Training Compendium: How to use Green Economy Planning Tool-Kit

Draft Version #2

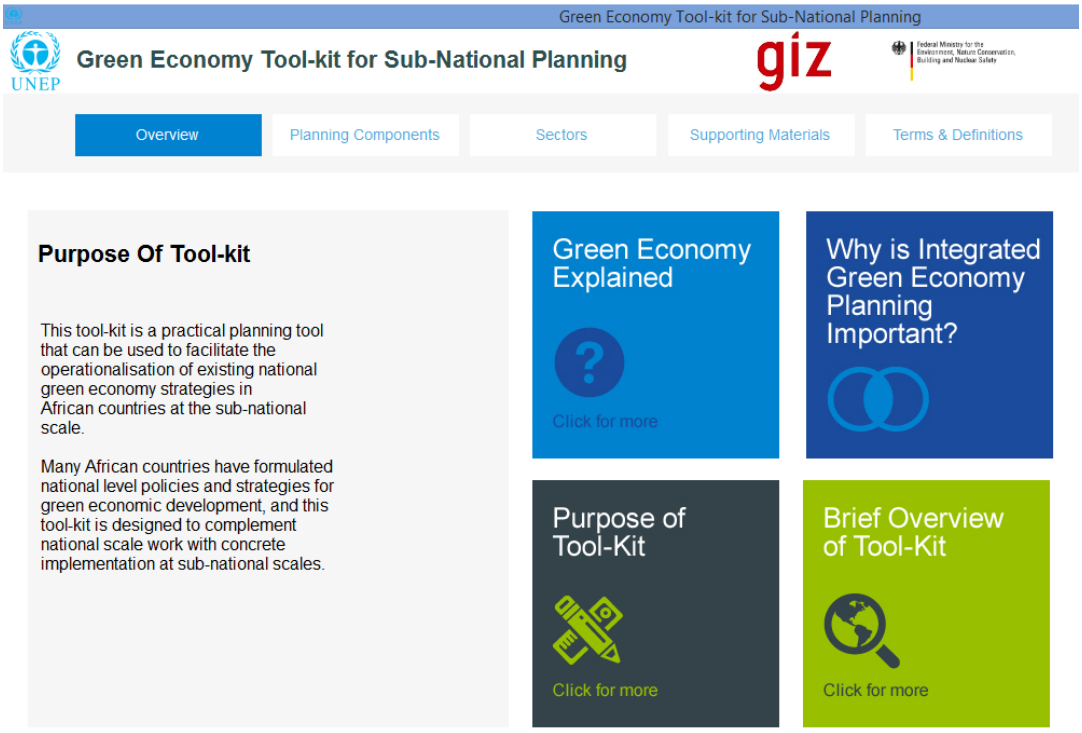


Table of Contents

Table of Figures

Summary: Green Economy Tool-Kit for Sub-National Planning

The sub-national green economy planning tool-kit has been developed so that planning units who are tasked with planning at sub-national regional levels can be assisted in developing green economic plans using an easy-to-use software application. The software application guides them through the sub-national planning process and provides them with a range of planning tools, planning frameworks and methods, development options, and case studies to draw on in order to conduct planning at the sub-national level. Every effort has been made to ensure that simple to intermediate and advanced level planning tools etc. are made available to the users, so that they may choose which options best suit their budgets, skills availability and planning time restrictions.

The tool-kit can be applied at most sub-national planning scales, including the province/county scale, city-scale, district scale and municipality scale. The vast selection of case studies that have been provided in the tool-kit allow the user to find and make use of case studies that most suit the scale of implementation that they are conducting green economic planning for.

The sub-national green economy planning tool-kit was developed for initial application in five African countries that have developed existing green economic strategies and plans at the national level. However, while it makes the assumption that national level green economy strategies and plans have been formulated for the specific country in question, the tool-kit can still be adapted for use in sub-national planning contexts where no national green economic development plans exist.

Goal and Purpose of Tool-Kit

The purpose of the Sub-National Green Economy Planning Tool-Kit is to:

- Assist sub-national planners to interpret and understand national green economy strategies and plans,
- To determine sub-national development pressures and opportunities for green economic development that align with national green economy strategies and plans,
- To determine sector priorities for green economic development planning at the sub-national level and formulate sector-specific plans for green economic development.
- To support the process of sector-level planning for green economic development, and
- To produce an Integrated Green Economy Implementation Plan (IGEIP) for the sub national planning-region in question. The IGEIP integrates the various sectoral plans that have been formulated for the sub-national planning level and is the over-arching guiding framework for the whole sub-national planning region. The integration of sectoral plans may vary from one sub-national planning region to another because the social, economic and environmental context may vary significantly. The IGEIP is utilised to help

guide the process of project development and implementation by government, civil society, business and other stakeholders and system users.

Methodology of Tool-Kit

The methodology underlying sub-national green economy planning tool-kit involves the use of three distinct planning phases in order to formulate a sub-national green economic development plan. These include:

The Foundational Phase: In this phase the basis for an Integrated Green Economy Implementation Plan (IGEIP) for the sub-region in question is laid based on the national development priorities, targets and the specific needs and resource endowments of the sub-national planning region in question. This phase involves reviewing existing policy and strategy frameworks and conducting communication and planning workshops in order to conduct planning in an inclusive, multi-sectoral manner.

Sectoral Planning Phase: In this phase sector specific development plans for each sector identified as a priority are developed and refined. This is done through a step-by-step process that is customised for each specific sector while taking cross-sector synergies and interdependencies into account.

Implementation Support Phase: This 'phase' consists of a set of 5 implementation support components, each of which can be used to further work out the specific modality which facilitates the implementation of the Integrated Green Economy Implementation Plan (IGEIP) for the particular sub-national planning region in question.

Benefits of Tool-Kit

The key benefits of the tool-kit include:

- Prescribing a structured process for green economic planning at sub-national regional levels,
- Provides a host of planning tools that range from simple to intermediate and advanced, so that sub-national planners can select tools that most suit their purpose,
- Provides a range of case studies that users can draw on to help inform and guide planning,
- Provides a list of definitions of green economy and sustainability related terms, concepts and definitions that can easily be accessed and sorted (e.g. by sector or planning phase), and
- Provides a platform for learning about green economic planning and development.

How to use the Toolkit

The Toolkit for subnational planning for Green Economy can be used by different groups of development practitioners and technical institutions. The following are the major groups which can use the toolkit at different levels.

- Development planners: the Toolkit provides an extensive collection of tools and case studies that may assist development partners in identifying and addressing key issues related to achieving resource efficient and socially beneficial results in key priority sectors. The key entry point for development partners is to start with the ***step-by-step guide*** and go into details of the specific sectors and issues that are of priorities to their situation.
- Trainers: the Toolkit serves as a major resource for providing training on Green Economy planning at subnational level through a systematically organized structure and content that cover the core issues and sectors relevant to developing countries. The key entry point for trainers would be the ***training compendium*** which includes a summary presentation on the whole content of the Toolkit.
- Technical service providers: the Toolkit could also be used by technical service providers that are involved in providing technical inputs and back-up support to regional and sectoral development planning. The key entry points for this group would be the ***tools and case-studies*** sections that provide specific information and guides on how to do it and how it has worked in different contexts.

In additional to the above key groups, the Toolkit can also be used by different institutions and groups, including higher learning institutions, which are involved in capacity building and advisory services.

Schedule for Use of Training Compendium (5 Days)

This training manual/compendium has been developed to assist trainers teach potential users (i.e. sub-national planners) how to make use of the green economy planning software tool that it is based on. However, the training compendium can also be accessed directly by users through the software tool itself (i.e. in the "Supporting Materials" section) so that users can access the training and tutorials themselves while using the software tool.

The training manual/compendium that has been developed to facilitate a 5-day training exercise, as laid out in Table 1 below. Note that training can be compressed into a shorter amount of time or extended over two weeks if necessary, but the recommendation is that five full days be set aside for the training exercise, so that potential users have ample opportunity to get an in-depth understanding of the software facilitated tool-kit.

Note that users will not be able to develop a full Integrated Green Economy Implementation Plan (IGEIP) in the week-long training exercise itself. However, the training period allows for "mock" examples to be worked through so that users can get a feel for how to use the sub-national green economy planning tool-kit. These "worked examples" are not prescribed in the training compendium because potential users and trainers are encouraged to use examples that are specific to their national and sub-national regional planning contexts, in order to make the exercises more context specific.

Table 1: Schedule for Use of Training Compendium (5 Days)

	MORNING	AFTERNOON
DAY ONE	**Introduction to Tool-Kit: Chapters 1 and 2**	**Chapter 3: Phase 1**
		Short Worked Example
DAY TWO	**Chapter 4: Phase 2**	**Chapter 4: Phase 2**
	Short Worked Example	**Short Worked Example**
DAY THREE	**Chapter 5: Phase 3**	**Chapter 5: Phase 3**
	Short Worked Example	**Short Worked Example**
DAY FOUR	**Full Worked Example**	**Full Worked Example**
DAY FIVE	**1. Reporting and Presenting on Full Worked Example** **2. Presenting Findings and Recommendations for Tool-Kit**	**1. Reporting and Presenting on Full Worked Example** **2. Presenting Findings and Recommendations for Tool-Kit**

Disclaimer

While every effort has been made to ensure that the choices of tools and case studies that are included in this tool-kit, UNEP and its partners cannot guarantee that the plans derived from the application of this tool-kit will necessarily prove robust, or lead to the desired outcomes. The robustness and effectiveness of plans formulated using this tool-kit will depend on how well the users interpret and use the tool-kit. Moreover, some deviations may be required from the prescribed steps and tools provided in the tool-kit, depending on the particular specificities of the context in which the tool-kit is applied. Hence, it is imperative that close attention is paid to the planning process, and that the tool-kit is subject to the same level of inspection as the planning process itself.

1 Introduction[1]

1.1 The Sub-National Green Economy Planning Tool-Kit

The purpose of the Sub-National Green Economy Planning Tool-Kit is to:

- Assist sub-national planners to interpret and understand national green economy strategies and plans,
- To determine sub-national development pressures and opportunities for green economic development that align with national green economy strategies and plans,
- To determine sector priorities for green economic development planning at the sub-national level and formulate sector-specific plans for green economic development,
- To support the process of sector-level planning for green economic development, and
- To produce an Integrated Green Economy Implementation Plan (IGEIP) for the sub national planning-region in question.

The IGEIP integrates the various sectoral plans that have been formulated for the sub-national planning level and is the over-arching guiding framework for the whole sub-national planning region. The integration of sectoral plans may vary from one sub-national planning region to another because the social, economic and environmental context may vary significantly. The IGEIP is utilised to help guide the process of project development and implementation by government, civil society, business and other stakeholders and system users.

1.2 Brief Overview of Tool-Kit

1.2.1 Overall Description of Sub-National Planning Phases

The Green Economy Planning Tool-Kit consists of three key phases, as illustrated in Figure 1 below:

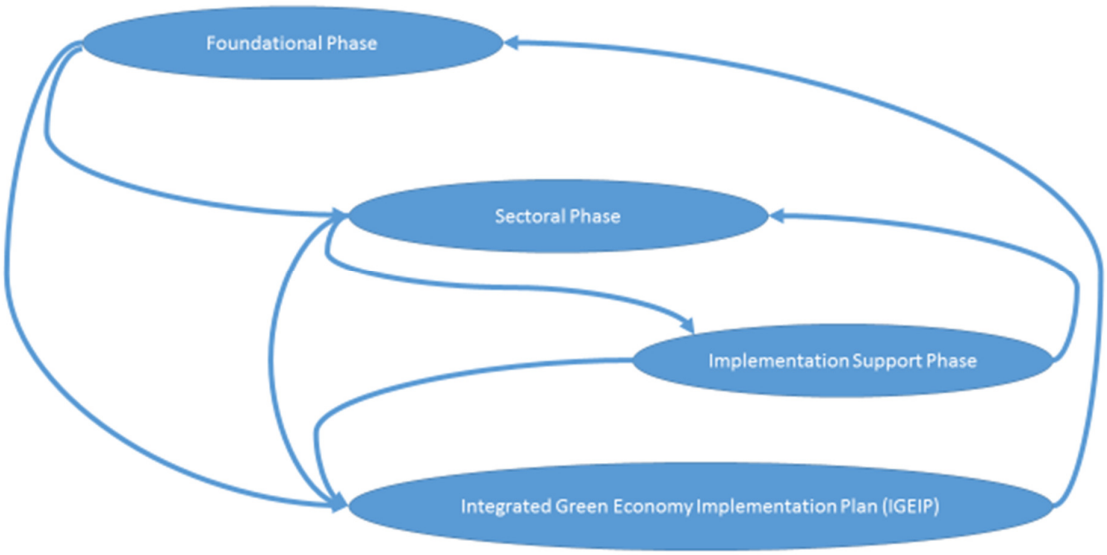
- Foundational Phase: The foundational phase lays the basis for the Integrated Green Economy Implementation Plan (IGEIP) within the context of the relevant national policies and strategies and local capacity and potentials. The output of the foundational phase is a set of priority sector green economy development options for the sub-national planning region.
- Sectoral Phase: The sectoral phase involves developing detailed green economy plans for each sector that was selected as a priority in the foundational phase for the sub-national planning region. Each sector development plan is typically developed according to a 4 or 5-step planning process. The output of the sectoral phase is a well-defined green economy plan for each sector.
- Implementation Support Phase: The implementation support "phase" consists of a set of 5 modules that specifically deal with implementation (e.g. resource mobilization, human and institutional capacity development, sustainable ventures, etc.). These are

[1] Please note that the information presented in this section can also be found – in modified form – in the "Supporting Materials" section of the software, which can be referenced while using the tool by the user.

used to help develop implementation plans for selected sectors, as well as for the overall IGEIP. In this respect the implementation support phase serves more as a component than a stand-alone planning phase.

The outputs of all three phases above shall constitute the Integrated Green Economy Implementation Plan (IGEIP) document for the sub-national planning region under consideration. In the next three sections, each phase is discussed in a little more detail.

Figure 1: General Process Flow of Tool-Kit



1.2.2 The Foundational Phase

In this phase the basis for an Integrated Green Economy Implementation Plan (IGEIP) for the sub-national planning region in question is laid based on the development priorities, targets and resource endowments of the sub-national planning region in question. This phase involves conducting a context workshop, followed by a planning workshop in order to ensure that inclusive, multi-sectoral and multi-stakeholder engagement is embraced in the sub-national green economy planning process. As outlined in Figure 2 below, the communication and planning workshops each comprise three steps, as follows:

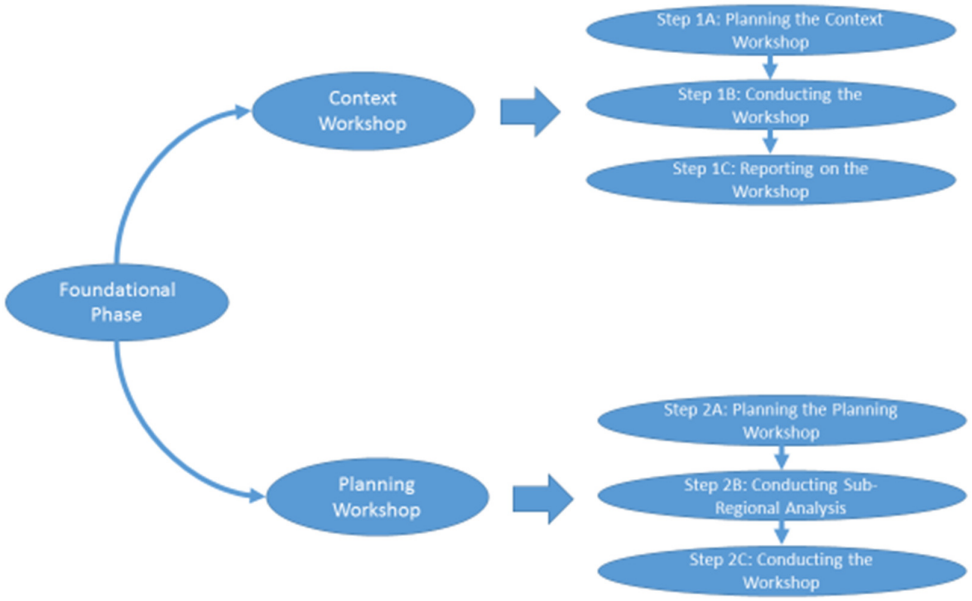
- Context workshop[2]: The context workshop is planned for (1A), conducted (1B) and reported on (1C) in three steps. The purpose of the context workshop is threefold; (1) to present and discuss national green economy plans with sub-national planners, decision-makers, stakeholders etc., (2) to conduct preliminary discussions on what priorities exist in the sub-national planning region, and (3) to discuss what capacities are needed in the sub-national planning region to implement a sub-national green economy plan. The

[2] Please note that the context workshop is also referred to as a communication workshop in the tool-kit, and related tools and sub-tools. Where the user encounters screens that refer to a "communication" workshop, please remember that this workshop is the same as the "context" workshop.

output of the context workshop is used to; (1) inform the planning workshop, and (2) a workshop report that maps to section 1 of the IGEIP document.

- Planning workshop: The planning workshop is planned for (2A), sub-regional analyses are conducted (2B) and the workshop is conducted (2C) in three steps. The planning workshop is used to determine the key priority areas for green economic development in the sub-national planning region. The output of the planning workshop is documented and used to (1) inform the sectoral development phase and (2) a workshop report that maps into section 2c of the IGEIP document.

Figure 2: Foundational Phase Process Flow Diagram



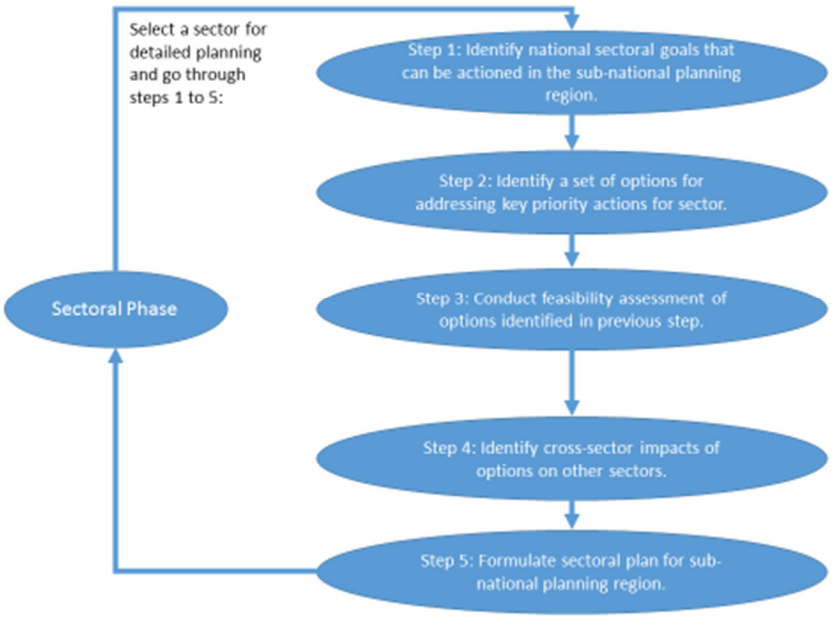
1.2.3 Sectoral Planning Phase

In this phase sector specific development plans for each sector are developed and refined according to a step-by-step process that is customised for each specific sector while taking cross-sector synergies and interdependencies into account. As shown in Figure 3 below, a 5-step process is generally undertaken for planning in each sector. The output is a complete, documented plan for the particular sector under consideration (e.g. fisheries). The five steps are generic, and not all sector planning is conducted in exactly the same way. Nonetheless, the following descriptions provide a good overview of the 5-step planning process that is undertaken for a particular sector:

- Step 1: Identify which of the sectoral goals from the national green economy strategy can be actioned in the sub-national region in question.
- Step 2: Identify a set of options for addressing key priority actions for the sector (as per step 1) at the sub-national level.
- Step 3: Assess the feasibility of the options identified (in step 2). In this step, comprehensive feasibility assessment is performed for the development options selected for the selected sector.
- Step 4: Identify potential positive / negative impacts of actions taken in the sector upon other sectors and how they might be enhanced / mitigated.
- Step 5: Formulate a sectoral strategy and plan for the sub-national region in question.

This plan is documented and maps to section 2d of the IGEIP document. The planning document draws on the implementation support phase components to complete some of the sections within the sector planning document.

Figure 3: Sectoral Planning Process Diagram - 5 Step Process



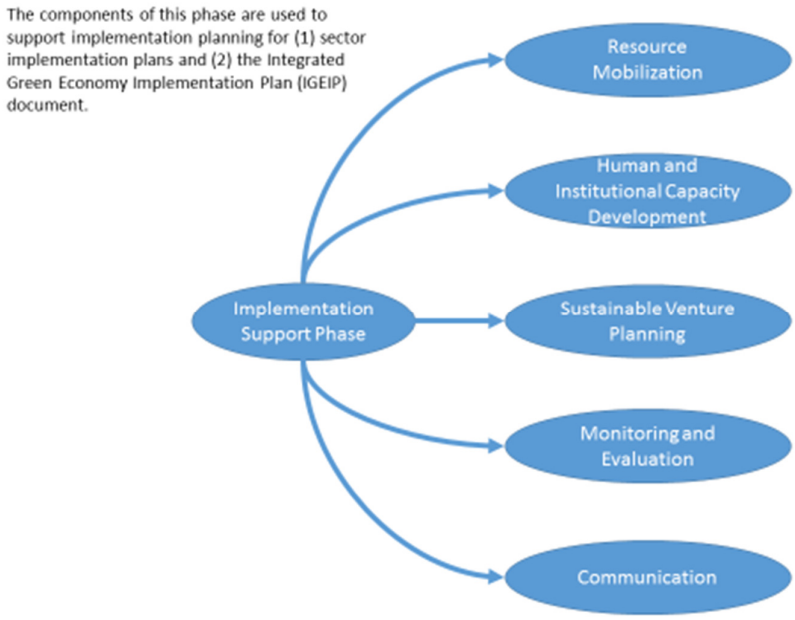
1.2.4 Implementation Support Phase

This 'phase' consists of a set of 5 implementation support components, each of which can be used to support sector implementation plans, and which contributes to the finalisation of the Integrated Green Economy Implementation Plan (IGEIP) for the particular sub-national planning region in question. The implementation support 'phase' consists of five components, which are specifically used to support implementation planning. They consist of the following components (as shown in Figure 4 below):

- Resource mobilization: The resource mobilization component is used to identify the different mechanisms and sources (national budget, local revenue, community contribution, private sector, development partners) through which the required resource, including financial resources, can be mobilized for implementation in the sub-national planning region.
- Human and institutional capacity development: The human and institutional capacity component is used to identify ways of developing the required skill and capacity building for the implementation of the plan.
- Sustainable venture planning: The sustainable venture component is used to develop social enterprises that can serve as a vehicle to mobilize resources and utilize local capacities for the implementation of the plan.
- Monitoring and evaluation: The monitoring and evaluation component is used to identify the key green economy indicators, establish baseline and develop the reporting mechanisms for the implementation plan.

- Communication: The communication component is used to develop a communication mechanism (i.e. utilizing media, education, etc.) that can support the implementation of the plan.

Figure 4: Components of Implementation Support Phase



1.2.5 Documenting the Integrated Green Economy Implementation Plan (IGEIP)

The Integrated Green Economy Implementation Plan is a result of all three phases of planning conducted as part of the process flow of the tool-kit. It is documented under the headings as shown in Figure 4 below. The detailed document description is show in Appendix A of this compendium/training manual.

Figure 5: Integrated Green Economy Implementation Plan (IGEIP) Document Structure - For Sub-National Planning Region

Integrated Green Economy Implementation Plan Document Structure

1. Introduction:
   a. Purpose
   b. Background
   c. Point of departure
2. Sectoral Priorities and Resource Opportunities for Green Economy
   a. Stakeholder mapping and engagement
   b. Analyses of sub-national region
   c. Priority Green Economy Development Areas for Sub-National Programme
      I. Sector 1,
      II. Sector 2, etc.
3. Sectoral Development Plans
   a. Sector specific goals and targets
   b. Green economy options for the sector
   c. Specific measures and actions to be taken
   d. Resources and inputs required
   e. Expected outputs and benefits
   f. Roles and responsibilities
   g. Key monitoring indicators
5. Cross-Sector Implementation Considerations
   5. Harnessing cross-sector synergies
   6. Mitigating adverse cross-sector impacts
6. Implementation Modality:
   5. Resource Mobilisation
   6. Human and Institutional Capacity
   7. Sustainable Ventures
   8. Monitoring and Evaluation
   9. Governance
7. Conclusions:
   5. Way Forward
   6. Importance of IGEIP

2 Getting Started

2.1 Getting Started: Opening and Navigating the Application

In order to get started, click on the folder that you have received entitled “UNEP Green Economy Toolkit”. Once you are within the folder, click on the application file that is indicated by the blue UNEP icon. The application will open to the “Overview Page”, which is shown below in Figure 6.

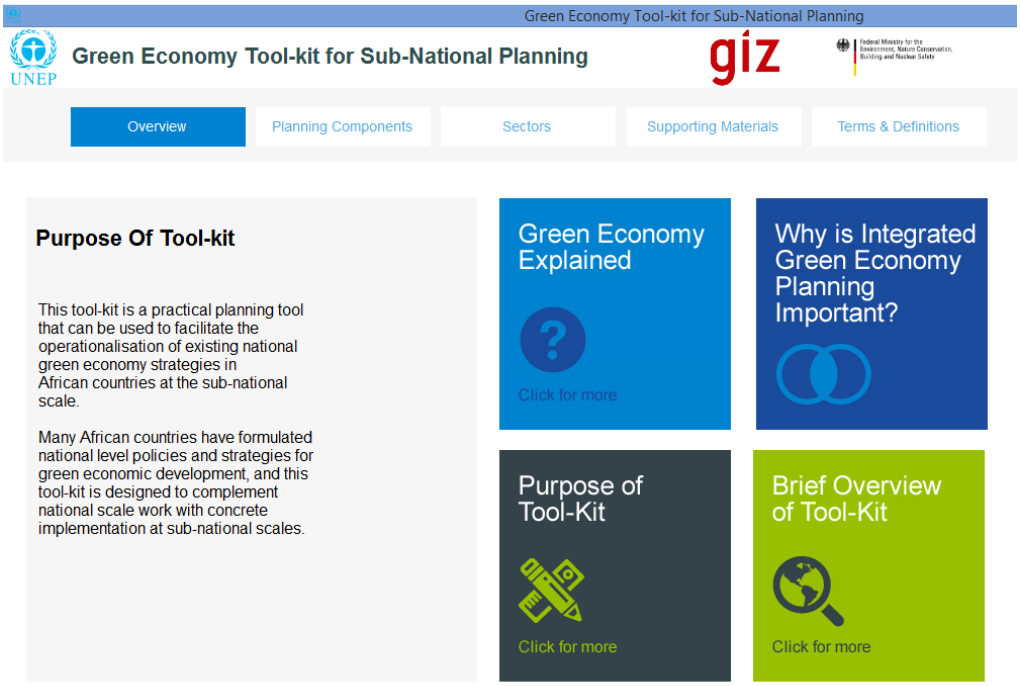
2.1.1 Navigating the Tabs on the Overview Page

As mentioned above, the “Overview” page is the first screen that appears when the Green Economy Tool-Kit application is opened for use. At the top of the screen, five tabs are available to navigate to the main pages of the application. These are accounted for below:

The Overview Page

The “Overview” page contains four tabs that can be selected in order to get a brief overview of what green economic development is, why it is important, why the tool-kit has been developed and a brief overview of how it has been formulated.

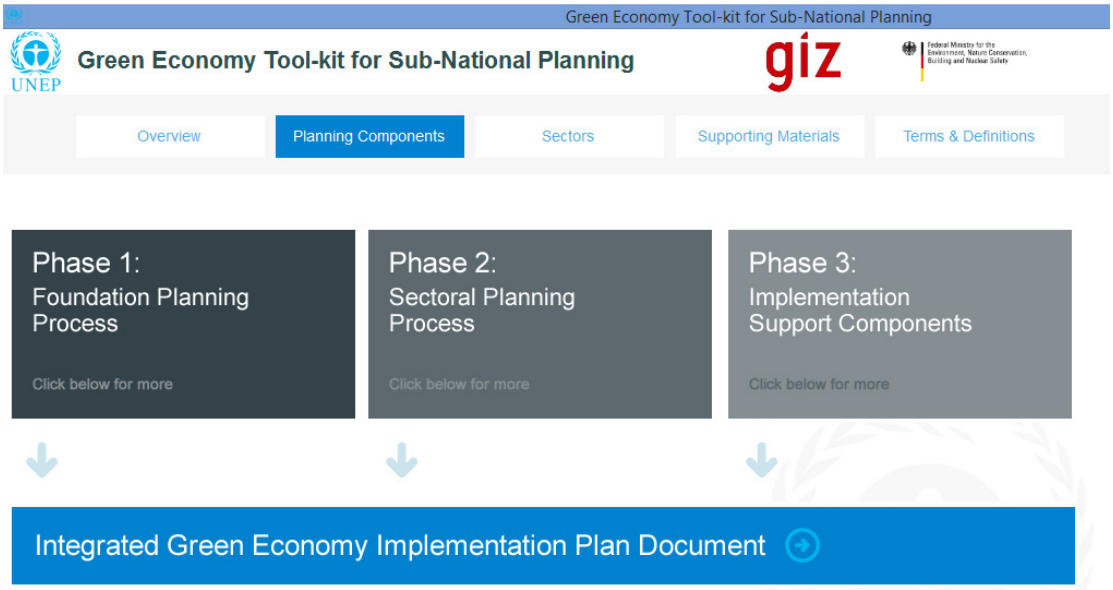
Figure 6: The Overview Page



The Planning Components Page

The “Planning Components” page (see Figure 7 below) contains an illustration of the three key phases of development that the tool-kit necessitates (i.e. the foundational, sectoral and implementation support phases, respectively). All three phases are necessary for formulating an Integrated Green Economy Implementation Plan for the sub-national planning region, as shown in Figure 7.

Figure 7: The Planning Components Page



The Sectors Page

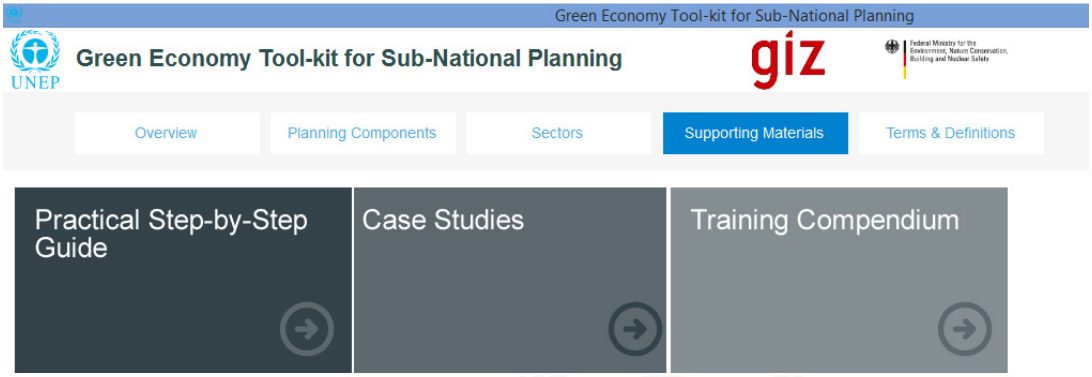
The "Sectors" page (see Figure 8 below) contains the full list of sectors that are catered for in the sectoral planning phase of the tool-kit. This page can be accessed from both the "Sectors" tab at the top of the page, or from the "Phase 2" tab in the "Planning Components" page.

Figure 8: The Sectors Page

The Supporting Materials Page

The "Supporting Materials" page (see Figure 9 below) contains a great deal of useful information for the user; (1) a "practical step-by-step guide" on how to use the tool, (2) a selection of case studies, and (3) the training manual/compendium (i.e. this document).

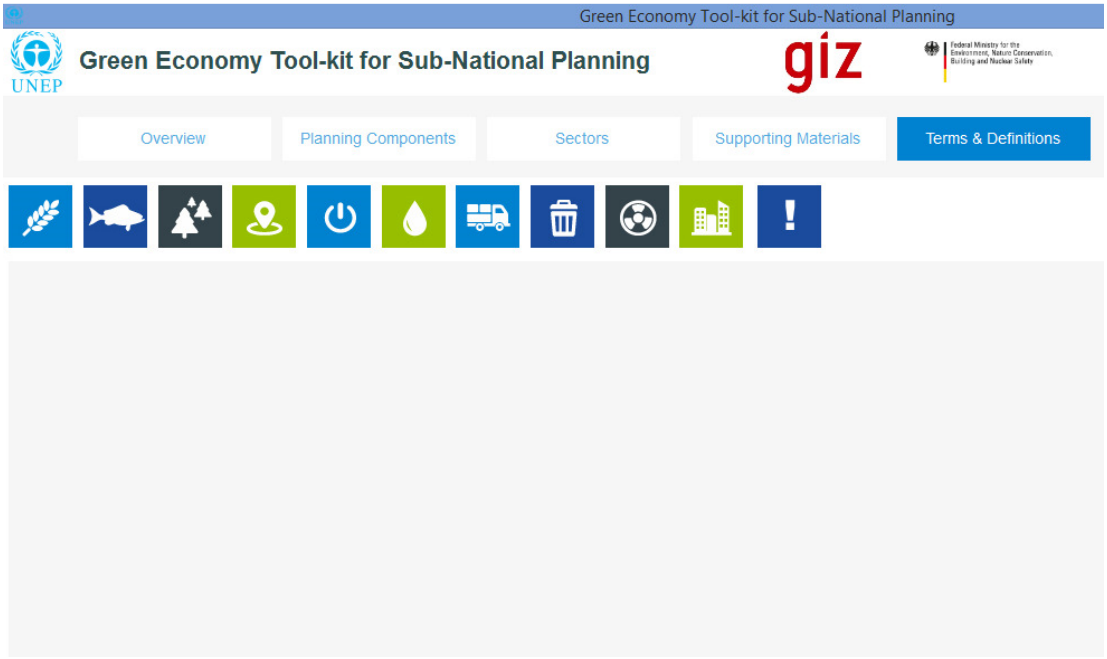
Figure 9: The Supporting Materials Page



The Terms and Definition Page

The "Terms and Definitions" page (see Figure 10 below) contains a full collation of all the terms and definitions that are used in this tool for each sector, as well as a set of terms and definitions that are generally used in the tool.

Figure 10: The Terms and Definitions Page

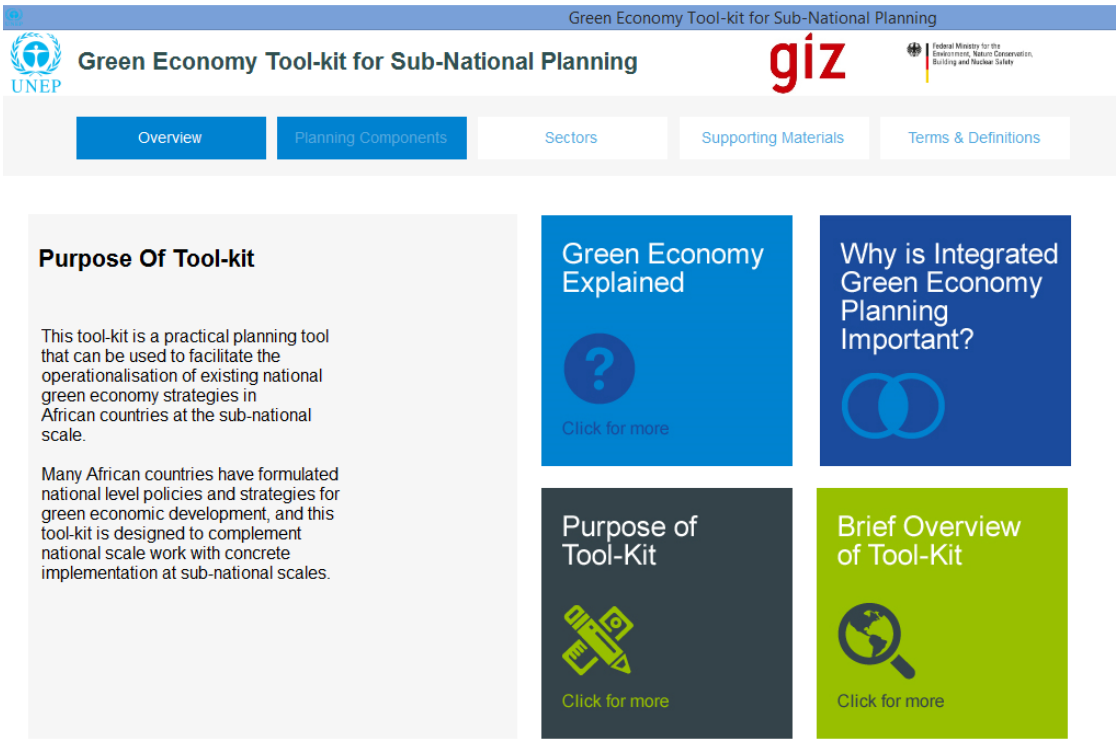


3 Planning Components Phase 1: Detailed Overview of Foundational Phase

3.1 Preliminaries

To get started on the foundational phase (i.e. phase 1), first open the application to the "Overview" page as shown in Figure 11 below. Then choose the "Planning Components" tab at the top of the screen (indicated by blue highlight with faded text).

Figure 11: Overview Screen of Green Economy Toolkit Software Application



Once you clicked on or selected the "Planning Components" tab by touch, you will then be navigated to the "Planning Components" screen as shown in Figure 12 below. Once you are on this page, click on the light blue "Phase One: Foundational Planning Process" tab on the extreme left hand side of the screen. You will then be navigated to the "Planning Components Phase 1" page as shown below in Figure 13.

Figure 12: The Planning Components Page

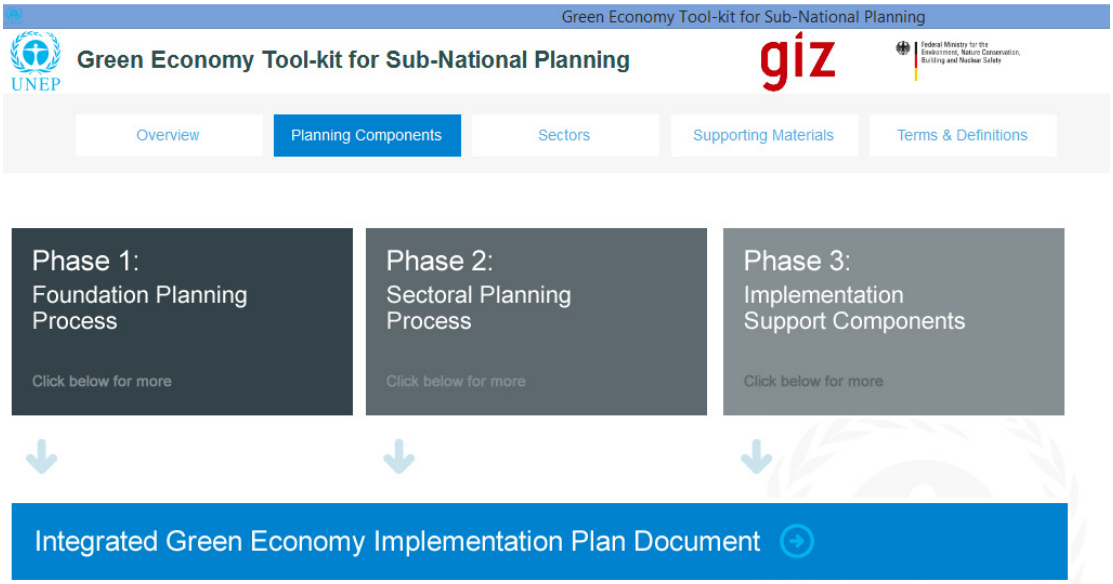
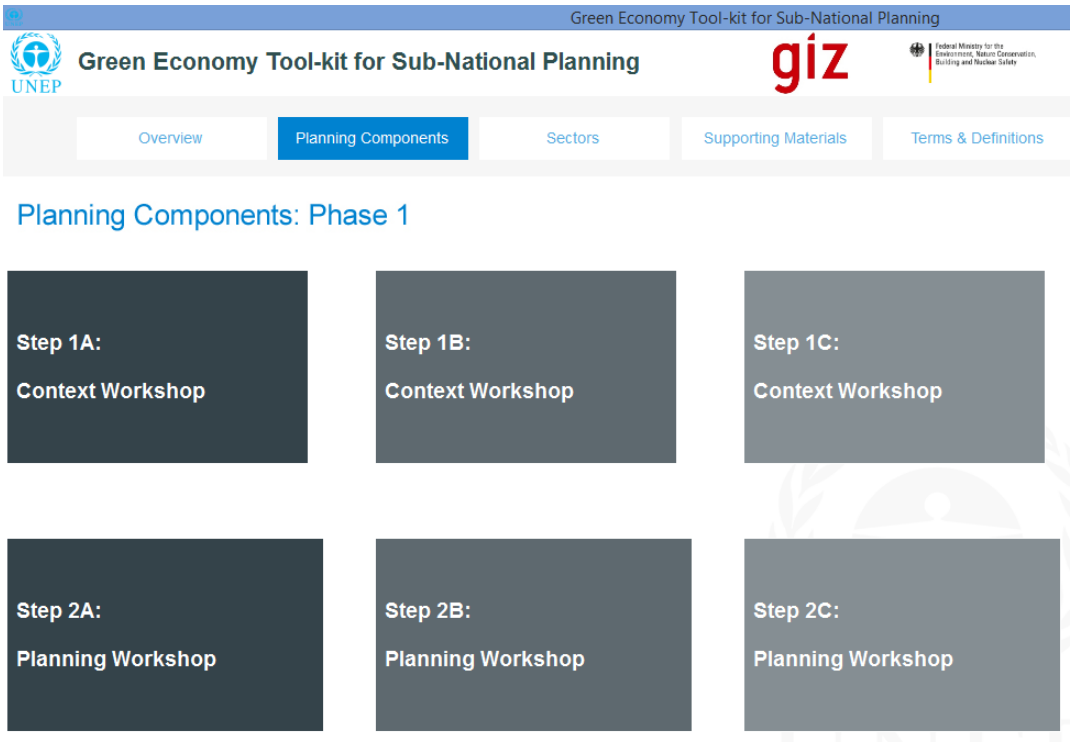


Figure 13: Planning Components Phase 1 Page



As shown in Figure 8 above, the "Planning Components Phase 1" page contains two overall steps; step 1 involves conducting a context workshop, and step 2 involves conducting a planning workshop for the sub-national planning region in question (i.e. this could consist of a province/county, city, municipality etc.). In the next section, the steps for preparing, conducting and reporting on the context workshop is detailed.

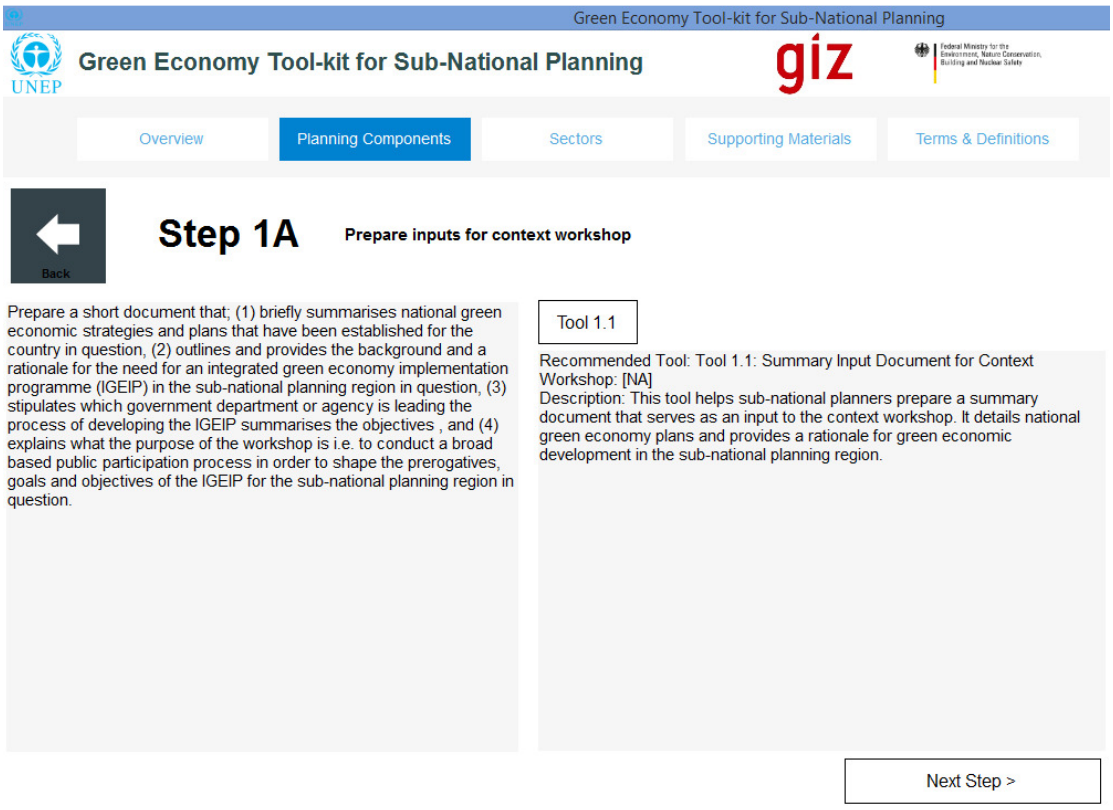
3.2 The Context workshop

3.2.1 Step 1A: Preparing for the Context workshop

Step 1A involves preparing for the context workshop[3] that will be held at sub-national regional level. The workshop is intended to serve as a forum for communicating the national green economy plans and priorities, and to facilitate a discussion around how green economic development can be undertaken at the sub-national regional level, drawing on national level plans a guidelines. This step involves preparing a document that will serve as an input to the context workshop, as described in more detail the text box on the right hand side of Figure 14 below. The recommended tool for this step outlines the structure of the required document.

User Step 1A.1: In order to begin planning for the context workshop, click on step 1A in Figure 13 above. This navigates the user through to "Step 1a: Prepare Inputs for Context workshop" as shown in Figure 14 below.

Figure 14: Step 1A - Preparing Inputs for Context workshop



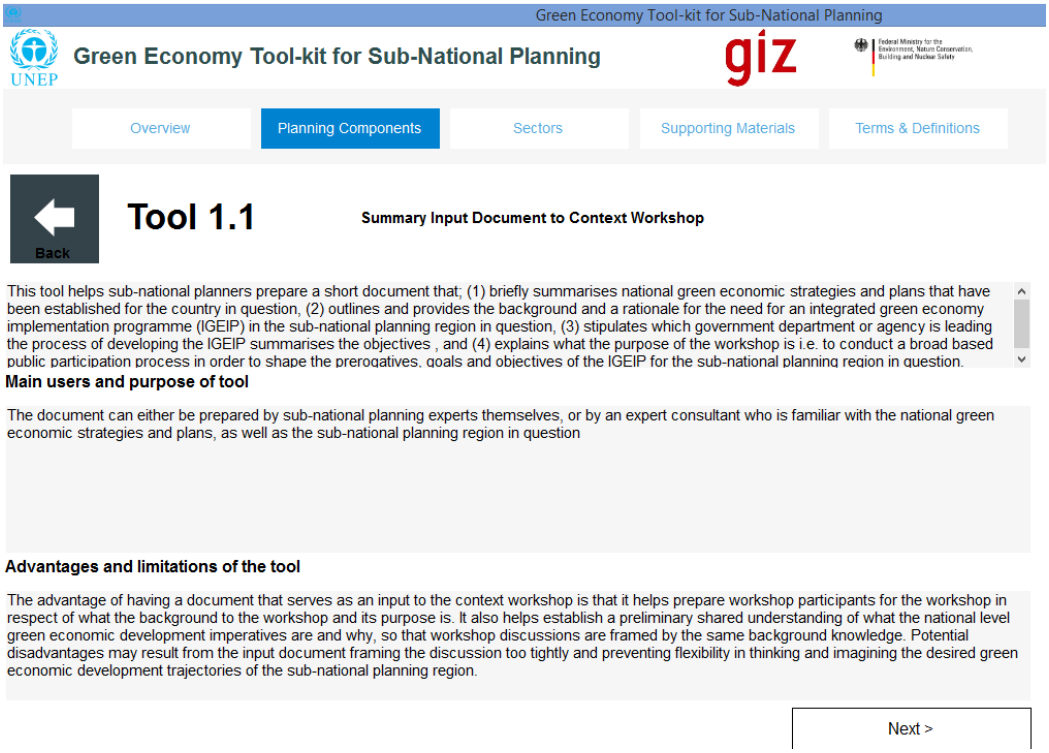
In the text box on the left hand side of the screen in Figure 14 above, a brief description of what is involved in completing Step 1A is provided (i.e. "Prepare a short document that; (1) briefly summarises national green …"). Read through the brief description in order to get a feel for what is involved in executing Step 1A.

[3] Please note: also referred to as "communication workshop" in figures containing screenshots of tool-kit.

User Step 1A.2: On the right hand side of the screen in Figure 14 above, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 1a. In order to view a summary of the recommended tool (e.g. Tool 1.1), select the "Tool 1.1" tab above the text box on the right hand side of the page shown in Figure 14 above.

The user will be navigated through to the "Tool Summary Overview" page 1 for the recommended tool, which is shown in Figure 15. Once the user has navigated to the "Tool Summary Overview" page 1, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Figure 15: Foundational Phase Step 1A – Tool Summary Overview for Tool 1.1. Page 1



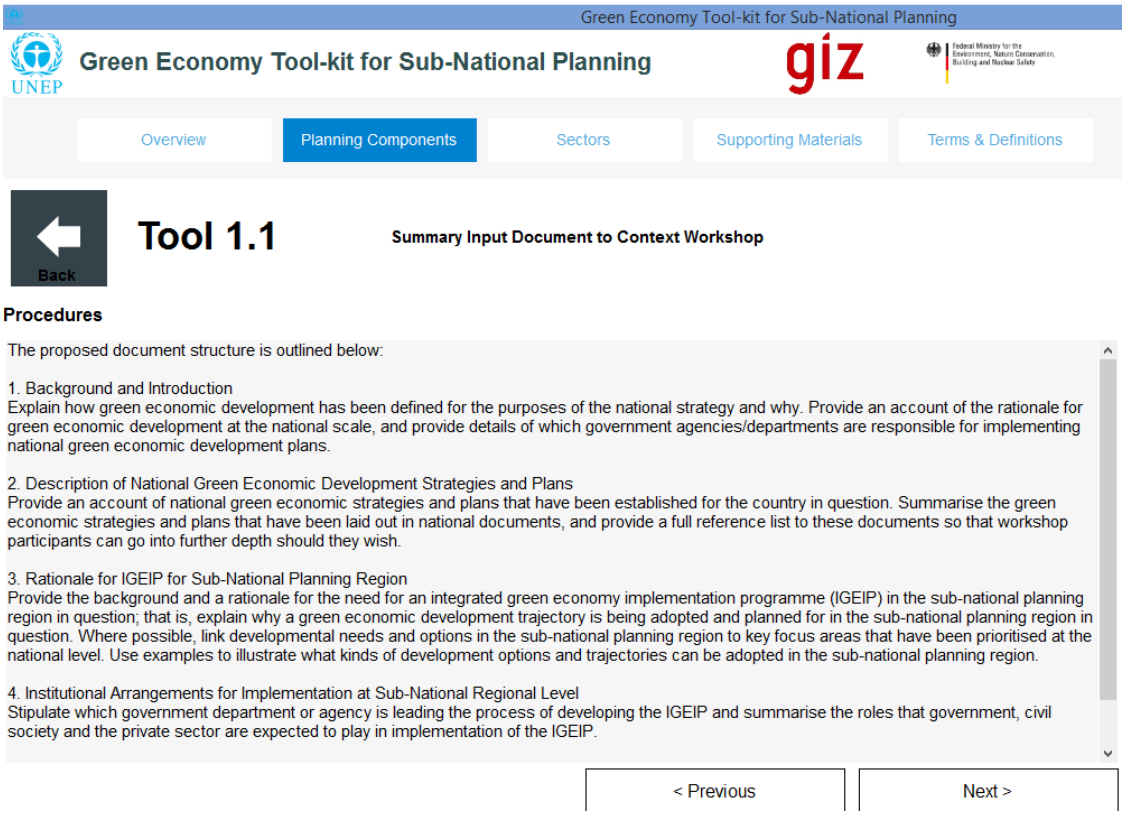
Note #1: Generally, the tool summary overview page will contain two options:

- A single recommended tool: If only one recommended tool is provided then read through the tool summary in order to obtain a short explanation of the purpose of the tool and what is entailed in implementing it. Thereafter, click on the link provided in order to view the full document (if available and applicable) that the tool summary overview is based on.
- A recommended tool that has embedded sub-tools: If the recommended tool requires that one or several sub-tools be used, then in order to view a sub-tool, please click on the blue tabs provided in order to view the tool summary overview of the sub-tool. This will navigate the user through to a tool summary overview of the selected "sub-tool". The user can read through the tool summary overview of the sub-tool in order to get an idea of its purpose and what is entailed in applying the tool, where-after the user can click on the link provided in order to view the full underlying documentation of the sub-tool (if available or applicable).

Additional/optional tools: In some cases, additional or optional tools are also provided for the user's convenience. Often these options require higher skills levels and/or more time and effort to make use of, so they are provided in the event that the skills and resources are available to the users.

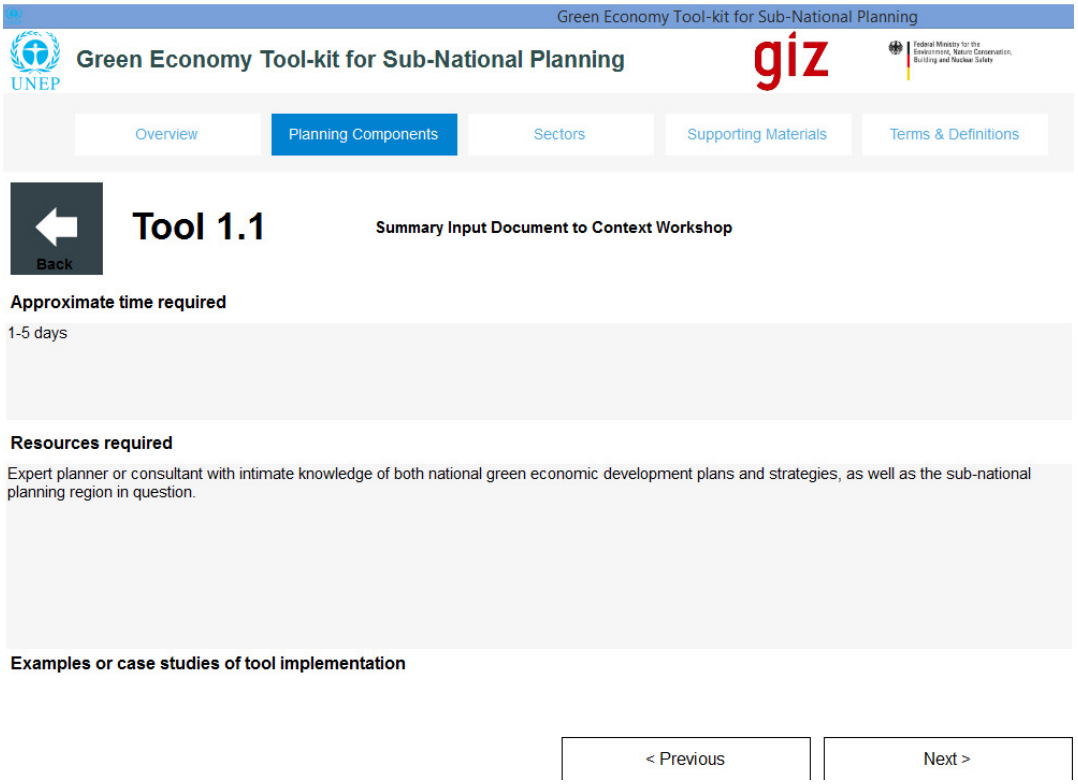
User Step 1A.3: Select the "Next" tab on the bottom right hand side of Figure 15 in order to navigate through to the next page of (i.e. "Tool Summary Overview" page 2). Page 2 of the "Tool Summary Overview" page contains a brief account of steps that must be undertaken in order to implement the tool (i.e. Tool 1.1), as shown in Figure 16 below.

Figure 16: Foundational Phase Step 1A – Tool Summary Overview for Tool 1.1. Page 2



User Step 1A.4: After the set of steps or procedures that are required for implementation of the tool have been reviewed and understood, the user can then select the "Next" tab on the bottom right hand side of the screen to navigate through to page 3 of the tool summary overview of Tool 1.1, as shown in Figure 17 below.

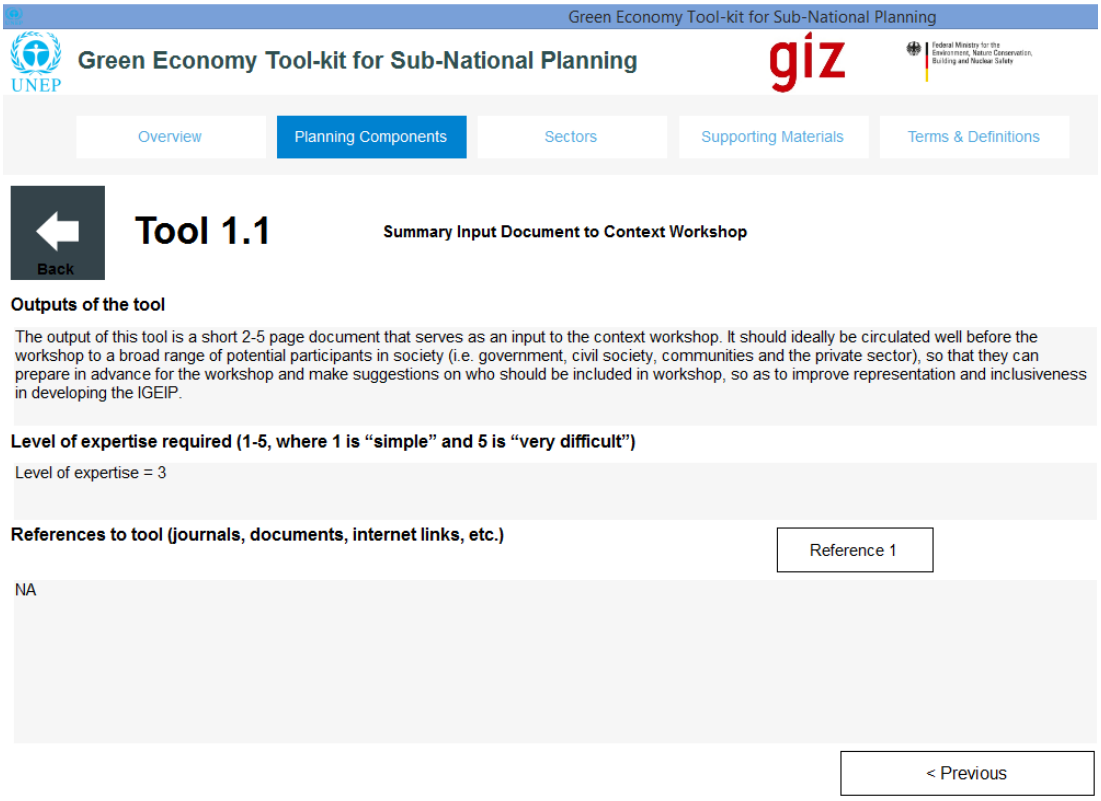
Figure 17: Foundational Phase Step 1A - Tool Summary Overview for Tool 1.1 Page 3



User Step 1A.5: Page 3 of tool summary overview usually contains a "Case Study 1" tab, which the user can select in order to view the "Case Study 1 Summary Overview" for Tool 1.1. However, in the case of Tool 1.1, no case study is available (see Figure 17 above).

User Step 1A.6: Select the "Next" tab on the bottom right hand side on the screen showed above in (Figure 17) in order to navigate through to the next page (i.e. Page 4) of the case tool summary overview (i.e. as shown in Figure 18). When the user has navigated through to the last page of the tool summary overview, the user can then either; (1) select the URL provided in the "References" section, or (2) select the "document" tab, in order to download the full documentation that the tool is based on. In this case, however, no document or reference has been provided.

Figure 18: Foundational Phase Step 1A - Tool Summary Overview for Tool 1.1 Page 4



User Step 1A.7: Once step 1A has been completed, click on the green "Step 1B" tab on the bottom right hand side of the page in Figure 14 in order to navigate to the next step in the sector planning process, or select "Step 1B" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 13. The user will then navigate through to the screen describing the task assigned by Step 1B of the sector planning guideline, as shown in Figure 19 in the next section.

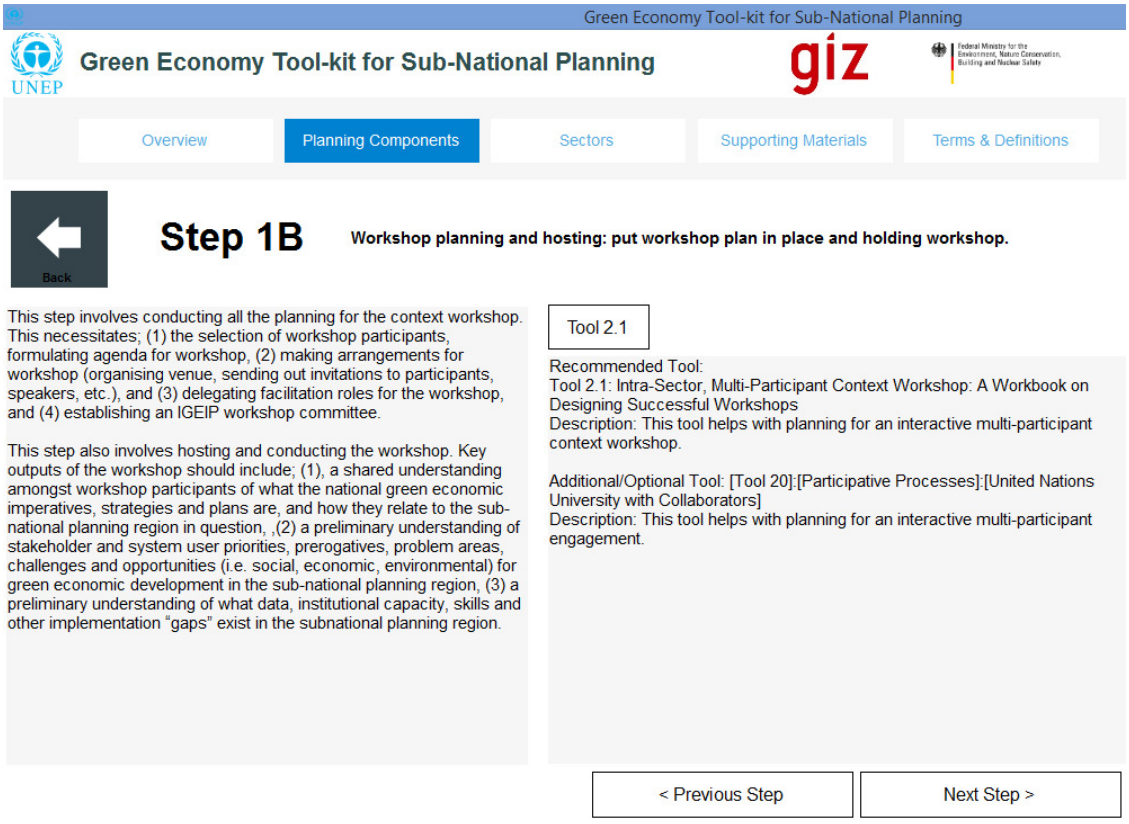
3.2.2 Step 1B: Conducting the Context workshop

Step 1B involves conducting the context workshop at the sub-national regional level with a wide range of decision-makers, planners, experts, stakeholders, system users and communities in a multi-participant workshop engagement. At this workshop, the national level green economic development strategies and plans will be shared with sub-national regional "community of interest", who have a stake in, are affected by, and who can participate in the sub-national green economic development plans. Step 1B is described in more detail in the text box on the left hand side of the screen shown in Figure 19 below. The recommended tool for step 1B draws on a multi-participant workshop planning tool that helps plan for the workshop (e.g. selecting participants in a representative manner, etc.) as well as conducting the workshop itself, but adapts the tool for the specific purposes of this workshop.

User Step 1B.1: In the text box on the left hand side of the screen in Figure 19 below, a brief description of what is involved in completing Step 1B is provided. Read through the brief description in order to get a feel for what is involved in executing Step 1B.

User Step 1B.2: On the right hand side of the screen in Figure 19 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 1B. In order to view a summary of the recommended tool (e.g. Tool 1.2), select the "Tool 1.2" tab above the text box on the right hand side of the page shown in Figure 19 below. The user will then be navigated through to the "Tool Summary Overview" page 1 for Tool 1.2. Once the user has navigated through to the "Tool Summary Overview" pages, the user can then navigate through them in order to obtain an understanding of how the recommended tool or sub-tool(s) that are required to implement the recommended should be implemented.

Figure 19: Foundational Phase Step 1B - Workshop Planning and Hosting



User Step 1B.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 19) in order to navigate through to the "Tool 2.1 Summary Overview" page 2 (as shown in Figure 20 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 20 below). ***Note #1*** from section 3.2.1 applies to the "Tool Summary Overview" Page 2.

Figure 20: Foundational Phase Step 1B – Tool Summary Overview for Tool 1.2 Page 1

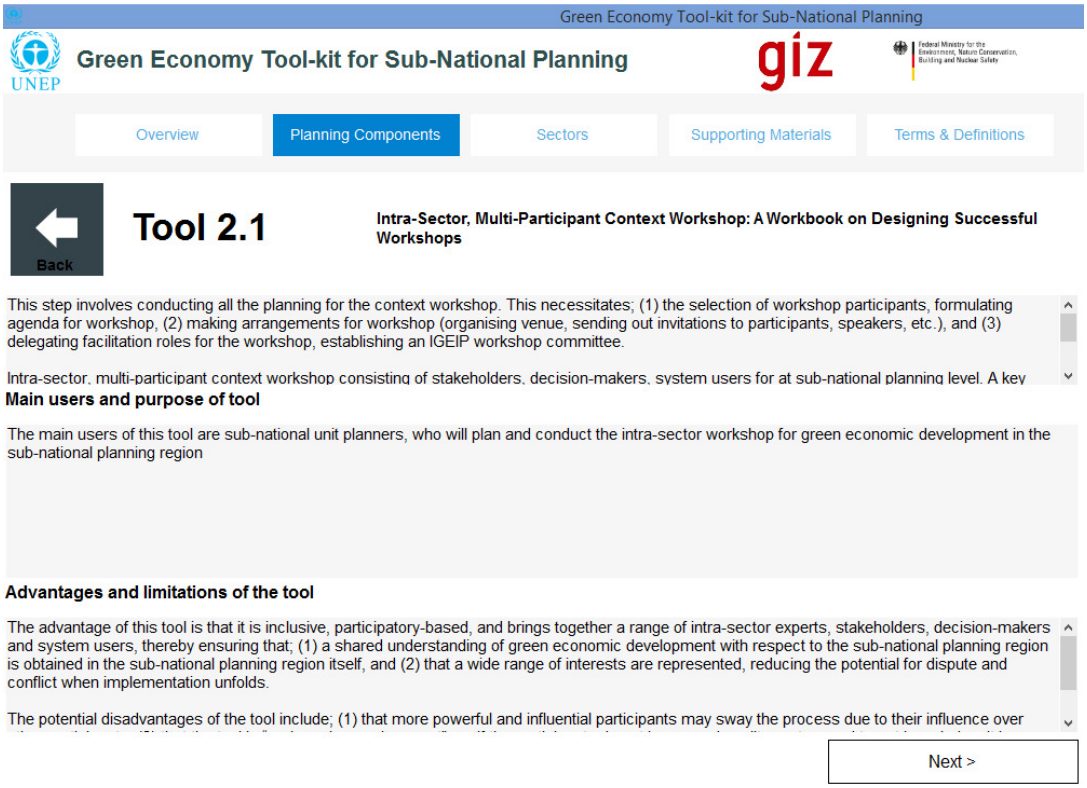
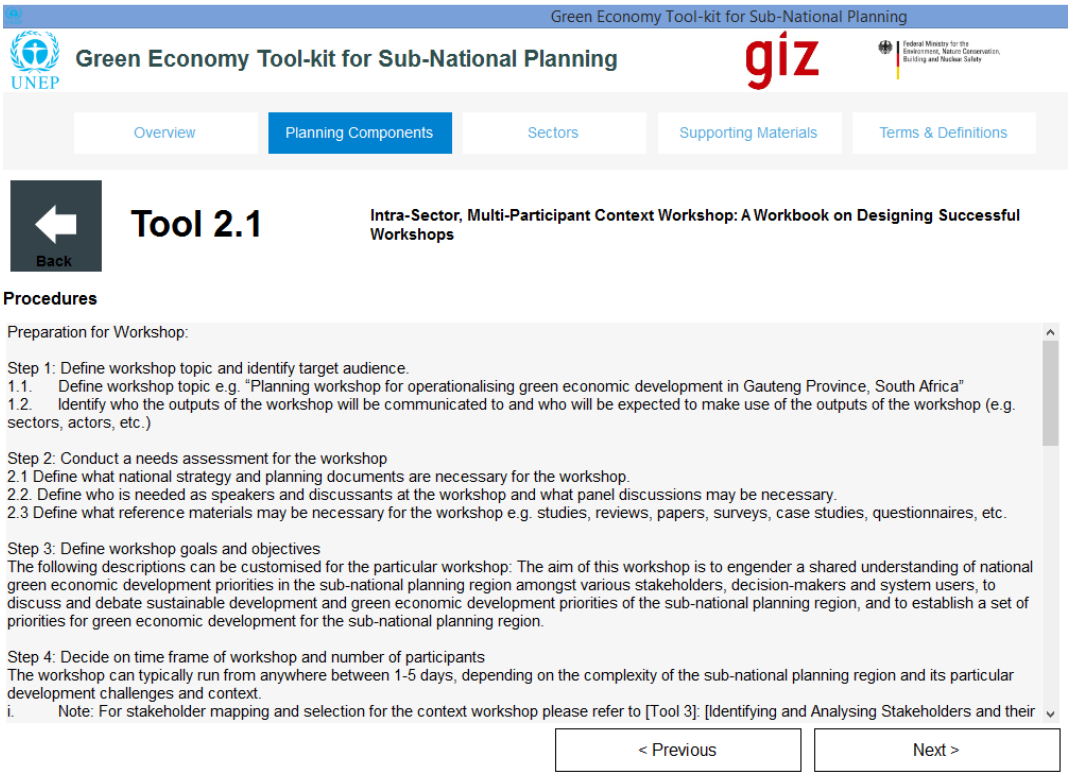


Figure 21: Foundational Phase Step 1B – Tool Summary Overview for Tool 1.2 Page 2



Then follow the same sub-steps that were undertaken in Step 1A (i.e. sub-step 1.4 to 1.6) for Step 1B, in order to complete the requirements for Step 1B (i.e. label them steps 1B.4 to 1B.6). These steps enable the user to view the rest of the tool summary overview for Tool 1.2, as well as the case study summary overview and the full case study document associated with it.

User Step 1B.7: Once this step has been completed, click on the "Next Step" tab on the bottom right hand side of the page of Figure 19 in order to navigate to the next step in the sector planning process, or select "Step 1C" on the screen shown in Figure 13. The user will then navigate through to the screen describing the task assigned by Step 1C of the sector planning guideline, as shown Figure 22 below.

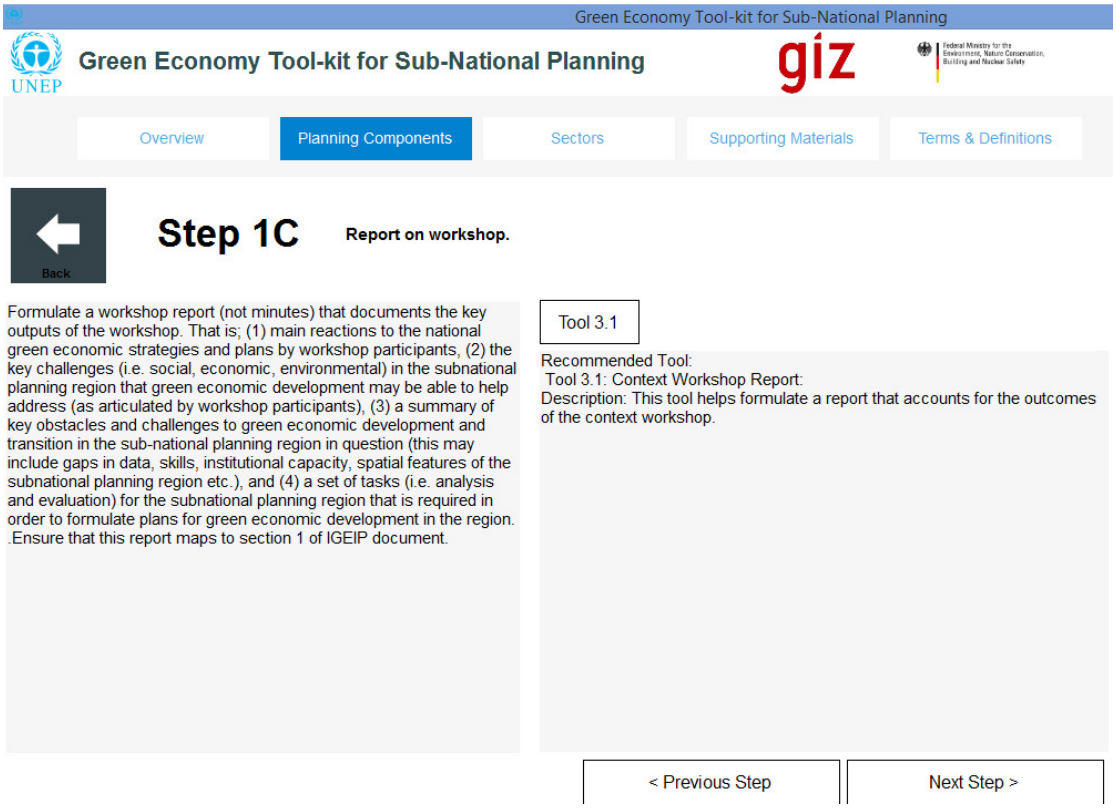
3.2.3 Step 1C: Reporting on the Context workshop

Step 1C involves reporting on the context workshop, so that the key findings, outcomes, specific issues of concern etc. can be communicated with a broader audience, and especially those that will participate in the planning workshop. Step 1C is described in more detail in the text box on the left hand side of the screen shown below in Figure 22. The recommended tool prescribes an outline for a workshop report on the context workshop.

User Step 1C.1: In the text box on the left hand side of the screen in Figure 22 below, a brief description of what is involved in completing Step 1C is provided. Read through the brief description in order to get a feel for what is involved in executing Step 1C.

User Step 1C.2: On the right hand side of the screen in Figure 22 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 1C. In order to view a summary of the recommended tool (e.g. Tool 1.3), select the "Tool 1.3" tab above the text box on the right hand side of the page shown in Figure 22 below. The user will then be navigated through to the "Tool Summary Overview" page 1 for Tool 1.3. Once the user has navigated through to the "Tool Summary Overview" pages, the user can then navigate through them in order to obtain an understanding of how the recommended tool or sub-tool(s) that are required to implement the recommended should be implemented.

Figure 22: Foundational Phase Step 1C - Reporting on Context workshop



User Step 1C.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 23) in order to navigate through to the "Tool 1.3 Summary Overview" page 2 (as shown in Figure 24 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 20 below). ***Note #1*** from section 3.2.1 applies to the "Tool Summary Overview" Page 2.

Figure 23: Foundational Phase Step 1C - Tool Summary Overview for Tool 1.3 Page 1

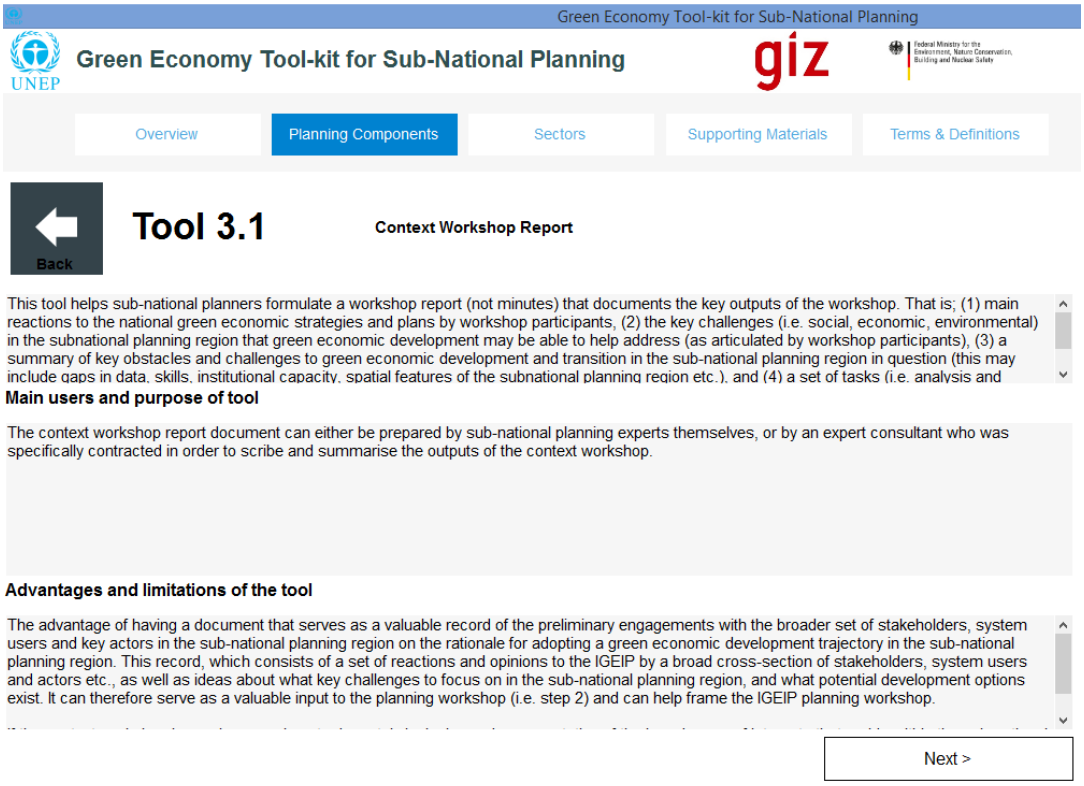
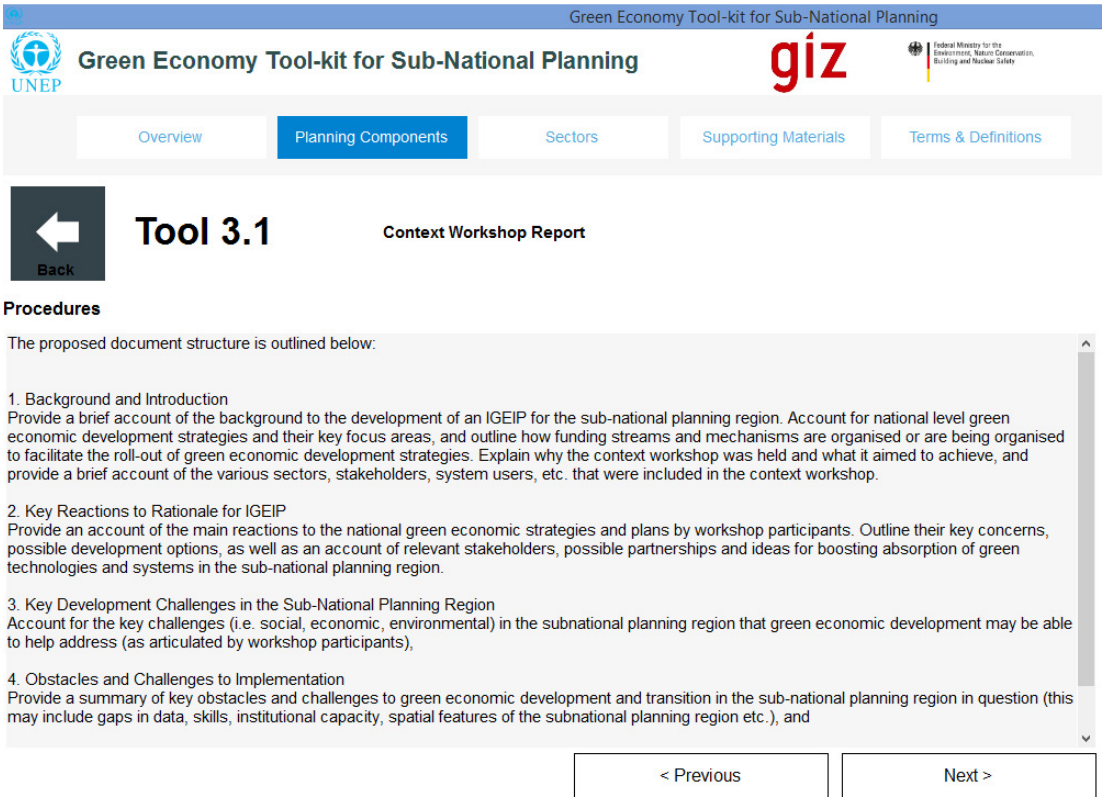


Figure 24: Foundational Phase Step 1C - Tool Summary Overview for Tool 1.3 Page 2



Then follow the same sub-steps that were undertaken in Step 1A (i.e. sub-step 1A.4 to 1A.6) for Step 1C, in order to complete the requirements for Step 1C (i.e. label them steps 1C.4 to 1C.6). These steps enable the user to view the rest of the tool summary overview for Tool 1.3, as well as the case study summary overview and the full case study document associated with it.

User Step 1C.7: Once this step has been completed, click on the "Next Step" tab on the bottom right hand side of the page of Figure 22 in order to navigate to the next step in the sector planning process, or select "Step 2A" on the screen shown in Figure 13. The user will then navigate through to the screen describing the task assigned by Step 2A of the sector planning guideline, as shown in Figure 25 below.

3.3 The Planning Workshop

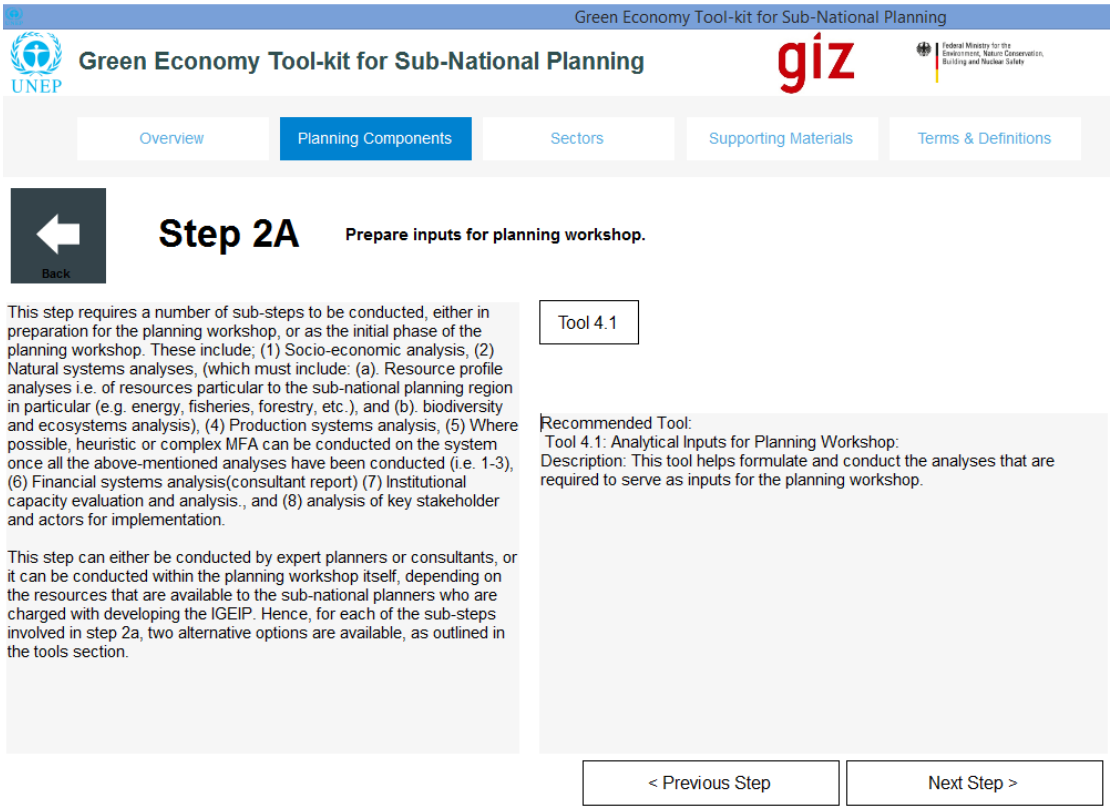
3.3.1 Step 2A: Preparing for the Planning Workshop

Step 2A involves preparing the analytical inputs that are required for the planning workshop. This necessitates undertaking a range of analytical activities, which can be conducted either; (1) as a separate activity prior to the workshop (i.e. using analysts and experts to produce the analyses) or (2) within the workshop itself where analysts and experts engage with a broader planning audience in conducting the analyses. The detailed analyses that are required are described in more detail in the text box on the left hand side of the screen shown in Figure 25 below. The recommended tool (i.e. Tool 4.1) for this step involves utilizing a range of "sub-tools" that are specific to the type of analyses that are required (see Figure 27).

User Step 2A.1: In the text box on the left hand side of the screen in Figure 25 below, a brief description of what is involved in completing Step 2A is provided. Read through the brief description in order to get a feel for what is involved in executing Step 2A.

User Step 2A.2: On the right hand side of the screen in Figure 25 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 2A. In order to view a summary of the recommended tool (e.g. Tool 2.1), select the "Tool 2.1" tab above the text box on the right hand side of the page shown in Figure 25 below. The user will then be navigated through to the "Tool Summary Overview" page 1 for Tool 2.1. Once the user has navigated through to the "Tool Summary Overview" pages, the user can then navigate through them in order to obtain an understanding of how the recommended tool or sub-tool(s) that are required to implement the recommended should be implemented.

Figure 25: Foundational Phase - Step 2a: Prepare Inputs for Context workshop



User Step 2A.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 26) in order to navigate through to the "Tool 4.1 Summary Overview" page 2 (as shown in Figure 27 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 27 below). ***Note #1*** from section 3.2.1 applies to the "Tool Summary Overview" Page 2.

Figure 26: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 1

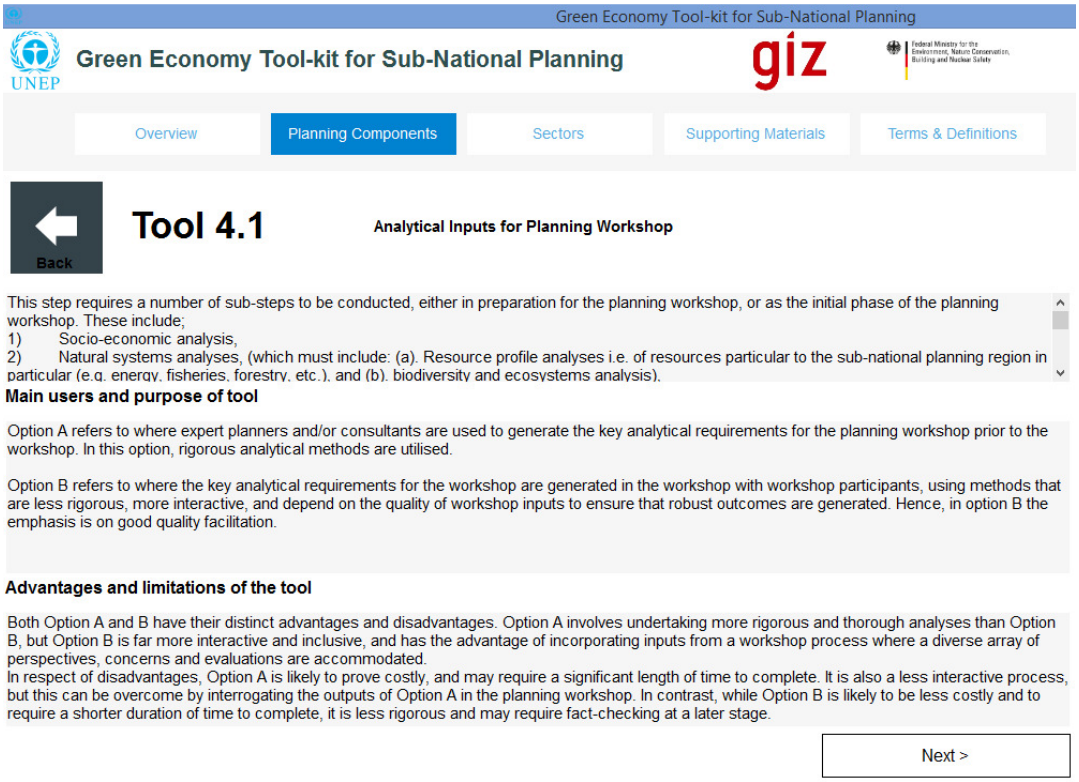
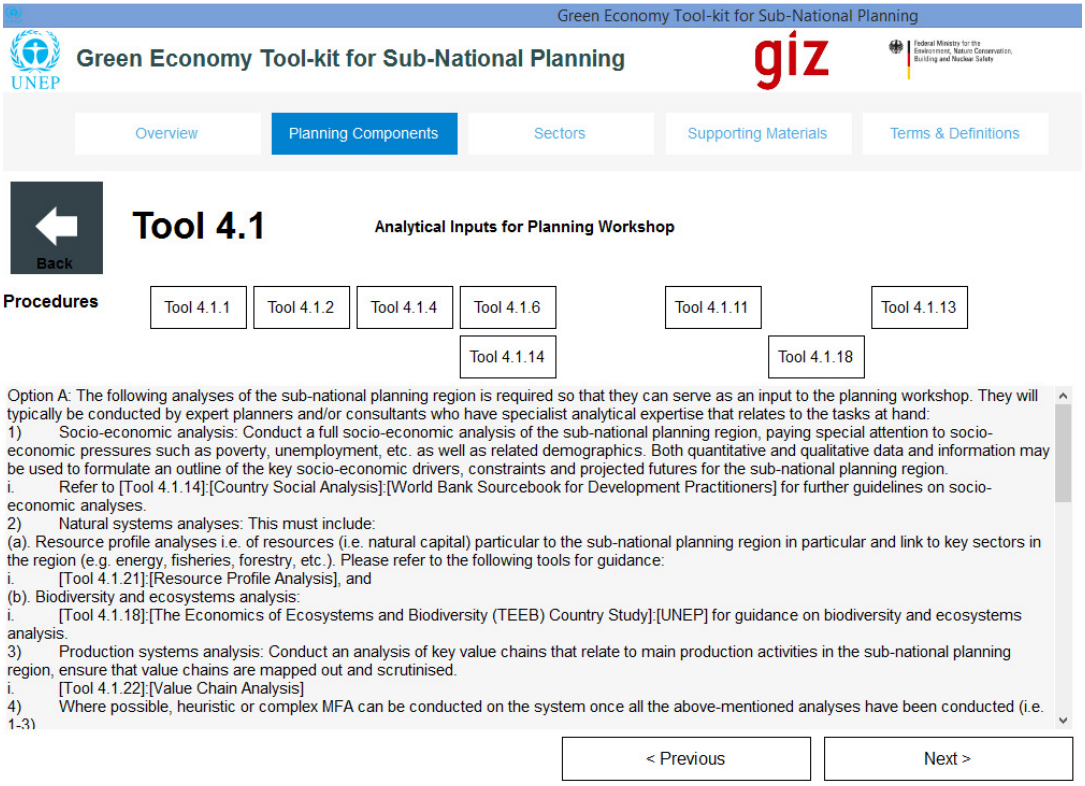


Figure 27: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 2



Tool 4.1 has many sub-tools as indicated by the sub-tool tabs at the top of the "Procedures" screen in Figure 27.

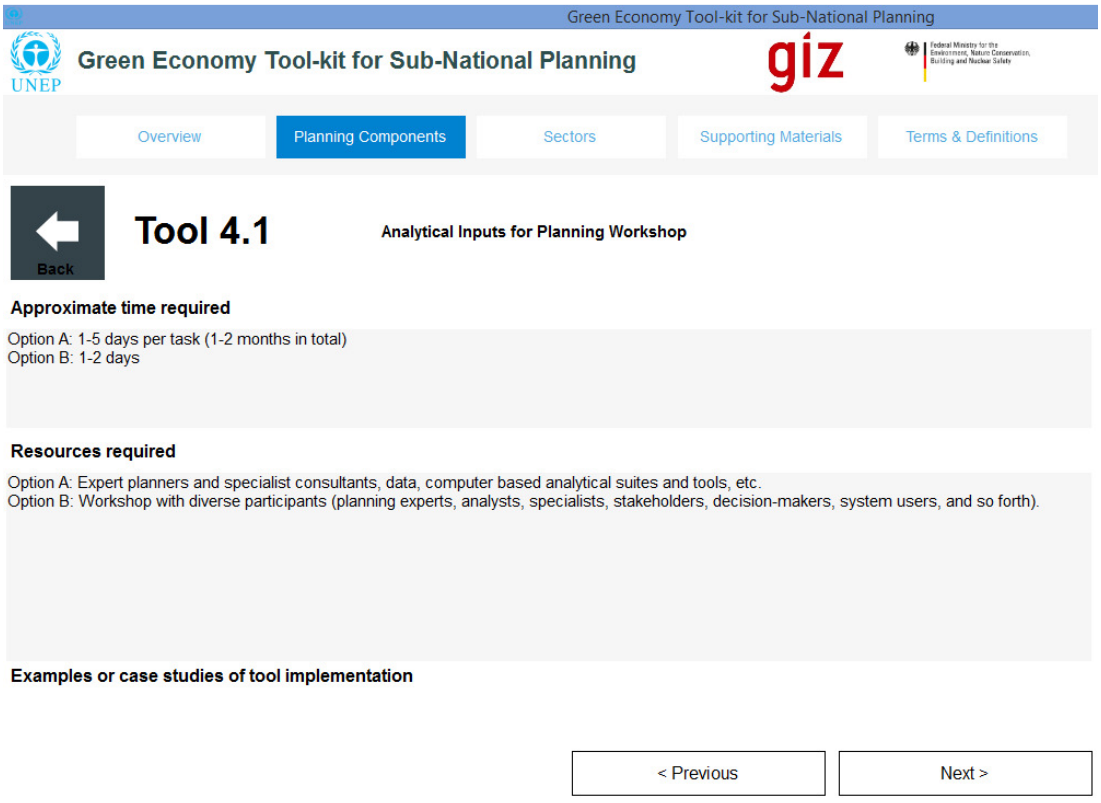
User Step 2A.4: The user will observe that when viewing the "Procedures" screen of the "Tool Summary Overview" for Tool 4.1, a *sub-tool* is named (i.e. Tool 4.1.14) in the first sub-section (1i) of the "Procedures" screen. This is a case where Tool 4.1.14 is embedded within Tool 4.1 (***Note #1*** from section 3.2.1 applies here). Note that for other sub-steps of the procedures required to use Tool 4.1 other sub-tools are also required (e.g. 4.1.1, 4.2.2, etc.)

In the next step we will return to the sub-tool 4.1.14. At this stage, however, the user may want to view the final page of the tool summary overview of Tool 4.1, and the user can do this simply by selecting the "Next" tab on the bottom right hand side of the screen, after which the user will be navigated through to the screen shown in Figure 28 below.

From this screen (i.e. Figure 28), the user can then follow the same sub-steps that were undertaken in Step 1A (i.e. sub-step 1A.5 to 1A.6) for Step 2A, so that the user can view the rest of the tool summary overview for Tool 3.1, as well as the case study summary overview and the full case study document associated with it (note that no case study has been provided for Tool 4.1).

In order to view the sub-tool 4.1.1, however, the user can select the "Tool 4.1.1" tab on the top right hand side of the screen shown in Figure 27 above. This will navigate the user through to the screen shown in Figure 29 (i.e. page 1 of "Tool Summary Overview" of "Tool 4.1.1") in the next step 2A.5.

Figure 28: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 3



User Step 2A.5: The user has now navigated to Page 1 of the tool summary overview of Tool 4.1.1 (see Figure 29), and can read through a description of the tool, its main users and advantages and disadvantages. In order to view page 2 of the tool summary overview of Tool 4.1.1 the user can select the next tab on the bottom right hand side of the screen (i.e. Figure 29). The user will then be navigated through to page 2 of the tool summary overview of Tool 4.1.1 (as shown in Figure 30).

Figure 29: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 1

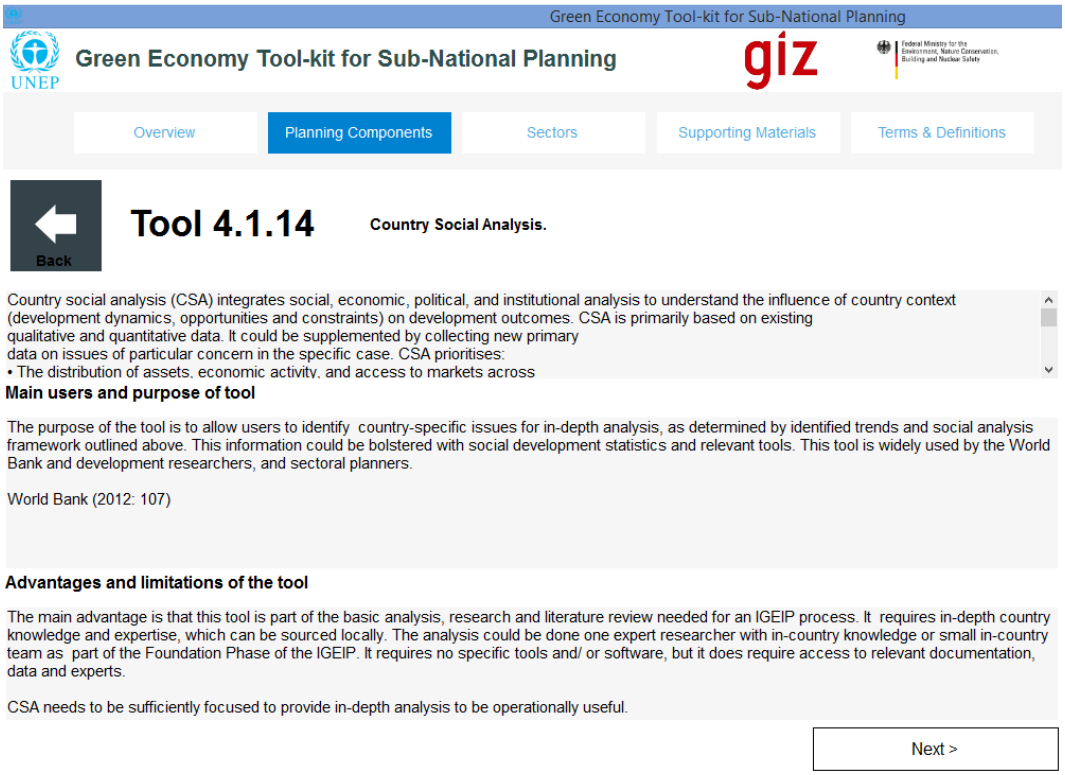
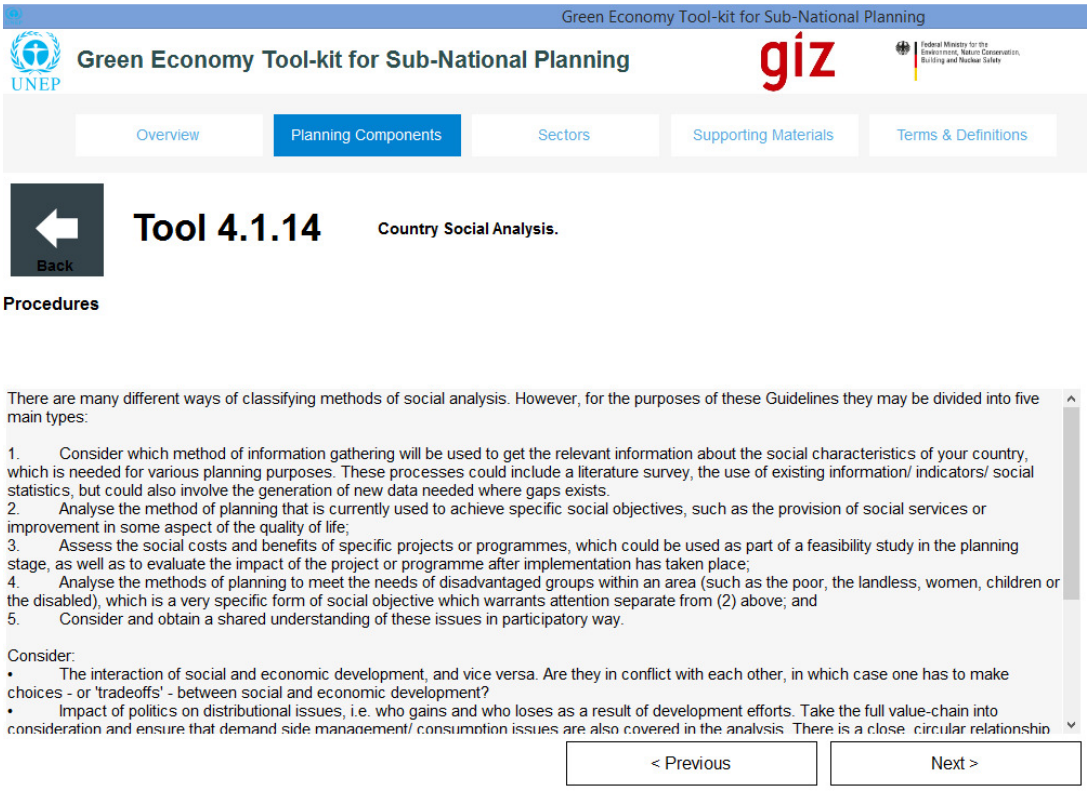


Figure 30: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 2



User Step 2A.6: Page 2 of the tool summary overview for Tool 4.1.1 is shown above in Figure 30. This page contains the "Procedures" that must be undertaken in order to implement Tool 4.1.1. The user can review the procedures closely in order to get an idea of how to proceed.

User Step 2A.7: Once the user has familiarised themselves with the procedures outlined on page 2 of the tool summary overview for Tool 4.1.1, the user can then view the pages 3 and 4 of the tool summary overview by clicking on the "next" tab at the bottom of the screen. The user will be navigated through to the screens shown below in Figure 31 and Figure 32 respectively.

Note that on page 3 (i.e. Figure 31), no case study has been made available to illustrate the use of Tool 4.1.1. Note that in the case of other sectors or steps, case studies may indeed be available to help the user obtain a better idea of how to make use of the respective tool.

By navigating through to page 4 (i.e. Figure 32) the user can obtain the supporting documentation and web-links in the "References for tool" section, so that the user can obtain a more detailed account of how the tool has been conceived or implemented, and so forth.

Figure 31: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 3

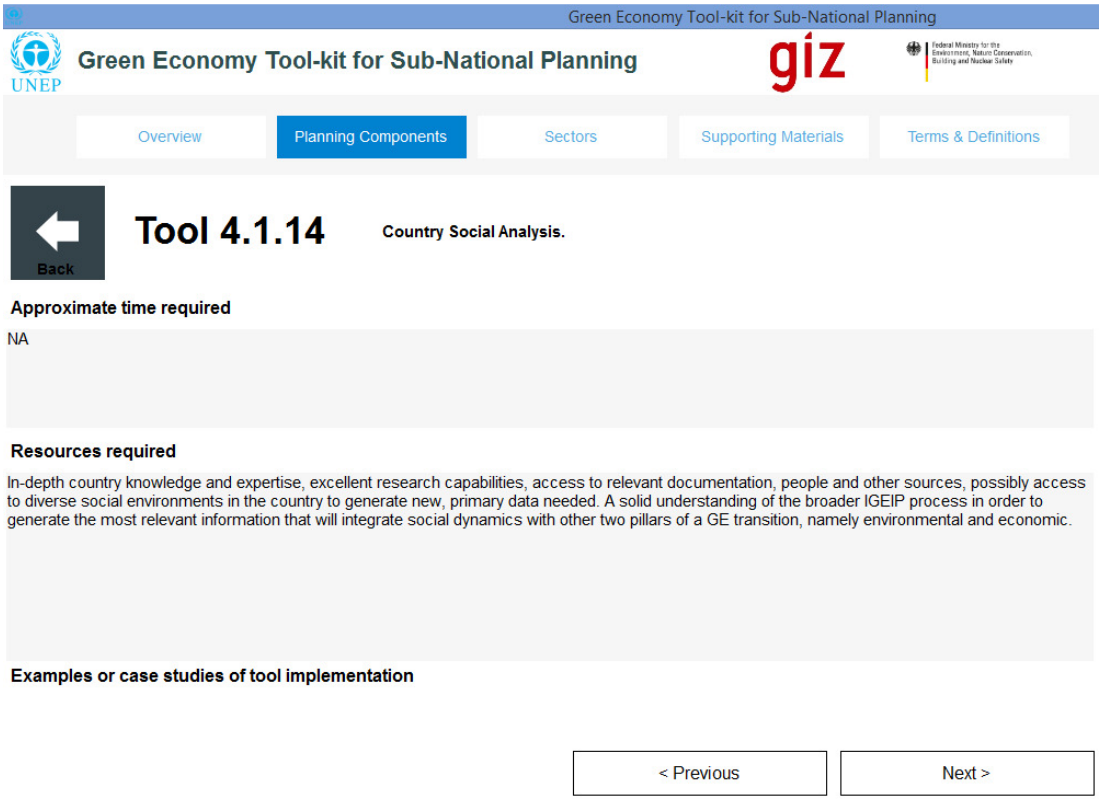
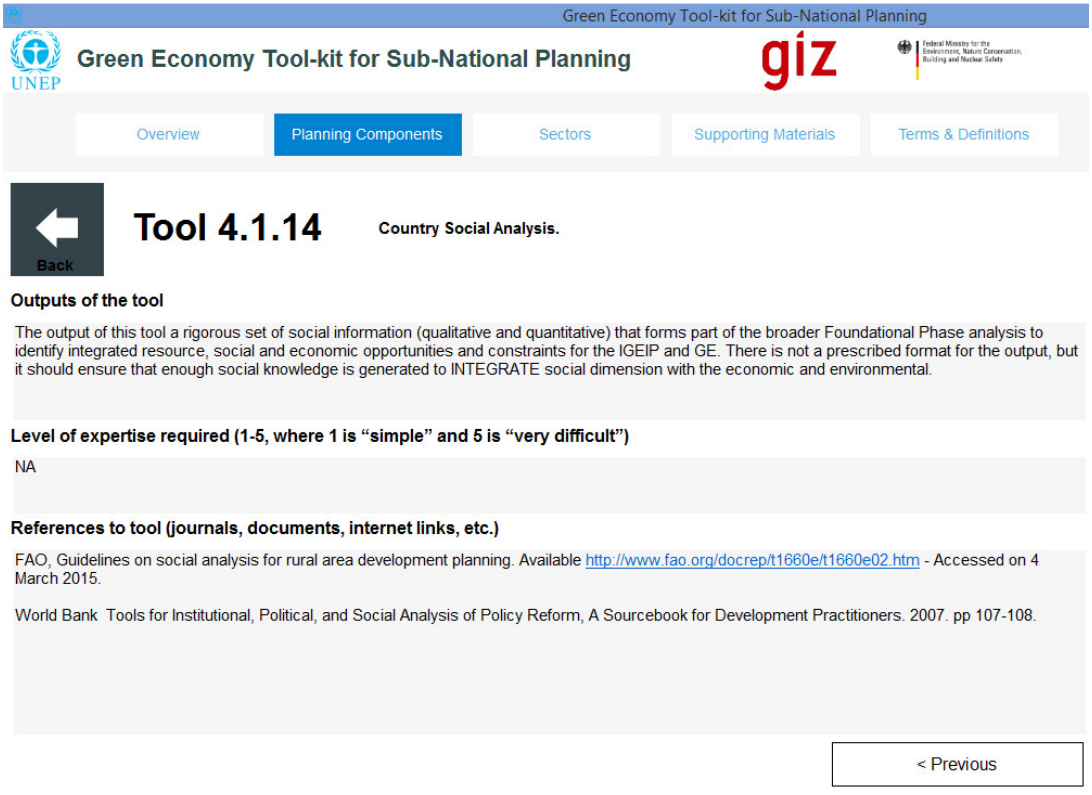


Figure 32: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 4



User Step 2A.8: After the user has completed reviewing the sub-tool (i.e. Tool 4.1.1 in this case), and wants to return to the "Procedures" section of Tool 4.1, the user can make use of the "Back" tab or alternatively the "Planning Components" tab at the top of the screen to navigate back to page 2 of the tool summary overview for Tool 4.1.

User Step 2A.9: Once step 2A has been completed, click on the green "Step 2B" tab on the bottom right hand side of the page on Figure 13 in order to navigate to the next step in the sector planning process, or select "Next Step" on the screen shown above in Figure 25. The user will then navigate through to the screen describing the task assigned by Step 2B of the sector planning guideline, as shown in Figure 33.

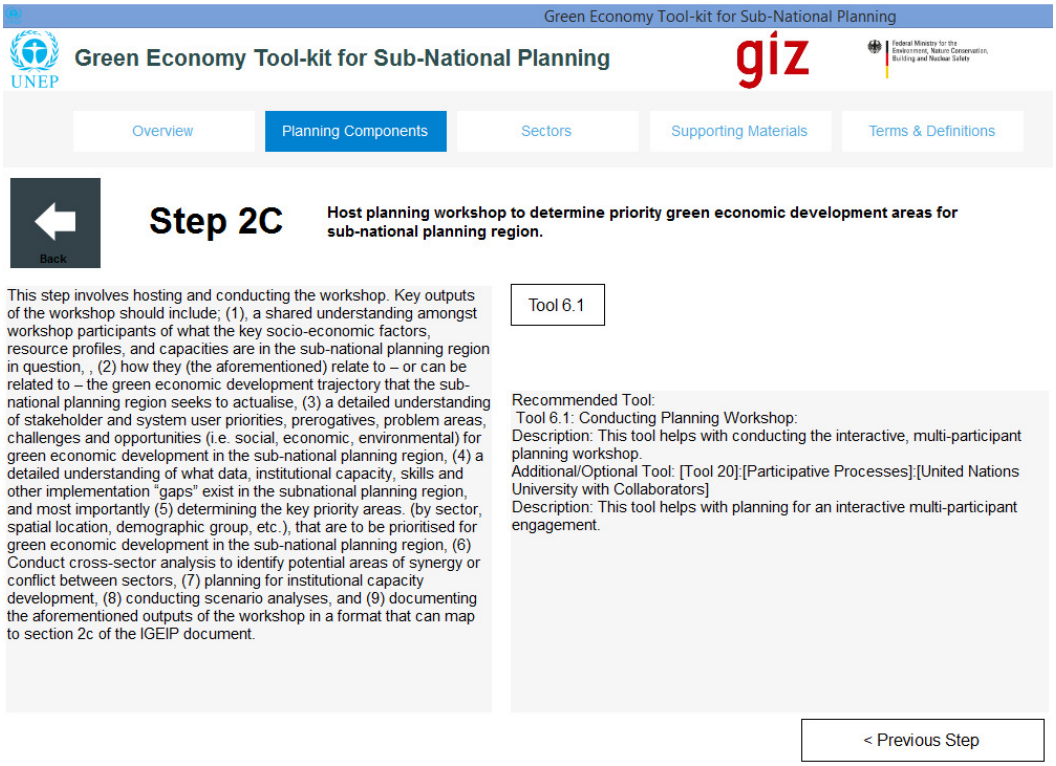
3.3.2 Step 2B: Collating Sub-Regional Analyses for the Planning Workshop

Step 2B involves collating the sub-regional analyses that was conducted in Step 2A for the purposes of facilitating engagement in the sub-national regional planning workshop in Step 2C. This step necessitates summarising the results of the individual reports that were conducted for specific analyses (e.g. resource profile analyses) for the sub-national planning region, and collating them in a document that is easy to understand and digest by a broader audience, and especially those who will attend the planning workshop. This step is described in more detail in the text box on the left hand side of the screen shown below in Figure 33. The recommended tool for this step prescribes an outline for a "sub-regional analysis report" that can be adapted for different sub-national regional scales. An additional/optional tool is also included.

User Step 2B.1: In the text box on the left hand side of the screen in Figure 33 below, a brief description of what is involved in completing Step 2B is provided. Read through the brief description in order to get a feel for what is involved in executing Step 2B.

User Step 2B.2: On the right hand side of the screen in Figure 33 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 2B. In order to view a summary of the recommended tool (e.g. Tool 5.1), select the "Tool 5.1" tab above the text box on the right hand side of the page shown in Figure 33 below. The user will then be navigated through to the "Tool Summary Overview" page 1 for Tool 5.1 (see Figure 34). Once the user has navigated through to the "Tool Summary Overview" pages, the user can then navigate through them in order to obtain an understanding of how the recommended tool or sub-tool(s) that are required to implement the recommended should be implemented.

Figure 33: Foundational Phase - Step 1B: Sub-Regional Analysis



User Step 2B.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 34) in order to navigate through to the "Tool 2.2 Summary Overview" page 2 (as shown in Figure 35 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 35 below). ***Note #1*** from section 3.2.1 applies to the "Tool Summary Overview" Page 2.

Figure 34: Foundational Phase Step 2B - Tool Summary Overview for Tool 5.1 Page 1

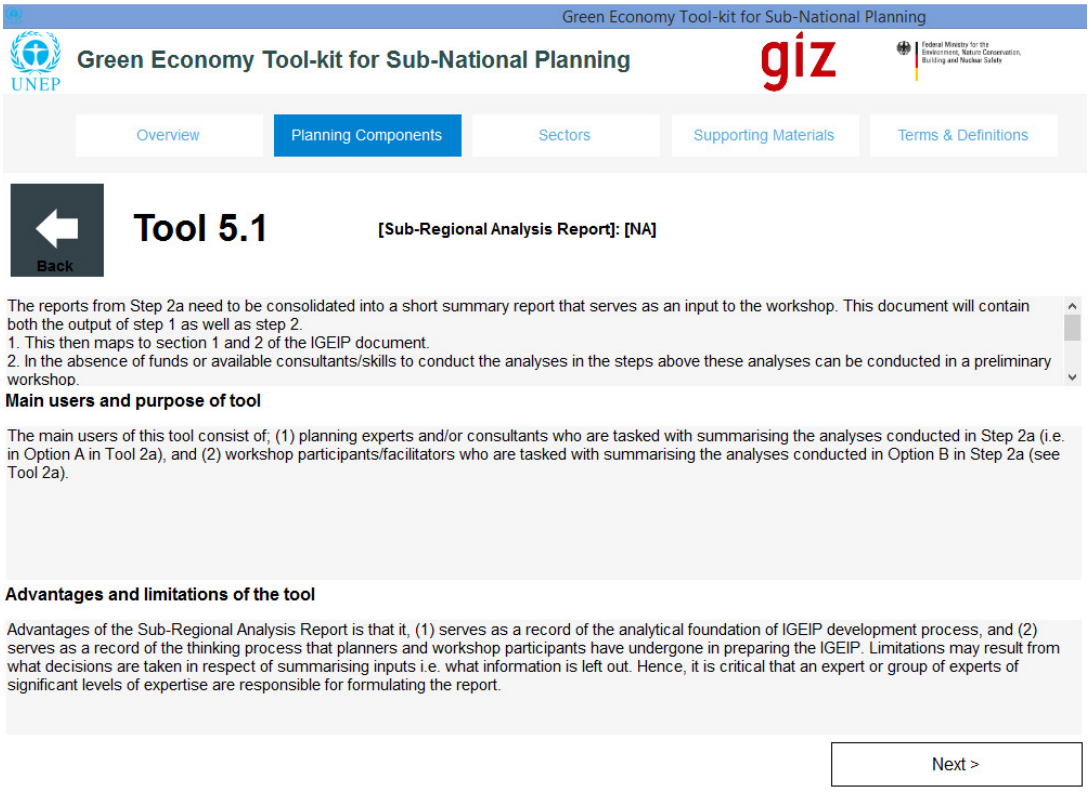
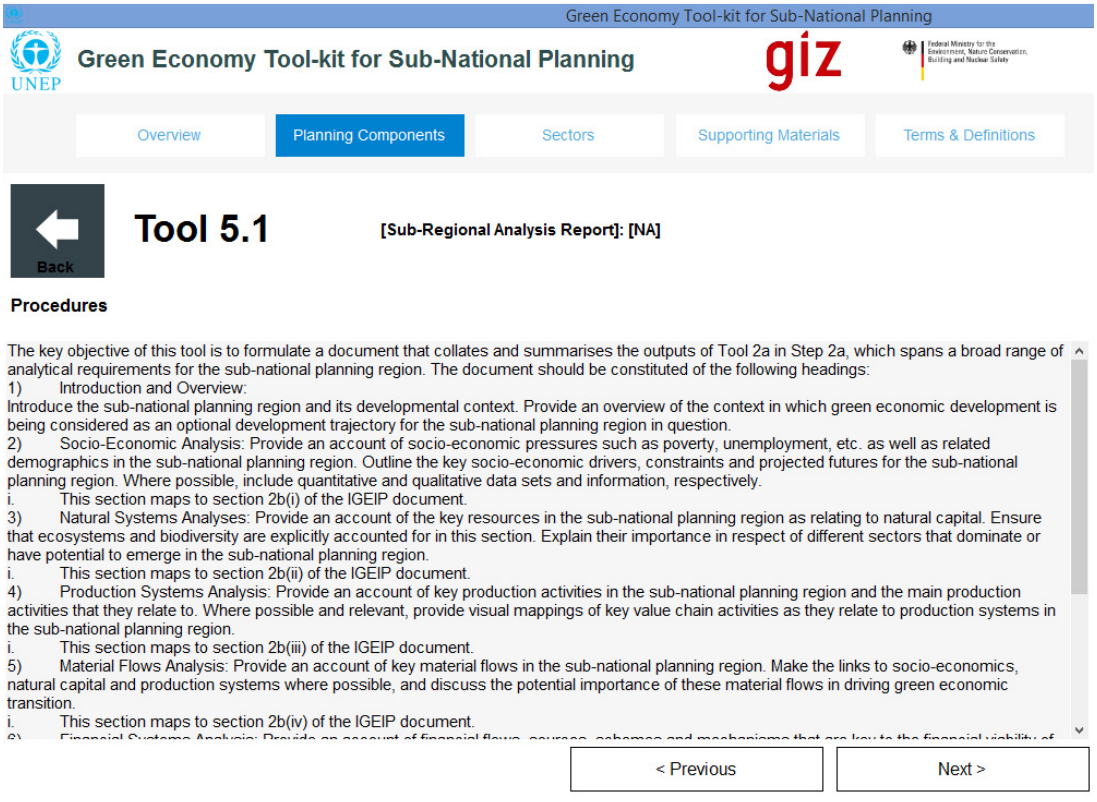


Figure 35: Foundational Phase Step 2B - Tool Summary Overview for Tool 5.1 Page 1



Then follow the same sub-steps that were undertaken in Step 1A (i.e. sub-step 1A.4 to 1A.6) for Step 1C, in order to complete the requirements for Step 2B (i.e. label them steps 2B.4 to 2B.6). These steps enable the user to view the rest of the tool summary overview for Tool 2.2, as well as the case study summary overview and the full case study document associated with it.

User Step 2B.7: Once this step has been completed, click on the "Next Step" tab on the bottom right hand side of the page of Figure 33 in order to navigate to the next step in the sector planning process, or select "Step 2C" on the screen shown in Figure 13. The user will then navigate through to the screen describing the task assigned by Step 2C of the sector planning guideline, as shown in Figure 36 in the next section.

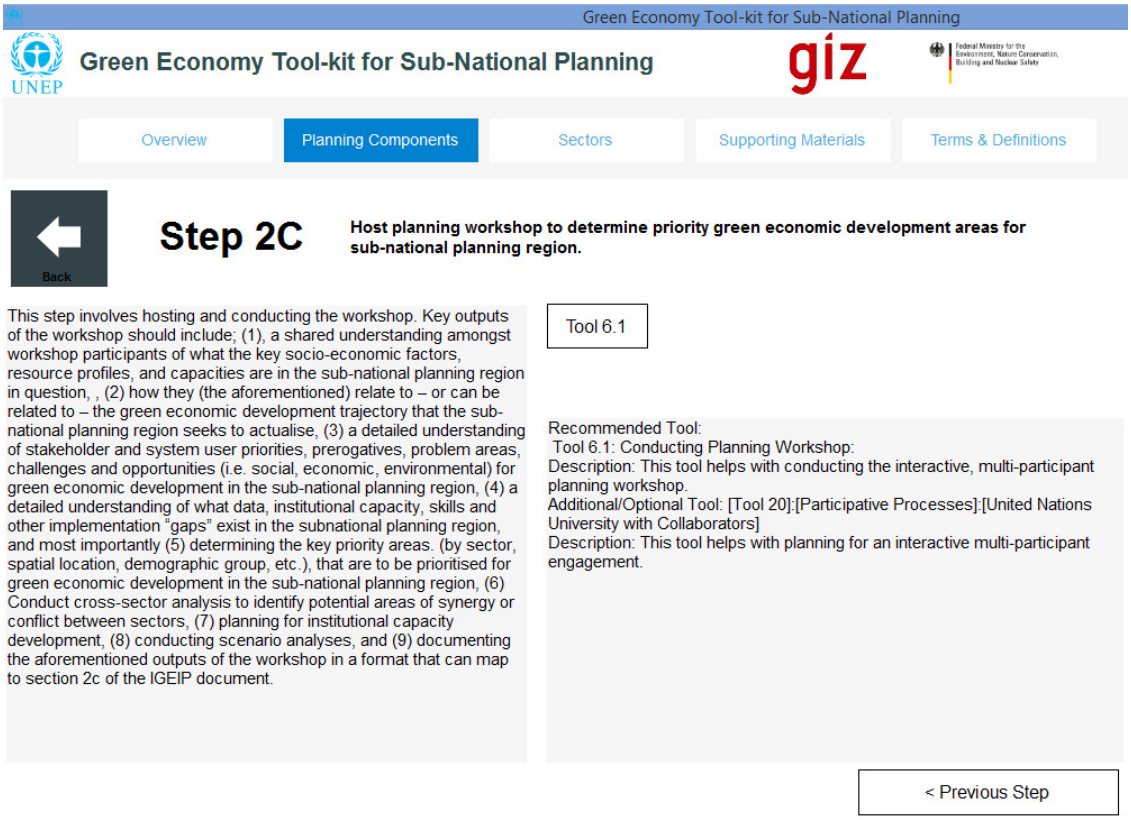
3.3.3 Step 2C: Conducting the Planning Workshop

Step 2C involves hosting the planning workshop, the purpose of which is to make use of the outputs of the context workshop (Step 2A), and the analyses conducted in Step 2B, to determine the priority areas that green economic development in the sub-national planning region itself. Step 2C is described in more detail in the text box on the left hand side of the screen in Figure 36 below. The recommended tool stipulates the process for preparing for, and running the planning workshop. An additional/optional tool is also included.

User Step 2C.1: In the text box on the left hand side of the screen in Figure 36 below, a brief description of what is involved in completing Step 2C is provided. Read through the brief description in order to get a feel for what is involved in executing Step 2C.

User Step 2C.2: On the right hand side of the screen in Figure 36 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 2C. In order to view a summary of the recommended tool (e.g. Tool 6.1), select the "Tool 6.1" tab above the text box on the right hand side of the page shown in Figure 36 below. The user will then be navigated through to the "Tool Summary Overview" page 1 for Tool 6.1 (see Figure 37). Once the user has navigated through to the "Tool Summary Overview" pages, the user can then navigate through them in order to obtain an understanding of how the recommended tool or sub-tool(s) that are required to implement the recommended should be implemented.

Figure 36: Foundational Phase Step 2C – Hosting Planning Workshop



User Step 2C.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 37) in order to navigate through to the "Tool 2.2 Summary Overview" page 2 (as shown in Figure 38 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 20 below). ***Note #1*** from section 3.2.1 applies to the "Tool Summary Overview" Page 2.

Figure 37: Foundational Phase Step 2C - Tool Summary Overview for Tool 6.1 Page 1

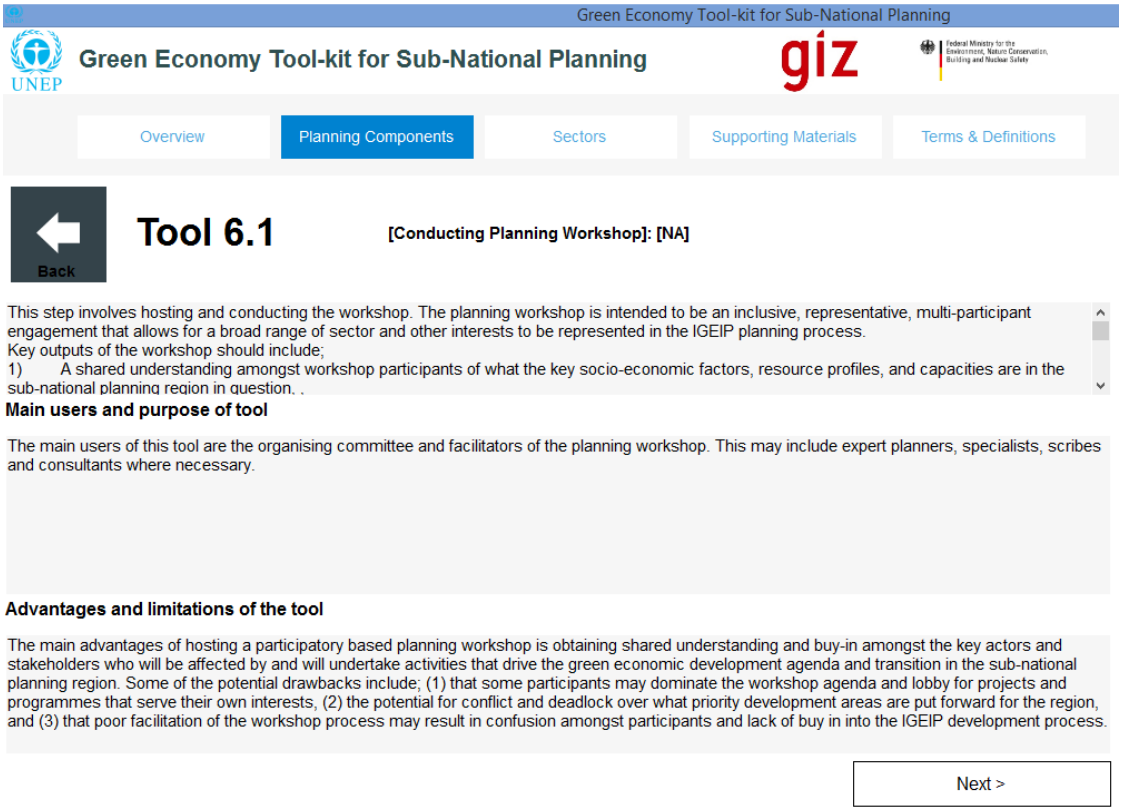
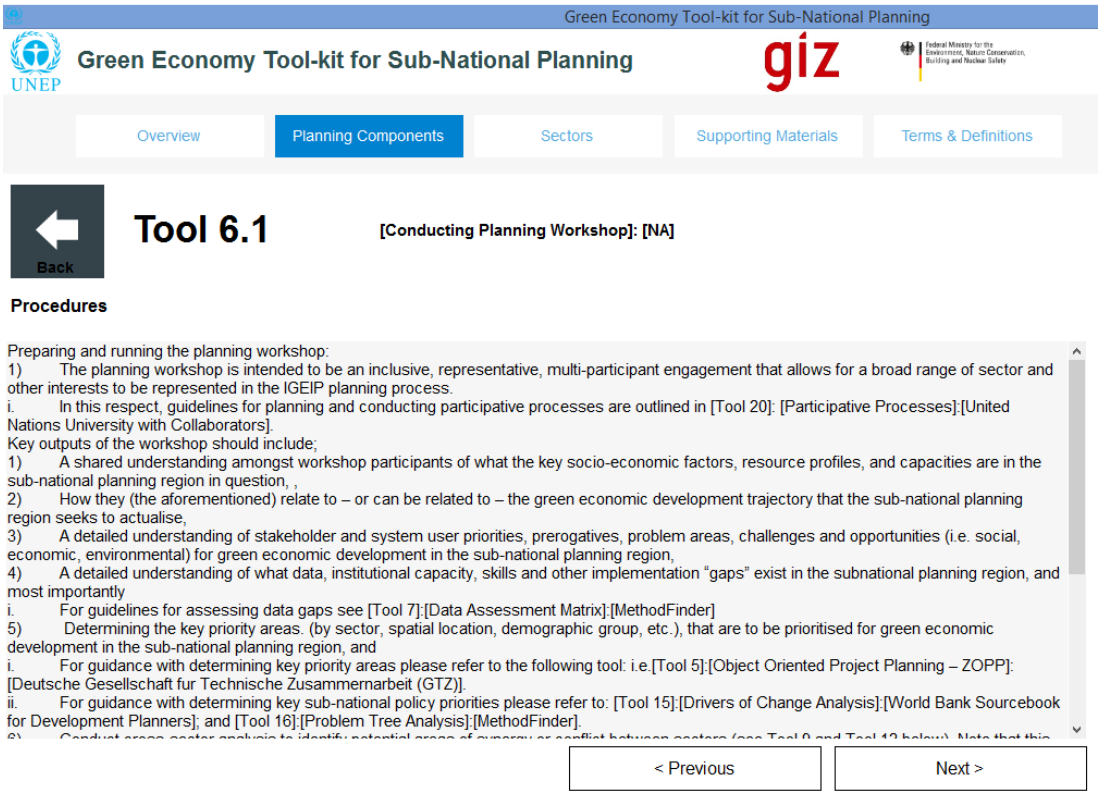


Figure 38: Foundational Phase Step 2C - Tool Summary Overview for Tool 6.1 Page 2



Then follow the same sub-steps that were undertaken in Step 1A (i.e. sub-step 1A.4 to 1A.6) for Step 1C, in order to complete the requirements for Step 2B (i.e. label them steps 2B.4 to 2B.6). These steps enable the user to view the rest of the tool summary overview for Tool 2.2, as well as the case study summary overview and the full case study document associated with it.

User Step 2B.7: Once this step has been completed, return to the "Planning Components" main page and select "Phase 2" in order to proceed to the sectoral planning phase, which is detailed in the next section of this training compendium.

4 Planning Components Phase 2: Detailed Overview of Sectoral Phase

4.1 Preliminaries

After priority sectors and actions have been identified in Phase 1 (i.e. the Foundational Phase) for the sub-national planning region, Phase 2 (i.e. the sectoral phase) involves conducting detailed sector-based planning. A variety of sectors are available for planning in the tool-kit, ranging from energy, fisheries, forestry etc., but the sectors provided in this tool-kit are not exhaustive.

For each sector, a basic 4 or 5 step planning process has been stipulated for the user in the tool-kit. In this section, we present all 5 generic steps that are employed for sector planning, using the "Sustainable Built Environment and Urban Planning" sector, but the user should be aware that these steps may vary for other sectors.

In order to access the "Planning Components Phase 2" page, either select the "Phase Two: Sectoral Planning Process" tab in the middle of the screen (see Figure 39 below), or select the "Sectors" tab that is situated third from the left at the top of the screen. This takes the user through to a full account of all the available sectors in the tool-kit, as shown in Figure 40 below.

Figure 39: Planning Components Page

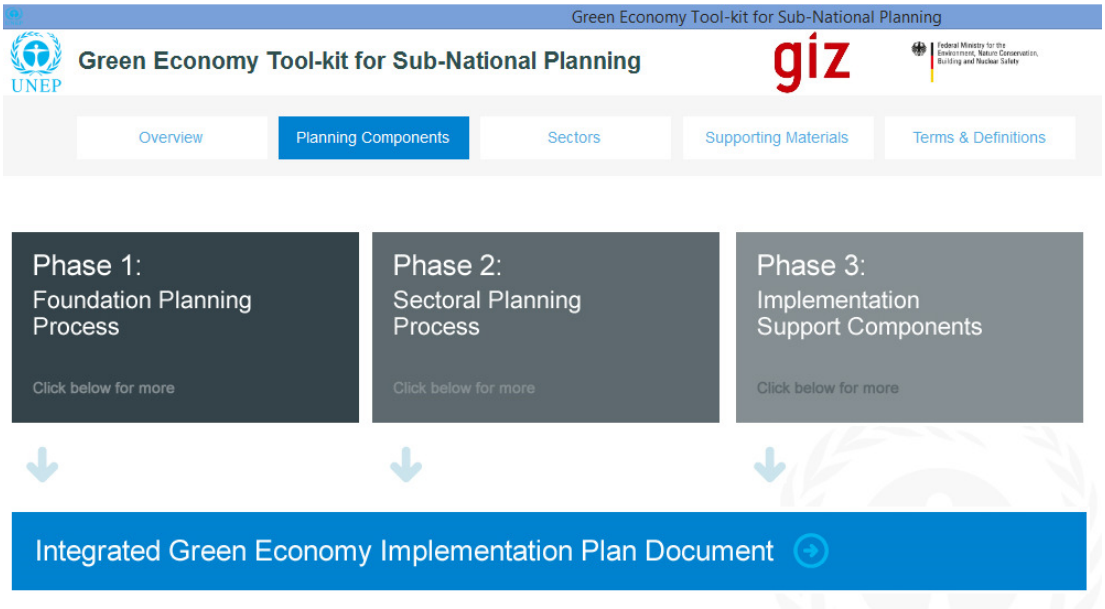
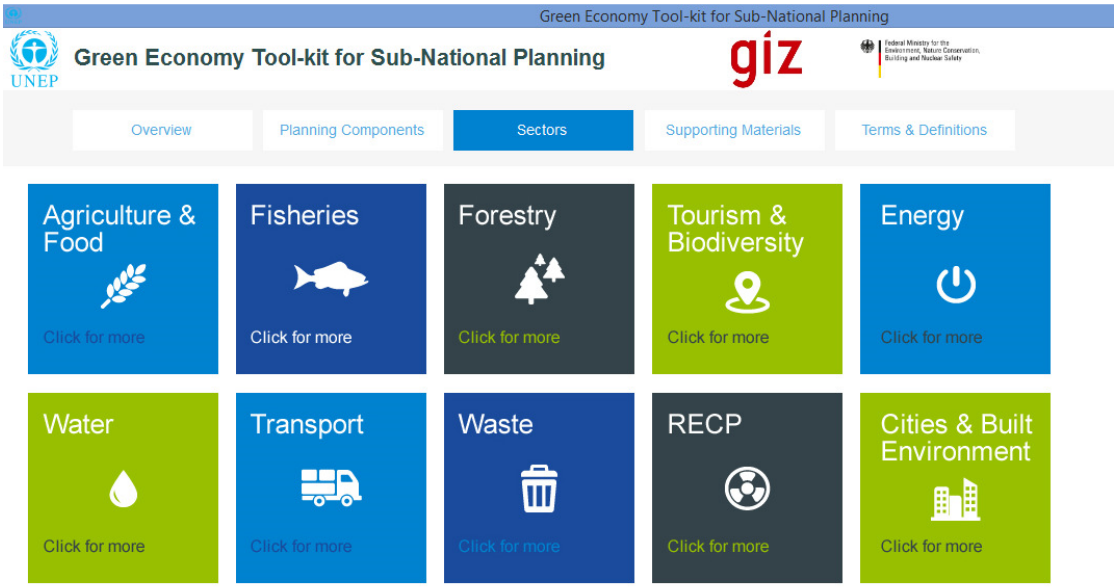
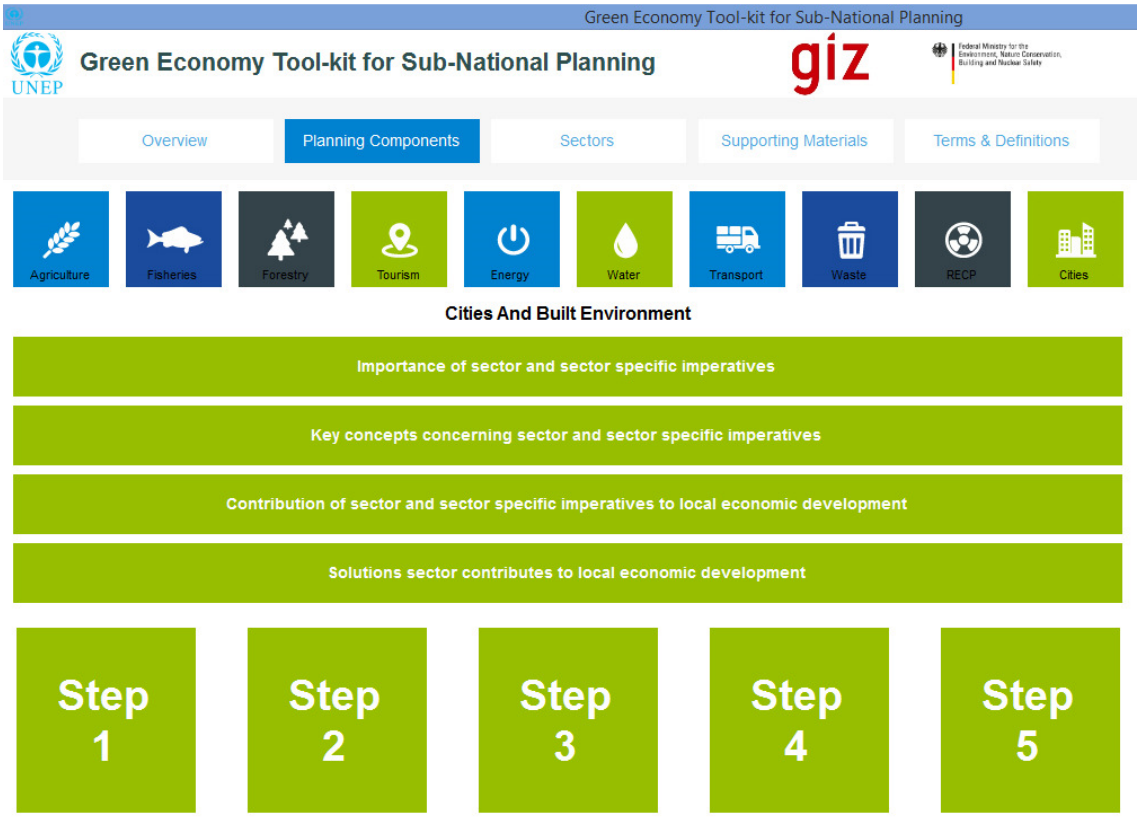


Figure 40: Phase 2 Sectoral Planning Page with all Available Sectors in Tool-Kit.



From the “Sectors” screen, Phase 2 planning can be commenced for a chosen sector. In this training manual, we will use the “Sustainable Built Environment and Urban Planning” sector to illustrate how the tool-kit is used for sector based planning. In order to view the “Sustainable Built Environment and Urban Planning” screen, please select the “Sustainable Built Environment and Urban Planning” tab in the lower right hand corner of the screen in Figure 40. This navigates the user through to the 5-Step planning screen for sustainable built environment and urban planning, as shown in Figure 41 below.

Figure 41: "Sustainable Built Environment and Urban Planning" 5-Step Planning Guideline



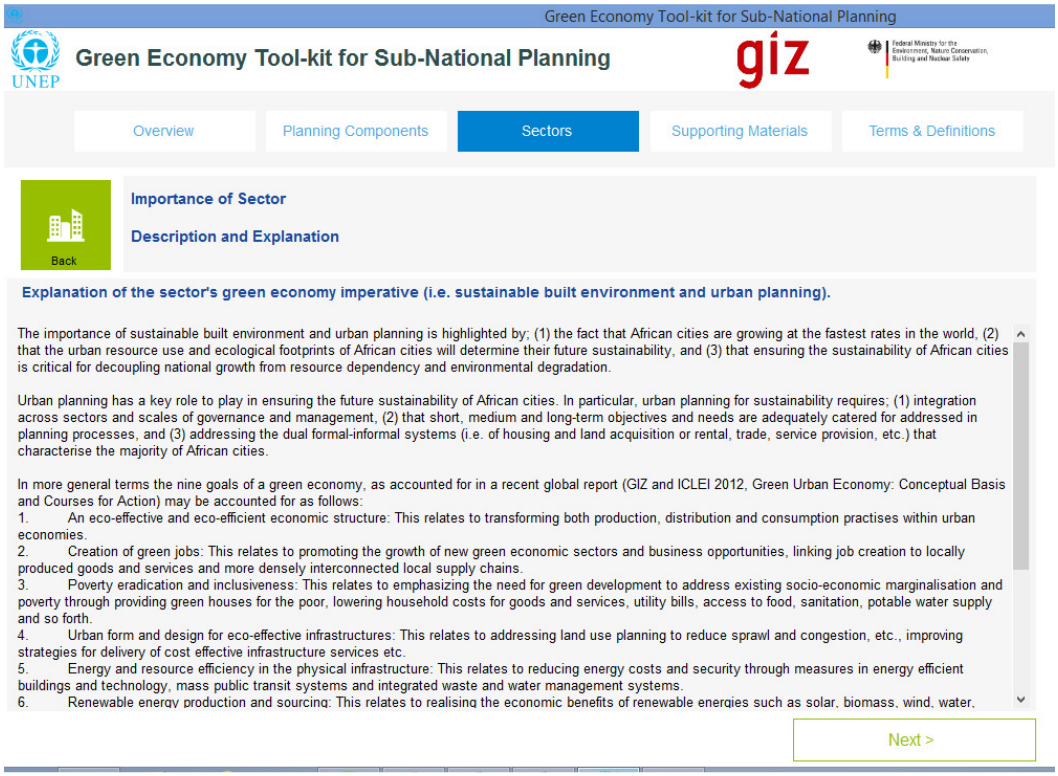
This screen (i.e. Figure 41) provides a range of options, in addition to the 5-step planning process for a particular sector.

The full range of sectors are indicated by icons at the top of the screen, should the user wish to quickly view another sector's planning process guidelines.

In addition, four key explanatory tabs are provided for the user to peruse before embarking upon the planning guidelines as set out in steps 1-5. The user is encouraged to peruse all of them before proceeding, as set out below:

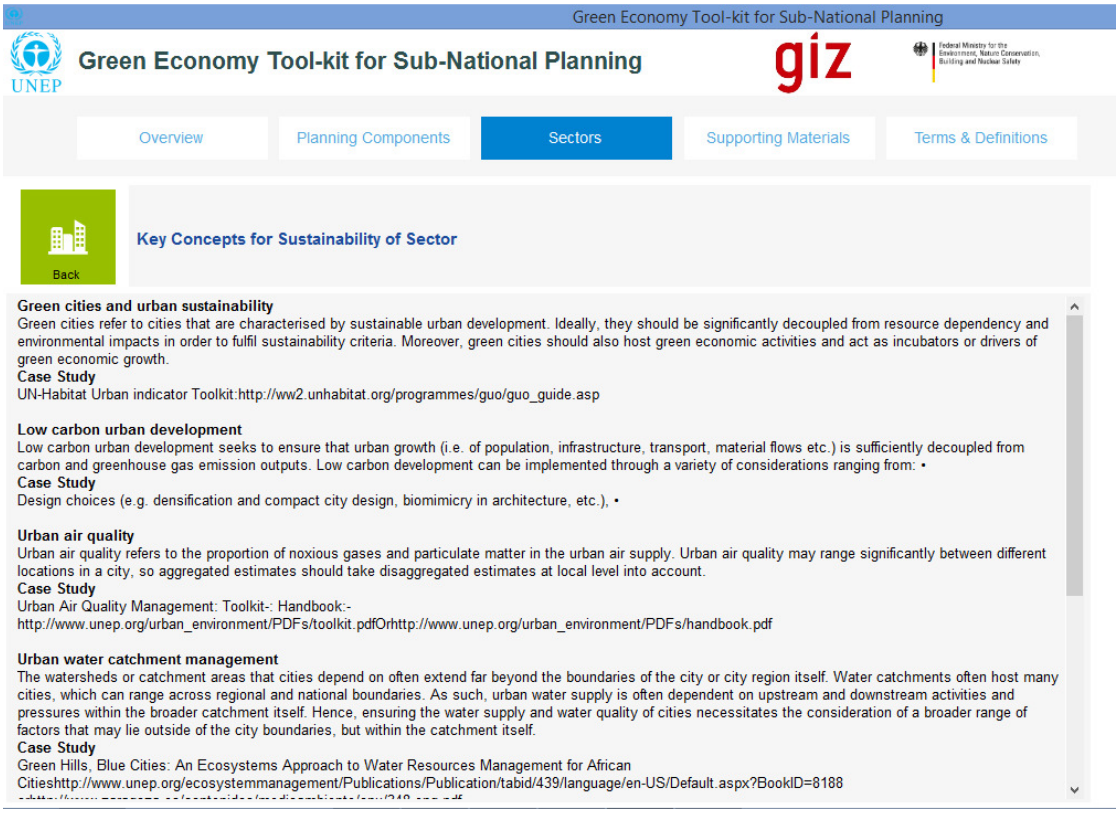
- Select "Importance of sector and sector imperatives" tab to view a full explanation of the importance of this sector with respect to green economic development. For example, see Figure 42 below. The scroller provided on the right hand side of the text box can be used to view more text as the user reads through the text.
- Select the "Next" tab on the bottom right hand side of the screen to view the next sub-section of the "Importance of Sector" screen, and repeat until all sections have been read and understood.
    - When completed, select the "Back" button on the top left hand side of the screen in order to return to the "Sustainable Built Environment and Planning" 5-Step guideline page as shown in Figure 41 above.

Figure 42: Importance of Sector



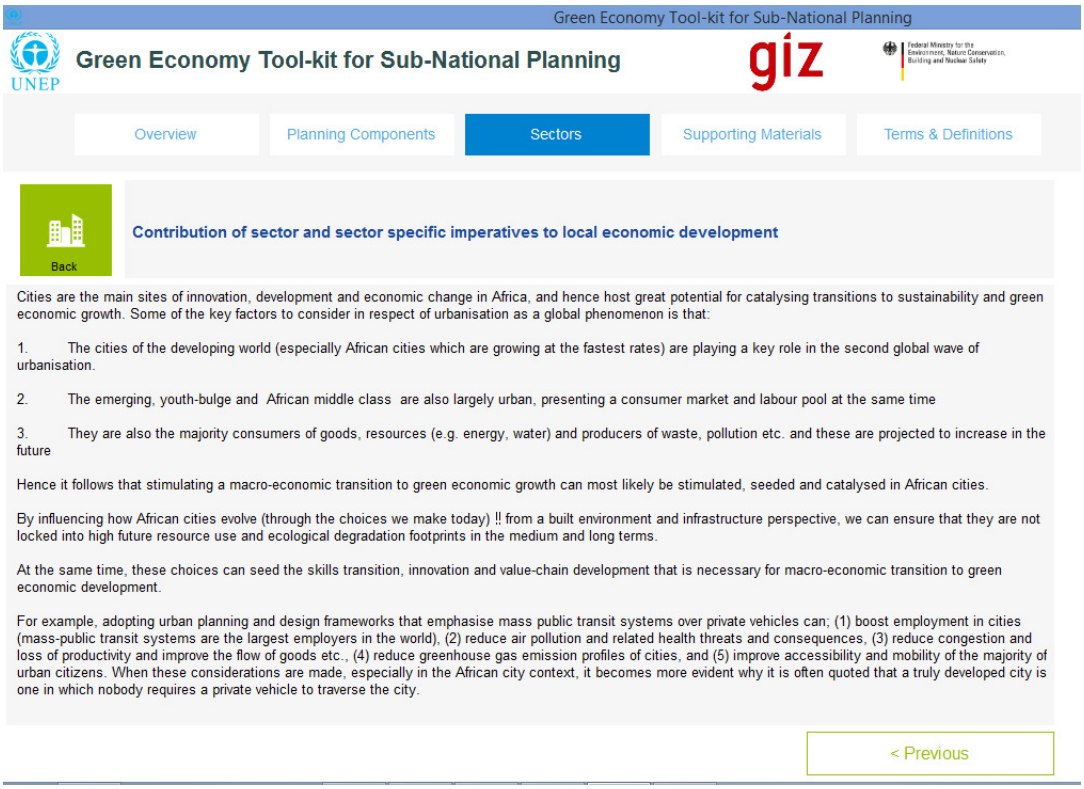
- Then select the “Key concepts concerning sector and sector specific imperatives” tab, and navigate through to the page shown in Figure 43. On this screen, explanations of key concepts, as well as relevant case studies are provided for the user to obtain an adequate understanding of them.
    - When completed, select the “Back” button again on the top left hand side of the screen in order to return to the “Sustainable Built Environment and Planning” 5-Step guideline page as shown in Figure 41 above.

Figure 43: Key Concepts for Sustainable Built Environment and Urban Planning Sector



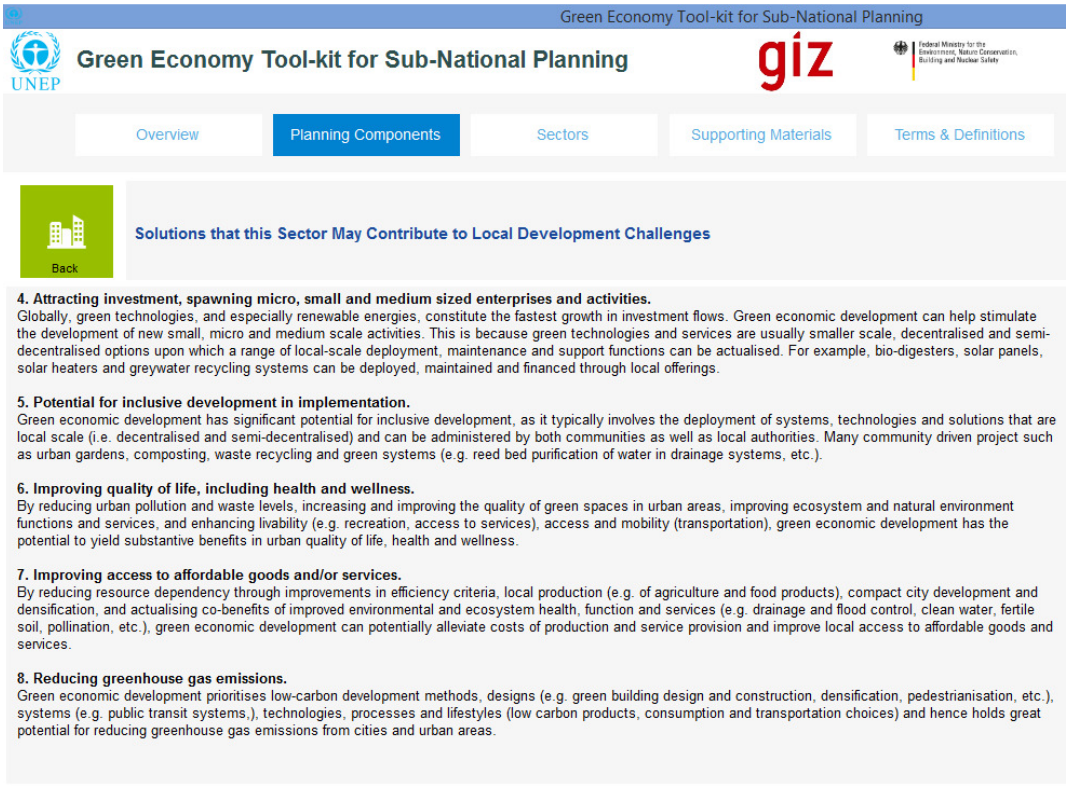
- Then select the “Contribution of sector and sector specific imperatives to local economic development” tab and proceed to screen containing an account of how local economic development can benefit from the green economic development prerogatives of the selected sector (see Figure 44).
    - When completed, select the “Back” button again on the top left hand side of the screen in order to return to the “Sustainable Built Environment and Planning” 5-Step guideline page as shown in Figure 41 above.

Figure 44: Contribution of Sector and Sector Specific Imperative to Local Economic Development Page



- Then select the “Solutions that Contribute to Local Economic Development” tab and proceed to screen (see Figure 45) containing an account of what solutions can be implemented for local economic development from this sector.

Figure 45: Solutions that this Sector Contributes to Local Economic Development

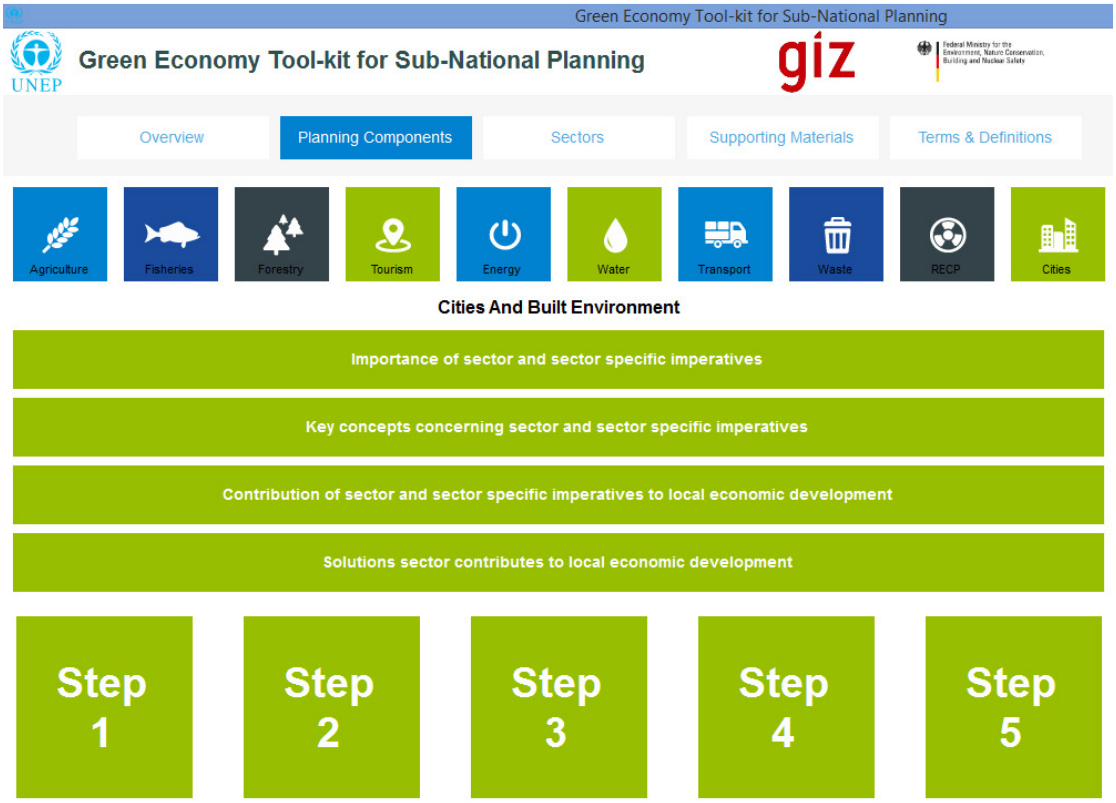


In the next few sub-sections of section 4, steps 1-5 of sectoral planning guidelines are mapped out using the "Sustainable Built Environment and Urban Planning" sector as an example. For sectoral planning, it is envisaged that planning be conducted by sector experts and sector planners, who can conduct cross-sector interactions where necessary to verify the veracity of their sector specific plans. The extent of the inclusivity of sectoral planning processes is not envisaged to be as broad as that of the foundational planning phase, except where planners deem it necessary to broaden the extent of their engagement in the planning process itself.

4.2 Step 1: Mapping Sub-National Sector Priority Actions

Step 1 of the sectoral planning phase involves distilling the outputs of the planning workshop conducted in the foundational phase for the particular sector under consideration (e.g. fisheries, energy, etc.). The outputs of the foundational phase involve a full analysis of the sub-national region (e.g. resource profiles, etc.) and stipulating a set of priority areas for green economic development in the sub-national planning region. This provides a basis for step 1 of the sectoral planning process, and can be drawn on to formulate a short report for the sector that spans approximately 2-5 pages. In the example provided in this section, the sector of concern is the "Sustainable Built Environment and Urban Planning" sector. A detailed description of Step 1 is provided in the text box on the left hand side of the screen in Figure 47 below. The recommended tool (i.e. Tool 1.1) stipulates the outline for a report that will summarise the outputs of the foundational phase as they pertain to the sector being planned for.

Figure 46: Sustainable Built Environment and Urban Planning" 5-Step Planning Guideline



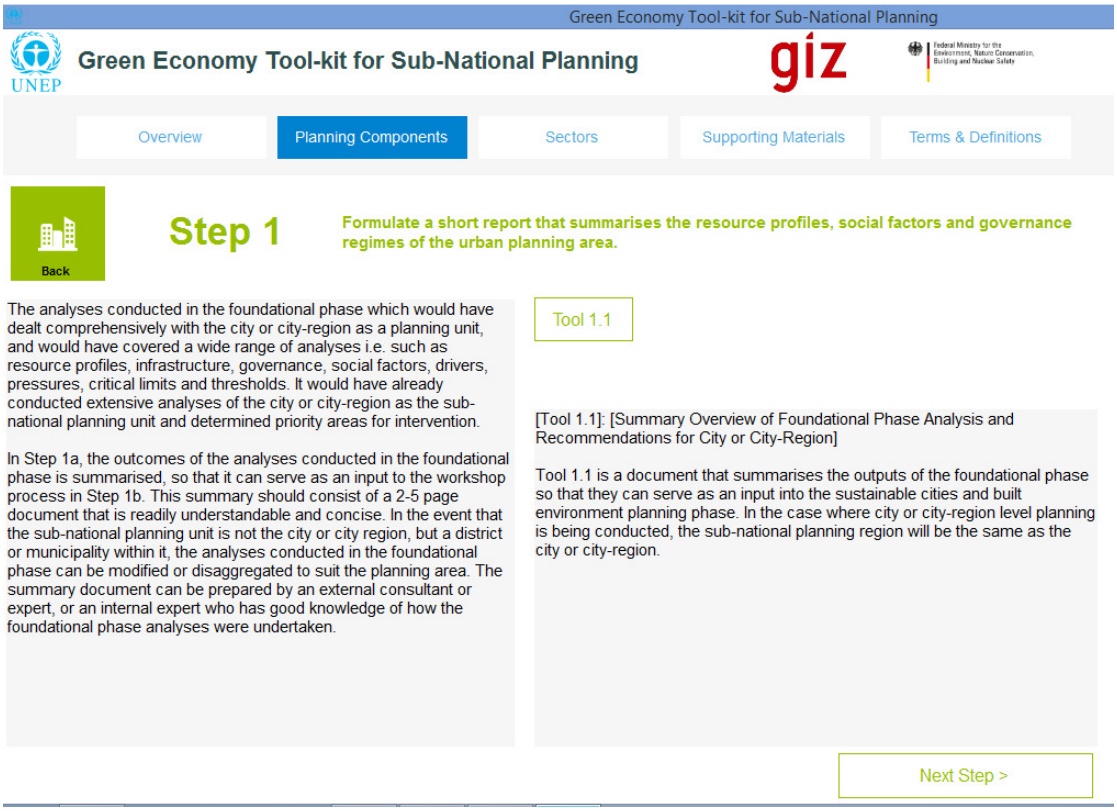
User Step 1.1: Select "Step 1" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 46. The user will then navigate through to the screen describing the task assigned by Step 1 of the sector planning guideline, as shown in Figure 47 below.

In the text box on the left hand side of the screen in Figure 47 below, a brief description of what is involved in completing Step 1 is provided (i.e. "Formulate a short report that summarises the resource profiles, social factors and governance regimes of the urban planning regime…"). Read through the brief description in order to get a feel for what is

involved in executing Step 1. Note that the prescribed guideline for step 1 in this sector may vary from others.

User Step 1.2: On the right hand side of the screen in Figure 47 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 1. In order to view a summary of the recommended tool (e.g. Tool 1), select the "Tool 1.1" tab that is shown in blue above the text box on the right hand side of the page shown in Figure 47.

Figure 47: Step 1 of Sector Planning Process - Sustainable Built Environment and Urban Planning



The user will be navigated through to the "Tool Summary Overview" page 1 for the recommended tool, which is shown in Figure 48. Once the user has navigated to the "Tool Summary Overview" page 1, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Note #1: Generally, the tool summary overview page will contain two options:

- A single recommended tool: If only one recommended tool is provided then read through the tool summary in order to obtain a short explanation of the purpose of the tool and what is entailed in implementing it. Thereafter, click on the link provided in order to view the full document (if available and applicable) that the tool summary overview is based on.
- A recommended tool that has embedded sub-tools: If the recommended tool requires that one or several sub-tools be used, then in order to view a sub-tool, please click on the blue tabs provided in order to view the tool summary overview of the sub-tool. This

will navigate the user through to a tool summary overview of the selected "sub-tool". The user can read through the tool summary overview of the sub-tool in order to get an idea of its purpose and what is entailed in applying the tool, where-after the user can click on the link provided in order to view the full underlying documentation of the sub-tool (if available or applicable).

- Additional/optional tools: In some cases, additional or optional tools are also provided for the user's convenience. Often these options require higher skills levels and/or more time and effort to make use of, so they are provided in the event that the skills and resources are available to the users.

In this case, Tool 1.1 is the only recommended tool presented to the user, and there are no sub-tools (e.g. a hypothetical Tool 1.1.1).

User Step 1.3: Select the "Next" tab on the bottom right hand side of the screen in Figure 48 in order to navigate through to the next page (i.e. "Tool Summary Overview" page 2). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 49).

Figure 48: Cities and Built Environment - Tool Summary Overview for Tool 1.1. Page 1

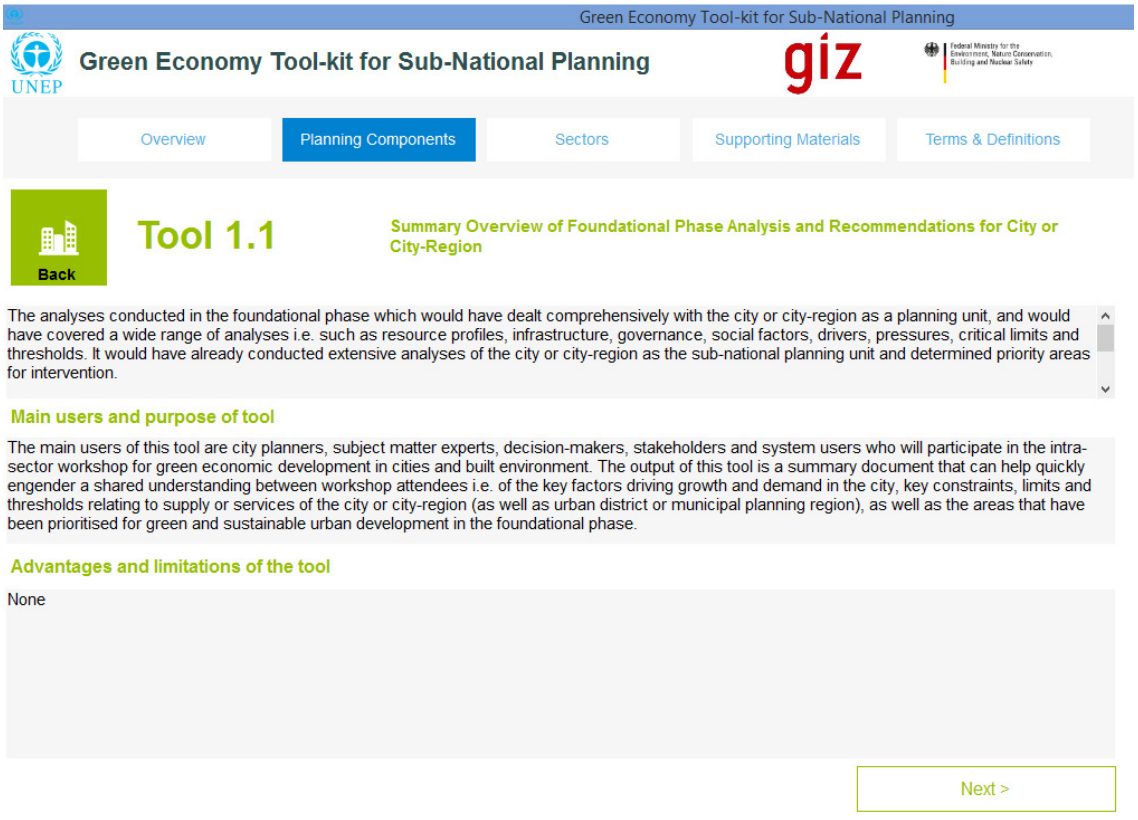
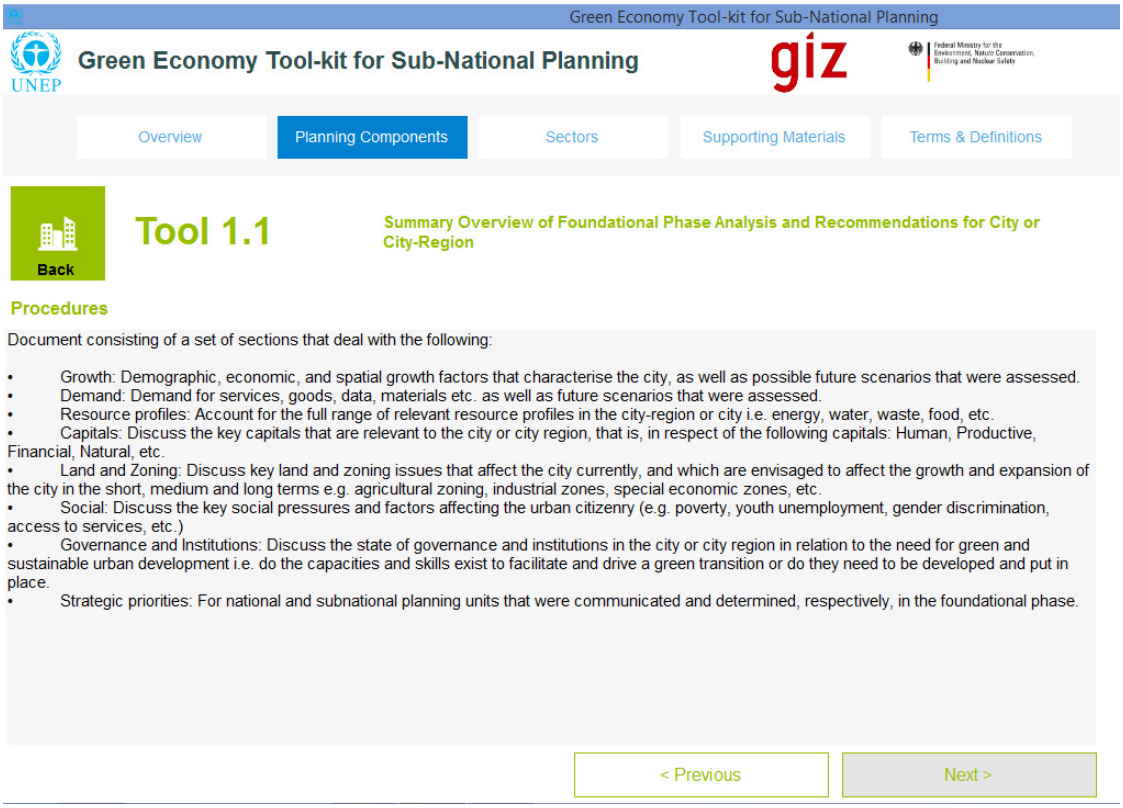
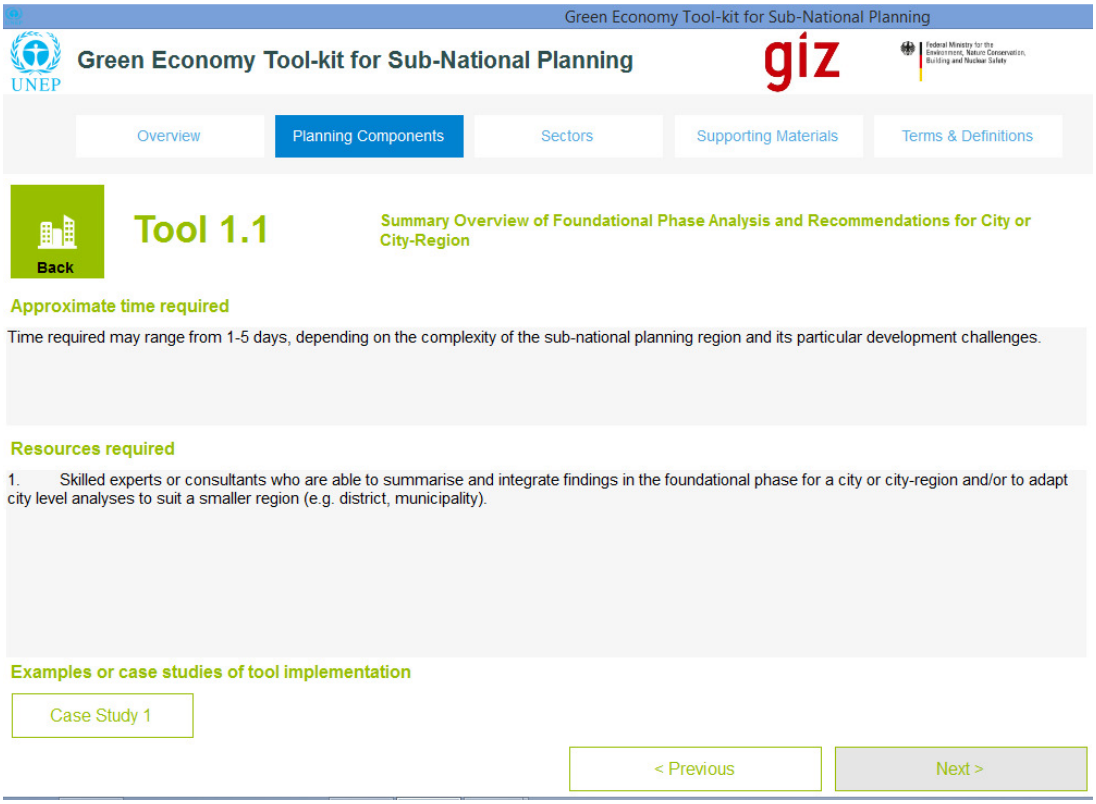


Figure 49: Cities and Built Environment - Tool Summary Overview for Tool 1.1. Page 2



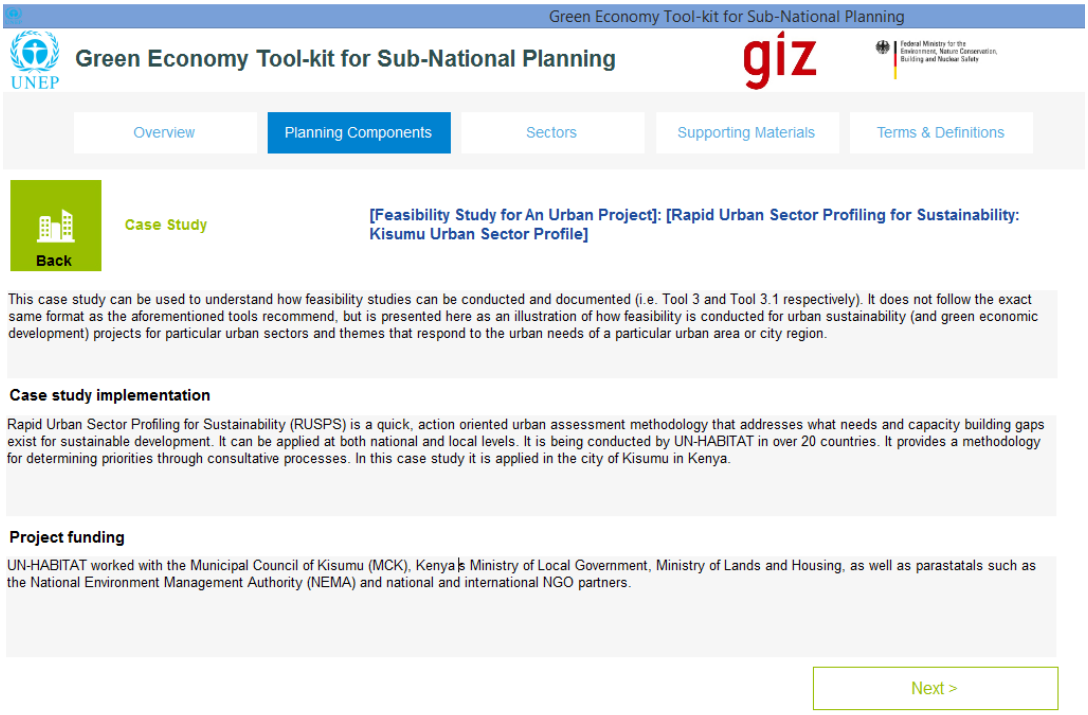
User Step 1.4: After the set of steps or procedures that are required for implementation of the tool have been reviewed and understood, the user can then select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 49) in order to navigate through to the "Tool 1.1 Summary Overview" page 3 (as shown in Figure 50 below).

Figure 50: Cities and Built Environment - Tool Summary Overview for Tool 1.1 Page 3



User Step 1.5: Page 3 of tool summary overview contains a "Case Study 1" tab (see Figure 50 above), which the user can select in order to view the "Case Study 1 Summary Overview" for Tool 1.1. The first page of the case study summary overview is shown in Figure 51 (i.e. "Case Study 1 Summary Overview" Page 1).

Figure 51: Cities and Built Environment: Case Study Summary Page 1 for Tool 1.1.



User Step 1.6: Select the "Next" tab on the bottom right hand side on the screen showed above in Figure 51 in order to navigate through to the next page of the case study summary overview (i.e. as shown in Figure 52). When the user has navigated through to the last page of the case study summary overview, and read through the overview, the user can then select the "Open Document" tab shown on the bottom left hand side of the screen (i.e. see Figure 52) below in order to view the full documentation from which the case study summary overview was composed (i.e. as shown in Figure 53).

Figure 52: Cities and Built Environment - Case Study Summary Page 2 for Tool 1.1.

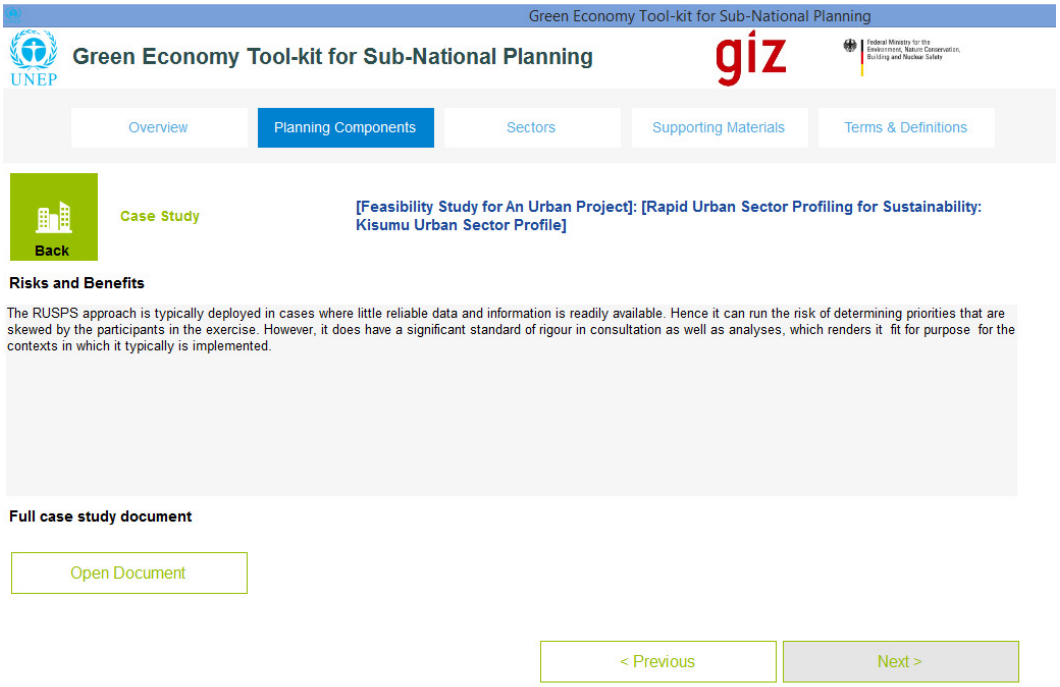
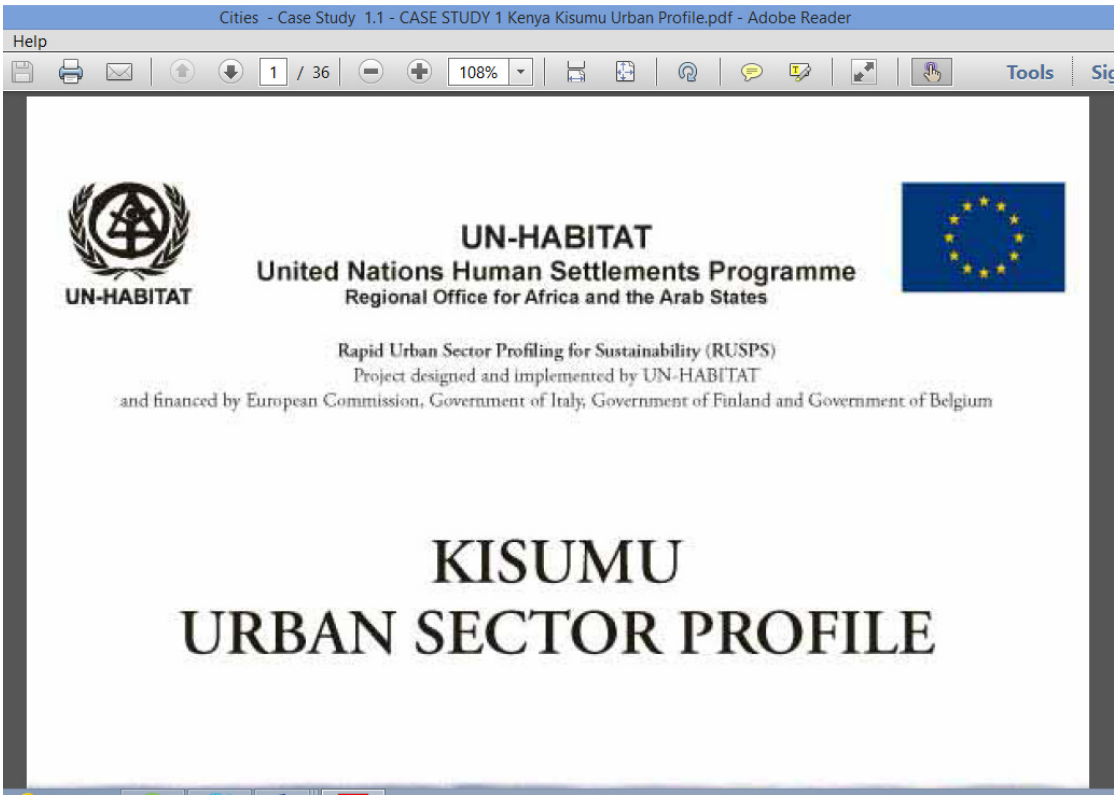


Figure 53: Cities and Built Environment - Case Study Document for Tool 1.1



When viewing that full case study document (i.e. as shown below in Figure 53), the user can get a full understanding of how the tool can be implemented (in this case Tool 1.1), and

obtain a detailed account of the implementation factors that must be taken into account when making use of the tool.

User Step 1.7: Once step 1 has been completed, click on the green "Step 2" tab on the bottom right hand side of the page in order to navigate to the next step in the sector planning process, or select "Step 2" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 46. The user will then navigate through to the screen describing the task assigned by Step 2 of the sector planning guideline, as shown in Figure 54 in the next section.

4.3 Step 2: Identify a Set of Sector Options for Implementing Priority Actions

Step 2 involves determining a sector specific set of green economic development options for the particular sub-national planning region, drawing on the input from Step 1, and conducting a mapping of different options that can service the priorities of the national green economic development plan, as well as the priorities of the sub-national planning region, at the same time. For the sector example that is being used in this section (i.e. "Sustainable Urban Planning and Built Environment"), a detailed account of Step 2 is provided below on the left hand side of the screen in Figure 54. The recommended tool provides guidelines on how to conduct a mapping of green urban development options for cities and built environment.

User Step 2.1: In the text box on the left hand side of the screen in Figure 54 below, a brief description of what is involved in completing Step 2 is provided. Read through the brief description in order to get a feel for what is involved in executing Step 2. Note that the prescribed guideline for step 2 in this sector may vary from others.

User Step 2.2: On the right hand side of the screen in Figure 54 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 2. Select "Tool 2.1" in the green tab above the text box on the right hand side of the screen (see Figure 54 below) in order to view the "Tool Summary Overview" page 1 for the recommended tool (see Figure 55). Once the user has navigated to the "Tool Summary Overview" pages, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Figure 54: Step 2 of Sector Planning Process: Identifying Options for Key Priority Actions

User Step 2.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 55) in order to navigate through to the "Tool 2.1 Summary Overview" page 2 (as shown in Figure 56 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 56 below). ***Note #1*** from section 4.2 applies to the "Tool Summary Overview" Page 2.

Figure 55: Cities and Built Environment: Tool Summary Overview for Tool 2.1 Page 1

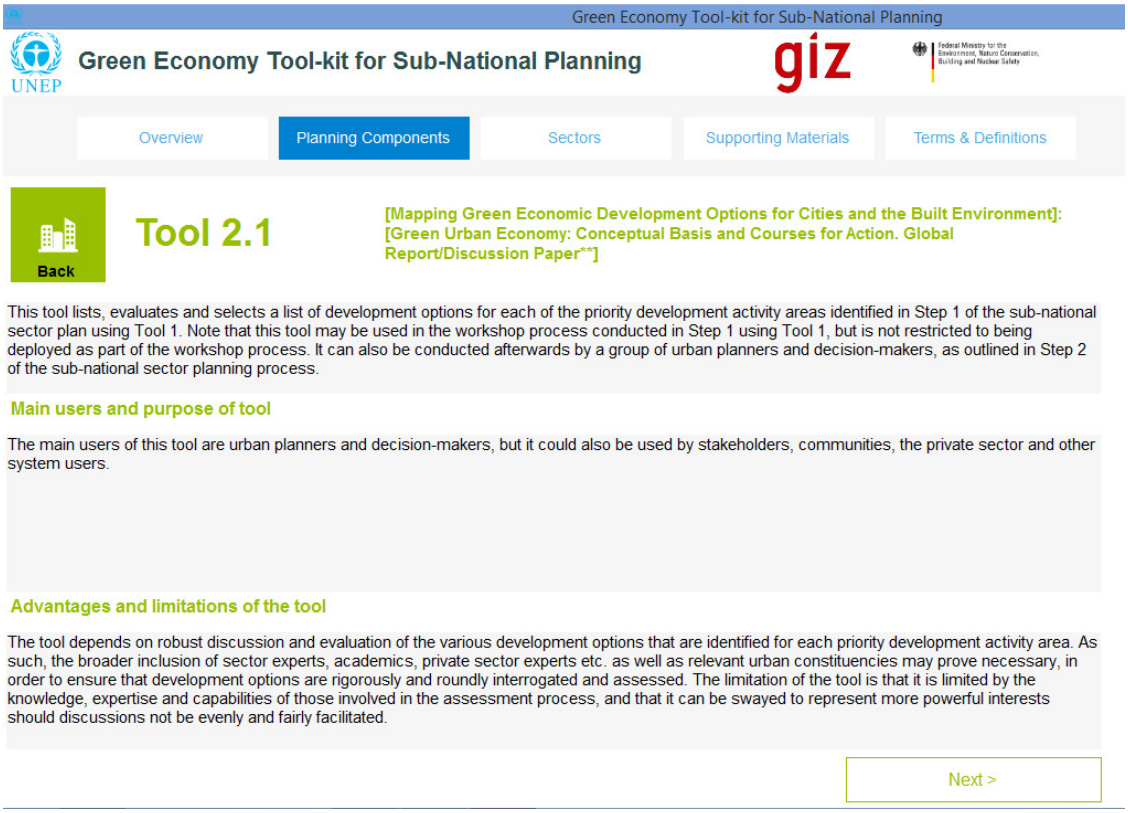
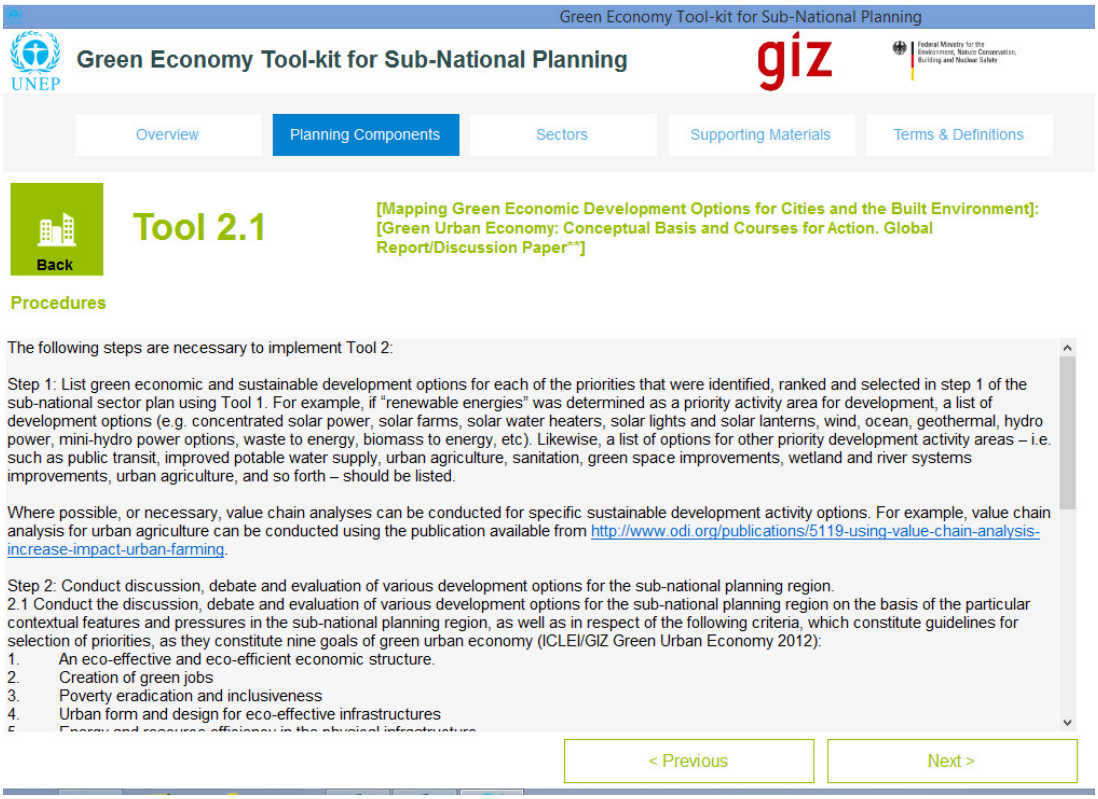


Figure 56: Cities and Built Environment: Tool Summary Overview for Tool 2.1 Page 2



Then follow the same sub-steps that were undertaken in Step 1 (i.e. sub-step 1.4 to 1.6) for Step 2, in order to complete the requirements for Step 2 (i.e. label them steps 2.4 to 2.6). These steps enable the user to view the rest of the tool summary overview for Tool 2.1, as well as the case study summary overview and the full case study document associated with it.

User Step 2.7: Once this step has been completed, click on the green "Step 2" tab on the bottom right hand side of the page in order to navigate to the next step in the sector planning process, or select "Step 3" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 46. The user will then navigate through to the screen describing the task assigned by Step 3 of the sector planning guideline, as shown in Figure 57 in the next section.

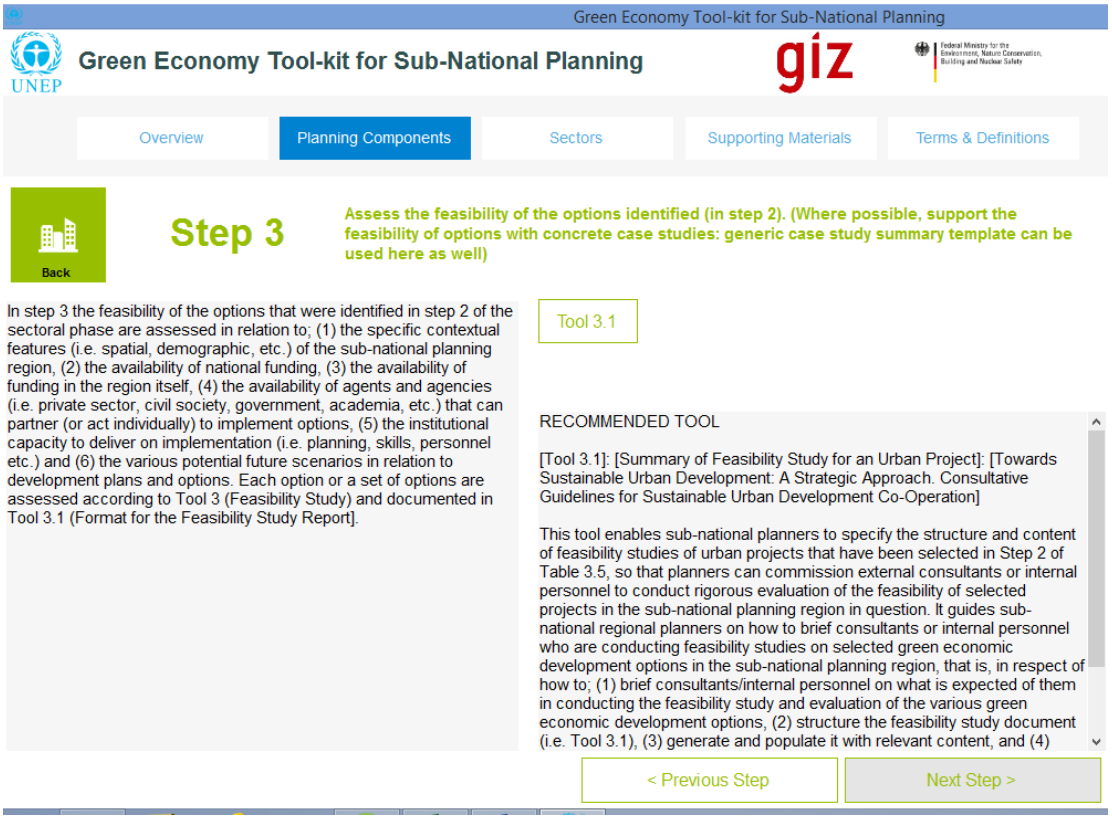
4.4 Step 3: Conduct Feasibility Assessment of Selected Sector Options

Step 3 involves conducting feasibility assessments of the green economic development options that were identified and prioritised in Step 2 of the sectoral planning process. A multi-dimensional feasibility analysis is required for the sector (i.e. social, economic and environmental) in order to meet the objectives of green economic development agendas. Step 2 (as applied to "Sustainable Urban Planning and Built Environment") is outlined in more detail in the text box on the left hand side of the screen in Figure 57 below. The recommended tool (i.e. Tool 3.1) stipulates guidelines for conducting feasibility on urban projects, which is applied to green urban development options in this case.

User Step 3.1: In the text box on the left hand side of the screen in Figure 57 below, a brief description of what is involved in completing Step 3 is provided. Read through the brief description in order to get a feel for what is involved in executing Step 3. Note that the prescribed guideline for step 3 in this sector may vary from others.

User Step 3.2: On the right hand side of the screen in Figure 57 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 2. Select "Tool 3.1" in the green tab above the text box on the right hand side of the screen (see Figure 57 below) in order to view the "Tool Summary Overview" page 1 for the recommended tool (see Figure 58). Once the user has navigated to the "Tool Summary Overview" pages, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Figure 57: Step 3 of Sector Planning: Feasibility Assessment of Selected Options for Sector



User Step 3.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 58) in order to navigate through to the "Tool 3.1 Summary Overview" page 2 (as shown in Figure 59 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 56 below). ***Note #1*** from section 4.2 applies to the "Tool Summary Overview" Page 2.

Figure 58: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 1

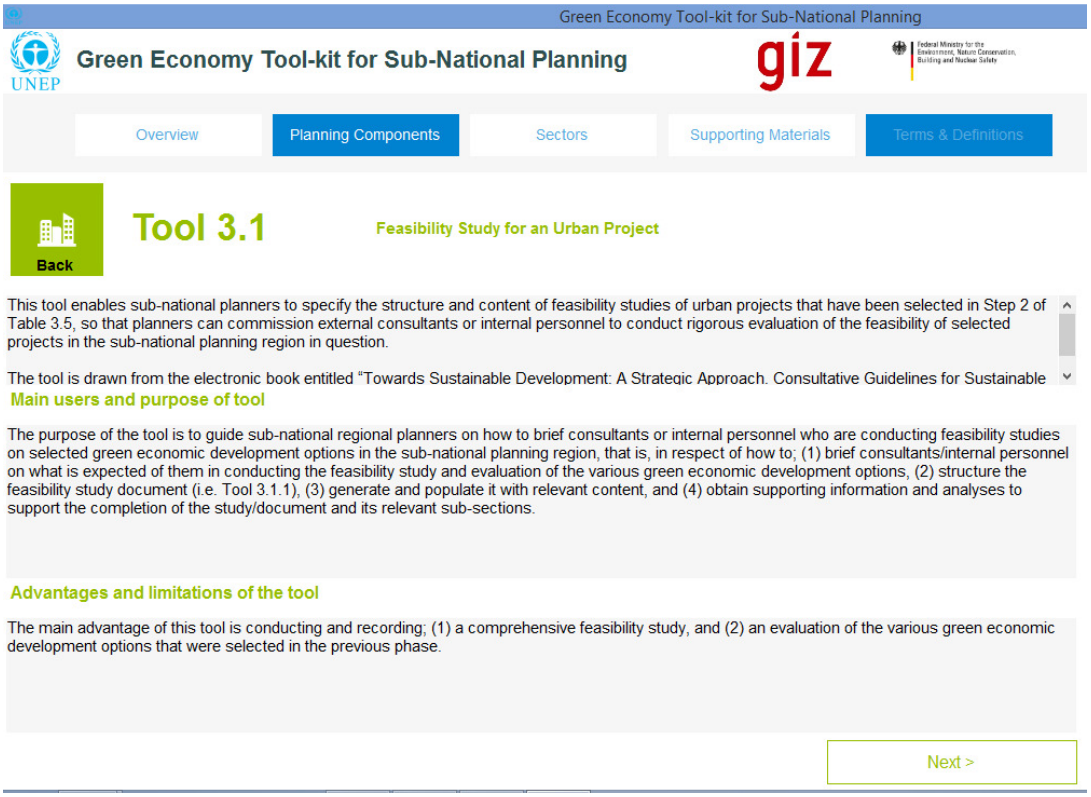


Figure 59: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 2

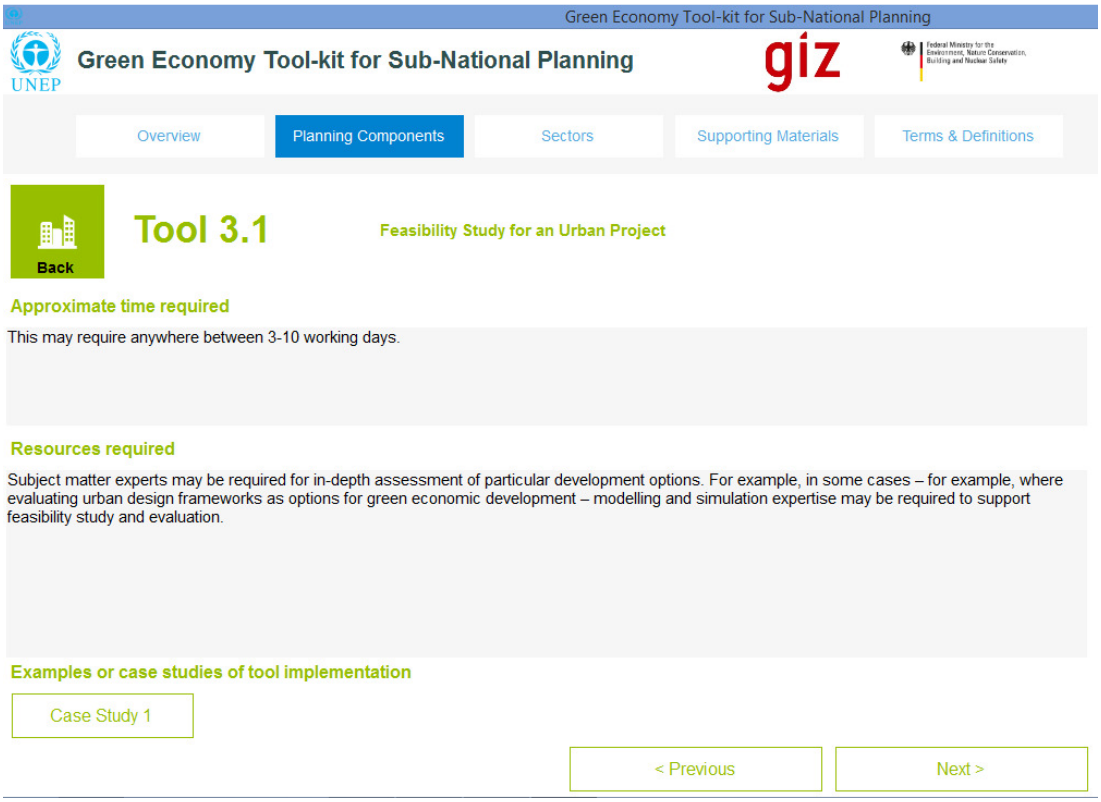
User Step 3.4: The user will observe that when viewing the "Procedures" screen of the "Tool Summary Overview" for Tool 3.1, a *sub-tool* is named (i.e. Tool 3.1.1) as required for the procedures outlined for Tool 3.1. In the case of Tool 3.1, Tool 3.1.1 is embedded within 3.1 (***Note #1*** from section 4.2). Note that for steps in other sectors, more than one sub-tool may be required in order to conduct the procedures associated with a particular tool.

In the next step we will return to the sub-tool 3.1.1. At this stage, however, the user may want to view the final page of the tool summary overview of Tool 3.1, and the user can do this simply by selecting the "Next" tab on the bottom right hand side of the screen, after which the user will be navigated through to the screen shown in Figure 60 below.

From this screen (i.e. Figure 60), the user can then follow the same sub-steps that were undertaken in Step 1 (i.e. sub-step 1.5 to 1.6) for Step 3, so that the user can view the rest of the tool summary overview for Tool 4.1, as well as the case study summary overview and the full case study document associated with it.

In order to view the sub-tool 3.1.1, however, the user can select the "Tool 3.1.1" tab on the top right hand side of the screen shown in Figure 59 above. This will navigate the user through to the screen shown in Figure 61 (i.e. page 1 of "Tool Summary Overview" of "Tool 3.1.1") in the next step 3.5.

Figure 60: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 3



User Step 3.5: The user has now navigated to Page 1 of the tool summary overview of Tool 3.1.1, and can read through a description of the tool, its main users and advantages and disadvantages. In order to view page 2 of the tool summary overview of Tool 3.1.1 the user can select the next tab on the bottom right hand side of the screen. The user will then be

navigated through to page 2 of the tool summary overview of Tool 3.1.1 (as shown in Figure 62).

Figure 61: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 1

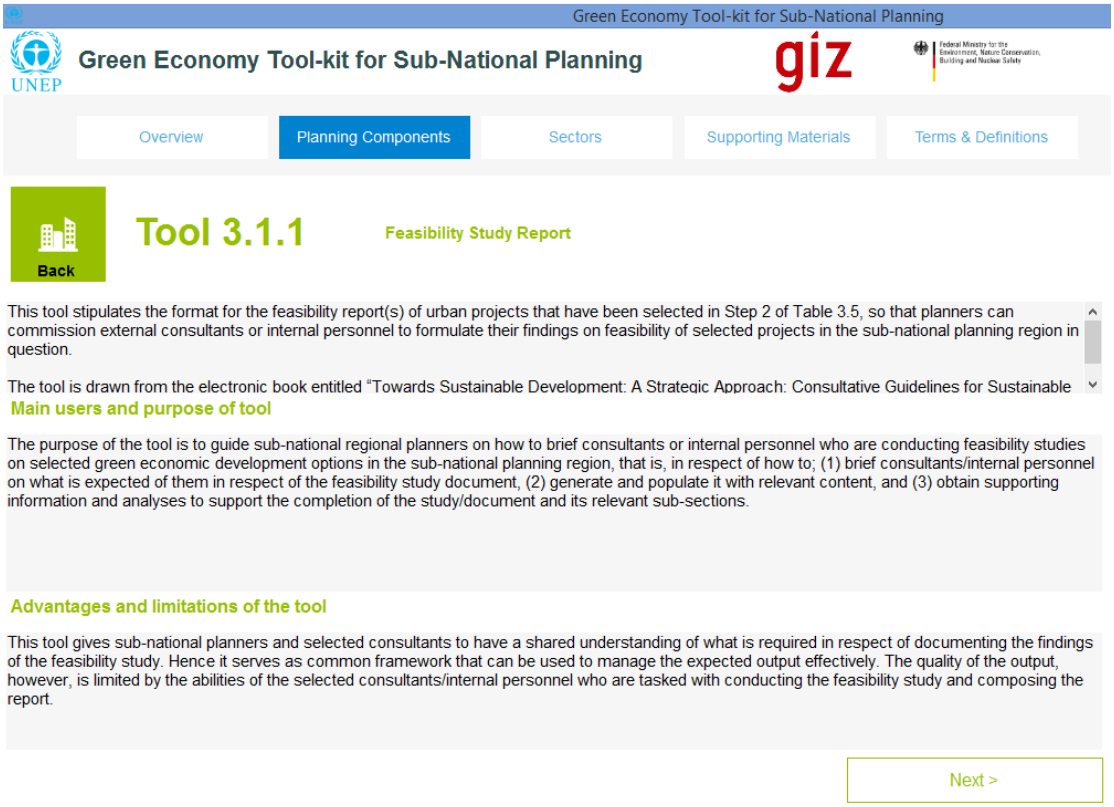
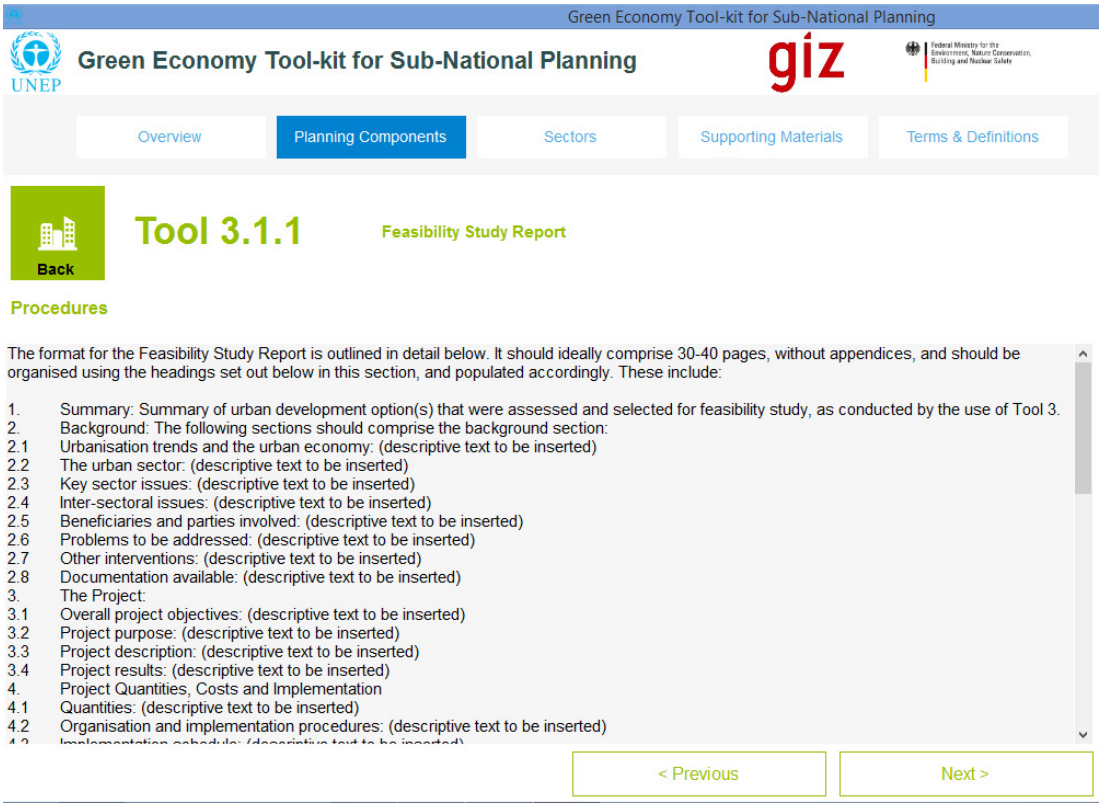


Figure 62: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 2



User Step 3.6: Page 2 of the tool summary overview for Tool 3.1.1 is shown above in Figure 62. This page contains the "Procedures" that must be undertaken in order to implement Tool 3.1.1. The user can review the procedures closely in order to get an idea of how to proceed.

User Step 3.7: Once the user has familiarised themselves with the procedures outlined on page 2 of the tool summary overview for Tool 3.1.1, the user can then view the pages 3 and 4 of the tool summary overview by clicking on the "next" tab at the bottom of the screen. The user will be navigated through to the screens shown below in Figure 63 and Figure 64 respectively.

Note that on page 3 (i.e. Figure 63), no case study has been made available to illustrate the use of Tool 3.1.1. Note that in the case of other sectors or steps, case studies may indeed be available to help the user obtain a better idea of how to make use of the respective tool.

By navigating through to page 4 (i.e. Figure 64) the user can obtain the supporting documentation and web-links in the "References for tool" section, so that the user can obtain a more detailed account of how the tool has been conceived or implemented, and so forth.

Figure 63: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 3

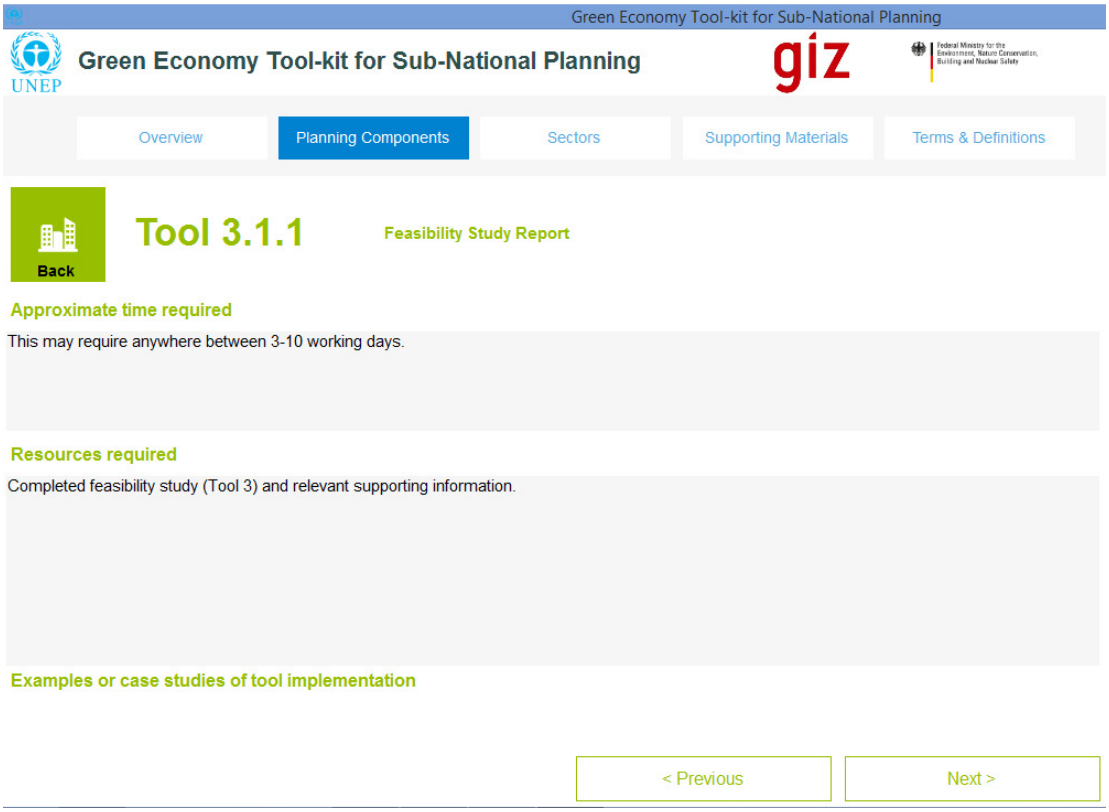
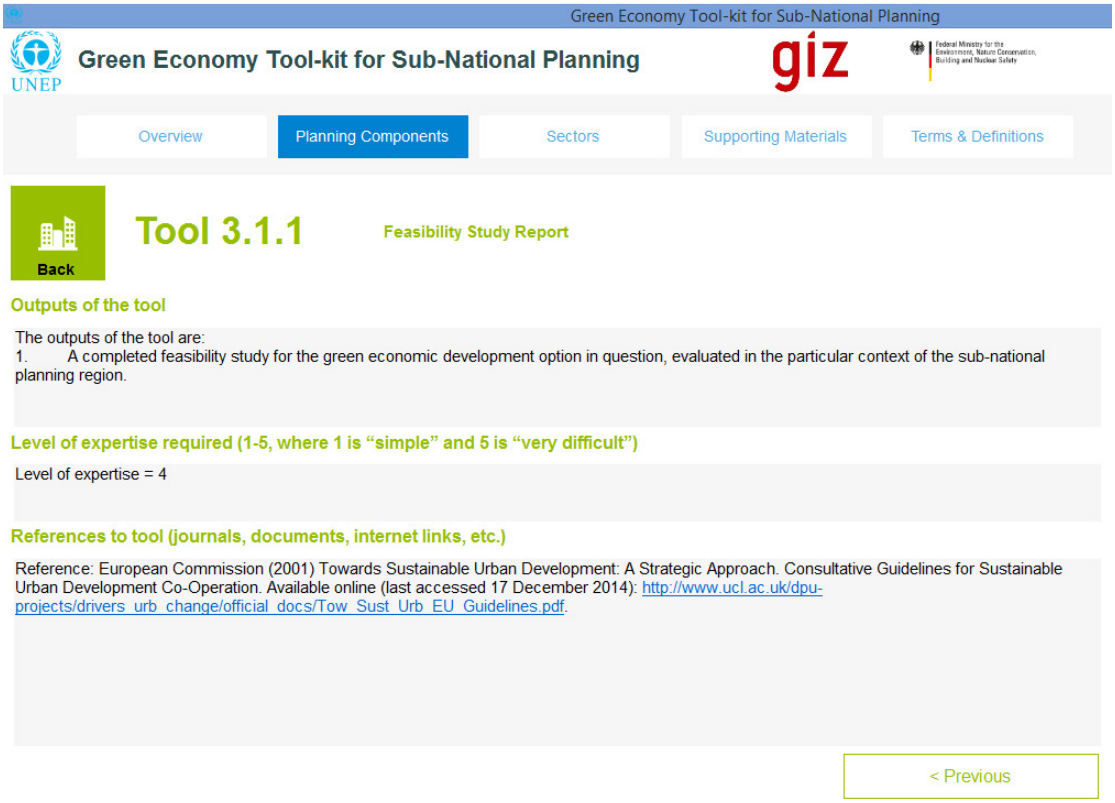


Figure 64: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 4



User Step 3.8: After the user has completed reviewing the sub-tool (i.e. Tool 3.1.1 in this case), and wants to return to the "Procedures" section of Tool 3.1, the user can make use of the "Back" tab or alternatively the "Planning Components" tab at the top of the screen to navigate back to page 2 of the tool summary overview for Tool 3.1.

User Step 3.9: Once step 3 has been completed, click on the green "Step 4" tab on the bottom right hand side of the page in order to navigate to the next step in the sector planning process, or select "Step 4" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 57. The user will then navigate through to the screen describing the task assigned by Step 3 of the sector planning guideline, as shown in Figure 65.

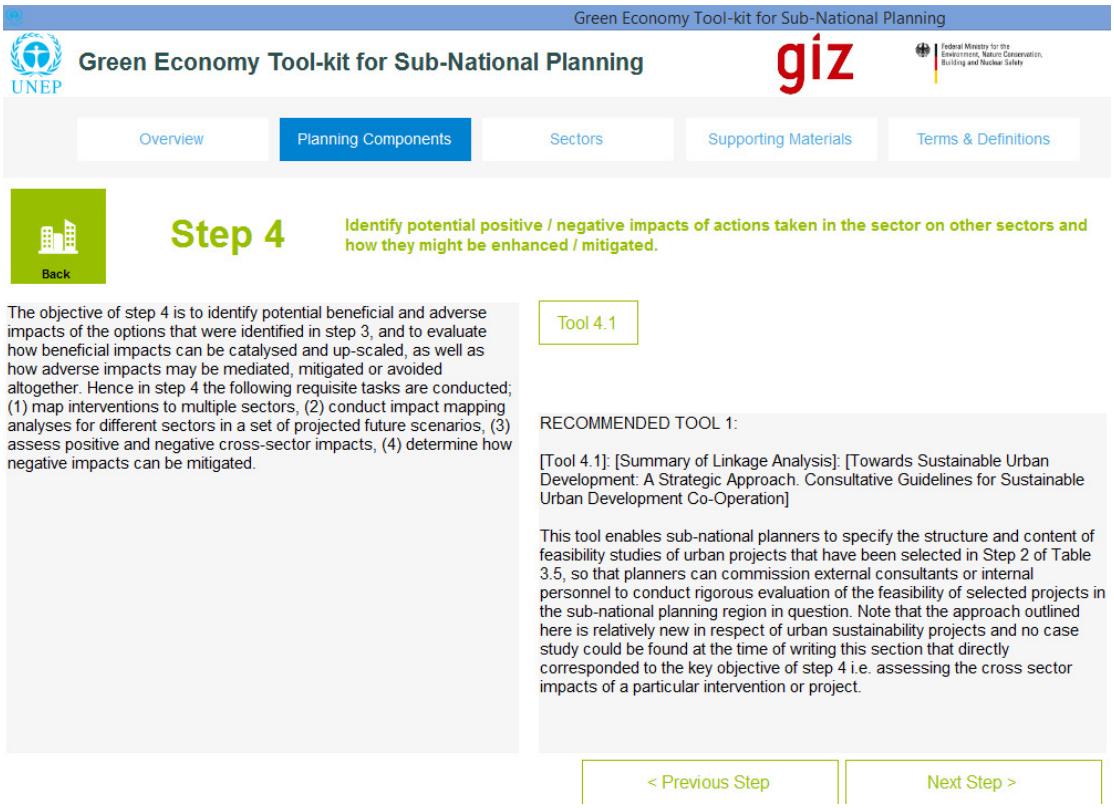
4.5 Step 4: Identify Cross-Sector Impacts of Selected Sector Options

Step 4 involves identifying and mapping the potential cross-sector impacts of the green economic development options that have been identified for the sector; on the other key sectors in the sub-national planning region. This is a critically important step, as it is at this stage that the potential for adverse or beneficial cross-sector impacts of green economic development options adopted for the sub-national planning region can be identified and included in the detailed sector development plans. Step 4 is described in the text box on the left hand side of the screen in Figure 65 more detail below. The recommended tool stipulates a set of guidelines for conducting a linkage analysis for the sector that has been chosen as an example in this section (i.e. "Sustainable Built Environment and Urban Planning").

User Step 4.1: In the text box on the left hand side of the screen in Figure 65 below, a brief description of what is involved in completing Step 4 is provided. Read through the brief description in order to get a feel for what is involved in executing Step 4. Note that the prescribed guideline for step 4 in this sector may vary from others.

User Step 4.2: On the right hand side of the screen in Figure 65 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 4. Select Tool 4.1 in the blue tab above the text box on the right hand side of the screen (see Figure 65 below) in order to view the "Tool Summary Overview" page 1 (see Figure 66) for the recommended tool. Once the user has navigated to the "Tool Summary Overview" pages, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Figure 65: Step 4 of Sectoral Planning: Identifying Cross Sector Impacts of Selected Development Options



User Step 4.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 66) in order to navigate through to the "Tool 4.1 Summary Overview" page 2 (as shown in Figure 67 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 67 below). ***Note #1*** from section 4.2 applies to the "Tool Summary Overview" Page 2.

Figure 66: Step 4 of Sector Planning: Tool Summary Overview of Tool 4.1 for Page 1

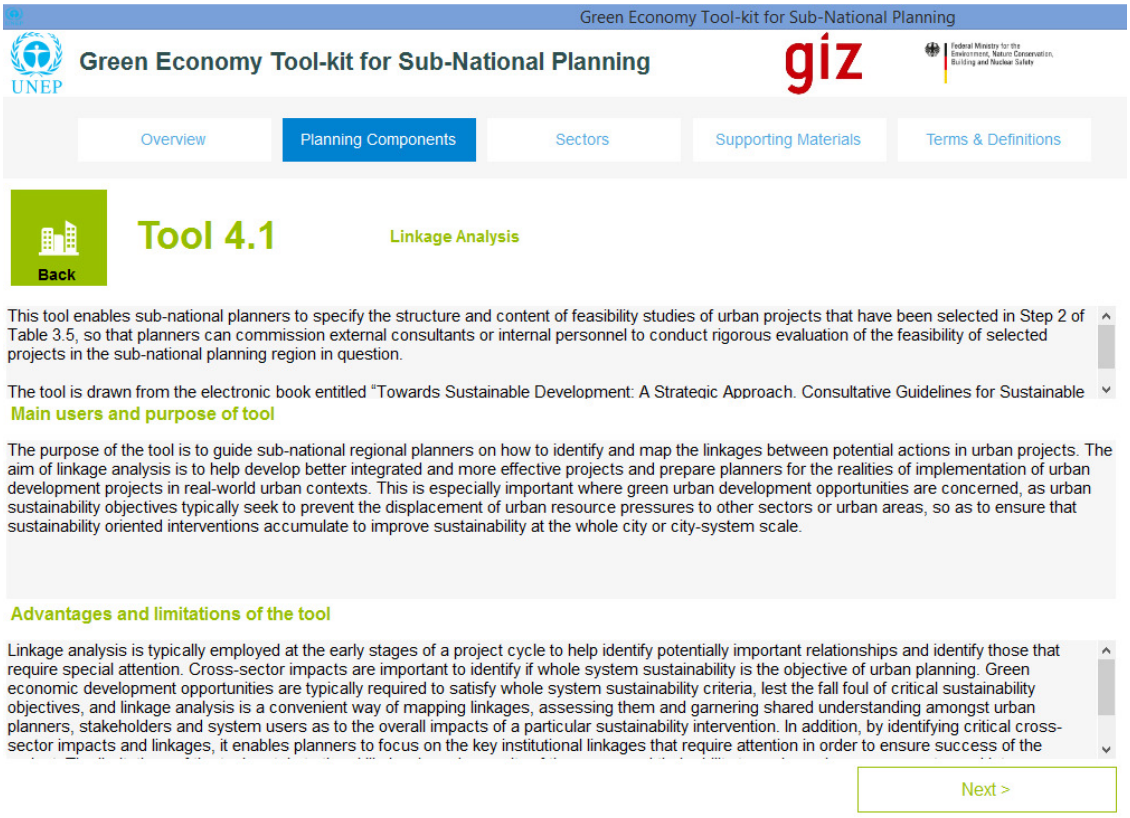
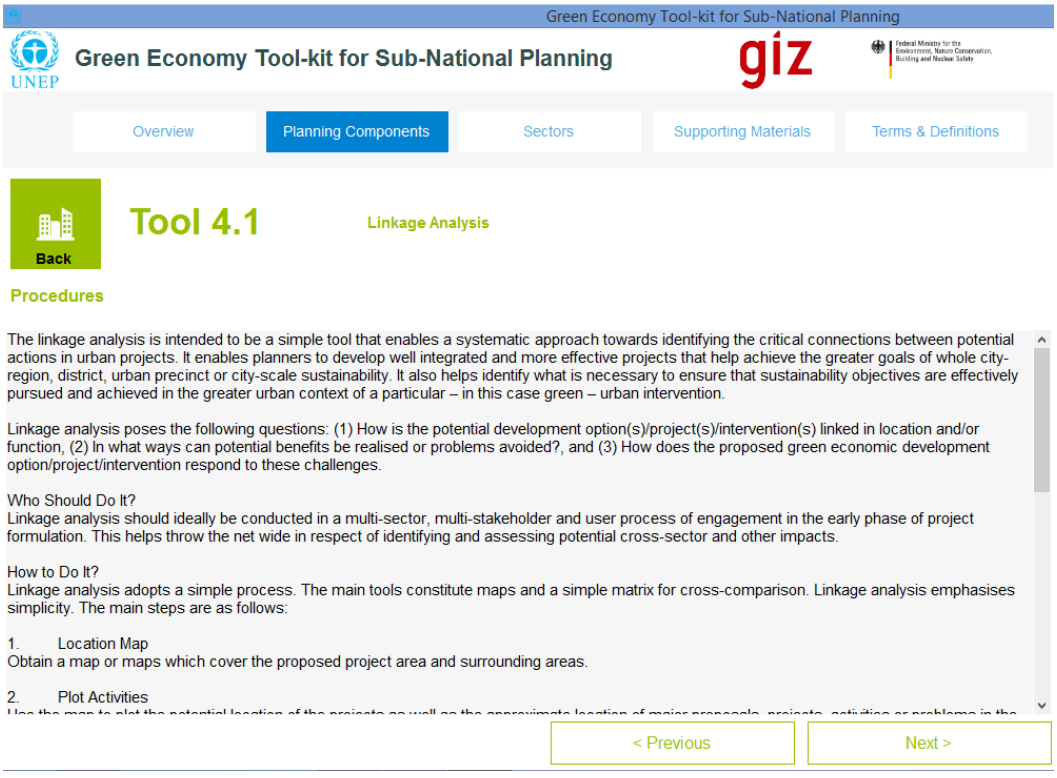


Figure 67: Step 4 of Sector Planning: Tool Summary Overview of Tool 4.1 for Page 2



Then follow the same sub-steps that were undertaken in Step 1 (i.e. sub-step 1.4 to 1.6) for Step 2, in order to complete the requirements for Step 2 (i.e. label them steps 4.4 to 4.6). These steps enable the user to view the rest of the tool summary overview for Tool 4.1, as well as the case study summary overview and the full case study document associated with it.

Step 4.7: Once this step has been completed, click on the green "Step 5" tab on the bottom right hand side of the page in order to navigate to the next step in the sector planning process, or select "Step 5" on the "Sustainable Built Environment and Urban Planning" screen shown above in Figure 46. The user will then navigate through to the screen describing the task assigned by Step 5 of the sector planning guideline, as shown in Figure 68.

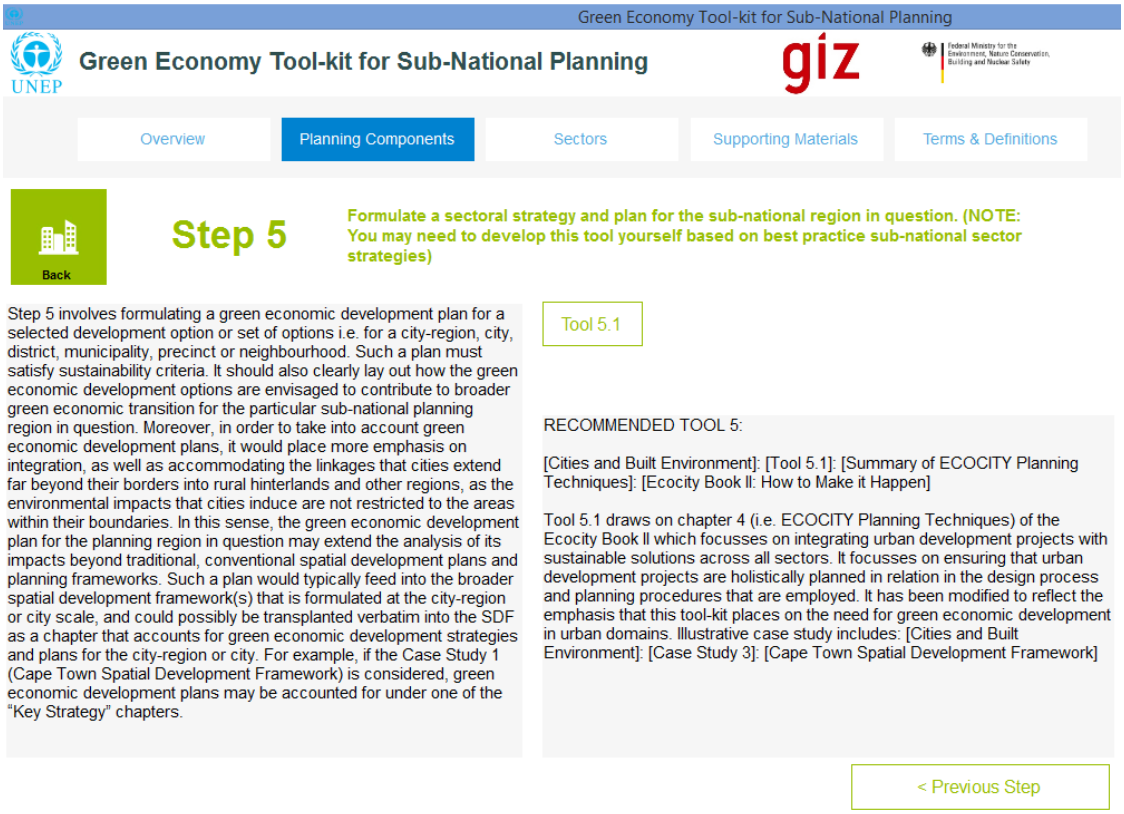
4.6 Step 5: Formulate and Document Sector Strategy and Implementation Plan for Sub-National Planning Region

Step 5 involves formulating a green economic development implementation plan for the sector. All the prior steps 1-4 all contribute to the development of a robust sector implementation plan. A more detailed description of the step is provided in the text box on the left hand side of the screen in Figure 68 below. The recommended tool (i.e. Tool 5.1) stipulates how the sector plan can be developed and documented for the "Sustainable Built Environment and Urban Planning" section that has been selected for illustrating the steps of the sectoral planning phase.

User Step 5.1: In the text box on the left hand side of the screen in Figure 68 below, a brief description of what is involved in completing Step 5 is provided. Read through the brief description in order to get a feel for what is involved in executing Step 5. Note that the prescribed guideline for step 4 in this sector may vary from others.

User Step 5.2: On the right hand side of the screen in Figure 68 below, a brief description is given of what the recommended tool (or tools) is/are for implementing Step 5. Select Tool 5.1 in the blue tab above the text box on the right hand side of the screen (see Figure 68 below) in order to view the "Tool Summary Overview" page 1 (see Figure 69) for the recommended tool. Once the user has navigated to the "Tool Summary Overview" pages, an account of how the recommended tool is to be used, and/or sub-tools that are required to implement the recommended tool can be read and interpreted.

Figure 68: Step 5 of Sector Planning: Formulate and Document Sector Implementation Plan



User Step 5.3: Select the "Next" tab on the bottom right hand side of the screen (i.e. in Figure 69) in order to navigate through to the "Tool 5.1 Summary Overview" page 2 (as shown in Figure 70 below). Page 2 of the "Tool Summary Overview" page contains a brief account of the set of steps or "Procedures" that must be undertaken by the user in order to implement the tool (as shown in Figure 67 below). ***Note #1*** from section 4.2 applies to the "Tool Summary Overview" Page 2.

Figure 69: Step 5 of Sector Planning: Tool Summary Overview of Tool 5.1 for Page 1

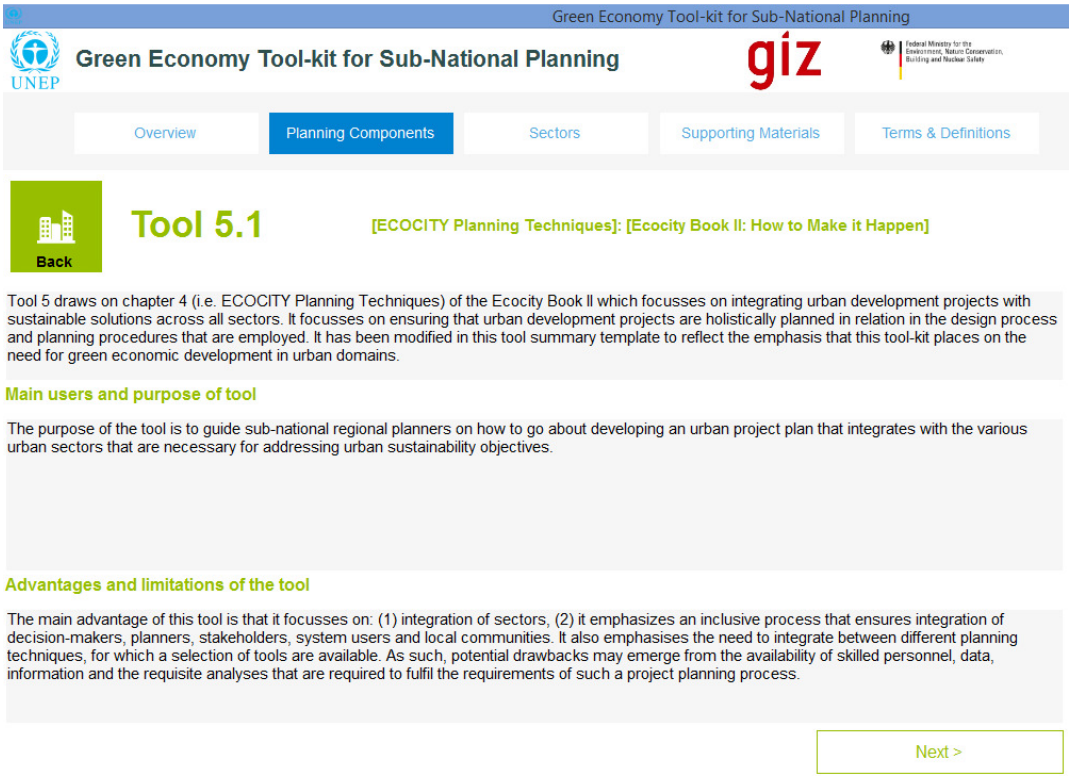
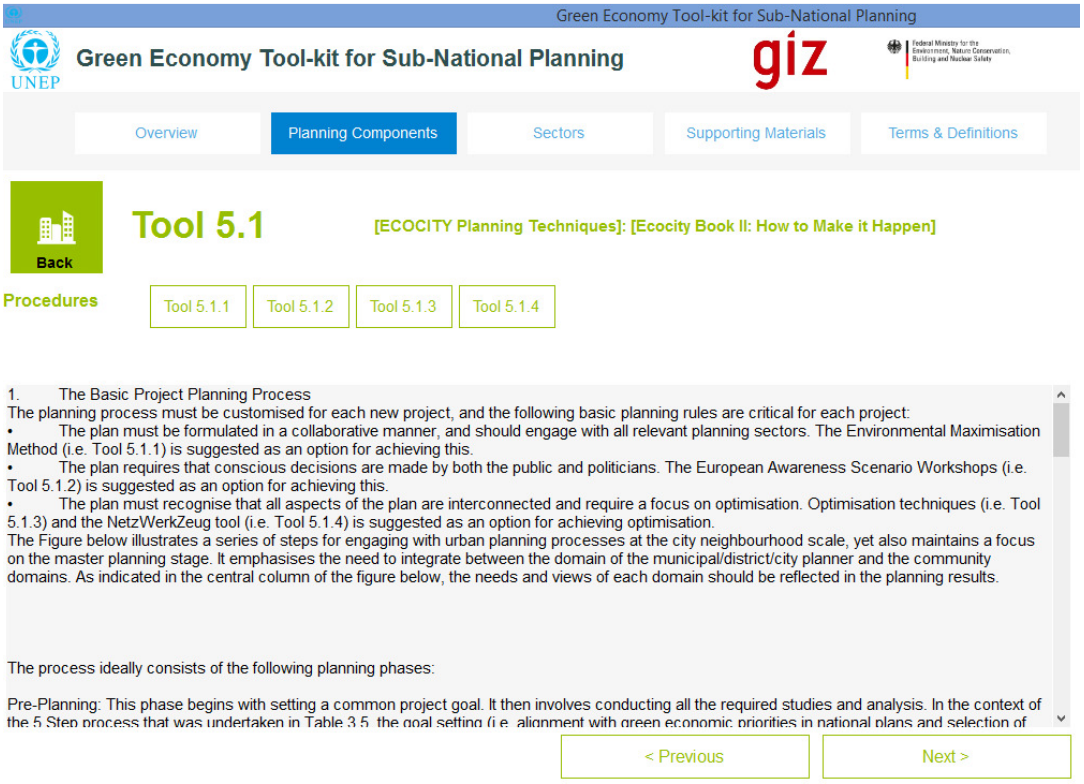


Figure 70: Step 5 of Sector Planning: Tool Summary Overview of Tool 5.1 for Page 2



Then follow the same sub-steps that were undertaken in Step 1 (i.e. sub-step 1.4 to 1.6) for Step 2, in order to complete the requirements for Step 2 (i.e. label them steps 4.4 to 4.6). These steps enable the user to view the rest of the tool summary overview for Tool 5.1, as well as the case study summary overview and the full case study document associated with it.

4.7 Variations

This section has utilized the "Sustainable Urban Planning and Built Environment" sector as an example to illustrate the 5 steps involved in the sectoral planning phase. However, for some of the other sectors, these steps may have been slightly modified for the purposes of the particular sector.

5 Planning Components Phase 3: Detailed Overview of Implementation Support Phase

5.1 Preliminaries

Navigate to “Planning Components” page by clicking on the “Planning Components” tab at the top of the screen (second from the left hand side), as shown in Figure 71 below. Then select “Phase 3: Implementation Support Components”, which will take you through to a screen showing the five implementation support components within the tool-kit, as shown in Figure 72.

Figure 71: Planning Components Page

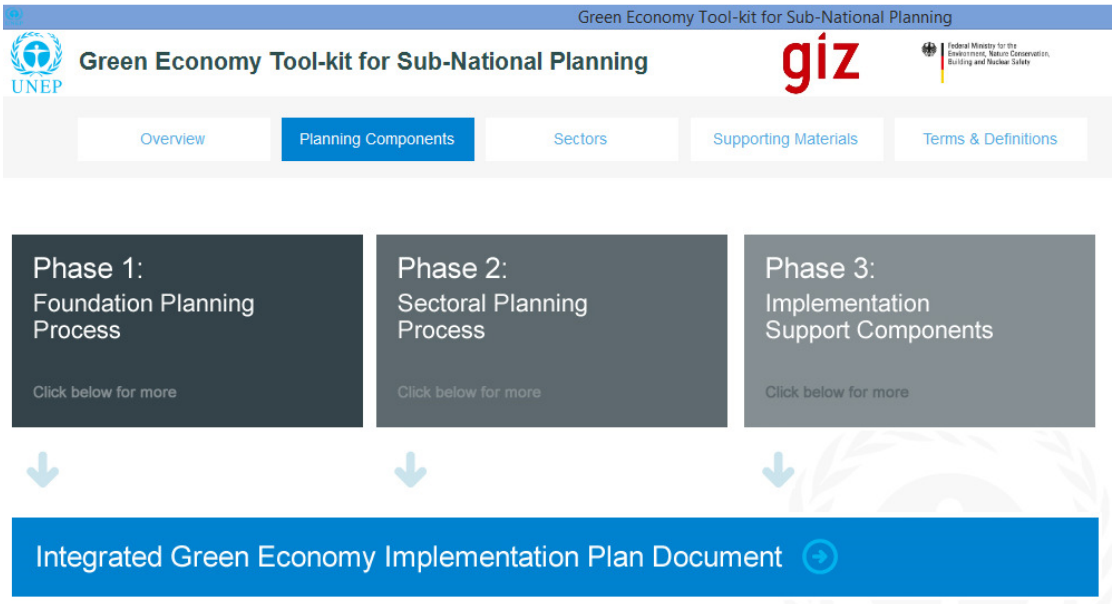
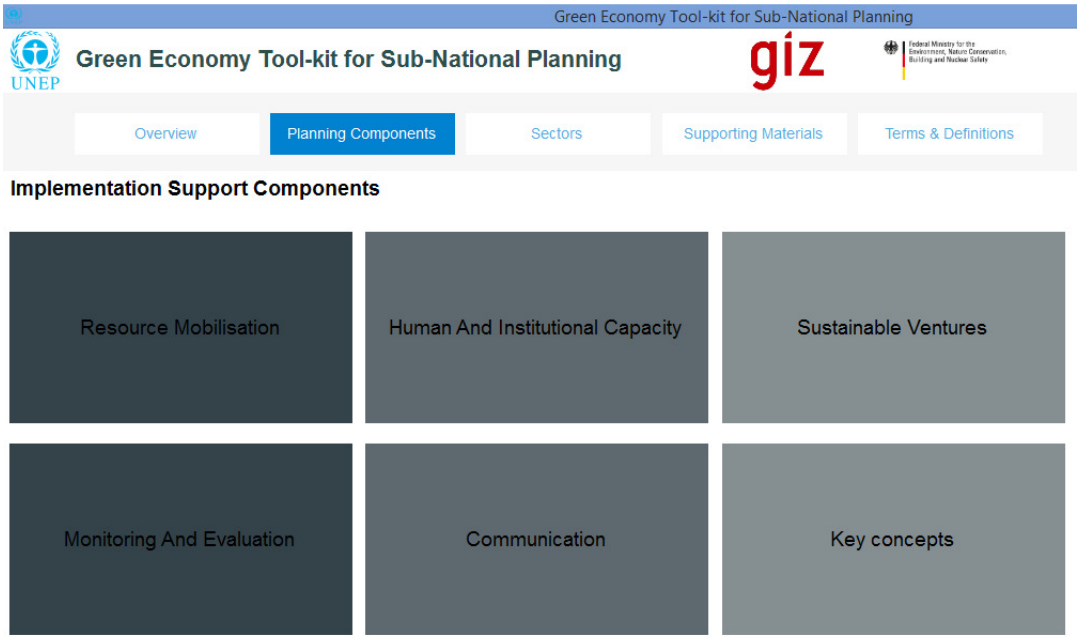


Figure 72: Phase 3 - Implementation Support Page



In order to access each of the implementation support components, the user can select the components as listed in Figure 72. For each of the implementation support components an "overall set of tools" is summarised in a tool summary overview, from which sub-tools can be selected in order to navigate for individual tool summary overviews of selected sub-tools.

In the next few sections, how to make use of each of the components and their tools is illustrated.

Note that the "Implementation Support Phase" is not so much a phase as a set of components that are utilised in two ways; (1) in developing and writing up sectoral development plans for sectors in Phase 2, and (2) in developing and implementing the sub-national regional Integrated Green Economy Implementation Plan (IGEIP).

5.2 Resource Mobilization Component

The resource mobilization component helps users develop plans for harnessing resources (e.g. skills, finances, partnerships, etc.) for implementation of green economic plans. This component stipulates a single overall tool, for which the "Tool Summary Overview" is shown below in Figure 73, but contains many sub-tools (see Figure 74) that are associated with the various steps required to conduct resource mobilization planning.

User Step RM 1: Select the "Resource Mobilization Component" on the "Implementation Support Page" as shown in Figure 72 above. Read through the tool description, main users and purpose of tool (i.e. as shown in Figure 73) before selecting "Next" in order to view the "Procedures" screen, as shown in Figure 74.

User Step RM 2: Read through the step-by-step instructions contained in the "Procedures" (Figure 74) screen in order to obtain an understanding of how to implement the resource mobilization component.

User Step RM 3: In order to complete some steps, the user will have to select the "sub-tools" that are listed in the "Procedures" section (see Figure 74). This can be done by

selecting the numbered sub-tool tabs that appear above the “Procedures” section (e.g. Tool 1.1.1, Tool 1.1.2, etc.).

When a sub-tool is selected, the user will navigate through to a tool summary overview of the selected sub-tool. For example, select Tool 1.1.1, and navigate through to page 1 of the “Tool Summary Overview” as shown in Figure 75.

Figure 73: Resource Mobilization Tool Summary Overview Page 1

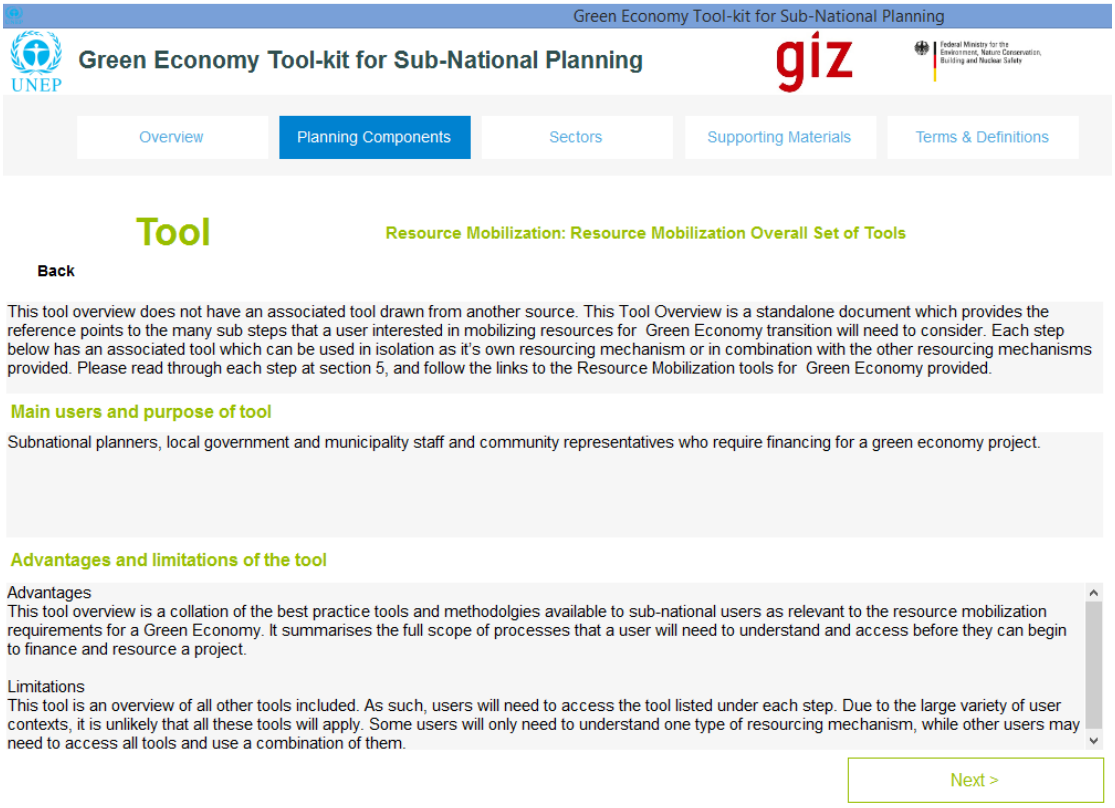
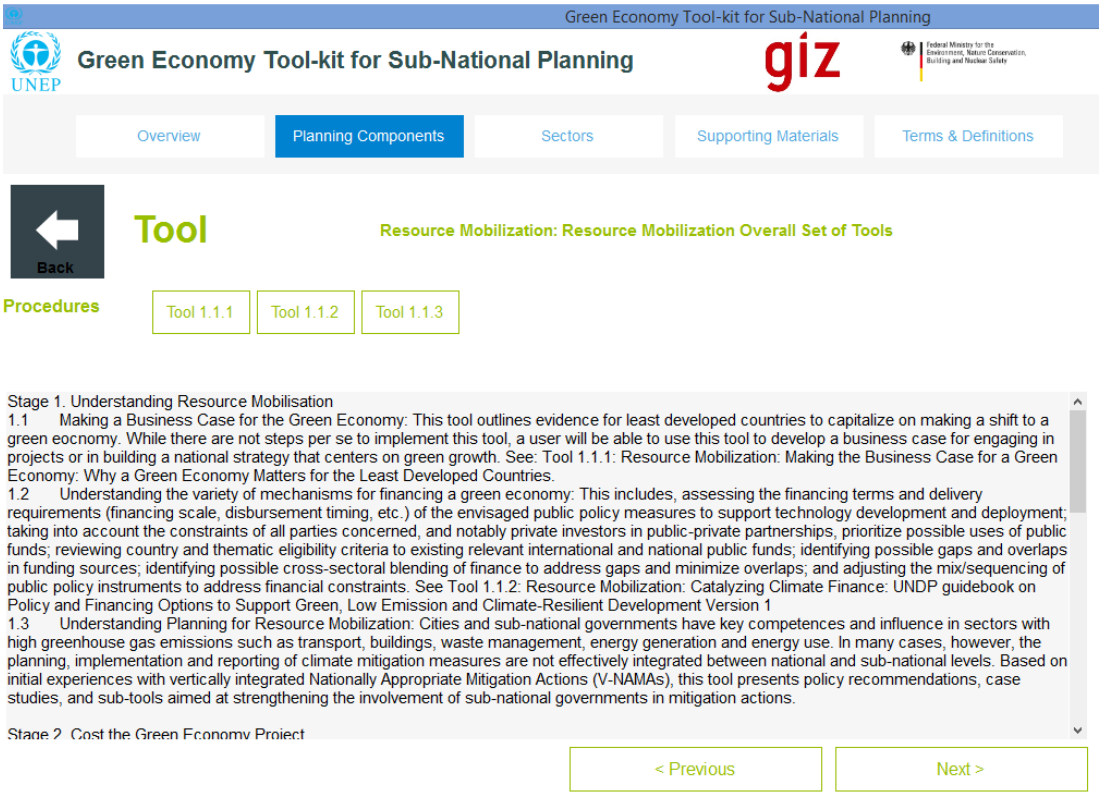


Figure 74: Resource Mobilization Tool Summary Overview Page 2



User Step RM 4: The user can then navigate through the respective pages (i.e. 1-4) of the "Tool Summary Overview" for Tool 1.1.1, as shown in Figure 75 to Figure 78. The roles of the respective pages can be summarised as follows:

- Figure 75: Page 1 of "Tool Summary Overview" of sub-tool Tool 1.1.1 briefly accounts for the purpose of the tool, its users and main advantages and disadvantages.
- Figure 76: Page 2 of the "Tool Summary Overview" of sub-tool Tool 1.1.1 gives an account of the step-by-step procedures that must be undertaken in order to implement the tool.
- Figure 77: Page 3 of the "Tool Summary Overview" contains estimates of the time required to use the tool, the resources that are required to use it, and a representative case study if available (in this case no representative case study is available for sub-tool Tool 1.1.1. If a case study were available then a tab would be available, which when selected, would guide the user to a case study summary overview of the case study concerned.
- Figure 78: Page 4 of the "Tool Summary Overview" contains an account of the; key outputs of the tool, the level of expertise required to use it, and any reference material that is available either online or in the tool-kit. In this case, "Reference 1" is available in the tool-kit, as indicated by the tab located in the "References" section. The user can select this tab in order to view the full document that the tool is based on.

User Step RM 5: The user will then repeat the process accounted for above for each of the sub-tools included in the "Procedures" section of the general tool summary overview shown in Figure 74 (i.e. read through the sub-tool summary overview and then navigate through to

the procedures screen in order to implement the steps that are required to make use of the sub-tool).

Figure 75: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 1

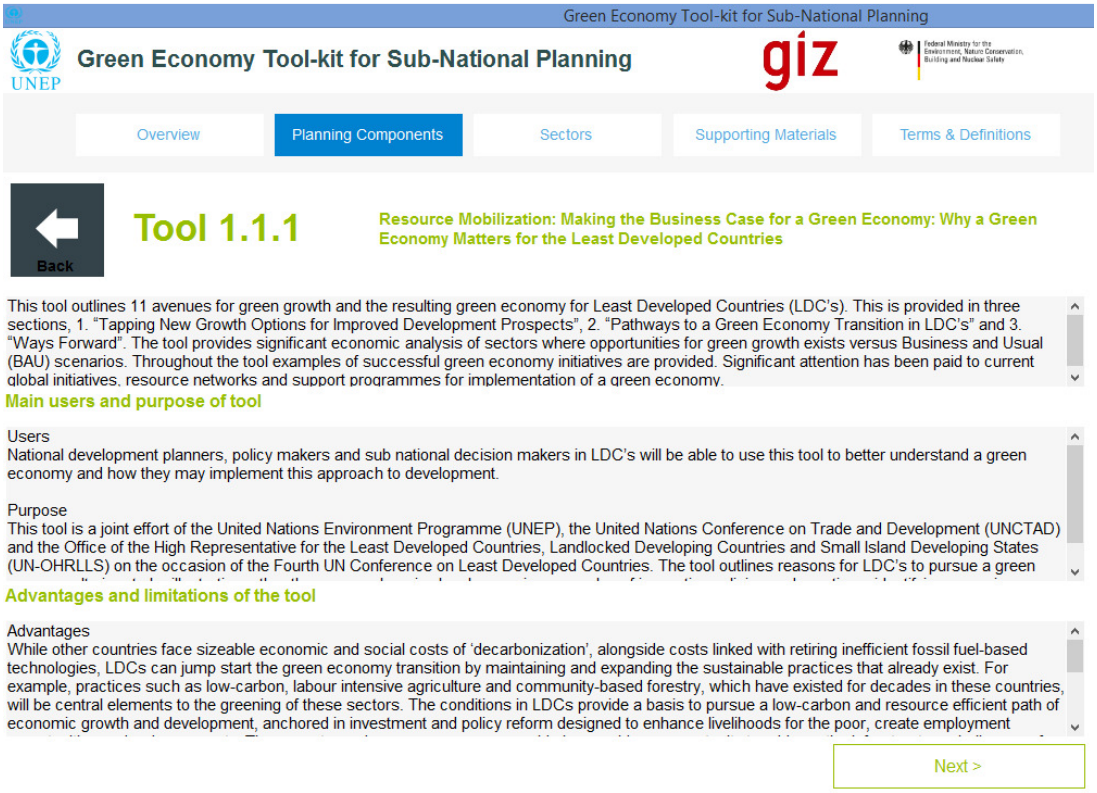


Figure 76: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 2

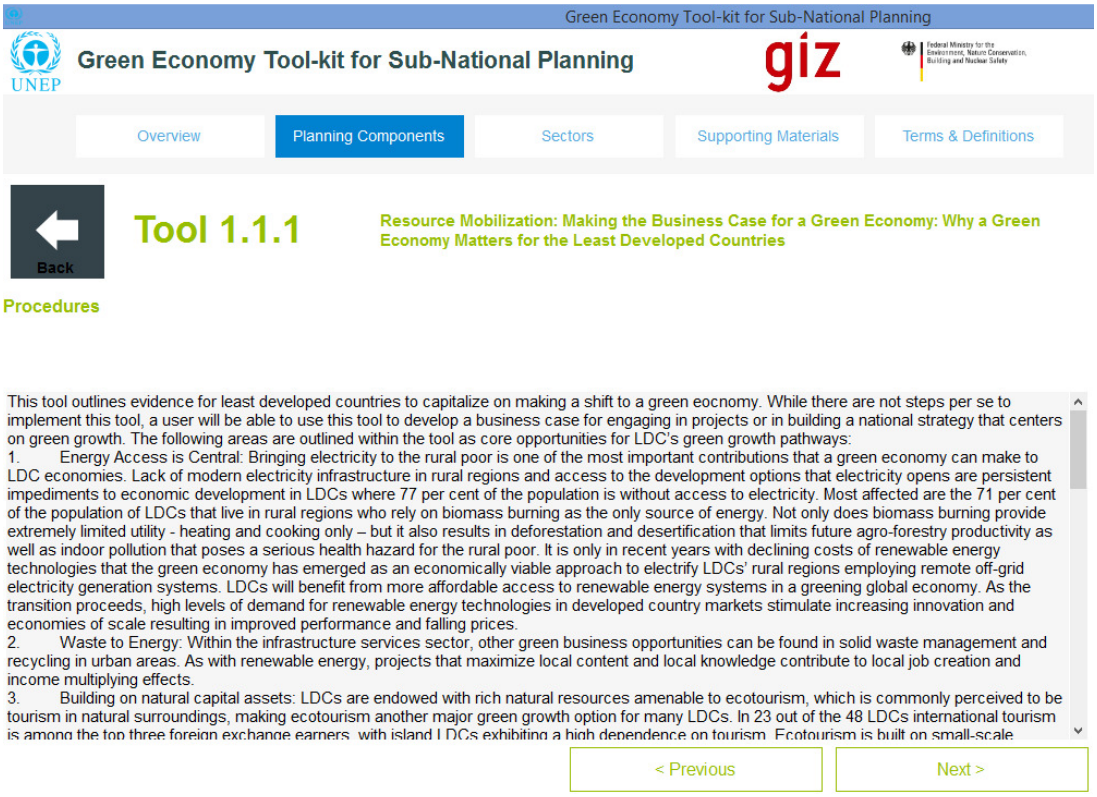


Figure 77: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 3

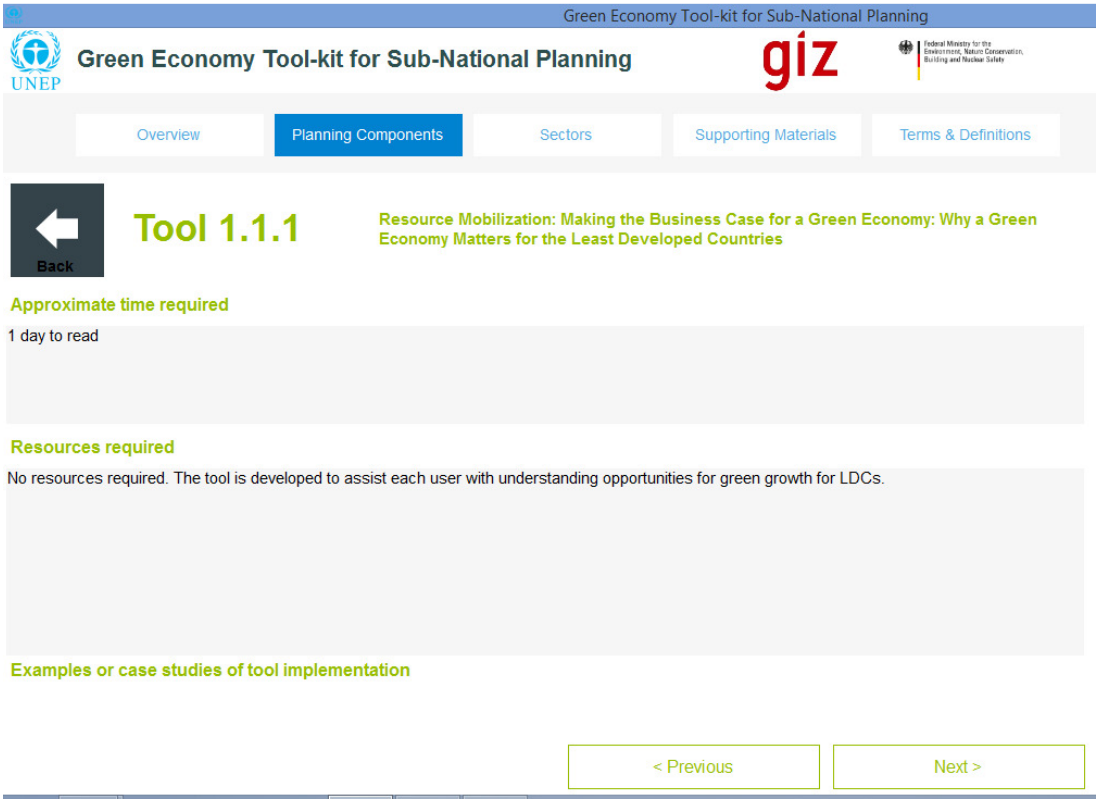
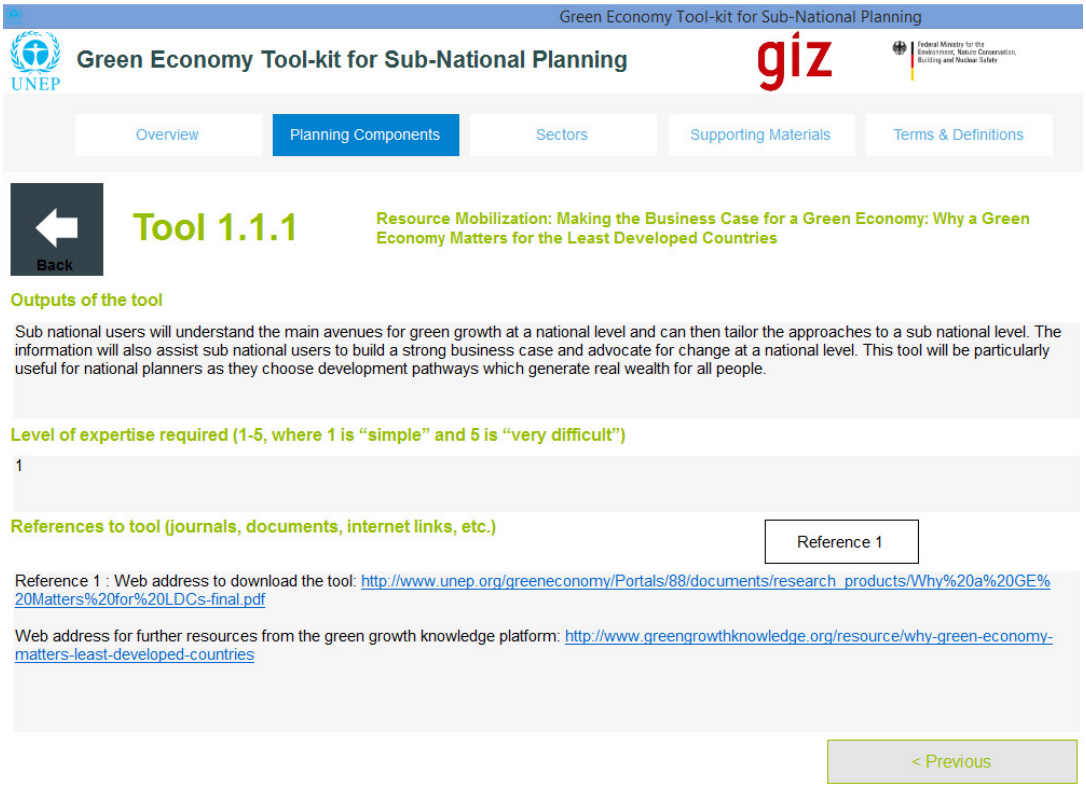


Figure 78: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 4



User Step RM 6: When all the steps prescribed in the "Procedures" section of the general tool summary overview (Figure 74) have been successfully conducted, and all the sub-tools that are required to complete the process have been used in order to complete the "Resource Mobilization" component of the implementation support phase, the user can then proceed to make use of the other components of the implementation support phase. In order to navigate to the other components select the "Planning Components" tab at the top of the page and select "Phase 3".

5.3 Human and Institutional Capacity Development Component

The human and institutional capacity development component helps users formulate plans for developing and harnessing human resources, institutional arrangements and organizations in service of implementation of green economic plans. This component stipulates a single overall tool, for which the "Tool Summary Overview" is shown below in Figure 79, but contains many sub-tools (see Figure 80) that are associated with the various steps required to conduct planning for human and institutional capacity development.

User Step HCD 1: Select the "Human and Institutional Capacity Development Component" on the "Implementation Support Page" as shown in Figure 72 above in order to view the overall methodology. Read through the tool description, main users and purpose of tool (i.e. as shown in Figure 79) before selecting "Next" in order to view the "Procedures" screen, as shown in Figure 80.

User Step HCD 2: Read through the step-by-step instructions contained in the "Procedures" (Figure 80) screen in order to obtain an understanding of how to implement the resource mobilization component.

User Step HCD 3: In order to complete some steps, the user will have to select the "sub-tools" that are listed in the "Procedures" section (see Figure 80). This can be done by selecting the numbered sub-tool tabs that appear above the "Procedures" section (e.g. Tool 1.1.1, Tool 1.1.2, etc.).

When a sub-tool is selected, the user will navigate through to a tool summary overview of the selected sub-tool.

Figure 79: Human and Institutional Capacity Development Tool Summary Overview Page 1

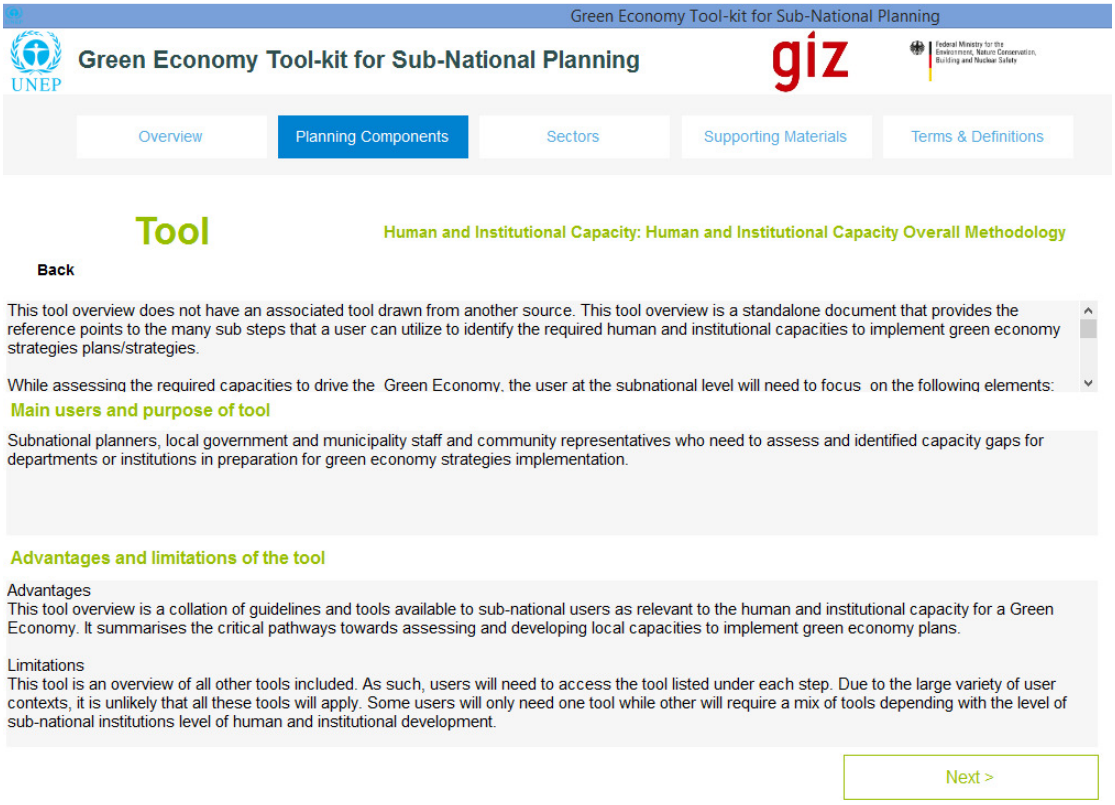
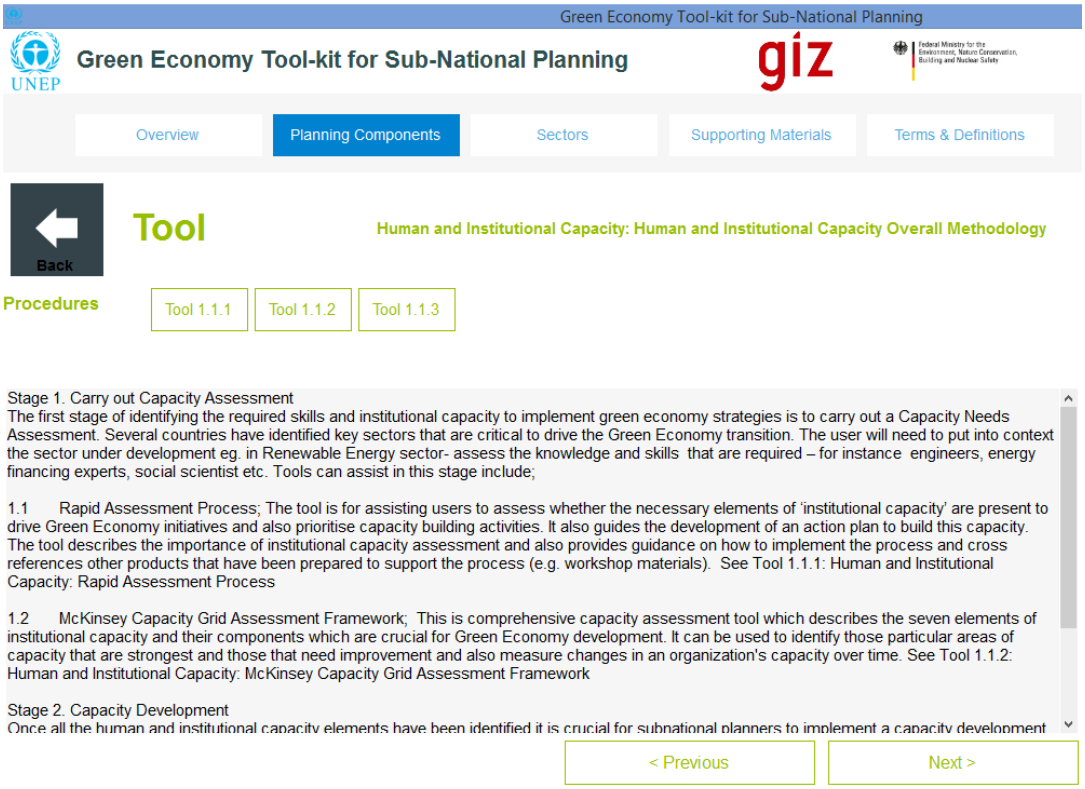


Figure 80: Human and Institutional Capacity Development Tool Summary Overview Page 2



User Step HCD 4: The user can then navigate through the respective pages (i.e. 1-4) of the "Tool Summary Overview" for each sub-tool, as was illustrated earlier in User Step RM4 and User Step RM5 in section 5.2, and implement each sub-tool in order to complete the step-by-step instructions as laid out in the "Procedures" section (Figure 80) for "Human and Institutional Capacity Development".

In order to view more details pertaining to the overall methodology (i.e. the general tool), the user can proceed to pages 3 and 4 of the general tool description and view the following:

- Figure 81: Page 3 of the "Tool Summary Overview" contains estimates of the time required to use the tool, the resources that are required to use it, and a representative case study if available. If a case study were available then a tab would be available, which when selected, would guide the user to a case study summary overview of the case study concerned.
- Figure 82: Page 4 of the "Tool Summary Overview" contains an account of the; key outputs of the tool, the level of expertise required to use it, and any reference material that is available either online or in the tool-kit. In this case, "Reference 1" is available in the tool-kit, as indicated by the tab located in the "References" section. The user can select this tab in order to view the full document that the tool is based on.

Figure 81: Human and Institutional Capacity Development Tool Summary Overview Page 3

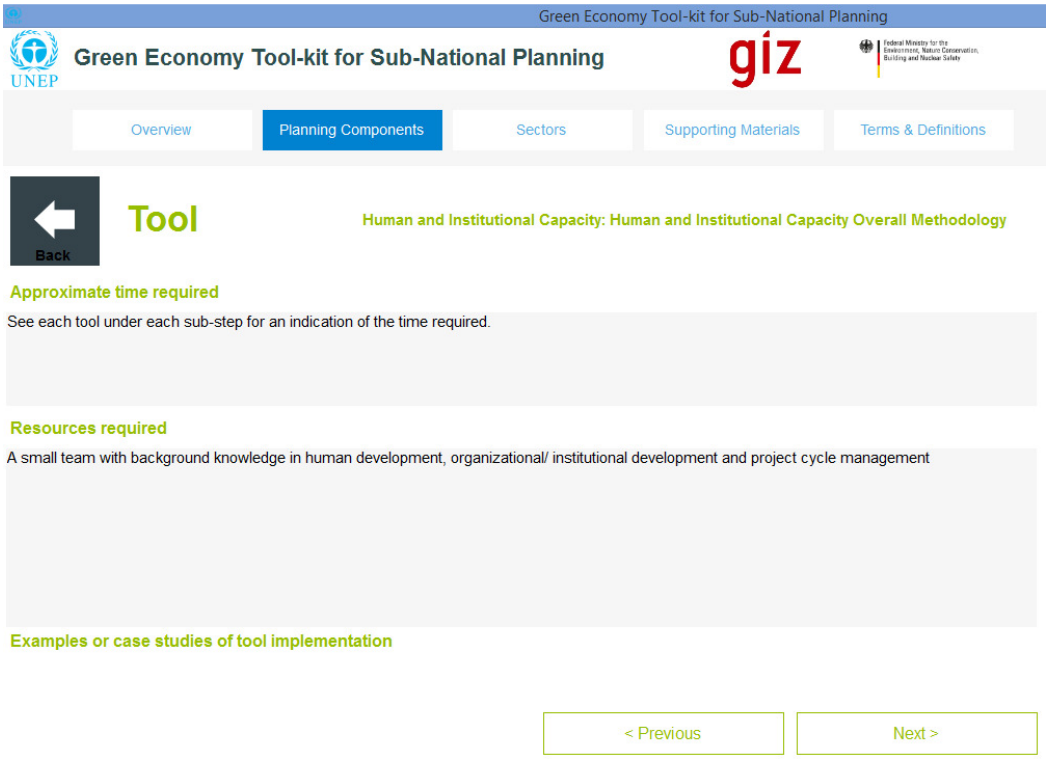
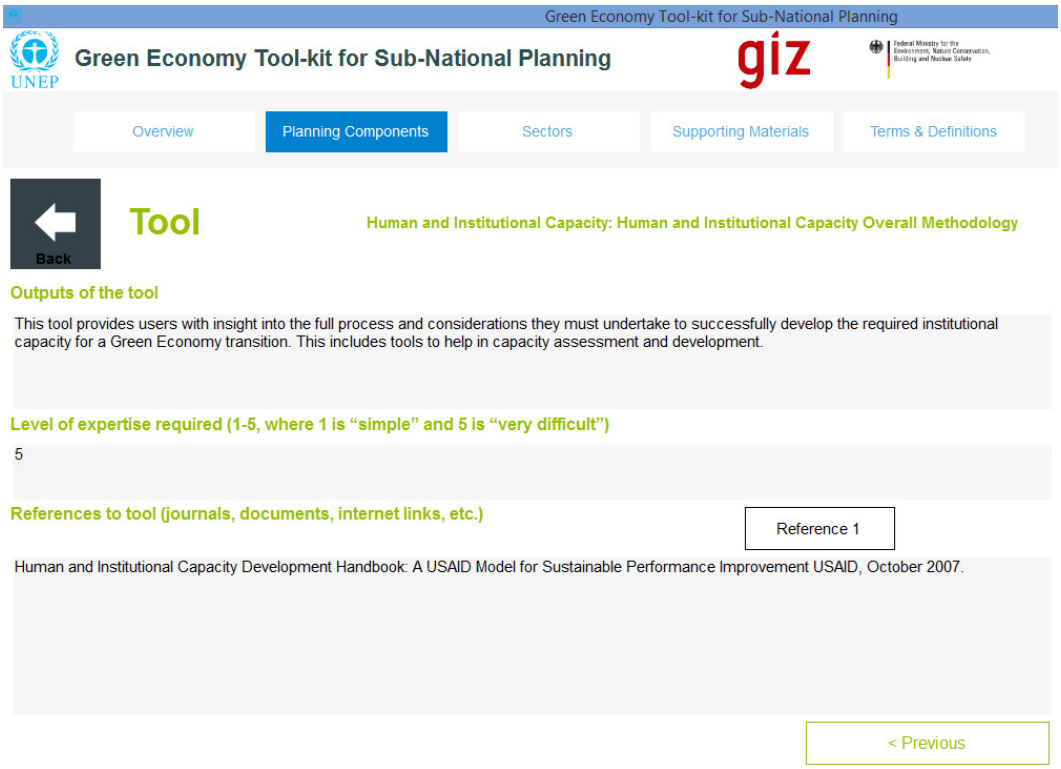


Figure 82: Human and Institutional Capacity Development Tool Summary Overview Page 4



5.4 Sustainable Venture Planning Component

The sustainable venture planning component helps users formulate plans for ensuring the sustainability of ventures that are selected for implementation in service of green economic plans for the sub-national planning region. This component stipulates a single overall tool, for which the "Tool Summary Overview" is shown below in Figure 83, but contains many sub-tools (see Figure 84) that are associated with the various steps required to conduct planning for human and institutional capacity development.

User Step SV 1: Select the "Sustainable Venture Planning Component" on the "Implementation Support Page" as shown in Figure 72 above in order to view the overall methodology. Read through the tool description, main users and purpose of tool (i.e. as shown in Figure 83) before selecting "Next" in order to view the "Procedures" screen, as shown in Figure 84.

User Step SV 2: Read through the step-by-step instructions contained in the "Procedures" (Figure 84) screen in order to obtain an understanding of how to implement the resource mobilization component.

User Step SV 3: In order to complete some steps, the user will have to select the "sub-tools" that are listed in the "Procedures" section (see Figure 84). This can be done by selecting the numbered sub-tool tabs that appear above the "Procedures" section (e.g. Tool 1.1.1, Tool 1.1.2, etc.).

When a sub-tool is selected, the user will navigate through to a tool summary overview of the selected sub-tool.

Figure 83: Sustainable Venture Planning Tool Summary Overview Page 1

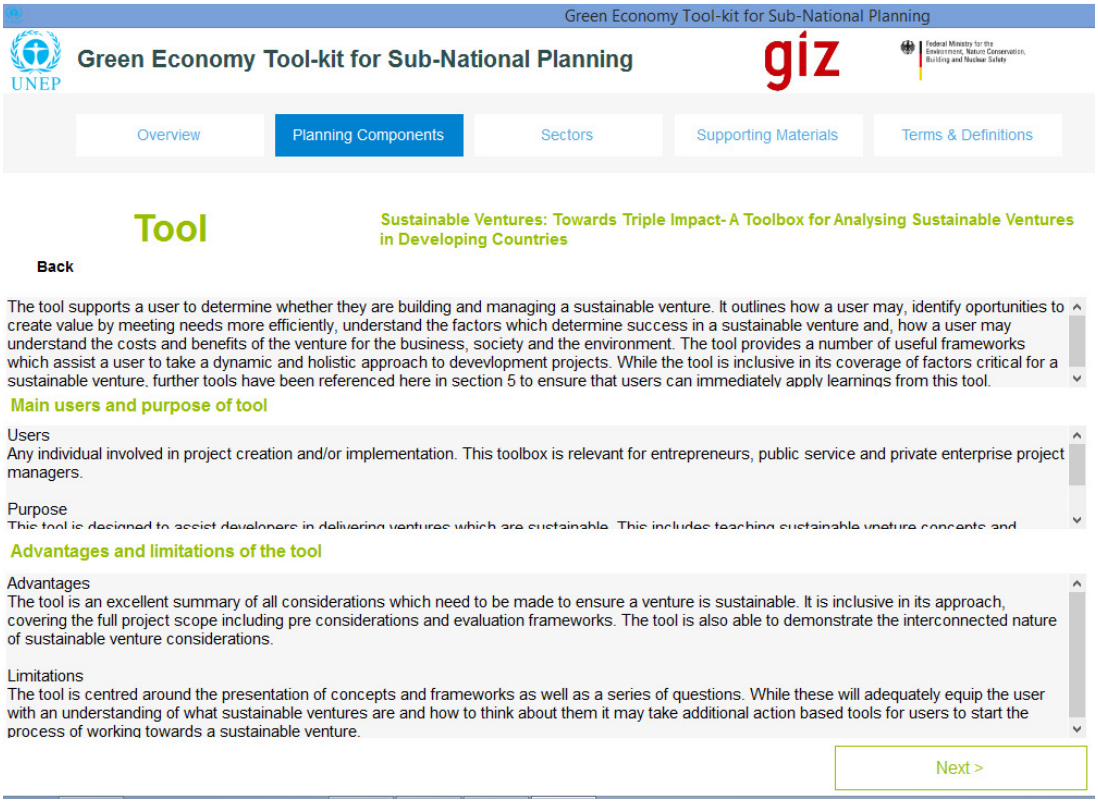


Figure 84: Sustainable Venture Planning Tool Summary Overview Page 2

User Step SV 4: The user can then navigate through the respective pages (i.e. 1-4) of the "Tool Summary Overview" for each sub-tool, as was illustrated earlier in User Step RM4 and User Step RM5 in section 5.2, and implement each sub-tool in order to complete the step-by-step instructions as laid out in the "Procedures" section (Figure 84) for "Sustainable Venture Planning".

In order to view more details pertaining to the overall methodology (i.e. the general tool), the user can proceed to pages 3 and 4 of the general tool description and view the following:

- Figure 85: Page 3 of the "Tool Summary Overview" contains estimates of the time required to use the tool, the resources that are required to use it, and a representative case study if available. If a case study were available then a tab would be available, which when selected, would guide the user to a case study summary overview of the case study concerned.
- Figure 86: Page 4 of the "Tool Summary Overview" contains an account of the; key outputs of the tool, the level of expertise required to use it, and any reference material that is available either online or in the tool-kit. In this case, "Reference 1" is available in the tool-kit, as indicated by the tab located in the "References" section. The user can select this tab in order to view the full document that the tool is based on.

Figure 85: Sustainable Venture Planning Tool Summary Overview Page 3

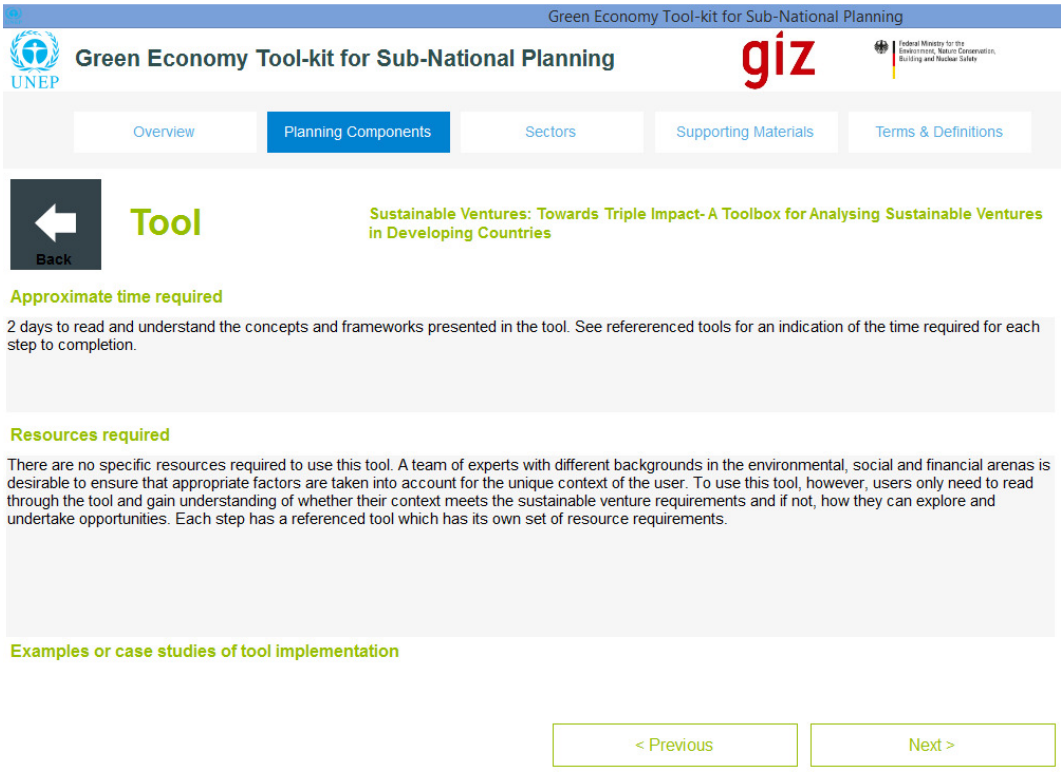
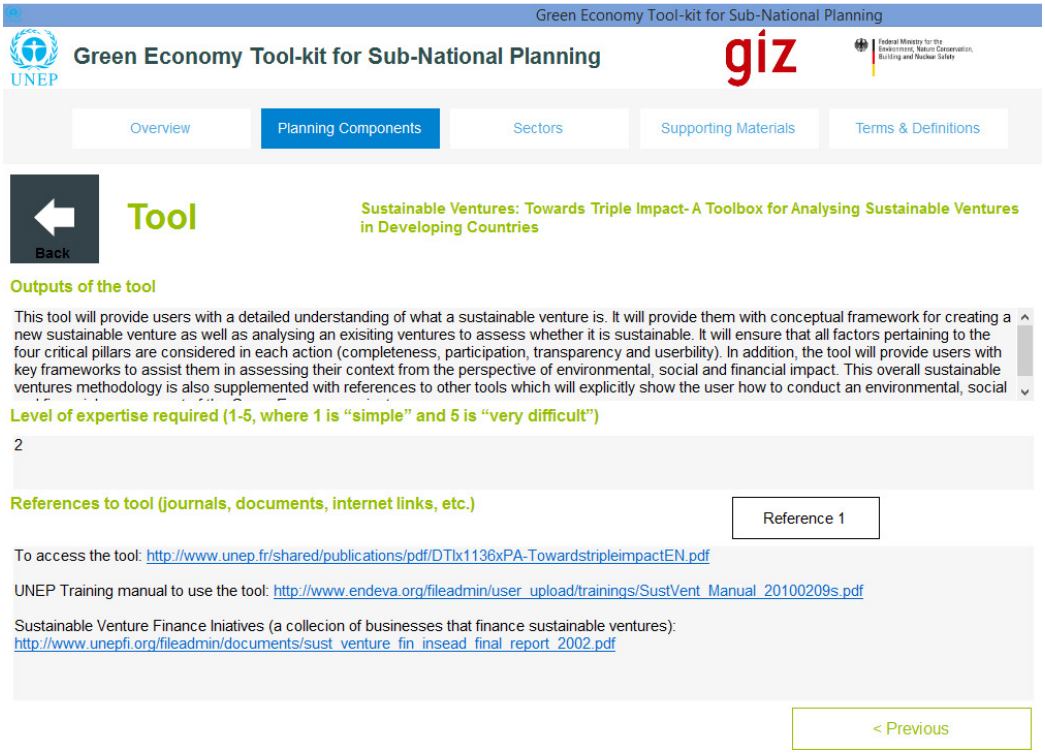


Figure 86: Sustainable Venture Planning Tool Summary Overview Page 4



5.5 Monitoring and Evaluation Component

The monitoring and evaluation component helps users formulate plans for monitoring and evaluating green economic development plans that are selected for the sub-national planning region. This component stipulates a single overall tool, for which the "Tool Summary Overview" is shown below in Figure 87, but contains many sub-tools (see Figure 88) that are associated with the various steps required to conduct planning for human and institutional capacity development.

User Step M&E 1: Select the "Monitoring and Evaluation Component" on the "Implementation Support Page" as shown in Figure 72 above in order to view the overall methodology. Read through the tool description, main users and purpose of tool (i.e. as shown in Figure 87) before selecting "Next" in order to view the "Procedures" screen, as shown in Figure 88.

User Step M&E 2: Read through the step-by-step instructions contained in the "Procedures" (Figure 88) screen in order to obtain an understanding of how to implement the resource mobilization component.

User Step M&E 3: In order to complete some steps, the user will have to select the "sub-tools" that are listed in the "Procedures" section (see Figure 88). This can be done by selecting the numbered sub-tool tabs that appear above the "Procedures" section (e.g. Tool 1.1.1, Tool 1.1.2, etc.).

When a sub-tool is selected, the user will navigate through to a tool summary overview of the selected sub-tool.

Figure 87: Monitoring and Evaluation Tool Summary Overview Page 1

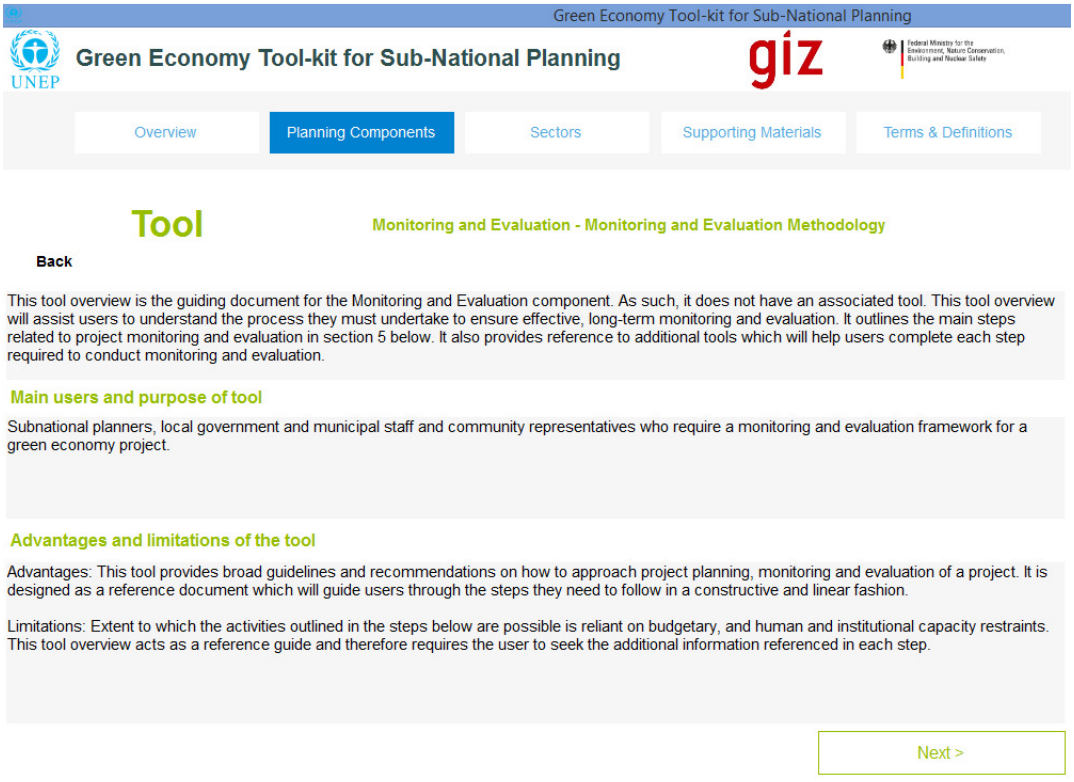
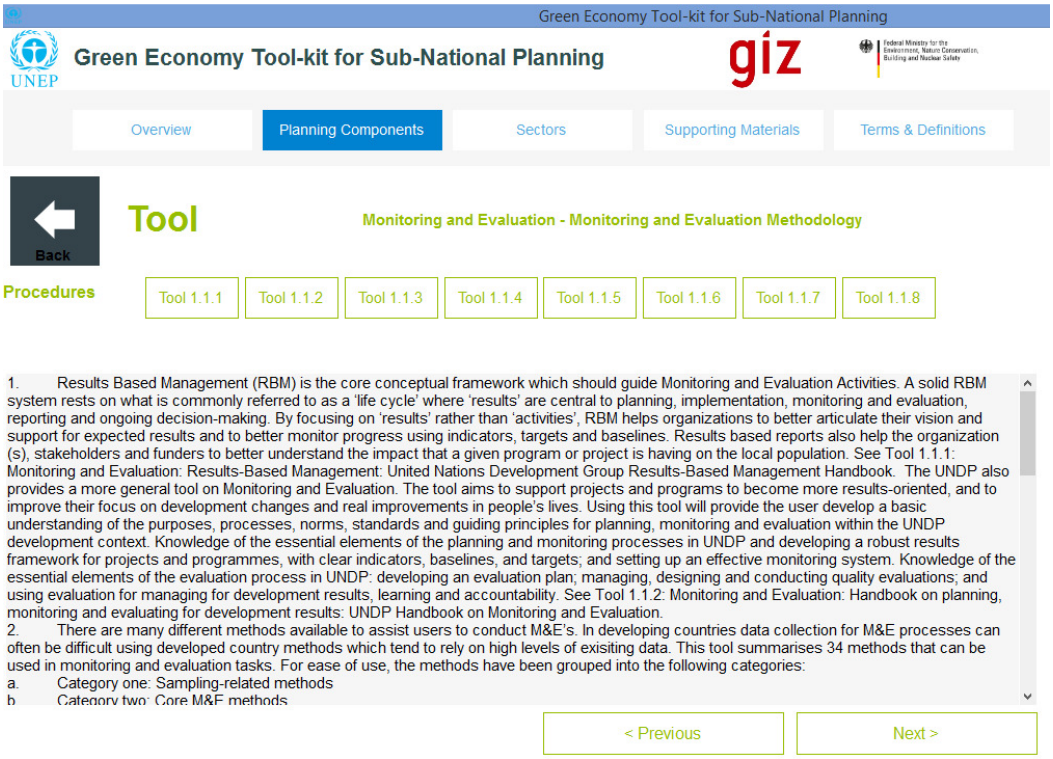


Figure 88: Monitoring and Evaluation Tool Summary Overview Page 2



User Step M&E 4: The user can then navigate through the respective pages (i.e. 1-4) of the "Tool Summary Overview" for each sub-tool, as was illustrated earlier in User Step RM4 and User Step RM5 in section 5.2, and implement each sub-tool in order to complete the step-by-step instructions as laid out in the "Procedures" section (Figure 88) for the "Monitoring and Evaluation Component".

In order to view more details pertaining to the overall methodology (i.e. the general tool), the user can proceed to pages 3 and 4 of the general tool description and view the following:

- Figure 89: Page 3 of the "Tool Summary Overview" contains estimates of the time required to use the tool, the resources that are required to use it, and a representative case study if available. If a case study were available then a tab would be available, which when selected, would guide the user to a case study summary overview of the case study concerned.
- Figure 90: Page 4 of the "Tool Summary Overview" contains an account of the; key outputs of the tool, the level of expertise required to use it, and any reference material that is available either online or in the tool-kit.

Figure 89: Monitoring and Evaluation Tool Summary Overview Page 3

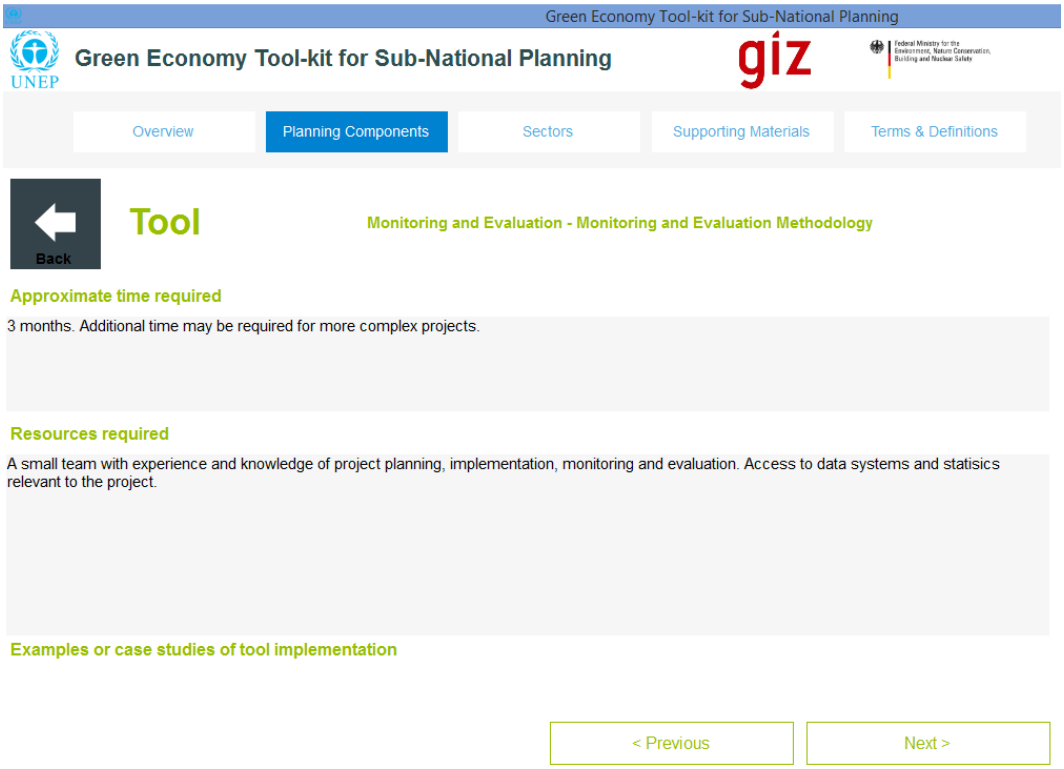
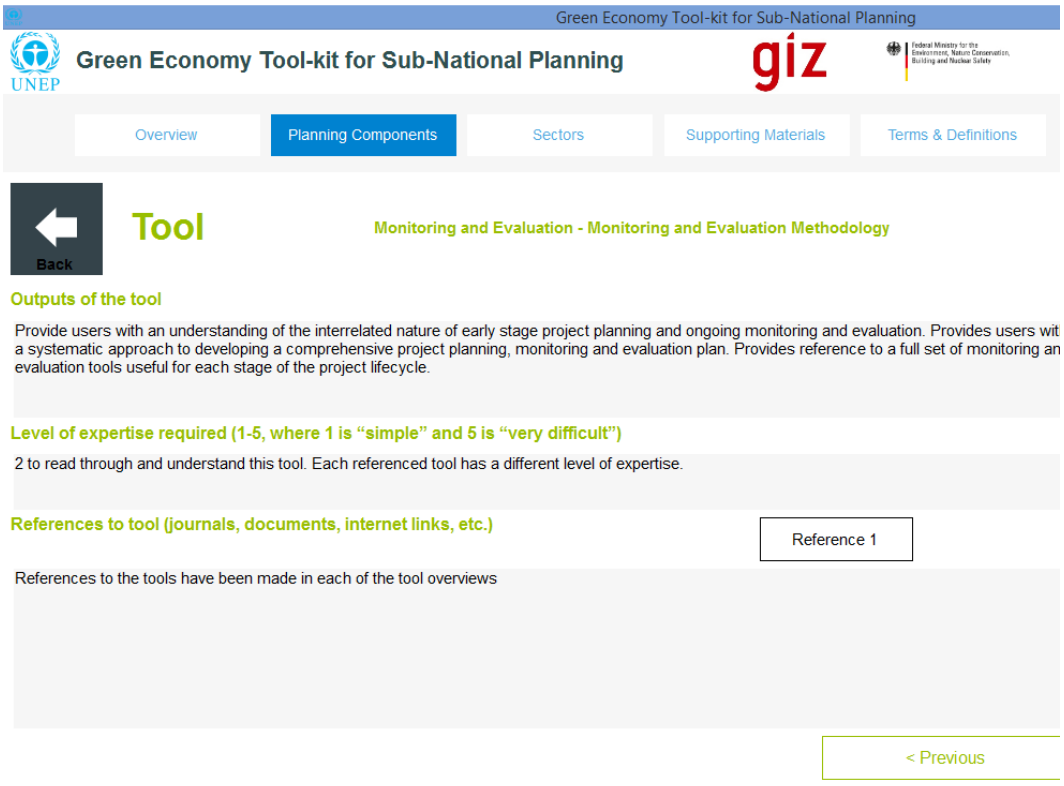


Figure 90: Monitoring and Evaluation Tool Summary Overview Page 4



5.6 Communication Component

The communication component helps users formulate plans for communicating the sectoral green economic development plans, the Integrated Green Economy Implementation Plan (IGEIP) for the sub-national planning region to the broader audience in the region. This will likely include government agencies, businesses, civil society, communities and other stakeholders and potential actors in the IGEIP, as well as the national government of the particular country.

This component stipulates a single overall tool, for which the "Tool Summary Overview" is shown below in Figure 91, but contains many sub-tools (see Figure 92) that are associated with the various steps required to conduct planning for human and institutional capacity development.

User Step C 1: Select the "Communication Component" on the "Implementation Support Page" as shown in Figure 72 above in order to view the overall methodology. Read through the tool description, main users and purpose of tool (i.e. as shown in Figure 91) before selecting "Next" in order to view the "Procedures" screen, as shown in Figure 92.

User Step C 2: Read through the step-by-step instructions contained in the "Procedures" (Figure 92) screen in order to obtain an understanding of how to implement the resource mobilization component.

User Step C 3: In order to complete some steps, the user will have to select the "sub-tools" that are listed in the "Procedures" section (see Figure 92). This can be done by selecting the numbered sub-tool tabs that appear above the "Procedures" section (e.g. Tool 1.1.1, Tool 1.1.2, etc.).

When a sub-tool is selected, the user will navigate through to a tool summary overview of the selected sub-tool.

Figure 91: Communication Tool Summary Overview Page 1

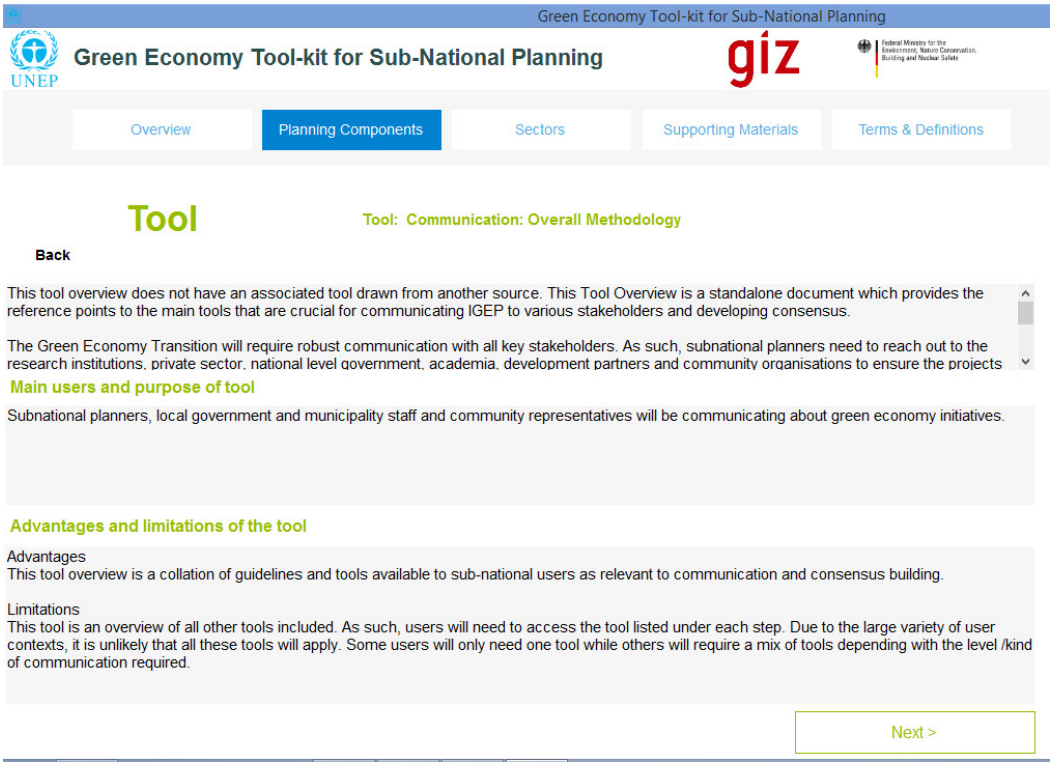
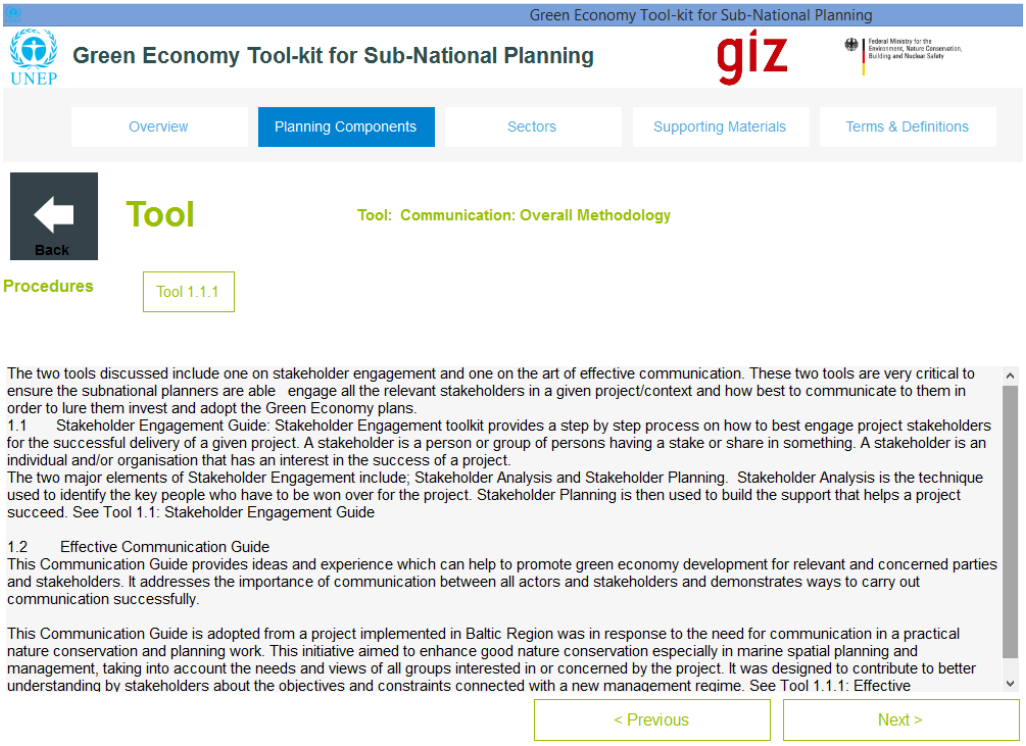


Figure 92: Communication Tool Summary Overview Page 2



User Step C 4: The user can then navigate through the respective pages (i.e. 1-4) of the "Tool Summary Overview" for each sub-tool, as was illustrated earlier in User Step RM4 and

User Step RM5 in section 5.2, and implement each sub-tool in order to complete the step-by-step instructions as laid out in the “Procedures” section (Figure 92) for the “Communication Component”.

In order to view more details pertaining to the overall methodology (i.e. the general tool), the user can proceed to pages 3 and 4 of the general tool description and view the following:

- Figure 93: Page 3 of the “Tool Summary Overview” contains estimates of the time required to use the tool, the resources that are required to use it, and a representative case study if available. If a case study were available then a tab would be available, which when selected, would guide the user to a case study summary overview of the case study concerned.
- Figure 94: Page 4 of the “Tool Summary Overview” contains an account of the; key outputs of the tool, the level of expertise required to use it, and any reference material that is available either online or in the tool-kit. In this case, “Reference 1” is available in the tool-kit, as indicated by the tab located in the “References” section. The user can select this tab in order to view the full document that the tool is based on.

Figure 93: Communication Tool Summary Overview Page 3

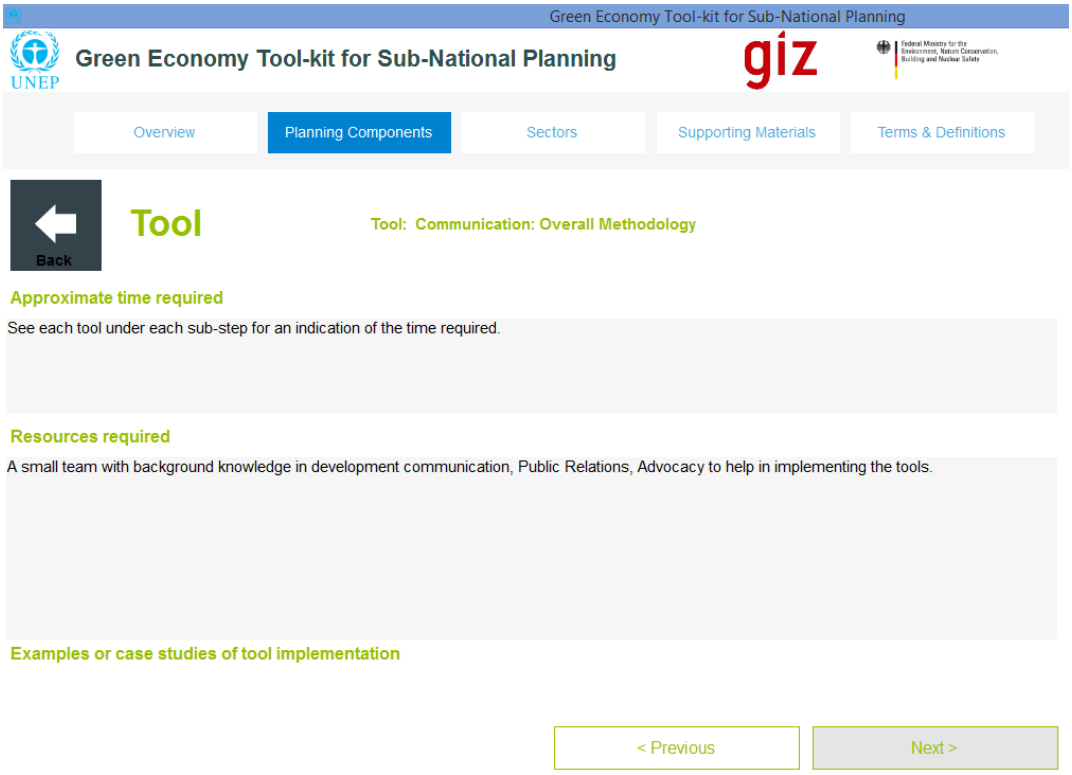
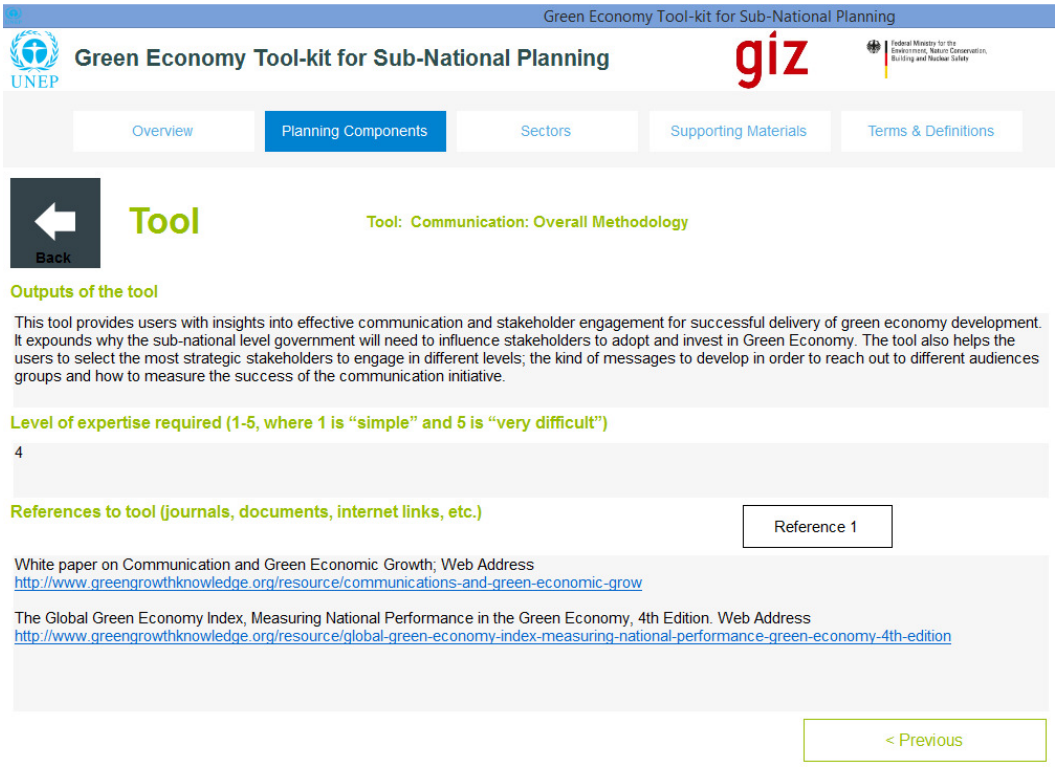


Figure 94: Communication Tool Summary Overview Page 4



6 Additional Considerations on the Integrated Green Economy Implementation Planning Process

6.1 Sector Integration

When formulating the IGEIP and documenting it, sector integration at the whole sub-national planning scale can be conducted by drawing on and integrating the cross-sector analyses that is conducted in Step 4 (i.e. generally for sectors the cross-sector analyses is conducted in Step 4 of Phase 2) during the development of individual sector plans. Individual cross-sector analyses are captured in sector planning documents. For example, in the "Sustainable Built Environment and Urban Planning" sector example used in Chapter 4 of this document, the cross sector analyses of green economic development options that were identified for the sub-national planning region is conducted using Tool 4 (i.e. Linkage Analysis).

In the formulation of the IGEIP, all selected sectors that were planned for, for the sub-national planning region, need to be linked up, so that a full and complete picture of potential cross-sector impacts of selected green economic development options in the sub-national planning region are considered, and can be visualised and interrogated by the sub-national planning team.

A range of different options are available for linkage analyses. These include (not exhaustive):

- Graphical causal mapping,
    - and/or probabilistic Bayesian network mapping,
- Soft systems modelling,
    - and/or systems dynamics modelling,
- Decision-tree analyses, etc.

In all likelihood, simple mappings of cause and effect relations between development options selected in a particular sector on other sectors will be most desirable, as the linkage analyses is more likely to occur in dialogue amongst planners, stakeholders and other planning workshop participants. Hence, simple, easy-to-interpret visualisations of cross-sector impacts and relations, as well as an idea of the scale of impact of these relations would likely prove most desirable. Where potential negative effects can be considered in advance of implementation, contingency plans can be put in place to improve the adaptive capacity of the implementation process.

6.2 Spatial Integration

It is also critically important to map out the sub-national Integrated Green Economic Implementation Plan (IGEIP) according to *where* plans are envisaged to be implemented. Spatial mapping provides another cross-check on how potential impacts of development choices may impact (i.e. whether beneficially or destructively) across the spatial area that ascribes the sub-national planning region in question (i.e. whether a province/county, city, district, municipality, etc.). Geospatial features such as rivers and river catchments, wetlands, and other systems such as transport, water, sanitation and energy grids may also require careful spatial analyses in order to ensure that no undesirable outcomes emerge

from the green economic development plans and selected development options that are implemented. Where potential negative effects can be considered in advance of implementation, contingency plans can be put in place to improve the adaptive capacity of the implementation process.

6.3 Actions and Actors

When a clear understanding of how the IGEIP is envisaged to unfold in implementation across sectors and space, it will also be important to determine which actors within the sub-national region are best positioned and most capable to drive or catalyse the desired actions that are necessary for implementation. This may range from government agencies, to business, academia, civil society and community organisations, as well as others, but the key criteria for success is to identify those who can serve as strategic intermediaries that can champion programmes and initiatives, as well as ensure that cross-sector and cross-spatial linkages are adequately monitored and managed so that undesirable effects can be warded off in time.

6.4 Documenting the IGEIP

In respect of documenting the sub-national IGEIP, it is most important to select writers who can communicate the planning with a non-technical audience, but satisfy technical audiences at the same time. The target of such a document will include government, business, civil society, environmental groups, communities and other system users and stakeholders*, as they will likely constitute the partnerships and take the initiative for implementation of the IGEIP.* It should also clearly outline what funding sources are available at national and sub-national levels to support the thematic and programmatic development options that have been identified and prioritised in the IGEIP, so that potential actors are adequately informed in respect of financing. Lastly, the document should provide an inspiring vision that most sectors of the sub-national regional citizenry see great benefit in championing and being a part of, so that the IGEIP is owned not only by planners and government agencies, but the broader society and its varied participants as well.

7 Appendix A: Detailed IGEIP Document Structure

Proposed outline of an Integrated Green Economy Implementation Programme (IGEIP) Document:

1. **Introduction:** This section draws on the framing of national GE strategies and plans which serves as a basis for identifying priorities and setting targets
    a. **Purpose:**
    Summarise why GE development is important at country and sub-national levels. Summarise the content of all national level documents that contain green economic development strategies, plans, policy recommendations, etc. Also account for key funding streams that are being made available at the national government level.
    b. **Background:**
    Provide a brief account of background to GE national planning. That is, describe where and why the impetus for developing green economic plans and strategies originated, as well as who was responsible for raising the green economic agenda in the country (i.e. it could consist of a combination of government, private sector and civil society).
    c. **Point of Departure:**
        i. National Planning Documents
        Provide a detailed account of green economic development imperatives that are outlined in national planning documents and distinguish between them (e.g. plans for; infrastructure development, economic growth, social and human capacity development, service delivery, etc.).
        ii. Sectoral development plans
        Provide a detailed account of green economic development priorities and imperatives as outlined in national level sectoral development, as well as the rationale for their selection. Give an indication of how sector development plans may differ when implemented at sub-national scales, and especially in the sub-national planning region in question.
        iii. Green Economy Strategies and Action Plans
        Provide an account of strategies that have been formulated for green economic development at the national level, as well as specific action plans that have been put in place (e.g. decisions to put infrastructure for energy, transport and water in place). Also account for what funding streams and mechanisms are being made available (or are available) to support action plans, and describe how sub-national planning regional action plans can make use of them.
2. **Sectoral priorities and resource opportunities for Green economy:** This section describes the key priority sector for Green economy planning and identifies the corresponding available resource for its implementation.
    a. **Stakeholders mapping and engagement:**
    Provide a description of the key stakeholders that were selected for inclusion in the IGEIP development process, the reasons why they were selected, and their specific roles, as well as the mechanism of engagement that was followed throughout the process.
    b. **Analyses of Sub-National Region** (examples below)
        i. Socio-economic analysis:
        Provide an analysis and evaluation of key socio-economic factors affecting the sub-national planning region (e.g. poverty, households, unemployment,

access to services, formal and informal settlement dynamics and conditions, etc.). Also account for significant socio-cultural factors and resources that are specific to the subnational planning region.

ii. Natural systems analysis: Resources, constraints, pressures,
    1. Specifically deal with biodiversity and ecosystem services as a vital component of the GE development strategy.
       Provide a full account of resource profiles in the sub-national planning region. These include water, energy (solar, wind, fossil fuel etc.), raw materials, minerals, soil, biodiversity and ecosystem services (i.e. natural capital), etc.

iii. Production systems analysis:
     Provide a full account of the production systems that exist, and are emerging in the sub-national planning region. Also account for the foot-prints of production systems in the subnational planning region in terms of resource intensiveness (i.e. energy, water, raw materials, etc.), carbon, environmental impacts, etc. Also provide an account of limits to growth of production systems on the basis of the aforementioned analyses.

iv. Material flows analysis:
    Provide an account of key material flows in the sub-national planning region. Make the links to socio-economics, natural capital and production systems where possible, and discuss the potential importance of these material flows in driving green economic transition.

v. Financial systems analysis:
   Provide a full account of financial flows, as well as the nature of existing and emerging financial flows and financing options in the region, with a particular focus on financial flows relating to green economic development. Also provide an account of pathways for financing, limitations, etc. within the subnational planning region.

vi. Institutional capacity analysis
    Provide an account of institutional capacity in the subnational planning region (i.e. across government, civil society, private sector, academia etc.), as relating to existing functions, as well as to the potential for supporting green economic development in the region. Pay specific attention to the strengths and weaknesses of institutional capacity.

vii. Stakeholders and key actors for implementation of IGEIP.
     Account for the range of actors and stakeholders that are necessary for successful transition to green economic development in the subnational planning region.

These analyses can all be drawn from Step 2A (see section 3.3.1) of the foundational phase and the tools associated with this step, the outputs of which are collated in Step 2B (see section 3.3.2) of the foundational phase. For some of the above analytical requirements, the tools provided in the "Implementation Support Phase" components (e.g. resource mobilization, human and institutional capacity development, etc. in section 5) can also be used, but this is left to the discretion of the user.

c. Priority Green Economy Development Areas for Sub-National Programme

For each sector below (i.e. water, energy, agriculture, industry, manufacturing, etc.) please provide an account of what priority areas have been identified for green economic development in the sub-national planning region.
The output of the foundational phase can be used here, and can be drawn from the report produced on the planning workshop conducted in Step 2C (see section 3.3.3).

i. Sector 1
ii. Sector 2
iii. Sector 3
iv. Sector 4
v. Etc.

Then summarise these priority areas and provide a rationale for the green economic vision of the sub-national planning region.

3. **Sectoral development Plans:** The sectoral development plans will be developed based on the foundational phase outputs obtained in section 2 above. It covers the detailed actions and intervention that could be taken to develop the sector on Green Economy basis.
This should include the following for each sector. For each sector for which sectoral development planning was conducted for the sub-national planning region in full, use the sectoral development plans (i.e. typically developed in the last step of the sectoral planning phase) to account for the below-mentioned headings:
    a. **Sector specific goals and targets**
    b. **Green Economy options for the sector**
    c. **Specific measures and actions to be taken**
    d. **Resources and inputs required**
    e. **Expected outputs and benefits**
    f. **Roles and responsibilities**
    g. **Key monitoring indicators**
4. **Cross-Sector Implementation Considerations:** This will draw on step 4 of each sectoral plan (which maps each sector development options to other sectors and considers impacts) and integrate them so that a holistic idea of cross-sector integration is obtained in the IGEIP document (this should preferably be mapped out visually). This section hence facilitates integration and synergy at broader IGEIP level.
    a. Harnessing cross-sector synergies.
    Account for what considerations have been made in respect of harnessing cross-sector synergies between sector development plans. For example, if a waste-to-energy option has been adopted for the sub-national planning region, then both the waste and energy sectors will need to cooperate in order to achieve this objective. Refer to the visual mapping of cross-sector relationships in order to clarify the particular cross-sector synergies (and perhaps potential pitfalls and mitigating factors).
    b. Mitigating adverse cross-sector impacts.
    Account for mitigation measures that may be adopted to avoid or manage potential adverse cross-sector impacts. For example, two sectors (e.g. energy and agriculture) may both require water resources and the potential for destructive competitive effects to arise may be apparent. In this case, the planners will be required to describe how they plan to manage the situation so that conflicts and system deficiencies (i.e. in respect of water) do not arise, or are quickly resolved when they do.

5. **Implementation modality:** This section deals with implementation at the sub-national level of the larger IGEIP, and draws on the implementation support phase of the tool-kit to account for the headings below:
    a. **Resource Mobilisation**
        i. Funding Required
        Account for the funding that is required to initiate green economic development in the sub-national planning region as laid out in the previous sections, as well as projected funding that will be required to see through transition in the short and medium terms for the region. Graphs and figures illustrating the funding requirements will help readers interpret the required levels of funding over different time periods.
        ii. Funding Available to Actors in Sub-National Region
            1. National budget allocation
            Discuss the national budget allocation that has been put in place to fund priority green economic development activities in sub-national planning regions. Also provide an account of who is eligible to apply for funding (e.g. sub-national government departments, private sector, civil society, public-private partnerships, etc.)
            2. Development funding
            Discuss development funding streams that are available through donors, NGOs, Bilateral programmes, etc. in the subnational planning region.
            3. Local revenues
            Discuss local revenues in the sub-national planning region that currently exist, as well as the potential to generate revenues through green economic development in the sub-national planning region.
            4. Private financing
            Discuss current, emerging and potential private financing in the sub-national planning region as pertaining to green economic development i.e. what existing and potential private funding streams can be leveraged for green economic development and why.
            5. International financing
            Account for the potential to access international funding (e.g. African Development Bank, IMF, World Bank, Clinton Climate Fund, carbon funding mechanisms, donor organisations, etc.) in support of green economic development in the sub-national planning region. These funding streams should be considered for both small scale and large scale green economic development (e.g. in-situ development in slums and informal settlements, or bus-rapid transit and light rail, respectively).
            6. Other sources
            Account for additional sources of funding that may be leveraged in the subnational planning region (e.g. micro-credit, community savings schemes etc.).
    b. **Human and Institutional Capacity**
        i. Capacity Required:

Account for skills, expertise, partnerships, etc. that are required to deliver on the IGEIP vision for the sub-national planning region.

ii. Capacity Building Plans
Account for plans to build capacity to initiate, catalyse and grow green economic development in the sub-national planning region, and help sustain transition to green economic development in the short, medium and long terms.

c. Sustainable Ventures

i. Public-Private-Partnerships (PPPs)
Account for the potential to leverage PPPs for green economic development in the sub-national planning region, and provide a rationale for which priority green economic development options could benefit from PPP arrangements.

ii. Green business developments
Account for the potential for green business development in the sub-national planning region (and in which sectors and associated development priorities this potential exists).

iii. Social entrepreneurship drives, etc.

d. Monitoring and Evaluation

i. Measures, indicators, etc.
Describe what measures and indicators were adopted to monitor and evaluate green economic development in the sub-national planning region, and why.

ii. Monitoring systems, agencies, etc.
Account for what monitoring systems and agencies exist or are being put in place to support collection and analysis of green economic development in the sub-national planning region.

e. Governance

i. Governance requirements and planning for GE transition.
Account for what governance frameworks, policies, etc. are required in the sub-national planning region, as well as what currently exists, in order to support transition to green economic development in the region.

6. Conclusions:

a. **Way Forward:**
Provide an account of how the transition to green economic development is envisaged to unfold in the sub-national planning region, as well as what may be required to adapt to changes that emerge along the way.

b. **Importance of IGEIP:**
Provide concluding motivations on importance of GE transition at sub-national regional level.