ROADMAP

INCLUSIVE PLANNING

Action Analysis module

C40 CITIES
C40 CITIES CLIMATE LEADERSHIP GROUP

The C40 Cities Climate Leadership Group, now in its 13th year, connects 90+ of the world’s greatest cities which have committed to tackling climate change. We bring mayors from around the world together to learn from each other in reducing greenhouse gas emissions and creating

Resilient, sustainable and inclusive cities. C40 cities represent more than 700 million urban citizens and their economies account for 25% of global GDP. Our ‘deadline 2020’ report sets out the critical role that the world’s major cities have to play in delivering the historic Paris agreement to prevent catastrophic climate change.

WORLD RESOURCES INSTITUTE – WRI

ROSS CENTER FOR SUSTAINABLE CITIES

Ross Center for Sustainable Cities works to make urban sustainability a reality. Global research and on-the-ground experience in Brazil, China, India, Mexico, Turkey, and the United States combine to spur action that improves life for millions of people. Based on long-standing global and local experience in urban planning and mobility, WRI Sustainable Cities uses proven solutions and action-oriented tools to increase building and energy efficiency, manage water risk, encourage effective governance, and make the fast-growing urban environment more resilient to new challenges. Aiming to influence 200 cities with unique research and tools, WRI Sustainable Cities focuses on a deep cross-sector approach in four megacities on two continents, and targeted assistance to 30 more urban areas, bringing economic, environmental, and social benefits to people in cities around the globe.

ACKNOWLEDGMENTS

This project was funded by the United Kingdom’s Department for Business, Energy & Industrial Strategy,

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<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Chronological grouping based on years lived.</td>
</tr>
<tr>
<td>Community</td>
<td>Any individual or group who has a vested interest/influence in, or is impacted by, the project.</td>
</tr>
<tr>
<td>Disability</td>
<td>Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.</td>
</tr>
<tr>
<td>Equity</td>
<td>The absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.</td>
</tr>
<tr>
<td>Gender and sexuality</td>
<td>The socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. Categories can include lesbian, gay, bisexual, transsexual and intersex.</td>
</tr>
<tr>
<td>Hard-to-reach</td>
<td>Those groups or individuals within society that are typically under-represented in the engagement process or have limited capacity to be involved.</td>
</tr>
<tr>
<td>Impact</td>
<td>Effects of climate change and/or climate action on lives, livelihoods, health, ecosystems, economies, societies, cultures, services and infrastructure.</td>
</tr>
<tr>
<td>Inclusivity</td>
<td>The practice of including relevant stakeholders and communities, particularly marginalised groups, in the policy-making and urban governance process, in order to ensure a fair policy process with equitable outcomes.</td>
</tr>
<tr>
<td>Income level</td>
<td>Grouping or thresholds connected to earnings of labour and/or capital. Categories typically are defined in relation to the local/national economy.</td>
</tr>
<tr>
<td>Informality status</td>
<td>Relationship of individuals, households, activities or firms to the formal or informal economy, typically with respect to production, employment, consumption, housing or other services.</td>
</tr>
<tr>
<td>Intersectionality</td>
<td>How different aspects of an individual or group's social and political identities overlap and intersect</td>
</tr>
<tr>
<td>Migrant status</td>
<td>Refers to the legal and immigration status of a person who changes their place of residence. Categories include locals, expatriates, documented or undocumented migrants, refugees and asylum seekers.</td>
</tr>
<tr>
<td>Race and ethnicity</td>
<td>Race is defined as a category of humankind that shares certain distinctive physical traits. The term ethnicity is more broadly defined as large groups of people classed according to common racial, national, tribal, religious, linguistic, or cultural origin or background.</td>
</tr>
<tr>
<td>Religion</td>
<td>Religious or spiritual belief or preference, regardless of whether or not this belief is represented by an organised group, or affiliation with an organised group having specific religious or spiritual tenets.</td>
</tr>
<tr>
<td>Sex</td>
<td>Sex refers to the biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both.</td>
</tr>
</tbody>
</table>
Cities can drive ambitious climate action and be at the forefront of the fight against climate change. Making a strong case for action, by highlighting its multiple benefits, is instrumental in getting the job done.

Based on the experience of working with the cities, C40 has gathered insights on the most important elements to be considered throughout the design and implementation of inclusive climate actions plans. There are five key elements and recommendations to help drive bold and ambitious action, tackling climate change while harnessing the maximum benefits for their people.
PUT PEOPLE AT THE HEART OF CLIMATE ACTIONS

Creating inclusive climate action plans involves developing co-created solutions and prioritizing local knowledge and experiences of communities on the frontline of climate change. In order to do this, urban decision makers must put people at the heart of the climate action planning process—from vision setting, to policy design and further implementation.

By engaging with various communities in the design and implementation process of climate actions, cities can ensure an equitable distribution of benefits and protect groups most affected by climate change.
APPLY AN EQUITY LENS

In order to put people first, cities must understand how certain communities are impacted by climate change. Cities should apply an equity lens fit for their local context, to identify the most at-risk communities. Applying an equity lens allows cities to understand what existing social and economic barriers some communities might face, and how this impacts their ability to benefit from climate actions.

Cities must understand how access to services and policies differs amongst parts of the urban population in order to design climate policies that reach the maximum number of people. This includes: assessing the root causes of marginalisation (or social exclusion) and the lack or absence of access for certain groups in the city; deciphering key challenges around economic mobility and affordability; and finally, analysing how services and policies are distributed spatially and whether any spatial inequalities exist. By applying this equity lens while planning and designing, cities can ensure that climate actions have fair and equitable outcomes.
CONDUCT A DIAGNOSIS OF EXISTING CITY NEEDS

Based on this understanding, cities should seek to design climate actions that meet existing needs of residents, such as improving urban health and well-being, increasing economic prosperity, and promoting education and skill development.

By diagnosing the broad areas where the city is doing well—and not so well—urban planners and policy-makers can design climate policies that target specific needs.
UNDERSTAND THE POLITICAL ECONOMY FOR ACTION PLANNING

Understanding the key influencing factors for a set of climate actions is crucial to designing and implementing them in an inclusive way. Cities should consider their existing governance and decision-making structures, as well as the constraints or opportunities these structures create. Those working on climate action must understand the political economy drivers responsible for existing conditions which may potentially impact the implementation of actions. This understanding will allow city decision makers and practitioners to effectively navigate the institutional, political, and administrative powers in place to implement an inclusive climate action plan that has broad impact.
USE EVIDENCE TO TRACK THE JOURNEY

Cities should set benchmarks for their climate action plans to track progress towards their intended outcomes. This can also build momentum and ensure that a city has realistic and achievable goals for its inclusive climate action plans. Without continuous monitoring and evaluation of climate actions, cities will be ill-equipped to ensure that policies are inclusively designed and their impact equitably distributed.

In order to understand the needs of frontline communities and track whether climate actions are delivering benefits to them, cities must gather data that is disaggregated by population group and spatial distribution. This detailed information will allow the city to understand which communities and areas are benefitting from improved air and which are currently suffering most from existing pollution. Collecting disaggregated data can take place in parallel with community engagement efforts.
Our research shows that while some cities and communities are testing and implementing transformational initiatives that engage and deliver benefits to a diverse group of residents, for many others, the lack of available case studies and tested techniques is a key barrier to delivering climate action in an inclusive and equitable way.

**Simultaneously Tackling Climate Change and Growing Inequalities Needs Careful Planning**

- **Needs Assessment**: A customizable workshop to evaluate a city’s existing needs and how to address them with climate action.
- **Action Analysis Module and Database**: A database of the potential challenges frontline communities may face in accessing 17 climate actions.
- **Policy Recommendation Summaries**: A collection of strategies tied to the specific actions and challenges in the database, with example equity indicators and targets for each action.
- **Indicator Database with Module**: The Indicator Database can be used throughout all of the Roadmap for Inclusive Planning. It is a catalog of policy-ready equity and inclusivity indicators, mapped to climate actions, and sustainable development and comes with a training module.
The first step of inclusive climate action planning is to conduct a Needs Assessment. The Needs Assessment helps to answer the question, “how might we tackle climate action based on the needs of our cities and citizens?”. Through this assessment, cities can identify both the communities that are most vulnerable to climate change and those that are the most sensitive to climate actions. Contextualising climate actions in terms of who will be most impacted helps the city ensure that selected climate actions have the widest economic, environmental, and social impact.

The Needs Assessment walks through a series of questions relevant to understanding the needs of various frontline communities (e.g. women, informal workers, children, people with disabilities, etc.). These questions are framed around three elements of equity—access, prosperity, and place.

Health checks throughout this guidance ensure progress towards intended outcomes of conducting the Needs Assessment (e.g., ‘we can propose methods to gather data through proxies and address data gaps’).

Relevant indicators have been imbedded throughout the Needs Assessment to help cities identify the impact of their inclusive climate action planning. These indicators can be selected from the Indicators Database and should be relevant to the climate action that the city is pursuing and for which the city has some spatially disaggregated data.

The final stage of the Needs Assessment is to understand the different factors influencing decision-making in the city. This includes identifying key governance mechanisms and political economy drivers of change that can inform how the city goes about passing and implementing inclusive climate actions.
2 ACTION ANALYSIS

Next, cities can analyse the inclusivity and equity implications of potential climate actions using the Action Analysis database. This database explores the benefits and potential barriers that cities might face in implementing 17 climate policies, from creating new low-carbon building standards to improving emergency management and early warning systems for climate hazards. The benefits of each climate action are mapped to the following domains or outcome areas: health and wellbeing, planet, education and skills, economic prosperity, essential public services, civil society, and institutions and governance.

Like the Needs Assessment, the Action Analysis focuses on people. The goal of this analysis is to understand who typically accesses and benefits from potential climate actions and who may not, given existing inequities.

This analysis looks at the benefits of potential climate actions through the lenses of access and availability, prosperity and affordability and spatial inclusion and place.

The Indicators database compliments the Action Analysis, providing several indicators to measure the inclusivity and equity considerations of each climate action. Each indicator is also mapped to the city’s primary domains or outcome areas. Finally, a list of priority indicators, selected for their applicability across the 17 climate actions, is provided to help cities streamline their monitoring and evaluation efforts for inclusive climate actions.
3 POLICY RECOMMENDATIONS

Building on the detailed Action Analysis database, the Policy Recommendations provide clear steps for a city to take in order to implement climate actions in an inclusive way. For each action, key recommendations are provided based on city best practices from around the world. Each headline recommendation is supported by more specific steps; this additional detail helps cities implement inclusivity and equity incrementally in their climate planning. The Policy Recommendations also include the action-specific indicators that the city can use to track its progress, as well as example targets that other cities have adopted.
USE EVIDENCE TO TRACK THE JOURNEY

Without continuous monitoring and evaluation of climate actions, cities will be ill-equipped to ensure that policies are inclusively designed and their impact equitably distributed.

This should be done throughout the three key steps of inclusive planning.

KEY STEPS TO INCLUSIVE PLANNING

NEEDS ASSESSMENT

A customizable workshop to evaluate a city’s existing needs and how to address them with climate action.

ACTION ANALYSIS

A database of the potential challenges frontline communities may face in accessing 17 climate actions.

POLICY RECOMMENDATIONS

A collection of strategies tied to the specific actions and challenges in the database, with example equity indicators and targets for each action.

Inclusive and Equitable Climate Policy

The Indicator Database can be used throughout all of the Roadmap for Inclusive Planning. It is a catalog of policy-ready equity and inclusivity indicators, mapped to climate actions, and sustainable development and comes with a training module.
INTRODUCTION

00 OVERVIEW OF ICA ACTION ANALYSIS

01 IDENTIFY YOUR ACTION

02 CONDUCT AN ICA DIAGNOSIS

03 PUT PEOPLE AT THE HEART OF PLANNING

04 APPLY AN EQUITY LENS

05 DESIGN AND RECOMMEND POLICIES
OVERVIEW OF THE ACTION ANALYSIS
5 steps for designing inclusive and equitable climate actions

1. Identify your action
   Using the findings from the Needs Assessment and community engagement, identify the key climate actions that could be delivered in your city.

2. Conduct an ICA diagnosis
   Assess which city-wide benefits this climate action could help achieve.

3. Put people at the heart of planning
   Evaluate which groups or frontline communities could be impacted, positively or negatively, by this climate action.

4. Apply an equity lens
   Assess the key equity and inclusivity considerations for this climate action, particularly with respect to impacted groups and frontline communities. Who will benefit from this action, and who might not?

5. Design and recommend policies
   Based on your analysis of the climate action, explore how it could be redesigned or redefined to result in more equitable outcomes.
Diagnosis Wheel

TOOLS IN ACTION

The Diagnosis Wheel can be used to evaluate the impacts of actions with respect to the city's key domains and sectors:

- Health and wellbeing
- Planet
- Education and skills
- Economic prosperity
- Essential Public Services
- Civil Society
- Institutions and governance

Each domain is broken down into sub-domains in the Action Analysis Database.

Use the wheel to analyse climate actions with respect to each domain and sub-domain. This analysis is provided for 17 climate actions in the Action Analysis Database.
The Action Analysis Database explores the benefits and potential barriers that cities might face in implementing 17 climate actions, from creating new low-carbon building standards to improving emergency management and early warning systems for climate hazards.

This database will be referred to throughout this module to help you identify and refine climate actions to result in more equitable outcomes, particularly with respect to impacted groups and frontline communities.

Review the different components of the Action Analysis Database below.

- **A list of impacted groups for reference**
- **A catalogue of the top 17 climate actions** that C40 cities around the world are implementing.
- **Each action has been analysed to identify which city domain it is likely to impact**
- **Each action has been analysed to identify how it will impact different groups and communities—including an analysis using the three equity lenses (access, prosperity and place)**
- **The Action Analysis worksheet allows you to complete and record this analysis for your own climate actions**
Policy Recommendation Summaries

All of the actions in the Action Analysis Database are also described in detail in the Policy Recommendation Summaries. This resource summarises the climate action, its potential impacts, groups or frontline communities to consider, and finally, examples of policy recommendations and targets that can be set to make the action more equitable and inclusive.

If your city is planning to implement any of these 17 climate actions, use these summaries for reference. Otherwise, you can follow the Action Analysis module to create policy recommendations for climate actions specific to your city’s context.

**Result of the Action Analysis module**

By the end of this module, you will have developed policy recommendations for the climate action your city is planning to implement. You can also draw on the 17 policy recommendation summaries if these actions are relevant for your city.

**TOP TIP**

- **Specific recommendation**
  - Tactics

- **Indicators**
  - Examples from other global cities

- **Targets**
  - Examples from global cities
Each step will begin with an exploration of 3 key considerations

Why?
Why should your city consider this step?

How?
How could your city carry out this step?

What is the outcome?
What might your city expect to gain after completing this step?
Using the findings from the Needs Assessment and stakeholder engagement, identify the key climate actions that could be delivered in your city.
Key Considerations: Identify your action

**Why?**
To select climate actions that help your city address existing needs, particularly with respect to impacted groups and frontline communities.

**How?**
By using the Action Analysis Database, in conjunction with evidence from the Needs Assessment in order to identify potential climate actions that address the city’s existing priorities.

**What is the outcome?**
An action or list of climate actions that you can analyse from an equity and inclusivity perspective.
Action Analysis Database

TOOLS IN ACTION

Review the 17 climate actions in the Action Analysis Database. These are the top climate actions that C40 cities around the world are implementing. If there is another climate action that your city is considering, add it to the list and provide a brief description.

How to use this tool

- The list of 17 curated actions can be used as reference when determining your own action list
- Use the worksheet in the database or the worksheet on the next slide to keep track of your own actions during the action analysis process.

Considerations

- The list climate actions is not exhaustive
- The list of impacted groups and frontline communities are not mutually-exclusive and their identities will overlap.

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<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Action description</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Collective Purchase of Renewable Energy</td>
<td>By aggregating demand for renewable energy, cities have more leverage to negotiate prices and provide renewable energy options for their residents. There are many ways that cities can help to aggregate demand and collectively purchase renewable energy, including community solar projects, power purchasing agreements, virtual power purchasing agreements, on-site municipal solar, and green tariffs, among others.</td>
</tr>
<tr>
<td>2</td>
<td>Distributed Renewable Energy</td>
<td>Distributed renewables are decentralized forms of renewable energy (RE) generation within a city at the facility or district level. These can include rooftop solar PV, backyard wind, solar hot water heaters, and battery storage.</td>
</tr>
<tr>
<td>3</td>
<td>New building standards, codes and regulations for energy and water conservation</td>
<td>This action involves setting efficiency standards and disclosure requirements for energy and water consumption in new construction. This may be accompanied by mandates or incentives specifying performance requirements for energy and water conservation or the use of specific high-efficiency materials or appliances in new buildings.</td>
</tr>
<tr>
<td>4</td>
<td>Retrofitting programmes that improve both building efficiency and resiliency</td>
<td>Asset-based retrofitting programmes typically include upgrading walls, roofs, windows and doors (e.g. wall insulation, cool/green roofs, high efficiency windows) to improve energy efficiency, increase the asset value of the building and help adapt to impacts of climate change. Operational retrofitting programs change the way in which the building is managed, including temperature set-points, heating, ventilation and air conditioning (HVAC) and lighting schedules to enhance energy efficiency, with measurement and verification (M&amp;V) mechanisms to calculate energy savings.</td>
</tr>
</tbody>
</table>
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### TOP TIP

*Keep this handy*

Use this table to keep track of the climate actions you will analyse for equity and inclusivity considerations.

<table>
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<tr>
<th>Action</th>
<th>Action description</th>
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<tr>
<td></td>
<td>We have reviewed the 17 climate actions thoroughly and have identified which ones (if any) correspond with the climate actions that we are considering implementing in the city.</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>We have identified and described the climate actions that we are considering implementing in the city.</td>
</tr>
</tbody>
</table>
Assess which city-wide benefits this climate action could help achieve
Key Considerations: Conduct and ICA diagnosis

Why?
To explore how potential climate actions will impact the city's key domains or sectors.

How?
By assessing how each climate action will influence the domains or sectors positively or negatively. Use the evidence from a previous analysis of the city's needs (the Needs Assessment) to ensure that the city's key challenges and opportunities are being taken into account.

What is the outcome?
A list of key sustainability domains or sectors that will be influenced by the city's proposed climate action(s), as well as a brief explanation of how they will be influenced.

Existing city needs
Make sure you've evaluated your city's existing needs through the Needs Assessment module to better identify your actions.

TOP TIP
A FOCUS ON
ACTIONS CAN HAVE WIDER BENEFITS

Bogota’s bus rapid transit (BRT) system created approximately 1,900 to 2,900 net new operations jobs across the system. By improving transit connectivity, access to jobs increased particularly for residents who were living further away from the city center.

London’s congestion pricing scheme saved commuters 11 million hours per year, the equivalent of $123 million euros. The city used the revenues to improve its public transit service.
A FOCUS ON

ACTIONS CAN BE SLOWED DOWN OR BLOCKED IF THEIR BENEFITS ARE NOT CLEAR AND COMMUNICATED TO ALL

Developer funded environmental clean up in San Antonio (USA) has sparked resident concern from fear of green gentrification and affordability.

South Africa’s ambitious renewable energy national policy was blocked due to fear of job loss.
CONDUCT AN ICA DIAGNOSIS

Diagnosis wheel
TOOLS IN ACTION

Use the diagnosis wheel to analyse which city domains your climate action will impact—positively and negatively.

How to use this tool

• Place your climate action at the center of the wheel.
• Consider which domains will be more impacted than others by this action.
• Consider how the needs and priorities that you identified in the Needs Assessment can be addressed by this action.

Considerations

• Make sure to explore the potential impact of this action on each domain, as well as its sub-domains. Some actions might have a positive impact on one sub-domain, but not all.

Remember to refer back to your baseline assessment of the city’s needs. Return to the Needs Assessment module if needed.
Action Analysis Database

TOOLS IN ACTION

The database lists and describes the potential benefits of 17 climate actions across the city’s key domains. Below is a screenshot from the database of Action 1 – Collective Purchase of Renewable Energy. If your selected climate action does not appear on this list, use the diagnosis wheel to conduct your own assessment of the potential impact, and record your findings on the worksheet in the following slide.

How to use this tool

For this stage of the action analysis, use Tabs 3 & 4

• Tab 3. Actions – This section offers an overview of the 17 climate actions included in the database.
• Tab 4. Impacts – This section lists and describes the benefits of climate actions by domain and sub-domain.

Considerations

• Tab 4 of the database only includes a list of the positive impacts of the 17 climate actions. In the next step, you will assess the potential unintended consequences of your climate action with respect to impacted groups and frontline communities.
A FOCUS ON
CONDUCT AN ICA DIAGNOSIS

<table>
<thead>
<tr>
<th>Action</th>
<th>Action description</th>
<th>Potential impact(s)</th>
</tr>
</thead>
</table>

**TOP TIP**

*Keep this handy*

Use this table to keep track of the potential impacts of your selected climate action.
## A Focus on Identifying Relevant Indicators

<table>
<thead>
<tr>
<th>Action</th>
<th>Benefits</th>
<th>Relevant indicator(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed renewables</td>
<td>Job training, increased green jobs</td>
<td>Number of green jobs created since baseline year</td>
</tr>
</tbody>
</table>

**TOP TIP**

Begin to think about which indicators could help to track the impact and benefits of your climate action. These indicators could also be used to set equity targets, and monitor progress towards them.
Policy Recommendation Summaries

The outcome of conducting an ICA diagnosis is illustrated on the first slide of each Policy Recommendation Summary. The Policy Recommendary Summaries list both the potential wider benefits of each climate action and the potential barriers to action.

How to use this tool

Use these summaries to guide the analysis of your chosen actions, drawing inspiration from what is considered in each of the different stages of the action analysis.
Health Check

- We have assessed how each climate action will influence the city's domains and sectors, positively and negatively.
- We have assessed how each climate action could address or correspond to the challenges and opportunities identified in the city's baseline assessment of its needs (Needs Assessment).
- We have identified potential action-specific indicators that could be used to track the impact of this action in relation to the city's domains and sectors.
- We have carried out this diagnostic for both mitigation and adaptation actions.
Evaluate which groups or frontline communities could be impacted, positively and negatively, by this climate action.
Key Considerations: Put people at the heart of planning

Why?
To understand how the climate action could impact specific groups or frontline communities – positively or negatively – and take this into account when designing the climate action to avoid any unintended consequences and disproportionate burden.

How?
Assess which groups and frontline communities will be impacted by your climate by applying the ICA diagnosis wheel. Refer to the Action Analysis Database for further support. Pay particular attention to impacted groups and frontline communities that were identified in the Needs Assessment.

What is the outcome?
A list of key groups and frontline communities that may be impacted by the climate action, as well as a brief explanation of how they might be impacted.
Effects of climate change and/or climate action on lives, livelihoods, health, ecosystems, economies, societies, cultures, services and infrastructure.
Communities (individuals, groups, communities, etc.) that face direct or indirect impact from climate change and/or climate action.
FRONTLINE GROUPS

People (individuals or communities, etc.) who experience the first, and often the worst, effects of climate change.

E.g. those most dependent on natural resources for their livelihoods, the economically or socially disadvantaged, those lacking economic and political capital and those that have fewer resources to prepare for and cope with climate disruptions.
PUT PEOPLE AT THE HEART OF PLANNING

Action Analysis Database

TOOLS IN ACTION

Review the impact categories, as well as the definitions for different impacted groups and frontline communities in the Action Analysis Database. Then explore the Action Analysis tab to review potential impacted groups for the top 17 climate actions.

How to use this tool

For this stage of the action analysis, use Tabs 2 & 5

- **Tab 2. Impacted Groups** – This section provides an overview of groups that may be impacted by climate actions.

- **Tab 5. Action analysis** – This section provides insight into how groups may be impacted by each of the 17 climate actions.

Considerations

- Tab 4 of the database only includes a list of the positive impacts of the 17 climate actions. In the next step, you will assess the potential unintended consequences of your climate action with respect to impacted groups and frontline communities.
Diagnosis wheel

TOOLS IN ACTION

The diagnosis wheel can also be used to explore which groups and frontline communities your selected climate action might affect. Based on your previous analysis of the domains and sub-domains the climate action will impact, consider who in the city will experience those impacts – negative and positive. Use the worksheet on the following slide to record your findings.

How to use this tool

- Place your selected climate action at the centre of the wheel.
- Using your previous analysis, consider the domains and sub-domains that are likely to be impacted by the action.
- Use the outermost layer of the wheel to explore which groups and frontline communities will experience these impacts the most. Who will benefit from this action? Who will not?
- Remember to consider how the needs and priorities of the frontline communities that you identified throughout the Needs Assessment and community engagement processes are represented by the action you have chosen.

Considerations

- Remember to consider all potential impacts of the action on different groups and communities – particularly the unintended or accidental consequences.
A FOCUS ON
PUTTING PEOPLE AT THE HEART OF PLANNING

<table>
<thead>
<tr>
<th>Action</th>
<th>Action description</th>
<th>Potential impact</th>
<th>Who will be impacted?</th>
</tr>
</thead>
</table>

Keep this handy
Use this table to keep track of your findings.
<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>We have reviewed and understand the definitions for inclusivity and equity included in this module.</td>
<td></td>
</tr>
<tr>
<td>We have reviewed and understand the definitions for impact, impacted groups and frontline communities included in this module.</td>
<td></td>
</tr>
<tr>
<td>We have identified which groups and frontline communities are likely to be most impacted by the climate actions that we are considering implementing in the city.</td>
<td></td>
</tr>
<tr>
<td>We have compared these groups and frontline communities with those that were identified in our previous assessment of the city’s needs (the Needs Assessment) and have assessed any similarities and differences.</td>
<td></td>
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<tr>
<td>We have identified and assessed any intersectionalities among these groups and frontline communities.</td>
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</tbody>
</table>
What are the key equity and inclusivity considerations for this climate action, particularly with respect to impacted groups and frontline communities? Who will benefit from this action, and who might not?
Key Considerations: Apply an equity lens

Why?
To understand how the climate action could be inequitable (e.g. unavailable, unaffordable or inaccessible) for key impacted groups and frontline communities and take this into account when designing the climate action to avoid any unintended consequences and disproportionate burden.

How?
Assess whether the city’s impacted groups or frontline communities would face any equity challenges with respect to this climate action.

What is the outcome?
An explanation of the principle equity challenges that impacted groups and frontline communities would face if this action were to be implemented.
**Action Analysis Database**

**TOOLS IN ACTION**

Review the impact categories, as well as the definitions for different impacted groups and frontline communities in the Action Analysis Database. Then explore the Action Analysis tab to review potential impacted groups for the top 17 climate actions.

**How to use this tool**

For this stage of the action analysis, use Tabs 2 & 5

- **Tab 2. Impacted Groups** – This section provides an overview of groups that may be impacted by climate actions.

- **Tab 5. Action analysis** – This section provides insight into how groups may be impacted by each of the 17 climate actions.

**Considerations**

- Tab 4 of the database only includes a list of the positive impacts of the 17 climate actions. In the next step, you will assess the potential unintended consequences of your climate action with respect to impacted groups and frontline communities.
Diagnosis wheel

TOOLS IN ACTION

Use the diagnosis wheel to consider how your action shapes the interaction between the city's domains and frontline communities. The outermost layers of the wheel should be used to explore whether the climate action is equitable.

How to use this tool

• Place your action at the centre of the wheel.
• Using your analyses from the previous two steps, consider the domains and sub-domains that are likely to be impacted by the action, as well as the groups and communities who are likely to experience those impacts.
• Use the outermost layers of the wheel to explore whether this action will have an equitable impact on groups and communities across the city's key domains.
• Consider the following questions: Will the benefits of this climate action be accessible to all people? Will they be affordable? Will they be available in all neighborhoods of the city? Will the action create any disproportionate impacts on any groups or communities, particularly when it comes to access, cost or spatial exclusion?
Policy Recommendation Summaries

TOOLS IN ACTION

The outcomes of placing people at the heart of your action and applying an equity lens to evaluate the action’s impact on communities are highlighted on the second slide of the Policy Recommendation Summaries.

How to use this tool

• Refer to the Policy Recommendation Summaries to guide the analysis of your actions, drawing inspiration from what is considered in the different stages of the action analysis.

• Each handout includes a listed of impacted groups and an explanation of the equity challenges they might face. Please note that this is an abbreviated version of the analysis provided in the Action Analysis Database.

COLLECTIVE PURCHASE OF RENEWABLE ENERGY

Inclusivity and equity considerations

<table>
<thead>
<tr>
<th>Who may be impacted?</th>
<th>How may they be impacted?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-income communities</td>
<td>For some cities, certain types of renewable energy generation are not yet cost competitive with fossil fuels and require relatively high upfront costs for installation and longer-term costs for maintenance. This can offset by cities incentivizing or engaging in the collective purchasing of renewables, as the power of aggregated demand can help to lock in fair and affordable prices that last over time, with the costs of installation and maintenance spread across a larger group of actors. The challenge lies in improving access for urban residents who are not currently served by traditional grid infrastructure (e.g., informal settlements and businesses) and ensuring that low-income communities do not absorb transaction costs or short-term increases in energy costs due to the implementation of renewable energy programs. Such increases in energy costs could lead to higher rates of energy poverty. Additionally, the savings from collective purchasing programs are not always shared with or redistributed back to residents, which means that low-income consumers may have less financial incentive to participate in the programme. For cities with unregulated energy markets or unreliable or informal electricity provision, negotiating collective purchase agreements or instituting green tariffs may not be an option and may not benefit low-income and other marginalized communities, such as racial and ethnic minorities and migrants.</td>
</tr>
<tr>
<td>Migrants</td>
<td></td>
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<tr>
<td>Informal communities (residents, workers)</td>
<td></td>
</tr>
<tr>
<td>Racial and ethnic minorities</td>
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</table>
## A Focus on Apply an Equity Lens

**Keep this handy**

Use this table as a reference when assessing policy design and providing recommendations.

<table>
<thead>
<tr>
<th>Action</th>
<th>Action description</th>
<th>Potential impact</th>
<th>Who will be impacted?</th>
<th>How will they be impacted?</th>
</tr>
</thead>
</table>

| | | | | |
### A FOCUS ON
IDENTIFYING RELEVANT INDICATORS

Dive deeper
Refer back to the indicators you identified in the 'Conduct an ICA diagnosis' section. Think about how each indicator could be modified to track impacts with respect to the specific groups and frontline communities you identified in the previous exercise.

<table>
<thead>
<tr>
<th>Action</th>
<th>Benefits</th>
<th>Relevant Indicator(s)</th>
<th>Inclusivity Focus</th>
<th>How to disaggregate indicators to track inclusivity/equity?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed renewables</td>
<td>Job training, increased green jobs</td>
<td>Number of green jobs created since baseline year</td>
<td>Women may face more barriers in the green/tech job market</td>
<td>Disaggregate green/tech jobs data by gender</td>
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</table>
We have assessed the extent to which this climate action will introduce any accessibility or availability challenges to impacted groups and frontline communities.

We have assessed the extent to which this climate action will introduce any prosperity or affordability challenges to impacted groups and frontline communities.

We have assessed the extent to which this climate action will introduce any place-based or spatial inclusion challenges to impacted groups and frontline communities.

We understand, overall, who might benefit from the climate actions that are being considered in the city, who might not, and why this is the case.

We have identified which indicators could be used to track whether the impacts of these climate actions are distributed equitably, particularly with respect to impacted groups and frontline communities.
Based on your analysis of the climate action, explore how it could be redesigned or redefined to result in more equitable outcomes.
**Key Considerations: Design and recommend policies**

**Why?**
To use the outcomes of your previous analyses to re-design or re-define the climate action so that it has more inclusive and equitable outcomes.

**How?**
Explore how other cities have made their climate actions more inclusive and equitable and identify solutions to overcome the challenges faced in your city. Review the Policy Recommendation Summaries for inspiration.

**What is the outcome?**
A list of policy design recommendations that can help to make your selected climate action more inclusive and equitable.
Policy Recommendation Summaries

Recommendations for ensuring that climate actions are inclusive and have equitable impacts are highlighted on the third and fourth slides of the Policy Recommendation Summaries.

How to use this tool

- Refer to the Policy Recommendation Summaries to guide the analysis of your actions, drawing inspiration from what is considered in the different stages of the action analysis.

- Explore the short case studies and examples highlighted throughout the Policy Recommendation Summaries to learn how cities around the world have designed their climate actions to account for inclusivity and equity.
A FOCUS ON
DESIGNING AND RECOMMENDING POLICIES

The Donkey, Horse and Unicorn activity invites you to explore solutions and ideas to overcome the inclusivity and equity challenges you identified in relation to your climate action.

This exercise also invites you to identify opportunities in relation to your action and enhance them, think big and use your imagination.

**DONKEY**: Identify a set of tasks, measures, goals that could help address the challenges identified for this action & are easiest to achieve in your city.

**HORSE**: Identify a set of tasks, measures, goals that can be achieved with sufficient support and political buy-in in your city.

**UNICORN**: Identify a set of tasks, measures, goals that could be implemented in your city if there were no limits.

**CLIMATE ACTION: GREEN INFRASTRUCTURE**

In light challenges and opportunities identified in the previous exercises, explore solutions and ideas to overcome those challenges and enhance the opportunities.
<table>
<thead>
<tr>
<th>Action</th>
<th>Potential impact</th>
<th>Who will be impacted?</th>
<th>How will they be impacted?</th>
<th>Potential changes to policy design</th>
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**Health Check**

- We have explored C40’s Policy Recommendation Summaries, and have identified which recommendations, if any, could be applied to climate actions in our city.

- We have used the previous analyses (including the baseline assessment of the city’s needs) to determine how to make the climate actions we are considering more inclusive and equitable.

- We have used the previous analyses, including our assessment of potential action-specific indicators, to set equity targets for the climate actions that are being considered in our city.