

**URBAN  
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**TAP**

Transformative  
Actions  
Program



# TRANSFORMATIVE ACTIONS PROGRAM

## URBANSHIFT

Annual Report  
2023

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# BACKGROUND

In 2023, as the UrbanShift Global Platform entered its third year, it significantly scaled up the implementation of its finance activities.

The [“Accessing Urban Climate Finance” online course](#) was launched as part of the [Online City Academy](#), followed by the first in-person “Accessing Urban Climate Finance” training, delivered during the [UrbanShift Asia Forum, in Delhi](#), in September 2023.

Dovetailed with these efforts as part of the UrbanShift global finance offer, the **Transformative Actions Program (TAP)** has also stepped up its activities with UrbanShift cities. Having UrbanShift as one of its funding partners, TAP provides its services to all GEF-6 and GEF-7 cities, screening the project applications, providing technical support from finance experts and connecting the cities with potential investors and project preparation facility providers (PPFs).

As the need to scale up subnational investments in sustainable infrastructure gains momentum in the global climate debate, TAP will continue to rally efforts and partners to transform promising ideas into investment-ready projects. In alignment with the other initiatives in the UrbanShift finance portfolio, in 2024 TAP will consistently contribute to UrbanShift’s mission of promoting a sustainable, integrated, zero-carbon urban development.

The present report corresponds to the third TAP call relevant for UrbanShift. It summarizes the results of the 2023 TAP call, which received applications between April 2023 and February 2024, as well as the activities conducted with the projects which were previously in the pipeline. To learn more about the application process and the results obtained in previous years, please consult the previous [2021](#) and [2022](#) reports.



# TAP IN A NUTSHELL

The Transformative Actions Program (TAP), led by ICLEI – Local Governments for Sustainability and supported by a consortium of specialized partners, is a global initiative aiming to assist subnational governments and local businesses turn their sustainable infrastructure ideas into solid, investment-ready projects.

TAP aims to speed up funding for sustainable infrastructure projects in cities, towns, and regions by connecting them with potential investors and project preparation facilities, as well as providing personalized support for project development.

Projects are submitted annually and reviewed by financial and technical experts at ICLEI. TAP support includes: reviewing project ideas (checking quality, strength, potential impact), offering suggestions for improvement, and providing tools, mechanisms, and training on how to present projects to funders or investors.

Since starting in 2015, TAP has received over 400 local project proposals. TAP-supported projects have secured financing and/or technical assistance totaling €1.9 billion in investment volume. The current project pipeline is valued at €1.8 billion, with 79 projects from Africa, America, Asia, Europe, and the Middle East.

Learn more about TAP at [tap-potential.org](https://tap-potential.org)

# TAP AND URBANSHIFT: ACHIEVEMENTS TO DATE

TAP and its services are included in the finance offer encompassed by the UrbanShift Global Platform. While TAP complements and supports other UrbanShift finance-related efforts and activities, it is primarily involved in five deliverables of the project, as listed below. The objective of this report is to summarize the TAP activities conducted in 2023, including the call, as well as to highlight the progress achieved in regard to the aforementioned five deliverables.

## Deliverable

## Status as of 2023

**4** annual TAP calls to collect projects seeking finance from UrbanShift cities;



**3** annual calls were open and promoted through UrbanShift official channels;

**24** TAP projects screened and recommendations provided for improvement;



**16** projects screened and received recommendations from ICLEI's finance experts;

**4** annual reports that include results from UrbanShift cities projects submitted via TAP;



**3** reports published (from the results of the 2021 and 2022 TAP call);

**3** TAP approved projects received technical support from ICLEI's finance specialists;



**3** projects in the TAP pipeline received support by ICLEI finance experts to improve and strengthen the project concept, apply to PPFs opportunities and prepare their project pitch;

**12** TAP projects presented to Project Preparation Facilities, TAP partners providing further services and/or to potential investors (public and private).



**9** projects presented to Project Preparation Facilities.

By the end of the 2023 annual TAP call, 18 GEF-6 and GEF-7 cities had submitted TAP applications with their sustainable infrastructure projects, which were screened and received technical feedback on how to improve their project concepts and applications. Among these, six projects have been approved into the TAP pipeline, ten have received recommendations and offered the opportunity to submit an improvement application, and two have been rejected for not meeting the eligibility criteria. Seven new applications were received throughout the 2023 TAP call, largely due to the outreach, mobilization and follow-up efforts conducted with the cities attending the [Asia Forum in Delhi](#), in September 2023, and ahead of the [Africa City Academy in Marrakech](#), in February 2024.

The results and findings of the TAP applications and projects in the pipeline can serve as an input to continuously improve the ongoing UrbanShift capacity-building activities, such as the Finance Academies and the Accessing Urban Climate Finance City Academy, tailoring them to the city needs identified through TAP. Complementing this, the Finance Academies support mobilization of TAP project submissions, thus enhancing the offer to cities.

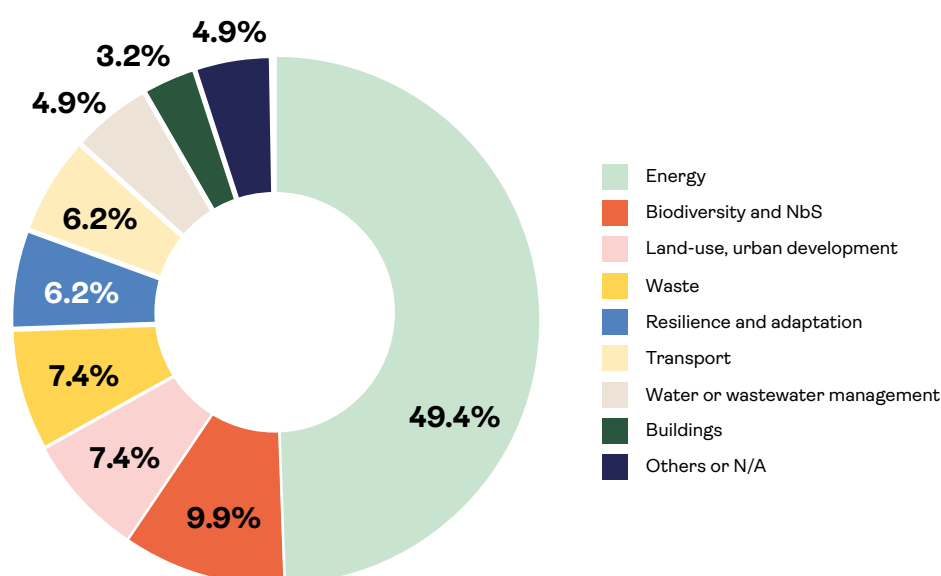


## Project mobilization

Between April 2023 and February 2024, the 2023 TAP call received a total of 81 applications from 35 countries. Similar to previous calls, Africa was the region with the highest number of applications (51), followed by Latin America (13) and Asia (8). After the screening and scoring of the applications, 15 new projects entered the TAP pipeline, and 56 received recommendations for a new submission. With these additions, the TAP pipeline has a total of 79 projects as of March 2024, with an investment potential of €1.8 billion.

Almost half of the 2023 applications were primarily focused on energy, encompassing projects for installing renewable energy capacity, as well as for enhancing energy efficiency and conservation. This was followed by projects in biodiversity and nature-based solutions (9.9%), and land use and urban development (7.4%) (see *Figure 1: Sectoral distribution of the applications submitted to the 2023 TAP call*).

Figure 1. Sectoral distribution of the applications submitted to the 2023 TAP call



Six projects from UrbanShift's cities<sup>1</sup> and one project from a GPSC (GEF-6) city were received as part of the 2023 call (see **Table 1** "Full list of project applications received in 2021-2023 TAP calls from UrbanShift and GPSC cities"). All received applications came from Asian and African cities, in particular India and Sierra Leone, largely due to the outreach and follow-up efforts conducted with the UrbanShift cities attending the Asia Forum, in Delhi.

The investment needs identified in these seven new TAP projects represent approximately €23.2 million, of which €22.4 million stem from only two projects – in Surat and in Dakar. All scoring on the financial viability was lower than the transformative impact potential, mainly due to the lack of business models presented, limited budget secured for the project, and limited access to international finance.

<sup>1</sup> There are 23 primary and 15 secondary UrbanShift cities. See more about the UrbanShift cities on its website or on the latest UrbanShift Annual Report 2022-2023.



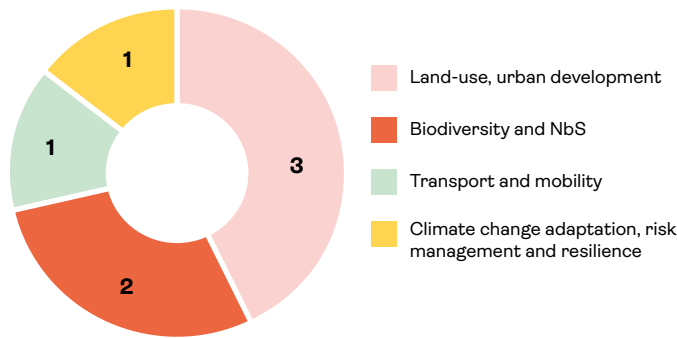
Table 1. Full list of project applications received in the 2021-2023 TAP call from UrbanShift and GPSC cities

|      | Name of applicant | Country                   | UrbanShift City | GPSC City | Project title   | Main sector   |
|------|-------------------|---------------------------|-----------------|-----------|---|---|
| 2023 | Pune              | India, South Asia         | •               |           | School Travel Improvement Program   | Transport & mobility                                      |
|      | Surat             | India, South Asia         | •               |           | Development and improvement of recreational and eco-tourism activities at seaface area in Dumas, Surat      | Land-use & urban development                              |
|      | Puducherry        | India, South Asia         | •               |           | GIS-based Master Plan   | Land-use & urban development                              |
|      | Koidu             | Sierra Leone, Africa      | •               |           | Strengthening Ecosystem Restoration and Sustainable Environmental Initiatives                               | Climate change adaptation, risk management and resilience |
|      | Kenema            | Sierra Leone, Africa      | •               |           | Tree nursery and planting for reforestation in degraded lands and coastal areas in Sierra Leone             | Biodiversity & Nature-based Solutions                     |
|      | Bo                | Sierra Leone, Africa      | •               |           | Sustainable forest management through the reforestation of reserve areas and community management practices | Biodiversity & Nature-based Solutions                     |
|      | Dakar             | Senegal, Africa           |                 | •         | Eco Quartier  | Land-use & urban development                              |
| 2022 | Belem             | Brazil, South America     | •               |           | Murutucu Environmental Park   | Green spaces  |
|      | Kigali            | Rwanda, Africa            | •               |           | Enhancing environmental protection through School Project Competition*                                      | Waste management  |
|      | Mendoza           | Argentina, South America  | •               |           | Strengthening Public Tree Management in San Carlos, Mendoza   | Green space   |
|      | Musanze           | Rwanda, Africa            | •               |           | Knowledge is the key  | Waste management  |
|      | Muhanga #1        | Rwanda, Africa            | •               |           | Retrofit of Muhanga community centers   | Energy  |
|      | Muhanga #2        | Rwanda, Africa            | •               |           | Reforestation Programme   | Forestry  |
| 2021 | Buenos Aires      | Argentina, South America  | •               |           | Mobility plan for the future**  | Transport and mobility                                    |
|      | DKI Jakarta       | Indonesia, Southeast Asia | •               |           | Establishing integrated municipal solid waste management facilities in DKI Jakarta**                        | Waste management  |
|      | Kigali            | Rwanda, Africa            | •               |           | Inclusive Public Spaces for a healthy and resilient Kigali**  | Public Spaces   |
|      | Kigali            | Rwanda, Africa            | •               |           | Resilient Food Systems  | Food system   |
|      | Recife            | Brazil, South America     |                 | •         | Urban Tree Inventory of Recife  | Forestry  |

\* Project accepted to be part of the TAP pipeline in 2022

\*\* Project accepted to be part of the TAP pipeline in 2021

Figure 2. 2023 TAP applications from UrbanShift cities per sector



Most of the received applications (57.1%) are from projects that are in early stages of development, in the concept and scope definition phase. Two projects (28.6%) reported being on the structuring and transaction stage, while Pune’s ‘School Travel Improvement Program’ is the only project in the implementation phase (see Annex 1 “Main findings and results of UrbanShift and GPSC cities applications to TAP in 2021-2023”). Similar to the previous calls, applicants mainly request capacity building opportunities and technical assistance for project development, aiming to enhance their ability to access financing and implement their projects.

As of April 2024, none of the projects submitted in the 2023 TAP call by UrbanShift cities have obtained a sufficient score to enter the TAP pipeline. The applications generally shared a few common problems which can be summarized as follows (full list of projects in Annex 1):

### Transformative Impact

- Applicants generally identify the climate benefits resulting from the project, especially in terms of mitigation of the emission of greenhouse gasses. However, there is insufficient explanation as to how these benefits will be effectively achieved, and what are the proposed activities and interventions leading to them. Furthermore, such impacts are seldom quantified.
- Applications fell short of identifying and explaining potential benefits in terms of resilience and adaptation of their projects. This should be better highlighted, especially for projects related to biodiversity and nature-based solutions.
- Although the applications tended to identify potential social benefits of the projects, including in terms of gender equality and support to vulnerable groups, there is very little explanation as to what activities will effectively be able to achieve that.
- There is insufficient identification and understanding of how projects can promote a just transition, offering good economic and employment opportunities to those people who are more at risk from climate impacts or from the transition to a climate-neutral economy.
- While most applications indicate the will to engage with the local community and stakeholders, very few outline strategies to do so.

### Financial viability

- Although the majority of the applications provide a total cost estimate, there is often no breakdown of these costs, making it difficult to appraise whether the estimate is reasonable.
- There is little effort to identify potential revenue streams or draft a business model to the project, considering its long-term operational sustainability.
- Many applications do not identify potential financing sources for their projects.

The ICLEI Innovative Finance team has shared its feedback and recommendations to all the seven applications, and the cities of Surat, Pune, and Bo have already expressed their desire to submit improved TAP applications. This iterative process to improve applications will continue until the projects obtain the scoring necessary to enter the TAP pipeline.



## Tools and knowledge products

As part of its mission to enable access to financing for local climate and SDG action, and unlock investments in sustainable infrastructure, TAP is consistently engaged in the development and dissemination of knowledge products that increase the understanding of climate finance and project preparation by subnational governments.

Among the tools and resources developed in 2023, the following can be highlighted:

- [Accessing Urban Climate Finance](#): This online course, whose development was spearheaded by ICLEI, aims to provide city-level actors with a greater understanding of climate finance – its main actors, sources, instruments – and of project preparation. It ultimately aims to enable learners to better conceptualize investment-ready projects and generate knowledge that will contribute to sustainable development on a regional scale.

The course is part of the [UrbanShift's Online City Academy](#), launched in September 2023, alongside courses in seven other topics. The courses are available in six languages: English, French, Spanish, Portuguese, Bahasa, Indonesian and Mandarin.

- [Public-Private Partnerships Toolkit](#): This toolkit, produced in the context of the Bénin Energy Plus project implemented by ICLEI and Association Nationale des Communes du Bénin (ANCB), and funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), serves as a tool to help local and regional governments to identify, design, and implement renewable energy projects within a public-private partnership framework.
- [Guide to Biodiversity Financing for Cities and Regions](#): Developed as part of the INTERACT-Bio project, led by ICLEI and funded by the Internationale Klimaschutzinitiative (IKI), serves as a one-stop-shop for local and regional governments to develop and finance urban biodiversity projects, covering innovative and traditional financing instruments to support biodiversity conservation, maintenance, restoration and preservation. The Guide includes a [Biodiversity Finance Decision-Making Tree](#) and a [Catalog of Financing and Technical Assistance Opportunities for 2023 - 2024](#).
- [The catalog of regional and global climate finance opportunities](#): An existing knowledge product, this catalog was updated with new financial institutions and other actors that have programs, funds and initiatives which support local and regional governments in their project preparation and implementation.



## Events

### TAP annual webinar, held on 24 March 2023

Prior to the call's opening, a dedicated webinar was offered to prospective applicants, colleagues, and partners. It gave an overview on TAP, explaining the application process, the pipeline, and the services offered. It delved into the application procedures, encouraging new applications and providing guidance to them on how to complete the form and submit their TAP application. The webinars were attended by 104 participants.



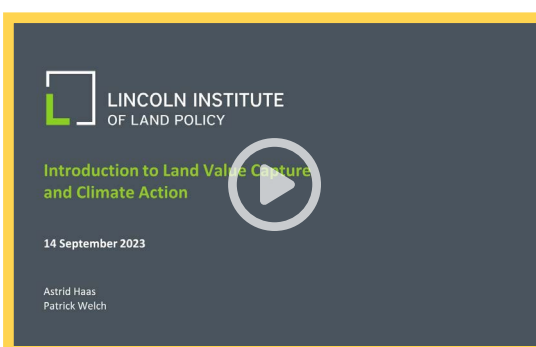
### Webinar: Public-Private Partnerships to mobilize climate finance, held on 16 March 2023.

As part of the TAP offer, ICLEI organizes demand-driven thematic webinars with its partners, exploring financing instruments and opportunities that might be relevant to TAP pipeline projects. One of such webinars was organized with the ICLEI Southeast Asia Office and the City of Makati to explore public-private partnerships, focusing on Makati's experience and presenting the [Public-Private Partnerships Toolkit](#). The webinar was attended by 51 participants.



### Webinar: Introduction to Land Value Capture and Climate Action, held on 14 September 2023.

Another of such demand-driven thematic webinars organized by ICLEI was an introduction to Land Value Capture to explain in detail how this approach can be utilized as a tool related to climate investments and land use. The webinar was jointly organized with the Lincoln Institute and counted over 170 participants.



## ICLEI Energy Exchanges - Innovative mechanisms on project financing, held on 7 November 2023

In this ICLEI Energy Exchange session, experts from the Climate Bonds Initiative (CBI) and the UN Capital Development Fund (UNCDF) showcased opportunities for financing renewable energy projects. Participants learned how the design of energy projects can contribute for them to achieve investment-readiness. The webinar had 49 participants.



## UTMC-TAP Marketplace, held on 22 November 2023

As part of the UTMC project supporting the Urban Transitions Mission, ICLEI and the Global Covenants of Mayors (GCoM) organized a virtual TAP Marketplace. The webinar focused on presenting diverse funding sources and innovative financial schemes for sustainable and efficient urban development, and hosted a live session of projects pitching. Four cities received feedback from the jury panel, formed by representatives from Catalytic Finance, UN Capital Development Fund (UNCDF), and Cities Commission for Climate Investment (3Ci). The event had 45 participants including GEF6 city Johannesburg. [Watch the recording here.](#)



# THE WAY FORWARD

The *Accessing Urban Climate Finance* in-person trainings in Delhi, during the Asia Forum, and in Marrakech, during the Africa City Academy, offered a rich opportunity for ICLEI and the UrbanShift partners to present TAP to GEF-7 and GEF-6 cities. Efforts to mobilize new TAP applications from UrbanShift cities have therefore focused on such in-person events, dedicating sessions to explain TAP and its applications process to the UrbanShift cities, as well as following up with these cities to encourage them to submit their applications. As this report describes, the approach has successfully allowed for the mobilization of new submissions from the referred events.

In 2024, ICLEI, with the support of the UrbanShift partners, will further reinforce this effort. It will continue to follow up with the cities that demonstrated interest in submitting a TAP application in the Delhi and Marrakech trainings, further supporting them with the process. Moreover, ICLEI will lead the efforts to reach out to the cities ahead of the UrbanShift Latin America & Caribbean Forum in Belém, in April 2024, to promote TAP and motivate them to bring their completed applications to the training.

Further strengthening the collaboration of all UrbanShift partners remains key in raising awareness and interest about TAP with the UrbanShift cities. It is important that all partners continue to promote TAP in UrbanShift events, even when the *Accessing Urban Climate Finance* training does not take place or the ICLEI team is not present. To this end, ICLEI will strengthen its coordination efforts with the finance focal points of the partners to ensure they are familiar with TAP and with the need to promote it.

Finally, communication between ICLEI and the regional coordinators will explore opportunities that could support city officials with their project within UrbanShift activities in their region. This will complement the services offered by the TAP team within and outside its network and partnership.





# ANNEX 1. Main findings and results of UrbanShift and GPSC cities applications to TAP in 2021-2023

| Name of applicant | Country and region | Stage          | Project description   | Screening results   |  | Technical advisory and potential opportunities  |
|-------------------|--------------------|----------------|---|---|--|---|
|                   |                    |                |   | Transformative impact   | Financial viability  |   |
| <b>2023</b>       |                    |                |   |   |  |   |
| <b>Asia</b>       |                    |                |   |   |  |   |
| <b>Pune</b>       | India, South Asia  | Implementation | <p><b>School Travel Improvement Program</b></p> <p><i>The Pune Municipal Corporation (PMC) selected 3 school zones in the city to pilot a range of interventions aiming to encourage school children to cycle and walk to school, and use sustainable modes of transportation. These included road safety elements, traffic-calming measures, NMT-oriented strategies, better parking management, integration with public transport, and placemaking efforts.</i></p> <p><i>Based on these learnings, the municipality aims to scale-up these ideas in 19 selected zones.</i></p> | <p><b>&lt;80</b></p> <p>The applicant did not clearly identify how the project helped promote SDGs, and did not clearly explain the co-benefits expected from the project, particularly in relation to gender equality.</p> | <p><b>&lt;80</b></p> <p>Although the applicant provided a budget, there was no breakdown or explanation of how this number was estimated.</p> <p>The municipality has secured funding for the project, but there is also no identification of a business model or potential revenue streams.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- Better identify and explain the alignment between the project and SDGs, in particular SDG 11 and 13. Quantify the expected climate and environmental impacts of the project.</li> <li>- Consider interventions that can promote just transition: who are the vulnerable groups that the project will benefit, especially in socio-economic terms?</li> <li>- Consider adding elements of biodiversity and nature-based solutions in the design.</li> <li>- Provide more clarity on the total cost estimation and breakdown. As the project is already in the implementation stage, these calculations should be clear.</li> <li>- The applicant should consider developing a business model for the project and identifying revenue sources that can keep the project's O&amp;M sustainable in the long term.</li> </ul> <p>The application was initially rejected, as it failed to obtain a sufficient score to enter the TAP pipeline. The TAP team provided its feedback and recommendations to the Pune municipality, which promptly provided further details and explanations on its application.</p> <p>These will be reviewed by the TAP team and, should they sufficiently improve the application, can lead to the approval of the project into the TAP pipeline.</p> |



| Name of applicant | Country and region | Stage                    | Project description  | Screening results  |   | Technical advisory and potential opportunities   |
|-------------------|--------------------|--------------------------|--|--|---|--|
|                   |                    |                          |  | Transformative impact  | Financial viability   |  |
| Surat             | India, South Asia  | Structuring, procurement | <p><b>Development and improvement of recreational and eco-tourism activities at seaface area in Dumas, Surat</b></p> <p>The project aims to transform the city’s southwest coastline into a comprehensive, modern, and attractive public space, featuring an eco-themed park and various recreational facilities. With a focus on sustainability and integrated infrastructure planning, the project seeks to address urban challenges, including flood risk vulnerability, while providing a designated space for both residents and domestic/international tourists to enjoy tourism-based activities and appreciate the natural beauty of the area.</p> | <p><b>&lt;80</b></p> <p>There is very little explanation on the transformative impact of the project, including regarding climate.</p> <p>Although gender and youth are identified as priorities for the project, the activities allowing for that are insufficiently explained.</p> | <p><b>&lt;80</b></p> <p>Although the applicant provided a budget, there was no breakdown or explanation of how this number was estimated.</p> <p>No revenue or potential savings are identified, nor is there a business model.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- The applicant should better identify and explain the transformative impact of the project, both in climate and social terms.</li> <li>- Improve the strategies to engage with local stakeholders.</li> <li>- Quantify climate benefits, as well as social benefits when possible.</li> <li>- Provide a breakdown of the budget to clarify how the total estimate was obtained</li> <li>- Identify potential sources for financing, and potential revenue streams for the project.</li> </ul> <p>The application was initially rejected, as it failed to obtain a sufficient score to enter the TAP pipeline. The TAP team provided its feedback and recommendations to the Surat municipality, which promptly provided further details and explanations on its application.</p> <p>These will be reviewed by the TAP team and, should they sufficiently improve the application, can lead to the approval of the project into the TAP pipeline.</p> |

| Name of applicant | Country and region | Stage                   | Project description  | Screening results  |   | Technical advisory and potential opportunities   |
|-------------------|--------------------|-------------------------|--|--|---|--|
|                   |                    |                         |  | Transformative impact  | Financial viability   |  |
| <b>Puducherry</b> | India, South Asia  | Transaction, investment | <p><b>GIS-based Master Plan</b></p> <p>The project proposes the development of a new Master Plan for the City using Geographic Information Systems</p> | <p><b>&lt;80</b></p> <p>There is little to no explanation regarding the project's transformative impact. Although the applicant identified the potential SDGs the project would contribute to, as well as its co-benefits, these are not elaborated.</p> | <p><b>&lt;80</b></p> <p>There is no cost estimation or additional information about the financial aspects of the project.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- Better explain what is the concept and scope of the project: what are its objectives? What is the rationale behind the project, and what changes does it intend to effect? What are the interventions it proposes?</li> <li>- Explain and, if possible, quantify the climate and social benefits of the project.</li> <li>- Provide an estimate of the project's total cost, identify potential funding sources, and potential revenue streams for the project.</li> </ul> <p>The application submitted by Puducherry was largely incomplete, and the TAP team has provided recommendations and guidance on how the municipality can complete the application and improve the project concept.</p> <p>The ICLEI South Asia office has been in contact with the municipality for them to submit a new TAP application.</p> |

| Name of applicant | Country and region   | Stage                    | Project description  | Screening results  |  | Technical advisory and potential opportunities  |
|-------------------|----------------------|--------------------------|--|--|--|---|
|                   |                      |                          |  | Transformative impact  | Financial viability  |   |
| <b>Africa</b>     |                      |                          |  |  |  |   |
| <b>Koidu</b>      | Sierra Leone, Africa | Concept/ Design/ Scoping | <p><b>Strengthening Ecosystem Restoration and Sustainable Environmental Initiatives</b></p> <p>The project consists of a number of interventions seeking the protection and restoration of biodiversity and ecosystems in the city. These interventions include the planting of trees and the creation of eco-parks, the maintenance of canals and drainage systems to prevent flooding, and the implementation of new waste management facilities and circular practices.</p> | <p><b>&lt;80</b></p> <p>The applicant identifies the climate and social impacts envisaged by the project and provides some explanation on them. The applicant also mentions the stakeholder engagement and just transition aspects of the project, clearly identifying the need to involve the local community and provide economic opportunities to vulnerable groups. Yet, the applicant falls short of detailing the precise activities that the City will undertake to accomplish all these desired goals.</p> | <p><b>&lt;80</b></p> <p>As the project is in its early stage, it is expected that its financial and business model are not developed.</p> <p>Yet, the applicant could have provided more information on how the total cost was estimated, with a breakdown of the cost. Additionally, the identification of financing sources, of potential revenue streams, and the initial drafting of a business model would be useful.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- Better explain the benefits envisaged by the project, particularly connecting them to the SDGs that were identified by the proponent.</li> <li>- Detail the activities and interventions encompassed in the project. While there seems to be a good understanding of the project's objectives, there is still insufficient information on how these will be effectively accomplished.</li> <li>- Provide more information on the financial aspects of the project, even if it is still in early stage. Identify potential financing sources and revenue streams, and draft a business model.</li> </ul> <p>The application fell just short of obtaining the required score to be accepted into the TAP pipeline. The TAP team, in collaboration with ICLEI Africa, has reached out to the City of Koidu to share its recommendations, and is strongly encouraging the applicant to submit an improved application.</p> <p>The project was presented in the 'Test your pitch' exercise in the Marrakech City Academy, and feedback was provided by the jury of specialists on how to improve the project.</p> |

| Name of applicant | Country and region   | Stage                    | Project description   | Screening results   |  | Technical advisory and potential opportunities   |
|-------------------|----------------------|--------------------------|---|---|--|--|
|                   |                      |                          |   | Transformative impact   | Financial viability  |  |
| Kenema            | Sierra Leone, Africa | Concept/ Design/ Scoping | <p><b>Tree nursery and planting for reforestation in degraded lands and coastal areas in Sierra Leone</b></p> <p>Project concerns the establishment of a plant nursery with 160,000 tree crops, with forest trees, flowers, fruits and other commercial trees to be planted in degraded lands within the sixteen chiefdoms in Kenema District</p> | <p><b>&lt;80</b></p> <p>The application shows a concern to identify social benefits in the projects, in particular those related to promoting gender equality and assisting vulnerable groups. Yet, there is no explanation of how the project will effectively do so, with little description of the activities that the project would consist of. Furthermore, there is no identification of risks and a poor outlining of the proposed climate benefits.</p> | <p><b>&lt;80</b></p> <p>As mentioned for other applications, the fact that the project is in early stages explains the few details given about its financial and business modeling. Nevertheless, the applicant provides an estimated total cost for the project, with a detailed breakdown, and identifies potential financing sources.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- Better explain and quantify the climate benefits, as well as social and economic ones. In terms of mitigation, the applicant could mention how much CO<sub>2</sub> would be captured by the new trees. For resilience, explain how the new trees might help reduce temperatures during heatwaves, etc.</li> <li>- The project should also promote a just transition and explain well how it will create economic opportunities to vulnerable communities and especially those social groups who will be particularly impacted by climate change. How many jobs can be created by the project, for instance?</li> <li>- Consider and list the main risks for project implementation and operation, especially the climate ones.</li> <li>- Identify the main stakeholders and engagement strategies, particularly local vulnerable communities.</li> <li>- Identify potential revenue sources and draft a business model.</li> </ul> <p>The application still requires significant work before being accepted into the TAP pipeline. The TAP team, in collaboration with ICLEI Africa, has reached out to the City of Kenema to share its recommendations, and is encouraging the applicant to submit an improved application.</p> |

| Name of applicant | Country and region   | Stage                    | Project description  | Screening results  |   | Technical advisory and potential opportunities   |
|-------------------|----------------------|--------------------------|--|--|---|--|
|                   |                      |                          |  | Transformative impact  | Financial viability   |  |
| Bo                | Sierra Leone, Africa | Concept/ Design/ Scoping | <p><b>Sustainable forest management through the reforestation of reserve areas and community management practices</b></p> <p>By carrying out a large-scale planting of trees, the project seeks to mitigate environmental degradation, reduce the incidence of flooding, and combat environmentally-related diseases. Through cross-sector collaboration and innovative solutions, such as the establishment of eco-parks and support for alternative livelihoods, the project aims to foster sustainable resource management practices, enhance community resilience, and promote a healthier and more environmentally friendly atmosphere.</p> | <p><b>&lt;80</b></p> <p>With a score of 78%, the project from Bo felt just short of being accepted into the TAP pipeline. It shows its alignment with local and national climate policies and plans. It also identifies and explains the social and resilience benefits which will stem from the project. It particularly describes the benefits to local vulnerable communities, especially in terms of employment opportunities. Yet, it does not explain how it will advance the SDGs and climate mitigation through the project.</p> | <p><b>&lt;80</b></p> <p>The applicant does not provide any financial information about the project. There is no total cost estimate or identification of potential revenues or savings.</p> | <p><b>Main suggestions:</b></p> <ul style="list-style-type: none"> <li>- Better explain the climate impact of the project, especially in terms of mitigation.</li> <li>- Quantify the climate and social benefits of the project.</li> <li>- Consider a more holistic and cross-sector approach.</li> <li>- Make an estimate of the total cost of the project, and provide a draft budget breakdown.</li> <li>- Identify potential revenue streams and draft a business model.</li> </ul> <p>The application fell just short of obtaining the required score to be accepted into the TAP pipeline. The TAP team, in collaboration with ICLEI Africa, has reached out to the City of Bo and has already scheduled a conversation with its representatives to work on an improved application.</p> <p>Although the project description is adequate and its transformative impact is described, the project still needs to significantly develop its financial information.</p> <p>The project was presented in the ‘Test your pitch’ exercise in the Marrakech City Academy, and feedback was provided by the jury of specialists on how to improve the project.</p> |

| Name of applicant | Country and region | Stage                    | Project description   | Screening results  |   | Technical advisory and potential opportunities   |
|-------------------|--------------------|--------------------------|---|--|---|--|
|                   |                    |                          |   | Transformative impact  | Financial viability   |  |
| Dakar             | Senegal, Africa    | Concept/ Design/ Scoping | <p><b>Eco Quartier</b></p> <p>The “Sustainable and Prosperous Neighborhood Project” - Eco Quartiers, is a program designed to improve living conditions and bring 30 neighborhoods in Dakar up to environmental standards by 2027. To this end, it has been decided to start with a pilot district in the commune of Biscuiterie, in central Dakar. This will be followed by a cartographic feasibility study of all Dakar neighborhoods, with a view to prioritizing the remaining 30. In addition, the feasibility study will be combined with concrete measures to develop infrastructure and facilities in the pilot district. Following the feasibility study, 30 neighborhoods will be targeted with concrete proposals for infrastructure development and household equipment, at an overall cost of \$10 million over five years.</p> | <p><b>&lt;80</b></p> <p>As with other applications, the project intends to be very ambitious, but little explanation is given on how to achieve the goals it sets.</p> <p>Although the resilience and adaptation risks are identified and sufficiently explained, the mitigation aspects of the project are not developed, and neither are the social benefits. The project does not mention any potential benefits for gender equality nor improving the livelihoods of local vulnerable communities.</p> | <p><b>&lt;80</b></p> <p>The application suggests a total cost of EUR 10 million, but there is no budget breakdown allowing to check if this is a reasonable estimate.</p> <p>Moreover, even though the proponent mentions the possibility of financing the project through a PPP, the applicant does not identify any potential revenue stream nor provides a business model.</p> | <p><b>Main suggestions</b></p> <ul style="list-style-type: none"> <li>- Explain how the project supports the climate and social benefits it identifies by better describing how its interventions and activities will allow for them to be obtained and, if possible, by including quantified information in the further stages of the project. List the indicators that are going to be used to measure the benefits.</li> <li>- Describe the stakeholder engagement activities, and the participation of the stakeholders in different stages of the project</li> <li>- Ensure that the project includes activities and elements which promote gender equality and guarantee a better life for the local vulnerable communities. Consider potential employment opportunities for vulnerable groups, and for women, consider the following questions: <ul style="list-style-type: none"> <li>- How does the project reduce disproportionate economic burdens on women or offer economic independence to them?</li> <li>- How will the project contribute to increasing women’s time spent on learning activities?</li> <li>- Are women’s practical and/or strategic needs a specific focus of the project?</li> </ul> </li> <li>- Especially considering that the project suggests a PPP, identify potential revenue streams and provide a draft business model.</li> </ul> <p>The application still requires significant work before being accepted into the TAP pipeline. The TAP team, in collaboration with ICLEI Africa, has reached out to Dakar to share its recommendations, and is encouraging the applicant to submit an improved application.</p> <p>The project was presented in the ‘Test your pitch’ exercise in the Marrakech City Acadwemy, and feedback was provided by the jury of specialists on how to improve the project.</p> |

| Name of applicant | Country and region | Stage              | Project description   | Screening results   |  | Technical advisory and potential opportunities   |
|-------------------|--------------------|--------------------|---|---|--|--|
|                   |                    |                    |   | Transformative impact   | Financial viability  |  |
| <b>2022</b>       |                    |                    |   |   |  |  |
| <b>Africa</b>     |                    |                    |   |   |  |  |
| <b>Kigali</b>     | Rwanda, Africa     | Pre-implementation | <p><b>Enhancing environmental protection through School Project Competition</b></p> <p>The aim is to encourage students to come up with innovative ideas for recycling waste materials. Projects are judged on their feasibility, environmental impact, and potential for scalability. The winning projects are then implemented in the schools, with the help of REMA and other environmental agencies.</p> <p><i>Investment potential: &lt;100 thousand EUR</i></p> | <p><b>&gt;80</b></p> <p>Scalable project with quantified GHG emissions reduction.</p> | <p><b>&lt;80</b></p> <p>Given the small scale of the project, local and regional sources TA and funding.</p> | <p><b>Update:</b></p> <p>The project was introduced to the TAP pipeline but, due to its small scale, has not been able to find opportunities for financing.</p> <p>The TAP has worked with ICLEI Africa to support the development of the project.</p> <p>The TAP team has recommended that the City look for sources of funding within the municipality.</p> <p>Also, it recommends scaling and bundling possibilities, as the project is highly scalable. This would allow for cost reduction and higher chances of accessing financing.</p> <p>Finally, the project was introduced and connected with the Lincoln Institute to support fundraising through land-value capture. The TAP team has been discussing with the Lincoln Institute on how to best provide this support.</p> |

| Name of applicant | Country and region | Stage          | Project description   | Screening results  |  | Technical advisory and potential opportunities  |
|-------------------|--------------------|----------------|---|--|--|---|
|                   |                    |                |   | Transformative impact  | Financial viability  |   |
| <b>Muhanga #1</b> | Rwanda, Africa     | Implementation | <p><b>Retrofit of Muhanga Community Centres</b></p> <p>This project proposal aims to implement retrofits at all the health care centres and sector offices across the district, such as: Installation of solar PV panels, inverter and battery bank; Installation of solar water heaters; Installation of LED lights and other energy efficient appliances; Installation of solar PV street lights on the property.</p> <p><i>Investment potential: &gt;3 million EUR</i></p> | <p><b>&gt;80</b></p> <p>Project aligned with national policy and cross-cutting approach. Further improvement is needed as per the rationale of the project inclusivity and ambitions</p> | <p><b>&lt;80</b></p> <p>No explicit secured budget and business model were provided. More explanation is required on financial revenue as well as its financial status</p> | <p><b>Update:</b></p> <p>The TAP team, alongside ICLEI's Africa Office, worked with the city for the submission of an Expression of Interest to the Gap Fund. It was submitted by the city in May 2023, but has been initially rejected. The municipality worked on a new submission with the support of GCoM consultants. The city focal points, however, recently informed that they understood that the project was not eligible to the Gap Fund and would refrain from submitting a new application.</p> <p>In early 2023, the TAP team introduced and provided support for submitting applications to the African Water Facility and the EU-funded Smart Energy Solutions for Africa (SESA).</p> |



| Name of applicant | Country and region | Stage                | Project description  | Screening results  |  | Technical advisory and potential opportunities   |
|-------------------|--------------------|----------------------|--|--|--|--|
|                   |                    |                      |  | Transformative impact  | Financial viability  |  |
| <b>Muhanga #2</b> | Rwanda, Africa     | Implementation       | <p><b>Muhanga Reforestation Programme</b></p> <p>The project will support the creation of terraces on steep slopes along the main rivers (along the northern borders of the district) to support increased forestation, soil conservation and reduce landslides. It will furthermore explore practical ways to increase composting at a local level, as well as irrigation of woodlots and high-value crops through the use of wastewater. An additional element will be the removal of alien vegetation that will be used for sustainable charcoal, while the areas cleared will be replanted to indigenous trees and shrubs.</p> <p><i>Investment potential: &gt;1 million EUR</i></p> | <p><b>&lt;80</b></p> <p>No legally binding proof approving the project at a local level was provided, as well as missing explicit interaction with stakeholders in the project conceptualization and design.</p> | <p><b>&lt;80</b></p> <p>The project lacks any indication of financial maturity, and show its capability to mobilize or borrow external finance.</p>  | <p><b>Update:</b></p> <p>The project was not approved into the TAP pipeline. The scoring sheet, with recommendations on how to improve the project, were provided, and the TAP team encouraged the city to resubmit their TAP application.</p> <p>However, to date, Muhanga has not submitted an improved TAP application.</p> |
| <b>Musanze</b>    | Rwanda, Africa     | Concept/design/scope | <p><b>Knowledge is the key</b></p> <p>The project will teach the people how to treat the waste and educate them how to increase their income as it will create jobs for the people who will help the project promoter to teach the village people, mainly girls and women as a source to get some money for their daily life. The project will also contribute to eradicating poverty and enhance good health practice.</p>  | <p>Application rejected as the concept is for soft infrastructure and submitted by a private company without any supporting letter from the subnational government.</p>  | <p>The TAP team, in collaboration with the ICLEI Africa office, followed up with the city for the submission of a new application until mid 2023. Yet, there has been no response from the city.</p> |  |

| Name of applicant    | Country and region       | Stage                | Project description   | Screening results     |                     | Technical advisory and potential opportunities   |
|----------------------|--------------------------|----------------------|---|-----------------------|---------------------|--|
|                      |                          |                      |   | Transformative impact | Financial viability |  |
| <b>South America</b> |                          |                      |   |                       |                     |  |
| <b>Belem</b>         | Brazil, South America    | Concept/design/scope | <p><b>Murutucu Environmental Park</b></p> <p>The area to be protected will provide the maintenance of the forest on foot with the local biodiversity of fauna, flora and water bodies consolidating an ecological corridor in the Belém Center of Endemism, which already has four other State Conservation Units and a legally recognized quilombola territory. This native vegetation to be preserved will allow the connection between the forest fragments separated by the urban occupation of the territory, guaranteeing the integrity of ecological processes such as genetic exchange between species.</p> <p><i>Investment potential: &gt;3 million EUR</i></p> | <b>&lt;80</b>         | <b>&lt;80</b>       | <p><b>Update:</b></p> <p>The application was rejected due to insufficient score.</p> <p>The ICLEI South America offices followed up with the city for the submission of an improved application, but to no avail.</p> <p>In late 2023, it was informed that the team that there had been changes in personnel at the municipality of Belém and the team that had submitted the project was no longer working in the City government. The officials who replaced him claimed to no longer be interested in the project.</p>                 |
| <b>Mendoza</b>       | Argentina, South America | Feasibility          | <p><b>Strengthening Public Tree Management in San Carlos, Mendoza</b></p> <p>Creation of a new municipal plant nursery that has the capacity to produce tree and shrub species for the urban areas of the municipality, which will be destined for reforestation and compensation for the effects of climate change.</p> <p><i>Investment potential: &lt;100 thousand EUR</i></p>   | <b>&lt;80</b>         | <b>&lt;80</b>       | <p><b>Update:</b></p> <p>Application was rejected due to insufficient score.</p> <p>It was suggested to review the application and to put more emphasis on scaling up the project, either with a larger nursery or with multiple nurseries serving the region. It is also suggested that concrete reforestation targets be set to better visualize the positive impact of the project</p> <p>The ICLEI Argentinian and South America offices followed up with the city for the submission of an improved application, but to no avail.</p> |

| Name of applicant  | Country and region         | Stage                    | Project description   | Screening results   |  | Technical advisory and potential opportunities  |
|--------------------|----------------------------|--------------------------|---|---|--|---|
|                    |                            |                          |   | Transformative impact   | Financial viability  |   |
| <b>2021</b>        |                            |                          |   |   |  |   |
| <b>Asia</b>        |                            |                          |   |   |  |   |
| <b>DKI Jakarta</b> | Indonesia / Southeast Asia | Concept/ design/ scoping | <p><b>Establishing integrated municipal solid waste management facilities in DKI Jakarta</b></p> <p>The project seeks to address the mounting waste problem while pursuing opportunities to reduce GHG emissions in DKI Jakarta by establishing integrated municipal solid waste management facilities in five administrative cities in DKI Jakarta. The facilities aim to reduce and divert Municipal Solid Waste (MSW) sent to the landfill by increasing the recycling rate and promoting circularity that shall benefit the citizens and help the COVID-19 economic recovery in DKI Jakarta, as well as demonstrate contribution to the fulfillment of the Nationally Determined Contribution (NDC) of Indonesia.</p> | <p><b>&gt;80</b></p> <p>No social, environmental or economic impact assessments have been conducted at this stage. Potential stakeholders and their potential engagements have been identified; however, they haven't yet been consulted.</p> <p>The quantification of socioeconomic benefits must be done in detail.</p> | <p><b>&lt;60</b></p> <p>Project open to collaborate with the private sector for its implementation and operation. A business model has not been developed at this stage. The budget secured is approximately 17% of the total cost of the project.</p> | <p><b>Update:</b></p> <p>In collaboration with the ICLEI Indonesia Office in Jakarta, the TAP team presented the Gap Fund as an opportunity to this project in 2021, and continued assisting the city with a potential Gap Fund application through 2022 and early 2023. There were institutional and political barriers to obtaining the approval for a Gap Fund application, given the project's characteristics and local context.</p> <p>Additionally, in collaboration with the Higher Education Sustainability Initiative (HESI), the "Establishing integrated municipal solid waste management facilities in DKI Jakarta" project was selected and presented to PowerTrust with the goal to explore carbon credit potentials.</p> <p>The project has also been selected as a participant in the AdaptFin project for the provision of a tailored pilot training on adaptation finance.</p> <p>However, following discussions with the city officials in early 2024, the ICLEI Indonesia Office informed the TAP team that the project had suffered slight changes, and the city desired to re-submit a new version to TAP.</p> |

| Name of applicant | Country and region | Stage                          | Project description  | Screening results   |  | Technical advisory and potential opportunities   |
|-------------------|--------------------|--------------------------------|--|---|--|--|
|                   |                    |                                |  | Transformative impact   | Financial viability  |  |
| <b>Africa</b>     |                    |                                |  |   |  |  |
| <b>Kigali</b>     | Rwanda/<br>Africa  | Concept/<br>design/<br>scoping | <p><b>Inclusive Public Spaces for a healthy and resilient Kigali</b></p> <p>The proposed project aims to provide a resilient approach on how public spaces in Kigali are designed and managed, identifying key actors, and articulating the environmental, social, and economic benefits to capitalize and redirect investments towards public spaces in one of the most vulnerable parts of the city - Agatare. The initiative seeks to transform existing public spaces in Agatare into multi-functional places that incorporate smart, green, and human centered design principles.</p> | <p><b>&gt;80</b></p> <p>Project focused on increasing resilience in Kigali, considering a holistic approach to address social and environmental challenges.</p> | <p><b>&lt;70</b></p> <p>The project does not have a business model and part of the resources (26%) will come from the LG. The municipality can borrow from external sources and has done so in the past.</p> | <p><b>Update:</b></p> <p>The Gap Fund was promoted as an opportunity, but the city did not show interest.</p> <p>Due to the small scale of the projects, the TAP team has continued to explore other financing opportunities, such as corporate social responsibility (CSR) funds from private companies and crowdfunding, engaging with local embassies, and using crowdfunding platforms.</p> <p>Through this effort, the TAP team has partnered with Sweco, an engineering consultancy company, to submit a full project proposal to the <b>G-STIC Climate Action Programme</b>.</p> <p>Additionally, the project was introduced and connected with the Lincoln Institute to support fundraising through land-value capture. The TAP team has been discussing with the Lincoln Institute on how to best provide this support.</p> |

| Name of applicant | Country and region | Stage                          | Project description  | Screening results   |   | Technical advisory and potential opportunities  |
|-------------------|--------------------|--------------------------------|--|---|---|---|
|                   |                    |                                |  | Transformative impact   | Financial viability   |   |
| <b>Kigali #2</b>  | Rwanda/<br>Africa  | Concept/<br>design/<br>scoping | <p><b>Resilient Food Systems</b></p> <p>The initiative is designed to provide sustainable and healthy food production in under-utilized public land and to enable livelihoods for low-income families while reducing emissions and increasing resilience to floods and extreme heat. A pilot project of urban horticulture in three public schools will help inform the necessary urban planning measures to develop a city-wide food security strategy.</p> | <p><b>&gt;80</b></p> <p>Project focused on increasing resilience in Kigali, considering a holistic approach to address social and environmental challenges.</p> | <p><b>&lt;60</b></p> <p>The project does not have a business model and part of the resources (10%) will come from the LG. The municipality is interested in exploring partnerships with the private sector.</p> | <p><b>Update:</b></p> <p>The Gap Fund was promoted as an opportunity, but the city did not show interest.</p> <p>Due to the small scale of the projects, the TAP team has continued to explore other financing opportunities, such as corporate social responsibility (CSR) funds from private companies and crowdfunding, engaging with local embassies, and using crowdfunding platforms.</p> <p>The project was presented to the Resilience Initiative Africa and the Global Alliance for Future of Food, but no applications have been made thus far.</p> <p>Finally, the project was introduced and connected with the Lincoln Institute to support fundraising through land-value capture. The TAP team has been discussing with the Lincoln Institute on how to best provide this support.</p> |

| Name of applicant    | Country and region          | Stage           | Project description  | Screening results   |  | Technical advisory and potential opportunities   |
|----------------------|-----------------------------|-----------------|--|---|--|--|
|                      |                             |                 |  | Transformative impact   | Financial viability  |  |
| <b>South America</b> |                             |                 |  |   |  |  |
| <b>Buenos Aires</b>  | Argentina/<br>South America | Pre-feasibility | <p><b>Mobility plan for the future</b></p> <p>The objectives of the project are to promote sustainable mobility and ensure transport accessibility through quality infrastructure. The project proposes three working guidelines: i) political discussion to set a target time for the technologic transition according to the type of fleet (public transport, government vehicle fleet, private sector); ii) discussion to promote the mobility district of the future in the productive hub of the City of Buenos Aires, with more assemblers, car parts and vehicle manufacturers; iii) Installation of infrastructure, specifically electric chargers in private establishments and open-public spaces and streets, as well as other infrastructure needed for electro mobility transportation.</p> | <p><b>&gt;80</b></p> <p>The impact of the project in terms of gender equity still needs to be further detailed.</p> <p>At this stage, the integration and consultation of relevant stakeholders needs to begin.</p> | <p><b>&lt;60</b></p> <p>The development of a business model is needed. At this stage the potential revenue generation is not clear, which affects project's financial viability. It is suggested to the LG to secure a budget for the project.</p> | <p><b>Update:</b></p> <p>The project "Mobility plan for the future" from Buenos Aires pitched its concept at the 2022 ICLEI Daring Cities Conference in October 2022, the "Live pitch workshop: Transformative actions projects (TAP) in action - exploring climate infrastructure projects" and managed to access to technical assistance by the Gap Fund.</p> <p>The TAP team is following up with the Gap Fund team to monitor the stage of the technical assistance received by the Buenos Aires project</p> |

| Name of applicant | Country and region     | Stage           | Project description   | Screening results   |                     | Technical advisory and potential opportunities   |
|-------------------|------------------------|-----------------|---|---|---------------------|--|
|                   |                        |                 |   | Transformative impact   | Financial viability |  |
| Recife            | Brazil / South America | Pre-Feasibility | <p><b>Urban Tree Inventory of Recife</b></p> <p>The project consists in collecting primary information to update the database related to the management of the afforestation of the city of Recife and will enable cost reduction, obtaining data for greenhouse gas inventory, global evaluation of ecosystem services, ensuring legal protection (with environmental monitoring and enforcement), efficient phytosanitary management, enabling access to reports and inspections in various ways.</p> | Not eligible to TAP due to being a concept for soft infrastructure. |                     | <p><b>Update:</b></p> <p>The application was initially rejected as the concept is for soft infrastructure.</p> <p>The TAP team, in collaboration with the ICLEI South America office, followed up with the city throughout 2023 for the submission of an improved application. However, in late 2023, it was informed that the official responsible for the project had moved to another department within the municipality of Recife, and that the political interest in the project had waned.</p> |

# URBAN SH/FT

# TAP

Transformative  
Actions  
Program



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