PAGE PARTNERSHIP FOR ACTION ON GREEN ECONOMY

Green Recovery Learning Needs Assessment in Thailand

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1. Introduction

1.1 Project Background

As a dynamic and emerging market economy, Thailand has recorded strong growth in recent decades, but this has come at a high environmental cost. The country's natural resources and environmental quality are deteriorating, including depletion of forests, reduction of soil fertility, and loss of biodiversity. High plastic and air pollution, inadequate treatment of hazardous and non-hazardous waste, and water pollution are also affecting the quality of life and resulting in economic costs. Unsustainable production and consumption patterns from the industrial sector – which accounts for almost 40 percent of the country's GDP – is a key source of many of these environmental issues.

Simultaneously, the implementation of the Sustainable Development Goals is a priority focus of Thailand. Hence, the country has embraced green economy principles for decades under its "Sufficiency Economy Philosophy" which incorporates a green growth development model. This model is deep-rooted in the National Strategy (2018-2037) that acts as an overarching guide for national development and a framework for international cooperation. Green economy and green growth lie at the cornerstone of the strategy to reach high-income status within 20 years while keeping environmental considerations at the forefront. The Government put forward the Bio-Circular-Green Economy (B-C-G model) business model to promote sustainable growth that is environmentally friendly and socially inclusive. In addition, the 12th National Economic and Social Development Plan (NESDP) 2017-2021 envisions prosperity, sustainability, and happiness while simultaneously promoting the SDGs' implementation and climate change commitments under the NDC.

The challenges of COVID-19 have emerged as a new reality across the nation. The Government has acted swiftly to contain the virus and rescue the economy with three sizable fiscal stimulus packages worth USD 76.2 billion or 15.0% of GDP with a strong commitment from the Government to "build back better." On 21 May 2020, at the 76th Session of the Economic and Social Commission for Asia and the Pacific (ESCAP), the Prime Minister of the Kingdom of Thailand, General Prayut Chan-o-cha has stressed "the importance of supporting local economies, digital development and the promotion of the agricultural sector by strengthening community businesses and fostering sustainability of grassroots economies" in the country's efforts to "build back better".

The Partnership for Action on Green Economy (PAGE) Thailand brings in the expertise of five UN agencies – UNEP, ILO, UNIDO, UNDP and UNITAR – and works closely with national governments to support countries to develop and implement national green economy strategies. PAGE's main objective is to enable countries to reframe economic policies around sustainability and put in place enabling policy conditions, reforms, incentives, business models and partnerships. While additional challenges caused by the COVID-19 pandemic have delayed the progress to commence the inception phase and develop PAGE activities in Thailand, PAGE has been able to engage with the government to develop a proposal for targeted green economic recovery support. PAGE is working with The Office of the National Economic and Social Development Council (NESDC) as the national implementing partner, with UNIDO and ILO as the joint coordinating partners among PAGE agencies.

To inform green recovery support, PAGE has conducted **a green recovery needs assessment survey** to identify Thailand's needs and priorities for a green recovery and initiated a partial work plan to analyse the effect of COVID-19 on the economy and identify effective policy measures for greening the recovery. Following meetings with the UN Resident Coordinator in Thailand, the PAGE Secretariat, other PAGE agencies, and the government focal point NESDC, priority areas in which PAGE can accelerate the green economic recovery and join forces with the Royal Thai Government have been identified. On this basis, PAGE will support the greening of Thailand's economic and social recovery projects funded under the government's 400 billion Baht Economic and Social Rehabilitation Fund, which was launched in June 2020, ensuring their alignment with key SDGs, NDCs, and other global sustainability frameworks.

Under the PAGE green recovery project, UNITAR will develop a training curriculum for a real-time, online capacity building programme for relevant government ministries and agencies on a green and inclusive recovery. The overall objective of the training curriculum is to support the greening of Thailand's economic and social recovery projects by strengthening the capacities of relevant line ministries and agencies to understand, analyse, assess, and design green and inclusive recovery policies in three thematic areas (green industrialization, circular economy, and green jobs and just transition).

1.2 Scope and objectives for learning needs assessment (LNA)

Accordingly, this learning needs assessment report will analyse the learning needs and priorities of those working in relevant government ministries and agencies for advancing a green and inclusive recovery to inform the design and development of the training curriculum.

While providing some space to cover broader learning needs, the assessment will focus on core issues closely related to the green and inclusive recovery agenda in Thailand. To ensure alignment with Thailand's priorities and needs, the assessment will focus on three key thematic areas identified in consultations with national stakeholders and PAGE agencies which are i) **Green industrialization** ii) **Circular Economy and** iii) **Green jobs and just transition.**

The assessment will look at the basic skills required to understand and apply these green and inclusive recovery concepts in a policy context. The ultimate beneficiaries will be professionals involved in policy planning, development, and implementation processes at the governmental level. Some other relevant stakeholders, such as representatives from academia, private sector, civil society, and employer's and worker's organizations were identified and included in the assessment during its implementation.

The **specific objectives of the LNA** include:

- To identify the following:
  - ○ existing strategies, policies, and tools for a green and inclusive recovery in Thailand;
  - ○ drivers and barriers to the adoption of green and inclusive recovery policies in Thailand;
  - ○ national learning institutions that can support the delivery of the training curriculum on a green and inclusive recovery;
  - ○ areas of interest, capacity gaps and learning needs related to a green and inclusive recovery in Thailand;
- To solicit inputs on the target audience, course objectives, thematic scope, and methodology of the training curriculum and;
- To create ownership in the training curriculum among potential participants.

1.3 Expected outcome to inform the training curriculum

The results of the LNA will be used to provide insights on the capacity gaps and learning need priorities to inform the design and the development of the training curriculum covering three thematic areas. More specifically, the training curriculum aims to:

- Define green economy and related concepts and explain their value in the national recovery context;
- Examine existing economic and social recovery projects from a green economy perspective;
- Identify good practices and opportunities for incorporating green economy principles;
- Design and implement policy responses to seize green economy opportunities in green industrialization, circular economy, and the promotion of green jobs and a just transition.

The training curriculum will be developed in line with UNITAR's quality standards and follows the five phases of the A.D.D.I.E. model. The model is the generic process used in instructional design and training development. The Model follows the five phases – Analysis, Design, Development, Implementation, and Evaluation – representing a dynamic, flexible guideline for building effective training and performance support tools.

This report summarizes the methodology and key findings of the LNA to inform the design and development of the training curriculum to support the greening of Thailand's economic and social recovery projects.

2. Methodology

To better understand **the learning needs and priorities of those working in relevant government ministries and agencies to implement a green and inclusive recovery in three thematic areas**, the LNA will provide a more in-depth identification of the learning priorities in the selected thematic areas. The primary target audience of the assessment will be those professionals that are working in relevant government ministries and agencies.

Based on the LNA methodology provided by UNITAR, a nationally tailored competency framework within the priority areas of the assessment is developed to detail the knowledge and skills national officials will need to advance a green and inclusive recovery in the thematic areas of the assessment. The competencies these officials currently have will be compared/assessed against the competency framework to reveal a learning gap, from which learning priorities can be devised.

The key methodology is summarized in the below table:

Purposes	Methodology
1) Review existing national policies and programmes and refine list of competencies to be covered by the assessment	Identify and review green and inclusive recovery-related policies and programmes in each of the thematic areas to be covered by the assessment (desk research).
2) Identify target audience and devise a data collection strategy for each of the thematic areas of the assessment	Develop a list of government officials/civil servants/key stakeholders from whom to collect information on current capacities and propose a data collection strategy (e.g., surveys, structured/semi-structured interviews, etc.) in consultation with the project task team (NESDC as a policy partner and other PAGE partner agencies, including UNIDO, ILO, and UNDP) prior to implementation
3) Define competency frameworks for each of the thematic areas of the assessment	Identify the desired competencies that those working in relevant government ministries and agencies need to have to effectively analyse, assess and design green and inclusive recovery policies in the thematic areas of the assessment with methodological guidance from UNITAR. Various approaches are employed including desktop research, consultations with resource persons from the project task team and the methodology outlined in the PAGE publication (PAGE, 2016, Learning for an Inclusive Green Economy).
4) Identify national learning institutions that can support the delivery of the training curriculum on a green and inclusive recovery.	Develop 1-2 questions to include in the data collection strategy to support assessment of the existing institutional capacity to deliver green and inclusive recovery learning, avoid replication of training activities, and potentially identify a national learning partner that can support the development and delivery of the training curriculum.
5) Gather data/insights from stakeholders involved in green and inclusive recovery policymaking and implementation.	Implement the agreed upon data collection strategy and record data in a systematic way. Summaries from each interview with officials are made available
6) Identify learning priorities and gaps in green and inclusive recovery learning	Compile qualitative/quantitative data from the research. Compare findings on the competencies officials have with the competency framework for each thematic area.

2.1 Data collection strategy and targeted organizations

A data collection strategy was implemented through semi-structured interviews and online survey form. A list of 31 relevant organizations was identified in consultation with the project task team (NESDC as a policy partner and other PAGE partner agencies, including UNIDO, ILO, and UNDP) prior to implementation. The final list of participants consists of nominated officials for interviews and online survey responses from 25 organizations (see Annex 6.1)

2.2 Competency framework

Level 1 - Awareness: policy practitioners have a general understanding and basic capability
Level 2 - Practicing: policy practitioners are able to effectively analyse, assess and design strategies and action plans for their work.

Competency areas	Level 1 – Awareness	Level 2 – Practicing
1. Key concepts		
1.1 Green economy and related concepts and principles	I am able to explain the concept of inclusive green economy (IGE), as well as related concepts such as sustainable development and the SDGs[1], the BCG[2] model, and others.	I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE and related concepts in Thailand.
1.2 Link between inclusive green economy and green and inclusive recovery from COVID-19	I am able to explain the rationale for applying the principles of IGE and related concepts as part of a green and inclusive recovery from COVID-19 that promotes desired economic, social and environmental outcomes.	I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE as part of a green and inclusive recovery from COVID-19 in Thailand.
1.3 Global and regional developments and trends	I am able to identify related global and regional policy frameworks, developments and trends (such as progress towards the SDGs and climate-related targets) that are important for advancing a green and inclusive recovery in Thailand.	I am able to examine the challenges and opportunities arising from global and regional policy frameworks, developments and trends that are important for advancing a green and inclusive recovery in Thailand.
2. National and policy context		
2.1 National policy context and circumstances	I am able to identify projects and policies under the fiscal packages for economic recovery (i.e., Phase I, II and III, including rehabilitation funds) that are relevant to IGE in Thailand.	I am able to examine existing projects and policies under the fiscal packages for economic recovery (i.e., Phase I, II and III, including rehabilitation funds) and identify those that need to be revised to advance IGE as part of a green and inclusive recovery.
2.2 The rationale for advancing IGE as part of a green and inclusive recovery vis-à-vis national priorities and goals	I am able to identify key socio-economic trends and risks associated with BAU in Thailand, as well as specific opportunities for advancing IGE projects and policies as part of a green and inclusive recovery.	I am able to interpret macroeconomic data to explain the environmental, social and competitiveness gains that can be made over time from IGE projects and policies implemented as part of a green and inclusive recovery.
2.3 Analyze economic recovery projects and policies from an IGE perspective in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able identify IGE projects and policies that are aligned with Thailand's development priorities (e.g. SDGs, NESDP, Thailand's National Strategy 2018-2037, NDCs and BCG Model), as well as entry points for advancing these as part of a green and inclusive recovery.	I am able to compare different IGE projects and policies in terms of their potential impact (environmental, social, and economic/financial), achievement and overall costs in order to set, align and prioritize IGE projects and policies as part of a green and inclusive recovery.

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[1] The Sustainable Development Goals – 17 Goals adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development.

[2] The Bio-Circular-Green Economic Model – the Thai Government's key principle for Thailand social and economic development, primarily promoting four industries – namely agriculture and food; medical and wellness; bioenergy, biomaterial and biochemical; and tourism and creative economy.

2.4 Design or amend IGE projects and policies in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able to review different IGE projects and policy instruments (e.g. regulations, market-based, voluntary/informational) that can be implemented as part of a green and inclusive recovery.	I am able to compare different IGE projects and policy instruments in order to determine the most appropriate tool (or combination of tools) to advance a green and inclusive recovery that best matches Thailand's specific national needs and circumstances.
2.5 Planning IGE project and policy implementation in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able to identify entry points and implementation needs (such as stakeholder support, technical and financial resources, and monitoring needs) for selected IGE projects and policies that can advance a green and inclusive recovery in Thailand.	I am able to examine different implementation plans for new or amended IGE projects and policies that advance a green and inclusive recovery in order to select the most cost-efficient and effective one.
3. Sectoral and cross-cutting thematic areas		
3.1 Green industrialization concept	I am able to explain the rationale for advancing green industry to accelerate structural change from carbon-intensive industrial production to more sustainable models as part of a green and inclusive recovery.	I am able to able to examine potential entry points, and illustrate the broader set of conditions (such as enabling policy conditions, opportunities and challenges) that are important for advancing green industry as part of a green and inclusive recovery in Thailand.
3.2 Circular economy concept	I am able to explain the rationale for applying circular economy principles to key sectors of the economy as part of a green and inclusive recovery.	I am able to examine potential entry points, and illustrate the broader set of conditions (such as enabling policy conditions, opportunities and challenges) that are important for advancing circular economy principles in key sectors as part of a green and inclusive recovery in Thailand.
3.3 Green jobs and just transition concept	I am able to explain the difference between green jobs and conventional jobs and identify the effects of IGE projects and policies – both positive and negative – on employment and different groups, including how to avoid/mitigate negative effects through Just Transition planning.	I am able to examine the effects of IGE projects and policies on employment and different groups, in order to select projects and policies that promote green jobs and Just Transition as well as inclusivity in partnership with key stakeholders (e.g. trade unions, workers organizations) as part of a green and inclusive recovery.
3.4 Green finance (public and private)	I am able to explain the roles of public and private investment flows in advancing a green and inclusive economic recovery in Thailand.	I am able to distinguish between different types of sustainable finance products, fiscal and procurement measures that can support a green and inclusive recovery in Thailand.

3. Overview of green recovery policies and programs in Thailand

The Covid-19 Pandemic has brought about unprecedented and widespread impacts on the global economy. The government of Thailand has implemented various fiscal and monetary measures to alleviate the impacts on the livelihoods of Thai people as well as to ease the financial burdens and to stimulate the recovery of various economic sectors affected by the pandemic and its consequences. The most prominent sets of recovery measures are those proposed under the following loan-authorization Royal Decrees:

(1) The Royal Decree authorizing the Ministry of Finance to borrow money to resolve, remedy and restore the affected economy and society from the 2019 coronavirus outbreak (2020): This decree was issued on 18th April 2020 and has a loan limit of one trillion Baht.

(2) The Royal Decree authorizing the Ministry of Finance to borrow money to resolve economic and social problems from the 2019 coronavirus outbreak (additional) (2021): This decree was issued on 20th May 2021 and has a loan limit of 500 billion Baht.

Both loan-authorization decrees have identified three groups of workplans/projects to be financed under the authorized loan programs, including:

- **Group 1**: Projects aiming to resolve coronavirus outbreak (Responsible agency: Ministry of Public Health and other ministries). Examples of projects in this group include:
    - Improvement of public health service system of regional agencies to cope with Covid-19
    - Procurement of drug and medical equipment to cope with Covid-19
- **Group 2**: Projects aiming to support, remedy and compensate the general public, farmers and entrepreneurs affected by the coronavirus outbreak (Responsible agency: Ministry of Finance and other ministries). Examples of projects in this group include:
    - Support, remedy and compensation for people affected by Covid-19 outbreak
    - Support for farmers affected by Covid-19 outbreak
    - Improvement of public health service system of regional agencies to cope with Covid-19
- **Group 3**: Projects aiming to restore the economy and society affected by the coronavirus outbreak (Responsible agency: Ministry of Finance and other ministries). Examples of projects in this group include:
    - Stimulate employment for new graduates by public and private sectors
    - Support for large farming via modern agriculture and market connection
    - Restoration of fishery resource using locally made artificial reef
    - Capacity building for "safe rice" (pesticide-residue-free) production and cost reduction

Tables 3.1 and 3.2 summarize the allocated and approved budgets for each group under the two decrees.

Table 3.1: Approved projects under Royal Decree, 2020

Royal Decree (2020)	Allocated Budget (Initial) (Million Baht)	Allocated Budget (Current) (Million Baht)	Approved Projects	Approved Budget (Million Baht) (as of 18/01/2022)	Remaining Budget (Million Baht)
Group 1	45,000	63,898	51	63,402	496
1.1 Stipend for medical personels			4	6,302	
1.2 Procurement of medical equipment, vaccines, and medical lab expenses			20	15,251	
1.3 Necessary expenditures for disease control and cure			5	30,361	
1.4 Medical facility preparation			14	9,791	
1.5 Public health measures for emergency situation			8	1,698	
Group 2	555,000	709,059	20	709,059	-
2.1 Remedy and compensation for general public			19	595,756	
2.2 Support for farmers			1	113,303	
Group 3	400,000	227,043	1,055	213,982	13,061
3.1 Restoration of economic activities			14	25,121	
3.2 Restoration of local economy and community			1,023	11,197	
3.3 Spending stimulus for household and private sector			14	170,515	
3.4 Infrastructure development			4	7,149	
Total	1,000,000	1,000,000	1,126	986,444	13,556

Source: Cabinet Resolution (Dated 24th January 2022); Royal Decree (2020).

Table 3.2: Approved projects under Royal Decree, Additional 2021

Royal Decree (Additional, 2021)	Allocated Budget (Initial) (Million Baht)	Allocated Budget (Current) (Million Baht)	Approved Projects	Approved Budget (Million Baht) (as of 18/01/2022)	Remaining Budget (Million Baht)
Group 1	30,000	110,000	13	109,881	119
1.2 Procurement of medical equipment, drug, vaccines, and R&D for domestic vaccine production			7	57,166	
1.2 Medical facility improvement for Covid-19 patients			4	224	
1.3 Expenditures for medical and public health personnel			2	52,492	
Group 2	300,000	220,000	26	150,809	69,191
2.1 Reduce expenditure burden of general public			23	133,932	
2.2 Support professionals and entrepreneurs for business continuation			3	16,877	
Group 3	170,000	170,000	5	83,043	86,957
3.1 Maintain employment of business			2	37,743	
3.2 Stimulate investment and consumption in national economy			3	45,300	
Total	500,000	500,000	44	343,734	156,266

Source: Cabinet Resolution (Dated 24th January 2022); Royal Decree (2021).

According to the interview with a nominated official from NESDC, the first phase of rehabilitation funds targeted the following: i) resolve the covid-19 measures (40%) such as those allocated to Ministry of Public Health; ii) remedy measures (30%) such as those allocated to compensate a lump-sum amount to households; and iii) recovery measures to stimulate the economy (30%). Meanwhile, additional considerations were suggested on extending the timeline needed for projects to incorporate a Strategic Environmental Assessment (SEA), focusing on area-based needs and direct financial support for large projects that may need to stop due to lack of funds.

4. Analysis of learning needs

Following the defined competency framework described in the methodology part, the analysis team assessed the competency level of participants (i.e., nominated officials for interviews and online survey) based on the answers provided during the interviews and through the semi-structured questionnaire.

4.1 Overall assessment

As part of the learning need assessment, a series of questions focused on the professional background and involvement of participants in applying inclusive green economy (IGE) principles and green recovery projects/policies. These questions also aim to assess the ability of participants to analyse, design and implement policies/projects, including the ability to comprehend and apply key concepts and trends related to the three key thematic areas (i.e., green industrialization, circular economy, and green job and just transition). Considering the multi-disciplinary and cross-sectoral context of the IGE and green recovery policies, participants were nominated from a wide range of government institutions, public organizations, as well as workers' and employers' organizations.
The broad participation is important in ensuring a multi-stakeholder inclusion to the green economy transition.

Out of 25 participants, 12 participants work at executive level (i.e., Director position or Head of the Department) and the other 13 participants work at technical level (specialists, analysts, and research fellows in the organisations). The majority of participants had mandates related to planning or implementing policies and projects at the national and sectoral level with solid years of work experience in their respective organisations (though some of them were new to the current position but with relevant experience in related work). Interestingly, some participants had not yet realized that their respective responsibilities could be regarded as parts of the IGE. This may partly be due to the fact that the concepts and principles related to the green economy are not coherent and clear to many government officials. Table 4.1 summarizes some related work on key thematic areas described by the participants.

Table 4.1: Work involvement related to key thematic areas

	Organizations	Related work on key thematic areas	Green industry	Circular economy	Green jobs and just transition
1	Board of Trade of Thailand	Committee for circular economy and environment (with the focus on plastic waste in the sea and food waste).		✓	
2	Department of Industrial Works	Focus on green industrialization standards to calculate emissions from each project and criteria for CSR (such as green products, supporting community, etc.) with the aim to transform all industries towards 'Green Industry' and to develop eco-industrial towns.	✓		
3	Department of Labour Protection and Welfare	Ensure labor protection and welfare accordingly to the law and sufficient economy principles.			✓
4	Department of Skill Development	Support human resource development to educate labors on green economy and provide trainings to build skills needed. For each province, the Department provides two types of training courses: i) training courses as part of the data center (about 1,183 courses) developed to support implementation of national policies/projects ii) training courses developed specifically in response to the need for training in the area.			✓
5	Designated Areas for Sustainable Tourism Administration (Public Organization)	Support capacity for sustainable tourism sector following Global Sustainable Tourism Criteria (GSTC) and SDG.		✓	
6	Digital Economy Promotion Agency	Data collections on digital transformation sectors such as agriculture and tourism and involvement in projects related to smart mobility, smart energy, smart city, zero waste in agriculture sector for small farmers, smart city, etc. Also, focus on development of next-generation automotive to address PM2.5 problems and capacity building to increase competitiveness of local industries	✓	✓	✓
7	Energy Policy and Planning Office	National Energy Plan 2022 (policy directions focused on RE, EE and EVs for the next 20 years).	✓		
8	Industrial Estate Authority of Thailand	Support green industrialization (green industry certification, eco-factory, and eco-efficiency standards;) and circular economy (support 'waste as a resource' and 'eco-industrial town').	✓	✓	
9	International Institute for Trade and Development (Public Organization)	Trainings to support green industrializations (such as awareness on green products and services) and circular economy (such as waste as resource and impacts of resource usage on supply chain).	✓	✓	✓
10	Office of Industrial Economics	Implement measures to support the production of EVs and provide trainings to develop multi-skill, upskill and reskill for new industries.	✓		✓
11	Office of Small and Medium Enterprises Promotion	The 5th SME Plan (2023-2030) support BCG and inclusive business (following ASEAN partnership).			✓
12	Office of Transport and Traffic Policy and Planning	Draft plan (2022-2037) to support technologies for EV bus, EV boat and EV train	✓		
13	Pollution Control Department	Resource efficiency and the selection of raw materials for products that generate the least waste and pollution. Partnered with GIZ on the pilot project		✓	

#	Organization	Description			
		to reduce plastic and sea waste in East and Southeast Asia to support circular economy transition in the region.			
14	Thailand Board of Investment	Setting criteria for supporting investments related to green industrialization and circular economy. Support investments in BCG through support on sustainable agriculture, energy efficiency and renewable energy.	✓	✓	
15	The Fiscal Policy Office	Fiscal policy related to i) Green Industrialization (financial incentives for EV production and procurement for green products and services) ii) Circular economy (tax benefits for green packaging materials).	✓	✓	
16	Department of Women's Affairs and Family Development	No direct related measures. Support in terms of training courses such as the reuse of materials for households.			
17	Department of Alternative Energy Development and Efficiency	BCG work related to i) Energy, Material, and biological chemistry and ii) Renewable energy. Support green jobs through new jobs created for smart farming for biogas, solar PV for power sector, EV, solar water pumping systems for agriculture, etc. Also, initiated community-based power projects.	✓	✓	✓
18	Office of the National Economic and Social Development Council (NESDC)	A high-level policy driver for green industrialization and circular economy. Policy measures also include Economic and social recovery plans from COVID-19 impact.	✓	✓	
19	Office of Natural Resources and Environmental Policy and Planning (ONEP)	Support principles and strategies for transforming policies to implementations, including cooperating, driving, monitoring, and evaluating policies/projects. Develop the national environmental management and operation plan, including setting objectives and indicators for economic development and natural resources and environment. Responsible for 12h and 13th SDG goals on sustainable consumption and production and climate change.	✓	✓	
20	Department of Agriculture	Projects related to green industrialization and circular economy such as the 'close loop economy' project, smart farmer project, biotechnology project.	✓	✓	
21	Office of the Permanent Secretary of Ministry of Labour	Capacity building projects such as independent occupation program ('Tonkla Archeep'), a program to resolve occupational and skill problems and an immediate job employment program. Programs also include increased capacity for good production and closed loop economy model.			✓
22	Employers' Confederation of Thailand (ECOT)	Capacity building projects for its members; e.g., workshop on environmental-friendly hotel (with topics included energy efficiency, water recycling), human resource development projects (key skills for workers to enter green jobs).	✓	✓	✓
23	National Congress of Private Industrial Employees (NCPE)	Welfare protection for workers, including protection from pollutions and COVID-19 pandemic. Promote understanding on IGE among workers.	✓		✓
24	State Enterprises Workers' Relations Confederation (SERC)	Welfare protection for workers, including protection from pollutions and COVID-19 pandemic. Promote understanding on IGE among workers.	✓		✓

Following the results of the analysis, the competency Level 0-Basic was additionally identified in the outcome of competency framework assessment as many participants have no or very little knowledge below the awareness level for some competency areas. Accordingly, the results are analysed at three competency levels described as follows:

- **Level 0 - Basic**: Policy practitioners have no or very little knowledge on the competency area
- **Level 1 - Awareness**: Policy practitioners have a general understanding and basic capability
- **Level 2 - Practicing**: Policy practitioners are able to effectively analyse, assess and design strategies and action plans for their work.

Table 4.2 provides the overall results of the competency assessment for a green and inclusive recovery (from 21 organizations). Overall, the competency levels of participants related to defined competency areas were more concentrated at the awareness and basic levels. In addition, it is clearly shown in Figure 4.1 that only a few nominated participants had the capacity at the practicing level. For some competency areas such as those related to green jobs and just transition and green finance, none of the participants had the capacity at the practicing level and the majority of participants had the capacity only at the basic level. (Note: the analysis of results for each competency area are discussed in more detail in the following sections).

Main findings:
- Overall, most participants are aware of the concepts and rationale for the IGE as well as the national and policy context of a green and inclusive economic recovery, however; they lack the capacity to effectively analyse, assess and design IGE as part of the green economic recovery. For participants at executive level who have mandates on designing and implementing policies, the training at practical level of the three thematic areas is needed to build motivations and capacity to design or amend policies to integrate IGE as part of the COVID-19 recovery in their work.
- Interestingly, most participants identified IGE and green recovery as a disconnected link, separate mandates with different policy directions. An expeditious training on the rationale and benefits of integrating IGE principles as part of the COVID-19 recovery, including successful case studies, would be necessary to build general awareness on the important roles of IGE as part of green inclusive and inclusive recovery.
- The training starting from fundamental or basic knowledge is required for green jobs and just transition and green finance to build awareness capacity to apply concepts to their work.

4.2 Key concepts

For the competency analysis related to key concepts, the participants were asked about their professional background and involvement in green economy and economic recovery policies, including their viewpoints on what green and inclusive recovery policies mean as well as their links to national and regional development goals and trends.

Table 4.2: Overall results of competency framework assessment

Competency areas	Level 0 – Basic	Level 1 – Awareness	Level 2 – Practicing
Key concepts			
1.1 Green economy and related concepts and principles	2	13	6
1.2 Link between inclusive green economy and green and inclusive recovery from COVID-19	10	6	5
1.3 Global and regional developments and trends	2	16	3

Competency areas	Level 0 – Basic	Level 1 – Awareness	Level 2 – Practicing
National and policy context			
2.1 National policy context and circumstances	4	12	5
2.2 The rationale for advancing IGE as part of a green and inclusive recovery vis-à-vis national priorities and goals	6	13	2
2.3 Analyze economic recovery projects and policies from an IGE perspective in key thematic areas (green industry, circular economy, and green jobs/just transition)	10	9	2
2.4 Design or amend IGE projects and policies in key thematic areas (green industry, circular economy, and green jobs/just transition)	7	11	3
2.5 Planning IGE project and policy implementation in key thematic areas (green industry, circular economy, and green jobs/just transition)	7	11	3
Sectoral and cross-cutting thematic areas			
3.1 Green industrialization concept	5	12	4
3.2 Circular economy concept	3	14	4
3.3 Green jobs and just transition concept	13	7	1
3.4 Green finance (public and private)	13	8	0

Note: Raw data from interview notes and surveys are available upon request.

Figure 4.1: Summary of capacity assessment results

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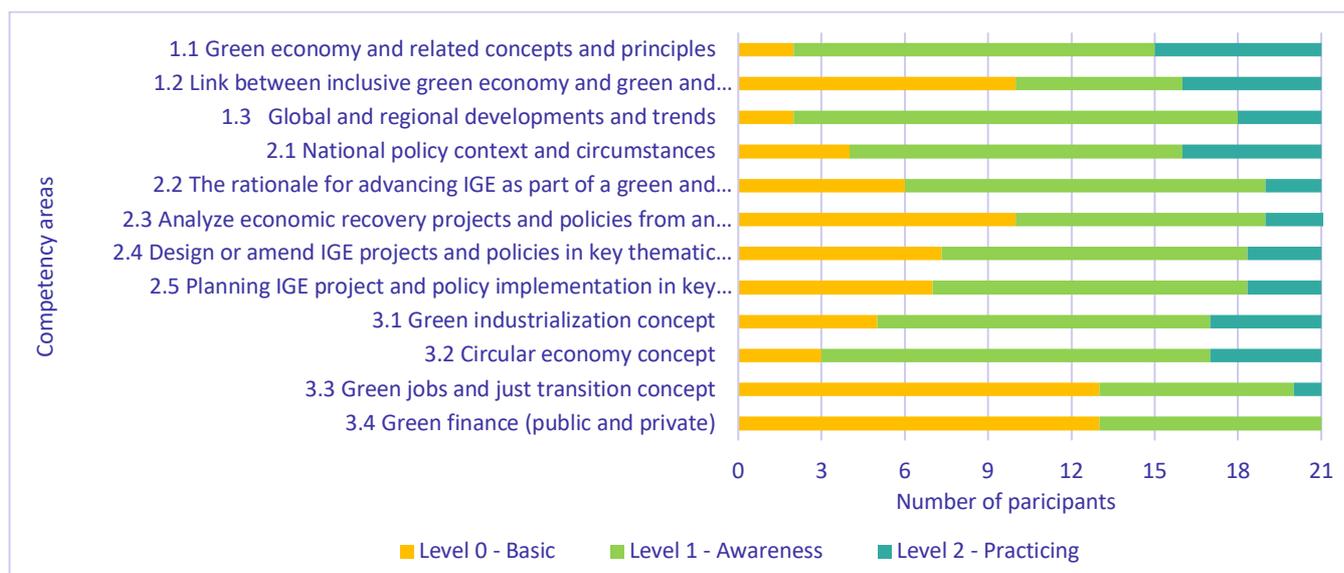
i) Understand green economy and related concepts and principles (Competency 1.1)

Most participants are aware of the IGE concept. Figure 4.2 shows a word cloud building from the descriptions of the IGE concept by participants. They could explain IGE with descriptions related to economic development with the consideration of impacts on social and environment (e.g., income distribution, health, just transition) and policies related to low-carbon strategies, BCG, and resource efficiency as well as its linkage to the national NESDP and SDGs. However, they could not illustrate in greater detail the broader set of conditions (such as enabling policy conditions, challenges, and opportunities) that are important for advancing IGE and related concepts in Thailand.

Main findings:
- While most participants are aware of the IGE and related concepts, they lack the capacity to analyse enabling policy conditions, challenges and opportunities that are important for advancing IGE as parts of their work.
- The training on practical aspects of the IGE concept and how the participants could practically apply the concept to their work would be necessary. This could include, but not limited to, case studies and exchange of lessons learned from both Thai and international experience.

Figure 4.2: Word cloud describing 'inclusive green economy' concept

ii) Identify links between IGE and green and inclusive recovery from COVID-19 (Competency 1.2)

The majority of participants acknowledged some COVID-19 measures that were implemented to mitigate the negative economic impacts in the short term (such as the rehabilitation fund), however; the links between IGE and green and inclusive recovery were not that transparent and clear to participants. Most participants viewed IGE and the recovery from COVID-19 as a disintegrated policy direction. This could be due to the fact that there is currently no medium- and long-term COVID-19 recovery plans for Thailand, so far only short-term measures being planned and implemented. However, some participants were aware that COVID-19 recovery measures being implemented have led to more waste and focused on stimulating the economy that had not yet considered the impacts of such measures on social and environment.

In addition, some participants pointed out that the timeframe to propose projects for approval under the Government's rehabilitation funds was too short, resulting in the funds being approved for mostly conventional/ready-to-made projects that the agencies had on-hand at that time or short-term rescue measures rather than reaping the benefits for long-term recovery prospects. Meanwhile, national priorities related to IGE such as BCG and circular economy are perceived as the plans under the 20-year NESDP, not parts of COVID-19 recovery plans.

Main findings:

- As there have not yet existed long-term COVID-19 recovery plans in Thailand, most participants could not directly identify the principles of IGE as part of a green and inclusive recovery from COVID-19. Only a few participants have the capacity to identify that existing policy measures to reduce the impacts of COVID-19 on the economy may not consider the impacts on social and environment.
- The training from building awareness on the benefits of integrating IGE concepts as part of a green and inclusive recovery from COVID-19 to how to practically integrate them would be necessary for policy practitioners to promote desired outcomes on economics, focusing on sustainable long-term economic development, social and environment.

iii) Identify global and regional developments and trends (Competency 1.3)

Many participants identified the SDGs as an important global framework for advancing green and inclusive policies in Thailand. The government officials normally mentioned SDGs as the main objectives or KPI when initiating or proposing policies in Thailand, together with NESDP. Also, a few participants acknowledged the importance and pressure from international policies and trade agreements such as the EU Green Deal, Carbon Border Adjustment Mechanism (CBAM) and commitments at COP26 in driving a green and inclusive recovery in Thailand. However, all participants could not explain in greater detail the challenges and opportunities arising from such global and regional framework or trends for Thailand.

Main findings:

- Most participants have the capacity to identify the importance of some global frameworks, in particular the SDGs in advancing IGE in Thailand. While only a few are aware of the potential impacts of regional policies such as the EU Green Deal and CBAM that could further advance a green and inclusive recovery from COVID-19 in Thailand.
- The training on potential impacts that relevant global and regional development trends such as the EU Green Deal and CBAM could have on long-term economic and social development goals identified as parts of NESDP would be necessary to build awareness for policy practitioners. This also includes how to assess the impacts on industries and different stakeholders to build capacity at the practicing level.

4.3 National and policy context

The competency analysis related to national and policy context includes the capacity assessment of the participants on identifying and analysing the IGE policies and projects as part of a green and inclusive recovery in Thailand as well as designing and planning the implementations of policies and projects related to the three key thematic areas.

i) Identify national projects and policies that are relevant to IGE as part of a green and inclusive recovery (Competency 2.1 and 2.2)

As mentioned in the explanation under Competency 1.2, participants perceived IGE and a green inclusive recovery as a disintegrated policy direction. Most participants provided examples of short-term measures for COVID-19 recovery, including rehabilitation funds, a tourism subsidy package ("We Travel Together") and short-term measures to alleviate the impacts on SMEs, etc. Only a few participants identified relevant IGE projects such as the BCG model for Western Economic Corridor (WEC) as part of the green recovery from COVID-19. Some participants acknowledged that the COVID-19 recovery measures mainly focus on short-term measures to alleviate the economic impacts, with least consideration of the impacts on social and environment. A participant described an example of how the current tourism subsidy package has a regressive impact on income inequality.

Main findings:
- Most participants (about 10 out of 16 participants) are aware that the current COVID-19 recovery measures mainly focused on short-term rescues, not yet considering the impacts of policies on social and environment and long-term recovery prospects. However, there were also a few participants who might not be able to analyse the inclusive and green aspects of the policies/projects. Many participants could not identify specific opportunities for advancing IGE projects and policies as part of a green and inclusive recovery.
- The training need at the practicing level is significant to provide participants with guidance on policy roadmaps or action plans to integrate IGE principles/projects as part of middle- and long-term recovery plans as part of their work. Participants expressed interests to learn from expert supervision through on-the-job training style of learning, including exchanges of challenges and prospects the participants are currently facing in designing/implementing IGE policies and projects as part of their work.
- For a group of participants, there is still a need for training to provide insights and fundamental knowledge to build their awareness capacity on identifying key socio-economic trends and risks associated with the short-term rescues and best practice on how to reap the benefits of the opportunities for sustainable long-term recovery with the desired economic, social and environment outcomes.
- Participants from employers' organization pointed out that government agencies usually focus their attention exclusively on their main missions and responsibilities. It is therefore important to raise broad awareness of IGE across all government ministries and agencies.
- The preparation for green economy planned by the Ministry of Labour should be communicated to the network of employers and workers for effective implementation. Participants from State Enterprises Workers' Relations Confederation suggested social dialogues to build awareness on green economy efforts between the government and employers' and workers' networks and to include the perspectives of employers' and workers' associations in policy planning processes along with policymakers and academia.

ii) Analyse economic recovery projects and policies from an IGE perspective (Competency 2.3)

Participants were also tested to see if they can analyse the economic, social and environmental impacts of recovery projects and policies. As a result, the competency levels of participants were evenly spread between basic and awareness levels (see Figure 4.3). Most participants could identify national priorities and goals related to the economic, social, and environmental impacts of policies and projects. While about half of the participants were aware of related methods and tools to evaluate the economic, social and environment impacts of recovery policies and projects, almost none of them could apply such methods and tools at practical level.

Figure 4.3: Capacity to assess inclusive impacts of policies/projects
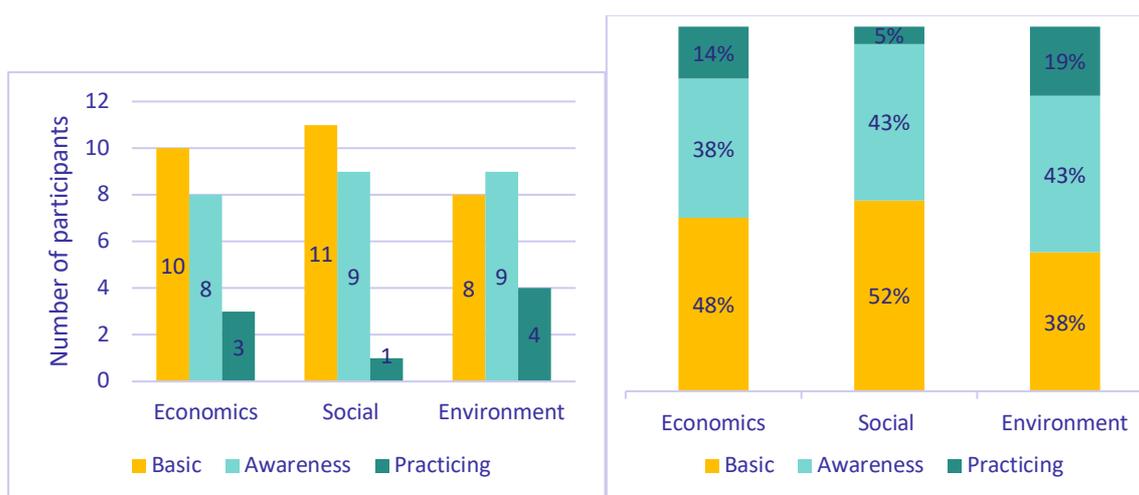
Main findings:
- More than 38% of the participants lack the awareness capacity of the methods and tools used to analyse the impacts of policies and projects on all aspects, so the fundamental training on the benefits of quantifying economic, social and environmental outcomes of the policies/projects would be useful to build awareness and motivate policy practitioners to analyse inclusive impacts of the policies, including a quick introduction to available methods and tools that participants could apply to their work.
- Less than one-fifth of participants lack the practicing level of capacity to analyse the impacts of projects and policies, so the advanced training on application of methods and tools at practical level would be useful for participants to be able to analyse the impacts of policies/projects with inclusive perspectives of the IGE.

iii) Understand general context of key thematic areas (Competency 3.1, 3.2 and 3.3)

Regarding the competency levels on the general context of key thematic areas (as shown in Figure 4.4), most participants understand the role of green industrialization (68% of the participants) and circular economy (about 76% of the participants) in advancing a green and inclusive recovery in Thailand. Participants' awareness of these two concepts was linked through the national policies on BCG and their general benefits to the environment. A few participants had technical capacities at practicing level to analyse enabling environments to foster green industrialization and circular economy. However, there are still a group of participants that had the capacities at basic level, being able to only explain in general what each concept means. These participants with basic level of capacities accounted for the highest proportion for green jobs and just transition (57% share), followed by green industrialization and circular economy with the same proportion (24% share). Based on the interviews, a few participants referred to the same reason that there were no related policies/projects on green jobs and just transition because their context and roles are not clear to the organizations.

Figure 4.4: Capacity to understand general context of key thematic areas
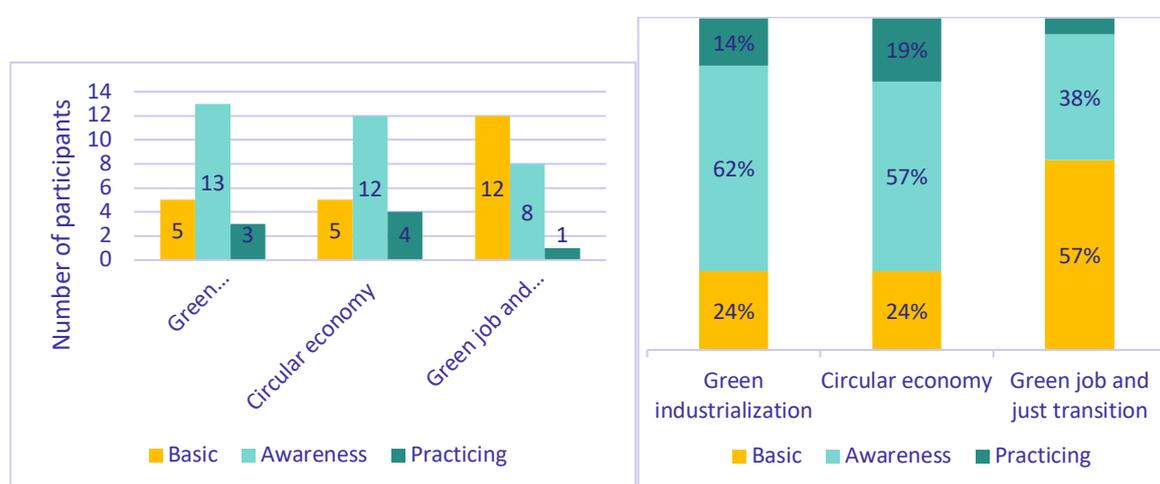
iv) Design or amend IGE projects and policies and plan for implementation of projects and policies in key thematic areas (Competency 2.4 and 2.5)

The majority of participants (above 57%) were able to identify policy instruments to promote green industrialization and circular economy, while about one-fourth of participants were aware of relevant policies only at basic level. A few participants had practicing level of capacity to analyse policy instruments to advance green and inclusive recovery for the context of Thailand. Meanwhile, most participants (57%) had only basic level of capacity to acknowledge the need for green jobs and just transition as part of inclusive and green recovery, however; they could not identify strategies to promote green jobs and just transition. Similar findings were seen on technical capacities for policy implementation of projects and policies for key thematic areas as shown in Figure 4.5.

The key finding suggests that the majority of participants lack the practicing level of knowledge for green industrialization and circular economy areas, while for the green jobs and just transition, the majority of participants had only basic knowledge and required capacity building on both awareness and practicing levels. Lack of coherent understanding of the context and role of green jobs and just transition may be one of the main knowledge gaps hindering policies/projects in these areas across organizations, as participants do not know how to practically apply them in designing policies and project implementation.

Figure 4.5 Capacity to design policies and plan for implementation of IGE projects and policies

A. Capacity to design or amend policies/projects

| Green industrialization | Circular economy | Green job and just transition |
| Basic ■ Awareness ■ Practicing |

B. Capacity to plan and policy implementation

| Green industrialization | Circular economy | Green job and just transition |
| Basic ■ Awareness ■ Practicing |
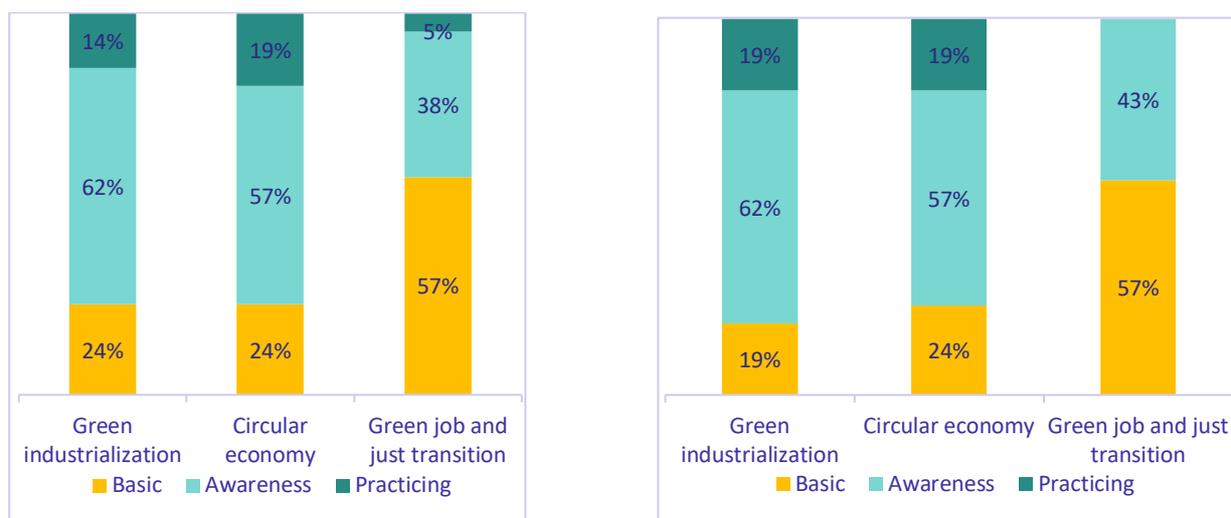
v) Understand the roles of public and private finance investment flows in advancing a green and inclusive recovery (Competency 3.4)

Out of 21, 13 participants (see Figure 4.5) were not able to explain the roles of public and private finance in advancing a green and inclusive recovery (at basic level of capacity). Only 8 participants could explain the roles of public and private investment flows but cannot distinguish between different types of sustainable finance products and fiscal and procurement measures that can support a green and inclusive recovery. In other words, none of the participants had capacity at practicing level in the areas of green finance.

Figure 4.5 Capacity to understand the role of green finance
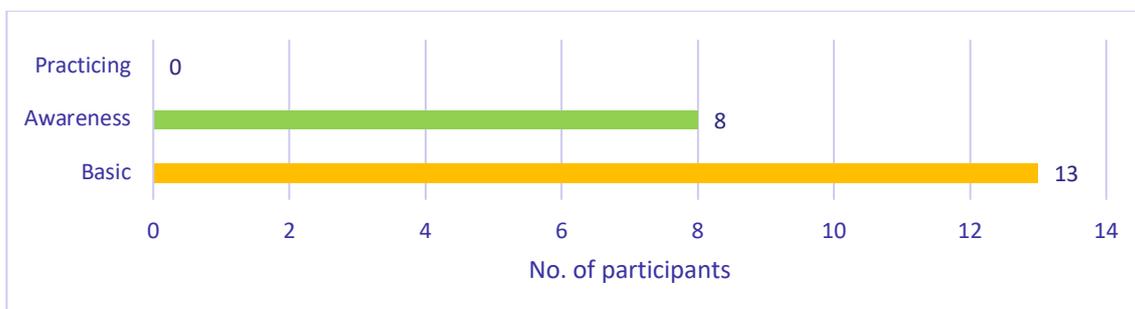
No. of participants

4.4 General observations on learning interests and modalities

i) Motivations to attend IGE/green recovery training and main knowledge/skills gaps identified by participants

- The application of training materials to the work under their responsibilities.
- The analysis and impact of IGE on SMEs for implications on policy design and supporting measures, including case studies as role models for successful policy measures.
- Basic knowledge and fiscal economic measures for IGE.
- Knowledge on how to measure the success of IGE policies.
- Success stories on the development of the three thematic areas in Europe, the U.S. and Asia.
- Materials to cover all economic, social and environment dimensions of IGE.
- Tools to evaluate and measure the positive and negative impacts of policies/projects as well as their values to economy, social and environment, including evaluation skills.
- Principles or framework to investigate, inspect and evaluate policies.
- Case studies from international practice.
- Government innovation lab, policy lab, design thinking and creativity for writing policy plans and indicators.
- BCG Economy model and how to adopt BCG in the organization.
- Circular economy for agriculture sector/service sector/medical sector.
- Details of green jobs and just transition and its implications for the organizations.
- Matrix/milestones for IGE development that guide the practical implementation.
- Titles of the training include the word such as implications of green industrialization, Bio-economy for executive levels, policy design and planning for green economy. The titles should reflect the target groups (e.g., executive levels or technical levels).
- Inclusive risk management/resilience.
- Skills needed to comply with future Good Agricultural Practices (GAP).
- From the perspectives of employers' organization, basic training on IGE concepts should be required for directors of all government departments, including the ones that do not work on IGE, in order to build broad awareness of the importance of the issue.
- Participants from a workers' organization suggested that worker groups should have a chance to participate in the basic trainings on all three IGE thematic areas as well so that they would be better prepared to deal with the coming changes.

ii) Details of previous IGE/green recovery trainings identified by the participants

Organizations attended previous training	By hosted organizations	Topics
Board of Trade of Thailand	Thailand Environment Institute (TEI)	Not provided
Office of Small and Medium Enterprises Promotion	Ministry of Industry/ Department of Environmental Quality Promotion (DEQP) under MONRE/ASEAN Productivity Organization (APO)	Not provided
The Fiscal Policy Office	ONEP	Not provided
Pollution Control Department	Department of Industrial Works	Not provided
Industrial Estate Authority of Thailand	• Ministry of Industry • Industrial Estate Authority of Thailand and Federation of Thai Industries • Thailand Greenhouse Gas Organization	• Green Industry Development • Eco Factory • Evaluation of GHG emissions
Thailand Board of Investment	NESDC and ONEP (through seminars/workshops)	Not provided
Office of Transport and Traffic	• NESDC	• Policy

Policy and Planning	• ONEP • Internal workshop and training	• Quality of life and green economy • Green logistics, policy implementation, sustainable transportation, the International Chamber of Shipping (ICS) technology.
Office of the National Economic and Social Development Council (NESDC)	• Internal training • ADB, World Bank, UN • National Science and Technology Development Agency (NSTDA)	• Knowledge management within organization, economic models
Office of Natural Resources and Environmental Policy and Planning (ONEP)	Internal training	BCG (having Director of NSTDA as a speaker), carbon footprint, life cycle of agriculture products
Employers' Confederation of Thailand (ECOT)	• Internal training • ILO, UN • Thailand Institute of Occupational Safety and Health	• Occupational Safety • COVID-19 Protection • Business Management
National Congress of Private Industrial Employees (NCPE)	• ILO, UN	• Green Jobs
State Enterprises Workers' Relations Confederation (SERC)	• Friedrich-Ebert-Stiftung Foundation (FES) with Thammasat University	• Just Energy Transition

iii) Preferences on learning modalities

The preferences on learning modalities are quite diverse, with no consensus preference on any modes of learning. For example, some participants preferred online training due to the COVID-19 situation while some participants preferred onsite training as a more effective way of learning and exchange of knowledge. Some participants suggested on-demand training courses while some suggested the training to be held only 1-3 days. Some general and common preferences could be summarized as follows:

- Though we inform participants about online training curriculum prospects, a few participants suggested having a workshop of 1-2 days or face-to-face training as more effective in building capacities.
- Many participants suggest the training to be customized for each organization as each has a different mandate and level of knowledge on the three thematic areas.
- A mix of learning modalities was suggested to be included in the training. Examples of learning modalities include lectures, case studies, group work, role-play, expert supervision, hand-on exercises, and on-the-job trainings.
- For executive level, there should be an influencer (e.g., well-known ministers/leaders) sharing visions and viewpoints to motivate executive level to join the training. While the training at implementing level should contain exercises to practice.
- A participant suggested having an exchange with other nominated participants, sharing experience on policy design and implementations and exchange of recommendations.

5. Conclusions and recommendations

Overall, the results indicate that each organization have different capacity levels. For example, nominated participants at some organizations may have very high technical capacities related to green industrialization with less capacities related to circular economy. As most participants lack the capacities to link between IGE and green and inclusive recovery, this result could indicate the need for trainings particularly to raise the awareness of coordination in the organization (e.g., among those whose workstreams are related to IGE and COVID-19 recovery) and build the capacities to develop criteria for applying IGE as parts of green recovery projects. In addition, the LNA results strongly suggest the need to build awareness capacities on green jobs and just transition, green finance and assessments of the recovery projects and policies on economic and social outcomes. Some considerations for the implications of LNA on design the training curriculum are provided as follows:

a. Target groups for training

The results of the learning need assessment suggest the need for building technical capacities targeting at two main levels: i) Practical level for key policymakers at executive level; ii) Awareness level for broader group of stakeholders.

b. The focus of training content

The results of the LNA indicate the need priorities of target groups on the following topics:

- Rationale and ways to integrate IGE policies/projects as part of the COVID-19 recovery plan (as most participants lack the capacity to identify the links between the two). For example, how the U.K. integrate IGE principles as a part of recovery plan would help motivate policymakers to think forward to reap benefits of sustainable economic recovery on social and environmental objectives as well.
- How to initiate IGE/green recovery policies and how to plan for project implementation or build a policy roadmap to advance those IGE policies/projects at executive level.
- How to apply IGE principles to their work at implementation level.
- Tools to evaluate and measure the impacts of policies/projects as well as their values to economy, social and environment, including evaluation skills.
- Green jobs and just transition and green finance starting from the definition to applications to the three thematic areas.
- Other topics identified by participants were summarized in Section 4.4 part i)

c. Design of training modes

The results of LNA indicate the need for a mix of learning modalities (lectures, case studies, group work, role-play, expert supervision, hand-on exercises, and on-the-job trainings) depending on the topics and target groups. The design of training should consider customized topics for targeted organization and the combination of an online course with a 1-2 day workshop for effective learning.

6. Annex

Annex I: List of organizations

List of interviewed organizations

No.	Organization
1	Department of Agriculture
2	Department of Alternative Energy Development and Efficiency
3	Department of Industrial Works
4	Department of Skill Development
5	Department of Women's Affairs and Family Development
6	Digital Economy Promotion Agency
7	Office of Industrial Economics
8	Office of Natural Resources and Environmental Policy and Planning (ONEP)
9	Office of the National Economic and Social Development Council (NESDC)
10	Office of the Permanent Secretary of Ministry of Labour
11	Office of Transport and Traffic Policy and Planning
12	Employers' Confederation of Thailand (ECOT)
13	National Congress of Private Industrial Employees (NCPE)
14	State Enterprises Workers' Relations Confederation (SERC)

List of organizations providing online survey responses

No.	Organization
1	Board of Trade of Thailand
2	Department of Agriculture
3	Department of Labour Protection and Welfare
4	Designated Areas for Sustainable Tourism Administration (Public Organization)
5	Energy Policy and Planning Office
6	Industrial Estate Authority of Thailand
7	International Institute for Trade and Development (Public Organization)
8	Office of Small and Medium Enterprises Promotion
9	Pollution Control Department
10	Thailand Board of Investment
11	The Fiscal Policy Office

List of the other targeted organizations (no responses)

No.	Organization
1	Eastern Economic Corridor Office
2	Thailand Greenhouse Gas Management Organization (Public Organization)
3	Department of International Organizations
4	Federation of Thai Industries
5	Labour Congress of Thailand (LCT)
6	Thai Trade Union Congress (TTUC)

Annex II: Curriculum

INTEGRATING INCLUSIVE GREEN ECONOMIC PRINCIPLES INTO THAILAND'S COVID-19 RECOVERY PLAN

A blended learning program through a series of live-online courses and a face-to-face workshop for policymakers and practitioners in Thailand

In the country's recovery efforts to mitigate the impact of COVID-19, Thailand has implemented various economic measures to alleviate the immediate hardship to vulnerable people and sectors through cash transfer schemes and other fiscal stimulus packages, leading to a higher debt-to-GDP ratio. So far, most of the policy efforts have focused on implementing 'rescue' rather than 'recovery' measures in Thailand. In line with international best practices, green and inclusive recovery measures could play an important role for Thailand to build back better and create a more sustainable economy. Such green recovery measures include the implementation of policies to promote green industrialization, circular economy, and green jobs and just transition. In parallel to the existing rescue measures implemented to deal with the impacts of COVID-19, Thailand has committed to a more ambitious climate target to achieve carbon neutrality by 2050 while simultaneously promoting the implementation of the Sustainable Development Goals (SDGs). In addition, Thailand also puts forward the Bio-Circular-Green Economy (BCG) business model to promote sustainable growth that is environmentally friendly and socially inclusive and envisions prosperity, sustainability, and happiness as part of the 13th National Economic and Social Development Plan (NESDP). These policy directions could be integrated into Thailand's green recovery policies to advance a green and inclusive economy.

The **overall objective of the training** curriculum is to enhance a green and inclusive recovery by strengthening the capacities of relevant line ministries and agencies to realize the **benefits from a green and inclusive recovery** and apply **inclusive and green economy (IGE) principles** in designing and assessing COVID-19 recovery policies in three thematic areas, namely green industrialization, circular economy, and green jobs and just transition.

Live-online elective course A: **Introduction to Green Economy**

Live-online elective course B: **Introduction to green and inclusive recovery**

Live-online elective course C: **Green Industrialization**

Live-online elective course C: **Circular economy**

Live-online elective course D: **Green jobs and just transition**

Live-online elective course F: **Introduction to Sustainable Finance**

and

A 2-day workshop:
Integrating IGE principles in building a roadmap for green recovery

ORGANIZED BY

The Partnership for Action on Green Economy (PAGE) Thailand, bringing in the expertise of five UN agencies – UNEP, ILO, UNIDO, UNDP and UNITAR

TARGET GROUPS

The training programme targets interested stakeholders from relevant ministries, government organizations, local authorities, trade unions, private sectors, and civil society organizations (CSOs) including:
- High-level policymakers
- Mid- and senior-level policy officers
- Practitioners who are involved in green industrialization, circular economy, or green jobs and just transition
- Others: Private sector, think-tanks, academia

LEARNING OBJECTIVES

Upon completion of the training program, participants will be able to:
1. Distinguish the 'green' policies, projects and jobs for a sustainable economic recovery and list examples of related green and just transition indicators
2. Identify opportunities and the procedural basis to integrate IGE principles into Thailand's COVID-19 recovery plan, including the application of BCG economic models and green criteria in the implementation of recovery policies and projects
3. Discuss challenges and suggest ways to overcome these in key thematic sectors to integrate IGE principles for a sustainable economic recovery, including the role of sustainable finance to support green and inclusive policies and projects
4. Evaluate the impacts of green policies and projects on economic, social, and environmental indicators/outcomes, including the outcomes towards NESDP and SDGs indicators

STRUCTURE AND CONTENT

The blending learning program is designed to enhance knowledge in key competency areas needed to integrate IGE principles for planning long-term green economic recovery. This will be achieved in 5 weeks through a series of mandatory and at least two elective live-online courses (a weekly two 2-hour sessions for 4 weeks) and a two-day face-to-face workshop in the last week which will facilitate exchanges and discussions on how to practically apply IGE principles in planning and implementing policies and projects as part of COVID-19 recovery. A fast-track option allowing participants to attend only the workshop without first completing the live-online courses is available for targeted participants that have demonstrated substantial knowledge in these areas. The overall structure, details of the program and weekly schedules are provided in the next page.

EVALUATION

The evaluation of the training's outcome will be based on the Kirkpatrick's Four-Level Training Evaluation Model which is used to measure the effectiveness of a training programme. In summary, each of the four-levels measures a different aspect of training.
- Level 1: the reaction of the participants and their satisfaction after participating in a training session.
- Level 2: whether learners acquired the intended knowledge, skills, attitude, confidence, and commitment to the training.
- Level 3: whether learners have been applying the knowledge and skill acquired through the training.
- Level 4: the results of the training at the organizational level.

Level 1 (reaction) and Level 2 (learning) Kirkpatrick model evaluations will be conducted for the training. For the Level 1 measurement participants will be asked to complete a questionnaire after the training is concluded. For the Level 2 measurement, a pre-test and post-test will be developed to evaluate each participant based on the course objectives. Level 3 (application) measurement can be conducted 4-8 months after the courses through interviews, surveys or other forms of reports with guided questions.

Structure and schedule of the blending learning program

Live-online courses

- Elective Course A: Introduction to Green Economy
- Elective Course B: Introduction to Green and Inclusive Recovery
- Elective Course C: Green Industrialization
- Elective Course D: Circular Economy
- Elective Course E: Green Jobs and Just Transition
- Elective Course F: Introduction to Sustainable Finance

A two-day workshop

- Integrating IGE principles in building a roadmap for green recovery policies and projects

Schedule	Week 1- A.1	Week 1 – A.2	Week 2 - A.3	Week 2 - A.4
Live-online elective course A: Introduction to Green Economy	**Module A.1** The rationale for advancing an inclusive green economy	**Module A.2** Enabling conditions for structural change and Key sectors with high greening potential	**Module A.3** Strategies and planning for reaching policy objectives	**Module A.4** International frameworks and initiatives to support an inclusive green economy
	Week 3 – B.1	**Week 3 – B.2**	**Week 4 – B.3**	**Week 4 – B.4**
Live-online elective course B: Introduction to Green and Inclusive Recovery	**Module B.1** Realizing opportunities to build economies back better post COVID-19	**Module B.2** Planning green recovery through green industry transformation and circular economy	**Module B.3** Tracking the economic, social, and environmental outcomes of green and inclusive recovery	**Module B.4** Fostering sustainable finance for a green recovery
	Week 5 – C.1	**Week 5– C.2**		
Live-online elective course C: Green Industrialization	**Module C.1** Realizing the benefits of green industrial policy	**Module C.2** Planning policy instruments to foster green industrial policy implementation		
	Week 6 – D.1	**Week 6 – D.2**		
Live-online elective course D: Circular Economy	**Module D.1** Applying CE principles in economic activities and policies	**Module D.2** Implementing CE principles in practice: case studies		
	Week 7 – E.1	**Week 7 – E.2**		
Live-online elective course E: Green jobs and just transition	**Module E.1** Realizing benefits from green jobs and just transition	**Module E.2** Integrating green jobs and just transition in practice: case studies		
	Week 8 – F.1	**Week 8 – F.2**	**Week 8 – F.3**	
Live-online elective course F: Introduction to Sustainable Finance	**Module F.1** Sustainable Finance in Context and Fundamentals of Sustainable Finance	**Module F.2** Sustainable Finance: Regulation and Self-regulation	**Module F.3** Sustainable Finance Products	
	Week 9 – A two-day workshop			
A workshop: Integrating IGE principles in building a roadmap for green recovery	**Day 1** Realizing opportunities to build forward better with favorable economic, social, and environmental outcomes		**Day 2** Developing a roadmap for recovery policy and project initiatives to mainstream green and inclusive development, including green industrialization and circular economy, in action plans	

Live-online elective course A: Introduction to Green Economy

The course enables learners to familiarize themselves with the rationale and core concepts guiding an inclusive green economy. It discusses both opportunities and challenges at global and national level to achieve low-carbon, resource efficient and socially inclusive development.

After completing this course, participants will be able to:
- Describe the rationale and core concepts for realizing an inclusive green economy against business-as-usual practices
- Identify enabling conditions for greening national economies
- Outline principal opportunities and challenges in key sectors
- Provide examples of national strategies and planning to advance an inclusive green economy
- Distinguish international frameworks and initiatives in support of an inclusive green economy

Live-online elective course B: Introduction to Green and Inclusive Recovery

The COVID-19 pandemic is not only a public health crisis, but also a major economic and livelihood crisis. The impacts of the pandemic (and the public health measures enacted in response) on the functioning of the economy and people's livelihood are critically severe, wide-spreading and potentially long-lasting. In responding to this crisis, governments around the world have implemented various emergency economic measures to alleviate immediate hardship as well as to facilitate future recovery. These emergency and stimulus packages have the potential to bring about a recovery that is both green and inclusive. These packages can also represent a unique window of opportunity for accelerated actions toward long-term environmental goals as well as more equitable access to jobs and economic livelihoods.

After completing this course, participants will be able to:
- Identify short-term and long-term economic and environmental consequences of the COVID-19 pandemic and government's recovery packages, including the integration of IGE principles into recovery policies and projects
- Recognize the unique opportunity that COVID-19 recovery could provide in enhancing green and inclusive development
- Describe international best practices in fostering green and inclusive recovery measures, including green industrialization and circular economy
- Identify opportunities and challenges to integrate green industrialization and circular economy as part of COVID-19 recovery in Thailand
- Justify and monitor the economic, social, and environmental outcomes of green and inclusive recovery policies, including the impacts on green jobs and just transition
- Describe the role of sustainable finance and provide case studies and examples of financing policies and instruments that help realign and mobilize resources towards advancing green and inclusive development.

Live-online elective course C: Green Industrialization

The industrial revolution has been one of the key driving forces of economic well-being in the past hundreds of years. However, this resource-intensive and fossil-based development pathway has proven to be unsustainable and has resulted in unprecedented economic inequality and environmental degradation. The need to transform the global energy and industrial sectors to a more inclusive and environmentally conscious pathway is imperative. The scale and speed of industrial transformation that would be required to meet the climate and environmental challenges are much greater and much faster than what has been experienced during the past industrial revolutions.

After completing this course, participants will be able to:
- Explain the benefits of strategic green industrial policy, including the potential applications of green technologies in various industries for sustainable economic development
- Identify strategic elements and challenges in developing green and inclusive industrial policy.
- Describe indicators to monitor the implementation of green and inclusive industrial policy.
- Identify policy instruments to foster the implementation of green and inclusive industrial policy

Live-online elective course D: Circular Economy

Circular economy (CE) is one of the key principles for green economic recovery as well as inclusive green economy (IGE) and sustainable development. CE is also closely related to resource efficiency and needs participation from all stakeholders in society. Incorporating the CE concept into the action plans under all Ministries is therefore strongly suggested. While the industrial and household sectors represent the main entry points for achieving CE goals, the agricultural and other services sectors also have high potential for targeting CE and IGE.

After completing this course, participants will be able to:
- Distinguish CE principles and identify opportunities to apply CE principles in economic activities
- Identify targets, measurable outcomes and supporting policies for CE activities
- Describe international practice in implementing CE policies and key enabling conditions that support the transition to CE
- Identify barriers to implementing CE and discuss enabling conditions or success factors for CE implementation in practice

Live-online elective course E: Green jobs and just transition

Green jobs are both a mechanism to support green and inclusive economic recovery and an outcome of recovery policies and projects. As green jobs are also decent jobs that support social and environmental outcomes, green recovery policies that promote a shift towards greener employment opportunities also promote the advancement of social and environmental development goals. Green jobs and just transition therefore play a major contribution to the outcomes of green and inclusive recovery policies

After completing this course, participants will be able to:
- Distinguish 'green' jobs and just transition policies and projects
- Recognize the benefits of integrating green jobs and just transition for planning economic recovery
- Identify COVID-19 impacts on vulnerable sectors and groups
- Identify green job creation opportunities and prospects for new skills needed in key sectors

- Discuss the need for supporting policies and regulations to foster new green jobs and just transition in key sectors

Live-online elective course F: Introduction to Sustainable Finance

The course provides technical knowledge on the contribution that sustainable finance can make to sustainable development, and on how sustainable finance may be deployed in the real-world policy or business context.

After completing this course, participants will be able to:
- Explains the potential contribution of sustainable finance to achieving the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.
- Explains the core concepts of sustainable finance and the relevance of sustainability considerations for the key actors in the financial system.
- Describes the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance.
- Describes different sustainable finance products, such as bonds and loans, that may be available to provide the capital needed to support the delivery of the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.

A workshop: Realizing opportunities to build forward better: Mainstreaming green industrialization, circular economy and green jobs and just transition into COVID-19 recovery and development action plans.

This face-to-face workshop aims to build practical capabilities to comprehensively integrate green and inclusive economic principles into planning post-COVID-19 economic recovery measures to ensure Thailand advances sustainable economic growth and works towards achieving the SDGs. Targeted participants include both high-level policymakers and other technical participants who have already gained awareness capacity through the series of live-online courses. The workshop also aims to provide an opportunity to establish a stakeholders' network on green recovery and to create social dialogues among relevant agencies for delivering comprehensive and just policy recommendations.

After completing this workshop, participants will be able to:
- Identify opportunities and challenges to integrating inclusive and green economic principles as part of COVID-19 recovery and development plans
- Evaluate the impacts of green policies and projects on economic, social, and environmental indicators/outcomes
- Develop a roadmap for green recovery policy and project initiatives and mainstream green industrialization and circular economy into action plan

Day 1: Realizing opportunities to build forward better with favorable economic, social, and environmental outcomes

Time	Session
08:30 – 09:00	Registration
09:00 – 09:30	Welcome remarks and introduction
09:30 – 10:30	Session 1: Realizing unique opportunities to build economies forward better and more sustainable post COVID-19 • Presentation on realizing opportunities for green recovery and their benefits (a country case study linking to policy directions in key sectors) • Discussions on how Thailand and participants' organizations could benefit from a green and inclusive recovery
10:30 – 10:45	Coffee break
10:45 – 12:00	Session 2: Assessing impacts of green recovery on economic, social, and environmental outcomes: Setting the scene • Presentation on key indicators for green and inclusive recovery and introducing practical methods and tools for assessments • Peer exchanges on experience of impact assessment of green recovery policies including methods currently employed by the organizations.
12:00 – 13:15	Lunch
13:15 – 15:00	Session 3: Assessing impacts of green recovery on economic, social, and environmental outcomes: Case studies • A case study exercise to evaluate impacts of policies on economic, social, and environmental indicators
15:00 – 15:15	Coffee break
15:15 – 16:25	Session 4: Social dialogues on green jobs and just transition • Setting the scene presentation (inviting Ministry of Labour) • Dialogue exchanges to identify challenges in applying green jobs and just transition principles into participants' work
16:25 – 16:30	Summary

Day 2: Developing a roadmap for recovery policy and project initiatives to mainstream green industrialization and circular economy into action plans

Time	Session
08:30 – 09:00	Registration
09:00 – 09:15	Recap Day 1: Key messages for Thailand to enhance green recovery Objectives and agenda for today's workshop
09:15 – 10:15	Session 1: Mainstreaming green industrialization into COVID-19 recovery action plans: Setting the scene • Presentation and a case study to set the scene on how to mainstream green industrialization into COVID-19 recovery action plans • Presentation on green industry identification in the context of Thailand (a representative from Ministry of Industry)
10:15 – 10:30	Coffee break
10:30 – 12:00	Session 2: Mainstreaming green industrialization into COVID-19 recovery action plans: Applications to Thailand • Peer exchange on existing efforts to promote green industrial policies and projects by participants as well as the challenges for implementation • Dialogue exchange based on structured discussion questions to facilitate the sharing of the organization's perspectives on the challenges and ideas to integrate green industrialization as part of COVID-19 recovery policies as well as insights on benefits derived from the integration of future policy directions on economic, social, and environmental outcome
12:00 – 13:00	Lunch
13:00 – 14:45	Session 3: Mainstreaming circular economy into the regular action plans: Setting the scene • Presentation on Thailand's BCG economic models and CE applications • Presentation on the application of CE in the action plans in key sectors
14:45 – 15:00	Coffee break
15:00 – 16:30	Session 4: Mainstreaming circular economy into the regular action plans: Applications to Thailand • Group work on building a roadmap to initiate a policy or project on circular economy
16:30 – 16:50	Concluding remarks and certificates distribution

CERTIFICATION

Certificates of completion are awarded to:
- Option 1: Participants that successfully attended mandatory and six elective live-online courses, completed the self-assessment after completing the courses, and participated in the two-day workshop;
- Option 2: Participants that applied through the fast-track option (applicants shall complete a self-assessment test and meet the score requirements) and participated in the 2-day workshop without completing the live-online courses.

Certificates of online participation are awarded to:
- A separate certificate of online participation will be provided for each elective live-online course (i.e., Course A: Introduction to Green Economy, Course B: Introduction to Green and Inclusive Recovery, Course C: Green Industrialization, Course D: Circular Economy, Course E: Green Jobs and Just Transition, Course F: Introduction to Sustainable Finance) for participants that attended at least 60% of mandatory and each elective live-online course

Facilitator Guide: A Training on Integrating Inclusive Green Economic Principles into Thailand's COVID-19 Recovery Plan

August 2022

By Policy Research Centre on Green Economy (PRO-Green), Faculty of Economics, Thammasat University

Project: Capacity Building for a Green and Inclusive Economic Recovery in Thailand for UNITAR

1. Introduction

1.1 Background

In the country's recovery efforts to mitigate **the impact of COVID-19**, Thailand has implemented various economic measures to alleviate the immediate hardship to vulnerable people and sectors through cash transfer schemes and other fiscal stimulus packages, leading to a higher debt-to-GDP ratio. So far, most of the policy efforts have focused on implementing 'rescue' rather than 'recovery' measures in Thailand. In line with international best practices, **green and inclusive recovery measures** could play an important role for Thailand to build back better and create a more sustainable economy. Such green recovery measures include the implementation of policies to promote green industrialization, circular economy, and green jobs and just transition.

In parallel to the existing rescue measures implemented to deal with the impacts of COVID-19, Thailand has committed to a more ambitious climate target to achieve **carbon neutrality by 2050** while simultaneously promoting the implementation of the **Sustainable Development Goals** (SDGs). In addition, Thailand also puts forward the **Bio-Circular-Green Economy** (BCG) business model to promote sustainable growth that is environmentally friendly and socially inclusive and envisions prosperity, sustainability, and happiness as part of the **13th National Economic and Social Development Plan** (NESDP). These policy directions could be integrated into Thailand's green recovery policies to advance a green and inclusive economy.

The Partnership for Action on Green Economy (PAGE) Thailand brings in the expertise of five UN agencies – UNEP, ILO, UNIDO, UNDP and UNITAR – and works closely with national governments to support countries to develop and implement national green economy strategies. Under the PAGE green recovery project, UNITAR has conducted a **green recovery learning needs assessment survey** (LNA) to identify Thailand's needs and priorities for a green recovery and initiated a partial work plan to analyse the effect of COVID-19 on the economy and identify effective policy measures for greening the recovery. Consequently, UNITAR and other PAGE partner agencies are collaborating to provide **a blended learning program** through a series of live online courses and a face-to-face workshop to build awareness and practical capacities for Thai policymakers and practitioners to integrate green and inclusive policies and projects as part of Thailand's COVID-19 recovery.

The **overall objective of the training** curriculum is to enhance a green and inclusive recovery by strengthening the capacities of relevant line ministries and agencies to realize the **benefits of a green and inclusive recovery** and apply **inclusive and green economy (IGE) principles** in designing and assessing COVID-19 recovery policies in three thematic areas, namely green industrialization, circular economy, and green jobs and just transition. Building on the knowledge obtained from this first training series on green recovery, a future series of training are anticipated to take a deep dive into the topics in order to build technical capacities on the methods and tools for practical use and implementation.

1.2 How to use this training curriculum

Building on the results of a learning needs assessment conducted with key national stakeholders, the following training curriculum has been developed based on a comprehensive competency framework that describes key capacities needed by different stakeholders to successfully apply inclusive green economic principles in planning and implementing COVID-19 recovery measures (see Annex I). The assessment participants' knowledge and skills in each competency area as well as their learning needs were assessed through interviews and online surveys to guide the training curriculum development, ensuring that the curriculum is designed to suit the target groups' skills and knowledge and respond to their learning interests.

The present training package is designed to build awareness capacities in key competency areas through a series of live-online sessions, and to develop the practical capacities to apply IGE principles when planning COVID-19 recovery in Thailand through a face-to-face workshop. While the present training curriculum does not cover all competencies included in the framework, it provides comprehensive knowledge at the basic level for participants to be able to identify opportunities to integrate IGE principles for economic recovery into their work and a platform to engage relevant stakeholders for future exchanges and integrated planning across organizations. To fully acquire all competencies described in the competency framework, tailored in-organization training and coaching will be needed to deep dive into the approaches and analysis tools that could be practically applicable for each organization.

The training package includes a Syllabus and a Facilitator's Guide for a blending learning program consisting of both live online courses and a two-day face-to-face workshop. While the syllabus offers a brief detail of the training curriculum for participants, the Facilitator's Guide provides a more comprehensive overview of the background of the training design, the content for each online course and notes for organizing the workshop, the methodology for the training, and a self-assessment template and sample evaluation form.

2. Target Groups

The results of the learning need assessment suggest the need for building technical capacities at two main levels:

- Awareness Level: Targeted to build capacities for a broader group of stakeholders.
- Practical Level: Targeted to build capacities for key policymakers at executive level (i.e., director level or head of a related department within each organization).

Though most policymakers at the executive level have awareness capacities on the three thematic areas of green and inclusive recovery targeted in this training program, several policymakers may still be lacking awareness capacities in some thematic areas in which they may have less related work experience. Therefore, the training program to build awareness capacities should also be opened for key targeted groups who are potentially involved more extensively in designing future policies and projects for a green recovery.

The training programme targets interested stakeholders from relevant ministries, government organizations and local authorities including:

- High-level policymakers

- Mid- and senior-level policy officers
- Practitioners[3] who are involved in green industrialization
- Practitioners who are involved in circular economy
- Practitioners who are involved in green jobs and just transition
- Others: Private, think-tank, academia

For indicative purposes, Annex II provides a list of organizations involved in tasks related to green industrialization, circular economy, and green jobs and just transition. The training should aim to target around 15-20 participants for the live-online courses and 25-30 for the face-to-face workshop. Participants should be selected from various organizations to ensure the value of diversity and peer exchanges from different perspectives on enhancing green and inclusive recovery.

3. Learning Objectives

This training aims to build and strengthen the capacities of relevant line ministries and agencies to realize the benefits of a green and inclusive recovery and to apply IGE principles in designing and assessing COVID-19 recovery policies in three thematic areas, namely green industrialization, circular economy, and green jobs and just transition.
Upon completion of the training program, participants will be able to:
1. Distinguish the 'green' policies, projects and jobs for a sustainable economic recovery and list examples of related green and just transition indicators
2. Identify opportunities and the procedural basis to IGE principles into Thailand's COVID-19 recovery plan, including the application of BCG economic models and green criteria in the implementation of recovery policies and projects
3. Discuss challenges and suggest ways to overcome these in key thematic sectors to integrate IGE principles for a sustainable economic recovery, including the role of sustainable finance to support green and inclusive policies and projects
4. Evaluate the impacts of green policies and projects on economic, social and environmental indicators/outcomes, including the outcomes towards NESDP and SDGs indicators

4. Structure and methodology

To meet the learning objectives, the training curriculum as a blending learning program is designed to enhance knowledge in key competency areas needed to integrate IGE principles for planning long-term green economic recovery. This will be achieved through a series of live-online courses[4] and a two-day face-to-face workshop which will facilitate exchanges and discussions on how to practically apply IGE principles in planning and implementing policies and projects as part of COVID-19 recovery. The live-online courses aim to equip participants with the knowledge to build basic and awareness capacity for a broader group of stakeholders, while the face-to-face workshop aims to build practical capacity for high-level policymakers and practitioners.

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[1] Practitioners include those who work at organizations that play a major role in influencing policies and implementing projects such as industry associations (e.g., renewable energy club at Federation of Thai Industries), foundations for consumers, workers' organizations, etc.

[2] A live-online course is more effective in learning compared to a self-paced course (enabling on-demand learning time) as it provides opportunities for participants to ask questions promptly and discuss and exchange with other participants through interactive exercises.

Structure and schedule of the blending learning program

Live-online courses

- Elective Course A: Introduction to Green Economy
- Elective Course B: Introduction to Green and Inclusive Recovery
- Elective Course C: Green Industrialization
- Elective Course D: Circular Economy
- Elective Course E: Green Jobs and Just Transition
- Elective Course F: Introduction to Sustainable Finance

A two-day workshop

- Integrating IGE principles in building a roadmap for green recovery policies and projects

Schedule	Week 1- A.1	Week 1 – A.2	Week 2 - A.3	Week 2 - A.4
Live-online elective course A: Introduction to Green Economy	**Module A.1** The rationale for advancing an inclusive green economy	**Module A.2** Enabling conditions for structural change and Key sectors with high greening potential	**Module A.3** Strategies and planning for reaching policy objectives	**Module A.4** International frameworks and initiatives to support an inclusive green economy
	Week 3 – B.1	**Week 3 – B.2**	**Week 4 – B.3**	**Week 4 – B.4**
Live-online elective course B: Introduction to Green and Inclusive Recovery	**Module B.1** Realizing opportunities to build economies back better post COVID-19	**Module B.2** Planning green recovery through green industry transformation and circular economy	**Module B.3** Tracking the economic, social, and environmental outcomes of green and inclusive recovery	**Module B.4** Fostering sustainable finance for a green recovery
	Week 5 – C.1	**Week 5– C.2**		
Live-online elective course C: Green Industrialization	**Module C.1** Realizing the benefits of green industrial policy	**Module C.2** Planning policy instruments to foster green industrial policy implementation		
	Week 6 – D.1	**Week 6 – D.2**		
Live-online elective course D: Circular Economy	**Module D.1** Applying CE principles in economic activities and policies	**Module D.2** Implementing CE principles in practice: case studies		
	Week 7 – E.1	**Week 7 – E.2**		
Live-online elective course E: Green jobs and just transition	**Module E.1** Realizing benefits from green jobs and just transition	**Module E.2** Integrating green jobs and just transition in practice: case studies		
	Week 8 – F.1	**Week 8 – F.2**	**Week 8 – F.3**	
Live-online elective course F: Introduction to Sustainable Finance	**Module F.1** Sustainable Finance in Context and Fundamentals of Sustainable Finance	**Module F.2** Sustainable Finance: Regulation and Self-regulation	**Module F.3** Sustainable Finance Products	
	Week 9 – A two-day workshop			
A workshop: Integrating IGE principles in building a roadmap for green recovery	**Day 1** Realizing opportunities to build forward better with favorable economic, social, and environmental outcomes		**Day 2** Developing a roadmap for recovery policy and project initiatives to mainstream green and inclusive development, including green industrialization and circular economy, in action plans	

Overall, this blending learning program will take approximately 9 weeks, consisting of six elective live-online courses in the first 8 weeks and a 2-day workshop in the last week as structured in Figure 1.

- **Live-online courses:** The live-online courses will take a total of 16-20 hours (consisting of two 2-hour sessions per week).

Overall requirements	Suggestions
Platform	**Main platform**: Zoom for all live-online courses (easy to access and familiar to Thai participants with functions to create concurrent schedule settings, break-out rooms and polls). **Others**: - Google Classroom link to provide information notices, share useful materials, and create forms for survey feedback, assessments, and fun quizzes for checking attendance. - Jamboard for collecting ideas/comments and a platform for internal group discussions - Mentimeter for real-time voting and survey results
Facilitators	**Tasks**: A facilitator will moderate each live-online course to ensure these are on-time and to schedule, introduce trainers, lead ice-breaker and peer exchange activities, facilitate group discussions and recap the modules
Speakers/trainers	**Tasks**: Speakers/trainers will deliver presentations, design discussion questions and related hand-on exercises and answer questions from participants

- **A Workshop:** The face-to-face workshop will take 2 days. The workshop will be an invitation-only event for participants that receive a certificate of completion for the live-online courses and high-level policymakers and practitioners who have already demonstrated the necessary awareness capacities.

Target groups have two options to complete the training: i) complete the mandatory and six elective live-online courses and participate in the two-day workshop; or ii) complete a fast-track option (see Assessment guide for a fast-track option) to participate in only a 2-day workshop without completing the live-online courses. A separate certification of online participation will be provided for for participants who completed at least 60% of the mandatory and elective courses.

The details of each live-online course and the face-to-face workshop are provided as follows:

Live-online Elective Course A: Introduction to Green Economy

Background Context: This free e-learning experience has been designed to equip you with a mental compass as you seek answers to basic questions about inclusive green economies. The course has been developed under the Partnership for Action on Green Economy (PAGE) which brings together five UN agencies – UN Environment, International Labour Organization, UN Development Programme, UN Industrial Development Organization, and UNITAR. PAGE works toward putting sustainability at the heart of economic policies and practices to advance the 2030 Agenda.

Overview and objectives:

The course enables learners to familiarize themselves with the rationale and core concepts guiding an inclusive green economy. It discusses both opportunities and challenges at global and national level to achieve low-carbon, resource efficient and socially inclusive development.

After completing this course, participants will be able to:
- Describe the rationale and core concepts for realizing an inclusive green economy against business-as-usual practices
- Identify enabling conditions for greening national economies
- Outline principal opportunities and challenges in key sectors
- Provide examples of national strategies and planning to advance an inclusive green economy
- Distinguish international frameworks and initiatives in support of an inclusive green economy

Methodology and content: The course is self-paced and not moderated. It is divided into five modules to help reach the learning objectives. The modules are self-standing. While a completion sequence is proposed, learners can select modules based on individual preferences. Throughout the course, learners will be provided with references and publications on inclusive green economy if more in-depth study is desired. A glossary contains definitions of relevant concepts and technical terms.

Module detail	Requirements and remarks
Module A.1 The rationale for advancing an inclusive green economy **Objectives** - Discuss how economic policies can foster economic growth while improving environmental and social conditions - Describe the rationale for developing inclusive green economies - Depict the relation between the inclusive green economy concept and the 2030 Agenda	

Module schedule:	Materials and person responsible:

10 mins: **opening remarks** to welcome participants and introduce the overall training program and a group photo snapshot
10 mins: **building a frame** to introduce communication channels and rules and principles for live-online sessions.
15 mins: **ice-breaking session** to get to know participants and their expectations
5 mins: **setting the scene** on module topic and agenda
15 mins: **peer exchanges** on perspectives about inclusive green economy in Thailand
10 mins: **Break**
15 mins: **presentation** on inclusive green economy
20 mins: **case studies** on 'inclusive green economy' through green recovery packages
10 mins: **peer exchanges** on green recovery packages in Thailand
5 mins: **recap and summary** of key takeaways
	1. **Presentation for opening remarks** (8 mins) by a representative from UNITAR to introduce the overview of the training program and what participants could expect to learn through live-online courses and the 2-day workshop
	2. **Group photo snapshot** (2 mins) by a facilitator. Note: Ask participants to rename the Zoom profile to 'Organization abbreviation_First name Surname' and turn on video for a screen snapshot.
	3. **Presentation for building a frame** (5 mins) for the live-online course by a facilitator. Note: Introduce a Google Classroom link for information notice and material sharing, rules and principles for live-course attendance, and a Q&A session (5 mins)
	4. **Ice-breaking activity using Mentimeter (**15 mins**)** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first slide. Questions in Mentimeter could cover
	   a) Stating 1 interesting fact about your organization
	   b) How would you describe your work? (Choose at least one choice from the list, for example, plan policies, implement projects, involve in policy approval process, evaluate policy, etc.)
	   c) Show a group photo and ask participants to put a caption
	   d) What would you expect to benefit from this training?
	5. **Presentation on setting the scene** (10 mins) by a facilitator to introduce the module topic and agenda
	6. **Peer exchanges through Jamboard** (20 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes (on Jamboard and write their perspectives on about inclusive green economy in Thailand. Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session.
	7. **Presentation on inclusive green economy consequences: Global context** (10 min) by a speaker (a representative from UNEP) followed by a Q&A session (5 mins)

	8. **Poll through the Zoom** by a facilitator (5 mins) asking participants to choose key inclusive green economy consequences in Thailand (2 each) from the list created based on presentation material of global context.
	9. **Presentation on case studies on 'inclusive green economy' through green recovery packages** (15 mins) by a speaker (a representative from Vivid Economics or UNEP) and a Q&A session (5 mins). Case studies could be on the EU, South Korea, and stimulus packages in Asian countries and provide insights on how IGE principles could be integrated into recovery packages.
	10. **Peer exchanges through Mentimeter** (10 mins) by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Ask participants to put in word clouds green recovery packages in Thailand that they know.
	11. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module A.2 Enabling conditions for structural change and Key sectors with high greening potential
Objectives • Differentiate appropriate policy tools to advance inclusive green economies • Explain the importance of private finance for realizing inclusive green economies • Indicate how capacity development can support the green transition • Identify key sectors with high greening potential • Name principal opportunities and challenges of greening key sectors • Outline options for intervention relevant for the green transition

5 mins: **setting the scene** on module topic and agenda 20 mins: **presentation** on the advance inclusive green economies 20 mins: **case studies** on policies supporting the green transition 10 mins: Break	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda 2. **Presentation on the rationale for advance inclusive green economies** (15 mins) by a speaker (a representative from UNIDO) and a Q&A session (5 mins) 3. **Case studies on policies and projects to support the green transition** (15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins) 4. **Presentation on the concept of structural change and Key sectors with high greening potential** (15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins)

20 mins: **presentation** on the concept of structural change and Key sectors with high greening potential
40 mins: **group discussions** on opportunities and challenges to high greening potential
in the context of Thailand.
5 mins: **recap and summary** of key takeaways
	5. **Group discussions** on opportunities and challenges to high greening potential in Thailand (40 mins) by a facilitator. Note:
	   a) Assign participants to a group of 4-5 and ask them to join the Zoom breakout room to discuss the opportunities and challenges for 20 mins
	   b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes (the opportunities in green color and the challenges in orange color) for each group's internal discussion
	   c) Each group presents Jamboard's sticky note ideas (5 mins each)
	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module A.3 Strategies and planning for reaching policy objectives
 	
Objectives
  • Illustrate the role of diverse stakeholders in a green transition
  • Identify approaches for ensuring a participatory process
  • Provide examples of national strategies and planning

5 mins: **setting the scene** on this module topic and agenda 20 mins: **presentation** on key indicators for green transition 15 mins: **presentation** on key indicators related to green transition 10 mins: **break** 20 mins: **introducing methods and tools** to assess policy impacts on strategies and planning 30 mins: **hands-on exercise** to assess impacts of a policy/project on green transition. 5 mins: **recap and summary** of key takeaways	1. **Presentation on setting the scene** (5 mins) by Strategies and planning for reaching policy objectives and agenda 2. **Presentation on key indicators for green transition** (15 mins) by a speaker from ILO and a Q&A session (5 mins) 3. **Presentation on key indicators related to green transition** (10 mins) by a speaker from ILO and a Q&A session (5 mins) 4. **Presentation on introducing methods and tools** (15 mins) to assess policy impacts on strategies and planning by a speaker from ILO and a Q&A session (5 mins) 5. **Hand-on exercise through Mentimeter** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Give participants 5 mins to read a policy case description and instructions to answer related questions (20 mins) The facilitator summarizes the results (5 mins) 6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module A.4 International frameworks and initiatives to support an inclusive green economy

Objectives
- Describe major international frameworks guiding efforts towards inclusive green economies
- Highlight green economy efforts from development finance institutions
- Outline supporting initiatives at global and regional level

5 mins: **setting the scene** on this module topic and agenda
20 mins: **presentation** on frameworks and initiatives to support an inclusive green economy
25 mins: **peer exchange** on the potential role of green economy efforts from development finance institutions
10 mins: Break
20 mins: **presentation** on insights for development finance institutions
35 mins: **group discussions** on barriers to international frameworks guiding efforts towards inclusive green economies
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda
	2. **Presentation on** principle and practice of finance institutions, especially in the context of frameworks and initiatives to support an inclusive green (15 mins) by a speaker from UNDP or UNEP-FI and a Q&A session (5 mins)
	3. **Peer exchange through Jamboard** (20 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to share the potential role of green economy efforts from development finance institutions by creating new sticky notes (Green color – roles, Orange color- challenges). Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session and summarize at the end (5 mins)
	4. **Presentation on insights for finance institutions for development finance institutions** (15 mins) by a speaker from UNIDO and a Q&A session (5 mins). Insights include both public finance and financial tools supporting private funds for inclusive green economy as well as international experience on barriers to investments and various types of financial instruments to promote investment and reduce investment risks.
	5. **Group discussions** on barriers to international frameworks guiding efforts towards inclusive green economies by a facilitator.
	    a) Assign participants to 2 groups and ask them to join the Zoom breakout room
	    b) Participants discuss the following topic (20 mins)
	    c) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	    d) Each group presents Jamboard's sticky note ideas (5 mins each, for total 10 mins)
	Facilitator summarizes the results (5 mins)

	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Useful resources for facilitators:

- Introduction to Green Economy: https://uncclearn.org/course/view.php?id=51&page=overview

Live-online elective course B: Introduction to Green and Inclusive Recovery

Background Context: The COVID-19 pandemic is not only a public health crisis, but also a major economic and livelihood crisis. The impacts of the pandemic (and the public health measures enacted in response) on the functioning of the economy and people's livelihood are critically severe, wide-spreading and potentially long-lasting.

In responding to this crisis, governments around the world have implemented various emergency economic measures to alleviate immediate hardship as well as to facilitate future recovery. These emergency and stimulus packages have the potential to bring about a recovery that is both green and inclusive. These packages can also represent a unique window of opportunity for accelerated actions toward long-term environmental goals as well as more equitable access to jobs and economic livelihoods.

Overview and objectives: The LNA indicates that inclusive and green economic (IGE) principles and green recovery are commonly viewed as a disconnected link, separate mandates with different policy directions. An expeditious training to build awareness on the rationale and benefits of integrating IGE principles as part of COVID-19 recovery would be necessary for Thai policymakers to realize the benefits of integrating IGE into the planning of a long-term green recovery in their work.

This course attempts to enhance the awareness of participants on the connections between the COVID-19 pandemic and the unique opportunity of a green and inclusive recovery. In addition, the course sets the scene on the roles of green industrialization, circular economy, green jobs and just transition, and sustainable finance as a supporting ecosystem that can help promote a green and inclusive recovery – enabling economies to build back better and more sustainably. It can therefore be seen as the fundamental overview that sets the foundation for all the training in the series.

After completing this course, participants will be able to:
- Identify short-term and long-term economic and environmental consequences of the COVID-19 pandemic and government's recovery packages, including the integration of IGE principles into recovery policies and projects
- Recognize the unique opportunity that COVID-19 recovery could provide in enhancing green and inclusive development.
- Describe international best practices in fostering green and inclusive recovery measures, including green industrialization and circular economy
- Identify opportunities and challenges to integrate green industrialization and circular economy as part of COVID-19 recovery in Thailand
- Justify and monitor the economic, social, and environmental outcomes of green and inclusive recovery policies, including the impacts on green jobs and just transition

- Describe the role of sustainable finance and provide case studies and examples of financing policies and instruments that help realign and mobilize resources towards advancing green and inclusive developmen

Methodology and content: This course will be divided into 4 modules for a total of 8 hours of online interactive learning. Methods of learning include a brief presentation, case studies, group discussions and peer exchanges to help reach the objectives of the course. The content and format of the course are outlined as follows:

Module detail	Requirements and remarks
Module B.1 Realizing unique opportunities to build economies back better and more sustainably post COVID-19 **Objectives** • Identify short-term and long-term economic and environmental consequences of the COVID-19 pandemic and government's recovery packages, including the integration of IGE principles into recovery policies and projects • Recognize the unique opportunity that the pandemic recovery could provide in enhancing green and inclusive development.	

Module schedule:
 	
10 mins: **opening remarks** to welcome participants and introduce the overall training program and a group photo snapshot
10 mins: **building a frame** to introduce communication channels and rules and principles for live-online sessions.
15 mins: **ice-breaking session** to get to know participants and their expectations
5 mins: **setting the scene** on module topic and agenda
15 mins: **peer exchanges** on perspectives about COVID-19 economic, social and environmental consequences in Thailand
10 mins: **Break**
15 mins: **presentation** on the COVID-19 economic and environmental consequences: Global context
	Materials and person responsible:
	
	1. **Presentation for opening remarks** (8 mins) by a representative from UNITAR to introduce the overview of the training program and what participants could expect to learn through live-online courses and the 2-day workshop
	2. **Group photo snapshot** (2 mins) by a facilitator. Note: Ask participants to rename the Zoom profile to 'Organization abbreviation_First name Surname' and turn on video for a screen snapshot.
	3. **Presentation for building a frame** (5 mins) for the live-online course by a facilitator. Note: Introduce a Google Classroom link for information notice and material sharing, rules and principles for live-course attendance, and a Q&A session (5 mins)
	4. **Ice-breaking activity using Mentimeter (**15 mins**)** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first slide. Questions in Mentimeter could cover
	    e) Stating 1 interesting fact about your organization
	    f) How would you describe your work? (Choose at least one choice from the list, for example, plan policies, implement projects, involve in policy approval process, evaluate policy, etc.)
	    g) Show a group photo and ask participants to put a caption
	    h) What would you expect to benefit from this training?

5 mins **poll** on the COVID-19 consequences in Thailand 20 mins: **case studies** on 'building economies back better' through green recovery packages 10 mins: **peer exchanges** on green recovery packages in Thailand 5 mins: **recap and summary** of key takeaways	5. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda 6. **Peer exchanges through Jamboard** (15 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes (choose different colours for 3 topics 'economy', 'environment' and 'my work') on Jamboard and write their perspectives on the COVID-19 impact on each topic. Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session. 7. **Presentation on the COVID-19 economic, social and environmental consequences: Global context** (10 min) by a speaker (a representative from UNEP) followed by a Q&A session (5 mins) 8. **Poll through the Zoom** by a facilitator (5 mins) asking participants to choose key economic, social and environmental consequences in Thailand (2 each) from the list created based on presentation material of global context. 9. **Presentation on case studies on 'building economies back better' through green recovery packages** (15 mins) by a speaker (a representative from Vivid Economics or UNEP) and a Q&A session (5 mins). Case studies could be on the EU, South Korea, and stimulus packages in Asian countries (examples of green investment and opportunities and how to distinguish green recovery from dirty recovery) and provide insights on how IGE principles could be integrated into recovery packages. 10. **Peer exchanges through Mentimeter** (10 mins) by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Ask participants to put in word clouds green recovery measures in Thailand that they know. 11. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module B.2 Planning green recovery through energy and industry transformation and circular economy

Objectives
- Describe international practices in fostering green and inclusive recovery measures, including green industrialization and circular economy

• Identify opportunities and challenges to integrating green industrialization and circular economy as part of COVID-19 recovery in Thailand	

5 mins: **setting the scene** on module topic and agenda
20 mins: **presentation** on the rationale for advancing green industry transformation
20 mins: **case studies** on policies supporting green industry transformation
10 mins: Break
20 mins: **presentation** on the concept of circular economy and opportunities for green recovery and case studies to provide examples of circular economy recovery measures
40 mins: **group discussions** on opportunities and challenges to integrating green industrialization and circular economy as part of COVID-19 recovery and in the context of Thailand.
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda
	2. **Presentation on the rationale for advancing green industry transformation** (15 mins) by a speaker (a representative from GIZ/UNIDO) to accelerate structural change from carbon-intensive industrial production to more sustainable pathways to achieve climate targets and a Q&A session (5 mins)
	3. **Case studies on policies and projects to support green industry transition pathways** (15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins)
	4. **Presentation on the trends of circular economy and opportunities for green recovery** (15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins)
	5. **Group discussions** on opportunities and challenges to integrating green industrialization and circular economy as part of COVID-19 recovery in Thailand (40 mins) by a facilitator. Note:
	    d) Assign participants to a group of 4-5 and ask them to join the Zoom breakout room to discuss the opportunities and challenges for 20 mins
	    e) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes (the opportunities in green color and the challenges in orange color) for each group's internal discussion
	    f) Each group presents Jamboard's sticky note ideas (5 mins each)
	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module B.3 Tracking the economic, social, and environmental outcomes of green and inclusive recovery **Objectives** • Justify and monitor economic, social, and environmental outcomes of green and inclusive recovery policies • Assessing impacts on green jobs and just transition	
5 mins: **setting the scene** on this module topic and agenda	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda

20 mins: **presentation** on key indicators for measuring economic, social and environmental outcomes
15 mins: **peer exchange** on key indicators used in the organization
15 mins: **presentation** on key indicators related to green jobs and just transition
10 mins: **break**
20 mins: **introducing methods and tools** to assess policy impacts on jobs and just transition at national level and project level
30 mins: **hands-on exercise** to assess impacts of a policy/project on green jobs and just transition indicators.
5 mins: **recap and summary** of key takeaways
	2. **Presentation on key indicators for measuring economic, social and environmental outcomes** (15 mins) by a speaker from ILO and a Q&A session (5 mins)
	3. **Peer exchange through Jamboard** (10 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to share key indicators used in their organizations by creating new sticky notes by colours for 3 topics:
	   a) Economic indicators
	   b) Social indicators
	   c) Environmental indicators
	Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session and summarize at the end (5 mins)
	4. **Presentation on key indicators related to green jobs and just transition** (10 mins) by a speaker from ILO and a Q&A session (5 mins)
	5. **Presentation on introducing methods and tools** (15 mins) to assess policy impacts on jobs and just transition at national level and project level by a speaker from ILO and a Q&A session (5 mins)
	6. **Hand-on exercise through Mentimeter** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Give participants 5 mins to read a policy case description and instructions to answer related questions:
	   a) Choose green jobs and just transition indicators related to the case study from the list of related and unrelated indicators (5 mins)
	   b) Choose methods and tools that can be used to calculate each indicator (5 mins)
	   c) Ask participants to share green jobs and just transition indicators used in their organizations (5 mins)
	   d) Ask participants to share challenges in assessing the impacts of recovery policy or projects on green jobs and just transition. (5 mins)
	The facilitator summarizes the results (5 mins)
	7. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module B.4 Fostering sustainable finance for a green recovery	

<table>
<tr><td colspan="2" style="background:#a8c6e0">Objectives
• Describe the role of sustainable finance and provide case studies and examples of financing policies and instruments that help realign and mobilize resources towards advancing green and inclusive development</td></tr>
</table>

5 mins: **setting the scene** on this module topic and agenda
20 mins: **presentation** on principle and practice of sustainable finance, especially in the context of economic recovery
25 mins: **peer exchange** on the potential role of sustainable finance in the participants' organizations and the challenges to obtaining such finance
10 mins: Break
20 mins: **presentation** on insights for sustainable finance for green recovery
35 mins: **group discussions** on barriers to investment and financial instruments
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda
	2. **Presentation on** principle and practice of sustainable finance, especially in the context of economic recovery (15 mins) by a speaker from UNDP or UNEP-FI and a Q&A session (5 mins)
	3. **Peer exchange through Jamboard** (20 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to share the potential role of sustainable finance in the participants' organizations and the challenges to obtaining such finance by creating new sticky notes (Green color – roles, Orange color-challenges). Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session and summarize at the end (5 mins)
	4. **Presentation on insights for sustainable finance for green recovery** (15 mins) by a speaker from UNIDO and a Q&A session (5 mins). Insights include both public finance and financial tools supporting private funds for green recovery (e.g., green loans and green taxonomy) as well as international experience on barriers to investments and various types of financial instruments to promote investment and reduce investment risks.
	5. **Group discussions** on barriers to investment and financial instruments by a facilitator.
	    e) Assign participants to 2 groups (Group 1: Green industry; Group 2: Circular economy) and ask them to join the Zoom breakout room
	    f) Participants discuss the following topics: 1. Identify barriers to investments in Thailand 2. Financial instruments to promote investments in Thailand. 3. Supporting policies to foster access to finance in Thailand (20 mins)
	    g) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	    h) Each group presents Jamboard's sticky note ideas (5 mins each, for total 10 mins)
	Facilitator summarizes the results (5 mins)
	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Useful resources for facilitators:

- Improving the impact of fiscal stimulus in Asia: An analysis of green recovery investments and opportunities: https://www.climatepolicyinitiative.org/publication/improving-the-impact-of-fiscal-stimulus-in-asia-an-analysis-of-green-recovery-investments-and-opportunities/
- Building back better: A sustainable, resilient recovery after COVID-19: https://www.oecd.org/coronavirus/policy-responses/building-back-better-a-sustainable-resilient-recovery-after-covid-19-52b869f5/#section-d1e45
- Making the green recovery work for jobs, income and growth: https://www.oecd.org/coronavirus/policy-responses/making-the-green-recovery-work-for-jobs-income-and-growth-a505f3e7/
- Assessing the Implementation and Impact of Green Elements of Member States' National Recovery Plans: https://ec.europa.eu/environment/enveco/growth_jobs_social/pdf/studies/green_recovery_plans.pdf
- Indicators for an inclusive green economy: Introductory course: https://unccelearn.org/pluginfile.php/328003/format_unccelearn/syllabus/0/page_gei%20syllabus.pdf
- Introduction to green and inclusive economy: https://unccelearn.org/pluginfile.php/181326/format_unccelearn/syllabus/0/Introduction%20to%20Green%20Economy%20Syllabus.pdf
- Sustainable Recovery Tracker: https://www.iea.org/reports/sustainable-recovery-tracker/
- Green Recovery Observatory: https://recovery.smithschool.ox.ac.uk/tracking/
- The COVID-19 impacts on economics and environment: https://www.oecd.org/coronavirus/policy-responses/the-long-term-environmental-implications-of-covid-19-4b7a9937/ https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7498239/ https://www.sciencedirect.com/science/article/pii/S2589014X21001225
- Thailand's circular economic model (NXPO website): https://www.nxpo.or.th/th/en/5821/
- Financing Circular Economy – Insights for practitioners: https://www.giz.de/en/downloads/giz2022-en-financing-circular-economy-insights-for-practitioners.pdf

Live-online Elective Course C: Green Industrialization

Background Context: Industrial revolution has been one of the key driving forces of economic well-being in the past hundreds of years. However, this resource-intensive and fossil-based development pathway has proven to be unsustainable and resulted in both unprecedented economic inequality and environmental degradation. The need to transform the global energy and industrial sectors to a more inclusive and environmentally conscious pathway is imperative. The scale and speed of industrial transformation that would be required to meet the climate and environmental challenges are much greater and much faster than what has been experienced during the past industrial revolutions.

Overview and objectives:

The LNA study shows that although most respondents understand the role of green industrialization in advancing a green and inclusive recovery, only a few participants have sufficient technical capacities to work on green industrialization policy. This course therefore aims to provide both a basic understanding and technical capacities on green industrialization and green industrial policymaking. It will cover the rationales, strategic considerations, and choice of policy instruments that could facilitate successful planning and implementation of the policy in this area.

After completing this course, participants will be able to:
- Explain the benefits of strategic green industrial policy, including the potential applications of green technologies in various industries for sustainable economic development
- Identify strategic elements and challenges in developing green and inclusive industrial policy.
- Describe indicators to monitor the implementation of green and inclusive industrial policy.
- Identify policy instruments to foster the implementation of green and inclusive industrial policy

Methodology and content: This course will be divided into 2 modules for a total of 4 hours of online interactive learning. Methods of learning include brief presentations, case studies and peer exchanges to help reach the objectives of the course. The content and format of course are outlined as follows:

Method	Requirements and remarks
Module C.1 Realizing the benefits of green industrial policy **Objectives** • Explain the benefits of strategic green industry policy, including the potential applications of green technologies in various industries for sustainable economic development	

• Identify strategic elements and challenges in developing green and inclusive industrial policy.	

5 mins: **setting the scene** on the overall green industrialization course and this module topic and agenda
 	
30 mins: **presentation** on evolution of green industry and principles of technology and industrial promotion policy in energy and industrial sectors in international context
 	
10 mins: **poll** on new green specific technologies and activities that emerged in Thailand
 	
15 mins: **presentation** on the role and benefits of strategic green industrial policy as part of green recovery.
 	
10 mins: Break
 	
15 mins: **a country case study** on successful outcomes of green industry policy and its strategic elements
 	
30 mins: **peer exchanges** on challenges in developing green industrial policy in Thailand
 	
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the role of green industrialization in fostering green recovery, the overall course objectives, this module topic and agenda
	
	2. **Presentation on evolution of green industry and principles of technology and industrial promotion policy in international context** (25 mins) by a speaker from UNIDO and a Q&A session (5 mins). This aims to set the scene on structural shifts in the past and the current structural shift toward specific green technologies and activities (e.g., new International Standard Industrial Classification (ISIC) of green technologies and activities) and lessons learned from past experience
	
	3. **Poll through Zoom** by a facilitator asking participants two questions:
	  a) Prioritize 3 new green technologies that are most important in Thailand from the list (2 mins)
	  b) Choose activities that emerged from green industrialization that exist in Thailand (2 mins)
	  c) The facilitators summarize the results (1 min) and ask participants voluntarily to share any new technologies and economic activities that are not on the list and challenges in classification of those activities in Thailand SIC (5 mins)
	
	4. **Presentation on the role of strategic green industrial policy as part of green recovery** (10 mins) by a speaker from UNIDO and a Q&A session (5 mins). This aims to provide the rationale and benefits for developing strategic green industrial policy to guide policy instruments and action plans to support structural changes in major sectors such as energy, manufacturing, transport, construction etc.
	
	5. **Presentation on a country case study on successful outcomes of green industry policy and its strategic elements** (10 mins) by a speaker from UNIDO and a Q&A session (5 mins).
	
	6. **Peer exchanges through Jamboard** by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes by colours for 3 topics:
	  a) existing efforts/strategic elements in Thailand on developing green industrial policy (7 mins)

	b) challenges in developing green industrial policy in Thailand (7 mins) c) how industry policy could benefit your organization (6 mins) Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session and ask participants (e.g., a representative from the Ministry of Industry) to share verbally (10 mins) 7. **Recap and summary** of key takeaways (5 mins) by a facilitator.

Module C.2 Planning policy instruments to foster green industrial policy implementation

Objectives
- Identify what green industrial policy (GIP) means at the conceptual level and provide examples of GIP best practice
- Recognize indicators to monitor the implementation of green and inclusive industrial policy
- Select policy instruments to foster the implementation of green and inclusive industrial policy

5 mins: **setting the scene** on this module topic and agenda
20 mins: **presentation** on strategic green industrial policy phases and related key indicators for monitoring and evaluation
20 mins: **peer exchanges** on green industrial policy corresponding to the mission of the organization.
10 mins: Break
25 mins: **case studies** on the use of policy instruments to address the implementation issues of strategic green industrial policy
35 mins: **group discussions** on policy instruments to foster green industrialization in Thailand
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce this module topic and agenda
	2. **Presentation** on strategic green industrial policy phases and related key indicators for monitoring and evaluation (15 mins) by a speaker from UNIDO and a Q&A session (5 mins). This aims to set the scene for green industrial policy phases starting from high-level vision setting policy pathway design and impact assessment and implementation.
	3. **Peer exchanges through Jamboard** by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and a screen sharing a Jamboard page with instructions for participants to create new sticky notes by colours for 3 topics:
	   a) high-level vision statement corresponding to the mission of your organization (5 mins)
	   b) key policy indicators for monitoring and evaluation that are used in your organization (5 mins)
	   c) challenges in green industrial policy implementation in Thailand (5 mins)
	Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session and ask a few participants to voluntarily share verbally (5 mins)

	4. **Presentation on the case studies related to the use of policy instruments to address the implementation issues of strategic green industrial policy** (10 mins) by a speaker from UNIDO and a Q&A session (5 mins).
	5. **Group discussion** on policy instruments to foster green industrialization in Thailand Note:
	    a) Assign participants to 3 groups (i.e., by economic, regulatory, and voluntary instruments) and ask them to join the Zoom breakout room to discuss each type of policy instrument to foster green industrialization in Thailand (15 mins)
	    b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	    c) Each group presents Jamboard's sticky note ideas (5 mins each* 3 groups)
	A facilitator summarizes the results of group discussions (5 mins)
	6. **Recap and summary** of key takeaways (5 mins) by a facilitator.

Useful resources for facilitators:

- Green Industrial Policy: https://uncclearn.org/pluginfile.php/238874/format_uncclearn/syllabus/0/gip_syllabus.pdf
- Practitioners' guide to strategic green industrial policy: https://www.un-page.org/files/public/practitioners_guide_to_green_industrial_policy.pdf
- Sustainable Recovery: World Energy Outlook Special Report: https://www.iea.org/reports/sustainable-recovery
- Theme Report on Energy Transition: https://www.un.org/sites/un2.un.org/files/2021-twg_2-062321.pdf
- Policy Options to Enable an Equitable Energy Transition: https://www.rff.org/publications/reports/policy-options-to-enable-an-equitable-energy-transition/
- Renewable Energy Policies in a Time of Transition: https://www.irena.org/publications/2018/apr/renewable-energy-policies-in-a-time-of-transition
- Asia Pacific Energy Transition Readiness Index: https://www.siemens-energy.com/apac/en.html
- Green Industrial Policy: Concept, Policies, Country Experiences: https://www.un-page.org/files/public/green_industrial_policy_book_aw_web.pdf

Live-online Elective Course D: Circular Economy

Background Context: Circular economy (CE) is one of the key principles for green economic recovery as well as inclusive green economy (IGE) and sustainable development. CE is also closely related to resource efficiency and needs participation from all stakeholders in society. Incorporating the CE concept into the action plans for policy implementation at the division or department level and provincial or community level (coherent to the Master Plans on circular economy directed at the Ministry level) is therefore strongly suggested. While the industrial and household sectors represent the main entry points for achieving CE goals in Thailand, the agricultural and other services sectors also have high potential for targeting CE and IGE.

Overview and objectives: The LNA results indicate that approximately half of the relevant participants understand the concept of CE and are aware of how to incorporate CE into specific action plans for policy implementation. However, the level of implementation of the CE approach in practice is still low. The LNA results suggest that one of the reasons is that the respondents lacked the capacity to analyse enabling policy conditions, challenges and opportunities that are important for advancing IGE as parts of their work.

This course aims to provide a basic understanding of the concept of CE principles and their potential applications in economic activities. This also includes the challenges and key enabling conditions or success factors for implementing CE principles in practice. The course includes, but is not limited to, case studies and exchange of lessons learned from both Thai and international experience.

After completing this course, participants will be able to:
- Distinguish CE principles and identify opportunities to apply CE principles in economic activities
- Identify targets, measurable outcomes and supporting policies for CE activities
- Describe international practice in implementing CE policies and key enabling conditions that support the transition to CE
- Identify barriers to implementing CE and discuss enabling conditions or success factors for CE implementation in practice

Methodology and content: This course will be divided into 4 modules for a total of 8 hours of online interactive learning. Methods of learning include brief presentations, case studies and group discussions to help reach the objectives of the course. The content and format of course are outlined as follows:

Module detail	Requirements and remarks
Module D.1 Applying CE principles in economic activities and supporting policies **Objectives** • Distinguish CE principles and identify opportunities to apply CE principles in economic activities and supporting policies	

Module detail	Requirements and remarks
• Identify targets, measurable outcomes and supporting policies for CE activities	

5 mins: **setting the scene** on the overall CE course and this module topic and agenda
30 mins: **presentation** on the principle of CE and potential applications
20 mins: **hand-on exercises** to distinguish CE and apply CE to the mission of the organization
10 mins: Break
20 mins: **case studies** on CE applications including setting targets and measurable outcomes of CE
30 mins: peer exchanges on the challenges to apply CE principles in the organization's work and supporting policies
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the role of CE principles in fostering green recovery, the overall course objectives, this module topic and agenda
	2. **Presentation on the principles of CE** (e.g., difference between linear and circular economy, decoupling of economic activities from consumption of a limited resource, resource efficiency concept, etc.) and potential applications at various levels (i.e., consumers and households, manufacturers, policymakers) to accelerate economy transition towards more sustainable pathways (25 mins) by a speaker (a representative from GIZ/UNEP/UNIDO) and a Q&A session (5 mins)
	3. **Hand-on exercises through Mentimeter** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Ask participants to answer questions:
	    a) choose CE activities from a list of 10 activities of both linear and CE activities (3 mins + 1 min answer)
	    b) provide two examples of policies that could encourage CE applications (at consumers/households and manufacturer levels) in Thailand (5 mins + 3 mins summary)
	    c) propose 2 mission statements of the organization that apply CE principles (5 mins +3 mins summary)
	4. **Presentation on two case studies on CE applications, including targets and measurable outcomes of CE activities** (15 mins) by a speaker (a representative from GIZ/UNEP/UNIDO) and a Q&A session (5 mins). Note: Provide examples at the policy level and project level through case studies' targets/outcomes such as (a) reduce in waste generation (b) reduce in GHG (c) increase in biogas/biomass energy (d) reduce in extraction or imports of rare earth materials (e) increase in technology related to CE (f) number of products/services promoting CE principles (g) green job creation (h) apply best available technology.
	5. **Peer exchanges through Jamboard** (30 mins) by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes by colours for 3 topics:
	    a) challenges to apply CE principles to their organization's work (10 mins)

Module detail	Requirements and remarks
	b) obstacles in setting targets and measurable outcomes of applying CE principles to their organization's work (10 mins) c) national policies and capacity building needed to foster the application of CE principles (10 mins). Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recap by reading the notes in Jamboard during the session 6. Recap and summary of key takeaways (5 mins) by a facilitator.
Module D.2 Implementing CE principles in practice: case studies **Objectives** • Describe international practice in implementing CE • Identify barriers to implementing CE and discuss enabling conditions or success factors for CE implementation in practice	

5 mins: **setting the scene** on this module topic and agenda
20 mins: **presentation** on successful case studies on individual practices
25 mins: **group discussion** on applicability to Thailand
10 mins: **Break**
25 mins: **presentation** on case studies on industrial and agricultural practices
30 mins: **group discussion** on applicability to Thailand
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) on this module topic and agenda
	2. **Presentation on successful case studies on implementing CE principles in individual practices** (e.g., at consumer and households levels such as those related to 11Rs: Refuse, Reduce, Reject, Replace, Reuse, Return, Refill, Repair, Recycle, Rethink, Renew and consumer choices) (15 mins) by a speaker (a representative from UNEP/UNIDO) and a Q&A session (5 mins)
	3. **Group discussion** on policy support to foster the implementation of CE principles in individual practice by a facilitator. Note:
	    a) Assign participants to 3 groups and ask them to join the Zoom breakout room to discuss policy support that could foster the implementation of CE principles in individual practices in Thailand (15 mins)
	    b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	    c) Each group presents Jamboard's sticky note ideas (3 mins each)
	4. **Presentation of case studies on implementing CE principles in industrial and agricultural practices** (e.g., eco-industrial town, eco-city, eco-farming, business-to-business symbiosis, zero open burning, municipal agricultural symbiosis (25 mins) by a speaker (a representative from UNEP/UNIDO) and a Q&A session (5 mins).

Module detail	Requirements and remarks

	5. **Group discussion** on barriers to implementing CE principles and key enabling conditions in industrial and agricultural practices by a facilitator. Note:
	
	   a) Assign participants to two groups (Group 1: Industrial practice and Group 2: Agricultural practice) and ask them to join the Zoom breakout room to discuss the barriers and key enabling conditions (20 mins)
	   b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	   c) Each group presents Jamboard's sticky note ideas (5 mins each)
	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.
	
	Note: Below presentations and activities could alternatively be considered for identifying enabling conditions or success factors toward CE implementation.
	a) **Presentation on the roles of policy, regulatory, economic and business incentives as enabling conditions toward transition to CE through two country case studies** (15 mins) by a speaker (a representative from GIZ/UNEP/UNIDO) and a Q&A session (5 mins) Note: Economic and Business Incentives include: (a) Integrating externalities (b) Value-added tax (c) Extended Producer Responsibility (d) Product Standardization (e) Public Procurement (f) Science-based Target (g) Environmental, Social and Governance (ESG) performance
	b) **Poll through Zoom** by a facilitator asking participants to choose key enabling conditions by three categories (i.e., a. policy b. regulations c. economic and business incentives) towards CE implementation that are most relevant to Thailand from the list presented through case studies. Note: Facilitators summarize poll results at the end of each category.
	c) **Presentation on the roles of institutions and stakeholders' engagement as enabling conditions through case studies** (15 mins) by a speaker (a representative from GIZ/UNEP/UNIDO) and a Q&A session (5 mins)
	d) **Peer exchanges** through Jamboard by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes to share the roles of related institutions in Thailand towards CE that they are aware of with different colours for a. government b. private sector c. NGO and international institutions d. academia (10 mins). Ask participants to put 'Name and organization' in

Module detail	Requirements and remarks
	parenthesis on each sticky note. A facilitator recaps by reading the notes in Jamboard during the session and asking 1-2 participants to voluntarily share what they write (5 mins). e) **Presentation on the success stories on strategies to achieve environmental and social outcomes from CE implementation** (15 mins) by a speaker (a representative from GIZ/UNEP/UNIDO) and a Q&A session (5 mins) Note: Strategies include how to build consumers' awareness, foster technology and supply chain development, create jobs and address global pressure and environmental concerns through CE policies and projects f) **Peer exchanges** through Jamboard by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and screen share a Jamboard page with instructions for participants to create new sticky notes to share lessons learned from cases of CE implementation in Thailand that they are aware of by writing the name of policies or projects and lessons learned on key enabling conditions of success or failure cases (10 mins). Ask participants to put 'Name and organization' in parenthesis on each sticky note. A facilitator recaps by reading the notes in Jamboard during the session and asking 1-2 participants to voluntarily share what they write (5 mins).

Useful resources for facilitators:

- Concept of circular economy and linear economy
    - An introductory note on the environmental economics of the circular economy: http://dx.doi.org/10.1007/s11625-006-0013-6
    - Conceptualizing the circular economy: An analysis of 114 definitions" Resources, Conservation and Recycling: https://doi.org/10.1016/j.resconrec.2017.09.005
    - The Circular Economy: Case Studies about the Transition from the Linear Economy: https://www.researchgate.net/profile/Mohamed-Chaker-Ncibi/publication/333223330_The_Circular_Economy_Case_Studies_about_the_Transition_from_the_Linear_Economy/links/5d3ff781299bf1995b561b8b/The-Circular-Economy-Case-Studies-about-the-Transition-from-the-Linear-Economy.pdf?origin=publication_detail
    - The circular economy: https://www.nature.com/news/the-circular-economy-1.19594
- Advancing circularity and resource efficiency: https://www.un-page.org/files/public/page_ff_-_scp_circular_economy_may_2020_0.pdf
- Drivers of Circular Economy
    - Driving the Transition to a Circular Economic Model: A Systematic Review on Drivers and Critical Success Factors in Circular Economy: http://dx.doi.org/10.3390/su122410672
    - How San Francisco Is Becoming A Zero Waste City: https://youtu.be/Cg3OA1s8SI

- Circular economy in the household or consumer sector
  - Liu & Ramakrishna, editors (2021) An Introduction of Circular Economy. Springer Nature Singapore.
  - "Consumer choice" (in Thai) https://www.youtube.com/watch?v=VOYirVdWRO4
  - "Solid waste in the community, Khon Khan Province" (in Thai) https://youtu.be/LuxWDUgd8LELE
  - "Waste management in locals" (in Thai) https://youtu.be/qyc1k8uTqnguTqng
- Circular economy in the industrial sector
  - Critical appraisal of the circular economy standard BS 8001:2917 and a dashboard of quantitative system indicators for its implementation in organizations: https://doi.org/10.1016/j.resconrec.2017.10.019
  - The Circular Economy: Case Studies about the Transition from the Linear Economy:
  - Circular Economy and Bangkok Metropolitan (in Thai) https://www.allaroundplastics.com/article/sustainability/2113
- Circular economy in the agricultural sector
  - The Circular Economy: Case Studies about the Transition from the Linear Economy:

Live-online Elective Course E: Green Jobs and Just Transition

Background Context: Green jobs are both a mechanism to support green and inclusive economic recovery and an outcome of recovery policies and projects. As green jobs are also decent jobs that support social and environmental outcomes, green recovery policies that promote a shift towards greener employment opportunities also promote the advancement of social and environmental development goals. Green jobs and just transition therefore play a major contribution to the outcomes of green and inclusive recovery policies

Overview and objectives:

The LNA results indicate that the context and roles of green jobs and just transition are not clear to most of the organizations, so the training should be designed to start by providing a basic understanding of how to distinguish 'green' jobs and incorporate just transition principles to the practical applications of the green jobs and just transition context to their work. The importance of social dialogues had also been raised as potentially playing a major role in building awareness on existing policies and strengthening effective and collective action plans to be implemented by related public and private sector entities, including workers' and employers' associations.

This course sets the scene to provide a definition of green jobs and just transition and discusses the potential context and roles of green jobs and just transition in economic recovery policies and projects.

After completing this course, participants will be able to:
- Distinguish 'green' jobs and just transition policies and projects
- Recognize the benefits of integrating green jobs and just transition for planning economic recovery
- Identify COVID-19 impacts on vulnerable sectors and groups
- Identify green job creation opportunities and prospects for new skills needed in key sectors
- Discuss the need for supporting policies and regulations to foster new green jobs and just transition in key sectors

Methodology and content: The course provides a learning path from conceptual understanding towards practical applications through 3 modules with a total of 6 hours of online interactive learning. Methods of learning entail interactive lectures, case studies, hands-on exercises, and social dialogues to help reach the objectives of the course. The content and format of course are outlined as follows:

Method	Requirements and remarks
Module E.1 Realizing benefits of integrating green jobs and just transition for planning economic recovery **Objectives** • Distinguish green jobs and just transition policies and projects	

Recognize benefits of integrating green jobs and just transition for planning economic recovery	

5 mins: **setting the scene** on the overall course and this module topic and agenda
 	
15 mins: **presentation** on policy definition and classifications of green jobs (International context)
 	
35 mins: **hands-on exercise** asking participants to distinguish green jobs and identify just transition goals
 	
10 mins: Break
 	
15 mins: **presentation** on just transition aspects of planning economic recovery policies (International context)
 	
15 mins: **a country case study** on benefits of green and inclusive recovery
 	
20 mins: **peer exchange** on just transition related goals in Thailand
 	
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the role of green jobs and just transition in sustainable recovery and development, the overall course objectives, this module topic and agenda
	
	2. **Presentation on policy definition and classification of green jobs based on international context** (10 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins)
	
	3. **Hand-on exercises through Mentimeter** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Ask participants to answer questions:
	   a) choose green jobs from the list of 10 jobs including green and non-green jobs (3 mins+ 2 mins answer)
	   b) write a definition of green jobs in Thailand and its source (e.g., Ministry of Labor, jobs employed in green industries identified by Ministry of Industry, your organizations, etc.) (10 mins + 5 mins summary)
	   c) initiate 2 green job positions with descriptions related to your organization's policies and projects (10 mins + 5 mins summary)
	
	4. **Presentation on just transition aspects of planning economic recovery policies** (10 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins) Note: This includes the concept of what is just transition and how just transition is considered in planning economic recovery policies.
	
	5. **Presentation on a country case study (**10 mins) that provide examples of benefits of green jobs and just transition in ensuring sustainable recovery and development by a speaker (a representative from ILO) and a Q&A session (5 mins)
	
	6. **Peer exchanges** through Jamboard by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and a screen sharing a Jamboard page with instructions for participants to create new sticky notes to share
	   a) Write at least two examples of just transition related goals in Thailand (e.g., SDGs, NESDB, etc.) (5 mins).
	   b) Initiate 2 just transition policies relevant to your organization (5 mins).

	A facilitator asks 1-2 participants to voluntarily share what they write (5 mins) and recap by summarizing the notes in Jamboard (5 mins)
	7. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module E.2 Integrating green jobs and just transition in key sectors: case studies

Objectives
- Identify COVID-19 impacts on vulnerable sectors and groups
- Identify green job creation opportunities and prospects for new skills needed in key sectors
- Discuss the need for supporting policies and regulations to foster new green jobs and just transition in key sectors

5 mins: **setting the scene** on this module topic and agenda	1. **Presentation on setting the scene** (5 mins) on this module topic and agenda by a facilitator
20 mins: **a country case study**: impacts on vulnerable sectors and employment	2. **Presentation on a country case study on impacts of COVID-19 on vulnerable sectors** (such as tourism, agriculture, energy, industry etc.) and employment (e.g., job losses and quality of jobs) (15 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins)
20 mins: **peer exchanges** on impacts on vulnerable sectors and employment in Thailand	
20 mins: **presentation** on green job creation opportunities, prospects for new skills, and the need for supporting policies and regulations in key sectors through case studies	3. **Peer exchanges** through Jamboard by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and a screen sharing a Jamboard page with instructions for participants to create new sticky notes to share ideas on how to alleviate impacts on vulnerable sectors (different colors for tourism, agriculture, energy and industry sectors) (15 mins). A facilitator asks 1-2 participants to voluntarily share what they write and recap by summarizing the notes in Jamboard (5 mins)
10 mins: **break**	
40 mins: **group discussions** on supporting policies and regulations to foster structural changes towards new green jobs and just transition in key sectors	4. **Presentation on green job creation opportunities, prospects for new skills and the need for supporting policies and regulations in key sectors** (e.g., energy, agriculture, industry, and tourism) through case studies (15 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins)
5 mins: **recap and summary** of key takeaways	5. **Group discussions** on the need to transform policies and regulations in Thailand to prepare for structural changes towards new green jobs by a facilitator.:
	a) Assign participants to 4 sectoral groups (Group 1: Energy; Group 2: Agriculture; Group 3: Tourism; Group 4: Industry) and ask them to join the Zoom breakout room to discuss the following topics: 1. Green job creation opportunities in the sector 2. Prospects for new skills needed in the sector 3.

<table>
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<td>Supporting policies and regulations to foster new green jobs and just transition in the sector (20 mins)

b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion

c) Each group presents Jamboard's sticky note ideas (5 mins each, total 20 mins)

6. **Recap and summary of key takeaways** (5 mins) by a facilitator.</td>
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Useful resources for facilitators:

- PAGE green job training: https://www.un-page.org/resources/global-thematic-resources/green-jobs/green-jobs-sustainable-development
- How to measure and model social and employment outcomes of climate and sustainable development policies: https://www.un-page.org/files/public/green_jobs_training_guidebook_0.pdf
- Global forum on just transition report: https://www.un-page.org/files/public/global_forum_on_just_transition_final_report3.pdf
- ITCILO online courses: https://www.itcilo.org/topics/sustainable-development#item-descr
- https://www.itcilo.org/courses/building-sustainable-responsible-and-inclusive-tourism-post-covid-19
- https://www.itcilo.org/courses/creating-jobs-through-inclusive-infrastructure-investments
- Definition of green jobs by Ministry of Industry (in Thai) https://www.tpa.or.th/tpanews/upload/mag_content/51/ContentFile894.pdf
- https://www.instituteforgovernment.org.uk/sites/default/files/publications/Building-a-green-recovery.pdf

Live-online Elective Course F: Introduction to Sustainable Finance

Background Context: This interactive and practical course, 'Introduction to Sustainable Finance', provides you with the basic knowledge you need to understand sustainable finance – its scope, its contribution to supporting action on climate change and sustainable development, the main actors and how financial institutions make decisions on sustainability-related issues. The course also allows you to dig deeper into topics such as sustainable finance instruments (e.g., green, social and, sustainability-linked bonds and loans), methodologies and frameworks for integrating sustainability into financial decisions, key global sustainable finance initiatives (e.g., the Principles for Responsible Banking, the Principles for Responsible Investment and the Task Force on Climate-related Financial Disclosures) and sustainable finance regulations. These topics are supplemented by examples and case studies from around the world.

Overview and objectives:
The course provides technical knowledge on the contribution that sustainable finance can make to sustainable development, and on how sustainable finance may be deployed in the real-world policy or business context.

After completing this course, participants will be able to:
- Explains the potential contribution of sustainable finance to achieving the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.
- Explains the core concepts of sustainable finance and the relevance of sustainability considerations for the key actors in the financial system.
- Describes the role that regulation and industry initiatives (self-regulation) play in shaping sustainable finance.
- Describes different sustainable finance products, such as bonds and loans, that may be available to provide the capital needed to support the delivery of the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.

Methodology and content: To accommodate a variety of learning styles, a multi-modal approach to content design and delivery is applied, including textual, audio-visual, reflective and interactive/applied materials. Subject comprehension and retention are supported through introductory questions at the beginning of lessons and summative assessments at the end of each module.

Module detail	Requirements and remarks
Module F.1 Sustainable Finance in Context and Fundamentals of Sustainable Finance **Objectives** • Describe the broad concept of sustainable finance.	

- Explain the potential contribution that sustainable finance can make to achieving the Sustainable Development Goals and the goals of the Paris Agreement on Climate Change.
- Explain why finance sector actors are interested in sustainability-related issues.
- Describe the main actors and organisations in the finance system.
- Describe the different approaches that investors, banks and insurers can use to take account of sustainability-related issues in their decisions.
- Explain how finance sector actors report on the financial and sustainability impacts of their decisions, and how this reporting enhances the sustainability of the finance system as a whole.
- Describe the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and explain how these recommendations support finance sector action on climate change.

Module schedule:	Materials and person responsible:
5 mins: **setting the scene** on the overall course and this module topic and agenda 15 mins: **presentation** on sustainable finance in context (International context) 20 mins: **peer exchange** on sustainable finance related goals in Thailand 10 mins: Break 15 mins: **presentation** on finance sector (International context) 5 mins: **recap and summary** of key takeaways	1. **Presentation on setting the scene** (5 mins) on this module topic and agenda by a facilitator 2. **Presentation on a country case study on sustainable finance in context** (15 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins) 3. **Peer exchanges** through Jamboard by a facilitator. Note: Share a Jamboard link to participants via the Zoom chatbox and a screen sharing a Jamboard page with instructions for participants to create new sticky notes to share ideas on sustainable finance related goals in Thailand (15 mins). A facilitator asks 1-2 participants to voluntarily share what they write and recap by summarizing the notes in Jamboard (5 mins) 4. **Presentation on finance sector (International context)** through case studies (15 mins) by a speaker (a representative from ILO) and a Q&A session (5 mins) 5. **Recap and summary of key takeaways (5 mins)** by a facilitator.

Module F.2 Sustainable Finance: Regulation and Self-regulation

Objectives
- Explain how regulation shapes and influences sustainable finance.
- Explain how industry initiatives contribute to the goals of a sustainable finance system.
- Describe the contribution and influence of key sustainable finance initiatives, in particular the Principles for Responsible Banking, the Principles for Sustainable Insurance and the Principles for Responsible Investment.

5 mins: **setting the scene** on module topic and agenda
20 mins: **presentation** on the regulation shapes and influences sustainable finance
20 mins: **case studies** sustainable finance system
10 mins: Break
20 mins: **presentation** on the concept key sustainable finance initiatives
40 mins: **group discussions** on particular the Principles for Responsible Banking, the Principles for Sustainable Insurance and the Principles for Responsible Investment in the context of Thailand.
5 mins: **recap and summary** of key takeaways
	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda
	2. **Presentation on the rationale for regulation shapes and influences sustainable finance** (15 mins) by a speaker (a representative from GIZ/UNIDO) to accelerate structural change from carbon-intensive industrial production to more sustainable pathways to achieve climate targets and a Q&A session (5 mins)
	3. **Case studies on sustainable finance system**(15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins)
	4. **Presentation on the concept key sustainable finance initiatives** (15 mins) by a speaker (a representative from GIZ) and a Q&A session (5 mins)
	5. **Group discussions** on particular the Principles for Responsible Banking, the Principles for Sustainable Insurance and the Principles for Responsible in Thailand (40 mins) by a facilitator. Note:
	   a) Assign participants to a group of 4-5 and ask them to join the Zoom breakout room to discuss for 20 mins
	   b) During the Zoom breakout rooms, each group write ideas in Jamboard's sticky notes for each group's internal discussion
	   c) Each group presents Jamboard's sticky note ideas (5 mins each)
	6. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Module F.3 Sustainable Finance Products **Objectives** • Differentiate between use of proceeds and performance-based instruments. • Describe the sustainability of a particular financial product using the Five Pillars Framework. • Discuss whether a particular bond meets the requirements of the Green Bonds Principles, the Social Bond Principles or the Sustainability-linked Bond Principles. • Discuss whether a particular loan meets the requirements of the Green Loan Principles or the Sustainability-linked Loan Principles. • Describe the key elements of a sustainability-linked bond or loan instrument.	
5 mins: **setting the scene** on this module topic and agenda	1. **Presentation on setting the scene** (5 mins) by a facilitator to introduce the module topic and agenda

20 mins: **presentation** on Sustainable Finance Products 10 mins: **break** 20 mins: **introducing methods and tools** to assess policy impacts on Sustainable Finance Products 30 mins: **hands-on exercise** to assess impacts of a policy/project on Sustainable Finance Products . 5 mins: **recap and summary** of key takeaways	2. **Presentation on key indicators for Sustainable Finance Products** (15 mins) by a speaker from ILO and a Q&A session (5 mins) 3. **Presentation on introducing methods and tools** (15 mins) to assess policy impacts on Sustainable Finance Products by a speaker from ILO and a Q&A session (5 mins) 4. **Hand-on exercise through Mentimeter** by a facilitator. Note: Share a link to Mentimeter via a chatbox and share screen (for participants to see real-time results) of Mentimeter with a QR code to join on the first page. Give participants 5 mins to read a policy case description and instructions to answer related questions (25 mins) The facilitator summarizes the results (5 mins) 5. **Recap and summary of key takeaways** (5 mins) by a facilitator.

Useful resources for facilitators:

- Introduction to Sustainable Finance (NEW): https://uncclearn.org/course/view.php?id=139&page=overview

A workshop: Realizing opportunities to build forward better: Mainstreaming green industrialization, circular economy and green jobs and just transition into COVID-19 recovery and development action plans.

Overview and objectives:

The LNA results indicate that a face-to-face workshop is a more effective way of building capacity than online courses, in particular for those with high-level positions in government entities. A workshop could also serve as a platform to strengthen network of practitioners and government officers who have participated in the series of online training courses for green and inclusive recovery.

In this context, this face-to-face workshop aims to build practical capabilities to comprehensively integrate green and inclusive economic principles into planning post-COVID-19 economic recovery measures to ensure Thailand advances sustainable economic growth and works towards achieving the SDGs.

Targeted participants include both high-level policymakers and other technical participants who have already gained awareness capacity through the series of live-online courses. The workshop also aims to provide an opportunity to establish a stakeholders' network on green recovery and to create social dialogues among relevant agencies for delivering comprehensive and just policy recommendations.

After completing this workshop, participants will be able to:
- Identify opportunities and challenges to integrating inclusive and green economic principles as part of COVID-19 recovery and development plans, including the application of BCG economic models and green criteria in the implementation of recovery policies and projects
- Evaluate the impacts of green policies and projects on economic, social and environmental indicators/outcomes, including the outcomes towards NESDP and SDGs indicators
- Develop a roadmap for green recovery policy and project initiatives and mainstream green industrialization and circular economy into action plans for policy implementation.

Methodology and content: The content and methods for a 2-day face-to-face workshop are outlined as follows:

Day 1: Realizing opportunities to build forward better with favourable economic, social and environmental outcomes

Time	Session	Facilitator's note
08:30 – 09:00	**Registration**	**Room set up** For speakers and facilitators: 1 roundtable at front For participants: round tables (6-8 person *5 tables + 1 flipchart and 3 markers and 5 colors of post-it per table) Note: participants are already assigned in a group by their seats.
09:00 – 09:30	**Welcome remarks and introduction**	**10 mins**: Welcome remarks (by UN PAGE representative) **10 mins**: Opening remarks (by high-level Thai government representative) **10 mins**: Introduction to workshop objectives and agenda (By Facilitator)
09:30 – 10:30	**Session 1: Realizing unique opportunities to build economies forward better and more sustainable post COVID-19** • Presentation on realizing opportunities for green recovery and their benefits (a country case study linking to policy directions in key sectors) • Discussions on how Thailand and participants' organizations could benefit from green and inclusive recovery	**20 mins**: **ice-breaking activity** (by Facilitator) – Ask participants at each roundtable to brainstorm (10 mins) a mission statement for Thailand on inclusive green recovery. Participants can write on flipchart and the representative of each group will present 2 mins each (total 10 mins) 1) name of each group member's organizations 2) one mission statement (encourage participants to be creative, fun and meaningful!) **15 mins**: **presentation** (by a Speaker from UN PAGE) on realizing opportunities for green recovery and their benefits through a country case study (including policy directions in key sectors such as energy, industry, agriculture, and tourism) **+ 5 mins: Q&A** **10 mins: discussions** (by Facilitator) on how Thailand and participants' organizations could benefit from green and inclusive recovery – ask every participant to write their answer on a post-it (10 mins) and put them on the flipcharts 1) one unique opportunity and its benefits relevant to their organization to build back better 2) opportunities in key sectors with different post-it colors – Energy (green), Industry (orange), Agriculture (blue), Tourism (pink).

		5 mins: recap and key takeaway (By Facilitator) – Facilitators walk around at each group's flip chart and summarize unique opportunities and benefits for organizations as well as opportunities for key sectors. 5 mins: **introduce a social platform** (e.g., a Facebook group) for participants to share and obtain useful information from this group of inclusive green recovery networks in Thailand
10:30 – 10:45	**Coffee break**	
10:45 – 12:00	**Session 2: Assessing impacts of green recovery on economic, social and environmental outcomes: Setting the scene** • Presentation on key indicators for green and inclusive recovery and introducing practical methods and tools for assessments • Peer exchanges on experience for impact assessment of green recovery policies including methods currently employed by the organizations.	**20 mins: presentation** (by a Speaker from UN PAGE) on key indicators for green and inclusive recovery and introducing practical methods and tools for assessments of economic, social and environmental outcomes **+ 5 mins Q&A** **40 mins: peer exchange** (By Facilitator) for participants to share the need and challenges for impact assessment of green recovery policies and projects, including methods currently employed by their organizations. Ask participants to voluntarily share the following: 1) Experience in the use of impact assessment for proposing policies or projects (10 mins) 2) Challenges and potential solutions for conducting impact assessment (15 mins) 3) Methods and tools used in the organization to assess economic, social and environmental outcomes (15 mins) Facilitators should look for voluntary participants from every roundtable. **10 mins: recap** and key takeaways and introduce the afternoon sessions (By Facilitator)
12:00 – 13:15	**Lunch**	
13:15 – 15:00	**Session 3: Assessing impacts of green recovery on economic, social and environment outcomes: Case studies**	**20 mins: a case study presentation** (by a Speaker from UN PAGE) of best practices to assess impacts of green recovery policies (or insights

	• A case study exercise to evaluate impacts of policies on economic, social and environmental indicators	from the evaluation results of the 6 existing projects under Thai government's economic rehabilitation policy) + **5 mins Q&A**
		75 mins: **a case study exercise** (by Facilitators) asking participants to work as a group to evaluate impacts of policies on economic, social and environmental outcomes
		  1) Distribute a case study handout (with information on a green recovery case policy/project starting from background, timeline, action plans, expected monetary and non-monetary benefits and costs, funding sources, data on indicators, etc) and give participants **15 mins to read** the case study and instructions (to identify related indicators and assess outcomes)
		  2) Participants have **35 mins to brainstorm** answers stated in the instruction.
		  3) A group representative presents the case study and impact assessment of the case study (5 mins each * 5 groups, **25 mins for group presentation**)
		10 mins: recap and key takeaway (By Facilitator)

15:00 – 15:15	**Coffee break**	
15:15 – 16:25	**Session 4: Social dialogues on green jobs and just transition** • Setting the scene presentation (inviting Ministry of Labour) • Dialogue exchanges to identify challenges in applying green jobs and just transition principles into participants' work	**10 mins**: **setting the scene presentation** (by a Speaker from ILO) on the importance of green jobs and just transition for green and inclusive economic recovery + **5 mins Q&A** **10 mins**: **country presentation** on opportunities and challenges in promoting green jobs and just transition in Thailand (by a representative from Ministry of Labour) + **5 mins Q&A** **35 mins**: **Dialogue exchanges** (by Facilitator) to identify challenges in applying green jobs and just transition principles into participants' work (i.e., facilitated by structured discussions) 1) What are the challenges or barriers to the transition towards green jobs in key sectors (i.e., energy, industry, agriculture, tourism) in Thailand? Any suggestions for initiatives or changes

		in policies, regulations, green skill-building, or capacity building needs? (15 mins) 2) How should Thailand promote the inclusion of a just transition in planning economic recovery policies and projects? (10 mins) 3) How would you apply green jobs and just transition principles in your work? (10 mins) **5 mins: recap and key takeaway** (By Facilitator)
16:25 – 16:30	**Summary**	**5 mins: summary and introduce next day's agenda** (by Facilitator)

Day 2: Developing a roadmap for recovery policy and project initiatives to mainstream green and inclusive development, including green industrialization and circular economy into action plans for policy implementation

Time	Session	Facilitator notes
08:30 – 09:00	**Registration**	Room setups: For speakers and facilitators: 1 roundtable at front For participants: round tables (6-8 person * 5 tables + 1 flipchart and 3 markers and 5 colors of post-it per table) Note: participants are already assigned in a group by their seats.
09:00 – 09:15	**Recap Day 1:** Key messages for Thailand to enhance green recovery **Objectives and agenda** for today's workshop	**10 mins**: **recap** Day 1 (By Facilitator) on key messages or takeaways for Thailand to enhance inclusive green recovery **5 mins**: today's **objectives and agenda** (By Facilitator)
09:15 – 10:15	**Session 1: Mainstreaming green industrialization into COVID-19 recovery action plans: Setting the scene** • Presentation and a case study to set the scene on how to mainstream green industrialization into COVID-19 recovery action plans • Presentation on green industry identification in the context of Thailand (a representative from Ministry of Industry)	**25 mins**: **presentation and a case study** (By a Speaker from GIZ/UN PAGE) to set the scene on how to mainstream green industrialization into COVID-19 recovery action plans in key sectors from an international context + **5 mins Q&A** **20 mins**: **country presentation** (a Speaker from Ministry of Industry) on opportunities and challenges for the green industry in Thailand + **5 mins Q&A** **5 mins: recap** the session (by Facilitator)
10:15 – 10:30	**Coffee break**	
10:30 – 12:00	**Session 2: Mainstreaming green industrialization into COVID-19 recovery action plans: Applications to Thailand** • Peer exchange on existing efforts to promote green industrial policies and projects by participants as well as the challenges for implementation	**10 mins: peer exchange** (by Facilitator) on sharing existing efforts and lessons learned from implementing green industrial policies and projects by participants. The facilitator asks a few representatives from each roundtable to share inputs **75 mins: group work on building a roadmap** to initiate one policy or project related to green industrialization. Note: The roadmap components include: Part 1 – policy/project description and rationale, targets, and expected outcomes linked to national goals/priorities; Part

	• Dialogue exchange based on structured discussion questions to facilitate the sharing of the organization's perspectives on the challenges and ideas to integrate green industrialization as part of COVID-19 recovery policies as well as insights on benefits derived from the integration of future policy directions on economic, social and environmental outcome	2 – action plans and timeline on what needs to be done to achieve targets, supporting policies and regulations, capacity building needs, Part 3 – benefits and costs (both monetary and non-monetary) and funding sources) 1) Distribute a group work handout with instructions to prepare a roadmap for presentation and give participants **10 mins to read** and ask questions (if any) 2) Each group **brainstorms ideas (10 mins)** to select one policy/project that the group would like to initiate and develop a roadmap for 3) Discuss and **prepare a roadmap (30 mins)** for selected policy/project. Facilitators support group discussions for each table 4) A group representative presents the roadmap (5 mins each * 5 groups, **25 mins for group presentation**) **5 mins: recap** the session (by Facilitator)
12:00 – 13:00	**Lunch**	
13:00 – 14:45	**Session 3: Mainstreaming circular economy in the regular action plans for policy implementation: Setting the scene** • Presentation on Thailand's BCG economic models and CE applications • Presentation on the application of CE in the action plans in key sectors	**30 mins: a presentation** (by a Speaker from NXPO or NSTDA) on Thailand's bio-circular-green (BCG) economic models, in particular CE applications and policy support in Thailand, including introducing capacity building and technical support available for participants on circular economy implementations + **10 mins Q&A.** **15 mins: peer exchange** (by a Facilitator) on sharing existing efforts and lessons learned from implementing circular economy policies and projects by participants. Facilitator asks a few representatives from each roundtable to share inputs **30 mins: a setting the scene presentation** (By a representative from GIZ/UN PAGE) on case studies/examples on the application of CE in action plans + **10 mins Q&A.** The presentation covers the following sectors:

		• **Agricultural Sector**: Cultivation, water usage, waste generation etc. • **Industrial Sector**: water reclaim, general waste, symbiosis etc. • **Service Sector**: water usage, general waste, food waste, waste separation practices, etc. • **Household & Consumer Sector**: shopping bag, packaging choice, 11Rs, etc. • **Local Administrative Authority**: municipal waste management, rain-water catchment, waste-water management etc. **5 mins: recap** the session (by Facilitator)
14:45 – 15:00	**Coffee break**	
15:00 – 16:30	**Session 4: Mainstreaming circular economy in the regular action plans for policy implementation: Applications to Thailand** • Group work on building a roadmap to initiate a policy or project on circular economy	**75 mins: group work on building a roadmap** to initiate one policy or project related to circular economy. Note: The roadmap components include: Part 1 – policy/project description and rationale, targets, and expected outcomes linked to national goals/priorities; Part 2 – action plans and timeline on what needs to be done to achieve targets, supporting policies and regulations, capacity building needs, Part 3 – benefits and costs (both monetary and non-monetary) and funding sources) c) Distribute a group work handout with instructions to prepare a roadmap for presentation and give participants **10 mins to read** and ask questions (if any) d) Each group **brainstorms ideas (10 mins)** to select one policy/project that the group would like to initiate and develop a roadmap for e) Discuss and **prepare a roadmap (30 mins)** for selected policy/project. Facilitators support group discussions for each table f) A group representative presents the roadmap (5 mins each * 5 groups, **25 mins for group presentation**)

		5 mins: recap the session (by Facilitator) 10 mins: feedback and self-assessment forms (by Facilitator)
16:30 – 16:50	Concluding remarks and certificates distribution	10 mins: concluding remarks (by a UN PAGE representative) 10 mins: distribute certificates (by a UN PAGE representative)

5. Evaluation and certification

5.1 Evaluation

The evaluation of the training's outcome is based on the guidance note on advancing post-training evaluation for PAGE trainings, which is developed by UNITAR. The evaluation should be based on the Kirkpatrick's Four-Level Training Evaluation Model which is used to measure the effectiveness of a training programme. In summary, each of the four-levels measures a different aspect of training.

- Level 1 measures the reaction of the participants and their satisfaction after participating in a training session.
- Level 2 measures whether learners acquired the intended knowledge, skills, attitude, confidence, and commitment to the training.
- Level 3 measures whether learners have been applying the knowledge and skill acquired through the training.
- Level 4 measures the results of the training at the organizational level.

As the course aims to enable participants to understand the concept of an inclusive green economy as well as its opportunities, challenges, and how to evaluate the policies related to the IGE in the context of advancing a green and inclusive recovery in Thailand, the facilitator should conduct at least Level 1 (reaction), Level 2 (learning) and level 3 (application) evaluations for the training.

For the Level 1 measurement, the course facilitator is encouraged to inform participants that a questionnaire will be administered after the training is concluded. It is also highly recommended to underline the anonymous nature of the survey and explain that the results will only be used by the facilitator in order to assess and improve the quality of PAGE training programmes.

It is important to highlight to participants that their feedback is both important and valued. As such, adequate time should be provided for participants to complete the questionnaire. When administering the questionnaire, explain why the questionnaire is being administered and that complete and accurate responses are vital. The evaluation survey should be shared with all participants and aim for a 100% response rate. (See Participant feedback questionnaire template)

For the Level 2 measurement, the course facilitator should develop a pre-test and post-test to evaluate each participant based on the course objectives (see Post-assessment Questionnaire). Objective tests require precise answers and may include different types of questions, such as true/false, matching, multiple-choice, fill-in-the-blanks and short answers. Moreover, as this training course also suggest conducting a face-to-face workshop, case studies, and exercises can be used as additional assessment tools to evaluate the learning outcomes.

For the Level 3 measurement, the course facilitator aims to assess whether participants are applying the knowledge and skills acquired during the training to their current work. Such changes may require some time after the course has taken place and it should be conducted 4-8 months after the course has finished. The mode of collecting data may occur by interviews, focus groups, surveys, or other forms of reports using a series of guided questions. The course facilitator should consider including these questions in the evaluation:

- How frequently do they apply the knowledge and skills?

- What is the level of mastery, confidence, or independence in applying the acquired knowledge and skills?
- Are there any enablers that facilitate the application of the acquired knowledge and skills? If so, what are they?
- Are there any obstacles? If so, what are they?
- Which other related knowledge and/or skills would they need?

5.2 Certification

It is recommended that the course facilitators issue two types of certificates for this training course, which can be distinguished as certificates of 'completion' and 'participation'.

Certificates of completion are awarded to:
- Option 1: Participants successfully attended the mandatory and at least two elective live-online courses, completed the self-assessment after completing the courses, and participated in the two-day workshop,
- Option 2: Participants applied through the fast-track option (see Assessment guide for a fast-track option) and participated in the 2-day workshop without completing the live-online courses.

It is also recommended that the course facilitators record every live-online course. In the case that participants cannot attend some parts of the live-online courses, the facilitators may provide the recorded materials upon request with a maximum limit of 2 times (days) per participant.

Certificates of online participation are awarded to:
- A separate certificate of online participation will be provided for participants that attended at least 60% of the mandatory and elective live-online courses.

Competency assessment results and framework

Summary of capacity assessment results

Competency framework

Level 1 - Awareness: policy practitioners have a general understanding and basic capability
Level 2 - Practicing: policy practitioners are able to effectively analyse, assess and design strategies and action plans for their work.

Competency areas	Level 1 – Awareness	Level 2 – Practicing
1. Key concepts		
1.1 Green economy and related concepts and principles	I am able to explain the concept of inclusive green economy (IGE), as well as related concepts such as sustainable development and the SDGs[5], the BCG[6] model, and others.	I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE and related concepts in Thailand.
1.2 Link between inclusive green economy and green and inclusive recovery from COVID-19	I am able to explain the rationale for applying the principles of IGE and related concepts as part of a green and inclusive recovery from COVID-19 that promotes desired economic, social and environmental outcomes.	I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE as part of a green and inclusive recovery from COVID-19 in Thailand.
1.3 Global and regional developments and trends	I am able to identify related global and regional policy frameworks, developments and trends (such as progress towards the SDGs and climate-related targets) that are important for advancing a green and inclusive recovery in Thailand.	I am able to examine the challenges and opportunities arising from global and regional policy frameworks, developments and trends that are important for advancing a green and inclusive recovery in Thailand.
2. National and policy context		
2.1 National policy context and circumstances	I am able to identify projects and policies under the fiscal packages for economic recovery (i.e., Phase I, II and III, including rehabilitation funds) that are relevant to IGE in Thailand.	I am able to examine existing projects and policies under the fiscal packages for economic recovery (i.e., Phase I, II and III, including rehabilitation funds) and identify those that need to be revised to advance IGE as part of a green and inclusive recovery.
2.2 The rationale for advancing IGE as part of a green and	I am able to identify key socio-economic trends and risks associated with BAU in Thailand, as well as	I am able to interpret macroeconomic data to explain the environmental, social and competitiveness gains that

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[5] The Sustainable Development Goals – 17 Goals adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development.

[6] The Bio-Circular-Green Economic Model – the Thai Government's key principle for Thailand social and economic development, primarily promoting four industries – namely agriculture and food; medical and wellness; bioenergy, biomaterial and biochemical; and tourism and creative economy.

inclusive recovery vis-à-vis national priorities and goals	specific opportunities for advancing IGE projects and policies as part of a green and inclusive recovery.	can be made over time from IGE projects and policies implemented as part of a green and inclusive recovery.
2.3 Analyze economic recovery projects and policies from an IGE perspective in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able identify IGE projects and policies that are aligned with Thailand's development priorities (e.g. SDGs, NESDP, Thailand's National Strategy 2018-2037, NDCs and BCG Model), as well as entry points for advancing these as part of a green and inclusive recovery.	I am able to compare different IGE projects and policies in terms of their potential impact (environmental, social, and economic/financial), achievement and overall costs in order to set, align and prioritize IGE projects and policies as part of a green and inclusive recovery.
2.4 Design or amend IGE projects and policies in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able to review different IGE projects and policy instruments (e.g. regulations, market-based, voluntary/informational) that can be implemented as part of a green and inclusive recovery.	I am able to compare different IGE projects and policy instruments in order to determine the most appropriate tool (or combination of tools) to advance a green and inclusive recovery that best matches Thailand's specific national needs and circumstances.
2.5 Planning IGE project and policy implementation in key thematic areas (green industry, circular economy and green jobs/just transition)	I am able to identify entry points and implementation needs (such as stakeholder support, technical and financial resources, and monitoring needs) for selected IGE projects and policies that can advance a green and inclusive recovery in Thailand.	I am able to examine different implementation plans for new or amended IGE projects and policies that advance a green and inclusive recovery in order to select the most cost-efficient and effective one.
3. Sectoral and cross-cutting thematic areas		
3.1 Green industrialization concept	I am able to explain the rationale for advancing green industry to accelerate structural change from carbon-intensive industrial production to more sustainable models as part of a green and inclusive recovery.	I am able to able to examine potential entry points, and illustrate the broader set of conditions (such as enabling policy conditions, opportunities and challenges) that are important for advancing green industry as part of a green and inclusive recovery in Thailand.
3.2 Circular economy concept	I am able to explain the rationale for applying circular economy principles to key sectors of the economy as part of a green and inclusive recovery.	I am able to examine potential entry points, and illustrate the broader set of conditions (such as enabling policy conditions, opportunities and challenges) that are important for advancing circular economy principles in key sectors as part of a green and inclusive recovery in Thailand.

3.3 Green jobs and just transition concept	I am able to explain the difference between green jobs and conventional jobs and identify the effects of IGE projects and policies – both positive and negative – on employment and different groups, including how to avoid/mitigate negative effects through Just Transition planning.	I am able to examine the effects of IGE projects and policies on employment and different groups, in order to select projects and policies that promote green jobs and Just Transition as well as inclusivity in partnership with key stakeholders (e.g. trade unions, workers organizations) as part of a green and inclusive recovery.
3.4 Green finance (public and private)	I am able to explain the roles of public and private investment flows in advancing a green and inclusive economic recovery in Thailand.	I am able to distinguish between different types of sustainable finance products, fiscal and procurement measures that can support a green and inclusive recovery in Thailand.

Target group by organizations

	Organizations	Related work on key thematic areas	Green industry	Circular economy	Green jobs and just transition
1	Board of Trade of Thailand	Committee for circular economy and environment (with the focus on plastic waste in the sea and food waste).		Yes	
2	Department of Industrial Works	Focus on green industrialization standards to calculate emissions from each project and criteria for CSR (such as green products, supporting community, etc.) with the aim to transform all industries towards 'Green Industry' and to develop eco-industrial towns.	Yes		
3	Department of Labour Protection and Welfare	Ensure labor protection and welfare accordingly to the law and sufficient economy principles.			Yes
4	Department of Skill Development	Support human resource development to educate labors on green economy and provide trainings to build skills needed. For each province, the Department provides two types of training courses: i) training courses as part of the data center (about 1,183 courses) developed to support implementation of national policies/projects ii) training courses developed specifically in response to the need for training in the area.			Yes
5	Designated Areas for Sustainable Tourism Administration (Public Organization)	Support capacity for sustainable tourism sector following Global Sustainable Tourism Criteria (GSTC) and SDG.		Yes	
6	Digital Economy Promotion Agency	Data collections on digital transformation sectors such as agriculture and tourism and involvement in projects related to smart mobility, smart energy, smart city, zero waste in agriculture sector for small farmers, smart city, etc. Also, focus on development of next-generation automotive to address PM2.5 problems and capacity building to increase competitiveness of local industries	Yes	Yes	Yes

#	Agency	Description			
7	Energy Policy and Planning Office	National Energy Plan 2022 (policy directions focused on RE, EE and EVs for the next 20 years).	Yes		
8	Industrial Estate Authority of Thailand	Support green industrialization (green industry certification, eco-factory, and eco-efficiency standards;) and circular economy (support 'waste as a resource' and 'eco-industrial town').	Yes	Yes	
9	International Institute for Trade and Development (Public Organization)	Trainings to support green industrializations (such as awareness on green products and services) and circular economy (such as waste as resource and impacts of resource usage on supply chain).	Yes	Yes	Yes
10	Office of Industrial Economics	Implement measures to support the production of EVs and provide trainings to develop multi-skill, upskill and reskill for new industries.	Yes		Yes
11	Office of Small and Medium Enterprises Promotion	The 5th SME Plan (2023-2030) support BCG and inclusive business (following ASEAN partnership).			Yes
12	Office of Transport and Traffic Policy and Planning	Draft plan (2022-2037) to support technologies for EV bus, EV boat and EV train	Yes		
13	Pollution Control Department	Resource efficiency and the selection of raw materials for products that generate the least waste and pollution. Partnered with GIZ on the pilot project to reduce plastic and sea waste in East and Southeast Asia to support circular economy transition in the region.		Yes	
14	Thailand Board of Investment	Setting criteria for supporting investments related to green industrialization and circular economy. Support investments in BCG through support on sustainable agriculture, energy efficiency and renewable energy.	Yes	Yes	
15	The Fiscal Policy Office	Fiscal policy related to i) Green Industrialization (financial incentives for EV production and procurement for green products and services) ii) Circular economy (tax benefits for green packaging materials).	Yes	Yes	
16	Department of Women's Affairs and Family Development	No direct related measures. Support in terms of training courses such as the reuse of materials for households.			

17	Department of Alternative Energy Development and Efficiency	BCG work related to i) Energy, Material, and biological chemistry and ii) Renewable energy. Support green jobs through new jobs created for smart farming for biogas, solar PV for power sector, EV, solar water pumping systems for agriculture, etc. Also, initiated community-based power projects.	Yes	Yes	Yes
18	Office of the National Economic and Social Development Board (NESDB)	A high-level policy driver for green industrialization and circular economy. While the context and role of green jobs and just transition are still not clear. Policy measures also include Economic and social recovery plans from COVID-19 impact.	Yes	Yes	
19	Office of Natural Resources and Environmental Policy and Planning (ONEP)	Support principles and strategies for transforming policies to implementations, including cooperating, driving, monitoring, and evaluating policies/projects. Develop the national environmental management and operation plan, including setting objectives and indicators for economic development and natural resources and environment. Responsible for 12h and 13th SDG goals on sustainable consumption and production and climate change.	Yes	Yes	
20	Department of Agriculture	Projects related to green industrialization and circular economy such as the 'close loop economy' project, smart farmer project, biotechnology project.	Yes	Yes	
21	Office of the Permanent Secretary of Ministry of Labour	Capacity building projects such as independent occupation program ('Tonkla Archeep'), a program to resolve occupational and skill problems and an immediate job employment program. Programs also include increased capacity for good production and closed loop economy model.			Yes

Assessment guide for a fast-track option

This training programme is designed to enhance knowledge on key competency areas needed to integrate IGE principles for planning long-term green economic recovery, through a series of four live-online courses and a two-day face-to-face workshop which will facilitate exchanges and discussions on how to practically apply IGE principles in planning and implementing policies and projects as part of COVID-19 recovery.

The live-online courses aim to equip participants with the knowledge to build basic and awareness capacity for a broader group of stakeholders, while the face-to-face workshop aims to build practical capacity for high-level policymakers and practitioners. Participants that are already equipped with the basic and awareness levels of knowledge of IGE and the three thematic areas covered in this training programme can apply for a fast-track option of the programme, which only requires participants to attend the 2-day face-to-face workshop. To apply and be eligible for the fast-track option participants should complete the self-assessment questionnaire based on their own knowledge and score at least 10 out of 16 answers in the rank medium or above.

Example: Self-assessment questionnaire for applying for a fast-track option

1. **How would you rate your understanding of the following areas?**
   a) **Green economy and related concepts and principles (Note: CF 1.1).**

□ Not at all

□ Basic
I've heard of it, but I'm not sure what it is.

□ Medium
I am able to explain the concept of inclusive green economy (IGE), as well as related concepts such as sustainable development and the SDGs , the BCG model, and others.

□ High
I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE and related concepts in Thailand.

   b) **Linkage between inclusive green economy and green and inclusive recovery from COVID-19 (Note: CF 1.2).**

□ Not at all

□ Basic
I've heard of it, but I'm not sure what it is.

□ Medium
I am able to explain the rationale for applying the principles of IGE and related concepts as part of a green and inclusive recovery from COVID-19 that promotes desired economic, social and environmental outcomes.

□ High
I am able to illustrate the broader set of conditions (such as enabling policy conditions, challenges and opportunities) that are important for advancing IGE as part of a green and inclusive recovery from COVID-19 in Thailand.

c) **Global and regional developments and trends (Note: CF 1.3).**

○ □ Not at all   ◑ □ Basic   ● □ Medium   ● □ High

Basic	Medium	High
I've heard of it, but I'm not sure what it is.	I am able to identify related global and regional policy frameworks, developments and trends (such as progress towards the SDGs and climate-related targets) that are important for advancing a green and inclusive recovery in Thailand.	I am able to examine the challenges and opportunities arising from global and regional policy frameworks, developments and trends that are important for advancing a green and inclusive recovery in Thailand.

2. **How would you rate your understanding of the following areas?**

a) **Green industrialization (e.g. accelerating the structural transformation of the economy from carbon-intensive industrial production to more sustainable models) (Note: CF 3.1).**

○ □ Not at all   ◑ □ Basic   ● □ Medium   ● □ High

Basic	Medium	High
I've heard of it, but I'm not sure what it is.	I understand what it is as well as its role in advancing a green and inclusive recovery.	I can analyse and identify enabling conditions, opportunities and challenges to foster it.

b) **Circular economy (e.g. applying circular economy principles to key sectors of the economy) (Note: CF 3.2).**

○ □ Not at all   ◑ □ Basic   ● □ Medium   ● □ High

Basic	Medium	High
I've heard of it, but I'm not sure what it is.	I understand what it is as well as its role in advancing a green and inclusive recovery.	I can analyse and identify enabling conditions, opportunities and challenges to foster it.

c) **Green jobs and just transition planning and policies (e.g. distinguishing between green jobs and conventional jobs, and identifying the effects of policies on employment and different groups)** (Note: CF 3.3).

○ □ Not at all   ◑ □ Basic   ● □ Medium   ● □ High

Basic	Medium	High
I know what green jobs and just transition are, but I'm not sure how to distinguish them.	I can identify the effects of IGE policies on employment (e.g. job creation) and different groups.	I can assess and design economic recovery policies and projects that promote green and inclusive jobs as part of a just transition.

3. How would you rate your own capacity to evaluate the impacts or outcomes of inclusive green economy and/or economic recovery policies and projects in achieving economic, social and environment priorities and goals? (Note: CF 2.1 and 2.2)

a) Economic/financial impacts

□ Not at all

□ Basic
I am aware of relevant national priorities and goals.

□ Medium
I am aware of methods, tools and models to evaluate the impact of economic recovery policies/projects.

□ High
I can apply methods, tools and models to evaluate and analyse the impacts of economic recovery policies/projects.

b) Social impacts

□ Not at all

□ Basic
I am aware of relevant national priorities and goals.

□ Medium
I am aware of methods, tools and models to evaluate the impact of economic recovery policies/projects.

□ High
I can apply methods, tools and models to evaluate and analyse the impacts of economic recovery policies/projects.

c) Environmental impacts

□ Not at all

□ Basic
I am aware of relevant national priorities and goals.

□ Medium
I am aware of methods, tools and models to evaluate the impact of economic recovery policies/projects.

□ High
I can apply methods, tools and models to evaluate and analyse the impacts of economic recovery policies/projects.

4. How would you rate your capacity to amend existing or design new inclusive green economy projects and policies as part of a green and inclusive economy in Thailand? (Note: CF 2.4)

a) Green industrialization-related policies:

□ Basic
I am aware of relevant policies but not sure how to design or amend them.

□ Medium
I can list relevant policy instruments that can promote a green and inclusive recovery

□ High
I can analyse policy instruments to determine the combination of tools to advance a green and inclusive recovery that best matches national needs and circumstances

b) Circular economy related-policies:

□ Basic

I am aware of relevant policies but not sure how to design or amend them.

□ Medium

I can list relevant policy instruments that can promote a green and inclusive recovery.

□ High

I can analyse policy instruments to determine the combination of tools to advance a green and inclusive recovery that best matches national needs and circumstances.

c) Green jobs and just transition-related policies:

□ Basic

I am aware of the need for a just transition and its implications on employment.

□ Medium

I can list relevant policy areas to promote green jobs and just transition as part of a green and inclusive recovery.

□ High

I can analyse policy areas to promote green jobs and just transition as part of a green and inclusive recovery that best matches national needs and circumstances.

5. **How would you rate your capacity to plan inclusive green economy project and policy implementation as part of a green and inclusive economy in Thailand?** (Note: CF 2.5)

a) Green industrialization-related policies:

□ Basic

I am aware of policy implementation processes but not sure how to identify implementation needs.

□ Medium

I can identify policy implementation needs such as stakeholder support, technical and financial resources, etc.

□ High

I can develop implementation plans for amended or new policies that advance a green and inclusive recovery.

b) Circular economy-related policies:

□ Basic

I am aware of policy implementation processes but not sure how to identify implementation needs.

□ Medium

I can identify policy implementation needs such as stakeholder support, technical and financial resources, etc.

□ High

I can develop implementation plans for amended or new policies that advance a green and inclusive recovery.

c) Green jobs and just transition-related policies:

□ Basic

I am aware of the need for strategies to promote green jobs and just transition as part of economic recovery, but not sure how to impement these.

□ Medium

I can identify some strategies to promote green jobs and just transition across different economic sectors.

□ High

I can adopt lessons learned and good practices to analyse strategies to promote green jobs and just transition as part of a green and inclusive recovery.

6. **Can you explain the roles of public and private finance in advancing a green and inclusive recovery?** (Note: CF 3.4)

□ Not at all

□ Basic
I know they are important but I cannot explain their roles.

□ Medium
I can explain the roles of public and private finance in advancing a green and inclusive recovery.

□ High
I can identify sustainable finance products, fiscal and procurement measures that can support a green and inclusive recovery.

Participant feedback questionnaire template

Event: _____ Date(s): _____

Please answer the following questions and add comments at the end to elaborate or suggest ways for improvement. If a question does not apply, please tick "not applicable". If you have any questions or need clarity, please do not hesitate to ask one of the trainers or facilitators. This questionnaire is anonymous; please do not include your name. Thank you!

1. Please tick the sector in which you work.

_____ National government agencies
_____ Local administrative authorities
_____ International/regional organizations
_____ Non-governmental organizations
_____ Non-profit organizations
_____ Private sectors
_____ Academia
_____ Other (please specify)

2. Gender

_____ Male
_____ Female
_____ Prefer not to answer

3. Please rate the degree to which information circulated prior to the workshop was …

	Completely 5	Mostly 4	More or less 3	Partially 2	Not at all 1	Not applicable
Useful (in terms of making an informed decision to take the live-online course and workshop training program).						
Accurate (in terms of matching what took place).						

4. Please rate the following statements using the numerical scale from strongly agree (5) to strongly disagree (1).

	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1	Not applicable
The information presented in this training program was new to me.						
The content of the program was relevant to my job.						

	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1	Not applicable
It is likely that I will use the information acquired.						
The event's methodology was relevant to the learning objectives.						

6. Please rate the following statements using the numerical scale from strongly agree (5) to strongly disagree (1). The trainers were effective at …

	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1	Not applicable
Presenting information.						
Responding to questions from participants.						
Stimulating participant involvement.						

7. Please rate the following statements using the numerical scale from strongly agree (5) to strongly disagree (1).

	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1	Not applicable
Overall, the program was very useful.						
I will recommend this program to a colleague.						

8. Comments/suggestions on improving the workshop in the future:

(The course facilitators may add more questions or items if it is deemed appropriate to the assessment)

Post-assessment Questionnaire

LEARNING OBJECTIVES As a result of taking this workshop, I am able to…	BEFORE Rate your level of knowledge and skills before the workshop.					AFTER Rate your level of knowledge and skills after the workshop.				
	1	2	3	4	5	1	2	3	4	5
Identify opportunities and challenges to integrating inclusive and green economic principles as part of COVID-19 recovery plans	low	some	average	moderate	high	low	some	average	moderate	high
Comments										
	1	2	3	4	5	1	2	3	4	5
Evaluate the impacts of green policies and projects on economic, social and environmental indicators/outcomes	low	some	average	moderate	high	low	some	average	moderate	high
Comments										
	1	2	3	4	5	1	2	3	4	5
Develop a roadmap for green recovery policy and project initiatives and mainstream green industrialization and circular economy into action plans	low	some	average	moderate	high	low	some	average	moderate	high
Comments										
…	1	2	3	4	5	1	2	3	4	5
	low	some	average	moderate	high	low	some	average	moderate	high
Comments										

PAGE PARTNERSHIP FOR ACTION ON GREEN ECONOMY

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