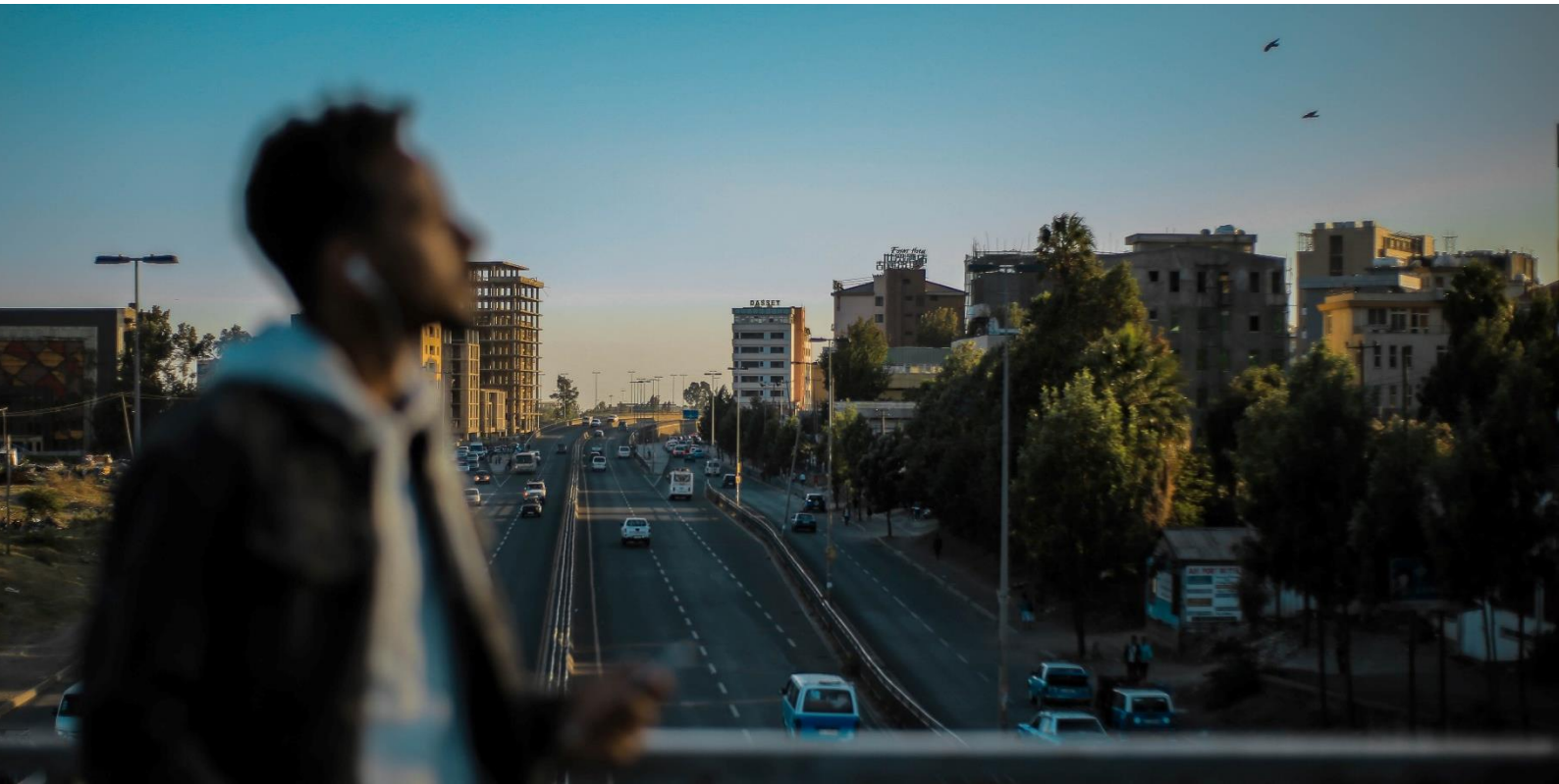




INCLUSIVE GREEN ECONOMY IN PRACTICE



Programme Guide for IGE Fellows

Inclusive Green Economy in Practice for Senior Civil Servants and Policy Makers

- A capacity development programme

GOTHENBURG CENTRE FOR SUSTAINABLE DEVELOPMENT (GMV)



CHALMERS
UNIVERSITY OF TECHNOLOGY



UNIVERSITY OF GOTHENBURG



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Programme Objective

The main objective of our programme is to strengthen country capacity for transformation towards an Inclusive Green Economy and in particular in the programme countries: Ethiopia, Kenya, Rwanda, Tanzania and Uganda. This will be achieved through increased knowledge on, and application of, environmental and economic instruments, organizational change, and promoting national systems for Inclusive Green Economy (IGE). The programme is an advanced training with direct applicability in the participants' daily work. It includes some theoretical training within IGE, practical exercises, project development and support for implementing own change work. The focus is on the use of environmental policy instruments, and specifically economic instruments such as environmental taxes, pollution fees, subsidies or subsidy reduction and other types of fiscal incentives for societal development in line with Agenda 2030. The programme educates officials (primarily economists) in government institutions such as ministry of finance, tax agencies, environmental and energy ministries, agricultural and natural resource authorities, and other central government agencies for IGE.

Expected results

Individual level: i) Increased understanding of IGE and its usefulness, risks and opportunities of applying economic instruments for sustainable development; ii) Increased knowledge of organizational changes; iii) Expanded international, regional and national networks.

Organisational (government agency) level: i) Increased capacity for IGE and application of economic instruments in practice; ii) Increased priority on IGE and economic instruments in the organisation; iii) Introduction of IGE / economic instrument projects or support for ongoing IGE processes.

System level: i) Strengthened national system for Inclusive Green Economy transformation; ii) Improved cooperation between government organizations (ministries/agencies) and sectors in the region/country; iii) Enhanced application of Inclusive Green Economy analysis, and economic instruments for IGE transformation.



Sustainable Development Goal number 8: Decent Work and Economic Growth.

Programme Organisation

University of Gothenburg - Lead organisation

Lead organisation for this programme is University of Gothenburg (UGOT) in Sweden. The Gothenburg Centre for Sustainable Development (GMV) and Environment for Development Initiative (EfD) at University of Gothenburg will manage and ensure implementation of the programme.

Gothenburg Centre for Sustainable Development (GMV)

GMV has substantial experiences of working with capacity development among government agencies in low-income countries in the area of Inclusive Green Economy (IGE), Strategic Environmental Assessment (SEA), environmental governance and sustainable development more generally. [Visit our website at www.gmv.chalmers.gu.se](http://www.gmv.chalmers.gu.se).

Environment for Development Initiative (EfD)

EfD has promoted academic capacity development on environmental economics during the last 15 years in the programme countries. It has managed to build a strong critical mass of green economy researchers, university professors and policy advisors that will be utilized in this programme. [Visit our website at www.efdinitiative.org](http://www.efdinitiative.org).

Participants/IGE Fellows

Participants in the programme are senior civil servants (primarily economists) in government institutions such as ministry of finance, tax agencies, environmental and energy ministries, agricultural and natural resource authorities. As a participant, you are given the title *IGE Fellow*. The programme is designed for you as an IGE Fellow to actively involve your colleagues and organisation and base the learning on your own experiences and work context. As an IGE Fellow you are expected to actively contribute with your own expertise and experiences. You will also manage development and implementation of a number of tasks throughout the 10 months of the programme duration, with the support of the programme's country based *IGE Support team* and peers. Upon graduation and successful achievement on all tasks you will be awarded a certificate and become part of the IGE Fellow network of programme alumni.

IGE Support team

All IGE Fellows are assigned an *IGE Support team* including country academic partners and expert advisors on IGE. The role of the IGE Support team is to provide feedback on your assignments and tasks, offer advice, critical questions, support, and encouragement.

You communicate with your support team on site, via e-mail, Zoom and OneDrive during all phases of the programme. Login and links to the different platforms is shared with you by the IGE-programme administration. Please contact emelie.cesar@gu.se if you need any support.

For contacts to all team members of the IGE programme, please see separate *List of contacts*.

IGE Team

All IGE Fellows should identify a team of colleagues, including your supervisor(s) to act as your *IGE Team* throughout the programme. You may wish to include colleagues from outside your own division or department, if relevant.

The role of the IGE Team is to assist you in carrying out the various tasks related to the IGE Project and NPR workshops. Your responsibility towards your IGE Team is to share information provided in the training; to involve your team in key decisions and plans related to

the different tasks and to ensure that you use the skills and resources that the members offer. You, of course, maintain the main responsibility for managing your programme tasks.

Program Content

The programme addresses several themes within IGE. Most notably, they include developing understanding, skills, networking and/or action on:

Rationale: Why Inclusive Green economy? What is the rationale for transforming economies? Opportunities in pursuing IGE reforms; global and national environmental outlooks; pressures and urgencies; status and trends market-, policy and institutional failures, externalities and impacts on the poor.

Foundations for Inclusive Green economy: Agenda 2030, the Paris Agreement on Climate Change, National Green Economy strategies, the Rio Framework Conventions on climate change, biodiversity and desertification, other international agreements, treaties and directives relevant to IGE, Nationally Determined Contributions (NDCs), National Green economy strategies or equivalent, etc.

Framing IGE: What is Inclusive Green Economy and how do you operationalize it?

- *Budgeting for Inclusive Green economy:* Public Environmental Expenditure and Revenue Review; Environmental Fiscal Reform.
- *Environmental Policy Instruments:* Theory & Practice: Legislation, Rules and Regulations; Information; Taxes; Levies, Fees, Charges; Subsidies; Green Public Procurement.
- *International best practice:* Swedish and other countries government agencies' work with Inclusive Green economy; sector examples.
- *Organisational change for IGE:* The role and importance of culture, norms and values; Communication management; Requirements for organisational change to attain IGE objectives.
- *The role of institutions, political economy, governance and IGE:* Institutional Analysis; Governance; Corruption; Social dilemmas, transparency and accountability.
- *Inclusion:* The role and importance of social acceptance; public participation, social engagement and ownership for successful IGE reforms.
- *Strengthening the National system for IGE:* Functions, roles, responsibilities and actors – who does what?
- *Planning for Impacts:* How to influence planning and decision-making for IGE transformation? Examples of what works; what doesn't?

Programme Structure

During the programme period you, as an IGE Fellow, actively participate in training events, identify and implement an IGE project in your government organization, arrange training events for your colleagues and take an active part in the Peer Learning Review (PLR) process.

Five Program Phases

The programme builds on operationalizing several phases during implementation.

Phase 1

In Phase 1, the IGE Fellows are selected and assigned an IGE Support team who supports you throughout the programme.

Phase 2

In Phase 2, the preparation phase, the IGE Support team arrange a joint start-up meeting with the IGE Fellows in each country. The meeting informs the IGE Fellows about the programme, its phases and tasks.

Phase 3

Phase 3 includes the first part of the training, which is an online event due to the COVID-19 pandemic. The IGE Fellows are expected to actively engage in the intensive training programme of lectures, exercises, and skills development. In phase 3, the IGE Fellows are introduced to the National IGE Policy Reviews through a Peer Learning Review (PLR) Workshop lead by the IGE Support team members.

Phase 4

Phase 4 includes the second part of the online training. The IGE Fellows take the initial steps towards developing a smaller so called IGE Project (IGEP), which aims at supporting the IGE work in your organisation. In phase 4, the IGE Fellows are also expected to carry out an internal workshop at their respective organisations (i.e., the IGE Team) with the aim to fill gaps and get additional perspectives into the National Policy Review (NPR) report.

Phase 5

In Phase 5, the IGE Fellows are given six months to continue implementing their respective projects. During this phase close contacts are maintained between the IGE Support team and the IGE Fellows in their IGE project implementation.

In this phase, cross-country Peer Learning Review (PLR) Workshops are conducted. The PLR Workshops are conducted across national borders where one country group of civil servants conducts a “friendly audit”/an analytical review of a neighbouring country’s National Policy Review report. The IGE Fellows and the IGE Support team will conduct a workshop with the aim to prepare comments for the joint cross-country workshop where these comments are presented and discussed.

At the end of Phase 5, the IGE Fellows complete their projects and the Peer Learning Review Workshops. The phase ends with final seminars where relevant stakeholders and the IGE Support team participate. People in the organizations’ IGE Teams are also invited to take active part. In order to finalize the programme, the IGE Fellows complete the Peer Learning Review Workshops conduct final seminars where the NPR report and the Outsiders’ View report are presented, and complete their final report. Dissemination of key findings is made by making them visible on the programme website and via continued dialogue and collaboration with key stakeholders.



Five phases stretching from March 2021 to March 2022.

Programme Tasks – Overview

Participate in the IGE training

The online training course takes place on the virtual platform Zoom in June, September and October. Dates of the online training course are:

- June 10th-11th
- June 17th-18th
- September 16th-17th
- October 11th-12th

A schedule including links to the virtual platform Zoom to be shared separately. The schedules are also available in the programme joint folder.

In the online training course, there is a large emphasis on learning from practical examples from government agencies and other key actors involved in transformational IGE work. Practical examples also offer concrete opportunities to understand and learn skills to enhance change processes to achieve IGE. Analytical perspectives guiding the teaching highlight issues such as: What do we want to achieve by building our capacity on IGE? How do we work today, and how can we use our skills to better promote IGE? How can our organization achieve our goals for IGE through inclusive change processes?

Develop and implement an Inclusive Green Economy Project (IGEP)

The training programme is built around the IGE Fellows' Inclusive Green Economy Projects (IGEPs). The aim of the IGEP is to build on, strengthen, or improve already ongoing IGE work that is within the mandate of the organisation. The focus of the IGEPs depends on the needs, plans and work of the organisation, to be determined by the IGE Fellow and her/his IGE Team.

The IGEP is initiated at the start of the programme and evolve throughout the programme duration. Each IGE Fellow is assigned an IGE Support team, whose role is to provide coaching and expert advice (mostly on-line during the COVID-19 pandemic) in designing and implementing the IGEP. The IGE Fellow manages the development and implementation of the IGE project and is expected to be motivated for this task. The success of the IGEP depends largely on the support of and collaboration with the IGE Support team and IGE Team.

The aim of the Inclusive Green Economy Project (IGEP) is to build on, strengthen, or improve already ongoing IGE work that is within the mandate of your organisation. The focus of the IGEPs depends on your organisation needs, plans and ongoing work.

Focus and Expectations

All IGE Fellows are required to define and initiate an individual Inclusive Green Economy Project (IGEP). Your IGEP needs to be firmly anchored in your organisation and support your organisation's mandate, regular work and responsibilities.

Some of you come from the same organisation, or are involved in similar IGE processes. We warmly encourage IGE Fellows to collaborate so that your IGEPs support each other or work on a joint IGEP. As the programme continues after your graduation, it is encouraged that the

IGE project has a longer time horizon than March 2022 and can be continued by subsequent participants joining the programme in 2022-2023.

Note that the programme will not provide any financial support for the IGEP and its implementation. The IGEP should fit into your ordinary work schedule and may be financed through your organisation's operational budget if any expenditures should be necessary. Typically, these projects do not require any upfront costs but depend on your, and your colleagues', working time devoted to the project. It is the responsibility of your home organisation to secure any funding that may be required for the successful implementation of your IGEP.

You are required to define and initiate an individual Inclusive Green Economy Project (IGEP).

Plausible projects given the time of the programme could be e.g. Gap/needs analysis, Social inclusion workshop(s) with stakeholders, Review of public environmental expenditures or revenues, or planning to introduce environmental policy instruments.

Reporting

We expect you to carry out and report on the IGEP tasks provided in this document. You will always report directly to your IGE Support Team contact and maintain communication with them during all phases of the Training Programme.

Regular reporting and communication allow your IGE Support Team to follow your work and to support you most effectively. It is also a way for us to ensure that you fulfil your commitments and your participation in the programme.

Conduct National Policy Review workshops for peer learning

Peer learning is an important component of the IGE programme. Throughout the programme, you are part of a Peer Learning Review process and the development of National (IGE) Policy Reviews (NPRs). The starting point for peer learning is to systematize information about IGE strategies, objectives, indicators, and implementation status as well as mapping the use of different policy instruments in the five participating countries. For this purpose, a National Policy Review (NPR) is developed for each of the participating countries.

Focus and expectations

The main aim of the NPR is to facilitate learning on priorities, challenges and opportunities related to IGE reforms in the country and the region. The reviews will be a joint product between the IGE Support Team and the IGE Fellows. The IGE Support Team leads and draft the NPR, which will subsequently be discussed and reviewed by the IGE Fellows as well as by the IGE Teams. The aim is that the in-country NPR workshops facilitate the building of a national IGE network between civil servants and country academics with focus on IGE policy instruments to achieve green transformation.

To facilitate cross-country peer learning, the NPRs are connected to cross-country NPR Workshops where one country's group of IGE Fellows conducts an analytical review of a neighbouring country's NPR, supported by the IGE Support team. These cross-country NPR workshops aim to strengthen networks on IGE in the region.

Become a trainer

During the IGE programme you, as an IGE Fellow will be trained to teach others. You will be given opportunities to (under expert guidance) discuss and elaborate collaboratively on information on relevant and research-based theories and lessons learned in IGE. This will lay the ground for your own task as trainers of others.

At the end of the programme you will in addition to the NPR workshops, conduct your own training for colleagues at your organisation with support from your IGE Support team.

Tasks and Deadlines

Below you will find explanations for each of the programme tasks that you are to carry out during the programme. An overview of dates and deadlines for each task is presented in the table below:

Phase	Task	Date/Deadline
2	2.1 Form your IGE Team	End of May/Beginning of June, 2021
	2.2 Conduct IGE start-up meeting	End of May/Beginning of June
3	3.1 Participate in training course (part 1) online	June 10 th -11 th and June 17 th -18 th , 2021
	3.2 Prepare for and participate in In-country NPR workshop I	July 1 st , 2021
4	4.1 Formulate IGE project plan	August 31 st , 2021
	4.2 Prepare IGE project presentation	August 31 st , 2021
	4.3 Organise the In-Country NPR workshop II	September 1 st , 2021
	4.4 Participate in training course (part 2 and 3) online	September 16 th -17 th and October 11 th -12 th , 2021
5	5.1 Prepare for and participate in pre-meeting for cross-country NPR workshop	November 19 th , 2021
	5.2 Participate in joint cross-country NPR workshop (Online)	November 23 rd -24 th , 2021
	5.3 Organise an internal training event	Mid-February, 2021
	5.4 Finalise IGE project report	March 4 th , 2022
	5.5 Participate in final workshop	Mid-March, 2022 (Date to be decided)
	Participate in IGE alumni network and activities	March 2022 - onwards

Phase 2: Preparation

During Phase 2, you take the initial steps towards developing an IGE Project (IGEP). The main purpose of Phase 2 is to help you analyse and explain why, and formulate how, your organisation can strengthen its capacity or work related to IGE.

Task 2.1 Formulation of IGE Team

The Programme aims to strengthen your organisation's IGE capacity. By involving your colleagues in the IGEP, you will start sharing your new knowledge and learning within your organisation. This ensures internal support for your IGEP and facilitates peer learning through the joint work in the NPR workshop (i.e. the NPR workshops and the cross-country peer-learning workshops).

We suggest that you identify a team of colleagues, including your supervisor(s) to act as your IGE Team throughout the programme. You may wish to include colleagues from outside your own division or department, if relevant.

The role of the IGE Team is to assist you in carrying out the various tasks related to the IGE Project and NPR workshops. Your responsibility towards your IGE Team is to share information provided in the training; to involve your team in key decisions and plans related to the different tasks and to ensure that you use the skills and resources that the members offer. You, of course, maintain the main responsibility for managing your programme tasks.

Your task:

- Arrange a meeting with the members of your IGE Team to explain their and your role in the IGE Project and the NPR workshops.
- Note when the meeting was held, and what issues (if any) arose that need to be addressed.

Task 2.2 Conduct IGE Start-up Meeting

During Phase 2, you are invited by your IGE Support team to an IGE Start-up meeting. The meeting is carried out per country and attended by IGE Fellows and their respective IGE Support team.

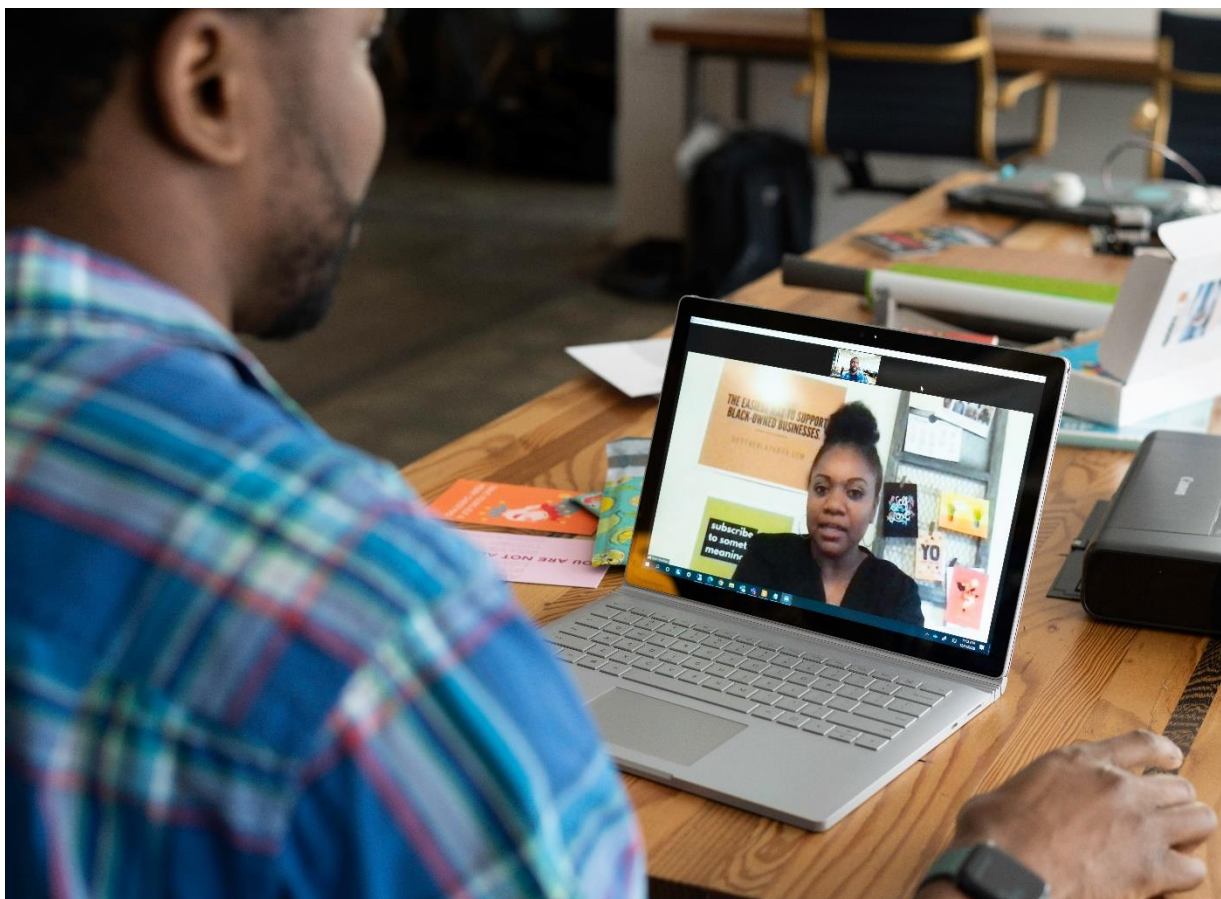
The purpose of the IGE start-up meeting is to provide information about the IGE Programme, some central concepts and the tasks you are expected to carry out during the programme.

It is estimated that the IGE start-up meeting will take approximately 2 hours.

Your IGE Support team will contact you in May/early June to set a suitable date for the IGE start-up meeting and coordinate the details of the meeting with you.

Your tasks:

- In coordination with your IGE Support team, decide on a date and time for the IGE Start-up meeting.
- The IGE Start-up meeting is held online via Zoom and your IGE Support team provides the link to the online meeting.



The training will be held online using Zoom.

Phase 3: Online training (part 1) and In-country National Peer Review (NPR) workshop

During Phase 3, you actively participate in the first of two online training events. You work with the other IGE Fellows, exchange experiences and knowledge and provide each other with support and feedback. You have individual IGE Support team meetings online to discuss the progress of your IGEP idea.

In Phase 3, you are also introduced to the Peer Learning Review process through a national workshop lead by support team members. The aim of the workshop is to fill gaps and add practitioners' perspective into the development of the national IGE policy review report.

Task 3.1 Participate in Training Course (part 1) Online

Part 1 of the online training course takes place on the virtual platform Zoom. Dates for the training course: June 10th -11th, and June 17th -18th.

A schedule including links to the virtual platform Zoom to be shared separately. The schedules are also available in the programme joint folder on OneDrive.

Your tasks:

- Prepare for the course by reading shared background material.
- Actively take part in all the sessions of the online training course.

Task 3.2 Participate in IN-NPR Workshop

You are introduced to the PRL process through a national workshop lead by support team members. In the workshop the country's national policy review (NPR) is discussed with the aim to fill gaps and add practitioners' perspective.

Your tasks:

- Read the latest draft of the NPR which is shared one week prior to the workshop.
- Participate and actively engage in the NPR workshop.

For more detailed information see Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process

Phase 4: Peer learning, Project formulation and Online Training (part 2)

During this phase of the IGE Training Programme, you take the initial steps towards developing an IGE Project (IGEP). You are expected to have some concrete ideas for your IGE Project (a draft IGE Project Plan) at this point. The main purpose of Phase 4 is to help you analyse and explain why, and formulate how, your organisation can strengthen its capacity or work related to IGE.

The IGE Fellows are given approximately three months to formulate and begin to implement their respective projects. You have individual IGE Support team meetings on-site or online to discuss the progress of your IGEP plan in more detail. During Phase 4, you develop an IGE Project Plan that sets out the rationale and objectives for your project. The IGEP plan is your key tool for documenting and communicating your IGEP, both for yourself and with others.

During Phase 4, you are expected to arrange a workshop with the IGE Team at your organisation to discuss and review the NPR.

Task 4.1. IGE Project Plan

You will now start to develop your IGEP plan. The IGEP plan should contain three parts:

- Contextual analysis
- Project objectives
- Work plan

Your tasks:

- Use the template in Annex I for developing your IGEP plan.
- Submit the first draft of your IGEP plan to your support team by the end of August (Deadline 31st of August).

Task 4.2 IGE Project Presentation

In mid-September, during the online course, all IGE Fellows will present their IGE project process so far, as well as the objectives of your IGEP to their peers. This is the start of an exciting process of exchange of experience and knowledge among you all!

Your tasks:

- Prepare a power point presentation of 4-5 slides, that includes:
 - your name, your organisation, your position, country
 - an explanation of why there is a need for strengthening IGE aspects in your organisation
 - a short presentation of your proposed IGEP project including its objectives

Send the presentation to your support teams by the end of August (Deadline 31st of August).

Task 4.3 Organise a NPR Workshop

Before September 1st, you should organise a workshop with the IGE Team at your organization. In the workshop, the NPR is discussed with the aim to fill gaps and get additional perspectives into the report. All participants in the workshop should read the latest draft of your country's NPR prior to the workshop.

Your tasks:

- Arrange a NPR workshop for your IGE Team.
- Share the latest NPR draft with your IGE Team one week before the workshop.
- During the workshop, discuss the questions provided in Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process
- Take notes from the discussions and submit to your IGE Support team contact.

For more detailed information see Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process

Task 4.4 Participate in Training Course (part 2 and 3) Online

Part 2 and 3 of the online training course take place on the virtual platform Zoom. Dates for the training course: September 16th -17th and October 11th -12th.

A schedule including links to Zoom is shared separately. The schedules are also available in the programme joint folder.

Your tasks:

- Prepare for the course by reading shared background material.
- Actively take part in all the sessions of the online training course.
- Prepare and present results from the In-Country NPR Workshops conducted

Phase 5: Cross-Country Peer Learning Review, Implementation and Finalisation of IGE Project

For the next six months, you will continue to implement your IGEP, and then conclude your IGEP by the end of Phase 5. This phase will allow you to consolidate your experiences to date – both for your own records and for sharing with your colleagues. To build capacity and share your learning and knowledge you will arrange a training for your colleagues (5-10 participants) at your organisation.

Phase 5 also focuses on peer-learning about IGE visions, strategies, programmes, and policy instruments across countries. You will take an active role in the cross-country peer learning review process.

5.1 Prepare for and Participate in Pre-Meeting for Cross-Country NPR Workshops

By November 19th at the latest, you will together with the IGE Fellows in your country and your IGE Support team participate in a pre- cross-country NPR workshop. In this workshop, the other countries' NPRs will be discussed with the aim to prepare comments for the joint NPR cross-country workshops. This is to facilitate peer-learning about IGE visions, strategies, programmes, and policy instruments across countries. All participants in the workshop should read the latest draft of the NPRs prior to the workshop. Your country team is assigned to be the lead reviewer of one other country's NPR. Hence, the focus of this workshop should be on

that country's NPR. All participants in the workshop should however read all the other countries' latest draft of the NPRs prior to the workshop.

Your task:

- Read the latest draft of the NPRs of the other four participating East African countries, which is shared one week prior to the workshop.
- Participate and actively engage in the pre- cross-country NPR workshop.
- Comment on the summary shared after workshop by the IGE Support team contact.

For more detailed information see Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process

5.2 Participate in the Joint Cross-Country NPR Workshop

In the end of November, you together with the IGE Fellows and the IGE Support team of all five countries participate in a joint Cross-Country NPR Workshop (online). At the workshop comments from the pre-workshop will be presented. The key issues discussed in this Joint NPR Cross-Country Workshops and the lessons learnt in the Peer-Learning Review Process are summarized in a co-created report – *Outsiders View of the IGE Policies in East Africa*.

Your task:

- Take active part in presenting the comments of the country's NPR of which you are the lead reviewer.
- Take active part in presenting comments for the other three countries' NPRs of which you are not the lead reviewer.

For more detailed information see Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process

5.3 Organise an Internal Training Event

During the IGE programme you, as an IGE Fellow will be trained to teach others. You will be given opportunities to (under expert guidance) discuss and elaborate collaboratively on information on relevant and research-based theories and lessons learned in IGE. This will lay the ground for your own task as trainers of others.

Your task:

- In February, 2022, arrange an IGE training event for 5-10 colleagues at your own organisation.
- Prepare the training event jointly with your IGE Support team.

5.4 IGE Final Project Report

At the end of Phase 5, you will submit a final report on your IGE Project. The IGEP Final Report will be reviewed by your support teams as well as one or several of the IGE training programme management team. The approval of the Final Report is conditional upon:

- Clear writing and structure of the report
- Adequate quality of the analytical account
- Inclusion of all annexes

The report should be approximately 7-10 pages.

Your tasks:

- Draft the IGE Project Final Report according to the format of the outline in Annex II.
- Keep your support team informed of your progress with writing the Final Report and, feel free to ask for feedback and support!
- Finalize the IGEP Project Final Report. Ensure clear language and thorough analysis! Submit to your support team for review and approval.

5.5 Participate in Final Workshop

At the end of the programme a final workshop will be arranged where IGE Fellows and relevant stakeholders and the IGE Support teams participate. This workshop aims to present the outcomes of the IGE programme. People in the organizations' IGE Teams are also invited to take active part.

Your task:

- Prepare a presentation of your IGE project results and present during final workshop.

Certificates and IGE Fellow Alumni

Upon graduation and successful achievement on all tasks, you will be granted a Certificate of Accomplishment that certifies your full attendance and achievement of the individual objectives of the programme. The Certificate proves your graduation from the programme.

You will also become a member of the IGE Fellow alumni network. The network is informal and depend on your and other alumni's engagement, but in principal it offers opportunities to maintain and expand your skills, and national and international contacts in the area of Inclusive Green Economy. We encourage all alumni to stay in touch, be active and support each other in ways you find suitable and effective, for instance by sharing case studies, good examples, new strategies, brainstorm on ideas together, potential joint work, peer review of materials you are working etc.

As an IGE Fellow alumni you will also get the opportunity to recommend and support new participants that will be enrolled in the programme.

Annex I Template – Inclusive Green Economy (IGE) Project Plan

1. COVER PAGE (1 page), including:

IGE PROJECT TITLE

The title should be informative and could, for instance, state your project objective.

YOUR NAME, ORGANISATION, FULL CONTACT ADDRESS & INFO, DATE

2. CONTEXTUAL ANALYSIS

INSITUATIONAL AND ORGANISATIONAL CONTEXT (½-1 page)

Describe key trends and issues around IGE practice in your country, and – if relevant- your sector. Provide a description of your organisation, including the mandate, role and plan in terms of IGE.

RATIONALE (max ½ page)

State your organisation's key motivation for why it should improve its IGE capacity. What is the problem that you want to address by strengthening IGE capacity? What causes the problem? Why is it important? In what way will the project contribute to improved IGE practice in your organisation?

STAKEHOLDER ANALYSIS (½-1 page)

Analyse and describe who in your organisation will likely:

- be affected by your IGEP
- influence the IGEP
- need to be involved in your IGEP

3. PROJECT OBJECTIVES (1-1½ page)

OVERALL OBJECTIVE

Clearly formulate the overall objective (purpose) of your IGEP (how will your IGEP contribute to establishing an IGE system in your country, and improving the IGE practice in your organisation in the long term)?

SPECIFIC OBJECTIVES

Clearly formulate 1-4 specific objective(s) of your IGEP (what do you want to achieve by the end of the IGE programme, given the resources you have available for implementing the project)? Make sure that the specific objectives of your project are realistic when considering resources available and your position in the organisation. The specific objective(s) should support to the overall purpose.

PROJECT OUTPUTS

Clearly identify the specific and concrete outputs that the IGEP will deliver, in order to achieve the overall and specific project objectives?

OPTIONAL – WEB LINKS TO USEFUL DOCUMENTS (related to your IGE project) OR YOUR ORGANISATION

Annex II Template - Inclusive Green Economy (IGE) Final Report

IGE PROJECT TITLE:
NAME (s) :
ORGANISATION (s) (incl. dept./unit):
DATE:
IGE project support team:

4. TABLE of CONTENT

5. BACKGROUND/RATIONAL for IGE PROJECT (1.5 pages)

Provide relevant background information and main justifications for your IGE project.

- Key environmental problems related to your sector(s)
- Key features of the National IGE context (include relevant information from National IGE Baseline, and the National IGE Capacity Gap analysis)
- Organisational context (organisation's mandate, capacity for integrating environmental /sustainability aspects in planning/ decisions, capacity gaps to address)
- Key (organisational and institutional) reasons for initiating the IGE project (linked to the problems described above)
- Expected contributions of the IGE project to organisational IGE capacity development

6. OBJECTIVE(S) OF THE IGE PROJECT (max 0.5 page)

As stated in the IGE project plan (overall objective, specific objectives and project out-puts)

7. ACTIVITIES CONDUCTED (1 – 1.5 page)

Describe what has been done to initiate and implement your IGE project, and specify:

- What activities have been undertaken (both planned activities, based on the work plan and unplanned activities)?
- When were these steps taken?
- Who were involved?
- What did the activities entail, how were they done?

8. PROJECT OUTPUTS ACCOMPLISHED (1 page)

Describe the project outputs that have been accomplished (both expected outputs and, if relevant, unexpected outputs).

9. ANALYSIS OF RESULTS

a) Summarize the 2-3 most important outputs of the IGE project to date

b) Describe how the outputs of your IGE project (and/or the initiation of your IGE project) so far have contributed to the specific objectives and overall objective(s) of the IGE project.

c) Describe how the outputs of your IGE project so far have contributed to how your organisation now considers environmental /sustainability aspects in planning/decision-making

10. ANALYSIS OF THE IGE PROCESS (1-1.5 pages)

- a) Describe the key challenges when initiating and implementing your IGE project so far
- b) Describe the most important steps or actions that helped progress with your so far
- c) Explain why these steps / actions were important.

11. SUSTAINABILITY/OWNERSHIP

Describe the current status of your IGE project within your organisation(s), for example:

- Is the IGE project included in the coming organisational work plan?
- Has funding been secured for continuing implementation? If so, how?
- Describe the degree of support that your management provides for the IGE project. How is support demonstrated?

12. WAY FORWARD (1 page)

- a) What steps are needed to complete the implementation of your IGE project? What is the timeframe for this?
- b) What actions will be taken in the next half year – one year?
- c) What are your recommendations for continuing to strengthen IGE capacity in your organisation(s)?

13. CONCLUSIONS (0.5 page)

Summary of accomplishments, outputs and the process.

Annexes

1. IGE project plan
2. IGE project workshop report (if relevant)

Annex III Instructions & templates for IGE Fellows: Peer Learning Review Process

These instructions and templates might be subject to changes, hence always make sure that you are using the latest version of the Programme Guide for IGE Fellows

IN-COUNTRY NPR WORKSHOP I (Deadline: July. 1, 2021)

Instructions:

As a IGE Fellow you are expected to participate in a 2-hour workshop regarding your country's National Policy Review (NPR). In preparation for this workshop, you will receive an e-mail from your IGE Support Team contact with the latest draft of your country's NPR and a set of questions that should be answered in written. Make sure that you submit your written answers to your IGE Support Team contact before the workshop.

During the workshop, the IGE Support Team contact will take notes and make sure that the additional information and suggested improvements, both from the IGE Fellows' written answers and the workshop notes, are incorporated in the next draft of your country's NPR.

IN-COUNTRY NPR WORKSHOP II (Deadline: Sept. 1, 2021)

Instructions:

As a IGE Fellow you should schedule and lead a 2-hour workshop with your IGE Team (your colleagues). The workshop should be conducted before September 1, 2021. In the workshop, your country's National Policy Review (NPR) is discussed with a focus on gaps and thoughts on impacts of policy instruments and actors for IGE progress.

All participants should read the latest draft of the NPR and your IGE team members should fill in answers to the questions stated below prior to the workshop. One week before the workshop you send out the latest draft of your country's NPR (make sure you have the latest draft of the NPR from your IGE Support team contact) and a word document with the In-Country NPR Workshop II questions (see below). Ask the IGE Team to specifically concentrate on the highlighted parts where there are identified gaps in your NPR. The same day of the workshop all IGE Team members should submit their written answers to the questions to you.

During the workshop, you, or someone else you appoint, should take notes of the discussions to make sure to document suggested improvements of your country's NPR. After the workshop, you send the notes from the workshop and the IGE Team members' written answers to your IGE Support Team contact. The IGE Support Team contact will make sure that the additional information and suggested improvements are incorporated in the final draft of your country's NPR.

Suggested timeslots for each part of the In-Country NPR Workshop II

(Remember that you will have written answers to the answers to each chapter, hence try to keep the time slots for each chapter):

- 5 minutes welcome and go through the workshop schedule

- 20 minutes on Chapter 1: discuss if there are any gaps identified by your IGE Team in the mapped national and cross sectorial IGE visions, strategies and programs. Also, discuss if the challenges are well described and if there are any gaps identified by your IGE Team, as well if there are any IGE indicators apart from the SDG indicators that are commonly used in the ministries.
- 30 minutes on Chapter 2 part I: briefly discuss if there are any potential gaps in the mapped sectorial IGE visions, strategies and programs. Discuss if there are any important currently used policy instruments missing in the sectors.
- 10 minutes break with coffee
- 30 minutes on Chapter 2 part II: discuss which of the policy instruments that is the most important in promoting IGE in each sector, are there any pattern in the type of instruments (price-based, right-based, regulatory or information-based) that are believed to be most important. Also, discuss what is lacking to reach your country's IGE vision.
- 20 minutes on Chapter 3: discuss if there are any gaps in the current organizational structure for implementation of IGE and focus the discussion on Figure: Influence on IGE & Influenced by IGE; Are the key actors and stakeholder correctly mapped? Which groups are at risk to be affected without having a voice in IGE processes?
- 5 minutes ending the workshop with some concluding remarks and ways forward.

The following *In-Country NPR Workshop II questions* should be sent out to your IGE Team members together with the latest draft of your country's NPR:

In-Country NPR Workshop II questions

Please, read the National Policy Review (NPR) and answer the following question in written. During the *In-Country NPR Workshop*, we will discuss these questions. After the workshop both your written answers to the questions as well as the notes from the workshop discussions will be used to further improve our country's NPR.

Chapter 1

According to you:

- Are there any gaps in the mapped national and cross-sectorial IGE visions, strategies and programs?
- Are the challenges ahead well described? Any challenges that are missing or not emphasized enough?
- Are there any other commonly used indicators for IGE apart from the SDG indicators?

Chapter 2

According to you:

- Are there any gaps in the mapped sectorial IGE visions, strategies and programs?
- Are there any important current policy instruments in the sectors that are missing?
- Which of the listed policy instruments is the most important in promoting IGE in each sector? Select one or maximum two per sector and explain why you consider these policies to be the most important once.
- What is lacking to reach your country's IGE vision?

Chapter 3

According to you:

- Are there any gaps in the mapped current organizational structure for implementation of IGE?
- Are the key actors and stakeholder mapped correctly in *Figure: Influence on IGE & Influenced by IGE*?
- Which groups are at risk to be affected without having a voice in IGE processes?
- Are there any key actors and stakeholders involved in, and influenced by, IGE reforms missing?

PRE-MEETING FOR CROSS-COUNTRY NPR WORKSHOP (Deadline: Nov. 19, 2021)

Instructions:

As a IGE Fellow you should actively participate in a half-day workshop together with your country's IGE Fellows and IGE Support Team. In this workshop, the other countries' NPRs are discussed with the aim to prepare comments for the *Joint Cross-Country NPR Workshop*. This is a friendly audit/peer review with the purpose learning and improvement to facilitate peer-learning about IGE visions, strategies, programs, and policy instruments across countries in East Africa.

Your country will be the lead reviewer of one other country. Hence, the focus of this workshop should be on that country's NPR. You are expected to read all the other countries' latest draft of the NPRs prior to the workshop and give written answer to the questions that will be send out to you before the workshop by your IGE Support Team contact. The same day of the pre-meeting workshop you should submit your written answers to your IGE Support team contact.

During the workshop you will discussion the most important comments and discussion points that you want to get into the PPT for the *Joint Cross-Country NPR Workshop*. You should also prepare comments to the other countries' NPRs of which you are not the lead reviewer. Remember that the main purpose of the *Joint Cross-Country NPR Workshop* is to facilitate peer-learning regarding IGE, hence focus on making comparison with your own country's NPR and raising discussions points interested from your country's perspective.

The PPT will be shared with you on November 22nd at the latest. Make sure that you after the workshop know your role in the upcoming *Joint Cross-Country NPR Workshop*.

The ***Joint Cross-Country NPR Workshop*** aims to take place on November 23-24, 2021. During this workshop, your IGE Support Team contact will take notes during your own country's NPR workshop. After the *Joint Cross-Country NPR Workshop*, your IGE Support Team contact will lead the work to summarize the key issues discussed in the Joint NPR Cross-Country Workshops and the lessons learnt in the Peer-Learning Review Process. This will then be part of a co-created report – *Inclusive Green Economy Policies in East Africa: Progress and Challenges*.