The ClimateResilientCITIES Action Plan process is tailor made for Local Governments (LGs), providing step by step guidance for the development of a climate resilient city action plan that addresses both, climate change adaptation and climate change mitigation. This planning process is based on the premise that climate resilience refers to both climate change mitigation (reduction of GHG emission) and adaptation (addressing climate change impacts such as sea level rise, precipitation changes, temperature changes and extreme events), and linkages therein.

This process equips LGs to estimate the GHG intensity of city activities, assess the climate risks of various systems in the city in the context of urbanization and poverty, identify actions to address existing and forecasted climate fragility and develop an implementation and monitoring plan, which will help the city to adapt to existing and impending climate change impacts and will also steer the city’s focus to climate change mitigation measures.

This process builds on ICLEI’s Cities for Climate Protection (CCP) Campaign, ICLEI’s flagship mitigation program; the GreenClimateCities (GCC) program and ICLEI’s adaptation toolkit, the ICLEI Asian Cities Climate Change Resilience Network (ACCCRN) Process or IAP toolkit.
The ClimateResilientCITIES Action Plan Process is a 9-step process in 3 phases: **Analyze, Act and Accelerate** - each unfolding into three steps - outlining how climate fragility can be assessed and climate resilient options (to achieve low emissions development and climate adaptive development) can be identified and integrated into urban development policies, plans and processes. It consists of a wide range of tools and guidance notes to support LGs to deliver effective local climate action.

**The ClimateResilientCITIES Methodology**

**Phase One: ANALYZE**

**AIM:** The “Analyze” Phase informs policy and strategic decision-making at the start of the process (or the review phase for advanced local governments). It includes setting up of institutional mechanisms to carry out the process and review of baseline information regarding the city as well as the climate scenarios including both GHG emissions as well as city level climate projections that impact the urban systems.
PRIMARY OUTCOMES:
- Declaration of commitment of LG to climate resilient development for the local community
- Climate Action Planning Process initiated within the LG and community
- Overview of baseline status regarding urban systems, emissions in the city, climate projections and scenarios (understanding situation, constraints and capabilities)
- Urban systems analysis and preparation of risks and vulnerability assessment

Step 1: Commit and mobilize

1.1 Secure initial commitment
- This phase is vital to ensure senior political and local government buy-in to kick-start the process for climate resilient development in the community and provide clear leadership.
- Consensus should be built within the LG and aspects of operationalizing the climate action planning process should be discussed and firm-up.
- Political, executive and administrative support is required for successful planning and implementation of climate action plans.
- A Mayoral Announcement may be made, clearly stating the intent of the LG to address climate change through mitigation and adaptation measures. If already determined, the target and period of implementation of the City's climate action plan may also be included in the Mayoral Announcement.
  (Tool 1.1: Mayoral Announcement)

1.2 Set up institutional structures
- The formation of governance structures can ensure buy-in, effective decision-making, planning and implementation.
- At a minimum, a Climate Core Team should be setup, including representatives from all municipal departments (including Finance, all major municipal services and the communication/PR department), which will act as a task force to prepare and implement the Climate Resilient City Action Plan.
  (Tool 1.2: Climate Core Team)

1.3 Identify & engage stakeholder group(s)
- This involves identifying and involving key individuals/community representatives and special focus groups, as a starting point. The intention is to foster crucial partnerships, work with external groups and promote ownership of the Action Plan within the LG as well as the community. Ideally the stakeholder committee, once nominated, is officially notified by either the administrative or political head of the LG.
  (Tool 1.3A: Stakeholder Consultation).

A Communication Plan also needs to be developed to communicate within the core team, with other departments of the LG and with the external stakeholder committee and the community at large. Depending on the stage of plan preparation or implementation, communication needs vary and therefore it is useful to prepare a Communication Plan in advance and update it regularly.
  (Tool 1.3B: Communications Plan)

Step 2: Research & Assess

2.1 Assess country context
- It is valuable for a LG to understand external issues impacting local climate resilient development. LGs, being the governance entity closest to action, are required to respond to and act on the different mandates put forth by international agreements, national laws, regional directives and sub-national laws and rules.
- The international/regional/national and sub-national contexts, including the policy/legal, economic, social and environmental relevant contexts are explored and their impacts on the LG unit, specifically in the context of climate resilient development, are assessed in this step.
  (Tool 2.1: Country Profile)
2.2 Assess local context
This step includes exploring local policy/legal, governance, economic, social and environmental contexts at the local level, which would impact climate resilient development in the City.
- A self-assessment of the local context is conducted by the LG to establish the local policy/regulatory context. Also local issues with respect to the environment and urban development (socio-economic status, demography, municipal services, energy consumption (electricity and fuel) within the city limit) are also identified and discussed. A baseline assessment of the urban systems is conducted to help further assessment (in further steps) of how climate change impacts (if any) influence urban development activities, and to identify the kind of support required by the LG to address such impacts. A city profile template is provided to steer the collection and assessment of requisite information (Tool 2.2: City Profile Template).
- Further analysis in subsequent steps will result in an assessment of climate vulnerable urban systems and carbon intensive activities.

2.3 Climate readiness review
- The observed impacts of climate change on the City and its activities are assessed. The response of the City to past events is also noted to understand the efficacy of existing response mechanisms and further needs (Tool 2.3A: Climate Change Impacts & Responses). A climate readiness review helps assess the city’s capacities and readiness to tackle climate change (Tool 2.3B: Climate Ready Review). It is based on six aspects:
  ● Strategies, Policies, Plans and Procedures
  ● Information, Data, Tools and Processes
  ● Budget Allocation and Financing Processes
  ● Staff Participation
  ● Existing Initiatives
  ● Community Engagement

Step 3: Analyze and Set Baseline

3.1 Develop GHG emissions inventory, assess climate impacts & build scenarios
- A GHG emissions inventory is developed to determine sources of GHG emissions in local government operations and the whole community using the HEATplus GHG inventory online software tool (http://heat.icel.org - please email to heat@icel.org for access to the software) and protocols (Tool 3.1A: Energy & GHG Emission Inventory - Data Format, Tool 3.1B: Global Protocol for Community Scale GHG Emission Inventories, Tool 3.1C: HEATplus Manual, Tool 3.1D: GHG Emissions Inventory Analysis). This necessitates relevant data collection from internal (LG) sources of information and external agencies which have the required information (utilities), as well as determining data gaps.
- The Community inventory includes emissions from community/city-wide activities within the local government’s jurisdiction, including emissions from local government activities and use. This includes emissions from sources and/or activities from stationary units (residential, commercial/institutional facilities, industrial, agricultural), mobile transportation units, waste, industrial processes and product use, and agriculture, forestry and land-use. This is a useful planning tool in developing mitigation actions for the entire community.
- The Local Government operations inventory includes emissions from all of the operations that a local government owns or controls. Sectors included in a local government operations inventory include local government buildings, facilities such as street lighting and traffic lighting, water, waste and sewage facilities, municipal vehicle fleet.
- Based on the baseline inventory, the local government can demonstrate leadership by pursuing mitigation actions.
- This step can help to set up a system for periodic review of GHG emissions and report internally and externally, by creating and formalizing a team, identifying review periods and reporting structures.
- GHG emissions are forecasted for the plan period in consideration.
- Climate Resilient Cities Action Plans are typically prepared every 3-5 years, with a long term vision for 15-20 years that is determined by the local authority. (Tool 3.1E: GHG Emissions Forecasting). Based on a forecast of the energy consumption, the corresponding GHG emissions are calculated using the HEATplus software.
- Impacts of climate change faced by city are examined through Shared Learning Dialogues (SLDs) with the Climate Core Team and Stakeholder Team. An assessment of the past climate trends and future climate projections are conducted through secondary research. Basic information regarding past weather data (temperature and precipitation data) for the city is collected, which will help to understand the trends and patterns in temperature and precipitation. Local perceptions from city stakeholders are used to validate identified trends derived from an analysis of city level data. Climate projections for the city are defined based on secondary data. Where city level projections are not available, regional projections are used as a basis. Phenomena such as increased precipitation, heat stress, floods and other extreme weather events, referred to as climate exposures, are increasingly having an impact on people, infrastructure and systems within cities. Based on an analysis of the climate change trends and projections, climate exposure scenarios are defined.
- Climate change scenarios are defined based on an analysis of the climate change projection data at the local and regional level. These scenario statements delineate the type of anticipated change, the probability of the anticipated change and the impact on vulnerable populations. (Tool 3.1F: Climate Change Trends, Projections & Scenarios)

3.2 Identify fragile urban systems, climate vulnerabilities & risks
- Core and secondary urban systems are examined to identify fragile urban systems and to examine the impact of climate change on these fragile urban systems. (Tool 3.2A: Urban Systems Analysis). For each fragile urban system, key vulnerable areas (geographical areas) and the vulnerable population for each system are assessed and identified. This information is gathered in consultation with the stakeholder group through SLD.
- The adaptive capacities of the urban systems are also assessed in this phase.
- A risk assessment is conducted for fragile urban systems based on the likelihood and consequence of the climate risk statements for those systems. Information from tools 3.2A, 3.2B, and 3.2C are used in this step.

3.3 Compile Baseline Synthesis Report
- Combining the information generated in steps 2.3, 3.1 and 3.2, a synthesis report is created (Tool 3.3: Baseline Synthesis report). Against each of the identified climate fragility statements, specifics of the location and people impacted are identified.
- From a mitigation perspective, a summary of the carbon intensity of city activities is prepared. Overlaps in critical sectors, from a mitigation and adaptation perspective, are noted.
Phase Two: ACT

AIM: The “Act” Phase outlines the planning and implementation approach taken

PRIMARY OUTCOMES:
- Initiating and running projects as part of a comprehensive action plan
- Information flow to stakeholders
- Demonstration projects undertaken and climate resilience measures initiated (adaptation and mitigation)
- Monitoring & Reporting on CRCAP implementation

Step 4: Develop Climate Resilient Cities Action Plan
4.1 Identify Resilience Interventions
- The LG uses the information and analysis from the previous phases to identify the priority resilience interventions (Tool 4.1A Resilience Interventions).
- A “basket of Solutions” is available to guide the selection of interventions which will address relevant resilience priorities of the city, both from an adaptation and mitigation perspective (Tool 4.1B Catalogue of Resilience Interventions).
4.2 Screen and prioritize potential resilience interventions

- These interventions are prioritized on the basis of their feasibility and applicability to the city. This involves identifying potential solutions and exploring if these would help to meet development and climate priorities (Tool 4.2 Prioritisation of Resilience Interventions).

- A SWOT analysis is conducted to explore the feasibility from a cost and financing perspective, as well as their relevance to addressing specific other priority areas (e.g. poverty reduction/climate resilience) and whether these can be delivered from an institutional perspective (“reality check”).

4.3 Set targets and approve CRCAP

- The resilience interventions need to be linked to existing/ongoing/planned initiatives within the city to assess possibilities of leveraging existing funding opportunities to implement the action plan (Tool 4.3 A Integration into city plans). This involves making conceptual and practical links between socio-economic development and climate change – to form the initial basis of priority setting, in conjunction with key stakeholders (all relevant line functions and departments) through a major workshop. This will identify strategic priorities (through a “climate lens”) and possible changes to existing development strategies.

- The Climate Resilient City Action Plan is then developed and ratified through political support (Tool 4.3 B Climate Resilient City Action Plan format).

- Targets are set to move towards outcomes. These can relate to GHG “avoidance” or “reduction” and/or achievement of adaptation measures and also to socio-economic indicators (e.g. 40% improvement of access to energy by 2020). Key performance indicators (KPIs) are positioned underneath the main targets and are used to monitor progress (i.e. must be quantifiable).

- A formal Council approval is required at this stage, which offers an opportunity for political review, recommendations and adoption of the Action Plan.

5.1 Detail climate action programs and projects

- Priority and approved projects are subjected to detailed planning, including the development of various financial model options that would ascertain the actual outflow of funds, payback periods, etc. This is conducted with experts, making a clear business case per project. (Tool 5.1: Climate Resilient City Action Plan Implementation Framework)

- This detailed planning could relate equally to large infrastructural projects but also to smaller, low-cost interventions such as internal municipal energy reduction initiatives or community engagement campaigns. Additional details are added for each project/program, including timelines for delivery, lead actor, and financing options for a range of short, medium and long-term measures.

5.2 Test and demonstrate

- Select projects from the climate action plan could be implemented on a pilot scale, especially if new technologies and/or approaches are being tested.

- Pilot project implementation is an efficient mechanism to test the effectiveness and efficiency of proposed interventions, especially when they have not been implemented in local conditions before.

- The city benefits from the lessons learnt during implementation of small scale projects, before scaling them up to the city level. Case studies from other cities may be used for guidance on selection of appropriate pilots. Once the pilots are implemented, it is important to note the key aspects of
implementation, specifically focusing on challenges of implementation, to enable further scale-up. A template for case studies is provided in the tool-kit. (Tool 5.2: Case Study Template)

5.3 Identify financing models and secure funding

- A wide variety of funding sources, innovations and ideas are explored to successfully implement the wide range of actions identified in the strategy and action plan. (Tool 5.3: Guidance Note on Financing Climate Action Project)
- As a first step, regular municipal budgets, state and national level grants and/or mission funds are to be screened for potential financing opportunities.
- External grant or donor funding as well as Private sector partner funding opportunities are also explored for specific projects.
- The mobilization of finances is an on-going process, requiring efforts to justify internal financial allocation of funds (started in tool 5.1) and seeking sustainable external sources of funds.

Step 6: Implement and Monitor Locally

6.1 Develop institutional arrangements & capacity

- New internal capacity building measures and governance arrangements required are identified and addressed to enable implementation of the action plan. (Tool 6.1: City Staff Training Needs Assessment)
- Identification and set-up of arrangements with partners to help deliver on identified priorities and projects. This could include local expertise, and also helps to spread the responsibilities and risks

6.2 Implement programs and projects

- Projects and programs identified and ratified in the action plan are to be implemented according to timelines in the project, always making adjustments for changing ground situation, especially in cases of a delay in start of implementation or time over-run during implementation.
- Key milestones are defined at the start of implementation of the project/program. The CRCAP Implementation Tracker tool aids in the monitoring of the achievement of individual projects vis-à-vis the initial plan. (Tool 6.2: CRCAP Implementation Tracker)

6.3 Monitor and report

- This involves development and adoption of a monitoring and evaluation (M&E) system for internal monitoring of implementation of all elements of the CRCAP – tracking progress against overall objectives and specific targets, during implementation.
- A Measurable, Reportable and Verifiable (MRV) system is to be developed which will specifically address emissions reductions arising from project implementation. The MRV will include
  - Monitoring of implementation of actions (defining what data needs to be captured, who will capture, what stages need to be reviewed and also to set milestones)
  - Reporting: of emissions reduction, changes in adaptive capacity and funds utilization (Tool 6.3: Monitoring & Reporting Tool)
  - Verification system: City voluntary verification of emissions and/or third party verification - after identification of verifiers and acceptance of MRV system by the national/local government.
- Project specific M&E system will be developed for each of the adaptation oriented projects.
Phase Three: ACCELERATE

**AIM:** The “Accelerate” Phase outlines how to determine progress and achieve results.

**PRIMARY OUTCOMES:**
- Increasing ambition of the CRCAP and
- Completing on-going and increasing GHG reductions and increased climate adaptive capacities
- Revising the CRCAP
- New policy and projects identified to accelerate action, reflecting increased city ambitions
- Reporting locally/regionally & globally
- Advocating for local/regional/global climate action

**Step 7: Integrate & Collaborate**

7.1 Collaborate horizontally
- Horizontal collaboration refers to cooperation and coordination between different local governments in an area (e.g. a province or a region).
- This has the potential to significantly contribute to systems efficiency, specifically coherence and sustainability for vital urban infrastructure that does not end at administrative borders, such as transportation. Here the coordination of interfaces, timetables, ticketing and operators is necessary to increase the use of public transport, non-motorized modes and even car sharing.
- Horizontal collaboration with neighboring municipalities may also enable a local government to achieve the necessary scale for a strategy which might not be viable for a city, e.g. regional waste management facility, bulk purchasing consortium for renewable energy, or sustainable public transport networks. (Tool 7.1: Guidance note on Horizontal Collaboration with other Similar Cities in the Country)

7.2 Collaborate and integrate vertically
- Vertical integration, also referred to as sub-national integration or multi-level governance, means that different levels of government regularly exchange, plan and coordinate activities that relate to planning, implementation and reporting to increase the effectiveness of policies and programs. This helps identify gaps in resources and capacity, to address local needs and to build-on local strengths, structuring an overarching coherent approach that is locally adequate. Conversely, local governments can play a crucial role for the achievement of national low emission development targets and commitments.
- Vertical integration also has the potential to contribute significantly to coherence and sustainability for vital urban infrastructure that does not end at local administrative borders.
- Because local governments operate within the national/regional policy and infrastructure frameworks, it is to their advantage to use available opportunities and channels for vertical communication and coordination, or require that these are created. By doing so, local governments may be able to address issues around enabling framework conditions and access external financing. It may also provide additional technical, financial and political support for leader cities testing innovative strategies, technologies, systems and practices – for national up-scaling should these be successful. (Tool 7.2: Guidance note on Vertical integration with Provincial & National Governments)

7.3 Connect with similar cities worldwide
- Joining city networks or associations within a country, region or internationally and thematic groups such as the Global 100% Renewable Energy Cities and Regions Network can bring multiple benefits to the local government and its city.
- Networking can create opportunities to share information and knowledge on approaches to tackling challenges and finding suitable solutions, connecting to peers and mobilizing colleagues in new areas of work.
- Differing contexts influence how concepts are applied, but an exchange on successful (and not so successful) approaches is valuable for political leaders and for technical staff. It can provide confidence when a local government is exploring new technologies and innovative practices. It can help identify pitfalls and problem areas in time. Sharing offers an opportunity not only to communicate experience and expertise that can help other cities, but can also position the local government as a leader in the respective field.
- Local government networks can help connect cities with similar characteristics, with shared needs or challenges.
- Participation in global networks give local governments access to peers whom they may not have been aware of, also exposing new ideas, novel directions and innovative approaches that can open new avenues of development.
- Emerging resources for local governments include new online solutions and marketplace sites – offering a neutral space where guidance on potential solutions and tools are centralized for ease of access (Tool 7.3: Guidance Note on Connecting with Global Networks)

**Step 8 – Review & Upscale**

**8.1 Update data, review assessment and analysis**
- This involves a systematic and comprehensive review process of systems, processes, capacities, partners and actions and an assessment of targets vs. results, in accordance with developed M&E process.
- This helps identify successes, challenges, and barriers and the degree to which the process has been institutionalized and integrated into city planning.
- An annual or bi-annual review of the GHG inventory is conducted to improve data collection sources and coverage to optimize the inventory. This can subsequently be used to identify further GHG reduction opportunities.
- Several tools that are used in steps 2.3 to 5.1 (mentioned in the text-box on the side) are also used in this phase to secure additional and new information, update baselines, analyze the new information and assess new and emerging climate change challenges.

**8.2 Evaluate the Climate Resilient City Action Plan**
- Based on the evaluation at step 8.1 and the optimized inventory at step 8.1 (including new GHG forecast scenarios); the LG can identify new sector areas, as well as revised priorities and actions (based on an assessment of needs, challenges and opportunities).
- These should reflect enhanced ambitions for scaling-up action towards new emerging priorities and adaptation challenges.
- The institutionalization process identified at step 6.1 may need to be appropriately modified, also based on outcomes of the analysis in step 8.1.

**8.3 Revise the Climate Resilient City Action Plan**
- To ensure continued commitment, the LG should strategically update the CRCAP for the subsequent action plan period.
- This could include new priority sectors, reflect changes in national/ sub-national guidelines and programmes, and increase the scale (extent and number) of projects.
Step 9: Report, Inspire, Advocate

- LEDS achievements reported globally with best practices contributing to global climate advocacy in recognition of the role and engagement of local governments.
- City is nominated for relevant national and/or international awards, and becomes renowned for its leadership.
- City leaders meet with global partners, international organizations and financial institutions to call for enabling framework conditions and support for local action.

9.1 Report achievements globally

- City leadership should meet directly with international organizations, agencies and financial institutions to advocate for the importance of local action and improved enabling framework conditions for local governments.
- There are many processes and frameworks started at the global level that impact on the local level, notably the Paris Agreement and the Sustainable Development Goals (SDGs).

By undergoing a process of self-reflection and assessment, and making progress in an area of crucial importance, this is a good time to show where further improvements may be done within existing national and international frameworks. (Tool 9.1A: Guidance Note on Regional/ National/ Global Reporting Platforms)

9.2 Showcase, inspire others and gain recognition

- This step focuses on gaining national and international recognition for achievements through the city’s CRCAP process.
- Various national and international awards exist for cities pursuing climate resilient city development. Being awarded can have multiple benefits for the local government and its city, as these acknowledge the work and impacts, raising the profile of the community and key actors in the process (e.g. recognition of the “champion”).
- Further, it can help to keep climate resilience on the agenda, but also to help justify it should there be political opposition or unsupportive constituencies. By becoming more known, the city may be able to attract a wider scope and better caliber of partnerships.
- Participation in city networks may be helpful when pursuing awards and other forms of recognition, as these typically communicate opportunities and can also nominate members for appropriate awards. (Tool 9.2: Guidance Note on Communication and Visibility)

9.3 Advocate for local / regional / global action

- It is observed that the learning curve in cities is substantially shortened when cities learn from each other. The multiple benefits of this cross learning cannot be replicated in other knowledge sharing initiatives.
- Sub-national and national goals are met faster when cities share knowledge with peers in the region.

Participation in sub-national/regional and or national programs provides opportune avenues for showcasing climate leadership locally. (Tool 9.3: Guidance Note on Local/Regional and Global Advocacy)

A list of main tools and guidance documents is given below and draft tools that are prepared (still work-in-progress) are annexed to this document as Annexure 1.

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<td>8.2 Evaluate the CRCAP</td>
<td>Tool 4.3B: Climate Resilient Cities Action Plan Format</td>
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<td>8.3 Revise the CRCAP</td>
<td>Tool 4.3B: Climate Resilient Cities Action Plan Format</td>
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<td>Tool 5.1: CRCAP Implementation Framework</td>
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<td><strong>9. Report, Inspire, Advocate</strong></td>
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<tr>
<td>9.1 Report achievements globally</td>
<td>Tool 9.1A: Guidance Note on Regional / National / Global Reporting Platforms:</td>
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<td>Tool 9.1B: carbonn Climate Registry (<a href="http://carbonn.org">http://carbonn.org</a>)</td>
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<td>9.2 Showcase, inspire others and gain recognition</td>
<td>Tool 9.2: Guidance Note on Communication and Visibility</td>
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<tr>
<td>9.3 Advocate for local / global / regional action</td>
<td>Tool 9.3: Guidance note on Local / Regional / Global Advocacy</td>
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