UNITED NATIONS ENVIRONMENT PROGRAMME
PROJECT DOCUMENT

Section 1: Project identification

1.1 Title of sub-programme: Resource Efficiency - Sustainable Consumption and Production

1.2 Title of project: SWITCH Africa Green

1.3 Project number*: (to be allocated by BFMS)

1.4 Geographical scope: Africa (Burkina Faso, Ghana, Mauritius, Kenya, South Africa and Uganda)

1.5 Implementation (internal, or cooperating agency or supporting organization)

1.6 Duration of the project: 48 months
   Commencing: January 2014
   Completion: December 2017

1.7 Cost of project: (Expressed in Euros)

Cost to the Environment Fund
Cost to Trust Fund
Cost to Earmarked Contribution
Cost to the Cooperating Agency/Supporting Organization
Programme Support Cost (___%)
In-kind Contribution (including UNEP contribution)
Indicative Estimated Co-financing from grant beneficiaries

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Total cost of the project

20 500 000

Signatures:

For the Cooperating Agency/Supporting Organization For UNEP
Name and Functional Title Name and Functional Title

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Date: Date:
1.8 Project summary

African countries are actively engaged in the transition to an Inclusive Green Economy, and in promoting a shift to sustainable consumption and production (SCP) patterns, that together contribute to poverty eradication and sustainable development in the region. To support these efforts the EU has designed and developed ‘SWITCH Africa Green’, a pilot initiative to foster green economy transformation in six African countries. The EU decided to propose the implementation of this project to the UN agencies and in particular to UNEP who has a mandate and expertise in the areas of green economy and SCP and has developed experiences in managing similar projects in other regions. In implementing this project, UNEP will partner with other UN agencies and in particular with UNDP.

SWITCH Africa Green will build on the experience of similar regional projects and programmes in Asia (SWITCH Asia) and Mediterranean region (SWITCH Med) that are being funded by the EU. This project builds also on past and ongoing capacity building activities by UNEP, its partners and others promoting sustainable business ventures and green economy policies and addressing Sustainable Consumption and Production (SCP) challenges. These include domestic and international activities which increase access to sustainable energy sources and services, conserving ecosystems and the services they deliver and advancing green economy transition through macroeconomic analysis in the African region.

The project will support governments and the private sector in 6 African countries to follow-up the outcomes of the Rio+20 Conference, and also on the decision on SCP of the 14th session of the African Ministerial Conference on Environment (AMCEN). The project will support green business development as well as the implementation of the African Ten Year Framework Programme (the African 10YFP) on SCP. The project will also support and develop synergies with on-going and upcoming Green Economy and SCP initiatives in the region, including the global 10YFP and the EU-supported African Green Economy Initiative being implemented by UNEP.

Partners in this overall set of activities include UN agencies, notably UNDP and UNOPS, the African Union Commission, the African Roundtable on SCP (ARSCP) and the African Development Bank (AfDB). Work with these partners will build on their prior cooperation in particular on poverty and environment, SCP, green economy and green growth. The main governmental partners will be the relevant ministries (Environment, Industry and Economy and Finance) as well as National Environmental Protection/Management Agencies/Authorities. The project will also directly engage the private sector, and particularly intermediary business organisations and micro and small and medium sized enterprises (M&SMES), both through policy dialogue and national level projects in six countries.

The overall objective of SWITCH Africa Green is to support 6 countries in Africa to achieve sustainable development by engaging in transition towards an inclusive green economy, based on sustainable consumption and production patterns, while generating growth, creating decent jobs and reducing poverty. The objective will be achieved primarily through support to private sector led inclusive green growth.

The specific objective is to support the development of green businesses and eco-entrepreneurship and use of SCP practices by having in place (i) Micro, Small and Medium Enterprises (M&SMES) and business service providers that are better equipped to seize opportunities for green business development, ii) better informed public and private consumers, and (iii) enabling conditions in form of clear policies, sound regulatory frameworks, incentives structures, tax, other fiscal and market-based instruments influencing key sector(s) in the 6 African countries.
The SWITCH Africa Green project will combine work at the micro and macro-levels, providing targeted support to green private sector development initiatives. M&SMEs will be supported through intermediary business organisations that facilitate changes in practices and choices by producers and consumers. The project will also focus on policies, which influence investment choices. The project will seek to link ongoing bilateral projects and programmes supported by the EU and its Member States, which support green business development and SCP practices, and will build on experience in other similar EU-funded projects such as SWITCH Asia.

The project will have three main components:

1. The policy support component will respond to the specific needs of each pilot country, building on and scaling up activities to strengthened institutions and appropriate tools and instruments. These instruments are policies, regulatory frameworks, incentives structures, tax and market-based instruments enabling private sector led inclusive green growth through green business development, eco-innovation and policies, practices and actions promoting a shift to sustainable consumption and production patterns in targeted sector(s).

2. The Green Business component shall aim at supporting transformation towards an inclusive green economy by providing services to M&SMEs that enable them to start and develop resource efficient and green business based on sustainable production practices.

3. A Networking Facility component aims providing project support services such as fostering the networking and communication among the projects and countries, distilling knowledge from project implementation for wider replication, and facilitation of policy uptake.

These three components will be linked under the overall coordination of UNEP, which will have a central and leading role in the overall project implementation and the development of the national level support packages. Coordination at the national level within the six project countries will be ensured through an UN-based coordinator. The EU delegations will be associated and engaged in the National Technical Coordination Committees (NTCC) to help guide the project implementation.

Activities will be linked to the global level in the related fields of Green Economy and SCP through the regional consultations and collaborative platforms. Wherever possible and appropriate, back-to-back or fully integrated capacity building activities will be delivered by SWITCH Africa Green and other relevant events to stakeholders in beneficiary countries. This will be achieved through coordination and where necessary joint planning and implementation of activities under the respective projects and programmes.

**Section 2: Project background, national context and legislative authority**

**2.1 Background**

Despite remarkable rates of economic growth in recent years, the African continent still faces challenges of persistent poverty and low human development. African economies are highly dependent on natural resources which, in many countries, form the basis of economic activity. A transition to a green economy offers opportunities for the region to attract investments in environmental assets, resource efficient production processes, eco-innovation and renewable energy, which will benefit development, reduce poverty and create employment. Investments, both from public and private sources to achieve sustainable agriculture, fisheries and biodiversity management, as well as in related technology, education and infrastructure, will be key to this transition. Such investment in these sectors, and in others like those of mining and manufacturing, can be used by countries as engines for growth and sustainable development. This needs to go hand in hand with design and implementation of enabling policies for a green and resource efficient transformation of economies in Africa. Governments will need to encourage this
transition with a supporting policy framework, consisting of a coherent set of macro-economic policies, sectoral policies, regulations and standards.

In the run-up to the UN Conference on Sustainable Development in June 2012 (Rio+20), as stated in the African Consensus Statement to Rio+20, African countries recognized that the transition to a green economy could offer new opportunities for advancing the achievement of Africa’s sustainable development objectives. An inclusive green economy has the clear potential to foster economic growth, employment creation, and the reduction of poverty and inequalities. Several actions and sectors were highlighted in the African Consensus Statement, such as sustainable land management, forests and ecosystems, managing natural capital and specific policies promoting a shift to SCP patterns.

Furthermore Africa as a region has shown leadership in the recognition of the need for and political commitment to the shift to SCP patterns. The launch of the African 10YFP on SCP in 2006 demonstrated the demand for the implementation of SCP activities in Africa.

After Rio+20 during the 14th Session of AMCEN in Arusha in September 2012 African environment ministers adopted decisions to implement key African Regional Flagship Programmes to implement outcomes of Rio+20. The flagship programmes included ones on SCP and green economy, which were discussed and revised at an AMCEN technical workshop in April 2013 in Dar es Salaam, attended by a member of the EU delegation in Addis Ababa.

Concretely, there are many examples of successful policies and initiatives across Africa in areas such as energy, agriculture, waste management, and manufacturing, which prove that resource efficient, eco-innovative and SCP-related activities can be implemented in key sectors. Among others, UNEP has achieved this by working with National Cleaner Production Centres (NCPCs) and other National Technical Institutions (NTIs) in different African countries to promote the concepts. Additionally, thanks to EU funds, the Green Economy Initiative in Africa supports directly seven countries in their national efforts to frame and adopt green economic policies at the macroeconomic level. Specific country examples include the “Promotion of Resource Efficiency in SMEs” (PRE-SME) toolkit in Ghana, Kenya, Mauritius, Mozambique, Rwanda, Tanzania and Uganda. This has resulted in substantial savings of water (up to 50% in breweries), energy, chemicals and materials and minimisation of wastes, which have been reflected in lower production costs.

SWITCH Africa Green will be implemented in 6 countries: Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda where the EU supports a number of projects and initiatives under the national development plan and national indicative programmes. The project is intended to serve as a pilot for a possible subsequent project, achieving a broader coverage of the sub-Saharan African region. The project will already provide some support on SCP and GE to other countries in the region beyond these initial six countries, through the network facility. Within the six countries the coherence and effective dissemination of this support will be ensured by a national coordinator based in the UN Country Team.

The concepts of SCP and GE offer complementary approaches covering macro and micro-economic dimensions of public policy and regulation, business operations and social behaviour including consumption choices. Targeted investments based on macro-economic analysis can be directed to SCP interventions that are needed to support the development of (new) green key sectors and markets for sustainable products. This combination of measures can have extensive impacts on decoupling, growth of income and creation of jobs and poverty reduction.

Green Economy interventions will focus on developing policies and incentives to redirect financing, investments and establish sustainable trade flows, and particularly private finance, towards more
sustainable and resource efficient enterprises. Measures will include fiscal instruments such as taxes and subsidies, and financial instruments such as special funds and loans). SCP interventions will focus on policies and actions implemented primarily within specific sectors, and directly influencing companies’ management practices to reduce pollution and increase resource efficiency. SCP measures include policies, consumer information tools and awareness-raising designed to promote smart consumption. Those policies and actions will include command and control regulations, voluntary and self-regulation instruments, market-based policy instruments, education, capacity building, information and knowledge management tools as well as other economic instruments.

A transition to a green economy and the shift to SCP patterns will require, from a supply side perspective: sufficient capacity (in governments, private sector and civil society); redirecting of financial flows (public and private); establishment of sustainable trade flows; and the selection and application of appropriate technologies. The necessary shift in investment flows needs to be supported by research and policy design activities, particularly on the macroeconomic policies. The supporting measures need to influence the private sector as well as build its capacity for eco-entrepreneurship, given that redirecting private investment will be critical for delivering change at the necessary scale. The use of cleaner, low-carbon and efficient technology is central to the shift to SCP patterns and transition to a green economy. It will be necessary to adjust policies and public investment in R&D, considering the role of indigenous knowledge in technology, the appropriateness of technology, corporate control over technology and on the related issue of affordability.

SWITCH Africa Green will build on the results from the other SWITCH programmes that EU is funding in Asia (SWITCH Asia) and Mediterranean region (SWITCH Med). One major component of the SWITCH Asia Programme is the SWITCH-Asia Network Facility set up to maximise impact of the programme by effective knowledge sharing and dissemination, and networking. The SWITCH-Asia Network Facility works predominantly with the sustainable consumption and production (SCP) projects funded by EU. It seeks synergies amongst SWITCH-Asia projects, creates linkages with regional SCP activities and other networks, and helps bring results to the attention of Asian policy-makers. SWITCH Africa Green will benefit from this experience and it demonstrates the impact of that EU-funded programme not only in Asia but in other regions too.

The project will also build on the experience, tools and networks derived from the UNDP-UNEP Poverty and Environment Initiative (PEI). The PEI has successfully integrated environmental sustainability into development policies and planning in a number of countries in Africa, some of which are also a focus for SWITCH Africa Green Burkina Faso and Kenya). SWITCH Africa Green will develop a more integrated set of capacity building activities for the private and public sectors, making the best use of policies, capacity building activities and experiences derived from past and current SCP, green economy and PEI projects in Africa.

The UNEP-UNIDO Resource Efficient and Cleaner Production (RECP) Programme1, supports RECP service providers in developing countries and transition economies to promote resource efficient and cleaner and safer production. This programme already provides technical and policy support services to governments and industries, which are directly relevant to the component on green business development. RECP service providers act as intermediaries and are selected based on criteria that include a baseline of quality technical competencies and a core mission to promote improved sustainability performance in the private sector.

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1 The Joint UNIDO-UNEP RECP Programme works ‘towards supporting innovative products, processes and services aiming at reducing environmental impacts, preventing pollution and achieving a more efficient and safe use of natural resources.’
UNEP’s broader RECP portfolio also covers work in the emerging area of eco-innovation. Alignment will also be made with the EU supported, *Resource Efficiency and Eco-Innovation in Developing and Transitional Economies project* (RECP Eco-innovation) which works through service providers to demonstrate and communicate the economic, social and environmental benefits of mainstreaming eco-innovation in SMEs. Technical and policy related capacity building of the service providers will enable SMEs to enhance competitiveness by reducing costs and responding to the growing demand for more sustainable products and services. Within the manufacturing sector, key value chains of agri-food, metals and chemicals will be the focus of the global project and two to four countries will be selected from the African region.

### 2.2 National contexts and priority sectors

The existing economic situation, policy framework and initiatives on eco-entrepreneurship and implementation of SCP practices in each country are outlined below, providing the starting point to build the SWITCH Africa Green project.

Through prior consultations with some participating countries representative, a preliminary identification of 2-3 sectors has been made illustrating potential opportunities for advancing green business development and SCP practices. The inception phase will review those sectors and adjustments will be based on additional information and wider consultations.

**Burkina Faso**

The economy of Burkina Faso rests primarily on agriculture, animal husbandry and mining. The contribution of the tertiary sector is also significant. The rural sector accounts for approximately 40% of the GDP and provides livelihoods for more than 80% of the population. Meeting vital needs of the population, economic activities, demography and urbanisation dependent on natural resources involves a lot of challenges and pressure on natural resources and the environment. With the aim of sustainable use of its natural resources, Burkina Faso has taken a number of measures for the protection of the environment and encouraging rational use of the natural resources to support the socio-economic development of the country. UNEP has supported Burkina Faso, under the GE advisory service project, to formulate an investment plan for the environment and natural resources sector, in partnership with UNDP-UNEP PEI. The ‘Stratégie de Croissance Accélérée et de Développement Durable’ (SCADD) which also stands as the country’s PRSP/phase 2 (2011-2015) includes goals to mainstream poverty-environment linkages and boost pro-poor growth and sustainable development. The country has also developed a national SCP programme that emphasises the sustainable use of national resources, with the support of UNEP.

Burkina Faso has undertaken, for more than a decade, reforms aimed at creating a policy framework conducive to business to enhance private sector engagement. Major institutional reforms include the creation of the Presidential Council for Investment; the creation of the Business Formalities Centres (CEFORE) and decentralisation; and the operationalisation of the Regional Chambers of Agriculture. As part of the implementation of the Strategy for Accelerated Growth and Sustainable Development (SCADD), significant challenges await Burkina Faso particularly in terms of funding. Public-Private Partnerships (PPPs) are an alternative source of financing and for optimal mobilisation of international and national expertise for development. The government adopted a development strategy for PPP to optimise the performance of the public and private sector through capacity building of eco-entrepreneurs and promotion of cleaner technologies and to facilitate technology transfer to the country.
Potential focus sectors

**Integrated Waste Management:** The management of waste plastics is considered the greatest priority for Burkina Faso. Despite public awareness of the environmental risks of waste generation, there are currently no specific regulations on the sustainable management of waste plastics. Proposed legislation aiming to ban the use of plastic bags is unpopular. Although regulations on municipal solid waste exist, there is a lack of technology needed for waste collection and recycling and there is a need for engaging in public-private partnerships as well as for public education on the benefits of waste segregation. With regard to industrial, hazardous and e-waste, public awareness, coordination and collaboration among stakeholders, and specific legislation and regulations are limited or absent. Capacity building and technical support is required to develop and implement an integrated solid waste management strategy in Burkina Faso, and foster new opportunities for the private sector to recover and valorise waste.

**Tourism:** Burkina Faso still has a modest share of tourism compared to many other African countries. Statistics indicate that the number of tourist arrivals and accommodation establishments in 2007 placed the country as the fifth most visited destinations in West Africa and the 19th most visited in Africa. The revenue generated by tourist arrivals is estimated at 43 billion CFA francs per year, representing an increase of 30.3% over 2006. The sector's contribution to the Gross Domestic Product is estimated at 4.2%. The development of nature-based tourism has been identified by the government as a source of revenue for the management of conservation areas in Burkina Faso such as forests. The Regional Agency for Support and Consulting on Tourism and Development is supporting the implementation of sustainable tourism through activities that benefit village communities as well as local authorities, and other actions to enable customers to have access to better information about the sustainable products available, including from eco-labels.

**Ghana**

Ghana is endowed with significant natural resources including minerals and petroleum, freshwater resources, an attractive coastal zone, and forest and wildlife, which altogether constitute a major pillar of Ghana’s socio-economic development. Nevertheless, the country face numerous environmental challenges including land degradation and coastal erosion, desertification, deforestation, loss of biodiversity, air and water pollution, waste management problems in the major urban areas, overfishing and reduced water volume in Lake Volta, and the negative impacts of climate variability and change.

The government’s development agenda is to transform the country into a middle-income country with a GDP per capita of one thousand US dollars by 2015. The strategies for achieving this growth are to improve human capital, to strengthen the role of the private sector in the development of the economy and to provide good governance. Several sustainable development initiatives intended to balance production and consumption of natural resources with environmental health have been implemented over the years. However, the country continues to suffer from environmental degradation arising from unsustainable production and consumption of natural resources such as forests, minerals, water bodies and fisheries among others, and from largely unsustainable trade practices. Development efforts based on resource efficient and cleaner production are recognized as an essential requirement for achieving sustainable development while at the same time addressing environmental degradation. These will require capacity building efforts focused on SMEs and intermediaries and business service providers, such as the NCPC, which will have to implement cleaner and more resource efficient production methods.

In preparing a medium-term development framework, the Ghana Shared Growth and Development Agenda (2012-2013), the government emphasises the following: expanding access to potable water and sanitation, health, housing and education; reducing geographical disparities in the distribution of national
resources including transparency and accountability; ensuring environmental sustainability in the use of natural resources through science, technology and innovation; and pursuing an employment-led economic growth strategy that will appropriately link agriculture and industry, particularly manufacturing. Achieving these objectives implies a comprehensive and integrated set of policy reforms, in particular to promote SCP patterns, significant capacity building support for policy design and implementation.

The private sector in Ghana comprises a few large multinational companies and a very large number of Micro, Small and Medium Enterprises (M&SMEs). Almost 75% of Ghana’s economy consists of MSMEs, yet the MSMEs remain uncompetitive in spite of support from successive governments. Enhancing the resource efficiency of production processes offers an important route to increasing the competitiveness of these enterprises, which has yet to be fully exploited. Specific needs in this regard include development and implementation of cleaner technologies and innovation, mainstreaming Resource Efficiency and Cleaner Production (RECP), and financing mechanisms that promote investments in eco-innovations.

Potential focus sectors

Manufacturing (including agro-processing): The sector accounts for over 36% of the total industrial output and has a contribution of about 9% to the GDP. Manufacturing provides employment for over 250,000 people. There are around 25,000 registered firms, though more than 80% of them are small size enterprises and around 55% of them are located within the Greater Accra/Tema region. The sector is underdeveloped and is characterised by a narrow industrial base dominated by agro-industries. Subsidiaries of multinational companies have a strong presence in the country, but there are also many medium sized local companies. The World Economic Forum’s Global Competitiveness Report (2012-13) reflects the relatively unsophisticated production process in Ghana. The manufacturing industry sector of Ghana has over the years successfully implemented a number of SCP initiatives such as implementation of pollution prevention measures that include cleaner production measures and applying the PRE-SME toolkit. However, these remain isolated examples, which urgently would need to be scaled up and replicated. The Ghana Poverty Reduction Strategy and the long-term development plan outline strategies to ensure the growth of the sector in a sustainable manner. Both the energy and water policies aim at ensuring efficient use of energy and water respectively in the various sectors including the manufacturing sector. The recent establishment of an NCPC in Ghana provides an important foundation for this scaling up and replication.

Integrated Waste Management: the issue of collection, management and disposal of solid waste continues to feature prominently in major towns and cities across West Africa and in Ghana. The contamination of water bodies leading to spread of water-born diseases, health hazards from uncollected and decaying garbage, air contamination, garbage-chocked drains and gutters, plastic waste, and irresponsible disposal of refuse in communities are some of the challenges. The unavailability of properly engineered disposal sites and waste treatment plants and lack of expertise and appropriate technical know-how will also have to be addressed. The problem of waste in Ghana is a direct result of a rapidly growing urban population, the changing patterns of population and consumption, the inherently more urbanised life-style and the consequent industrialisation, and lack of waste management infrastructure. Currently, only about 6% of waste generated daily is collected nationwide. In addressing municipal waste in Ghana, the government along with local waste managers has initiated a public-private partnership to build waste recycling plants. Further measures are required, such as promotion and investment in waste-to-energy technologies (bio-gas) involving agricultural waste, agro-processing industrial waste and other industrial waste as well as domestic sewage/waste water.

Tourism: Tourism plays a relatively moderate but growing role in the economy of Ghana. It is the fourth largest source of foreign exchange earnings and contributes approximately 7% to the country’s GDP. All tourism indicators show a consistent trend of growth in terms of contribution to GDP and to foreign
exchange earnings and it is currently the fastest growing sector of the Ghanaian economy. However, in spite of the substantial growth of the tourism industry over the past fifteen years, the true wealth-creating and poverty reducing potential of the sector is not really fully grasped by policy-makers. The sector constitutes a major opportunity to promote green growth in Ghana through development and implementation of sustainable practices in the sector. For example, there is the potential to reduce the currently high-energy consumption in tourist accommodation by about 60%, given appropriate investment and technologies.

**Kenya**

Kenya derives roughly 42% of GDP from natural resource sectors (agriculture, mining, forestry, fishing, tourism, water supply and energy), which also account for more than 70% of employment. Extreme weather events such as droughts and floods are increasingly affecting food security and agricultural production and have contributed to high vulnerability and degradation of land and desertification. Under the Kenya Vision 2030, the government is implementing a number of policies and initiatives such as increased investment in renewable energy, promotion of resource efficient and sustainable production and waste management to transform the country into a newly industrialising, middle income country providing a high quality of life to all its citizens in a clean and secure environment. Kenya has already finalised green economy assessment with UNEP support and is developing the Green Economy Strategy and Implementation Plan for the country that is being coordinated by UNEP in collaboration with ILO, UNDP, WWF and African Development Bank. The government has also started the development of a national SCP programme.

Kenya’s private sector accounts for approximately 80% of the GDP and provides more than half of the wage employment. The private sector is dualistic in nature, with a small proportion of large enterprises and a large proportion of medium, small and micro-enterprises that operate parallel to each other, with limited linkages. The small enterprises account for approximately two thirds of all non-agricultural jobs and account for as much as 20% of Kenya’s GDP. Their businesses are constrained by limited access to credit, poor basic infrastructure and organizational difficulties. In general the M&SME sector is highly resource inefficient and cumulative pollution levels are significant. Because of the dispersed nature of M&SMEs it is difficult to regulate environmental performance and they are characterized by a low level of environmental knowledge and skills, and mostly obsolete manufacturing technologies.

Through the Energy Act of 2006 and the Feed-in-Tariff (FiT) policy, the government is committed to promoting electricity generation from Renewable Energy Sources (RES). The Government further intends to set up a Green Energy Fund Facility under the National Task Force on Accelerated Development of Green Energy, whose purpose is to lend funds to viable Renewable Energy projects at concessional rates. Kenya’s wind installed capacity is 5.1 MW operated by KenGen. The low exploitation level of the resource prompted the government to develop the Feed-in Tariffs (FiT) policy which provides for a fixed tariff, not exceeding US cents 12.0 per Kilowatt-hour, for electrical energy supplied in bulk to the grid for wind generated electricity.

**Potential focus sectors**

**Agriculture:** Agriculture is a cornerstone of Kenya’s economy employing over three quarters of the population. More than 50% of export earnings and 24% of GDP are attributed to agricultural products. Exports of fresh fruits and vegetables are also attracting an increasing amount of foreign exchange. Although subsistence farming still represents half of agricultural output, the sector includes many large-scale commercial farms, plantations and specialist horticultural units. However, the main source of environmental degradation in Kenya is deforestation caused by over-dependence of African livelihoods on agriculture fuelled by population growth. This results in an ever-growing need for cultivable and grazing lands, which is exacerbated by extensive and inefficient systems of production. A shift toward more productive and resource efficient modes of agricultural production with less associated use of synthetic chemicals, pollution and land degradation is required.
**Manufacturing:** The contribution of manufacturing output to total national income is generally low (9.4% in 2011). However, positive performance in industrial growth and an increase in foreign direct investment (FDI) in industries in Kenya indicate a potential for industrial take-off (FDI net inflows increased from 0.3% of GDP in 2008 to 1.0% in 2011). The challenge is to ensure that environmental best practices are incorporated at these early stages of industrialisation whenever manufacturing investments are being considered. Industrial growth is vital to economic development with a potential to contribute significantly to poverty reduction. This will include national efforts to promote the development of SMEs. For example, industries that participated in a project on promoting resource efficiency were able to realise savings on water and energy of 20% to 35% through application of no-cost and low-cost options identified and implemented through the RECP programme. This type of activity needs to be urgently scaled up, also to direct FDI to cleaner and more recent efficient enterprises and entrepreneurs.

**Mauritius**

The Mauritian government expressed its political commitment to sustainability with a view to securing present and future livelihoods through its *Maurice Ile Durable* (Mauritius Sustainable Island - MID) Vision. The MID Policy, Strategy and Action Plan were approved by Cabinet in June 2013. The programme established an overarching mechanism to finance projects aimed at the preservation of natural capital and the promotion of renewable energy sources in both consumption and production phases of economic activity, at both the household and business level. A key component of the scheme has been the creation of investment-related risk-transferring mechanisms (from private to public) that incentivize SME’s to invest in green technologies. A number of initiatives, such as the implementation of the national SCP programme, are already underway. This includes a restructuring of the economy, the promotion of sound macro-economic management, the adoption of innovative technologies, the upgrading of national infrastructure and the strengthening of public services. MID also aims at ensuring that development remains people-centred, that vulnerable groups are protected and an inclusive green economy is established. Mid-way through the mandate of the national SCP programme some 24 projects are being implemented to increase resource efficiency, change consumption patterns and increase demand and supply of sustainable products in the market.

Manufacturing is the cornerstone of the national economy. As the biggest contributor to national wealth creation (17.7% GDP share) and the biggest employer (15.1% of total workforce), this crucial sector is central to the securing and increasing productive jobs and a decent standard of living for working families, offering major economic benefits through exports. New trends in the manufacturing sector are driving the industry to move toward high-tech manufacturing focusing on technology, creating an opportunity to promote more resource efficient (and hence competitive) production methods. Small and Medium Enterprises (SMEs) play a vital role in the development of the Mauritian economy, but will require technical assistance and capacity building to enable them to apply resource efficient and competitive production methods.

EU interventions in Mauritius also take account of cross-cutting issues, in particular trade facilitation, sustainable development, energy, gender equality and social issues. Over the past years the priority sectors in which key results have been achieved in the EU-Mauritius cooperation are sugar reform, education, energy, socio-economic empowerment, wastewater and sustainable development among others. More specifically, some of the projects which have benefited from EU funding are research on: use of bio-pesticides for the control of sugarcane white grubs; regulating phosphorus in sugarcane to decrease production costs and protect fresh water resources; efficient conjunctive use of water for sustainable sugarcane production; efficient use of energy resources in cane processing; and production of bio plastics from sugarcane biomass. Additionally, the EU has also funded an SCP project on Sustainable Buildings and Constructions. This study focused on the development of policies as well as a building rating system for the Republic of Mauritius as part of a comprehensive framework to promote the
sustainability of buildings.

Potential focus sectors

Manufacturing (and eco-labelling): To make its economy more resilient, Mauritius has successfully diversified its economy, previously a mono-crop one depending on sugar to one which is geared towards the manufacturing sector, tourism and more recently the financial sector. The manufacturing sector, and particularly the textile sector, is a large consumer of energy and represent a source of pollution (air pollution as well as contamination of freshwater bodies). To make the industries more energy efficient and minimize risks of pollution, there is an urgent need to review production techniques and adopt more sustainable production practices. An integrated Water Resources Management Plan is being developed to increase supply and improve water quality, and a target has been set of achieving 35% renewable energy by 2025 (in 2009, 17.5% of energy was supplied by local renewable sources such as bagasse, hydro, wind and fuel wood). Mauritius is at present developing a national eco-labelling framework for local products. The adoption of resource efficient and cleaner production methods will enable local products to meet specified standards for eco-labelling. The growth of the financial sector in the country represents a potentially expanded source of investment for domestic enterprises which could potentially be green investment thanks to appropriate enabling conditions and right incentives.

Tourism (and eco-labelling): Tourism is the third pillar of the economy, contributes significantly to economic growth and has been a key factor in the overall development of Mauritius. In the past two decades tourist arrivals increased at an average annual rate of 9%. The national tourism policy emphasises low impact, high spending tourism. Selective, up-market, quality tourism is favoured, and although such tourism is not the only type, it constitutes the major segment of tourists who stay in high class hotels. A Tourism Development Plan was prepared in 2000 setting the objective of Mauritius acquiring a ‘Green Destination’ status by 2020. This involves eliminating unsustainable environmental practices throughout the island, in hotels, businesses and the local community. Mauritius is relying on tourism to remain a strong growth pillar of the economy in the medium-term. A Tourism Sector Strategy to support growth has been developed that addresses policy issues, capacity building, marketing brand, quality of service, greater involvement of stakeholders and infrastructure upgrade. The tourism industry is also developing its own eco-label. This eco-label will apply to the entire tourism industry including the hotel sector, pleasure craft, tourism operators, and tourist attractions management. The credibility and effectiveness of the label in attracting foreign tourists will be critical factors in determining its utility for the eco-entrepreneurs in the sector.

South Africa

As a growing developing economy, South Africa is facing severe environmental degradation and resource depletion challenges, which threaten opportunities for sustainable economic growth. The Department of Trade and Industry’s green industry agenda covers renewable energy and nuclear energy, waste and recycling water and waste water, industrial climate change response measures and resource efficiency and cleaner production methods which collectively aim to improve resource productivity and environmental performance. The initiative aims to mainstream environmental and social considerations and performance measures into national policies and the operations of businesses, promoting industrial innovation, industrial competitiveness, sustainable entrepreneurship, and the creation of green jobs, thereby contributing concretely towards sustainable development.

The country approved a National Framework for Sustainable Development in 2008, which signalled a new wave of thinking that was aimed at promoting the effective stewardship of South Africa’s natural, physical and social capital. The National Strategy for Sustainable Development and Action Plan builds on the framework and covers the key areas of human development, ecological protection and economic growth and the need to develop a more efficient and equitable economy. The up-scaled Industrial Policy Action Plan (IPAP) identifies the priorities areas for green industries. In 2011, the government signed a
Green Economy Accord as an outcome of social dialogues on the New Growth Path under which the government has prioritised entrepreneurship and the advancement of Small, Medium and Micro-sized Enterprises (SMMEs) as the catalyst to achieving economic growth and development.

The Department of Environmental Affairs has made available US$ 100 million over three years to initiate a Green Fund. The fund is aimed at facilitating investment in green initiatives to transition South Africa to a greener economy and support socio-economic development. The Green Fund is designed to promote innovative and high impact green programmes through catalytic finance that enables them to scale up and eventually be replicated elsewhere in the country. The fund also aims to strengthen capacity to mainstream green and climate change issues into South African economy and society and could complement the capacity building activities of SWITCH Africa Green. Through the Department of Trade and Industry the government also developed the Industrial Energy Efficiency Improvement Project that was established by the United Nations Industrial Development Organisation (UNIDO) in 2010. The project is set to contribute to the national energy demand reduction target of 15% by the year 2015 for mining and industry, and 12% for the country as a whole.

South Africa is also one of the ten board members of the global 10YFP, and hosts a large and active National Cleaner Production Centre (NCPC) as a national programme of the government. This NCPC delivers support on resource efficient and cleaner production (RECP) methodologies to assist a large segment of South African industry to lower costs through reduced energy, water and materials usage, and waste management. RECP activities are being implemented that build upon cleaner production by accelerating the application of preventive environmental strategies to processes, goods and services to increase the efficiency and competitiveness of companies, while also reducing risks to humans and the environment. In 2010/11, the centre conducted one hundred and two RECP assessments at sixty-one process and production facilities that identified total potential savings amounting to approximately US$ 6 million.

Potential sectors

**Agriculture:** South Africa has a dual agricultural economy, with both well-developed commercial farming and more subsistence-based production in the deep rural areas. Agriculture contributes 4% to South Africa's gross domestic product (GDP) and consists largely of cattle and sheep farming, with only 13% of land used for growing crops. The government is working to develop small-scale farming in efforts to boost job creation. The greatest limitation is the availability of water, with uneven and unreliable rainfall. Around 1.3 million hectares are under irrigation, and around 50% of South Africa's water is used for agriculture. Agriculture as a percentage of GDP has decreased over the past four decades, currently contributing around 2.5%. However, farming remains vitally important to the economy with 638,000 people formally employed while it is estimated that around 8.5 million people are directly or indirectly dependent on agriculture for their employment and income. The New Growth Path includes programmes to promote commercially oriented small-scale farming. Agro-processing contributed 20% of the total amount GDP generated in 2011 by the manufacturing sector. Although the agro-processing sector was one of the first sectors to implement RECP methodologies, its vast size and diverse nature means that there are still numerous organisations unaware of the benefits of RECP and the opportunities associated with participating in the project. Agriculture is also one of the four sectors adopted for emphasis in the South Africa Green Economy Modelling Report, which was launched on 6 August 2013. The remaining sectors are Natural Resource Management with particular emphasis on the Working for Water programme, transport and energy.

**Manufacturing:** The manufacturing sector provides a locus for stimulating the growth of other activities, such as services, and achieving specific outcomes, such as employment creation and economic empowerment. The manufacturing sector in South Africa employs around 1.7 million people and manufacturing output accounts for 15% of GDP. However, the positive contribution and potential of
manufacturers is currently under threat with more than 440,000 small business owners having closed in 5 years between 2006 and 2011. In September 2012, South Africa’s Purchasing Management Index registered a three-year low indicating bad business conditions and contraction in manufacturing. Conditions have deteriorated while average energy prices in other BRICS countries have decreased by over 36% in the last decade, electricity costs have increased by over 170% in South Africa and are predicted to continue to escalate at more than double the forecasted inflation rate. South Africa requires a number of incentives over a period of time to move industries away from energy and carbon intensive industries and processes to more labour absorbing ones.

**Integrated Waste Management:** Through the country’s commitment to sustainable development, South Africa aims to balance the broader economic and social challenges of a developing an unequal society while protecting its environmental resources. There is a need to eliminate the unnecessary use of raw materials and the need to support sustainable product design, resource efficiency and waste prevention. This means re-using products where possible and recovering value from products when they reach the end of their life span through recycling, composting or energy recovery. The objectives of the Waste Act (2008) are structured around the steps in the waste management hierarchy, which is the overall approach that informs waste management in South Africa. In 2001, the government approved a National Waste Management Strategy in the face of high rates of industrial development in the country and in a bid to increase existing waste management efforts. The National Cleaner Production Centre is involved in waste assessments to understand a company’s/plant’s waste generation profile and identify opportunities to reduce waste to lower materials usage and achieve more efficient waste management practices. This contributes to implementing the National Waste Management Strategy and RECP activities in South Africa.

**Uganda**

Uganda has an extensive M&SME sector that comprises about 1,100,000 enterprises, employing approximately 2.5 million people which is equivalent to 90% of total non-farm private sector workers. The sector contributes about 75% of the country’s GDP. M&SMEs by the sheer limitation of their size and resources are highly dependent on Business Development Services (BDS) to provide capacity building and support their business growth in areas such as training, advice, information, business planning, marketing, modern technology, communications and other services. BDS complement credit and micro-finance programmes, and assist small enterprises with growth potential to become medium-sized enterprises. The government has provided non-fiscal incentives to stimulate business growth as demonstrated by the various initiatives to enhance private sector competitiveness. Fiscal incentives on the other hand are provided for under the Finance Bill. Private sector development is one of the national priorities as the country moves from a predominantly peasant economy to an industrial society as clearly stated in the Vision 2040. The government is currently reviewing the National Development Plan as well as the National Environment Management Policy, which will ensure integration and mainstreaming of activities into on-going national processes and strategies.

The EU is actively promoting the ‘greening’ of its cooperation with Uganda, through the systematic integration of environment concerns in the design and implementation of its programmes. For example, the Karamoja Livelihood Programme is expected to make a significant contribution to the adaptation of agriculture systems of this region to climate change. The EU is also actively promoting energy efficiency and renewable energies in Uganda.

**Potential focus sectors**

**Agriculture:** Agriculture is the main stay of the Ugandan economy employing 65.6% of the labour force and contributing 21% to the GDP. Sustainable agriculture is one of the priority areas identified in the national SCP programme that was developed in 2011. The country has taken steps to transform the
agriculture sector from subsistence farming to commercial agriculture through programmes such as Plan for Modernisation of Agriculture (PMA) and National Agricultural Advisory Services (NAADS) programme. This has delivered progress in making agriculture more profitable, competitive and sustainable to provide food and income security to the rural population. It also creates employment opportunities along the entire commodity value chain of production, processing and marketing. The country has also taken important steps in transforming conventional agricultural production into an organic farming system and now has the most developed sector of certified organic production in Africa. Uganda is among the world’s lowest users of artificial fertilizers, at less than 20 per cent (or 1 kg/ha) of the already very low continent-wide average of 9 kg/ha in Sub-Saharan Africa. The widespread lack of fertilizer use has been harnessed as a real opportunity to pursue organic forms of agricultural production, a policy direction widely embraced by Uganda. By 2007, 296,203 hectares of land were under organic agricultural production with 206,803 certified farmers. This constitutes an increase of 360 per cent in terms of number of farmers and 60 per cent in terms of acreage, respectively, between 2002 and 2007. Certified organic exports increased from US$3.7 million in 2004 to US$22.8 million in 2008. In addition to export earnings, organic agriculture has a positive effect on the environment and soil fertility and has the potential to increase the yields and incomes of farmers, thus contributing to poverty reduction and sustainable rural development. As part of the East African Community, Uganda adopted the regional organic standard (in 2007) - the East African Organic Products Standards (EAOPS) developed under a joint UNEP-UNCTAD initiative. Uganda has taken an apparent liability – limited access to chemical inputs – and turned this into a comparative advantage by expanding its organic agriculture base, generating revenue and income for smallholder farmers, as well as a more environmentally sustainable form of agriculture.

Manufacturing: The National Development Plan objectives are to transform the Ugandan economy from a largely agricultural-based economy to a semi-industrialised one. SCP objectives of the manufacturing sector are to promote a business practice that expands all the company’s processes and decisions into the social and natural environments it operates in and affects, with the explicit objective of reducing or eliminating any negative impact, while pursuing increased technological and economic performance. The government estimated that implementing Resources Efficiency and Cleaner Production concepts and methods would cost approximately US$ 2.6 million in capital investments, but generate around US$ 2.0 million in annual savings.

Uganda is pursuing a policy of rapid industrialisation and growth during the recent years has been realised with poor resource efficiency that results in reduced productivity and environmental problems. Most industries in Uganda use obsolete equipment often not properly maintained and others use environmentally inappropriate technologies. Due to the high costs of end-of-pipe technologies, the industrial wastes in form of either solid waste, effluent or air emissions are released untreated into the environment. Solid waste is mainly from rejected or expended raw materials, solvents and packaging materials. By introducing resource efficient and cleaner production methods, for example, water consumption in the beverage industry reduced from 3.79 hL of water/ hectolitre of product; water consumption in dairy processing in Uganda is 5-6 litres of water per litre of milk compared to 1 litre of water per a litre of milk with Cleaner Production; water consumption in sugar factories reduced by 36%. This translated into a reduction in the water expenses and also significantly reduced the amount of effluent discharged into the environment; energy consumption in fish processing was reduced from 120 KWh per ton of fish to 45 KWh per ton of fish equivalent, i.e. by 62.5%. Low energy consumption per unit of product reduces costs and also makes more energy available for use by other consumers: for example, fuel wood consumption in tea processing improved from 358 kg of made tea per cubic metre to 680 kg of made tea per cubic metre of wood consumed, reducing carbon emissions and greenhouse gas. This translates into increased productivity and competitiveness of the company and contributes to sustainable industrialisation of Uganda. The total investment required to implement all the measures that have been identified is approximately US dollars 2 million - this would result into a total saving of
approximately US Dollars 3.5 million per year. These cost savings and pollution reduction gains need to be replicated across the sector.

**Integrated Waste Management**: Uganda is facing rapid urbanisation and increasing population at a rate of 5.1% and 3.3% per annum respectively, leading to overcrowding and the development of slums and informal settlements with poor waste management practices. Waste generation increases with increasing population growth and urbanisation and authorities are now overwhelmed by the sheer volume of waste generated. Integrated solid management interventions are necessary to build the national capacity for proper waste management that focuses on prevention of waste generation, waste minimisation, reuse/recycle and treatment before disposing of waste in an environmentally sound manner. The establishment of recycling industries is one of the key components of integrated solid waste management as this will create jobs for the youth and women who are currently engaged in ‘scavenging’ at dumpsites of municipalities in conditions that expose them to health hazards. By valorising waste, these industries offer major opportunities for poverty eradication. National objectives are to ensure that 100% of urban areas have solid waste recycling systems and implement sorting at household level, and that by 2050, all types of generated solid wastes will be collected, reused, recycled and treated by modern, environmentally-friendly technologies, and the landfilled waste will be minimised. The National Environment Management Authority is coordinating a solid waste management composting project in twelve municipalities, a project that aims at emission reduction (reduction of methane gas through composting of organic solid waste).

### 2.3 Legislative authority and contribution to UNEP sub-programmes

UNEP's Governing Council decision 27/7 recalls decision 22/6 on the promotion of sustainable consumption and production patterns, and authorizes UNEP to take the necessary actions to serve as the secretariat of the Ten Year Framework of Programmes on Sustainable Consumption and Production Patterns, adopted at Rio+20. GC27/8 invites countries to implement green economy in the context of sustainable development and poverty eradication taking into account section 3 of the Rio+20 outcome document ‘The Future We Want’. Resource Efficiency is a strategic focus area of UNEP’s Medium Term Strategy for 2014-2017. The proposed project will contribute to all three expected accomplishments of the thematic area, but mainly to the uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains.

In July 2012 during its 19th Ordinary Session, the Assembly of the African Union (AU) adopted decision 437 (XIX), on the United Nations Conference on Sustainable Development (Rio+20). The AU requested its own Commission, the United Nations Economic Commission for Africa (UNECA), the African Development Bank (AfDB), the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP) and other partners to step up efforts in support of an effective implementation of the Rio+20 outcomes to support sustainable development efforts in Africa.

In September 2012, during the 14th Session of the African Ministerial Conference on the Environment (AMCEN), the African ministers of environment adopted decision 14/4: Sustainable Consumption and Production in Africa that includes the review the African 10-Year Framework Programme on Sustainable Consumption and Production so as to hasten the implementation of the global 10YFP and the implementation of activities under the African 10-Year Framework Programme on Sustainable Consumption and Production as shall have been reviewed.

**Section 3: project description**
3.1 Project description

The overall objective of SWITCH Africa Green is to support 6 countries in Africa to achieve sustainable development by engaging in transition towards an inclusive green economy, based on sustainable consumption and production patterns, while generating growth, creating decent jobs and reducing poverty. The objective will be achieved through support to private sector led inclusive green growth.

The specific objective is to support the development of green businesses and eco-entrepreneurship and use of SCP practices by having in place (i) MSMEs and business service providers that are better equipped to seize opportunities for green business development, ii) better informed public and private consumers, and (iii) enabling conditions in form of clear policies, sound regulatory frameworks, incentives structures, tax, other fiscal and market-based instruments influencing key sector(s) in the 6 African countries.

Outcomes and activities of other projects supported by the EU such as the Green Economy Initiative in Africa as well as the ENRTP-funded projects on sustainable trade opportunities and on eco-innovation and Resource Efficiency and Eco-innovation in Developing and Transition Economies, Integrating resource efficiency in international supply chains through life cycle based approaches and information, Sustainable Public Procurement and Eco-labelling, will complement and be synergised with SWITCH Africa Green.

This project will combine work at the macro-level to support the establishment of incentive structures and policy measures and instruments for green business development, with work at the micro-level which will provide targeted support to green private sector development initiatives and design and implementation of policies and regulations to create enabling conditions for business. The project will focus on 6 pilot countries - Burkina Faso, Ghana, Mauritius, Kenya, South Africa and Uganda -that have been selected based on an initial short-listing and consultation with the EU delegations. The EU delegations will be associated and engaged in the National Technical Coordination Committees (NTCC) to help guide the project implementation [and strengthen future EU-African cooperation on these themes].

The project will focus on 1-3 sectors in each country with good opportunities for advancing green business development and SCP practices. Sector choices depend on the specific circumstances and opportunities in the countries, and will be identified after country level stocktaking and consultation with key stakeholders. Projects on the ground will focus specifically on capturing market opportunities for resource efficient, green goods and services and supporting local eco-entrepreneurs starting up and developing green business ventures (growing “green” sectors) in e.g. sustainable agriculture, conservation of ecosystem services (including biodiversity), and businesses that increase resource efficiency and decrease pollution over the full life cycle of products (i.e. from ‘cradle to cradle’). Furthermore some projects could focus on awareness and capacity building for M&SMEs to apply SCP practices particularly in sectors that have a higher potential of job creation and social inclusion such as agriculture, manufacturing, waste disposal and recycling and building.

3.1.1 Potential focus sectors and cross-cutting areas

Annex A provides a preliminary list of potential focus sectors and cross-cutting areas that have been identified based on inputs from the countries collected in the design phase of the project. These initial projections will be reviewed during the inception phase of the project, and elaborated and adjusted as necessary, according to the needs and priorities of national stakeholders, and will be verified by the National Technical Coordination Committees before final approval by the project Joint Steering Committee.
The stakeholders include public institutions, parastatals, regulatory bodies, business intermediaries (business associations, business development services providers), civil society organisations and national technical institutions (such as research institutions and national cleaner production centres) that promote private sector development and facilitate eco-entrepreneurship. In all countries, private enterprises (and particularly M&SMEs), will be key implementation partners, primarily in component B, but with important consultative and beneficiary roles in components A and C.

Activities, stakeholders engaged and partnerships for implementation will be elaborated and adjusted as necessary in the inception phase of the project in each country, and to ensure consistency and complementary with successful bids to the call for proposals in component B.

3.1.2 Project inception phase

The definition of activities under the three components of this project will depend critically on a six to nine months inception phase in each of the six countries. The duration will depend on the information required from a particular country. The purpose of the inception phase of the project is to inform project partners on the scope and objectives of the project, and more specifically to ensure that an open and transparent process is established, to refine and finalise the modalities and mechanisms for implementation as well as to identify, engage and mobilise the project team and key stakeholders and actors.

At the country level, the inception phase will be launched by an initial national roundtable with relevant government ministries, private enterprises and investors, relevant business intermediaries, experts and civil society to better define the necessary outputs of the project in the national context. The EU delegation in the country will be involved from the onset, and will be a part of the National Technical Coordination Committee that will be established to guide implementation of the project.

The main outputs of the inception phase at the national level will be:

- A country implementation document detailing: management structure for SWITCH Africa Green at the national level, composition of the NTCC, national level delivery plan and log-frame, national work plan and schedule of activities;
- A “country inception report” containing the results of the analytical work outlined below e.g. analysis of focal areas, existing policies, regulations, etc, review of business environment and green business opportunities etc.

A draft version of the above documents will be discussed with the stakeholders during a concluding national roundtable.

At the country level, the national coordinator will facilitate the mobilisation of partners and stakeholders for implementation of the projects.

In addition, the following activities will be undertaken/initiated at national level:

- Providing information on the project to all relevant partners and stakeholders;
- Detailed description of focal areas/activities through consultations at national level/national coordinators, and of the key stakeholders in the public and private sector and civil society that should be engaged;
- Inventory of existing policies, regulations, standards and instruments and mapping of gaps, including reviews of related eco-entrepreneurship, eco-innovation, SCP and green economy policies focusing on the specific sectors targeted/selected, to build on existing information and identify gaps in knowledge and policy frameworks;
- Review or initiate Green Economy scoping studies.
- Assessment of the business environment in focused sectors and identification of capacity building
needs, in particular of the existing Business Development Providers;

- Initial review of current sources of private investment, both domestic and foreign that are shaping the national economy;
- Review of green investment opportunities in the selected sectors to be outlined in terms of financial investment required, resulting increases in productivity, increase in resource efficiency and reductions in pollution, with some indications of returns on investment and payback times, where sufficient data exist;
- Assessment of trade and comparative advantage and opportunities that arise from, or are associated with, national green economy measures, and the identification of potential (export) markets that could be accessed following application of such measures.
- Development of preliminary recommendations on the key policies, economic and fiscal instruments and capacity building measures necessary to enable eco-entrepreneurs to redirect investment and reshape production processes and market orientation;
- Based on the foregoing, definition of criteria and key elements of country projects that will explore these proposed measures, their practicality and requirements for effective implementation as well as building national capacity to meet those requirements;

The sequencing of these actions will be adjusted with reference to country-specific conditions and needs, and in each case will include a national, multi-stakeholder roundtable in the first year of the project to better define capacity building needs and secure broad engagement of stakeholders.

The project team based at regional level will coordinate and support national level activities and will undertake a range of preparatory activities including:

- Guidelines of the selection procedure to be applied to the call for proposals, which will specify eligibility criteria, technical and administrative criteria (including priority sector and activities in individual countries), procedure and calendar for selecting grantees and ensuring balanced distribution of the projects;
- Guidelines to applicants (UNEP will provide the technical inputs on SCP and Green Economy);
- Monitoring and Evaluation framework for the Green Business Development projects;
- Baseline for the Monitoring and Evaluation (M&E) framework;
- Establishing the Networking Facility.

The findings of the inception phase, including on the assessment of the business environment at country level and capacity building needs of key actors, will contribute to the development of indicators for the overall project monitoring and evaluation framework.

### 3.1.3 Project results and components

The expected results of the project are:

- **A. Policy support**: Policy actors in pilot countries are better informed and equipped with policy-relevant scientific information, strengthened institutions and appropriate tools and instruments such as policies, regulatory frameworks, incentive structures, tax and market- based instruments allowing private sector led inclusive green growth through eco-entrepreneurship, eco-innovation and sustainable production and consumption actions in targeted sector(s), complementing existing national planning and strategic frameworks for transformation towards green economies.

- **B. Green business development**: Economic actors in pilot countries are better equipped to
identify and/or put in practice opportunities for green business development and markets (domestic and export) for sustainably produced goods and services. The transformation towards an inclusive green economy is fostered through services provided to M&SMEs and eco-entrepreneurs that enable them to start and develop green business or apply sustainable production practices.

- **C. Networking facility:** Knowledge, lessons learned and good practices from the projects have been distilled and disseminated nationally and through appropriate regional and Africa-wide networks and programmes, such as the Global SCP Clearinghouse of the 10YFP, to allow sharing of best practices and networking between African practitioners and those in other regions and to create broader awareness and increased understanding of the benefits of green business opportunities and SCP practices among key stakeholders in the private sector, governments and consumers of pilot countries and other countries in Africa.

Activities across the components will focus on the pilot countries and the selected target sectors, to ensure horizontal synergies and to avoid diluting the impact of the project.

The policy support and the green business development components will mutually reinforce each other at the country level. They will focus on the same target sector(s) to ensure that the policy component draws on the feedback from the implementation of business development component, and the green business development projects benefits from improved enabling conditions created by the policy support component.

**Component A: Policy support**

The policy support component will respond to the specific needs of each pilot country building on and scaling up existing activities to promote the development of green economy and SCP policies and regulatory frameworks in those countries. All activities will provide technical support to establish or strengthen the enabling conditions for the selected target sector(s) in the respective countries, complementing efforts underway through others programmes, including SCP programmes, global 10YFP and green economy initiatives in Africa.

The component will support the formulation of policies, regulations and standards, and the establishment, or strengthening, of relevant institutions necessary for resource efficient and green businesses to emerge and grow. The policy support component will also support the collection, analysis and dissemination of data on the combination of economic, social and environmental gains from the shift to SCP practices, to promote engagement of other ministries responsible for economic and development policies. The extent to which the public sector can support demand for more sustainable goods and services through procurement activities will also be explored. The policy support component will involve a variety of stakeholders, including the private sector, in policy dialogue on fiscal and environmental reforms required to identify effective and acceptable policies.

The starting point in each country will be a joint stocktaking study with the relevant participating country authorities to prepare an agreed road map / action plan for the policy support interventions in that country. The stocktaking will build on the existing green economy assessments and SCP actions that have been undertaken or developed and will engage the EU delegation. The roadmap/action plan of SWITCH Africa Green will aim to develop a science-based integrated set of green economy and SCP policies and activities. The objectives are to foster green business and ensure coherence, complementarity and synergy between the respective processes, policies and activities. There will be a strong emphasis on increasing or re-directing flows of public and private investment to support the desired transition to a green economy and shift to SCP patterns.
Priority areas for green policy-making include addressing environmental externalities, where the production or consumption of goods and services has negative effects on third parties and the environment; limiting government spending in areas that deplete natural capital, such as subsidies that stimulate unsustainable production, resulting in the depletion of natural resource stocks and overexploitation; promoting investment and spending in areas that stimulate a green economy.

Those areas are (a) innovation in new technologies and behaviours that are vital to green markets; (b) infrastructure that is required for certain green innovations to flourish; (c) infant green industries; sound regulatory frameworks of legislation, institutions and enforcement to channel economic energy into environmentally and socially valuable activity; and (e) policy studies to explore opportunities for sustainable fiscal policy in respective countries.

The stocktaking study will select specific issues related to fiscal policies to be explored in detail including quantitative modelling. This will provide policy-makers with a good understanding of how the price changes, based on cost internalisation, would affect economic actors across the economy; what (if any) mitigation measures might be required; and what impact could be achieved by reallocating the resources or investments to various sectors.

As part of the stock taking, measuring the current baseline as well as the progress towards greening the economy will be a priority action. This activity is about developing, communicating, and applying guidelines for measuring a green economy transformation at the national level. Indicators are required that can measure outcomes from a shift in policies and investments away from high emission, heavily polluting, waste generating, resource intensive, and ecosystem damaging activities towards low carbon, clean, waste minimising, resource efficient, employment creating and ecosystem enhancing activities.

Indicators of resource efficiency or productivity do exist and have been used regularly in policy assessment. They include such indicators as energy use per unit of Gross Domestic Product (GDP), or alternatively, GDP per unit of energy used. Such indicators could be extended to the issues of water, greenhouse gas (GHG) emission, air pollution, waste and land use, among others. During implementation, the policy support component will draw from the experience gathered via individual Green business development projects supported under component B below. The projects will identify specific constraints and opportunities for green business development in the selected sector(s) to be addressed though improved enabling conditions.

Activities and expected outputs
Through a consultative process, the following types of activities will be initiated in the inception phase and undertaken at national level, further developing and then delivering the following outputs, according to the priorities defined by the countries. This list will be adjusted to activities and outputs delivered by the projects under Component B, as those projects are defined and implemented.

- Inventory of existing policies and instruments and mapping of gaps, including reviews of related eco-entrepreneurship, eco-innovation, SCP and green economy policies focusing on the specific sectors selected in each country, and identification of capacity building needs, opportunities, bottlenecks and constraints created by existing policies or institutions.

- Assessment of the business environment for focus sectors and identification of capacity building needs, in particular of the existing Business Development Providers, and including establishment of current baselines on economic performance, resource efficiency, environmental impacts and social returns of each sector in each country, as far as possible.

- Implementation of the recommendations contained in Green Economy scoping studies or
assessments conducted by UNEP in Burkina Faso, Ghana, Kenya and South Africa, as part of the Green Economy Initiative with the support of the EU with the objective to start developing national Green Economy roadmaps or action plans.

- Identification of green business opportunities based on potential resource efficiency gains, cost reductions and returns on investment from SCP practices and the possibilities for developing new international markets for or increasing market share of sustainable products.
- Assessment of trade opportunities for the focus sectors and identification of policy gaps in order to enhance sustainable trade practices and the transition to a Green Economy.
- Drafting and updating national road map / action plan for support the development of eco-entrepreneurship, eco-innovation and the shift to SCP practices.
- Implementing national road map / action plan for support the development of eco-entrepreneurship, eco-innovation and the shift to SCP practices.
- Support to preparation of specific policy instruments / legislation / regulations as decided at national level through training and workshops.
- Support the mainstreaming of SCP objectives and policies, promotion of green business development and transformation towards green economy into National Development Plans.

The policy support will focus on the 1-3 sectors that will be identified in the inception phase. Building on the identified national priorities, the project will assess business and trade opportunities for M&SMEs. In the green economy aspects, emphasis will be made on policies required to facilitate the participation of the private sector in greening the economy. This entails among other measures, fiscal policy instruments including the institution of tax reforms, the removal of perverse subsidies and fostering green budgeting and finance initiatives.

**Component B: Green business development**

Activities shall aim at supporting transformation towards an inclusive green economy by providing services to entrepreneurs and M&SMEs that enable them to start and develop green businesses, apply sustainable production practices and create trade opportunities. In each pilot country, activities will focus on the same sectors as targeted by the policy support component. The scope of activities will be based on an assessment of local business conditions. This will include the readiness and capacity of the existing Business Development Services (BDS) providers to play an effective, efficient and sustainable role towards green business development and SCP practices in the selected sectors. Based on this assessment a combination of following types of activities can be envisaged:

- Development and provision of toolkits related to eco-entrepreneurial competences and skills, Resources Efficiency and Cleaner Production (RECP), eco-innovation (e.g., resource efficient, sustainable product improvement, material efficiency, cleaner technologies) and other issues such as life-cycle assessment (LCA) and related labelling, sustainability reporting and marketing along the value chain including trade linkages. The services will be provided primarily by local BDS providers. Hence, national capacities will be developed and/or strengthened in a first phase in order to ensure a strong project foundation.
- Capacity building of entities along the product and value chains (including M&SMEs), including in areas noted above, such as: raising awareness (the business and policy case for action) and technical and policy capacities and skills required. This will be coupled with national demonstration and piloting efforts applying a ‘learning by doing” approach, and documentation of experience for networking and dissemination.
• Network creation connecting different actors of the sectoral international value chains from producers to exporters and buyers, to enhance technical capacities and knowledge.
• Assessing sustainable business and trade opportunities and their contribution to a green economy transition and enhancing the countries capacity to create enabling conditions to harness those opportunities.
• Fostering market linkages between producers and buyers/retailers (including public buyers and international entities) and supporting match-making to expand supply and demand for more resource efficient and sustainable products. Green trade opportunities will play a major role here. Media campaigns addressing consumers, policy makers and the private sector to increase awareness and the potential for transformative change will also be developed.
• Analysis/appraisals and diagnostic studies of specific green business and SCP areas related to domestic and international market opportunities.
• Assessments, audits of specific production and trade processes.
• Implementation of RECP practices in the manufacturing sector and adoption of more sustainable manufacturing practices making enterprises more resource efficient while minimising pollution risks.
• Advisory services and capacity building on the management of specific resources such as water, land/soil, minerals and metals, including resources recovered from waste.
• Research, policy advocacy and capacity-building on a cross-cutting resource management issues (e.g. resource wealth and curse and resources in an urbanization context).
• Demonstration and testing in key sectors of SCP and GE project deliverables to promote improved access to cleaner technologies and redirect investment to promote greener economies.

Activities may be new or up-scaling of existing programmes. The Green Business development component will be implemented through projects selected via a call for proposals procedure or a similar procedure that can attract service provider applicants with new and innovative ideas. The process will be open to applicants of different types of “intermediaries” such as NCPCs, business organisations, consumer organisations, chambers of commerce, branch associations, Non-Governmental Organisations/Community Based Organisations research / development institutions, labour organisations, marketing and advertisement agencies, etc. The guidelines of the selection procedure will specify the types of eligible applicants, the priority sectors and activities in the individual countries as well as other eligibility criteria.

A national technical coordination committee (NTCC) composed of national stakeholders, a UN-based project coordinator and a representative of the EU delegation will oversee the selection process at the national level.

UNEP will contract the United Nations Office for Project Services (UNOPS) on basis of the UNEP-UNOPS Memorandum of Understanding (MoU) signed in November 2012 for the administrative management of the green business development component, which will be implemented through a grant support funding modality. Grant related activities shall be carried out under specific grant support agreements concluded between UNOPS and the beneficiaries and in accordance with the applicable UNOPS regulations, rules and procedures. The scope of the operational arrangement includes:

• Design and advise on the best selection method and arrangements – including advising from the administrative and grant management perspective on the development of the guidelines of the selection procedure;
• Set-up of the grant management process (systems/tools);
• Definition of criteria for grantees - technical criteria defined by UNEP; financial and ethical viability criteria of potential grantees will be included in the criteria;

Activities may be new or up-scaling of existing programmes. The Green Business development component will be implemented through projects selected via a call for proposals procedure or a similar procedure that can attract service provider applicants with new and innovative ideas. The process will be open to applicants of different types of “intermediaries” such as NCPCs, business organisations, consumer organisations, chambers of commerce, branch associations, Non-Governmental Organisations/Community Based Organisations research / development institutions, labour organisations, marketing and advertisement agencies, etc. The guidelines of the selection procedure will specify the types of eligible applicants, the priority sectors and activities in the individual countries as well as other eligibility criteria.

A national technical coordination committee (NTCC) composed of national stakeholders, a UN-based project coordinator and a representative of the EU delegation will oversee the selection process at the national level.

UNEP will contract the United Nations Office for Project Services (UNOPS) on basis of the UNEP-UNOPS Memorandum of Understanding (MoU) signed in November 2012 for the administrative management of the green business development component, which will be implemented through a grant support funding modality. Grant related activities shall be carried out under specific grant support agreements concluded between UNOPS and the beneficiaries and in accordance with the applicable UNOPS regulations, rules and procedures. The scope of the operational arrangement includes:

• Design and advise on the best selection method and arrangements – including advising from the administrative and grant management perspective on the development of the guidelines of the selection procedure;
• Set-up of the grant management process (systems/tools);
• Definition of criteria for grantees - technical criteria defined by UNEP; financial and ethical viability criteria of potential grantees will be included in the criteria;
• Preparation of and launch of the call for proposals;
• Proposal selection in accordance with the process outlined in section 4.2 of UNOPS proposal detailed in Annex E;
• Issuance of standard Grant support Agreements;
• Administrative monitoring and verification, including contracts committee review when required;
• Payment process;
• Financial reports.

Details are provided in the UNOPS proposal in the Annex E.

**Component C. Networking Facility**

The two other components - support to green business development and policy support - will be complemented by a networking facility providing project support services for networking and communication among the projects and countries, distilling knowledge from project implementation for wider replication, and facilitation of policy uptake. The objective is to facilitate sharing best practices and project-related knowledge on eco-entrepreneurship, SCP and GE policies and tools among all stakeholders, primarily within the six countries, but also across sub-Saharan Africa. M&SMEs, financial institutions, suppliers and partners within value chains, will be supported in the development and uptake of tools, technologies, practices and knowledge which create new business opportunities and enable governments to design and implement supportive policy, fiscal and regulatory frameworks.

Activities will include the following:

• Providing information on SWITCH Africa Green project and its green business development projects helping to share knowledge and disseminating successful project practices as well as to intensify networking between African and European partners. It will draw on the Global SCP Clearinghouse of the 10YFP and offer publications, presentations and organisation of events.

• Distilling knowledge of project practices, capitalisation of lessons learned, good practices and promoting replication as well as offering dialogue and support to countries’ stakeholders and projects implementers on how best to maximise their results and communicate their achievements:

• Strengthening networking amongst countries, projects and stakeholders involved: organising networking events to share experiences and learn from others active in the field at a practical level notably eco-innovation, green economy and SCP projects. The networking facility will seek synergies among SWITCH Africa Green projects to increase their impact in the region.

• Reaching out to policy-makers, the private sector and other stakeholders in the region: developing and disseminating SCP tools, guidelines/manuals, technologies and practices to stakeholders and policy makers. The networking facility will aim to strengthen existing networks and induce further partnership opportunities to leverage SCP and green economy uptake.

In order to combine the expertise and knowledge of relevant institutions, UNEP will contract the African Roundtable on SCP (ARSCP)\(^2\), RECPnet\(^3\) and other institutions in Africa promoting SCP,

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\(^2\) The ARSCP was established in May 2004 and supported by UNEP, it served as a regional platform for the development of the African 10-YFP and is the regional technical network that facilitates its implementation.

\(^3\) RECPnet facilitates the implementation of the African 10-Year Framework of Programmes on Sustainable Consumption and Production.
green economy transformation and eco-entrepreneurship. Each of them, will provide the base for the networking facility as briefly described below:

UNEP will support the project and its networking facility through:
- Facilitation of networking amongst the countries, projects, businesses and other stakeholders involved;
- Facilitation of the development of tools, guidelines and best practice manuals;
- Dissemination of knowledge, lessons learned and best practices on effective replication approaches and promotion of their uptake;
- Facilitation of inter-ministerial and public-private dialogues; and
- Out-reach to policy-makers, the private sector and other stakeholders.

ARSCP promotes the development of national and regional capacities for implementation of SCP and serves as the regional clearinghouse for SCP activities in the region. ARSCP and its members facilitate development of national and regional capacities for SCP and promote application of SCP concepts and tools in African countries. In particular, they will support the project and its networking facility through:
- Participation in regional/sub-regional and national meetings/events of organisations such as AMCEN, AUC, Regional Economic Communities (RECs) and UN agencies.
- Engagement with RECs (e.g. COMESA, SADC and ECOWAS) and relevant ministries (notably trade ministries), NGOs, civil society, and individual companies to mainstream SCP and GE.
- Advocacy for mainstreaming SCP and GE in national/regional/sub-regional policy frameworks in all sectors of the economy, for example as part of the national SCP programmes.

RECPnet promotes the effective application of Resource Efficient and Cleaner Production (RECP) in developing and transition countries by bringing together providers of RECP services. RECPnet facilitates South-South and South-North collaboration and transfer of best practice RECP methods, techniques and policies, and it provides the network for implementing the EC-UNEP eco-innovation project. RECPnet and its members will support the project and its networking facility through:
- Advocating the relevance, needs and benefits of RECP and eco-innovation for enterprises and other organisations in the pilot countries;
- Organisation/provision of training on SCP tools, such as the PRE-SME toolkit in the pilot countries;
- Providing support for innovation and knowledge management as well as capacity building on SCP and GE concepts/tools; and
- Promotion of projects/activities of SWITCH Africa Green during RECPnet meetings.

### 3.2 Project impacts on poverty alleviation and gender equality

At the operational level, poverty alleviation and gender equality will be given further consideration in the development of specific activities that will include work at the micro-level, providing targeted support to green business development initiatives. Projects on the ground will focus on green business ventures and on sectors with a high potential of job creation and social inclusion, such as agriculture, manufacturing and waste disposal. This has direct linkage with both the reduction of poverty at the local level and empowerment of women through their active engagement in the development of products and services. The indicators that

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3 RECPnet is the global network for promoting the widespread adaptation and adoption of Resource Efficient and Cleaner Production in developing and transition economies.
will be developed in the course of the project to measure progress will take proper account of these objectives. Development of those indicators will draw on UNEP’s relevant global level, normative work on SCP and green economy indicators.

3.3 Communication Strategy
The activities, results and impacts from the project will be communicated to stakeholders through communication actions that will emphasise and duly acknowledge that the EU has designed, developed and funded SWITCH Africa Green, a pilot initiative to foster green economy transformation in six African countries. More attention will be paid to EU visibility through:

- UNEP and its implementing partners will use every opportunity to underline the role of EU in developing and funding the SWITCH Africa Green project to support Green Business development, promote the transformation toward green economy and shift to SCP patterns in Africa, and its importance to support the global effort in the transformation to green economy and help “kick-start” the global 10YFP here.
- Information given to the press, the beneficiaries of the project, all related publicity materials, official notices, reports and publications, will acknowledge that the project is a project designed by the EU and implemented "with funding by the European Union".
- Co-Chairing (or co-hosting with EU delegations) major events, inviting the European Commission and/or EU delegation to non-SWITCH-Africa Green events (e.g. inviting EU representative to present SWITCH-Africa Green at the regional 10YFP or ARSCP roundtable meetings in Namibia, June 2014).
- Respect of visibility guidance provided by the EU in its Communication and Visibility Manual for EU external action that can be found at the website: http://ec.europa.eu/europeaid/work/visibility/. More information and templates are available at this web page in particular logo to acknowledge EU support plus a good range of public information materials (leaflets, videos, posters).
- Include EU staff in press conferences, quotes from EU staff in press releases, and interviews with EU staff in project videos. In some cases, joint press conferences/releases will be done.
- Use the UNEP ROA website as a brand for public information on SWITCH Africa Green project.
- Project field visits with EU staff will be used for communication opportunities.

Section 4: Logical framework matrix
See logical framework matrix in Annex C

Section 5: Work and delivery plan
See an indicative work plan by components and activity in Annex D

Section 6: Institutional framework
The project shall be implemented by UNEP’s Regional Office for Africa (ROA) in close coordination with Division of Technology, Industry and Economics (DTIE), and in collaboration with UNDP following the principles of One-UN. UNEP will be responsible for coordination and integration of the three project components in collaboration with UNDP’s Regional Service Centre in Addis Ababa and UNDP's Regional Bureau for Africa. In particular, UNDP will play a leading role at national level in relation to components A and B.
The cooperation with UNDP will be based on a formal note clearly establishing roles and responsibilities which are attached to this project document (Annex E). Under this note, UNEP and UNDP have agreed that they will:

- Ensure effective alignment of the priorities identified under SWITCH Africa Green with national development priorities and on-going or planned programmes of the African Green Economy Partnership and priorities identified under the African Regional 10YFP.

- Mobilize their institutional expertise and networks for effective coordination and implementation of the project in accordance with the established UN system wide guidelines for inter-agency coordination.

- Develop a regional delivery modality for the effective implementation of the project at the regional level which includes annual coordination and implementation planning includes, at the regional level that contributes to the interagency coordination through the United Nations Development Group -Africa.

- Develop Country Implementation Documents for each participating country in consultation with national partners, which documents, inter alia, define the specific implementation role of UNDP Country Offices and other partners at the national level, and ensure country ownership and synergies with similar programmes and initiatives.

- Facilitate synergy and coordination of the implementation of the SWITCH Africa Green project with on-going UN programmes and activities, building on existing collaborative projects and working closely with UN Country Teams under the leadership of the UN Resident Coordinators in the framework of UN Development Assistance Frameworks (UNDAFs).

Define the disbursement modalities of the projects funded at country level during the inception phase in accordance with the action description, UNDG guidelines, the joint UNDP-UNEP MoU of 2008, and UNEP-UNDP Modality of Cooperation Agreement for this project relevant to the call for proposals under component B, as well as to UNDP’s systems and processes. A SWITCH Africa Green Team will be established within UNEP ROA with oversight and technical support from DTIE. UNEP ROA will be responsible for the overall management of the project and for ensuring that the activities under this project are implemented in close coordination and synergies with other related regional activities of UNEP. The SWITCH Africa Green Team will be headed by a project manager based in UNEP ROA that will also be responsible to ensure that the activities under this project are building upon the results and lessons obtained from the past activities of relevant projects and programmes. DTIE will be responsible for developing linkages and synergies with the global initiatives in particular the Global 10YFP and other appropriate Green Economy initiative, and ensuring that this project feeds into and derives support from those global initiatives. The project shall provide for a Programme Officer (P3) post at UNDP Regional Service Centre. Under the guidance of the Director of UNDP Regional Service Centre, this officer shall be responsible for ensuring effective coordination of the project implementation from UNDP side.

A National Coordinator will be hired in each country. S/he will be selected in close consultation with relevant national authorities and will be based in the UN Resident Coordinator’s office. The Coordinators will be funded by the project to ensure project management and coordination with all partners at the national level in particular national level focal points in government and with other partners and stakeholders. They will act as the national project coordinators backed-up by the SWITCH Africa Green Team in UNEP and UNDP.

The Coordinators will oversee the implementation of the projects under guidance of and with support from
the SWITCH Africa Team in UNEP and UNDP.

UNEP and UNDP will also collaborate with other UN agencies, such as the International Labour Organisation (ILO) and the United Nations Industrial Development Organisation (UNIDO) through the United Nations Resident Coordinator (UNRC) in the six countries and they will contribute as per their comparative advantage when approached by the countries.

A **Joint Steering Committee** (JSC) responsible for the overall steering and strategic decision-taking of the project implementation will be established at the global level. The JSC will be chaired by the European Commission. In each country, National Technical Coordination Committees (NTCC) will be established responsible for guiding implementation at the national level. The initial terms of reference for both committees will be defined during the inception phase.

The proposed members of the Joint Steering Committee (JSC) include stakeholders representing:
- European Commission (2 representatives from DG DEVCO)
- UNEP (2 representatives)
- UNDP (1 representative)
- Countries (1 representative on rotational or consensus basis)

The JSC will also include representatives from other institutions as observers in particular
- ARSCP Secretariat (1 representative)
- UNOPS (1 representative)

JSC will meet on average twice per year, i.e. eight times during the duration of the project - some meetings will be face-to-face, others by electronic/telephonic means. The SWITCH Africa Green Team at UNEP will act as the secretariat of the JSC.

The JSC’s objective is to provide guidance on the overall implementation of the project. The JSC will be responsible for the overall steering and strategic decision-making on project implementation. The JSC will ensure that project objectives and goals are met. It will give guidance to the National Technical Coordination Committees and will rely on their recommendations while providing the strategic orientation. The JSC will help realise complementarities across and synergies between activities in the six project countries. More specifically, the JSC will also: approve of the selection procedure and criteria for the call for proposals; approve grant proposals, be informed by recommendations from UNEP and UNDP; monitor the main expected project outputs and provision of recommendations to optimise these outputs; propose measures to strengthen linkages with other relevant national, regional and global initiatives as necessary. The JSC will finalise and agree on its terms of reference in its first meeting with any amendments as necessary.

The members of the National Technical Coordination Committees (NTCC) may vary from country to country according to the specific contexts, but are likely to have the following core members: a national project focal point from government (Chair), the National Coordinator for SWITCH Africa Green (secretary), the EU country Delegation, others stakeholders as appropriate. The NTCC may invite representative of grants projects when relevant. The NTCC will serve to guide the implementation of the project at the national level and in particular components A and B, and will serve as the primary body assessing needs and defining priorities at the national level. The NTCC will provide recommendations and information to the JSC. Specifically, the NTCC will oversee that the project goals are being met at the national level and serve as a forum for the coordination between of national implementers of components A and B. The NTCC will provide overall direction to the implementation of the project at national level ensure technical level dialogue between the different components of the project; and advise on networking activities in the country. The NTCCs will finalise and agree to these terms of reference in their first meetings.
National level implementation and coordination:
During the identification phase, national level focal points in the Government were identified. The following paragraphs give initial indications on appropriate stakeholders and possible anchoring of the project in the institutional set up of each country. Those set-ups will be confirmed during the inception phase.

Burkina Faso: The Environmental Policy Division of the Ministry of Environment and Sustainable Development will be the government anchor point of the project responsible for country-led coordination. The Permanent Secretariat of the National Council for Environment and Sustainable Development will be the lead office for the implementation.

Ghana: The Ministry of Environment, Science, Technology and Innovation will be responsible for the overall coordination and hosting of the project. The Ghana National Cleaner Production Centre and the Environmental Protection Agency will be the lead agencies for implementation.

Kenya: The Ministry of Environment, Water and Natural Resources will be responsible for the overall coordination and hosting of the project. The Kenya National Cleaner Production Centre and National Environment Management Authority will be the lead agencies for implementation.

Mauritius: The Ministry of Industry, Commerce and Consumer Protection and Enterprise Mauritius will be responsible for the implementation and coordination of the project. Major stakeholders, including the Ministry of Environment and Sustainable Development, MID Commission, Ministry of Industry, Commerce and Consumer Protection as well as Enterprise Mauritius, Joint Economic Council, are part of the coordinating committee. The private sector will also be requested to be part of the committee.

South Africa: The South Africa Cleaner Production Centre will lead implementation of the project, whilst the Department of Environmental Affairs and the Department of Trade and Industry will provide overall strategic leadership on the coordination in the country. Other departments will be co-opted to NTCC.

Uganda: The Ministry of Water and Environment will be the lead ministry for coordinating activities of the project. The National Environment Management Authority, who is also the national focal point for post Rio+20 initiatives will be responsible for the overall project implementation in collaboration with Uganda Cleaner Production Centre.
Organogram for Project Coordination

Joint Steering Committee
(EC, UNEP, UNDP & a project country representative)

Project Implementation Unit
(UNEP)

Policy Component (with UNDP)

Green Business Development (with UNOPS & UNDP)

Network Facility (with ARSCP & UNDP)

National Technical Coordination Committees
(Six countries)
Annex A

Likely sectoral foci and cross-sectoral themes of activities in project countries

**Agriculture**

**Kenya**
The proposed focal areas/activities for agriculture are implementation of sustainable agricultural production practices for food security, establishment of national and international markets for sustainable products (such as organic food) by adopting green procurement policies and capitalizing on sustainable trade opportunities to export environmentally preferable or sustainability certified products. The main stakeholders to be involved, in addition to the private sector, will be Ministry of Environment, Water and Natural Resources, Ministry of Agriculture, National Environment Management Authority, Water Resource Management Authority, Kenya Bureau of Standards, country/city/municipal councils, Kenya Cleaner Production Centre, Kenya Tea Board, Kenya Sugar Board, Kenya Tea Development Authority.

**South Africa**
The proposed focal areas/activities for agriculture are: organic agriculture (agro-processing); cleaner production and resource efficiency; eco-labelling and certification to create export opportunities; sustainable procurement; information and awareness raising for consumers; and water efficiency. The main stakeholders to be involved, in addition to the private sector, are Ministry of Environmental Affairs, Ministry of Water Affairs, Ministry of Public Works, Ministry of Economic Development, Department of Agriculture, Forestry and Fisheries, research institutes and South Africa NCPC.

**Uganda**
The proposed focal areas/sector for agriculture are; capacity building for key institutions to foster adoption of SCP practices; introduction and implementation of SCP practices in enterprises and institutions; development and provision of specific technical services and toolkits on SCP related issues; promotion of the development, adoption and equitable transfer of environmentally sound technologies; and financing mechanisms that promote investments in eco-innovation creating new trade opportunities for domestic and international markets. The main stakeholders to be involved, in addition to the private sector, are Ministry of Agriculture, Animal Industries and Fisheries, Ministry of Finance, Planning and Economic Development, Ministry of Trade, Industries and Cooperatives, Ministry of Water and Environment, National Environment Management Authority, Uganda National Bureau of Standards, Programme for Modernisation of Agriculture, Uganda National Council for Science and Technology, National Cleaner Production Centre and Uganda Consumers Protection Association.

**Manufacturing**

**Ghana**
The proposed focal areas/activities for manufacturing of environmental goods or sustainability certified goods for both domestic consumption and international exports, including participation in international value chains. These include the promotion of simple technologies for energy use reduction and energy efficiency, promotion and investment in renewable energy technologies in solar and wind (including solar energy manufacturing), development of local capacities in the installation, operation and maintenance of renewable energy technologies (including training of technicians). These main elements will be complemented by development and enforcement of
energy management standard, guidelines and codes, training of energy auditors, development and provision of sector specific technical services and toolkits on SCP related issues, expansion of the sky-lighting product manufacturing, and mainstreaming RECP as well as renewable energy programmes into engineering courses at universities and polytechnics.


**Kenya**
The proposed focal areas/activities for manufacturing are development and implementation of incentives for cleaner technologies and innovation, adoption of water conservation measures (water efficiency), promotion of energy efficiency and access to affordable sustainable energy sources, improvement of the scientific and technological base relating to environmental management. Kenya should be enabled to participate more fully in greener international supply chains for these and other environmental goods and services. The main stakeholders to be involved, in addition to the private sector, are Ministry of Environment, Water and Natural Resources, Ministry of Industrialisation and Enterprise Development, National Environment Management Authority, Water Resource Management Authority, Kenya Bureau of Standards, county/city/municipal councils, Kenya National Cleaner Production Centre, Kenya Industrial Research and Development Institute, Kenya Institute for Public Policy Research and Analysis, Climate Innovation Centre, Kenya Private Sector Alliance, and Kenya Association of Manufacturers.

**Mauritius**
The proposed focal areas/activities for manufacturing are on Resource Efficient and Cleaner Production (RECP). These include implementation of RECP in the textile and food and beverages sectors, development of policies and capacity building of public officers on sustainable production practices which will be promoted in industries and monitoring processes, and development of policies and economic incentives for eco-labelling for domestic use and for creating access to international markets. RECP is one of the projects under the National Programme on SCP. The main stakeholders to be involved, in addition to the private sector, are Ministry of Industry and Commerce, Ministry of Environment and Sustainable Development, Ministry of Agro-Industry and Food Security, Ministry of Energy and Public Utilities, Enterprise Mauritius, Ministry of Finance and Economic Development, Ministry of Business, Enterprise, Cooperatives & Consumer Protection, Mauritius Standards Bureau, Mauritius Chamber of Commerce and Industry, Joint Economic Council, Mauritius Exporters Association (MEXA), and Small Enterprise to Help Development for All (SEHDA).

**South Africa**
The proposed focal areas/activities for manufacturing are water efficiency programmes, vehicular emissions, solar and wind energy manufacturing strategies, regulations on blending of biofuels, and an industrial energy efficiency programme. Activities under the SWITCH programme should
help South Africa access international markets for environmental goods and services. The main stakeholders to be involved, in addition to the private sector, are Ministry of Environmental Affairs, Ministry of Public Works, Ministry of Trade and Industry, Ministry of Science and Technology, Ministry of Energy, Ministry of Economic Development, research institutes, South Africa NCPC and energy producers.

Uganda
The proposed focal areas/activities for manufacturing are capacity building for key institutions to foster adoption of SCP practices, introduction and implementation of SCP practices in enterprises, development and provision of specific technical services and toolkits on SCP related issues, promotion of the development, adoption and equitable transfer of environmentally sound technologies, and financing mechanisms that promote investments in eco-innovation for domestic and international markets. The main stakeholders to be involved, in addition to the private sector, are Ministry of Finance, Planning and Economic Development, Ministry of Trade, Industries and Cooperatives, Ministry of Water and Environment, National Environment Management Authority, Uganda National Bureau of Standards, National Cleaner Production Centre, Private Sector Foundation of Uganda and Uganda Manufacturers Association.

**Integrated Waste Management**

**Burkina Faso**
The proposed focal areas/activities for Integrated Waste Management are promotion of sustainable waste management - solid waste management and transformation of compost, collection and processing of plastic waste, waste management in companies, establishment of household waste collection for communities/municipalities, and promotion of biogas digesters for energy generation for households in rural areas. The main stakeholders to be involved are Ministry of Environment and Sustainable Development, Ministry of Agriculture and Food Security and Ministry of Habitat and Urban Development.

**Ghana**
The proposed focal areas/activities for Integrated Waste Management are promotion and investment in waste-to-energy technologies (biogas) including agricultural waste, agro-processing and domestic sewage/waste water, and promotion of the development of green business/jobs through recycling of plastic waste, wood waste and electronic waste. The main stakeholders to be involved are: Ministry of Environment, Science, Technology and Innovation, Ministry of Trade and Industry, Ministry of Finance and Economic Planning, Ministry of Food and Agriculture, Ministry of Local Government and Rural Development, Local Government Authorities (metropolitan, municipal and district assemblies), National Cleaner Production Centre, Waste-to-Energy Technology Promoters, Biogas Technologies Association, Waste Recyclers Association as well as Green Earth, Care International and World Vision International.

**South Africa**
The proposed focal areas/activities for Integrated Waste Management are industrial waste management, recycling, reuse and recovery. The main stakeholders to be involved are Ministry of Environmental Affairs, Ministry of Science and Technology, Ministry of Economic Development, South Africa NCPC and research institutes.

**Uganda**
The proposed focal areas/activities for Integrated Waste Management are capacity building for key institutions to foster adoption of SCP practices, introduction and implementation of SCP practices in enterprises and institutions, development and provision of specific technical services
and toolkits on SCP related issues, promotion of the development, adoption and equitable transfer of environmentally sound technologies, and financing mechanisms that promote investments in eco-innovation. The main stakeholders to be involved are Ministry of Finance, Planning and Economic Development, Ministry of Trade, Industries and Cooperatives, National Environment Management Authority, Uganda National Bureau of Standards, Uganda National Council for Science and Technology and the National Cleaner Production Centre.

Tourism

Burkina Faso
The proposed focal areas/activities for tourism are promotion of eco-tourism (including through eco-labelling), adoption of and training for sustainable tourism and SCP practices, development of local capacities in the installation, operation and maintenance of renewable energy technologies and those for energy efficiency and pollution reduction in hotels, waste management for hotels, enforcement of application of regulations, and environmental education of tourists and pupils/students. The main stakeholders to be involved are Ministry of Environment and Sustainable Development, Ministry of Culture and Tourism, Ministry of Mines and Energy and Ministry of Transport as well as the private sector and consumers.

Ghana
The proposed focal areas/activities for tourism are promotion of sustainable practices, the use of renewable energy (including financing mechanisms) and energy efficient technologies, and promotion and implementation of biogas technologies. Sustainable tourism is seen as a potentially important export sector in Ghana. The main stakeholders to be involved are Ministry of Works and Housing, Ministry of Tourism, Ministry of Local Government and Rural Development, Environmental Protection Agency, Energy Commission, Energy Foundation, Ghana Tourism Authority, Ghana Real Estate Development Authority, Local Government Authorities (metropolitan, municipal and district assemblies), National Cleaner Production Centre, Energy Foundation, Ghana Tourism Development Company, Ghana Investment Promotion Centre, Private Enterprise Foundation (PEF), Ghana Institute of Planners, Architects and Engineers, Ghana Hoteliers’ Association, Ghana Progressive Hotelier’s Association, Association of Hotel Operators, Ghana Solar Energy Association, Biogas Technologies Association as well as Green Earth, Care International and World Vision International.

Mauritius
The proposed focal areas/activities for tourism are development of a national eco-labelling framework with a focus on local products and the development of policies and economic incentives for eco-labelled products, for example through the capitalisation on trade opportunities arising from eco-labelling, and implementation of eco-labelling of textile, food and beverages and tourism products, to develop cross-sectoral linkages. Eco-labels for the tourism industry are already being developed by the Mauritius Standards Bureau and will soon be finalised. The Ministry of Tourism is the implementing agency for the project. With the support of the Switch Africa Green project, the tourism eco-label will be operationalised.

Cross-cutting themes

i. **Energy efficiency**
   In the selected sectors, such as agriculture and manufacturing, the promotion of energy efficiency has been identified by the countries, emphasising the positive impacts such measures will have on SMEs through cost reduction and material recovery thus supporting the move towards greening their economies. This includes the implementation of the RECP programme in the manufacturing sector to enhance energy efficiency in industries. Energy Efficiency is one of the deliverables under 2020 targets of the African-EU Energy Partnership.

ii. **Labelling and standards**
   Eco-labels provide an indication of how well a product or service is environmentally adapted. In the pilot countries, green products are still niche products and consumer awareness and readiness to act are still low. For some countries and products there is an opportunity to expand market share or access new international markets for sustainable products within or beyond the region. However, innovation capacity is limited, patchy and requires more support. Labelling and standards has been identified as a cross-cutting area to develop local/product schemes also in view of acceding to the AEM and thus to secure recognition of sustainable African products in overseas markets including the EU. The EU has been supporting a number of eco-labelling programmes in Africa (including leather industry in Kenya) and the experience gained will be very useful for the selected priority sectors.

iii. **Water efficiency**
   Demand for freshwater has increased significantly during the past two decades in the pilot countries. The reasons for the increase in demand are economic growth and development, improved standards of living, growing populations and increasing consumption by those populations and expanding industries of the priority sectors (tourism, manufacturing and agriculture). Frequent droughts leading to water scarcity, decreasing rainfall and rising temperature further emphasise the need to promote water saving initiatives. Activities will build on experience secured in the ABIWSI project, and based on needs identified under the African 10YFP.

iv. **Eco-innovation**
   All the pilot countries face a deficiency in up-to-date and resource efficient technologies and often rely on countries outside the region to access knowledge, expertise and to acquire technologies and equipment to adopt and implement cleaner production techniques. Eco-innovation has been identified as an area to implement RECP in order to promote an environmentally sustainable industrial growth, and effective linkages will be developed between this project and the current EU-funded project on eco-innovation.

v. **Sustainable trade**
   In the selected sectors, green economy measures create opportunities for penetrating new markets and enhancing trade in environmental goods and services. On the other hand, the cross-sectoral discipline of identifying and harnessing sustainable trade opportunities feeds into the promotion of environmentally sound production processes, improved resource efficiency, creating incentives for increased investments in green technologies, and contributes to green job creation. In this way, sustainable trade bolsters the transition to a green economy, while being enhanced by it.
Projects on the ground will focus specifically on growing "green" sectors and on enhancing domestic and international market opportunities for resource efficient, green goods and services, and supporting local entrepreneurs starting up and developing green business ventures. Furthermore some projects could focus on awareness and capacity building for M&SMEs to apply SCP practices particularly in sectors that have a higher potential of job creation and social inclusion such as agriculture, manufacturing and waste management. The ILO Youth Entrepreneurship Facility that is being implemented in two of the SWITCH Africa pilot countries (Kenya and Uganda) is expected to be a key partner.

Linkages will be developed with the programmes of the global 10YFP, notably in the already identified programmes of sustainable procurement, consumer information, sustainable tourism, sustainable lifestyles and sustainable buildings and construction. The strong interest of these countries in the manufacturing, agri-food and waste management sectors could prove critical in establishing additional programmes under the 10YFP. These three sectors have already been identified as potential priorities in consultations and discussions conducted at global and other regional levels.
Annex B

Linkages to Global and Regional Initiatives

The global 10YFP will serve as a platform to enhance cooperation and scale up support for the implementation of theSCP through existing regional strategies including the African 10YFP. The new Partnership for SCP in Africa, established by AMCEN, will play an active role coordinating regional participation in implementation of the global 10YFP. The national focal points on SCP nominated for the global 10YFP will increase substantive engagement and political commitment and coordination across a range of relevant ministries at national level and will provide linkages to 10YFP activities at regional and global levels. The lessons already learned and experience gained from the African 10YFP will in turn help to construct the programmes of the global 10YFP. The programmes of the global 10YFP will offer support to African countries in line with existing SCP programmes and initiatives of the African 10YFP as well as for the implementation of SWITCH Africa.

The countries in the region are also involved in the activities of the African Eco-labelling mechanism (AEM) and work closely with the AEM secretariat. The AEM and its Eco Mark Africa (EMA) has been developed and is being implemented under the African 10YFP to create an enabling consumer-oriented tool for better market access and enhanced trade in African sustainable products. The AEM/EMA will provide an African product standard, which comprises environmental, social and economic criteria for four sectors (agriculture, forestry, fisheries and tourism) that will be extended to other sectors after the roll out of the mechanism. Agriculture and tourism are part of the priority sectors that has been identified by countries under SWITCH Africa and the activities will be linked to the AEM. Through its Eco Mark Africa, a certifiable standard, the AEM will support in particular SMEs to get certified and gain access to expanding markets for sustainably produced African products. As one of the components of SWITCH Africa is green business development and labelling and standards has been identified as a cross-cutting issue, the project establishing linkages and collaboration with the AEM should advance its implementation at country and regional levels.

Eight countries (Egypt, Ethiopia, Ghana, Kenya, Rwanda, Tanzania, Uganda and Zimbabwe) have been participating in the African Beverages Industries Water Saving Initiative (ABIWSI). The main industries involved are the breweries, soft drink manufactures and water bottling companies. The industries applied the UNEP Promotion of Resource Efficiency in SMEs (PRE-SME) toolkit in attaining the results. The remarkable progress on water saving initiatives in beverage industries reported in April 2013 led to the recommendation that the programme be extended to all water consuming industries under the new proposed African Industries Water Savings Initiative (AFIWSI). The objective of AFIWSI will be to promote efficient utilisation of water and reduction of water discharge from African industries and through this contribute to the fulfilment of the African Water Vision. The demand of African countries and its industries/manufacturing sector with regards to water efficiency measures is reflected in the identification of water efficiency as a cross-cutting issue to be addressed by SWITCH Africa Green. The experience and results of ABIWSI and the PRE-SME toolkit provide a strong foundation for the activities that will be developed in SWITCH Africa Green.

Synergies will be found with the four-year, EU-supported, Resource Efficiency and Eco-Innovation in Developing and Transitional Economies project (RECP Eco-innovation) that is already being implemented in the African region through ARSCP, RECPnet and NCPCs.
The Sustainable Buildings Policy in Developing Countries (SPoD) project, implemented in Burkina Faso and Kenya, has already engaged with stakeholders involved in policy development and project implementation in the buildings and construction sector. Two major SPoD stakeholders are particularly relevant for the achievement of the SWITCH’s goals, especially considering their cross-cutting nature: the Ministry of Land, Housing and Urban Development in Kenya and the Ministry of Habitat and Urbanism in Burkina Faso.

The work developed under SPoD is particularly relevant for the policy support component of SWITCH Africa Green. SPoD aims at enabling authorities at national and local levels to analyse existing policies affecting the building sector, and identify packages of policy instruments for sustainable buildings adaptable to local conditions. This is achieved through the use of a “policies quick scan tool” and a handbook of sustainable building practices developed by UNEP and the Central European University (Hungary) and refined in collaboration with the local partners in Burkina Faso and Kenya. These goals and tools are consistent with the SWITCH objective of having policy actors in pilot countries equipped with policy-relevant scientific information and appropriate policy and regulatory tools and instruments.

In addition, SPoD has a direct linkage with the following SWITCH cross-cutting themes: energy efficiency, labelling and standards and water efficiency. SPoD tools address new and existing buildings of different types (residential, commercial, public, industrial), as well as the related products (appliances and equipment used in buildings), promoting GHG emissions reduction, renewable energy use, reduction in energy consumption, water efficiency and use of sustainable construction materials.

The project also contributes to the creation of green job opportunities, supporting the industry in providing more sustainable solutions, transforming the market and improving living conditions.

SWITCH Africa Green will demonstrate and communicate the economic, social and environmental benefits of mainstreaming eco-innovation in M&SMEs and national policies, contributing to the transition to a more resource efficient and Green Economy. The project will also support Business Development Services (BDS) providers – M&SME intermediaries such as the NCPCs- to work with private companies to improve their products and production processes for enhanced environmental and economic performance. Technical and policy related capacity building of the service providers will enable M&SMEs to strengthen their potential to ensure competitiveness and respond to the growing demand for more sustainable products and services.

The project will build on the long standing UNEP-UNIDO Resource Efficient and Cleaner Production (RECP) programme, which supports over 47 active RECP service providers in developing countries and transition economies to provide technical and policy support services to governments and industries. The RECP network (RECPnet) is built on these RECP service providers. These entities act as Business Development Services (BDS) providers or intermediaries and are selected based on criteria that include the assurance of quality technical competencies and a core mission to promote improved sustainability performance in the private sector.

Recognising the need to demonstrate and upscale the programme’s economic and environmental benefits, UNEP operates in the following intervention areas: building delivery capacity on RECP (primarily through RECPnet); thematic application of RECP in industries, policy, financing mechanisms and innovation in technology transfer; and product development. The above mentioned EU-funded eco-innovation project, is being implemented through the RECP network.
Other countries in the region will be engaged through the on-going work of UNEP and participation in regional and national SCP and green economy activities/initiatives such as mentioned above:

- Countries that have developed and are implementing local/national SCP programmes
- Countries that are members of or participate in the ARSCP.
- Countries whose Environment Ministry/Environmental Protection Agency or similar institutions have SCP and/or GE as part of their programmes, particularly through the African Green Economy project supported by the EU.

Linkages will be made with AMCEN, AUC, NEPAD and Regional Economic Commissions (RECs) to promote mainstreaming of SCP and green economy in their work.
Annex C – Logical Framework

1. Project Outcome/relevant PoW Output

| #615: Policies designed and implemented in six countries, which provide the regulatory framework and other incentives which enable industry, and particularly SMEs, to invest in and apply more sustainable and resource efficient production methods and management practices. Pilot projects implemented supporting private enterprises on the application of SCP tools and clean and resource efficient management practices and technologies, also enabling them to respond to increasing demand for sustainable products in various markets. Best practices on sustainable production, green business entrepreneurship and identifying and meeting consumer demand for sustainable products is disseminated for adaptation, replication and scaling among these six countries, to the rest of sub-Saharan Africa and to regions beyond, through the Network Facility and the global 10YFP on SCP. |
|---|---|---|
| Indicators | Means of Verification |
| 6 countries (Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda) implement policies, regulations and standards on SCP and green economy, and MSMEs in those countries apply resource efficient and cleaner production practices. |
| Government policy documents and reports, national progress reports. |

2. Project Outputs: Indicators: Means of Verification: PoW-EA Output

| 1) Support provided to policy actors in the pilot countries to be better informed and equipped with policy-relevant scientific information, strengthened institutions and appropriate tools and instruments such as policies, regulatory framework, incentive structures, tax and market-based instruments allowing private sector led inclusive green growth through green business entrepreneurship, eco-innovation and sustainable production and consumption actions in the target sectors, complementing existing national planning and strategic frameworks for creating inclusive green economies. |
|---|---|---|
| Inventories and reviews of existing policies and instruments conducted and gaps, capacity building need, opportunities and constraints identified. |
| Business conditions of the sector assessed and capacity building needs identified. Baselines on economic performance, resource efficiency, environmental impacts and social returns established. |
| National road maps/action plans drafted/updated and being implemented to support the development of eco-entrepreneurship, eco-innovation and the shift to SCP practices/green economy. |
| Specific policy instruments/legislation/regulations are being prepared. |
| Documents of inventories/reviews/assessments/national road maps/action plans. |
| National progress reports from concerned ministries/partners. |
| Reports from business showing their response to new SCP and GE policies introduced by the government. |
| 615 |
2) Support provided to economic actors in the pilot countries: better understanding and opportunities identified to further develop green businesses, better equipped to take up those opportunities for green business.

- Toolkits on eco-entrepreneurial skills, RECP, eco-innovation related issues (e.g. resource efficient, sustainable product improvement, material efficiency, cleaner technologies) and others such as life cycle thinking and related labelling, sustainability reporting and marketing along the value chain including trade linkages developed and provided.
- SCP and green economy projects implemented – better access to cleaner technologies and redirection of investment for greener economies promoted.

3) Knowledge, lessons learned and good practice from the projects are distilled and disseminated nationally and through regional and Africa-wide networks and programmes among key stakeholders in the private sector, governments and consumers of the pilot countries and other countries in the region.

- Information provided on the programmes and its projects and successful project practices are disseminated.
- Knowledge of project practices distilled, lessons learned, good practices capitalised and effective replication being promoted among the six countries, and in the region.
- Networking for sharing of experience and lessons learned amongst countries, projects and stakeholders involved strengthened.
- SCP tools, guidelines/manuals, technologies and practices are developed and being disseminated to stakeholders and policy makers.

### 3. Project Milestones:

<table>
<thead>
<tr>
<th>Expected Milestone Delivery Date</th>
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<tbody>
<tr>
<td><strong>M1</strong></td>
</tr>
<tr>
<td>Inventories/reviews of existing policies/instruments published</td>
</tr>
<tr>
<td>Assessments of business environment published</td>
</tr>
<tr>
<td>National road maps/action plans drafted/updated</td>
</tr>
<tr>
<td>National road maps/action plans implemented</td>
</tr>
<tr>
<td>Policy instruments/legislation/regulations prepared and implementation underway</td>
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</tbody>
</table>

| **M2**                          |
| Call for proposals launched | September 2014 |
| Grant support agreements issued | June 2015 |
| Green business and sustainable production practices and measures required for implementation identified | December 2015 |
| Toolkits on SCP and GE related issues developed and provided to MSMEs and SMEs | December 2016 |
| Green business and sustainable production practices implemented | June 2017 |
| M3 | Networking facility established  
|   | Dissemination of SCP tools, guidelines/manuals, technologies and good practices started  
|   | Regional networking meeting will all relevant stakeholders of the six countries held  
|   | Successful project practises and evaluations of economic, social and environmental gains from SCP practices disseminated and effective replication promoted in the region (through African 10 YFP and global 10YFP) | 
|    | December 2014  
|    | March 2015  
|    | December 2015  
|    | September 2017 |
### Annex D - Work and delivery plan

<table>
<thead>
<tr>
<th>Indicative Work plan and Project delivery</th>
<th>Responsible Division/RO</th>
<th>Main partners</th>
<th>2014-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) Project Output</strong>: 1. Provide support to policy actors in pilot countries to be better informed and equipped with policy-relevant scientific information, strengthened institutions and appropriate tools and instruments such as policies, regulatory frameworks, incentives structures, tax and market-based instruments allowing private sector led inclusive green growth through green business development, eco-innovation and sustainable production and consumption actions in targeted sector(s), complementing existing national planning and strategic frameworks for creating inclusive green economies</td>
<td>ROA/DTIE</td>
<td>Countries</td>
<td>Start date</td>
</tr>
<tr>
<td><strong>A.1</strong> - Inventory of existing policies and instruments and mapping of gaps, including reviews of related eco-entrepreneurship, eco-innovation, SCP and green economy policies focusing on the specific sectors targeted/selected in each country, and identification of capacity building needs, opportunities, bottlenecks and constraints created by existing policies and instrument; review of best practices in other regions and assessment of potential and needs for replication in Africa</td>
<td>ROA/DTIE</td>
<td>Ministries, EPAs, NCPCs/NTIs</td>
<td>M1</td>
</tr>
<tr>
<td><strong>A.2</strong>. - Assessment of the business environment for the particular sectors of focus and identification of capacity building needs, in particular of the existing Business Development Providers, including selection and establishment of current baselines on economic performances, resource efficiency, environmental impacts and social returns of each sector in each country</td>
<td>ROA/DTIE</td>
<td>Ministries, EPAs, NCPCs/NTIs</td>
<td>M1</td>
</tr>
<tr>
<td><strong>A.3</strong> - Drafting and updating national road map/action plan for support the development of eco-entrepreneurship, eco-innovation and the shift to SCP practices/green economy.</td>
<td>ROA/DTIE</td>
<td>Ministries, EPAs, NCPCs/NTIs</td>
<td>M1</td>
</tr>
<tr>
<td><strong>A.4</strong> - Implementing national road map/action plan for support the development of eco-entrepreneurship, eco-innovation and the shift to SCP practices/green economy</td>
<td>ROA</td>
<td>Ministries, EPAs, NCPCs</td>
<td>M12</td>
</tr>
<tr>
<td><strong>A.5</strong> - Support to preparation of specific policy instruments/legislation/regulations as decided at national level through training and workshops</td>
<td>ROA/DTIE</td>
<td>Ministries, EPAs, NCPCs/NTIs</td>
<td>M12</td>
</tr>
<tr>
<td><strong>A-6</strong> - Reporting costs and communication</td>
<td>ROA/DTIE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### B) Project Output: 2. Provide support to economic actors in pilot countries to be better equipped to identify and/or put in practice opportunities for green business development and markets (domestic and export) for sustainably produced goods and services.

<table>
<thead>
<tr>
<th>Country/Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNEP/UNDP</td>
<td>Countries</td>
</tr>
<tr>
<td><strong>B.1 - Grants to countries</strong></td>
<td>UNOPS M13 M48</td>
</tr>
<tr>
<td><strong>B.2 - Project coordination and management</strong></td>
<td>UNOPS</td>
</tr>
<tr>
<td><strong>B.3 - Reporting costs and communication</strong></td>
<td>M1 M36</td>
</tr>
</tbody>
</table>

### C) Project Output: 3. Facilitate distilling and dissemination of knowledge, lessons learned and good practices from the projects nationally and through regional and Africa-wide networks and programmes to create broader awareness, and increase understanding, buy-in and uptake of GE and SCP ideas among key stakeholders in private sector, governments and consumers of pilot countries and other countries in Africa

<table>
<thead>
<tr>
<th>Country/Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROA/DTIE</td>
<td>Countries</td>
</tr>
<tr>
<td><strong>C.1 - Providing information on the programme and its projects: helping to share knowledge and disseminating successful project practices as well as to intensifying networking between African and European partners</strong></td>
<td>ROA ARSCP, RECPnet M1 M48</td>
</tr>
<tr>
<td><strong>C.2 - Distilling knowledge of project practices, capitalisation of lessons learned, good practices and promote effective replication as well as offering dialogue and support to SWITCH Africa projects on how best to maximise their results and communicate their achievements, drawing on experience in other regions through global 10YFP and Global SCP Clearinghouse</strong></td>
<td>ROA/DTIE ARSCP, RECPnet M1 M48</td>
</tr>
<tr>
<td><strong>C.3 - Strengthening networking amongst countries, projects and stakeholders involved: organising networking events to share experiences and learn from others active in the field at a practical level</strong></td>
<td>ROA ARSCP, RECPnet M1 M48</td>
</tr>
<tr>
<td><strong>C.4 - Reaching out to policy-makers, the private sectors and other stakeholders in the region: developing and disseminating SCP tools, guidelines/manuals, technologies and practices to stakeholders and policy makers, including in other regions and notably to companies with supply chains sourced in Africa</strong></td>
<td>ROA/DTIE ARSCP, RECPnet M1 M48</td>
</tr>
<tr>
<td><strong>C.5 - Reporting costs and communication</strong></td>
<td>UNEP ARSCP</td>
</tr>
</tbody>
</table>
Annex E – Modality of coordination between UNEP and UNDP on SWITCH Africa Green (see separate file)
Annex F – Description on UNOPS action under the Grant management for the Green Business Development (see separate file).