

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

Draft Version #2

Green Economy Tool-kit for Sub-National Planning

UNEP **Green Economy Tool-kit for Sub-National Planning** giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety


[Overview](#) [Planning Components](#) [Sectors](#) [Supporting Materials](#) [Terms & Definitions](#)

Purpose Of Tool-kit


This tool-kit is a practical planning tool that can be used to facilitate the operationalisation of existing national green economy strategies in African countries at the sub-national scale.

Many African countries have formulated national level policies and strategies for green economic development, and this tool-kit is designed to complement national scale work with concrete implementation at sub-national scales.


Green Economy Explained


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Why is Integrated Green Economy Planning Important?


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Purpose of Tool-Kit


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Brief Overview of Tool-Kit



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Table of Contents

Summary: Green Economy Tool-Kit for Sub-National Planning	7
1 Introduction	11
1.1 The Sub-National Green Economy Planning Tool-Kit.....	11
1.2 Brief Overview of Tool-Kit.....	11
1.2.1 Overall Description of Sub-National Planning Phases.....	11
1.2.2 The Foundational Phase	12
1.2.3 Sectoral Planning Phase	13
1.2.4 Implementation Support Phase	14
1.2.5 Documenting the Integrated Green Economy Implementation Plan (IGEIP)	15
2 Getting Started.....	17
2.1 Getting Started: Opening and Navigating the Application	17
2.1.1 Navigating the Tabs on the Overview Page	17
3 Planning Components Phase 1: Detailed Overview of Foundational Phase.....	20
3.1 Preliminaries	20
3.2 The Context workshop	22
3.2.1 Step 1A: Preparing for the Context workshop	22
3.2.2 Step 1B: Conducting the Context workshop	26
3.2.3 Step 1C: Reporting on the Context workshop	29
3.3 The Planning Workshop	32
3.3.1 Step 2A: Preparing for the Planning Workshop	32
3.3.2 Step 2B: Collating Sub-Regional Analyses for the Planning Workshop.....	39
3.3.3 Step 2C: Conducting the Planning Workshop	42
4 Planning Components Phase 2: Detailed Overview of Sectoral Phase	46
4.1 Preliminaries	46
4.2 Step 1: Mapping Sub-National Sector Priority Actions	53
4.3 Step 2: Identify a Set of Sector Options for Implementing Priority Actions	60
4.4 Step 3: Conduct Feasibility Assessment of Selected Sector Options	63
4.5 Step 4: Identify Cross-Sector Impacts of Selected Sector Options	70
4.6 Step 5: Formulate and Document Sector Strategy and Implementation Plan for Sub-National Planning Region.....	73
4.7 Variations	76
5 Planning Components Phase 3: Detailed Overview of Implementation Support Phase	78
5.1 Preliminaries	78

5.2	Resource Mobilization Component	79
5.3	Human and Institutional Capacity Development Component.....	84
5.4	Sustainable Venture Planning Component	88
5.5	Monitoring and Evaluation Component	91
5.6	Communication Component.....	94
6	Additional Considerations on the Integrated Green Economy Implementation Planning Process	98
6.1	Sector Integration	98
6.2	Spatial Integration.....	98
6.3	Actions and Actors	99
6.4	Documenting the IGEIP	99
7	Appendix A: Detailed IGEIP Document Structure	100

Table of Figures

Figure 1: General Process Flow of Tool-Kit	12
Figure 2: Foundational Phase Process Flow Diagram	13
Figure 3: Sectoral Planning Process Diagram - 5 Step Process	14
Figure 4: Components of Implementation Support Phase	15
Figure 5: Integrated Green Economy Implementation Plan (IGEIP) Document Structure - For Sub-National Planning Region	16
Figure 6: The Overview Page	17
Figure 7: The Planning Components Page	18
Figure 8: The Sectors Page	18
Figure 9: The Supporting Materials Page.....	19
Figure 10: The Terms and Definitions Page	19
Figure 11: Overview Screen of Green Economy Toolkit Software Application.....	20
Figure 12: The Planning Components Page	21
Figure 13: Planning Components Phase 1 Page.....	21
Figure 14: Step 1A - Preparing Inputs for Context workshop	22
Figure 15: Foundational Phase Step 1A – Tool Summary Overview for Tool 1.1. Page 1.....	23
Figure 16: Foundational Phase Step 1A – Tool Summary Overview for Tool 1.1. Page 2.....	24
Figure 17: Foundational Phase Step 1A - Tool Summary Overview for Tool 1.1 Page 3	25
Figure 18: Foundational Phase Step 1A - Tool Summary Overview for Tool 1.1 Page 4	26
Figure 19: Foundational Phase Step 1B - Workshop Planning and Hosting	27
Figure 20: Foundational Phase Step 1B – Tool Summary Overview for Tool 1.2 Page 1.....	28
Figure 21: Foundational Phase Step 1B – Tool Summary Overview for Tool 1.2 Page 2.....	28
Figure 22: Foundational Phase Step 1C - Reporting on Context workshop.....	30
Figure 23: Foundational Phase Step 1C - Tool Summary Overview for Tool 1.3 Page 1.....	31
Figure 24: Foundational Phase Step 1C - Tool Summary Overview for Tool 1.3 Page 2.....	31
Figure 25: Foundational Phase - Step 2a: Prepare Inputs for Context workshop	33
Figure 26: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 1.....	34

Figure 27: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 2.....	34
Figure 28: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1 Page 3.....	35
Figure 29: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 1.....	36
Figure 30: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 2.....	37
Figure 31: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 3.....	38
Figure 32: Foundational Phase - Step 2a: Tool Summary Overview for Tool 4.1.1 Page 4.....	38
Figure 33: Foundational Phase - Step 1B: Sub-Regional Analysis	40
Figure 34: Foundational Phase Step 2B - Tool Summary Overview for Tool 5.1 Page 1	41
Figure 35: Foundational Phase Step 2B - Tool Summary Overview for Tool 5.1 Page 1	41
Figure 36: Foundational Phase Step 2C – Hosting Planning Workshop.....	43
Figure 37: Foundational Phase Step 2C - Tool Summary Overview for Tool 6.1 Page 1.....	44
Figure 38: Foundational Phase Step 2C - Tool Summary Overview for Tool 6.1 Page 2.....	44
Figure 39: Planning Components Page	46
Figure 40: Phase 2 Sectoral Planning Page with all Available Sectors in Tool-Kit.....	47
Figure 41: “Sustainable Built Environment and Urban Planning” 5-Step Planning Guideline	48
Figure 42: Importance of Sector	49
Figure 43: Key Concepts for Sustainable Built Environment and Urban Planning Sector	50
Figure 44: Contribution of Sector and Sector Specific Imperative to Local Economic Development Page.....	51
Figure 45: Solutions that this Sector Contributes to Local Economic Development	52
Figure 46: Sustainable Built Environment and Urban Planning” 5-Step Planning Guideline.....	53
Figure 47: Step 1 of Sector Planning Process - Sustainable Built Environment and Urban Planning ...	54
Figure 48: Cities and Built Environment - Tool Summary Overview for Tool 1.1. Page 1.....	55
Figure 49: Cities and Built Environment - Tool Summary Overview for Tool 1.1. Page 2.....	56
Figure 50: Cities and Built Environment - Tool Summary Overview for Tool 1.1 Page 3.....	57
Figure 51: Cities and Built Environment: Case Study Summary Page 1 for Tool 1.1.	58
Figure 52: Cities and Built Environment - Case Study Summary Page 2 for Tool 1.1.	59
Figure 53: Cities and Built Environment - Case Study Document for Tool 1.1	59
Figure 54: Step 2 of Sector Planning Process: Identifying Options for Key Priority Actions.....	61
Figure 55: Cities and Built Environment: Tool Summary Overview for Tool 2.1 Page 1.....	62
Figure 56: Cities and Built Environment: Tool Summary Overview for Tool 2.1 Page 2.....	62
Figure 57: Step 3 of Sector Planning: Feasibility Assessment of Selected Options for Sector	64
Figure 58: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 1	65
Figure 59: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 2	65
Figure 60: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1 for Page 3	66
Figure 61: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 1	67
Figure 62: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 2	68
Figure 63: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 3	69
Figure 64: Step 3 of Sector Planning: Tool Summary Overview of Tool 3.1.1 for Page 4	69
Figure 65: Step 4 of Sectoral Planning: Identifying Cross Sector Impacts of Selected Development Options.....	71
Figure 66: Step 4 of Sector Planning: Tool Summary Overview of Tool 4.1 for Page 1	72
Figure 67: Step 4 of Sector Planning: Tool Summary Overview of Tool 4.1 for Page 2	72
Figure 68: Step 5 of Sector Planning: Formulate and Document Sector Implementation Plan	74
Figure 69: Step 5 of Sector Planning: Tool Summary Overview of Tool 5.1 for Page 1	75
Figure 70: Step 5 of Sector Planning: Tool Summary Overview of Tool 5.1 for Page 2	75
Figure 71: Planning Components Page	78
Figure 72: Phase 3 - Implementation Support Page	79

Figure 73: Resource Mobilization Tool Summary Overview Page 1	80
Figure 74: Resource Mobilization Tool Summary Overview Page 2	81
Figure 75: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 1	82
Figure 76: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 2	83
Figure 77: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 3	83
Figure 78: Resource Mobilization - Tool Summary Overview for Tool 1.1.1 Page 4	84
Figure 79: Human and Institutional Capacity Development Tool Summary Overview Page 1	85
Figure 80: Human and Institutional Capacity Development Tool Summary Overview Page 2	86
Figure 81: Human and Institutional Capacity Development Tool Summary Overview Page 3	87
Figure 82: Human and Institutional Capacity Development Tool Summary Overview Page 4	87
Figure 83: Sustainable Venture Planning Tool Summary Overview Page 1.....	88
Figure 84: Sustainable Venture Planning Tool Summary Overview Page 2.....	89
Figure 85: Sustainable Venture Planning Tool Summary Overview Page 3.....	90
Figure 86: Sustainable Venture Planning Tool Summary Overview Page 4.....	90
Figure 87: Monitoring and Evaluation Tool Summary Overview Page 1	91
Figure 88: Monitoring and Evaluation Tool Summary Overview Page 2	92
Figure 89: Monitoring and Evaluation Tool Summary Overview Page 3	93
Figure 90: Monitoring and Evaluation Tool Summary Overview Page 4	93
Figure 91: Communication Tool Summary Overview Page 1.....	95
Figure 92: Communication Tool Summary Overview Page 2.....	95
Figure 93: Communication Tool Summary Overview Page 3.....	96
Figure 94: Communication Tool Summary Overview Page 4.....	97

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 addition 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 Short Worked Example	Chapter 4: Phase 2 Short Worked Example
DAY THREE	Chapter 5: Phase 3 Short Worked Example	Chapter 5: Phase 3 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 Introduction¹

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:

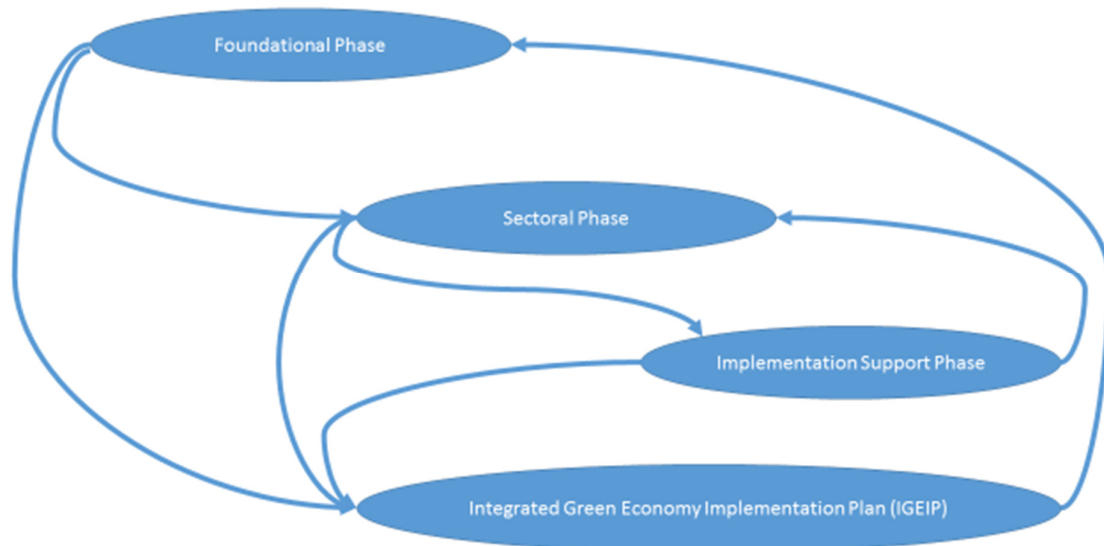
- Foundational Phase: The foundational phase lays the basis for the Integrated Green Economy Implementation Plan (IGEIP) within the context of the relevant national policies and strategies and local capacity and potentials. The output of the foundational phase is a set of priority sector green economy 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:

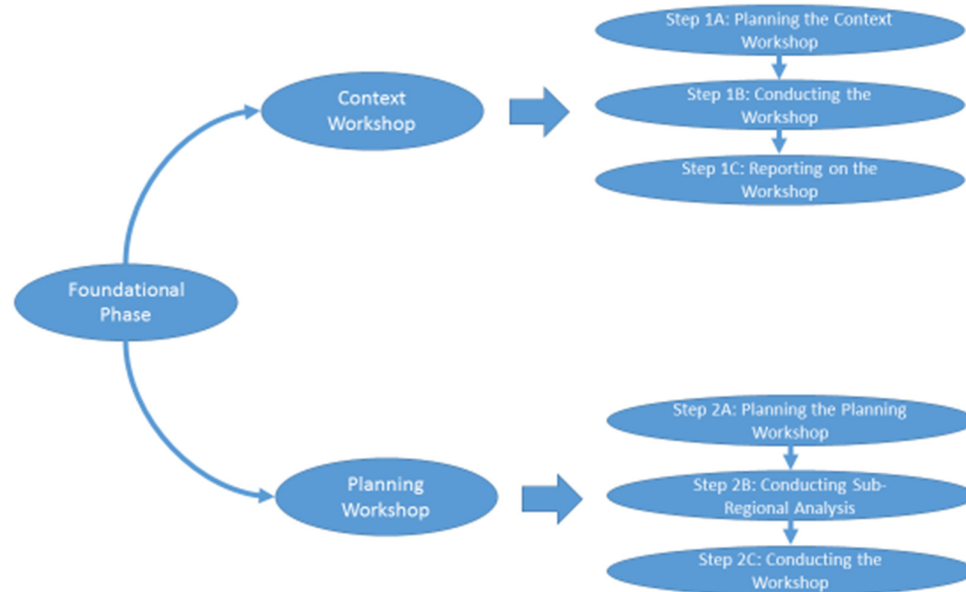
- Context workshop²: The context workshop is planned for (1A), conducted (1B) and reported on (1C) in three steps. The purpose of the context workshop is threefold; (1) to present and discuss national green economy plans with sub-national planners, decision-makers, stakeholders etc., (2) to conduct preliminary 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



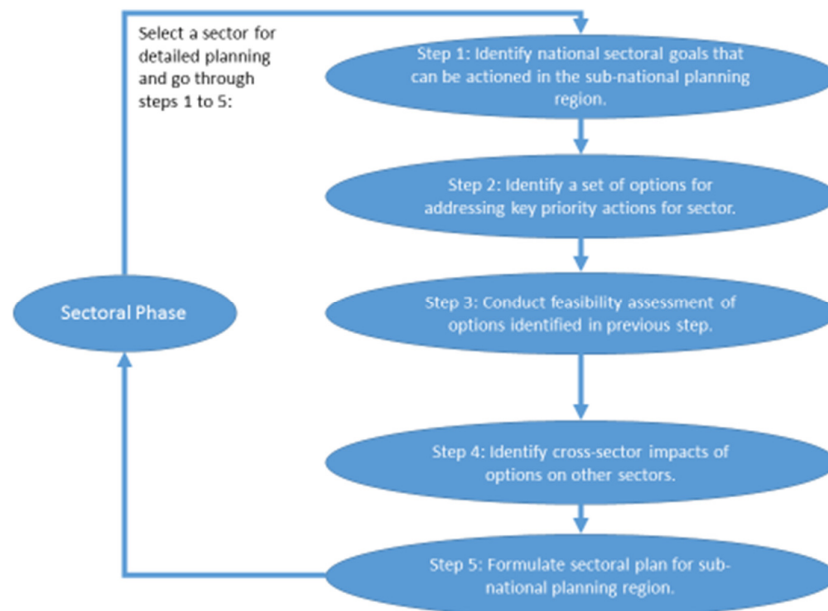
1.2.3 Sectoral Planning Phase

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

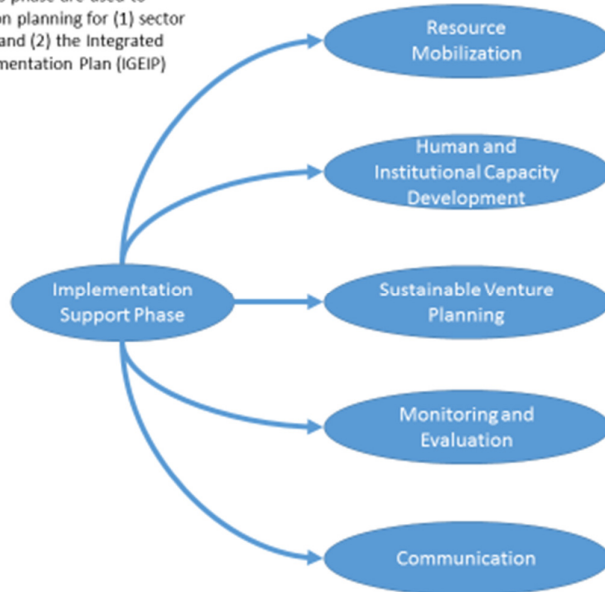
This 'phase' consists of a set of 5 implementation support components, each of which can be used to support sector implementation plans, and which contributes to the finalisation of the Integrated Green Economy Implementation Plan (IGEIP) for the particular sub-national planning region in question. The 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

The components of this phase are used to support implementation planning for (1) sector implementation plans and (2) the Integrated Green Economy Implementation Plan (IGEIP) document.



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.

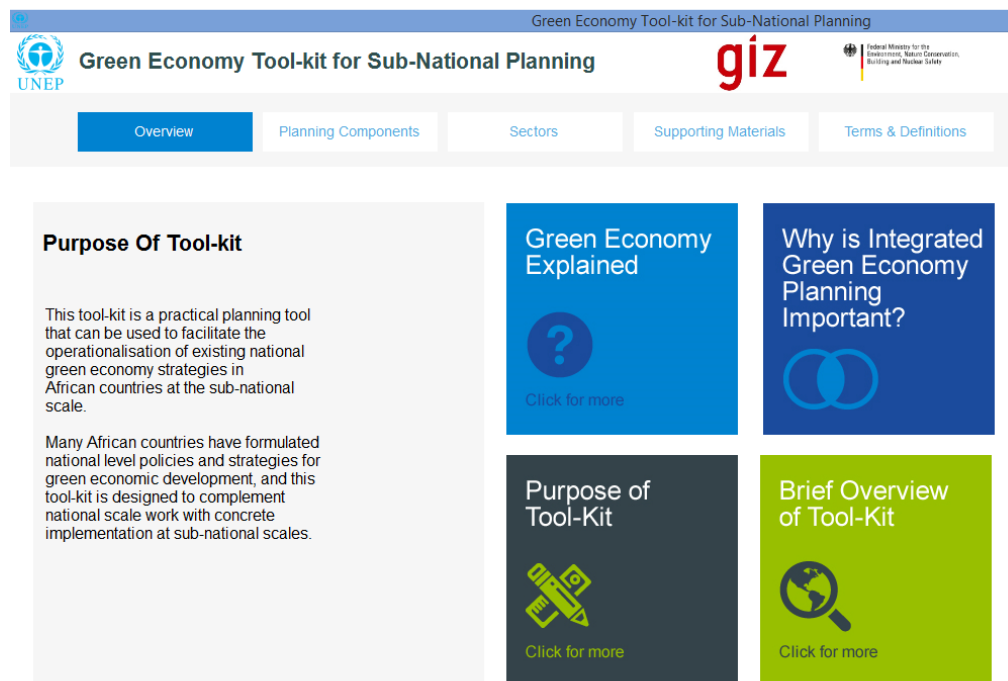
2.1.1 Navigating the Tabs on the Overview Page

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.

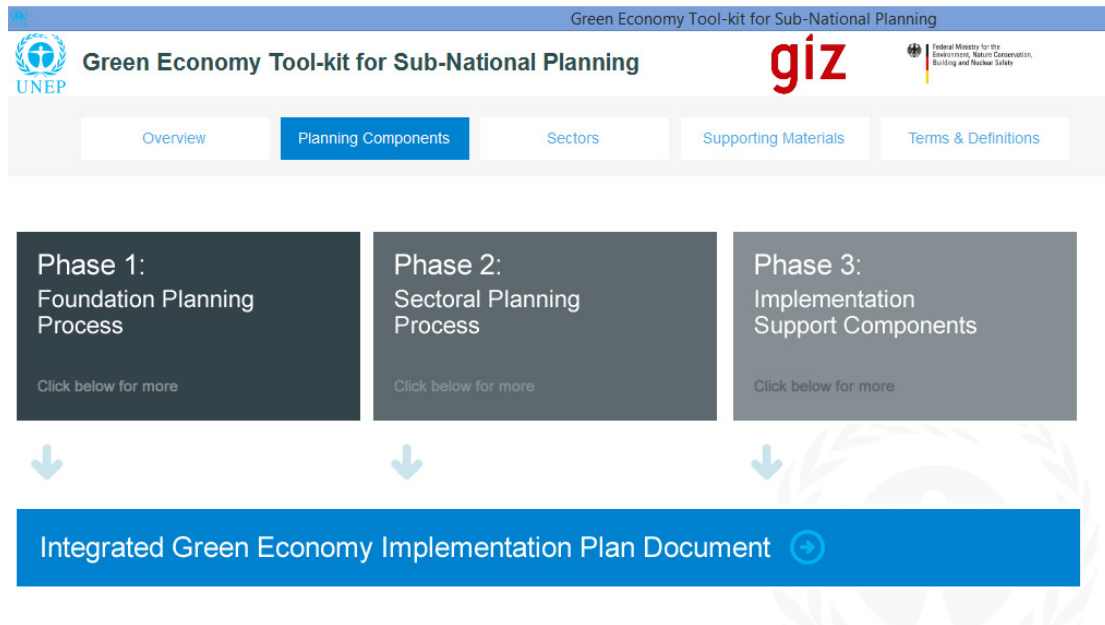
Figure 6: The Overview Page



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.

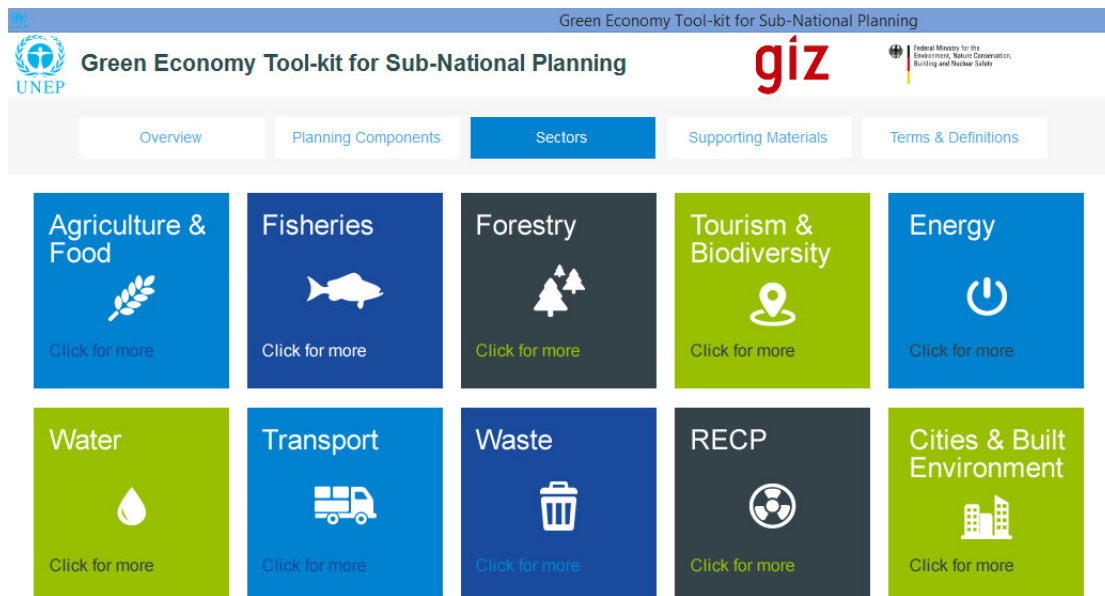
Figure 7: The Planning Components Page



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.

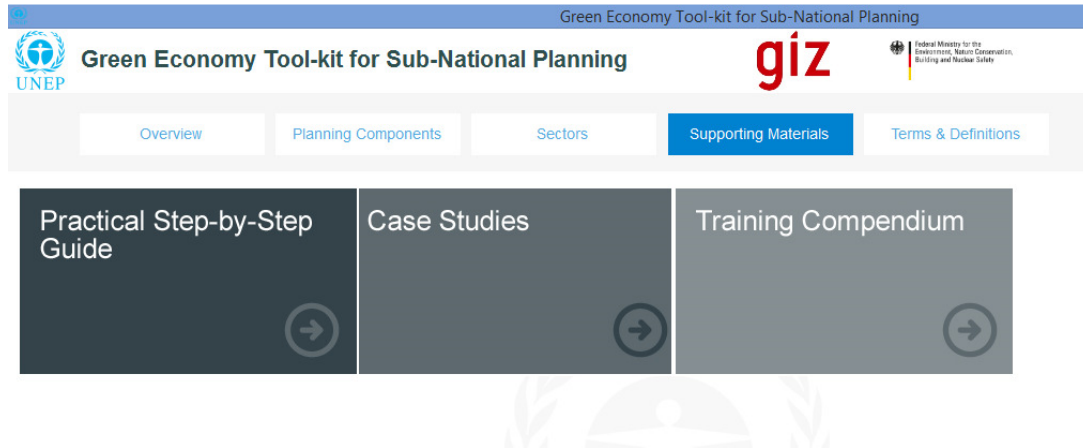
Figure 8: The Sectors Page



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

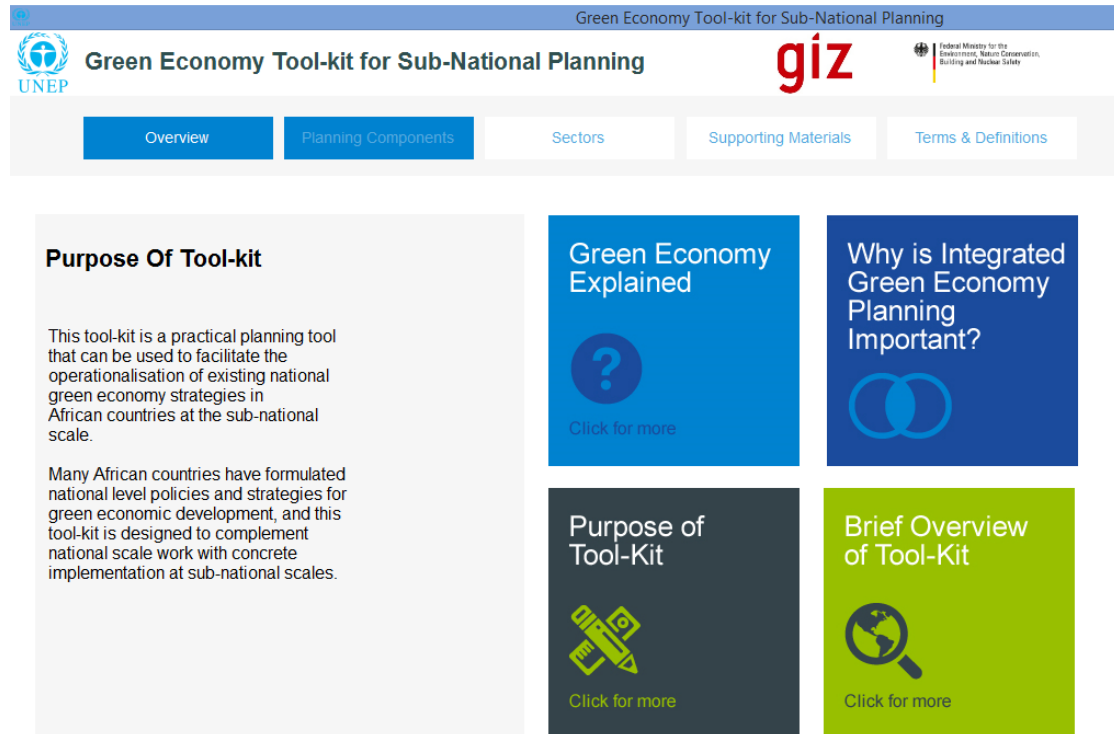


3 Planning Components Phase 1: Detailed Overview of Foundational Phase

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

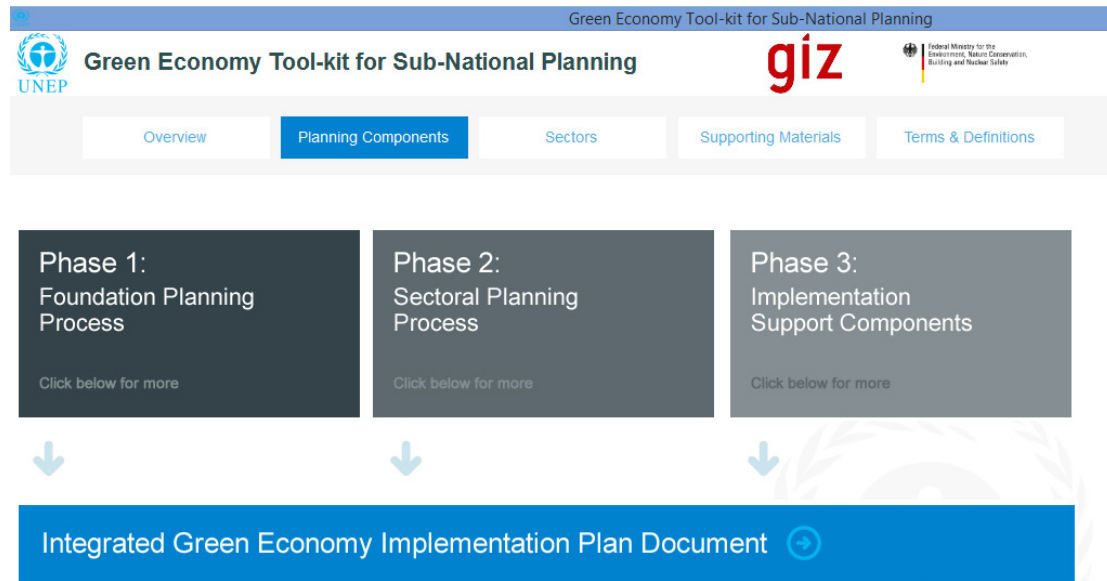
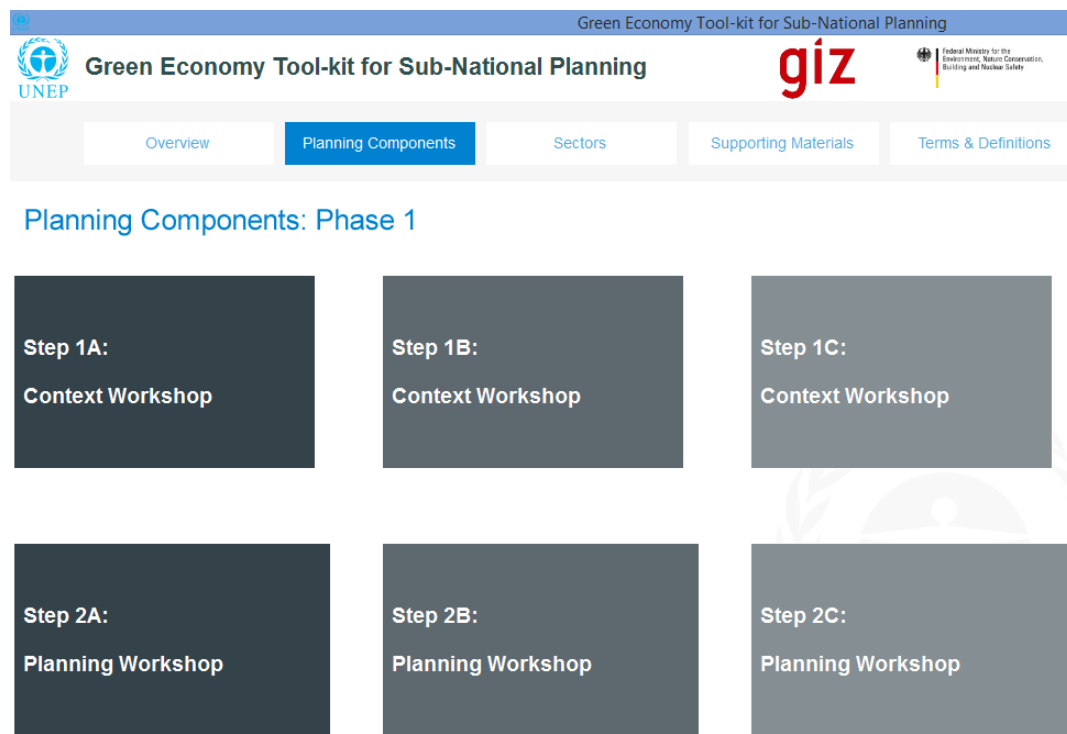


Figure 13: Planning Components Phase 1 Page



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 workshop³ 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

The screenshot displays the user interface for the 'Green Economy Tool-kit for Sub-National Planning'. At the top, there is a blue header with the title and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation menu with five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Step 1A Prepare inputs for context workshop' and features a 'Back' button with a left-pointing arrow. The content is divided into two columns. The left column contains a text box with the following text: 'Prepare a short document that; (1) briefly summarises national green economic strategies and plans that have been established for the country in question, (2) outlines and provides the background and a rationale for the need for an integrated green economy implementation programme (IGEIP) in the sub-national planning region in question, (3) stipulates which government department or agency is leading the process of developing the IGEIP summarises the objectives , and (4) explains what the purpose of the workshop is i.e. to conduct a broad based public participation process in order to shape the prerogatives, goals and objectives of the IGEIP for the sub-national planning region in question.' The right column contains a box for 'Tool 1.1' with the following text: 'Recommended Tool: Tool 1.1: Summary Input Document for Context Workshop: [NA] Description: This tool helps sub-national planners prepare a summary document that serves as an input to the context workshop. It details national green economy plans and provides a rationale for green economic development in the sub-national planning region.' At the bottom right of the main content area, there is a 'Next Step >' button.

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

Green Economy Tool-kit for Sub-National Planning

UNEP GIZ Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 1.1** Summary Input Document to Context Workshop

This tool helps sub-national planners prepare a short document that: (1) briefly summarises national green economic strategies and plans that have been established for the country in question, (2) outlines and provides the background and a rationale for the need for an integrated green economy implementation programme (IGEIP) in the sub-national planning region in question, (3) stipulates which government department or agency is leading the process of developing the IGEIP summarises the objectives, and (4) explains what the purpose of the workshop is i.e. to conduct a broad based public participation process in order to shape the prerogatives, goals and objectives of the IGEIP for the sub-national planning region in question.

Main users and purpose of tool

The document can either be prepared by sub-national planning experts themselves, or by an expert consultant who is familiar with the national green economic strategies and plans, as well as the sub-national planning region in question

Advantages and limitations of the tool

The advantage of having a document that serves as an input to the context workshop is that it helps prepare workshop participants for the workshop in respect of what the background to the workshop and its purpose is. It also helps establish a preliminary shared understanding of what the national level green economic development imperatives are and why, so that workshop discussions are framed by the same background knowledge. Potential disadvantages may result from the input document framing the discussion too tightly and preventing flexibility in thinking and imagining the desired green economic development trajectories of the sub-national planning region.

Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back Tool 1.1 Summary Input Document to Context Workshop

Procedures

The proposed document structure is outlined below:

- 1. Background and Introduction**
Explain how green economic development has been defined for the purposes of the national strategy and why. Provide an account of the rationale for green economic development at the national scale, and provide details of which government agencies/departments are responsible for implementing national green economic development plans.
- 2. Description of National Green Economic Development Strategies and Plans**
Provide an account of national green economic strategies and plans that have been established for the country in question. Summarise the green economic strategies and plans that have been laid out in national documents, and provide a full reference list to these documents so that workshop participants can go into further depth should they wish.
- 3. Rationale for IGEIP for Sub-National Planning Region**
Provide the background and a rationale for the need for an integrated green economy implementation programme (IGEIP) in the sub-national planning region in question; that is, explain why a green economic development trajectory is being adopted and planned for in the sub-national planning region in question. Where possible, link developmental needs and options in the sub-national planning region to key focus areas that have been prioritised at the national level. Use examples to illustrate what kinds of development options and trajectories can be adopted in the sub-national planning region.
- 4. Institutional Arrangements for Implementation at Sub-National Regional Level**
Stipulate which government department or agency is leading the process of developing the IGEIP and summarise the roles that government, civil society and the private sector are expected to play in implementation of the IGEIP.

< Previous Next >

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the title 'Green Economy Tool-kit for Sub-National Planning' and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Tool 1.1' and 'Summary Input Document to Context Workshop'. It includes a 'Back' button with a left arrow, a section for 'Approximate time required' (1-5 days), a section for 'Resources required' (Expert planner or consultant with intimate knowledge of both national green economic development plans and strategies, as well as the sub-national planning region in question.), and a section for 'Examples or case studies of tool implementation'. At the bottom, there are two buttons: '< Previous' and 'Next >'.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the title and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with tabs for 'Overview', 'Planning Components' (which is active), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Tool 1.1' and 'Summary Input Document to Context Workshop'. It includes a 'Back' button, a section for 'Outputs of the tool' with a descriptive paragraph, a 'Level of expertise required' section with a value of 3, a 'References to tool' section with a 'Reference 1' button, and a '< Previous' button at the bottom right.

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, GIZ, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs: 'Overview', 'Planning Components' (selected), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Step 1B Workshop planning and hosting: put workshop plan in place and holding workshop.' On the left, there is a 'Back' button. The main text describes the step, which involves conducting all the planning for the context workshop and hosting the workshop. On the right, there is a section for 'Tool 2.1' with a 'Recommended Tool' and an 'Additional/Optional Tool'. At the bottom, there are two buttons: '< Previous Step' and 'Next Step >'.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 2.1 Intra-Sector, Multi-Participant Context Workshop: A Workbook on Designing Successful Workshops

Back

This step involves conducting all the planning for the context workshop. This necessitates; (1) the selection of workshop participants, formulating agenda for workshop, (2) making arrangements for workshop (organising venue, sending out invitations to participants, speakers, etc.), and (3) delegating facilitation roles for the workshop, establishing an IGIEIP workshop committee.

Intra-sector, multi-participant context workshop consisting of stakeholders, decision-makers, system users for at sub-national planning level. A key **Main users and purpose of tool**

The main users of this tool are sub-national unit planners, who will plan and conduct the intra-sector workshop for green economic development in the sub-national planning region

Advantages and limitations of the tool

The advantage of this tool is that it is inclusive, participatory-based, and brings together a range of intra-sector experts, stakeholders, decision-makers and system users, thereby ensuring that; (1) a shared understanding of green economic development with respect to the sub-national planning region is obtained in the sub-national planning region itself, and (2) that a wide range of interests are represented, reducing the potential for dispute and conflict when implementation unfolds.

The potential disadvantages of the tool include; (1) that more powerful and influential participants may sway the process due to their influence over

Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 2.1 Intra-Sector, Multi-Participant Context Workshop: A Workbook on Designing Successful Workshops

Back

Procedures

Preparation for Workshop:

Step 1: Define workshop topic and identify target audience.

- 1.1. Define workshop topic e.g. "Planning workshop for operationalising green economic development in Gauteng Province, South Africa"
- 1.2. Identify who the outputs of the workshop will be communicated to and who will be expected to make use of the outputs of the workshop (e.g. sectors, actors, etc.)

Step 2: Conduct a needs assessment for the workshop

- 2.1 Define what national strategy and planning documents are necessary for the workshop.
- 2.2. Define who is needed as speakers and discussants at the workshop and what panel discussions may be necessary.
- 2.3 Define what reference materials may be necessary for the workshop e.g. studies, reviews, papers, surveys, case studies, questionnaires, etc.

Step 3: Define workshop goals and objectives

The following descriptions can be customised for the particular workshop: The aim of this workshop is to engender a shared understanding of national green economic development priorities in the sub-national planning region amongst various stakeholders, decision-makers and system users, to discuss and debate sustainable development and green economic development priorities of the sub-national planning region, and to establish a set of priorities for green economic development for the sub-national planning region.

Step 4: Decide on time frame of workshop and number of participants

The workshop can typically run from anywhere between 1-5 days, depending on the complexity of the sub-national planning region and its particular development challenges and context.

- i. Note: For stakeholder mapping and selection for the context workshop please refer to [Tool 3]: [Identifying and Analysing Stakeholders and their

< Previous Next >

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs: Overview, Planning Components (selected), Sectors, Supporting Materials, and Terms & Definitions. The main content area is titled 'Step 1C Report on workshop.' and includes a 'Back' button. The text describes the task: 'Formulate a workshop report (not minutes) that documents the key outputs of the workshop. That is; (1) main reactions to the national green economic strategies and plans by workshop participants, (2) the key challenges (i.e. social, economic, environmental) in the subnational planning region that green economic development may be able to help address (as articulated by workshop participants), (3) a summary of key obstacles and challenges to green economic development and transition in the sub-national planning region in question (this may include gaps in data, skills, institutional capacity, spatial features of the subnational planning region etc.), and (4) a set of tasks (i.e. analysis and evaluation) for the subnational planning region that is required in order to formulate plans for green economic development in the region. Ensure that this report maps to section 1 of IGEIP document.' A 'Recommended Tool' section highlights 'Tool 3.1: Context Workshop Report' with a description: 'This tool helps formulate a report that accounts for the outcomes of the context workshop.' At the bottom, there are navigation buttons for '< Previous Step' and 'Next Step >'.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. A navigation bar includes 'Overview', 'Planning Components' (selected), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. Below this, a 'Back' button is visible next to the title 'Tool 3.1 Context Workshop Report'. The main content area contains a detailed description of the tool's purpose, its main users, and its advantages and limitations. A 'Next >' button is located at the bottom right of the content area.

Green Economy Tool-kit for Sub-National Planning

Overview | **Planning Components** | Sectors | Supporting Materials | Terms & Definitions

← Back **Tool 3.1** **Context Workshop Report**

This tool helps sub-national planners formulate a workshop report (not minutes) that documents the key outputs of the workshop. That is: (1) main reactions to the national green economic strategies and plans by workshop participants, (2) the key challenges (i.e. social, economic, environmental) in the subnational planning region that green economic development may be able to help address (as articulated by workshop participants), (3) a summary of key obstacles and challenges to green economic development and transition in the sub-national planning region in question (this may include gaps in data, skills, institutional capacity, spatial features of the subnational planning region etc.), and (4) a set of tasks (i.e. analysis and

Main users and purpose of tool

The context workshop report document can either be prepared by sub-national planning experts themselves, or by an expert consultant who was specifically contracted in order to scribe and summarise the outputs of the context workshop.

Advantages and limitations of the tool

The advantage of having a document that serves as a valuable record of the preliminary engagements with the broader set of stakeholders, system users and key actors in the sub-national planning region on the rationale for adopting a green economic development trajectory in the sub-national planning region. This record, which consists of a set of reactions and opinions to the IGEIP by a broad cross-section of stakeholders, system users and actors etc., as well as ideas about what key challenges to focus on in the sub-national planning region, and what potential development options exist. It can therefore serve as a valuable input to the planning workshop (i.e. step 2) and can help frame the IGEIP planning workshop.

Next >

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website, showing the 'Procedures' section for Tool 3.1: Context Workshop Report. The layout is similar to Figure 23, with the 'Planning Components' tab selected. The 'Procedures' section outlines the proposed document structure with four numbered steps: 1. Background and Introduction, 2. Key Reactions to Rationale for IGEIP, 3. Key Development Challenges in the Sub-National Planning Region, and 4. Obstacles and Challenges to Implementation. Navigation buttons for '< Previous' and 'Next >' are located at the bottom of the content area.

Green Economy Tool-kit for Sub-National Planning

Overview | **Planning Components** | Sectors | Supporting Materials | Terms & Definitions

← Back **Tool 3.1** **Context Workshop Report**

Procedures

The proposed document structure is outlined below:

- 1. Background and Introduction**
Provide a brief account of the background to the development of an IGEIP for the sub-national planning region. Account for national level green economic development strategies and their key focus areas, and outline how funding streams and mechanisms are organised or are being organised to facilitate the roll-out of green economic development strategies. Explain why the context workshop was held and what it aimed to achieve, and provide a brief account of the various sectors, stakeholders, system users, etc. that were included in the context workshop.
- 2. Key Reactions to Rationale for IGEIP**
Provide an account of the main reactions to the national green economic strategies and plans by workshop participants. Outline their key concerns, possible development options, as well as an account of relevant stakeholders, possible partnerships and ideas for boosting absorption of green technologies and systems in the sub-national planning region.
- 3. Key Development Challenges in the Sub-National Planning Region**
Account for the key challenges (i.e. social, economic, environmental) in the subnational planning region that green economic development may be able to help address (as articulated by workshop participants),
- 4. Obstacles and Challenges to Implementation**
Provide a summary of key obstacles and challenges to green economic development and transition in the sub-national planning region in question (this may include gaps in data, skills, institutional capacity, spatial features of the subnational planning region etc.), and

< Previous **Next >**

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs: Overview, Planning Components (selected), Sectors, Supporting Materials, and Terms & Definitions. The main content area is titled 'Step 2A Prepare inputs for planning workshop.' and includes a 'Back' button. The text describes the step's requirements and provides a 'Recommended Tool' section for 'Tool 4.1: Analytical Inputs for Planning Workshop'. At the bottom, there are buttons for '< Previous Step' and 'Next Step >'.

Green Economy Tool-kit for Sub-National Planning

Overview | **Planning Components** | Sectors | Supporting Materials | Terms & Definitions

Step 2A Prepare inputs for planning workshop.

[Back](#)

This step requires a number of sub-steps to be conducted, either in preparation for the planning workshop, or as the initial phase of the planning workshop. These include: (1) Socio-economic analysis, (2) Natural systems analyses, (which must include: (a). Resource profile analyses i.e. of resources particular to the sub-national planning region in particular (e.g. energy, fisheries, forestry, etc.), and (b). biodiversity and ecosystems analysis), (4) Production systems analysis, (5) Where possible, heuristic or complex MFA can be conducted on the system once all the above-mentioned analyses have been conducted (i.e. 1-3), (6) Financial systems analysis(consultant report) (7) Institutional capacity evaluation and analysis., and (8) analysis of key stakeholder and actors for implementation.

This step can either be conducted by expert planners or consultants, or it can be conducted within the planning workshop itself, depending on the resources that are available to the sub-national planners who are charged with developing the IGEIP. Hence, for each of the sub-steps involved in step 2a, two alternative options are available, as outlined in the tools section.

Tool 4.1

Recommended Tool:
Tool 4.1: Analytical Inputs for Planning Workshop:
Description: This tool helps formulate and conduct the analyses that are required to serve as inputs for the planning workshop.

[< Previous Step](#) | [Next Step >](#)

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

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Overview **Planning Components** Sectors Supporting Materials Terms & Definitions

← Back **Tool 4.1** Analytical Inputs for Planning Workshop

This step requires a number of sub-steps to be conducted, either in preparation for the planning workshop, or as the initial phase of the planning workshop. These include:

- 1) Socio-economic analysis,
- 2) Natural systems analyses, (which must include: (a). Resource profile analyses i.e. of resources particular to the sub-national planning region in particular (e.a. energy, fisheries, forestry, etc.), and (b). biodiversity and ecosystems analysis).

Main users and purpose of tool

Option A refers to where expert planners and/or consultants are used to generate the key analytical requirements for the planning workshop prior to the workshop. In this option, rigorous analytical methods are utilised.

Option B refers to where the key analytical requirements for the workshop are generated in the workshop with workshop participants, using methods that are less rigorous, more interactive, and depend on the quality of workshop inputs to ensure that robust outcomes are generated. Hence, in option B the emphasis is on good quality facilitation.

Advantages and limitations of the tool

Both Option A and B have their distinct advantages and disadvantages. Option A involves undertaking more rigorous and thorough analyses than Option B, but Option B is far more interactive and inclusive, and has the advantage of incorporating inputs from a workshop process where a diverse array of perspectives, concerns and evaluations are accommodated. In respect of disadvantages, Option A is likely to prove costly, and may require a significant length of time to complete. It is also a less interactive process, but this can be overcome by interrogating the outputs of Option A in the planning workshop. In contrast, while Option B is likely to be less costly and to require a shorter duration of time to complete, it is less rigorous and may require fact-checking at a later stage.

Next >

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

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Overview **Planning Components** Sectors Supporting Materials Terms & Definitions

← Back **Tool 4.1** Analytical Inputs for Planning Workshop

Procedures

Tool 4.1.1 Tool 4.1.2 Tool 4.1.4 Tool 4.1.6 Tool 4.1.11 Tool 4.1.13
Tool 4.1.14 Tool 4.1.18

Option A: The following analyses of the sub-national planning region is required so that they can serve as an input to the planning workshop. They will typically be conducted by expert planners and/or consultants who have specialist analytical expertise that relates to the tasks at hand:

- 1) Socio-economic analysis: Conduct a full socio-economic analysis of the sub-national planning region, paying special attention to socio-economic pressures such as poverty, unemployment, etc. as well as related demographics. Both quantitative and qualitative data and information may be used to formulate an outline of the key socio-economic drivers, constraints and projected futures for the sub-national planning region.
 - i. Refer to [Tool 4.1.14]:[Country Social Analysis];[World Bank Sourcebook for Development Practitioners] for further guidelines on socio-economic analyses.
- 2) Natural systems analyses: This must include:
 - (a). Resource profile analyses i.e. of resources (i.e. natural capital) particular to the sub-national planning region in particular and link to key sectors in the region (e.g. energy, fisheries, forestry, etc.). Please refer to the following tools for guidance:
 - i. [Tool 4.1.21]:[Resource Profile Analysis], and
 - (b). Biodiversity and ecosystems analysis:
 - i. [Tool 4.1.18]:[The Economics of Ecosystems and Biodiversity (TEEB) Country Study];[UNEP] for guidance on biodiversity and ecosystems analysis.
- 3) Production systems analysis: Conduct an analysis of key value chains that relate to main production activities in the sub-national planning region, ensure that value chains are mapped out and scrutinised.
 - i. [Tool 4.1.22]:[Value Chain Analysis]
- 4) Where possible, heuristic or complex MFA can be conducted on the system once all the above-mentioned analyses have been conducted (i.e. 1-3)

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

[← Back](#) **Tool 4.1** Analytical Inputs for Planning Workshop

Approximate time required
Option A: 1-5 days per task (1-2 months in total)
Option B: 1-2 days

Resources required
Option A: Expert planners and specialist consultants, data, computer based analytical suites and tools, etc.
Option B: Workshop with diverse participants (planning experts, analysts, specialists, stakeholders, decision-makers, system users, and so forth).

Examples or case studies of tool implementation

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 4.1.14** Country Social Analysis.

Country social analysis (CSA) integrates social, economic, political, and institutional analysis to understand the influence of country context (development dynamics, opportunities and constraints) on development outcomes. CSA is primarily based on existing qualitative and quantitative data. It could be supplemented by collecting new primary data on issues of particular concern in the specific case. CSA prioritises:

- The distribution of assets, economic activity, and access to markets across

Main users and purpose of tool

The purpose of the tool is to allow users to identify country-specific issues for in-depth analysis, as determined by identified trends and social analysis framework outlined above. This information could be bolstered with social development statistics and relevant tools. This tool is widely used by the World Bank and development researchers, and sectoral planners.

World Bank (2012: 107)

Advantages and limitations of the tool

The main advantage is that this tool is part of the basic analysis, research and literature review needed for an IGEIP process. It requires in-depth country knowledge and expertise, which can be sourced locally. The analysis could be done one expert researcher with in-country knowledge or small in-country team as part of the Foundation Phase of the IGEIP. It requires no specific tools and/ or software, but it does require access to relevant documentation, data and experts.

CSA needs to be sufficiently focused to provide in-depth analysis to be operationally useful.

Next >

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is selected. Below the navigation bar, there is a 'Back' button and the title 'Tool 4.1.14 Country Social Analysis.' The main content area is titled 'Procedures' and contains a scrollable text box with the following text:

There are many different ways of classifying methods of social analysis. However, for the purposes of these Guidelines they may be divided into five main types:

1. Consider which method of information gathering will be used to get the relevant information about the social characteristics of your country, which is needed for various planning purposes. These processes could include a literature survey, the use of existing information/ indicators/ social statistics, but could also involve the generation of new data needed where gaps exists.
2. Analyse the method of planning that is currently used to achieve specific social objectives, such as the provision of social services or improvement in some aspect of the quality of life;
3. Assess the social costs and benefits of specific projects or programmes, which could be used as part of a feasibility study in the planning stage, as well as to evaluate the impact of the project or programme after implementation has taken place;
4. Analyse the methods of planning to meet the needs of disadvantaged groups within an area (such as the poor, the landless, women, children or the disabled), which is a very specific form of social objective which warrants attention separate from (2) above; and
5. Consider and obtain a shared understanding of these issues in participatory way.

Consider:

- The interaction of social and economic development, and vice versa. Are they in conflict with each other, in which case one has to make choices - or 'tradeoffs' - between social and economic development?
- Impact of politics on distributional issues, i.e. who gains and who loses as a result of development efforts. Take the full value-chain into consideration and ensure that demand side management/ consumption issues are also covered in the analysis. There is a close circular relationship

At the bottom of the scrollable text box are two buttons: '< Previous' and 'Next >'.

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

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 4.1.14** Country Social Analysis.

Approximate time required
NA

Resources required
In-depth country knowledge and expertise, excellent research capabilities, access to relevant documentation, people and other sources, possibly access to diverse social environments in the country to generate new, primary data needed. A solid understanding of the broader IGEIP process in order to generate the most relevant information that will integrate social dynamics with other two pillars of a GE transition, namely environmental and economic.

Examples or case studies of tool implementation

< Previous Next >

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

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 4.1.14** Country Social Analysis.

Outputs of the tool
The output of this tool a rigorous set of social information (qualitative and quantitative) that forms part of the broader Foundational Phase analysis to identify integrated resource, social and economic opportunities and constraints for the IGEIP and GE. There is not a prescribed format for the output, but it should ensure that enough social knowledge is generated to INTEGRATE social dimension with the economic and environmental.

Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")
NA

References to tool (journals, documents, internet links, etc.)
FAO, Guidelines on social analysis for rural area development planning. Available <http://www.fao.org/docrep/t1680e/t1680e02.htm> - Accessed on 4 March 2015.
World Bank Tools for Institutional, Political, and Social Analysis of Policy Reform, A Sourcebook for Development Practitioners. 2007. pp 107-108.

< Previous

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. A navigation bar includes 'Overview', 'Planning Components' (highlighted), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Step 2C Host planning workshop to determine priority green economic development areas for sub-national planning region.' It features a 'Back' button with a left arrow. Below the title, a text box describes the step: 'This step involves hosting and conducting the workshop. Key outputs of the workshop should include: (1), a shared understanding amongst workshop participants of what the key socio-economic factors, resource profiles, and capacities are in the sub-national planning region in question, (2) how they (the aforementioned) relate to – or can be related to – the green economic development trajectory that the sub-national planning region seeks to actualise, (3) a detailed understanding of stakeholder and system user priorities, prerogatives, problem areas, challenges and opportunities (i.e. social, economic, environmental) for green economic development in the sub-national planning region, (4) a detailed understanding of what data, institutional capacity, skills and other implementation "gaps" exist in the subnational planning region, and most importantly (5) determining the key priority areas. (by sector, spatial location, demographic group, etc.), that are to be prioritised for green economic development in the sub-national planning region, (6) Conduct cross-sector analysis to identify potential areas of synergy or conflict between sectors, (7) planning for institutional capacity development, (8) conducting scenario analyses, and (9) documenting the aforementioned outputs of the workshop in a format that can map to section 2c of the IGEIP document.' To the right, a box labeled 'Tool 6.1' contains 'Recommended Tool: Tool 6.1: Conducting Planning Workshop: Description: This tool helps with conducting the interactive, multi-participant planning workshop. Additional/Optional Tool: [Tool 20]:[Participative Processes]:[United Nations University with Collaborators] Description: This tool helps with planning for an interactive multi-participant engagement.' At the bottom right, there is a '< Previous Step' button.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 5.1** [Sub-Regional Analysis Report]: [NA]

The reports from Step 2a need to be consolidated into a short summary report that serves as an input to the workshop. This document will contain both the output of step 1 as well as step 2.

1. This then maps to section 1 and 2 of the IGEIP document.
2. In the absence of funds or available consultants/skills to conduct the analyses in the steps above these analyses can be conducted in a preliminary workshop.

Main users and purpose of tool

The main users of this tool consist of: (1) planning experts and/or consultants who are tasked with summarising the analyses conducted in Step 2a (i.e. in Option A in Tool 2a), and (2) workshop participants/facilitators who are tasked with summarising the analyses conducted in Option B in Step 2a (see Tool 2a).

Advantages and limitations of the tool

Advantages of the Sub-Regional Analysis Report is that it, (1) serves as a record of the analytical foundation of IGEIP development process, and (2) serves as a record of the thinking process that planners and workshop participants have undergone in preparing the IGEIP. Limitations may result from what decisions are taken in respect of summarising inputs i.e. what information is left out. Hence, it is critical that an expert or group of experts of significant levels of expertise are responsible for formulating the report.

Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 5.1** [Sub-Regional Analysis Report]: [NA]

Procedures

The key objective of this tool is to formulate a document that collates and summarises the outputs of Tool 2a in Step 2a, which spans a broad range of analytical requirements for the sub-national planning region. The document should be constituted of the following headings:

- 1) Introduction and Overview: Introduce the sub-national planning region and its developmental context. Provide an overview of the context in which green economic development is being considered as an optional development trajectory for the sub-national planning region in question.
- 2) Socio-Economic Analysis: Provide an account of socio-economic pressures such as poverty, unemployment, etc. as well as related demographics in the sub-national planning region. Outline the key socio-economic drivers, constraints and projected futures for the sub-national planning region. Where possible, include quantitative and qualitative data sets and information, respectively.
 - i. This section maps to section 2b(i) of the IGEIP document.
- 3) Natural Systems Analyses: Provide an account of the key resources in the sub-national planning region as relating to natural capital. Ensure that ecosystems and biodiversity are explicitly accounted for in this section. Explain their importance in respect of different sectors that dominate or have potential to emerge in the sub-national planning region.
 - i. This section maps to section 2b(ii) of the IGEIP document.
- 4) Production Systems Analysis: Provide an account of key production activities in the sub-national planning region and the main production activities that they relate to. Where possible and relevant, provide visual mappings of key value chain activities as they relate to production systems in the sub-national planning region.
 - i. This section maps to section 2b(iii) of the IGEIP document.
- 5) 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.
 - i. This section maps to section 2b(iv) of the IGEIP document.

< Previous Next >

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. A navigation bar includes 'Overview', 'Planning Components' (highlighted), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. Below this, a 'Back' button with a left arrow is visible. The main heading is 'Step 2C Host planning workshop to determine priority green economic development areas for sub-national planning region.' To the left of the main text is a 'Back' button. The main text describes the step: 'This step involves hosting and conducting the workshop. Key outputs of the workshop should include: (1), a shared understanding amongst workshop participants of what the key socio-economic factors, resource profiles, and capacities are in the sub-national planning region in question, (2) how they (the aforementioned) relate to – or can be related to – the green economic development trajectory that the sub-national planning region seeks to actualise, (3) a detailed understanding of stakeholder and system user priorities, prerogatives, problem areas, challenges and opportunities (i.e. social, economic, environmental) for green economic development in the sub-national planning region, (4) a detailed understanding of what data, institutional capacity, skills and other implementation "gaps" exist in the subnational planning region, and most importantly (5) determining the key priority areas. (by sector, spatial location, demographic group, etc.), that are to be prioritised for green economic development in the sub-national planning region, (6) Conduct cross-sector analysis to identify potential areas of synergy or conflict between sectors, (7) planning for institutional capacity development, (8) conducting scenario analyses, and (9) documenting the aforementioned outputs of the workshop in a format that can map to section 2c of the IGEIP document.'

Tool 6.1

Recommended Tool:
 Tool 6.1: Conducting Planning Workshop:
 Description: This tool helps with conducting the interactive, multi-participant planning workshop.
 Additional/Optional Tool: [Tool 20]:[Participative Processes]:[United Nations University with Collaborators]
 Description: This tool helps with planning for an interactive multi-participant engagement.

< Previous Step

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

Green Economy Tool-kit for Sub-National Planning

Green Economy Tool-kit for Sub-National Planning

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Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 6.1** [Conducting Planning Workshop]: [NA]

This step involves hosting and conducting the workshop. The planning workshop is intended to be an inclusive, representative, multi-participant engagement that allows for a broad range of sector and other interests to be represented in the IGEIP planning process.

Key outputs of the workshop should include;

- 1) A shared understanding amongst workshop participants of what the key socio-economic factors, resource profiles, and capacities are in the sub-national planning region in question. .

Main users and purpose of tool

The main users of this tool are the organising committee and facilitators of the planning workshop. This may include expert planners, specialists, scribes and consultants where necessary.

Advantages and limitations of the tool

The main advantages of hosting a participatory based planning workshop is obtaining shared understanding and buy-in amongst the key actors and stakeholders who will be affected by and will undertake activities that drive the green economic development agenda and transition in the sub-national planning region. Some of the potential drawbacks include; (1) that some participants may dominate the workshop agenda and lobby for projects and programmes that serve their own interests, (2) the potential for conflict and deadlock over what priority development areas are put forward for the region, and (3) that poor facilitation of the workshop process may result in confusion amongst participants and lack of buy in into the IGEIP development process.

Next >

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

Green Economy Tool-kit for Sub-National Planning

Green Economy Tool-kit for Sub-National Planning

giz

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 6.1** [Conducting Planning Workshop]: [NA]

Procedures

Preparing and running the planning workshop:

- 1) The planning workshop is intended to be an inclusive, representative, multi-participant engagement that allows for a broad range of sector and other interests to be represented in the IGEIP planning process.
 - i. In this respect, guidelines for planning and conducting participative processes are outlined in [Tool 20]: [Participative Processes];[United Nations University with Collaborators].

Key outputs of the workshop should include;

- 1) A shared understanding amongst workshop participants of what the key socio-economic factors, resource profiles, and capacities are in the sub-national planning region in question. ,
- 2) How they (the aforementioned) relate to – or can be related to – the green economic development trajectory that the sub-national planning region seeks to actualise,
- 3) A detailed understanding of stakeholder and system user priorities, prerogatives, problem areas, challenges and opportunities (i.e. social, economic, environmental) for green economic development in the sub-national planning region,
- 4) A detailed understanding of what data, institutional capacity, skills and other implementation "gaps" exist in the subnational planning region, and most importantly
 - i. For guidelines for assessing data gaps see [Tool 7];[Data Assessment Matrix];[MethodFinder]
- 5) Determining the key priority areas. (by sector, spatial location, demographic group, etc.), that are to be prioritised for green economic development in the sub-national planning region, and
 - i. For guidance with determining key priority areas please refer to the following tool: i.e.[Tool 5];[Object Oriented Project Planning – ZOPP]; [Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)].
 - ii. For guidance with determining key sub-national policy priorities please refer to: [Tool 15];[Drivers of Change Analysis];[World Bank Sourcebook for Development Planners]; and [Tool 16];[Problem Tree Analysis];[MethodFinder].

< Previous Next >

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

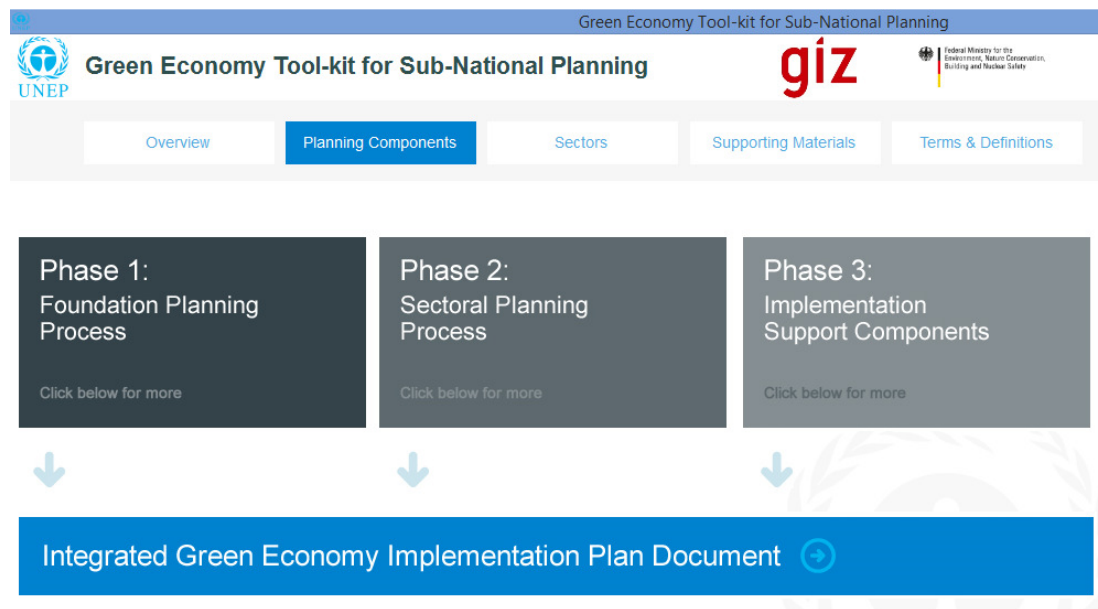
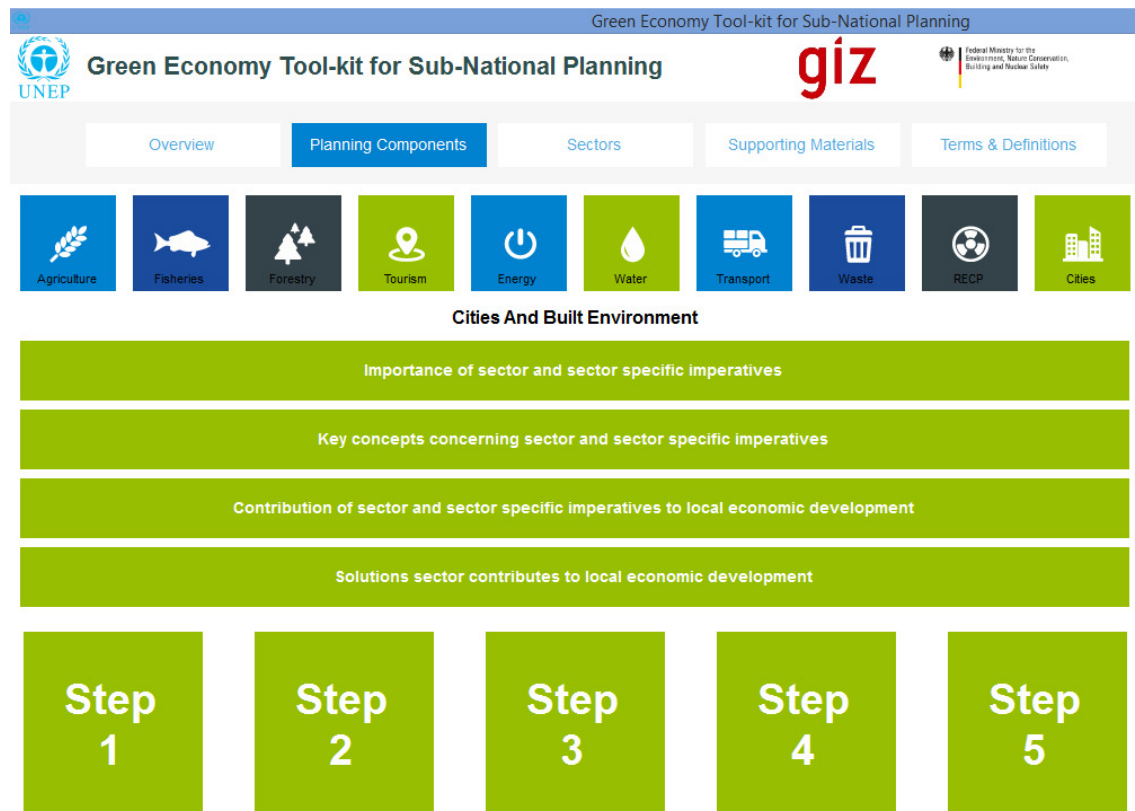


Figure 40: Phase 2 Sectoral Planning Page with all Available Sectors in Tool-Kit.



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 subsection 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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Natural Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Sectors' tab is selected. The main content area is titled 'Importance of Sector' and 'Description and Explanation'. It features a 'Back' button on the left and a 'Next >' button at the bottom right. The text explains the importance of sustainable built environment and urban planning, highlighting that African cities are growing rapidly and that ensuring their sustainability is crucial. It also lists six key goals of a green economy: 1. An eco-effective and eco-efficient economic structure; 2. Creation of green jobs; 3. Poverty eradication and inclusiveness; 4. Urban form and design for eco-effective infrastructures; 5. Energy and resource efficiency in the physical infrastructure; and 6. Renewable energy production and sourcing.

- 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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' website. The header includes logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. The navigation menu has tabs for Overview, Planning Components, Sectors (selected), Supporting Materials, and Terms & Definitions. The main content area is titled 'Key Concepts for Sustainability of Sector' and features a 'Back' button. The content is organized into four sections:

- Green cities and urban sustainability:** Green cities refer to cities that are characterised by sustainable urban development. Ideally, they should be significantly decoupled from resource dependency and environmental impacts in order to fulfil sustainability criteria. Moreover, green cities should also host green economic activities and act as incubators or drivers of green economic growth.
 - Case Study:** UN-Habitat Urban indicator Toolkit: http://ww2.unhabitat.org/programmes/guo/guo_guide.asp
- Low carbon urban development:** Low carbon urban development seeks to ensure that urban growth (i.e. of population, infrastructure, transport, material flows etc.) is sufficiently decoupled from carbon and greenhouse gas emission outputs. Low carbon development can be implemented through a variety of considerations ranging from:
 - Case Study:** Design choices (e.g. densification and compact city design, biomimicry in architecture, etc.).
- Urban air quality:** Urban air quality refers to the proportion of noxious gases and particulate matter in the urban air supply. Urban air quality may range significantly between different locations in a city, so aggregated estimates should take disaggregated estimates at local level into account.
 - Case Study:** Urban Air Quality Management: Toolkit- Handbook: http://www.unep.org/urban_environment/PDFs/toolkit.pdf or http://www.unep.org/urban_environment/PDFs/handbook.pdf
- Urban water catchment management:** The watersheds or catchment areas that cities depend on often extend far beyond the boundaries of the city or city region itself. Water catchments often host many cities, which can range across regional and national boundaries. As such, urban water supply is often dependent on upstream and downstream activities and pressures within the broader catchment itself. Hence, ensuring the water supply and water quality of cities necessitates the consideration of a broader range of factors that may lie outside of the city boundaries, but within the catchment itself.
 - Case Study:** Green Hills, Blue Cities: An Ecosystems Approach to Water Resources Management for African Cities <http://www.unep.org/ecosystemmanagement/Publications/Publication/tabid/439/language/en-US/Default.aspx?BookID=8188>

- 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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation menu with tabs for 'Overview', 'Planning Components', 'Sectors' (which is highlighted), 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Contribution of sector and sector specific imperatives to local economic development' and includes a 'Back' button. The text discusses the role of cities in Africa in driving economic growth and sustainability, listing three key factors: 1) rapid urbanization in developing world cities, 2) the emergence of a youth-bulge and African middle class, and 3) increasing consumption and production in these cities. It concludes by stating that stimulating a macro-economic transition to green economic growth can be achieved through urban planning and design frameworks that emphasize mass public transit systems.


- 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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

 Back Solutions that this Sector May Contribute to Local Development Challenges

4. Attracting investment, spawning micro, small and medium sized enterprises and activities.
 Globally, green technologies, and especially renewable energies, constitute the fastest growth in investment flows. Green economic development can help stimulate the development of new small, micro and medium scale activities. This is because green technologies and services are usually smaller scale, decentralised and semi-decentralised options upon which a range of local-scale deployment, maintenance and support functions can be actualised. For example, bio-digesters, solar panels, solar heaters and greywater recycling systems can be deployed, maintained and financed through local offerings.

5. Potential for inclusive development in implementation.
 Green economic development has significant potential for inclusive development, as it typically involves the deployment of systems, technologies and solutions that are local scale (i.e. decentralised and semi-decentralised) and can be administered by both communities as well as local authorities. Many community driven project such as urban gardens, composting, waste recycling and green systems (e.g. reed bed purification of water in drainage systems, etc.).

6. Improving quality of life, including health and wellness.
 By reducing urban pollution and waste levels, increasing and improving the quality of green spaces in urban areas, improving ecosystem and natural environment functions and services, and enhancing livability (e.g. recreation, access to services), access and mobility (transportation), green economic development has the potential to yield substantive benefits in urban quality of life, health and wellness.

7. Improving access to affordable goods and/or services.
 By reducing resource dependency through improvements in efficiency criteria, local production (e.g. of agriculture and food products), compact city development and densification, and actualising co-benefits of improved environmental and ecosystem health, function and services (e.g. drainage and flood control, clean water, fertile soil, pollination, etc.), green economic development can potentially alleviate costs of production and service provision and improve local access to affordable goods and services.

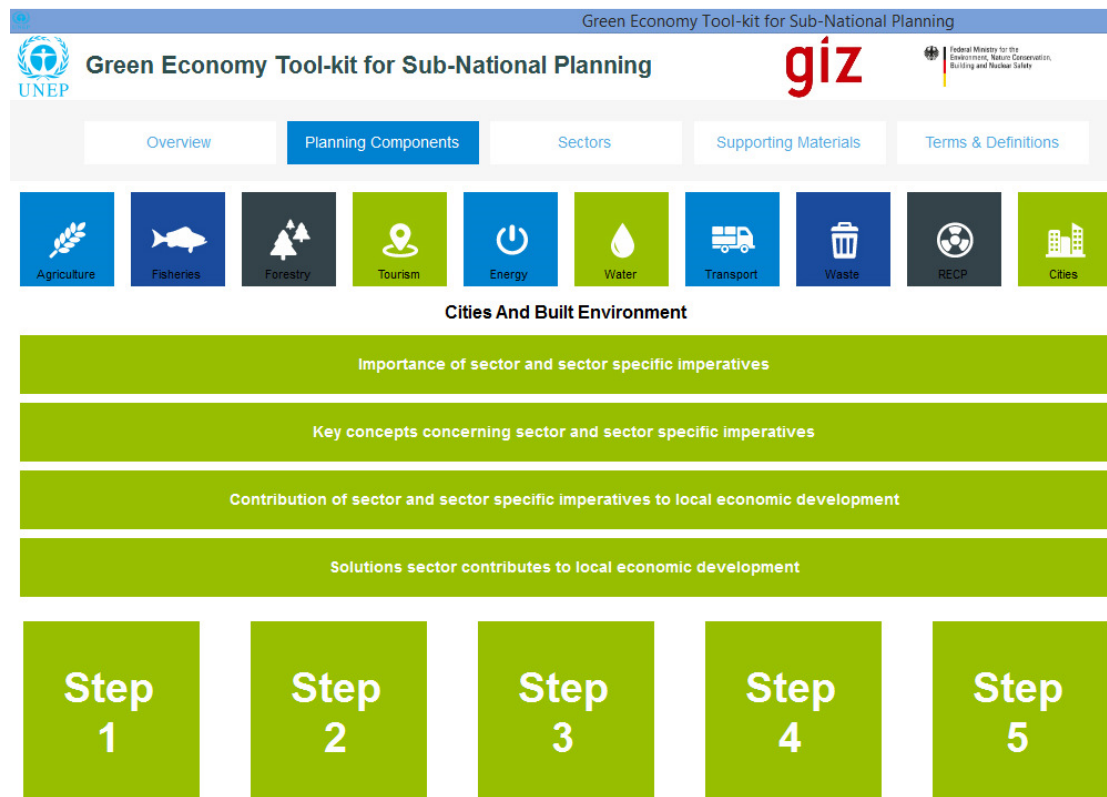
8. Reducing greenhouse gas emissions.
 Green economic development prioritises low-carbon development methods, designs (e.g. green building design and construction, densification, pedestrianisation, etc.), systems (e.g. public transit systems.), technologies, processes and lifestyles (low carbon products, consumption and transportation choices) and hence holds great potential for reducing greenhouse gas emissions from cities and urban areas.

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 screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Step 1' and includes a sub-header: 'Formulate a short report that summarises the resource profiles, social factors and governance regimes of the urban planning area.' Below this, there is a 'Back' button and a text box describing the foundational phase analyses. To the right, there is a 'Tool 1.1' tab and a text box containing the summary for Tool 1.1. At the bottom right, there is a 'Next Step >' button.

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

The screenshot displays the user interface for the 'Green Economy Tool-kit for Sub-National Planning'. At the top, there is a blue header with the text 'Green Economy Tool-kit for Sub-National Planning' and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a green icon of a city with a 'Back' button, followed by the title 'Tool 1.1' and the subtitle 'Summary Overview of Foundational Phase Analysis and Recommendations for City or City-Region'. Below this, there is a scrollable text area containing the following sections:

- The analyses conducted in the foundational phase which would have dealt comprehensively with the city or city-region as a planning unit, and would have covered a wide range of analyses i.e. such as resource profiles, infrastructure, governance, social factors, drivers, pressures, critical limits and thresholds. It would have already conducted extensive analyses of the city or city-region as the sub-national planning unit and determined priority areas for intervention.**
- Main users and purpose of tool**
The main users of this tool are city planners, subject matter experts, decision-makers, stakeholders and system users who will participate in the intra-sector workshop for green economic development in cities and built environment. The output of this tool is a summary document that can help quickly engender a shared understanding between workshop attendees i.e. of the key factors driving growth and demand in the city, key constraints, limits and thresholds relating to supply or services of the city or city-region (as well as urban district or municipal planning region), as well as the areas that have been prioritised for green and sustainable urban development in the foundational phase.
- Advantages and limitations of the tool**
None

At the bottom right of the page, there is a green button labeled 'Next >'.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the title and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a green icon of a city with the text 'Tool 1.1' and the subtitle 'Summary Overview of Foundational Phase Analysis and Recommendations for City or City-Region'. A 'Back' button is located below the icon. Under the heading 'Procedures', there is a text block stating 'Document consisting of a set of sections that deal with the following:' followed by a bulleted list of seven categories: Growth, Demand, Resource profiles, Capitals, Land and Zoning, Social, and Governance and Institutions. The final bullet point is 'Strategic priorities: For national and subnational planning units that were communicated and determined, respectively, in the foundational phase.' At the bottom right of the content area, there are two buttons: '< Previous' and 'Next >'. The 'Next >' button is highlighted in grey, indicating it is the active navigation option.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the text 'Green Economy Tool-kit for Sub-National Planning' and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with tabs: 'Overview', 'Planning Components' (selected), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a green icon of a building with the text 'Back' below it, followed by the title 'Tool 1.1' and the subtitle 'Summary Overview of Foundational Phase Analysis and Recommendations for City or City-Region'. Underneath, there are sections for 'Approximate time required' (stating 1-5 days), 'Resources required' (listing skilled experts), and 'Examples or case studies of tool implementation' (with a 'Case Study 1' tab selected). At the bottom right, there are navigation buttons for '< Previous' and 'Next >'.

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.

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Case Study' section is highlighted, featuring a 'Back' button and the title '[Feasibility Study for An Urban Project]: [Rapid Urban Sector Profiling for Sustainability: Kisumu Urban Sector Profile]'. The main content area contains three sections: a general description of the case study, 'Case study implementation' (describing the RUSPS methodology), and 'Project funding' (listing partners like MCK, Kenya's Ministry of Local Government, and NEMA). A 'Next >' button is located at the bottom right of the content area.

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.

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is active. Underneath, there is a 'Case Study' section with a 'Back' button and a title: '[Feasibility Study for An Urban Project]: [Rapid Urban Sector Profiling for Sustainability: Kisumu Urban Sector Profile]'. Below this is a 'Risks and Benefits' section with a paragraph of text. At the bottom, there is a 'Full case study document' section with an 'Open Document' button and navigation arrows for '< Previous' and 'Next >'.

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

The screenshot shows the cover page of the 'KISUMU URBAN SECTOR PROFILE' document, viewed in Adobe Reader. The document is titled 'CITIES - Case Study 1.1 - CASE STUDY 1 Kenya Kisumu Urban Profile.pdf'. The cover page features the UN-HABITAT logo on the left and the European Union flag on the right. The text on the cover page reads: 'UN-HABITAT United Nations Human Settlements Programme Regional Office for Africa and the Arab States Rapid Urban Sector Profiling for Sustainability (RUSPS) Project designed and implemented by UN-HABITAT and financed by European Commission, Government of Italy, Government of Finland and Government of Belgium'. The title 'KISUMU URBAN SECTOR PROFILE' is prominently displayed at the bottom.

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs: Overview, Planning Components (selected), Sectors, Supporting Materials, and Terms & Definitions. The main content area is titled 'Step 2' with a sub-header: 'Identify a set of options for addressing key priority actions for the sector (as per step 1) at the sub-national level.' A 'Back' button is visible on the left. The main text area contains a scrollable list of options for the sub-national planning region, with a 'Tool 2.1' section highlighted. This section is titled 'RECOMMENDED TOOL 1:' and contains the following text: '[Tool 2.1]: [Summary Overview of Mapping Green Economic Development Options for Cities and Built Environment]: [Green Urban Economy: Conceptual Basis and Courses for Action: Global Report/Discussion paper]'. Below this text is a description of the tool: 'This tool lists, evaluates and selects a list of development options for each of the priority development activity areas identified in Step 1 of the sub-national sector plan using Tool 1. Note that this tool may be used in the workshop process conducted in Step 1 using Tool 1, but is not restricted to being deployed as part of the workshop process. It can also be conducted afterwards by a group of urban planners and decision-makers, as outlined in Step 2 of the sub-national sector planning process.' At the bottom of the main content area, there are two buttons: '< Previous Step' and 'Next Step >'. The entire interface is set against a light blue background.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back **Tool 2.1** [Mapping Green Economic Development Options for Cities and the Built Environment]: [Green Urban Economy: Conceptual Basis and Courses for Action. Global Report/Discussion Paper**]

This tool lists, evaluates and selects a list of development options for each of the priority development activity areas identified in Step 1 of the sub-national sector plan using Tool 1. Note that this tool may be used in the workshop process conducted in Step 1 using Tool 1, but is not restricted to being deployed as part of the workshop process. It can also be conducted afterwards by a group of urban planners and decision-makers, as outlined in Step 2 of the sub-national sector planning process.

Main users and purpose of tool

The main users of this tool are urban planners and decision-makers, but it could also be used by stakeholders, communities, the private sector and other system users.

Advantages and limitations of the tool

The tool depends on robust discussion and evaluation of the various development options that are identified for each priority development activity area. As such, the broader inclusion of sector experts, academics, private sector experts etc. as well as relevant urban constituencies may prove necessary, in order to ensure that development options are rigorously and roundly interrogated and assessed. The limitation of the tool is that it is limited by the knowledge, expertise and capabilities of those involved in the assessment process, and that it can be swayed to represent more powerful interests should discussions not be evenly and fairly facilitated.

Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back **Tool 2.1** [Mapping Green Economic Development Options for Cities and the Built Environment]: [Green Urban Economy: Conceptual Basis and Courses for Action. Global Report/Discussion Paper**]

Procedures

The following steps are necessary to implement Tool 2:

Step 1: List green economic and sustainable development options for each of the priorities that were identified, ranked and selected in step 1 of the sub-national sector plan using Tool 1. For example, if "renewable energies" was determined as a priority activity area for development, a list of development options (e.g. concentrated solar power, solar farms, solar water heaters, solar lights and solar lanterns, wind, ocean, geothermal, hydro power, mini-hydro power options, waste to energy, biomass to energy, etc). Likewise, a list of options for other priority development activity areas – i.e. such as public transit, improved potable water supply, urban agriculture, sanitation, green space improvements, wetland and river systems improvements, urban agriculture, and so forth – should be listed.

Where possible, or necessary, value chain analyses can be conducted for specific sustainable development activity options. For example, value chain analysis for urban agriculture can be conducted using the publication available from <http://www.odi.org/publications/5119-using-value-chain-analysis-increase-impact-urban-farming>.

Step 2: Conduct discussion, debate and evaluation of various development options for the sub-national planning region.

2.1 Conduct the discussion, debate and evaluation of various development options for the sub-national planning region on the basis of the particular contextual features and pressures in the sub-national planning region, as well as in respect of the following criteria, which constitute guidelines for selection of priorities, as they constitute nine goals of green urban economy (ICLEI/GIZ Green Urban Economy 2012):

1. An eco-effective and eco-efficient economic structure.
2. Creation of green jobs
3. Poverty eradication and inclusiveness
4. Urban form and design for eco-effective infrastructures
5. Energy and resource efficiency in the physical infrastructure

< Previous Next >

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is active, showing 'Step 3' with a building icon and a 'Back' button. The main content area is titled 'Step 3' and includes a description of the step: 'Assess the feasibility of the options identified (in step 2). (Where possible, support the feasibility of options with concrete case studies: generic case study summary template can be used here as well)'. Below this, there is a section for 'Tool 3.1' under the heading 'RECOMMENDED TOOL'. The tool description states: '[Tool 3.1]: [Summary of Feasibility Study for an Urban Project]: [Towards Sustainable Urban Development: A Strategic Approach. Consultative Guidelines for Sustainable Urban Development Co-Operation]'. It further explains that the tool enables sub-national planners to specify the structure and content of feasibility studies of urban projects. At the bottom of the tool description, there are two buttons: '< Previous Step' and 'Next Step >'. The 'Next Step >' button is highlighted in green.

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 3.1 Feasibility Study for an Urban Project

Back

This tool enables sub-national planners to specify the structure and content of feasibility studies of urban projects that have been selected in Step 2 of Table 3.5, so that planners can commission external consultants or internal personnel to conduct rigorous evaluation of the feasibility of selected projects in the sub-national planning region in question.

The tool is drawn from the electronic book entitled "Towards Sustainable Development: A Strategic Approach. Consultative Guidelines for Sustainable

Main users and purpose of tool

The purpose of the tool is to guide sub-national regional planners on how to brief consultants or internal personnel who are conducting feasibility studies on selected green economic development options in the sub-national planning region, that is, in respect of how to: (1) brief consultants/internal personnel on what is expected of them in conducting the feasibility study and evaluation of the various green economic development options, (2) structure the feasibility study document (i.e. Tool 3.1.1), (3) generate and populate it with relevant content, and (4) obtain supporting information and analyses to support the completion of the study/document and its relevant sub-sections.

Advantages and limitations of the tool

The main advantage of this tool is conducting and recording: (1) a comprehensive feasibility study, and (2) an evaluation of the various green economic development options that were selected in the previous phase.

Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 3.1 Feasibility Study for an Urban Project

Back

Procedures Tool 3.1.1

Three phases are required for implementing the feasibility study of an urban project. Each contains a series of steps, which are captured in an accompanying document. They are as follows:

Phase One: Brief to consultants/internal personnel:

1. Study Background: Here the background to the study is outlined, and the purpose of the particular feasibility is explained. For example, the department or organisation commissioning the study is stated.
2. Study Objective: Describe who or which decision-makers the study will be used by, and which proposed urban sector intervention it will be used to evaluate, and on what terms (e.g. funding, detailed technical design and implementation).
3. Envisaged Study Outcome: Detail the outcomes of the study in terms of: (1) a review of sector issues and the relevant institutional framework (s), (2) an analysis of the impact and relevance of the proposed urban sector intervention, (3) a review of the possible options proposed in Step 2 of 3.5 for the particular priority activity and make suggestions regarding rejection or adoption/amendment of the preferred option, (4) a description of project activities including timelines and phases, preliminary design-based estimated costs, financing plans, and an implementation framework, (5) propose implementation arrangements for project implementation, (6) provide and appraisal of the of project outcomes in terms of social, economic, financial, institutional and environmental sustainability.
4. Study Issues to be Reviewed: The main issues to be reviewed are accounted for below. Details can be found in the Feasibility Study Format section below.
 - 4.1. Relevance to macro and urban sector issues and confirmation of selected option: The consultants are to provide an assessment of the extent to which the proposes intervention fits with the national macro-economic strategy and plans, and to review and confirm or amend the recommended selected option according to: (1) the extent to which the proposed option responds to social and economic requirements as identified by key stakeholders and users, (2) the extent to which urban sector issues are addressed by the option and its consistency with national urban policy frameworks etc., (3) the type and number of beneficiaries that will potentially be affected by the intervention, (4) organisations and agencies that will be involved or affected by the intervention option and how well economic and social improvements are expected to unfold, (5) potential problems that may

< Previous Next >

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a navigation bar with the title and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below this is a menu with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Tool 3.1 Feasibility Study for an Urban Project' and includes a 'Back' button. Under the heading 'Approximate time required', it states 'This may require anywhere between 3-10 working days.' Under 'Resources required', it notes that subject matter experts may be needed for in-depth assessments. A section for 'Examples or case studies of tool implementation' contains a 'Case Study 1' button. At the bottom right, there are '< Previous' and 'Next >' navigation buttons.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the title 'Green Economy Tool-kit for Sub-National Planning' and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation menu with five tabs: 'Overview', 'Planning Components' (which is active and highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a green icon of a building with the word 'Back' below it, followed by the title 'Tool 3.1.1' and the subtitle 'Feasibility Study Report'. The text content is as follows:

This tool stipulates the format for the feasibility report(s) of urban projects that have been selected in Step 2 of Table 3.5, so that planners can commission external consultants or internal personnel to formulate their findings on feasibility of selected projects in the sub-national planning region in question.

The tool is drawn from the electronic book entitled "Towards Sustainable Development: A Strategic Approach: Consultative Guidelines for Sustainable
Main users and purpose of tool

The purpose of the tool is to guide sub-national regional planners on how to brief consultants or internal personnel who are conducting feasibility studies on selected green economic development options in the sub-national planning region, that is, in respect of how to; (1) brief consultants/internal personnel on what is expected of them in respect of the feasibility study document, (2) generate and populate it with relevant content, and (3) obtain supporting information and analyses to support the completion of the study/document and its relevant sub-sections.

Advantages and limitations of the tool

This tool gives sub-national planners and selected consultants to have a shared understanding of what is required in respect of documenting the findings of the feasibility study. Hence it serves as common framework that can be used to manage the expected output effectively. The quality of the output, however, is limited by the abilities of the selected consultants/internal personnel who are tasked with conducting the feasibility study and composing the report.

At the bottom right of the content area, there is a button labeled 'Next >'.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back

Tool 3.1.1 Feasibility Study Report

Procedures

The format for the Feasibility Study Report is outlined in detail below. It should ideally comprise 30-40 pages, without appendices, and should be organised using the headings set out below in this section, and populated accordingly. These include:

1. Summary: Summary of urban development option(s) that were assessed and selected for feasibility study, as conducted by the use of Tool 3.
2. Background: The following sections should comprise the background section:
 - 2.1 Urbanisation trends and the urban economy: (descriptive text to be inserted)
 - 2.2 The urban sector: (descriptive text to be inserted)
 - 2.3 Key sector issues: (descriptive text to be inserted)
 - 2.4 Inter-sectoral issues: (descriptive text to be inserted)
 - 2.5 Beneficiaries and parties involved: (descriptive text to be inserted)
 - 2.6 Problems to be addressed: (descriptive text to be inserted)
 - 2.7 Other interventions: (descriptive text to be inserted)
 - 2.8 Documentation available: (descriptive text to be inserted)
3. The Project:
 - 3.1 Overall project objectives: (descriptive text to be inserted)
 - 3.2 Project purpose: (descriptive text to be inserted)
 - 3.3 Project description: (descriptive text to be inserted)
 - 3.4 Project results: (descriptive text to be inserted)
4. Project Quantities, Costs and Implementation
 - 4.1 Quantities: (descriptive text to be inserted)
 - 4.2 Organisation and implementation procedures: (descriptive text to be inserted)
 - 4.3 Implementation schedule: (descriptive text to be inserted)

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 3.1.1 Feasibility Study Report

Back

Approximate time required
This may require anywhere between 3-10 working days.

Resources required
Completed feasibility study (Tool 3) and relevant supporting information.

Examples or case studies of tool implementation

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool 3.1.1 Feasibility Study Report

Back

Outputs of the tool
The outputs of the tool are:
1. A completed feasibility study for the green economic development option in question, evaluated in the particular context of the sub-national planning region.

Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")
Level of expertise = 4

References to tool (journals, documents, internet links, etc.)
Reference: European Commission (2001) Towards Sustainable Urban Development: A Strategic Approach. Consultative Guidelines for Sustainable Urban Development Co-Operation. Available online (last accessed 17 December 2014): http://www.ucl.ac.uk/dpu-projects/drivers_urb_change/official_docs/Tow_Sust_Urb_EU_Guidelines.pdf.

< Previous

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is active, and 'Step 4' is highlighted in green. The step title is 'Identify potential positive / negative impacts of actions taken in the sector on other sectors and how they might be enhanced / mitigated.' Below the title, there is a 'Back' button and a text box explaining the objective of step 4. To the right, there is a 'Tool 4.1' section with a 'RECOMMENDED TOOL 1:' heading and a detailed description of the tool. At the bottom, there are two buttons: '< Previous Step' and 'Next Step >'.

Green Economy Tool-kit for Sub-National Planning

Overview | **Planning Components** | Sectors | Supporting Materials | Terms & Definitions

Step 4 Identify potential positive / negative impacts of actions taken in the sector on other sectors and how they might be enhanced / mitigated.

[Back](#)

The objective of step 4 is to identify potential beneficial and adverse impacts of the options that were identified in step 3, and to evaluate how beneficial impacts can be catalysed and up-scaled, as well as how adverse impacts may be mediated, mitigated or avoided altogether. Hence in step 4 the following requisite tasks are conducted; (1) map interventions to multiple sectors, (2) conduct impact mapping analyses for different sectors in a set of projected future scenarios, (3) assess positive and negative cross-sector impacts, (4) determine how negative impacts can be mitigated.

Tool 4.1

RECOMMENDED TOOL 1:

[Tool 4.1]: [Summary of Linkage Analysis]: [Towards Sustainable Urban Development: A Strategic Approach. Consultative Guidelines for Sustainable Urban Development Co-Operation]

This tool enables sub-national planners to specify the structure and content of feasibility studies of urban projects that have been selected in Step 2 of Table 3.5, so that planners can commission external consultants or internal personnel to conduct rigorous evaluation of the feasibility of selected projects in the sub-national planning region in question. Note that the approach outlined here is relatively new in respect of urban sustainability projects and no case study could be found at the time of writing this section that directly corresponded to the key objective of step 4 i.e. assessing the cross sector impacts of a particular intervention or project.

[< Previous Step](#) | [Next Step >](#)

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is active. The main content area features a green icon of a building labeled 'Back', followed by the title 'Tool 4.1 Linkage Analysis'. The text describes the tool's purpose: to enable sub-national planners to specify the structure and content of feasibility studies of urban projects. It also mentions that the tool is drawn from an electronic book. A section titled 'Main users and purpose of tool' explains that the tool guides regional planners on identifying and mapping linkages between potential actions in urban projects. A section titled 'Advantages and limitations of the tool' states that linkage analysis is typically employed at the early stages of a project cycle to help identify potentially important relationships and identify those that require special attention. A 'Next >' button is located at the bottom right of the content area.

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

The screenshot displays the second page of the 'Green Economy Tool-kit for Sub-National Planning' website. The navigation bar and logos are identical to the previous page. The 'Planning Components' tab is active. The main content area features a green icon of a building labeled 'Back', followed by the title 'Tool 4.1 Linkage Analysis'. The section is titled 'Procedures'. The text describes the linkage analysis as a simple tool that enables a systematic approach towards identifying the critical connections between potential actions in urban projects. It also lists three questions that linkage analysis poses: (1) How is the potential development option(s)/project(s)/intervention(s) linked in location and/or function, (2) In what ways can potential benefits be realised or problems avoided?, and (3) How does the proposed green economic development option/project/intervention respond to these challenges. The text then asks 'Who Should Do It?' and 'How to Do It?'. The 'How to Do It?' section states that linkage analysis adopts a simple process and lists the main steps: 1. Location Map (Obtain a map or maps which cover the proposed project area and surrounding areas.) and 2. Plot Activities (Use the map to plot the potential location of the projects as well as the approximate location of major processes, projects, activities or problems in the...). A '< Previous' button and a 'Next >' button are located at the bottom of the content area.

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

The screenshot shows the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components' (which is selected), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area is titled 'Step 5' and includes a 'Back' button. The text describes the process of formulating a green economic development plan for a selected development option or set of options. It mentions that the plan must satisfy sustainability criteria and should clearly lay out how the green economic development options are envisaged to contribute to broader green economic transition. It also notes that the plan should consider linkages between cities and their hinterlands. A 'Tool 5.1' box is highlighted, and a 'RECOMMENDED TOOL 5:' section lists relevant resources like 'ECOCITY Planning Techniques' and 'Ecocity Book II: How to Make it Happen'. A '< Previous Step' button is located at the bottom right of the content area.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back **Tool 5.1** [ECOCITY Planning Techniques]: [Ecocity Book II: How to Make it Happen]

Tool 5 draws on chapter 4 (i.e. ECOCITY Planning Techniques) of the Ecocity Book II which focusses on integrating urban development projects with sustainable solutions across all sectors. It focusses on ensuring that urban development projects are holistically planned in relation in the design process and planning procedures that are employed. It has been modified in this tool summary template to reflect the emphasis that this tool-kit places on the need for green economic development in urban domains.

Main users and purpose of tool

The purpose of the tool is to guide sub-national regional planners on how to go about developing an urban project plan that integrates with the various urban sectors that are necessary for addressing urban sustainability objectives.

Advantages and limitations of the tool

The main advantage of this tool is that it focusses on: (1) integration of sectors, (2) it emphasizes an inclusive process that ensures integration of decision-makers, planners, stakeholders, system users and local communities. It also emphasises the need to integrate between different planning techniques, for which a selection of tools are available. As such, potential drawbacks may emerge from the availability of skilled personnel, data, information and the requisite analyses that are required to fulfil the requirements of such a project planning process.

Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back **Tool 5.1** [ECOCITY Planning Techniques]: [Ecocity Book II: How to Make it Happen]

Procedures

Tool 5.1.1 Tool 5.1.2 Tool 5.1.3 Tool 5.1.4

1. The Basic Project Planning Process

The planning process must be customised for each new project, and the following basic planning rules are critical for each project:

- The plan must be formulated in a collaborative manner, and should engage with all relevant planning sectors. The Environmental Maximisation Method (i.e. Tool 5.1.1) is suggested as an option for achieving this.
- The plan requires that conscious decisions are made by both the public and politicians. The European Awareness Scenario Workshops (i.e. Tool 5.1.2) is suggested as an option for achieving this.
- The plan must recognise that all aspects of the plan are interconnected and require a focus on optimisation. Optimisation techniques (i.e. Tool 5.1.3) and the NetzWerkZeug tool (i.e. Tool 5.1.4) is suggested as an option for achieving optimisation.

The Figure below illustrates a series of steps for engaging with urban planning processes at the city neighbourhood scale, yet also maintains a focus on the master planning stage. It emphasises the need to integrate between the domain of the municipal/district/city planner and the community domains. As indicated in the central column of the figure below, the needs and views of each domain should be reflected in the planning results.

The process ideally consists of the following planning phases:

Pre-Planning: This phase begins with setting a common project goal. It then involves conducting all the required studies and analysis. In the context of the 5 Step process that was undertaken in Table 3.5 the goal setting (i.e. alignment with green economic priorities in national plans and selection of

< Previous Next >

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

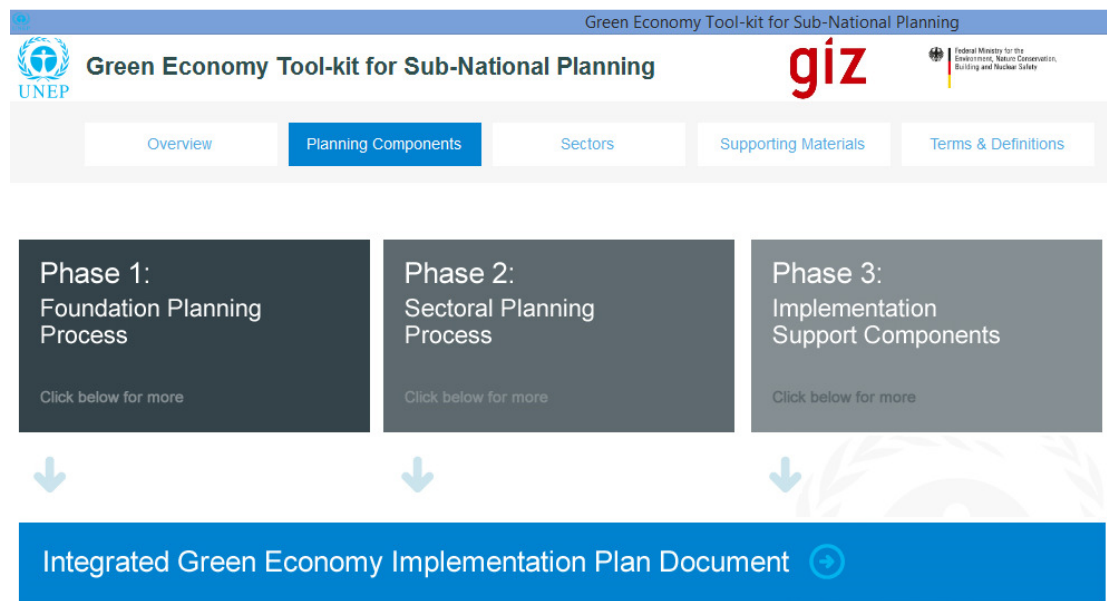
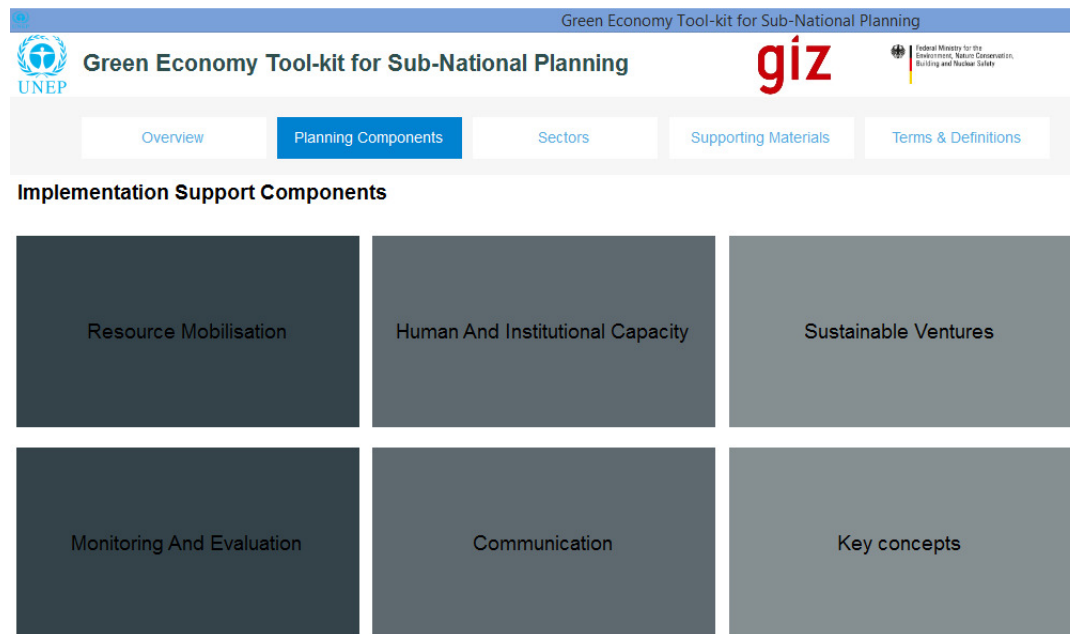


Figure 72: Phase 3 - Implementation Support Page



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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool

Resource Mobilization: Resource Mobilization Overall Set of Tools

[Back](#)

This tool overview does not have an associated tool drawn from another source. This Tool Overview is a standalone document which provides the reference points to the many sub steps that a user interested in mobilizing resources for Green Economy transition will need to consider. Each step below has an associated tool which can be used in isolation as it's own resourcing mechanism or in combination with the other resourcing mechanisms provided. Please read through each step at section 5, and follow the links to the Resource Mobilization tools for Green Economy provided.

Main users and purpose of tool

Subnational planners, local government and municipality staff and community representatives who require financing for a green economy project.

Advantages and limitations of the tool

Advantages
This tool overview is a collation of the best practice tools and methodologies available to sub-national users as relevant to the resource mobilization requirements for a Green Economy. It summarises the full scope of processes that a user will need to understand and access before they can begin to finance and resource a project.

Limitations
This tool is an overview of all other tools included. As such, users will need to access the tool listed under each step. Due to the large variety of user contexts, it is unlikely that all these tools will apply. Some users will only need to understand one type of resourcing mechanism, while other users may need to access all tools and use a combination of them.

[Next >](#)

Figure 74: Resource Mobilization Tool Summary Overview Page 2

Green Economy Tool-kit for Sub-National Planning

Green Economy Tool-kit for Sub-National Planning

giz

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back

Tool

Resource Mobilization: Resource Mobilization Overall Set of Tools

Procedures

Tool 1.1.1 Tool 1.1.2 Tool 1.1.3

Stage 1. Understanding Resource Mobilisation

1.1 Making a Business Case for the Green Economy: This tool outlines evidence for least developed countries to capitalize on making a shift to a green economy. While there are not steps per se to implement this tool, a user will be able to use this tool to develop a business case for engaging in projects or in building a national strategy that centers on green growth. See: Tool 1.1.1: Resource Mobilization: Making the Business Case for a Green Economy: Why a Green Economy Matters for the Least Developed Countries.

1.2 Understanding the variety of mechanisms for financing a green economy: This includes, assessing the financing terms and delivery requirements (financing scale, disbursement timing, etc.) of the envisaged public policy measures to support technology development and deployment; taking into account the constraints of all parties concerned, and notably private investors in public-private partnerships, prioritize possible uses of public funds; reviewing country and thematic eligibility criteria to existing relevant international and national public funds; identifying possible gaps and overlaps in funding sources; identifying possible cross-sectoral blending of finance to address gaps and minimize overlaps; and adjusting the mix/sequencing of public policy instruments to address financial constraints. See Tool 1.1.2: Resource Mobilization: Catalyzing Climate Finance: UNDP guidebook on Policy and Financing Options to Support Green, Low Emission and Climate-Resilient Development Version 1

1.3 Understanding Planning for Resource Mobilization: Cities and sub-national governments have key competences and influence in sectors with high greenhouse gas emissions such as transport, buildings, waste management, energy generation and energy use. In many cases, however, the planning, implementation and reporting of climate mitigation measures are not effectively integrated between national and sub-national levels. Based on initial experiences with vertically integrated Nationally Appropriate Mitigation Actions (V-NAMAs), this tool presents policy recommendations, case studies, and sub-tools aimed at strengthening the involvement of sub-national governments in mitigation actions.

Stage 2. Cost the Green Economy Project

< Previous

Next >

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

The screenshot displays the user interface of the 'Green Economy Tool-kit for Sub-National Planning'. At the top, there is a blue header with the title 'Green Economy Tool-kit for Sub-National Planning' and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation menu with five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a 'Back' button with a left-pointing arrow, followed by the title 'Tool 1.1.1' in green, and the subtitle 'Resource Mobilization: Making the Business Case for a Green Economy: Why a Green Economy Matters for the Least Developed Countries' in green. Below the title is a scrollable text box containing the following information:

This tool outlines 11 avenues for green growth and the resulting green economy for Least Developed Countries (LDC's). This is provided in three sections, 1. "Tapping New Growth Options for Improved Development Prospects", 2. "Pathways to a Green Economy Transition in LDC's" and 3. "Ways Forward". The tool provides significant economic analysis of sectors where opportunities for green growth exists versus Business and Usual (BAU) scenarios. Throughout the tool examples of successful green economy initiatives are provided. Significant attention has been paid to current global initiatives, resource networks and support programmes for implementation of a green economy.

Main users and purpose of tool

Users
National development planners, policy makers and sub national decision makers in LDC's will be able to use this tool to better understand a green economy and how they may implement this approach to development.

Purpose
This tool is a joint effort of the United Nations Environment Programme (UNEP), the United Nations Conference on Trade and Development (UNCTAD) and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) on the occasion of the Fourth UN Conference on Least Developed Countries. The tool outlines reasons for LDC's to pursue a green

Advantages and limitations of the tool

Advantages
While other countries face sizeable economic and social costs of 'decarbonization', alongside costs linked with retiring inefficient fossil fuel-based technologies, LDCs can jump start the green economy transition by maintaining and expanding the sustainable practices that already exist. For example, practices such as low-carbon, labour intensive agriculture and community-based forestry, which have existed for decades in these countries, will be central elements to the greening of these sectors. The conditions in LDCs provide a basis to pursue a low-carbon and resource efficient path of economic growth and development, anchored in investment and policy reform designed to enhance livelihoods for the poor, create employment

At the bottom right of the scrollable area, there is a yellow button with the text 'Next >'.

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 1.1.1** Resource Mobilization: Making the Business Case for a Green Economy: Why a Green Economy Matters for the Least Developed Countries

Procedures

This tool outlines evidence for least developed countries to capitalize on making a shift to a green economy. While there are not steps per se to implement this tool, a user will be able to use this tool to develop a business case for engaging in projects or in building a national strategy that centers on green growth. The following areas are outlined within the tool as core opportunities for LDC's green growth pathways:

1. **Energy Access is Central:** Bringing electricity to the rural poor is one of the most important contributions that a green economy can make to LDC economies. Lack of modern electricity infrastructure in rural regions and access to the development options that electricity opens are persistent impediments to economic development in LDCs where 77 per cent of the population is without access to electricity. Most affected are the 71 per cent of the population of LDCs that live in rural regions who rely on biomass burning as the only source of energy. Not only does biomass burning provide extremely limited utility - heating and cooking only - but it also results in deforestation and desertification that limits future agro-forestry productivity as well as indoor pollution that poses a serious health hazard for the rural poor. It is only in recent years with declining costs of renewable energy technologies that the green economy has emerged as an economically viable approach to electrify LDCs' rural regions employing remote off-grid electricity generation systems. LDCs will benefit from more affordable access to renewable energy systems in a greening global economy. As the transition proceeds, high levels of demand for renewable energy technologies in developed country markets stimulate increasing innovation and economies of scale resulting in improved performance and falling prices.
2. **Waste to Energy:** Within the infrastructure services sector, other green business opportunities can be found in solid waste management and recycling in urban areas. As with renewable energy, projects that maximize local content and local knowledge contribute to local job creation and income multiplying effects.
3. **Building on natural capital assets:** LDCs are endowed with rich natural resources amenable to ecotourism, which is commonly perceived to be tourism in natural surroundings, making ecotourism another major green growth option for many LDCs. In 23 out of the 48 LDCs international tourism is among the top three foreign exchange earners, with island LDCs exhibiting a high dependence on tourism. Ecotourism is built on small-scale

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool 1.1.1** Resource Mobilization: Making the Business Case for a Green Economy: Why a Green Economy Matters for the Least Developed Countries

Approximate time required

1 day to read

Resources required

No resources required. The tool is developed to assist each user with understanding opportunities for green growth for LDCs.

Examples or case studies of tool implementation

< Previous Next >

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation bar with tabs for 'Overview', 'Planning Components' (which is active), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a 'Back' button, the title 'Tool 1.1.1', and the subtitle 'Resource Mobilization: Making the Business Case for a Green Economy: Why a Green Economy Matters for the Least Developed Countries'. Underneath, there is a section for 'Outputs of the tool', a 'Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")' set to 1, and a 'References to tool (journals, documents, internet links, etc.)' section with a 'Reference 1' button. The reference text provides a web address to download the tool and another for further resources. At the bottom right, there is a '< Previous' button.

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

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' interface. At the top, there is a blue header with the title and logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the header is a navigation bar with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a large green 'Tool' heading and the title 'Human and Institutional Capacity: Human and Institutional Capacity Overall Methodology'. A 'Back' button is located on the left. The text describes the tool overview as a standalone document providing reference points for identifying required human and institutional capacities. It lists 'Main users and purpose of tool' as subnational planners, local government, and municipality staff. It also includes sections for 'Advantages and limitations of the tool', with 'Advantages' being a collation of guidelines and 'Limitations' being an overview of other tools. A 'Next >' button is positioned at the bottom right.

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

Green Economy Tool-kit for Sub-National Planning

Green Economy Tool-kit for Sub-National Planning

giz

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back

Tool

Human and Institutional Capacity: Human and Institutional Capacity Overall Methodology

Procedures

Tool 1.1.1 Tool 1.1.2 Tool 1.1.3

Stage 1. Carry out Capacity Assessment
The first stage of identifying the required skills and institutional capacity to implement green economy strategies is to carry out a Capacity Needs Assessment. Several countries have identified key sectors that are critical to drive the Green Economy transition. The user will need to put into context the sector under development eg. in Renewable Energy sector- assess the knowledge and skills that are required – for instance engineers, energy financing experts, social scientist etc. Tools can assist in this stage include;

1.1 Rapid Assessment Process; The tool is for assisting users to assess whether the necessary elements of 'institutional capacity' are present to drive Green Economy initiatives and also prioritise capacity building activities. It also guides the development of an action plan to build this capacity. The tool describes the importance of institutional capacity assessment and also provides guidance on how to implement the process and cross references other products that have been prepared to support the process (e.g. workshop materials). See Tool 1.1.1: Human and Institutional Capacity: Rapid Assessment Process

1.2 McKinsey Capacity Grid Assessment Framework; This is comprehensive capacity assessment tool which describes the seven elements of institutional capacity and their components which are crucial for Green Economy development. It can be used to identify those particular areas of capacity that are strongest and those that need improvement and also measure changes in an organization's capacity over time. See Tool 1.1.2: Human and Institutional Capacity: McKinsey Capacity Grid Assessment Framework

Stage 2. Capacity Development
Once all the human and institutional capacity elements have been identified it is crucial for subnational planners to implement a capacity development

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back Tool Human and Institutional Capacity: Human and Institutional Capacity Overall Methodology

Approximate time required
See each tool under each sub-step for an indication of the time required.

Resources required
A small team with background knowledge in human development, organizational/ institutional development and project cycle management

Examples or case studies of tool implementation

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

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Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back Tool Human and Institutional Capacity: Human and Institutional Capacity Overall Methodology

Outputs of the tool
This tool provides users with insight into the full process and considerations they must undertake to successfully develop the required institutional capacity for a Green Economy transition. This includes tools to help in capacity assessment and development.

Level of expertise required (1-5, where 1 is “simple” and 5 is “very difficult”)
5

References to tool (journals, documents, internet links, etc.)

Reference 1
Human and Institutional Capacity Development Handbook: A USAID Model for Sustainable Performance Improvement USAID, October 2007.

< Previous

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool

Sustainable Ventures: Towards Triple Impact- A Toolbox for Analysing Sustainable Ventures in Developing Countries

[Back](#)

The tool supports a user to determine whether they are building and managing a sustainable venture. It outlines how a user may, identify oportunities to create value by meeting needs more efficiently, understand the factors which determine success in a sustainable venture and, how a user may understand the costs and benefits of the venture for the business, society and the environment. The tool provides a number of useful frameworks which assist a user to take a dynamic and holistic approach to development projects. While the tool is inclusive in its coverage of factors critical for a sustainable venture, further tools have been referenced here in section 5 to ensure that users can immediately apply learnings from this tool.

Main users and purpose of tool

Users
Any individual involved in project creation and/or implementation. This toolbox is relevant for entrepreneurs, public service and private enterprise project managers.

Purpose
This tool is designed to assist developers in delivering ventures which are sustainable. This includes teaching sustainable venture concepts and

Advantages and limitations of the tool

Advantages
The tool is an excellent summary of all considerations which need to be made to ensure a venture is sustainable. It is inclusive in its approach, covering the full project scope including pre considerations and evaluation frameworks. The tool is also able to demonstrate the interconnected nature of sustainable venture considerations.

Limitations
The tool is centred around the presentation of concepts and frameworks as well as a series of questions. While these will adequately equip the user with an understanding of what sustainable ventures are and how to think about them it may take additional action based tools for users to start the process of working towards a sustainable venture.

[Next >](#)

Figure 84: Sustainable Venture Planning Tool Summary Overview Page 2

Green Economy Tool-kit for Sub-National Planning

Green Economy Tool-kit for Sub-National Planning

giz

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Back

Tool Sustainable Ventures: Towards Triple Impact- A Toolbox for Analysing Sustainable Ventures in Developing Countries

Procedures

Tool 1.1.1 Tool 1.1.2 Tool 1.1.3

This tool provides users with a series of four principles to be considered throughout each step in implementing this tool. They are completeness (taking all relevant issues into account), participation (using participatory methods such as stakeholder engagement to assure that the most important issues are covered and relevant opinions are heard), transparency (describing not only results, but also the process that led to these), plans for usability (considering the target groups for the results and how they will utilize the information produced for planning the analysis to improve the usefulness of results for decision-making in ventures or support initiatives).

1. Read through the tool and make notes where information presented is applicable to your context. Specifically, try and answer the questions posed throughout the tool to gain understanding of what a sustainable venture is and if your project meets these criteria.
2. Identify opportunities. Opportunities can be identified for new ventures, but they can also be found within existing ventures. To identify these opportunities within a myriad of existing or potential activities, it is useful to understand the needs of communities, what resources are being used, which inefficiencies may be wasted within a life cycle and what kind of innovations could be made to reduce consumption. This tool highlights the avenues of investigation to answer these questions and therefore find opportunities to undertake sustainable ventures.
3. To ensure that a Green Economy project is a Sustainable Venture users will need to undertake impact assessments for each "bottom line" as well as ongoing monitoring and evaluation throughout the projects life cycle. This entails three distinct impact assessments (environmental, social and economic – one for each bottom line), a strategic environmental impact assessment, which examines policy frameworks and broader ecosystem service assessments. Finally, where trade-offs may need to be made between bottom lines - frameworks are provided which bring together the data and considerations for triple-bottom line decision-making.

3.1 Environmental Impact Assessment ensures that the user will anticipate the effects on the environment caused by the development. This may include variables like air quality, greenhouse gas emissions and soil and water contamination. This should always be undertaken before the

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool** Sustainable Ventures: Towards Triple Impact- A Toolbox for Analysing Sustainable Ventures in Developing Countries

Approximate time required

2 days to read and understand the concepts and frameworks presented in the tool. See referenced tools for an indication of the time required for each step to completion.

Resources required

There are no specific resources required to use this tool. A team of experts with different backgrounds in the environmental, social and financial arenas is desirable to ensure that appropriate factors are taken into account for the unique context of the user. To use this tool, however, users only need to read through the tool and gain understanding of whether their context meets the sustainable venture requirements and if not, how they can explore and undertake opportunities. Each step has a referenced tool which has its own set of resource requirements.

Examples or case studies of tool implementation

< Previous Next >

Figure 86: Sustainable Venture Planning Tool Summary Overview Page 4

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool** Sustainable Ventures: Towards Triple Impact- A Toolbox for Analysing Sustainable Ventures in Developing Countries

Outputs of the tool

This tool will provide users with a detailed understanding of what a sustainable venture is. It will provide them with conceptual framework for creating a new sustainable venture as well as analysing an existing ventures to assess whether it is sustainable. It will ensure that all factors pertaining to the four critical pillars are considered in each action (completeness, participation, transparency and usability). In addition, the tool will provide users with key frameworks to assist them in assessing their context from the perspective of environmental, social and financial impact. This overall sustainable ventures methodology is also supplemented with references to other tools which will explicitly show the user how to conduct an environmental, social

Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")

2

References to tool (journals, documents, internet links, etc.)

Reference 1

To access the tool: <http://www.unep.fr/shared/publications/pdf/DTIx1136xPA-TowardstripleimpactEN.pdf>

UNEP Training manual to use the tool: http://www.endeva.org/fileadmin/user_upload/trainings/SustVent_Manual_20100209s.pdf

Sustainable Venture Finance Initiatives (a collection of businesses that finance sustainable ventures): http://www.unepfi.org/fileadmin/documents/sust_venture_fin_insead_final_report_2002.pdf

< Previous Next >

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

Tool

Monitoring and Evaluation - Monitoring and Evaluation Methodology

[Back](#)

This tool overview is the guiding document for the Monitoring and Evaluation component. As such, it does not have an associated tool. This tool overview will assist users to understand the process they must undertake to ensure effective, long-term monitoring and evaluation. It outlines the main steps related to project monitoring and evaluation in section 5 below. It also provides reference to additional tools which will help users complete each step required to conduct monitoring and evaluation.

Main users and purpose of tool

Subnational planners, local government and municipal staff and community representatives who require a monitoring and evaluation framework for a green economy project.

Advantages and limitations of the tool

Advantages: This tool provides broad guidelines and recommendations on how to approach project planning, monitoring and evaluation of a project. It is designed as a reference document which will guide users through the steps they need to follow in a constructive and linear fashion.

Limitations: Extent to which the activities outlined in the steps below are possible is reliant on budgetary, and human and institutional capacity restraints. This tool overview acts as a reference guide and therefore requires the user to seek the additional information referenced in each step.

[Next >](#)

Figure 88: Monitoring and Evaluation Tool Summary Overview Page 2

The screenshot displays the 'Green Economy Tool-kit for Sub-National Planning' website. At the top, there are logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Below the logos is a navigation menu with tabs for 'Overview', 'Planning Components', 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The 'Planning Components' tab is active. Underneath, there is a 'Tool' section with a 'Back' button and the title 'Monitoring and Evaluation - Monitoring and Evaluation Methodology'. Below this, there is a 'Procedures' section with a row of eight tool tabs: 'Tool 1.1.1', 'Tool 1.1.2', 'Tool 1.1.3', 'Tool 1.1.4', 'Tool 1.1.5', 'Tool 1.1.6', 'Tool 1.1.7', and 'Tool 1.1.8'. The content area shows the start of a text document with two numbered paragraphs. Paragraph 1 discusses Results Based Management (RBM) and Monitoring and Evaluation (M&E). Paragraph 2 discusses methods for M&E in developing countries. At the bottom of the content area, there are two buttons: '< Previous' and 'Next >'.

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

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back Tool Monitoring and Evaluation - Monitoring and Evaluation Methodology

Approximate time required
3 months. Additional time may be required for more complex projects.

Resources required
A small team with experience and knowledge of project planning, implementation, monitoring and evaluation. Access to data systems and statistics relevant to the project.

Examples or case studies of tool implementation

< Previous Next >

Figure 90: Monitoring and Evaluation Tool Summary Overview Page 4

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back Tool Monitoring and Evaluation - Monitoring and Evaluation Methodology

Outputs of the tool
Provide users with an understanding of the interrelated nature of early stage project planning and ongoing monitoring and evaluation. Provides users with a systematic approach to developing a comprehensive project planning, monitoring and evaluation plan. Provides reference to a full set of monitoring and evaluation tools useful for each stage of the project lifecycle.

Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")
2 to read through and understand this tool. Each referenced tool has a different level of expertise.

References to tool (journals, documents, internet links, etc.)

Reference 1

References to the tools have been made in each of the tool overviews

< Previous

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

Green Economy Tool-kit for Sub-National Planning

UNEP **Green Economy Tool-kit for Sub-National Planning** giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview **Planning Components** Sectors Supporting Materials Terms & Definitions

Tool

Tool: Communication: Overall Methodology

[Back](#)

This tool overview does not have an associated tool drawn from another source. This Tool Overview is a standalone document which provides the reference points to the main tools that are crucial for communicating IGEP to various stakeholders and developing consensus.

The Green Economy Transition will require robust communication with all key stakeholders. As such, subnational planners need to reach out to the research institutions, private sector, national level government, academia, development partners and community organisations to ensure the projects

Main users and purpose of tool

Subnational planners, local government and municipality staff and community representatives will be communicating about green economy initiatives.

Advantages and limitations of the tool

Advantages
This tool overview is a collation of guidelines and tools available to sub-national users as relevant to communication and consensus building.

Limitations
This tool is an overview of all other tools included. As such, users will need to access the tool listed under each step. Due to the large variety of user contexts, it is unlikely that all these tools will apply. Some users will only need one tool while others will require a mix of tools depending with the level /kind of communication required.

[Next >](#)

Figure 92: Communication Tool Summary Overview Page 2

Green Economy Tool-kit for Sub-National Planning

UNEP **Green Economy Tool-kit for Sub-National Planning** giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview **Planning Components** Sectors Supporting Materials Terms & Definitions

Tool

Tool: Communication: Overall Methodology

[Back](#)

Procedures

[Tool 1.1.1](#)

The two tools discussed include one on stakeholder engagement and one on the art of effective communication. These two tools are very critical to ensure the subnational planners are able to engage all the relevant stakeholders in a given project/context and how best to communicate to them in order to lure them to invest and adopt the Green Economy plans.

1.1 Stakeholder Engagement Guide: Stakeholder Engagement toolkit provides a step by step process on how to best engage project stakeholders for the successful delivery of a given project. A stakeholder is a person or group of persons having a stake or share in something. A stakeholder is an individual and/or organisation that has an interest in the success of a project.

The two major elements of Stakeholder Engagement include; Stakeholder Analysis and Stakeholder Planning. Stakeholder Analysis is the technique used to identify the key people who have to be won over for the project. Stakeholder Planning is then used to build the support that helps a project succeed. See Tool 1.1: Stakeholder Engagement Guide

1.2 Effective Communication Guide

This Communication Guide provides ideas and experience which can help to promote green economy development for relevant and concerned parties and stakeholders. It addresses the importance of communication between all actors and stakeholders and demonstrates ways to carry out communication successfully.

This Communication Guide is adopted from a project implemented in the Baltic Region which was in response to the need for communication in a practical nature conservation and planning work. This initiative aimed to enhance good nature conservation especially in marine spatial planning and management, taking into account the needs and views of all groups interested in or concerned by the project. It was designed to contribute to better understanding by stakeholders about the objectives and constraints connected with a new management regime. See Tool 1.1.1: Effective

[< Previous](#) [Next >](#)

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

The screenshot displays the user interface of the 'Green Economy Tool-kit for Sub-National Planning'. At the top, there is a blue header with the text 'Green Economy Tool-kit for Sub-National Planning'. Below the header, the logos for UNEP, giz, and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety are visible. A navigation bar contains five tabs: 'Overview', 'Planning Components' (which is highlighted in blue), 'Sectors', 'Supporting Materials', and 'Terms & Definitions'. The main content area features a 'Back' button with a left-pointing arrow, followed by the word 'Tool' in large green font and the subtitle 'Tool: Communication: Overall Methodology' in smaller green font. Below this, there are three sections, each with a green heading and a light gray content area: 'Approximate time required' with the text 'See each tool under each sub-step for an indication of the time required.', 'Resources required' with the text 'A small team with background knowledge in development communication, Public Relations, Advocacy to help in implementing the tools.', and 'Examples or case studies of tool implementation'. At the bottom right, there are two buttons: '< Previous' and 'Next >', both with green borders.

Figure 94: Communication Tool Summary Overview Page 4

Green Economy Tool-kit for Sub-National Planning

UNEP Green Economy Tool-kit for Sub-National Planning giz Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Overview Planning Components Sectors Supporting Materials Terms & Definitions

← Back **Tool** Tool: Communication: Overall Methodology

Outputs of the tool

This tool provides users with insights into effective communication and stakeholder engagement for successful delivery of green economy development. It expounds why the sub-national level government will need to influence stakeholders to adopt and invest in Green Economy. The tool also helps the users to select the most strategic stakeholders to engage in different levels; the kind of messages to develop in order to reach out to different audiences groups and how to measure the success of the communication initiative.

Level of expertise required (1-5, where 1 is "simple" and 5 is "very difficult")

4

References to tool (journals, documents, internet links, etc.)

Reference 1

White paper on Communication and Green Economic Growth; Web Address
<http://www.greengrowthknowledge.org/resource/communications-and-green-economic-grow>

The Global Green Economy Index, Measuring National Performance in the Green Economy, 4th Edition. Web Address
<http://www.greengrowthknowledge.org/resource/global-green-economy-index-measuring-national-performance-green-economy-4th-edition>

< Previous

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 footprints 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.