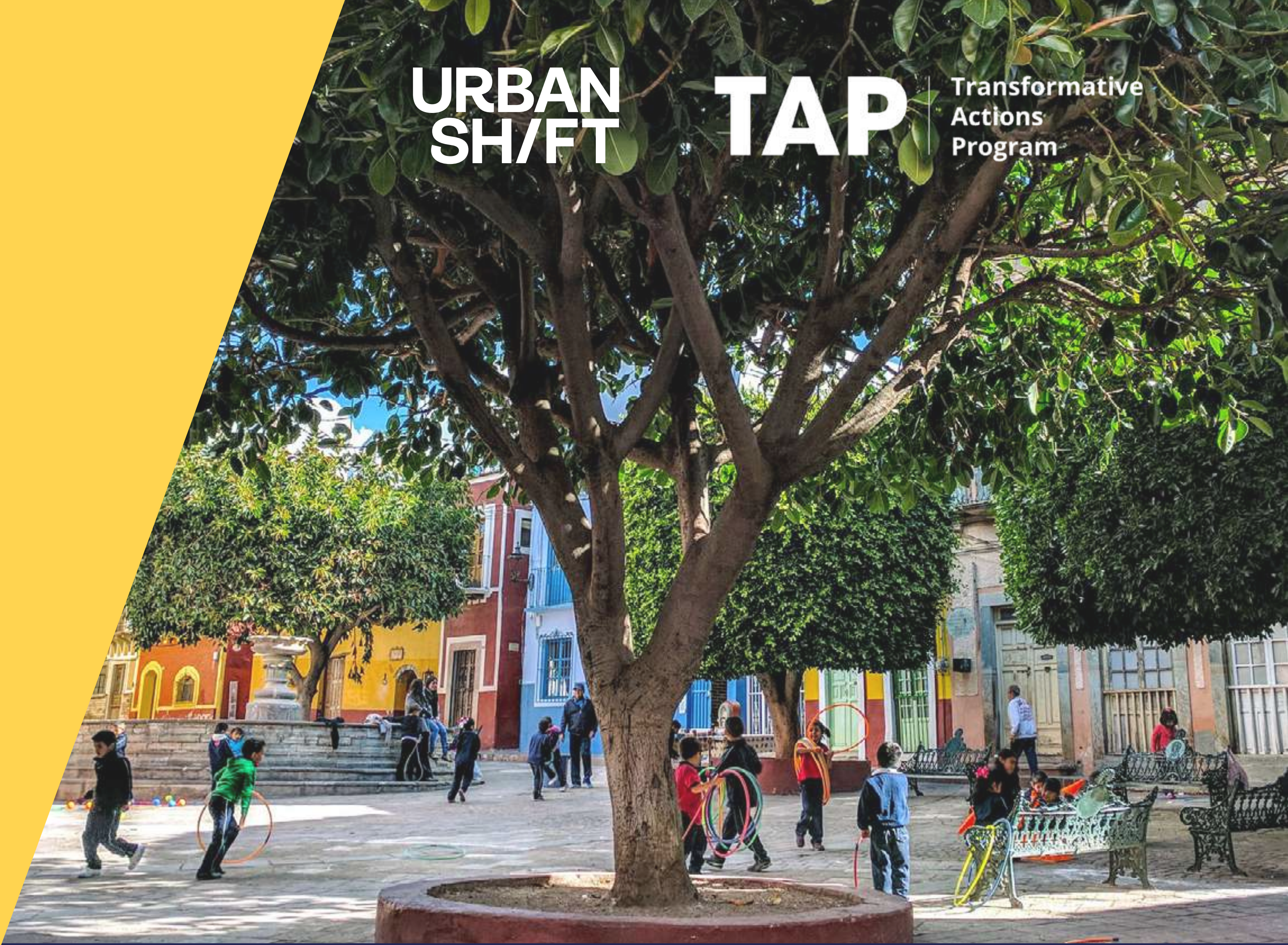


TRANSFORMATIVE ACTIONS PROGRAM

URBANSHIFT

Annual Report 2024-2025

CONTENTS

BACKGROUND

In 2025, the UrbanShift Global Platform reaches its fifth and final year of implementation, with activities progressing towards conclusion and impact reaching a critical milestone. Throughout its lifespan, UrbanShift has placed finance at the heart of efforts to support sustainable, integrated, and climate-resilient urban development across the globe.

A cornerstone of UrbanShift's finance portfolio, ICLEI's **Transformative Actions Program (TAP)** celebrates its 10th anniversary this year. Over the past decade, TAP has supported hundreds of local and regional governments in transforming ambitious climate actions into investment-ready projects, bridging the gap between project conception and financing. As a key funding partner, UrbanShift has enabled TAP to extend its services to all GEF-6, GEF-7, and GEF-8 cities, including technical support from finance experts, project screening, and connections to investors and project preparation facilities (PPFs).

In alignment with UrbanShift's broader finance and capacity-building initiatives, TAP remains focused on scaling subnational investments in sustainable infrastructure and promoting zero-carbon urban futures. The 2024 TAP call saw strong engagement from cities across South America, Africa, and Asia, supported by targeted outreach and mentoring efforts by ICLEI teams globally.

This report summarizes the outcomes of the 2024 TAP call, as well as ongoing activities with projects in the TAP portfolio. It highlights the evolving challenges and opportunities faced by cities striving for investment readiness and offers insights to guide improved project development and financing strategies. As UrbanShift concludes, TAP's continued work will be vital to sustaining and expanding these gains, encouraging cities to submit enhanced applications in the 2025 TAP call, which opened in May 2025.

For further details on previous TAP calls and the UrbanShift finance portfolio, please refer to the 2021, 2022, and 2023 TAP 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 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. TAP achieves this with the support of its 17 partners, comprising specialized institutions, city networks, project preparation facilities (PPFs), and multilateral development banks.

Projects are submitted annually and reviewed by financial and technical experts at ICLEI's World Secretariat, supported by local specialists from ICLEI's regional offices. TAP support includes: reviewing project ideas (checking quality, strength, potential impact), guiding applicants on how to improve project concepts, providing mentoring and light-touch assistance for accessing technical assistance and financing, and offering tools, mechanisms, and training on presenting projects to potential investors.

Since starting in 2015, TAP has received over 550 local project proposals from 215 local and regional governments across the world. TAP-supported projects have secured financing and/or technical assistance totaling €1.9 billion in investment volume. The current project portfolio comprises 109 projects across Africa, the Americas and the Caribbean, Asia, Europe, Oceania, and the Middle East, with a total value of €1.6 billion.

Learn more about TAP at https://iclei.org/tap/.

TAP AND URBANSHIFT: ACHIEVEMENTS TO DATE

As part of the UrbanShift Global Platform, TAP continues to play a strategic role in supporting cities' efforts to access climate finance. While working in close alignment with other finance-related initiatives under UrbanShift, TAP focuses on five core project components.

Deliverable	Status as of 2025
4 **annual TAP calls** to collect projects seeking finance from UrbanShift cities;	**4** **annual calls were open and promoted** through UrbanShift official channels;
24 **TAP projects screened** and recommendations provided for improvement;	**25** **projects screened and received recommendations** from ICLEI's finance experts;
4 **annual reports** that include results from UrbanShift cities projects submitted via TAP;	**4** **reports published** (from the results of the 2021, 2022, and 2023 TAP calls). This is the fourth report;
3 TAP approved **projects received technical support** from ICLEI's finance specialists;	**3** **projects** in the TAP portfolio **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).	**14** **projects presented** to Project Preparation Facilities.

This report provides an overview of TAP's activities and outcomes during 2024 and the first half of 2025, highlighting progress across the five deliverables and key insights from the 2024 annual TAP call.

Between 2021 and 2025, **27 cities from GEF-6, GEF-7, and GEF-8 submitted project applications aiming to advance sustainable infrastructure**. Each submission underwent a multi-stage technical screening process led by ICLEI's Innovative Finance, sectoral, and regional teams, assessing the technical soundness, financing potential, and transformative impact of the proposed projects. Based on this assessment, **15 projects have been approved into the TAP portfolio**, ten received recommendations with an invitation to resubmit, and two were found ineligible.

The reporting period (2024-2025) saw a notable increase in outreach-driven participation. **Nine new applications were submitted** through proactive engagement by ICLEI, including during key events and in coordination with other initiatives — notably the Africa City Academy in Marrakech (February 2024), the Latin America Forum in Belém (April 2024), the Indonesia City Academy (September 2024), Africa Forum (February 2025) and the China City Academy (July 2025).

Beyond screening and supporting project concepts, the TAP process continues to shape and inform other UrbanShift activities. Insights from the TAP portfolio and applications have been used to tailor capacity-building efforts to better match city needs. Looking ahead, TAP will remain a central pillar of support as UrbanShift transitions beyond this first cycle. ICLEI will continue to guide cities through the TAP process, helping them move toward investment readiness and long-term impact.

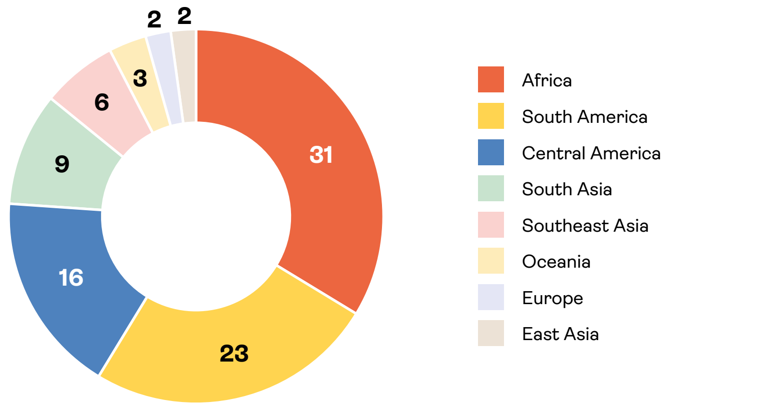
Project mobilization

The 2024 TAP call was open from April 2024 to March 2025 and received 92 project applications from 33 countries. As in previous years, Latin America and Africa represented the majority of submissions, with 39 and 31 applications respectively. These were followed by Asia (17), Europe and Oceania (two each).

Following a structured screening and scoring process, 28 new projects were accepted into the TAP portfolio. An additional 28 received feedback and were invited to revise and resubmit their applications. The remaining 36 submissions were either ineligible or incomplete due to missing key information.

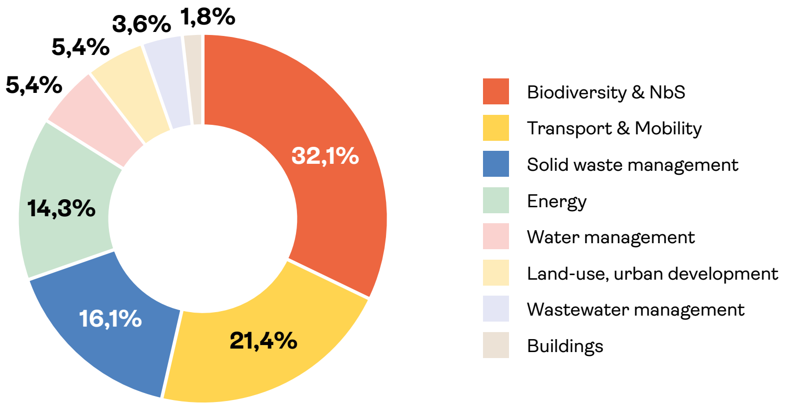
With these additions, the overall TAP portfolio reached a total of 107 projects as of July 2025.

Figure 1. Regional distribution of the project in the TAP portfolio as of July 2025



Among all the eligible projects, biodiversity and nature-based solutions was the sector which received the largest amount of applications (31.1% of the total), primarily related to green and blue infrastructure. This was followed by transport and mobility proposals (21.4%), thanks to electric bus projects stemming from the collaboration between TAP and the Transformative Urban Mobility Initiative (TUMI) e-Bus Mission. The energy sector followed suit (14.3%), with submissions related to the installation of renewable energy capacity, as well as for enhancing energy efficiency and conservation. *(See Figure 2: Sectoral distribution of applications submitted to the 2024 TAP call.)*

Figure 2. Sectoral distribution of the applications submitted to the 2024 TAP call



As part of the 2024 TAP call, three project applications were submitted by UrbanShift (GEF-7) cities, two by GPSC (GEF-6) cities, three by GEF-8 cities, and one by Johannesburg, South Africa — a city engaged in both GPSC and GEF-8 (*see Table 1: "Full list of project applications received in the 2021-2024 TAP calls from GEF-6, GEF-7, and GEF-8 cities"*). Applications were received from cities in South America and Africa, with particularly strong engagement from Brazil, Chile, and Argentina. This regional distribution reflects the targeted outreach and follow-up efforts carried out by ICLEI teams in both regions, especially following the Marrakech City Academy in February 2024 and the Latin America Forum held in Belém in April 2024, as well as synergies developed with parallel initiatives.

The investment needs identified in the new TAP projects amount to approximately €23.6 million, with an average project size of €3.9 million. However, it is important to note that two projects — Belém and Independencia — account for €19.9 million of this total. Excluding these two, the average investment per project drops to around €735,000, indicating a predominance of small-scale proposals.

Table 1. Full list of project applications received in the 2021-2024 TAP calls from GEF-6, GEF-7, and GEF-8 cities

	Name of applicant	Country/Region	UrbanShift City	GPSC City	GEF-8 City	Project title	Main sector
2024	**Johannesburg**	South Africa, Africa		•	•	Community-based Green Urban Space in Eldorado Park*	Biodiversity & Nature-based Solutions
	Recife	Brazil, South America		•		Resilient Park Center: A Participatory Model for the Revitalization of Historic Public Spaces*	Land-use & urban development
	Morón - Greater Buenos Aires #1	Argentina, South America	•			Strengthening of the Chipping and Composting Center*	Solid waste management
	Morón - Greater Buenos Aires #2	Argentina, South America	•			Morón on Bike*	Transport & mobility
	Bulawayo	Zimbabwe, Africa			•	Metro Bus	Transport & mobility
	Santiago	Chile, South America			•	Eco-Buildings: Driving the Green and Energy Revolution Locally	Buildings
	Belém	Brazil, South America	•			Polygon of Parks*	Biodiversity & Nature-based Solutions
	Abidjan - Cocody	Côte d'Ivoire, Africa		•		Environmental Planning and Rehabilitation of Lagoon Shores, Green Areas, and Public Spaces in Cocody	Biodiversity & Nature-based Solutions
	Independencia - Santiago	Chile, South America			•	Network of Urban Ecological Corridors*	Biodiversity & Nature-based Solutions

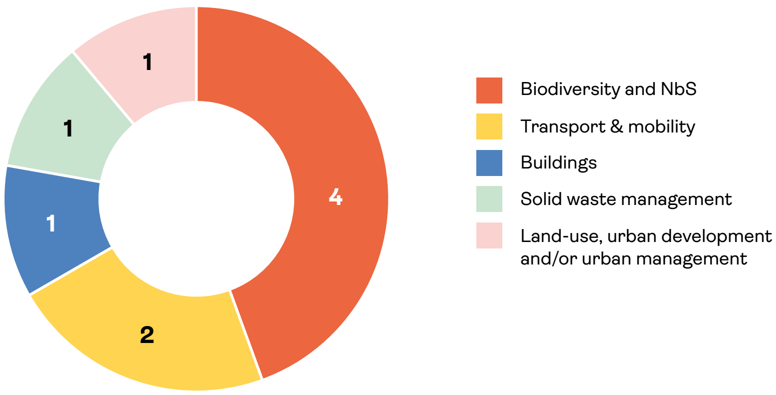
* Project approved into TAP

	Name of applicant	Country/Region	UrbanShift City	GPSC City	GEF-8 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	Biodiversity & Nature-based Solutions
	Kigali	Rwanda, Africa	•			Enhancing environmental protection through School Project Competition*	Solid waste management
	Mendoza	Argentina, South America	•			Strengthening Public Tree Management in San Carlos, Mendoza	Biodiversity & Nature-based Solutions
	Musanze	Rwanda, Africa	•			Knowledge is the key	Solid waste management
	Muhanga #1	Rwanda, Africa	•			Retrofit of Muhunga community centers*	Energy
	Muhanga #2	Rwanda, Africa	•			Reforestation Programme	Biodiversity & Nature-based Solutions
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**	Solid waste management
	Kigali	Rwanda, Africa	•			Inclusive Public Spaces for a healthy and resilient Kigali*	Public Spaces
	Kigali	Rwanda, Africa	•			Resilient Food Systems*	Food systems
	Recife	Brazil, South America		•		Urban Tree Inventory of Recife	Biodiversity & Nature-based Solutions

* Project approved into TAP

The main focus areas are biodiversity and nature, as well as transport (see *Figure 3 "2024 TAP applications from UrbanShift cities per sector"*).

Figure 3. 2024 TAP applications from UrbanShift cities per sector



Across all submissions, financial viability scores were consistently lower than those for transformative impact. As most projects are still at an early stage, they typically lack well-defined business models, have limited confirmed funding, and face restricted access to international financing mechanisms.

Most of the submitted applications (67%) correspond to projects in the early stages of development, either at the concept definition or pre-feasibility stage. The remaining three projects (33%) were reported to be in the structuring, transaction, or implementation phases. However, in these cases, key documentation and technical studies required for projects at these more advanced stages were generally lacking. (see *Annex 1: "Main findings and results of UrbanShift and GPSC city applications to TAP in 2021–2025"*).

As in previous calls, applicants primarily requested capacity-building opportunities and technical assistance to support project development, with the aim of strengthening their ability to access financing and advance implementation.

In this TAP cycle, the approval rate was significantly higher than in previous years, reflecting the improved quality of the submissions received. The projects from Johannesburg, Belém, and Morón were directly supported by the ICLEI UrbanShift team during the preparation of their proposals. Belém, in particular, benefited from a dedicated mentoring cycle under the Nature-Based Cities (NBCities) initiative, led by ICLEI South America, through which the project concept was developed and refined.

Both projects from Santiago also received support to strengthen their concepts from ICLEI South America, as part of the Flagship Cities project implemented in partnership with the Global Covenant of Mayors for Climate and Energy (GCoM).

Nevertheless, improvements to project concepts – even to those already approved into the TAP – are still required to enhance their transformative impact and financial viability as they move towards investment readiness.

Financial viability

- Budget estimates were often provided without a detailed and justified breakdown, frequently omitting key elements such as operational and maintenance costs.
- Business models were largely underdeveloped, with limited attention to long-term financial sustainability or revenue generation.
- Only few applications identified specific financing sources or concrete pathways to mobilize funding. While many referenced public-private partnerships or private sector engagement, these were rarely supported by a clear financial structure or model.

Transformative impact

- Most applications referenced expected climate mitigation outcomes, but only few articulated the concrete actions or pathways that would lead to those results. Even fewer quantified such impacts.
- Social benefits, such as gender inclusion or support to vulnerable groups, were often acknowledged but lacked clarity on how these outcomes would be delivered in practice.
- Except for green-blue infrastructure projects, most submissions missed the opportunity to articulate their contributions to climate resilience or adaptation.
- While community and stakeholder engagement was commonly mentioned, few applications described clear or actionable strategies to carry it out.
- Consideration of just transition principles — including fair access to emerging economic and employment opportunities — was generally weak, despite a stronger emphasis in the application form.

These shortcomings are broadly consistent with those observed in TAP submissions from previous reporting periods. ICLEI will continue to engage with these cities, providing feedback to strengthen their project concepts — both to support projects already approved into TAP as they navigate the project development landscape, and to encourage those not yet approved to refine and resubmit their applications in the 2025 TAP call.

Tools and knowledge products

As part of its continued efforts to improve access to finance for local climate action and the SDGs, and to mobilize investments in sustainable urban infrastructure, TAP remains actively involved in developing and sharing knowledge products. These resources aim to strengthen the capacity of subnational governments to understand climate finance and navigate the project preparation process.

For the 2024–2025 period, the following tools and resources stand out:

- Accessing Urban Climate Finance: This online course provides 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.

- TAP-TUMI Investor Brief: E-Mobility Financing in Brazil, Ecuador, and India: This briefing offers an insightful overview of the expanding electric bus (e-bus) market in Brazil, Ecuador, and India – countries characterized by strong public transport demand, progressive climate goals, and rising investor engagement. Drawing on seven early-stage projects across major cities, it showcases a range of financing mechanisms (such as Gross Cost Contracts, concessional finance, and leasing arrangements) and illustrates how local governments are addressing key challenges like high upfront investment and infrastructure constraints. The brief serves as a practical tool to support investment in sustainable urban mobility and accelerate the deployment of climate-smart transport solutions in the Global South.

- Local Solutions for Green Buildings and Constructions Accelerated through Multilevel Action and Partnership: This report from the Global Alliance for Buildings and Construction (GlobalABC) Subnationals Action Group, co-developed with ICLEI, highlights the critical role of subnational governments in advancing climate action in the buildings sector. It explores multilevel governance, inclusive planning, and circular practices, calling for investment, innovation, and partnerships to support a just, people-centered transition toward sustainable, resilient, and low-carbon built environments.

- Empowering Cities and Financing Climate-Resilient Urban Futures: Insights from the Gap Fund's partnerships with GCoM and ICLEI: This publication by the City Climate Finance Gap Fund, the Global Covenant of Mayors for Climate and Energy (GCoM), and ICLEI highlights how the GCoM–Gap Fund Partnership and Step-Up Project (SUP) help cities in Africa and South America bridge project preparation gaps through technical assistance, peer learning, and regional Communities of Practice, enabling them to advance climate-resilient, low-carbon projects and attract investment.

- Unraveling Public-Private Partnerships: A Guide for Governments in the Global South: The development of Unraveling Public-Private Partnerships: A Guide for Governments in the Global South – Brazil Edition was made possible through the collaboration of dedicated institutions and individuals. A partnership between ICLEI South America and the Institute for City Planning and Management (IPGC), the guide adapts ICLEI's global toolkit to the Brazilian and Global South context. The Guide is also available in Portuguese.

- Finance mechanisms for private sector-led energy access in urban informal settlements: This paper examines financing mechanisms to support Energy Service Providers in delivering clean cooking and other sustainable energy solutions to urban informal settlements in Sierra Leone. It highlights the potential of equity, grants, carbon credits, and output-based financing to de-risk investments and expand access in underserved urban areas.

Events in 2024-2025

TAP annual webinar, held on 1 March 2024.

Ahead of the 2024 call's opening, TAP hosted a dedicated webinar for prospective applicants, colleagues, and partners. The session provided an overview of TAP, outlining the application process, portfolio, and available support services. It also walked participants through the application procedures, offering practical guidance on completing the form and submitting their proposals.

Webinar: FAST-Infra Sustainable Infrastructure Label, held on 8 May 2024.

The FAST-Infra Label is a globally applicable system for assessing the sustainability and resilience performance of infrastructure projects. Developed by a multi-stakeholder group led by the Global Infrastructure Facility (GIF) and hosted by Global Infrastructure Basel (GIB) as its Secretariat, it provides a credible and impartial framework to identify and evaluate sustainable infrastructure, supporting the creation of a recognised asset class. By demonstrating the positive impact of infrastructure assets, the label helps developers and operators attract investors seeking projects with strong sustainability outcomes. This dedicated webinar introduced TAP beneficiaries to the label and its application process.

In-person event: UTMC TAP Marketplace, held on 18 June 2024.

The 'UTMC TAP Marketplace' – hosted by ICLEI and GCoM during the ICLEI World Congress in São Paulo, Brazil, brought together 50 participants and featured live project pitches from Avellaneda and Rosario (Argentina), Belo Horizonte (Brazil), and Puerto Montt (Chile). Following introductions by TAP and the UTMC Finance & Funding Help Desk, a jury of representatives from the Gap Fund, Cities Climate Finance Leadership Alliance (CCFLA), Adaptation Fund, and the Development Bank of Latin America and the Caribbean (CAF) provided constructive feedback and addressed technical questions.

In-person event: Unlocking Innovative Finance at the City Scale, held on 21 June 2024.

This panel session, organized at the 2024 ICLEI World Congress in São Paulo, Brazil, explored the critical challenge of accessing climate finance for local governments and city networks. Around 80 participants engaged with good practices and case studies that showcased innovative approaches to financing sustainable development projects at the city scale. Panelists – including experts and government representatives – highlighted how principles of just transition and climate considerations can be embedded into investment planning and decision-making. The session provided practical strategies and tools for mobilizing resources, along with insights into financing mechanisms that support equitable and sustainable urban development.

Webinar series: TAP Green Finance Innovation,
held between September 2024 and January 2025.

Under the Transformative Action Program (TAP), ICLEI conducted three webinars focusing on innovative green finance mechanisms. These offer local governments a powerful tool to finance sustainable projects that address environmental challenges. Municipalities can attract investment for initiatives like renewable energy, public transportation, and green infrastructure by utilizing green finance tools, such as green bonds, driving local economic growth while promoting environmental stewardship. These funding mechanisms not only help cities meet their sustainability goals but also enhance their resilience to climate change impacts.

- **Webinar 1: Japan's transition bonds as an opportunity for other countries,** held on 4 September 2024.

  The first webinar highlighted how green and transition bonds can serve as powerful tools for local governments to finance sustainable projects and drive climate-friendly investments, particularly in hard-to-abate sectors. Drawing on the Japanese experience, it explored opportunities to embed just transition principles into local projects through green loans and bonds. The city of Kyoto, Japan, and the province of Bali, Indonesia, presented innovative finance solutions, while Sumitomo Mitsui Banking Corporation and Kommuninvest showcased sustainable finance instruments and best practices.

- **Webinar 2: Europe's new green bonds standards boost municipalities opportunities,** held on 22 October 2024.

  The second webinar examined Europe's evolving green bond standards under the EU Green Deal and their impact on municipal financing. Using the Swedish Kommune Investment model as a case study, it highlighted how municipalities blend public and private funding through green bonds. Leading European cities shared best practices, demonstrating how these tools support sustainable urban development.

- **Webinar 3: Green Bonds as a resource for African cities,** held on 28 January 2025.

  While green bonds can be a promising tool for unlocking capital for sustainability-related investments, many African local governments struggle to access finance, particularly due to a lack of credit worthiness. The third and last webinar of the series explored how to address such barriers and how green bonds could be used at city-scale.

CONTINUING THE JOURNEY: BUILDING ON THE PROGRESS OF TAP AND URBANSHIFT

As UrbanShift approaches its conclusion, we can proudly reflect on the significant progress made in supporting cities to advance sustainable urban infrastructure projects. Over the course of the program, through the Transformative Actions Program (TAP) and UrbanShift, ICLEI and its partners have provided substantial capacity-building, resources, and direct assistance to cities, helping them refine their projects and prepare them for investment readiness. This shared effort has strengthened city officials' knowledge and confidence in navigating the complex finance landscape, bringing many projects closer to becoming financeable and impactful.

The tools, trainings, and networks developed through UrbanShift – such as the *Accessing Urban Climate Finance* online training and TAP applications – represent a lasting legacy for participating cities. These resources will remain accessible and continue to serve as valuable references for cities pursuing sustainable finance opportunities beyond the life of the program. Moreover, the partnerships and collaborations forged among cities, finance institutions, and implementing organizations have created a foundation for ongoing dialogue and mutual support.

Looking ahead, ICLEI and its UrbanShift partners remain committed to continuing the journey alongside these cities. In the coming months, efforts will continue focusing on providing tailored support to help cities move further along the investment readiness pathway. This includes follow-up engagement and leveraging partnerships to ensure cities can translate their ambitions into financed projects. Discussions are already underway to explore opportunities to build upon UrbanShift's achievements in future initiatives, ensuring sustained momentum and impact.

As we look forward, the experience and lessons learned from UrbanShift will continue to inspire and guide efforts to unlock urban climate finance globally. While the program may be drawing to a close, the collective work of ICLEI, UrbanShift partners, and participating cities is far from over. Together, we will carry forward this momentum – continuing to support sustainable urban development and striving towards a more resilient, inclusive, and climate-friendly future for cities worldwide.

ANNEX 1. Main findings and results of UrbanShift and GPSC cities applications to TAP in 2021-2024

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
2024						
Africa						
Abidjan - Cocody	Cote d'Ivoire, Africa	Pre-feasibility	**Environmental Planning and Rehabilitation of Lagoon Shores, Green Areas, and Public Spaces in Cocody** The project aims to train 100 young people in gardening, environmental management, and the protection of lagoon shorelines. The training will begin with theoretical courses held in classrooms, followed by practical sessions focused on maintaining green spaces, living areas, riverbanks, and planting mangroves. These activities will revitalize these communal spaces—used for gathering and relaxation—and restore the lost mangrove forests. The project will use green spaces and river-banks in the coastal villages of the Cocody municipality (Paris-Village, Blockhaus, M'Pouto, M'Badon, Akouodo) as hands-on training sites, serving as living classrooms for participants. *Investment potential: ~EUR 200,000*	**<80** The rationale behind the interventions is unclear, and hard infrastructure components are not well defined. The alignment with national and local policies is not clearly presented, and risks related to climate and land ownership remain unaddressed. Inclusion of vulnerable groups beyond youth and women is limited, and stakeholder engagement appears narrow.	**<80** The budget is outlined but lacks detailed breakdowns and a clear financing strategy. The project's nature as mainly educational raises questions about its ability to attract investment beyond grants or philanthropy. There is insufficient clarity on leveraging local resources or generating revenues to support ongoing costs.	**Main suggestions:** – Clarify the problem statement and how interventions address it, framing the project as a hard infrastructure initiative with educational elements. – Demonstrate ownership or secured rights for all project sites, especially for mangrove reforestation areas. – Provide evidence of policy alignment and secure formal support (e.g., through legal instruments) to ensure continuity. – Develop a detailed financing strategy including innovative mechanisms and explore combining local resources with external funding. – Define a business model covering expected costs, savings, and potential revenues to ensure long-term financial viability. **Updates:** The application was initially rejected due to an insufficient score to qualify for the TAP portfolio. The TAP team has provided detailed feedback and recommendations to support a revised submission. We will continue to engage with Abidjan-Cocody to assist in preparing an improved application.

<table>
<tr><th rowspan="2">Name of applicant</th><th rowspan="2">Country and region</th><th rowspan="2">Stage</th><th rowspan="2">Project description</th><th colspan="2">Screening results</th><th rowspan="2">Technical advisory and potential opportunities</th></tr>
<tr><th>Transformative impact</th><th>Financial viability</th></tr>
<tr><td>Bulawayo</td><td>Zimbabwe, Africa</td><td>Structuring / Procurement</td><td>Metro Bus
This project aims to replace Bulawayo’s 10,000 aging minibus taxis with modern electric buses to improve urban mobility, reduce emissions, and enhance commuter experience. It enjoys government support and the project has participated in a local tender. An exclusive agreement with an electric bus manufacturer is in place to supply buses and establish a local EV manufacturing plant. A partnership with the local taxi association aims to ensure smooth implementation.
Investment potential: ~EUR 66.8 million</td><td><80
The project has a clear ownership structure and strong policy alignment, aiming to modernize public transport with electric buses and reduce emissions.
However, details on fleet size, charger infrastructure, social impacts on informal workers, and climate adaptation are insufficient. Quantitative indicators for benefits and inclusivity are weak or missing. Notably, the absence of a full feasibility study, including environmental and social impact assessments, is a significant gap at this stage.</td><td><80
A solid business plan outlines costs, savings, and revenue from fare automation, supported by initial lender interest. Yet, formal financing is not secured, and Zimbabwe’s economic risks remain high. Missing comprehensive feasibility and impact studies limit funding options, and financial risk management needs improvement.</td><td>Main suggestions:
– Clarify city government’s role in oversight, regulation, and revenue-sharing among partners; secure formal leases for depots, rank-ins, and charging infrastructure.
– Complete a full Environmental and Social Impact Assessment (ESIA) and climate risk analysis, including charging infrastructure impacts and disposal of old minibuses.
– Quantify social benefits and inclusivity: define gender and youth employment targets, include informal worker transition measures, and provide indicators for measurement.
– Provide detailed plans for charger infrastructure, battery circularity, and integration with pedestrian/cycling networks and nature-based solutions.
– Strengthen financial strategy with secured funder commitments, improved governance, diversified revenue streams, and exploration of concessional financing or PPP models.
Updates:
The application was initially rejected due to an insufficient score to qualify for the TAP portfolio.
The TAP team has provided detailed feedback and recommendations to support a revised submission. We will continue to engage with the project submitted to assist in preparing an improved application.</td></tr>
</table>

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Johannesburg	South Africa, Africa	Concept/ Design/ Scoping	**Community-based Green Urban Space in Eldorado Park** The Eldorado Park project aims to restore a polluted urban wetland and green space through ecological rehabilitation, community engagement, and environmental education. By transforming the area into a sustainable, multi-use hub, it improves biodiversity, enhances local climate resilience, and fosters community ownership, well-being, and food security. *Investment potential: ~EUR 900,000*	**>80** The project aligns well with key SDGs and highlights social, ecological, and climate benefits. However, the scope of interventions and measurable impact targets are unclear. Community and stakeholder engagement is central, but not fully developed, and gender and youth inclusion lack concrete plans.	**<80** The estimated budget is appropriate but lacks details. No business model or revenue streams are defined, and financial sustainability is uncertain.	**Main suggestions:** – Clarify partner roles and better define community involvement. – Provide detailed technical descriptions, risk mitigation strategies, and baseline assessments (environmental, hydrological, climate risk). – Strengthen alignment with municipal, national climate plans, and broaden SDG impact with measurable indicators. – Develop a detailed financial plan including cost breakdown, funding strategy, business model, and explore diverse revenue streams and PPPs. – Expand stakeholder engagement with the private sector, research institutions, and design inclusive programs targeting youth and women. **Updates:** The project was presented to the Lincoln Institute of Land Policy as a candidate for capacity building and support in developing studies to assess the potential for financing through land value capture. The Lincoln Institute acknowledged the project's alignment with its priorities, but noted that the project is still at an early stage and requires further conceptual development before it can be considered for support. ICLEI is currently working with the project team to further elaborate and strengthen the project concept.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
South America						
Recife	Brazil, South America	Concept/ Design/ Scoping	**Resilient Park Center: A Participatory Model for the Revitalization of Historic Public Spaces** The project aims to develop a participatory methodology for requalifying public spaces in Recife's historic center. It integrates climate resilience, urban revitalization, and heritage preservation through a collaborative planning process.The project also includes a pilot infrastructure intervention to demonstrate the approach's effectiveness. The project aligns with Recife's long-term urban strategy and climate adaptation plans. By improving public spaces, it seeks to mitigate climate risks, increase urban greenery, and enhance social inclusion. *Investment potential: ~EUR 775,000*	**>80** The project sets clear objectives aligned with key SDGs, focusing on urban resilience, NbS, and social inclusion through participatory public space requalification. However, the physical interventions lack detailed description and measurable impact targets. While risks and community engagement are acknowledged, direct involvement of vulnerable groups and gender inclusion require further development.	**<80** The estimated cost is reasonable but lacks a detailed budget breakdown. Without a clear business model or revenue strategy, financial sustainability is uncertain. Lack of private sector engagement and unclear cost details reduce confidence in financial viability.	**Main suggestions:** – Clearly define partner roles for both methodology and infrastructure delivery; prioritize infrastructure interventions for climate resilience, with methodology as a supporting element. – Clarify legal/regulatory constraints, including heritage protection and property disputes. – Strengthen community engagement by involving vulnerable groups meaningfully, integrating gender-sensitive design, and developing community-led monitoring and capacity building. – Develop a clear budget and financing strategy; explore revenue opportunities from land value capture, tourism, and rental facilities. – Address risks comprehensively – including displacement, maintenance responsibility, climate vulnerability – and involve local universities and stakeholders in governance and co-creation processes. **Updates:** The project has been approved into TAP. Following ICLEI's technical advice and feedback, the project was presented to the GCoM-Gap Fund team in South America, who support cities in preparing Expressions of Interest for the Gap Fund. ICLEI has engaged with Gap Fund representatives to discuss next steps. However, the Gap Fund is currently prioritizing Amazonian capital cities focusing on energy efficiency and water management projects. The ICLEI team will continue to monitor and explore other funding opportunities for the Recife project.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Buenos Aires - Morón #1	Argentina, South America	Imple-mentation	**Strengthening of the Chipping and Composting Center** The Morón project will develop a chipping and composting center to treat organic waste, mainly green waste from public spaces and local markets. It will process bulky branches through chipping and composting to produce wood chips, compost, firewood, and leachate, reducing landfill waste. The plant will have a capacity to process about 21 tons per hour, with an annual capacity of around 700 tons. It will cover 4,650 m² divided into zones for unloading, chipping, composting, and internal logistics. The project will focus on optimizing efficiency and increasing the volume of waste treated. *Investment potential: ~EUR 90,000*	**<80** The project has strong local government and private support, advancing SDGs 3, 9, 11, 13, and 17 by cutting emissions, diverting waste, and creating jobs—especially for women—though youth and community engagement need strengthening.	**>80** The project lacks a formal financing plan and clear revenue model. It aims to reduce landfill fees and generate income from compost sales, yet financial constraints and limited access to debt or private capital pose challenges.	**Main suggestions:** – Formalize all partnerships and roles clearly to ensure long-term operational sustainability. – Develop a detailed financing and business plan with clear revenue projections, funding sources, and market research for compost sales. – Enhance social impact by expanding community engagement, youth training, and gender-inclusive employment targets. – Explore integration of sustainable energy and nature-based solutions while identifying and mitigating key risks (climate, technological, stakeholder). **Updates:** The project has been approved into TAP. Following ICLEI's technical advice and feedback, the project was presented to the GCoM-Gap Fund team in South America, who support cities in preparing Expressions of Interest for the Gap Fund. ICLEI has engaged with Gap Fund representatives to discuss next steps. However, it was informed that the Gap Fund is currently assessing delivering technical assistance to a housing project in the City of Buenos Aires, precluding Morón from receiving support at this time. The ICLEI team will continue to monitor and explore other funding opportunities for the Morón project.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Buenos Aires - Morón #2	Argentina, South America	Imple-mentation	**Morón on Bike** Morón on Bike involves building a comprehensive bicycle network to promote cycling as a sustainable and accessible alternative mode of transport, connecting communities across the entire Municipality of Morón.	**>80** The project is well-defined, aligned with local climate action plans, and aims to support SDGs 3, 9, 11, 13, and 17 through improved urban planning and community engagement. It includes participatory approaches targeting vulnerable groups and youth, though gender impact and just transition elements need clearer quantification.	**<80** No budget is defined, and the project lacks a detailed financing plan or business model. Economic benefits are unquantified, and financial risks remain high due to no proven track record with IFIs or secured revenue streams.	**Main suggestions:** – Develop and conduct technical studies to quantify the project's potential impact on population, health, and vulnerable groups. – Define and formalize a risk mitigation plan addressing financial, governance, implementation, and community-related risks. – Prepare a detailed budget and financing plan, analyzing potential funding sources (local, international, PPPs) and exploring innovative financing such as Land Value Capture. – Enhance participatory mechanisms by further engaging community management units and vulnerable groups, and explicitly integrate just transition principles. **Updates:** Following ICLEI's technical advice and feedback, the project was presented to the GCoM-Gap Fund team in South America, who support cities in preparing Expressions of Interest for the Gap Fund. ICLEI has engaged with Gap Fund representatives to discuss next steps. However, it was informed that the Gap Fund is currently assessing delivering technical assistance to a housing project in the City of Buenos Aires, precluding Morón from receiving support at this time. The ICLEI team will continue to monitor and explore other funding opportunities for the Morón project.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Santiago	Chile, South America	Concept/ Design/ Scoping	**Eco-Buildings: Driving the Green and Energy Revolution Locally** The project aims to retrofit municipal buildings in Santiago with photovoltaic systems, green roofs, and sustainable green spaces, aiming to reduce carbon emissions and enhance energy efficiency. Aligned with the city's climate policies, it promotes sustainability, improved air quality, and resilient public spaces. *Investment potential: ~EUR 1.9 million*	**>80** The project addresses energy and adaptation needs aligned with national and local plans, supporting SDGs 3, 7, 11, and 13 with resilience and socio-economic benefits. Interventions need clearer definition, and vulnerable communities and youth engagement is limited. Just transition could be strengthened by prioritizing local economic opportunities and community participation.	**<80** The project lacks a detailed budget and a formal financing strategy. Potential energy savings and revenue from excess energy sales are not quantified, and no business model is provided. More clarity is needed on how the project will access financing and combine resources for long-term financial sustainability.	**Main suggestions:** – Clearly define planned interventions and infrastructure, including quantities (e.g., photovoltaic panels) and types. – Integrate measures benefiting vulnerable communities and youth, ensuring just transition elements. – Broaden scope to consider complementary sectors or NbS (e.g., community gardens). – Detail budget, financing strategy, and potential savings/revenues to build a business model. – Identify and engage external stakeholders, including companies and community groups **Updates:** The project has been approved into TAP. It was presented to the Cool Coalition for support under the Enabling Pledge Implementation for Cooling. The Coalition indicated interest and will engage with ICLEI and Santiago once the call for proposals is open. The project received tailored support from ICLEI South America to refine its concept and prepare pitches to project preparation facilities (PPFs) and potential financiers. ICLEI organized pitching sessions with CAF, IDB, and the World Bank, which provided feedback to better align the project with their requirements. Follow-up with these institutions is ongoing to pursue technical assistance and financing opportunities.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Santiago - Independencia	Chile, South America	Implementation	**Network of Urban Ecological Corridors** The project will enhance Santiago's green infrastructure by creating ecological corridors linking key natural landmarks in the Metropolitan Region – Río Mapocho, Cerro Blanco, Cerro Renca, and Cerro San Cristóbal. These corridors will boost biodiversity, improve air quality, mitigate urban heat islands, and enhance water filtration. Using native dense planting and Miyawaki techniques, it will regenerate degraded soils, optimize water use, and serve as a model for expanding green infrastructure in dense urban areas. *Investment potential: ~EUR 10.2 million*	**<80** The project proposes new public green spaces integrating climate adaptation measures, contributing to SDGs 3, 11, and 13, with additional co-benefits for biodiversity, urban cooling, air quality, and public health. However, quantified impacts are not provided. Inclusion of gender, youth, and vulnerable groups is limited, and stakeholder engagement processes are not fully described. Just transition considerations could be strengthened.	**<80** While potential funding sources are identified, there is no detailed budget breakdown or evidence of a financing strategy. Opportunities for innovative funding mechanisms, such as land value capture, are not explored.	**Main suggestions:** – Quantify expected environmental and social impacts, including CO_2 reduction, biodiversity gains, and air quality improvements. – Integrate gender equality, youth engagement, and vulnerable group inclusion into the project design, using available toolkits. – Provide a detailed budget with departmental allocations and a clear financing strategy. – Outline stakeholder engagement, including evidence of prior consultations and strategies for private sector involvement. – Develop a plan for securing land and resources for future project phases beyond the already confirmed implementation area. **Updates:** The project in Independencia has benefited from the dedicated support provided by ICLEI South America, similar to the assistance extended to the city of Santiago. Through this support, it was pitched to CAF and the IDB, both of which offered constructive feedback on necessary adjustments to align the project with their financing eligibility criteria. ICLEI continues to maintain active follow-up with these potential financiers and the city to strengthen and advance these collaborative opportunities.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Belém	Brazil, South America	Pre-feasibility	**Polygon of Parks** The "Polygon of Parks" initiative in Belém seeks to create a network of interconnected parks, including Gunnar Vingren, Utinga, and Bosque Rodrigues Alves, linked by green infrastructure like permeable bike paths to mitigate flooding. The plan envisions transforming Bosque Rodrigues Alves into an autonomous hub for environmental education and advocacy, capable of attracting direct investments and driving sustainable urban solutions. Additional measures include greening median strips, creating contemplative spaces, and supporting local green economies. This project aims to change perceptions of urban greenery, address climate challenges, and promote sustainable development, benefiting over 200,000 residents and fostering environmental awareness. *Investment potential: ~EUR 9.7 million*	**>80** The project's goals and scope are clear, linking well to SDGs 7, 11, 13, and 15 across multiple sectors. It includes resilience and mitigation benefits plus social co-benefits. Participation of vulnerable groups, women, and youth needs clearer guarantees and more detail on their empowerment. Quantified impacts and specific flood risk measures should be added.	**<80** The project budget is estimated but lacks detailed breakdown and financing strategy. Funding sources are identified but not clearly combined for financial sustainability. No business model or innovative financing approaches are presented. Quantification of savings and revenue opportunities is advised.	**Main suggestions:** – Quantify expected environmental and social impacts, including number of beneficiaries, trees planted, and flood risk reduction. – Clarify project coordination with other city departments and partners, and align clearly with national policies leveraging COP30. – Provide a detailed budget breakdown and financing strategy. – Strengthen inclusion of vulnerable groups by defining clear criteria for participation, hiring, and training, with special focus on women and indigenous peoples. – Develop a replicability plan showing how the project model can scale to other cities nationally and internationally. **Updates:** The project promoters were introduced to the NBCities initiative, implemented by ICLEI South America in Belém, through which they secured additional technical support. NBCities has provided a mentorship cycle to enhance access to green financing and offered tools for participatory governance and evidence-based planning, including ecosystem services diagnostics and climate risk assessments. The TAP team also consulted with the C40 Cities Finance Facility (C40 CFF) regarding a potential application from Belém. However, the city ultimately decided not to submit a proposal.

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<tr><th>Transformative impact</th><th>Financial viability</th></tr>
<tr><td colspan="7">2023</td></tr>
<tr><td colspan="7">Asia</td></tr>
<tr><td>Pune</td><td>India, South Asia</td><td>Imple-mentation</td><td>School Travel Improvement Program
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 mode of transportation. These included road safety elements, traffic-calming measures, NMT-oriented strategies, better parking management, integration with public transport, and placemaking efforts.
Based on these learnings, the municipality aims not to scale-up these ideas in 19 selected zones.</td><td><80
Neither the original nor the revised application clearly identifies how the project promotes the SDGs, nor does it adequately explain the expected co-benefits, especially in relation to gender equality.</td><td><80
Although the applicant provided a budget, there was no breakdown or explanation of how this number was estimated.
The municipality has secured funding for the project, but there is also no identification of a business model or potential revenue streams.</td><td>Main suggestions:
– 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.
– Consider interventions that can promote just transition: who are the vulnerable groups that the project will benefit, especially in socio-economic terms?
– Consider adding elements of biodiversity and nature-based solutions in the design.
– Provide more clarity on the total cost estimation and breakdown. As the project is already in the implementation stage, these calculations should be clear.
– The applicant should consider developing a business model for the project and identifying revenue sources that can keep the project's O&M sustainable in the long term.
Updates:
Recommendations to improve the project concept were sent to the applicant in January 2024, following the initial application's rejection.
A revised application was submitted mid-2024 but did not achieve the required scoring for approval. The municipality responded to the feedback but did not fully address the main gaps.
The second screening by ICLEI was completed and forwarded to the city contact in July 2024.
ICLEI has offered to clarify recommendations and remains engaged with the city through its local office in India, but no further submissions have been received to date.</td></tr>
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Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Surat	India, South Asia	Structu-ring, pro-curement	**Development and improvement of recreational and eco-tourism activities at seaface area in Dumas, Surat** 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.	**>80** The revised application provided more details on the transformative impact of the project, including regarding climate benefits. Although gender and youth are identified as priorities for the project, the activities allowing for that are insufficiently explained.	**<80** Although the applicant provided a budget, there was no breakdown of explanation of how this number was estimated. No revenue or potential savings are identified, nor is there a business model.	**Main suggestions:** – The applicant should better identify and explain the transformative impact of the project, both in climate and social terms. – Improve the strategies to engage with local stakeholders. – Quantify climate benefits, as well as social benefits when possible. – Provide a breakdown of the budget to clarify how the total estimate was obtained – Identify potential sources for financing, and potential revenue streams for the project. **Updates:** The initial application was rejected due to insufficient scoring. Following ICLEI feedback, a revised application was submitted in April 2024, addressing many shortcomings – particularly in relation to climate benefits and transformative impact. After a new review, **the project was accepted into the TAP portfolio in July 2024.** In October 2024, work began to secure a Global Environment Facility (GEF) grant for the Dumas Seafront Project in coordination with NIUA, implementing sustainable and Nature-based Solutions (NbS) measures under the UrbanShift Country Project. ICLEI remains in communication with the city to discuss potential support through TAP.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Pudu-cherry	India, South Asia	Transac-tion, in-vestment	**GIS-based Master Plan** The project proposes the development of a new Master Plan for the City using Geographic Information Systems	**<80** 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.	**<80** There is no cost estimation or additional information about the financial aspects of the project.	**Main suggestions:** – 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? – Explain and, if possible, quantify the climate and social benefits of the project. – Provide an estimate of the project's total cost, identify potential funding sources, and potential revenue streams for the project. The application submitted by Puducherry was largely incomplete, and the TAP team has provided recommendations and guidance to help the municipality complete the application and strengthen the project concept. The ICLEI South Asia office has maintained contact with the municipality to encourage the submission of a revised TAP application. However, in recent communications (June 2024), the Puducherry team expressed reduced interest in TAP, citing legal limitations on accessing external technical assistance and financing due to its status as a Union Territory in India.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Africa						
Koidu	Sierra Leone, Africa	Concept/ Design/ Scoping	**Strengthening Ecosystem Restoration and Sustainable Environmental Initiatives** 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.	**<80** 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.	**<80** As the project is in its early stage, it is expected that its financial and business model are not developed. 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.	**Main suggestions:** – Better explain the benefits envisaged by the project, particularly connecting them to the SDGs that were identified by the proponent. – 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. – 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. The application fell just short of obtaining the required score to be accepted into the TAP portfolio. The TAP team, in collaboration with ICLEI Africa, has reached out to the City of Koidu to share its recommendations, and is encouraging the applicant to submit an improved application. The applicant has not been responsive to ICLEI's outreach, despite several follow-up attempts throughout 2024 and 2025, and the TAP team has yet to receive an updated application. 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.

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<tr><th>Transformative impact</th><th>Financial viability</th></tr>
<tr><td>Kenema</td><td>Sierra Leone, Africa</td><td>Concept/ Design/ Scoping</td><td>Tree nursery and planting for reforestation in degraded lands and coastal areas in Sierra Leone

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.</td><td><80

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.</td><td><80

As mentioned for other applications, the fact that the project is in early stages explains the little 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.</td><td>Main suggestions:
– 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_2 would be captured by the new trees. For resilience, explain how the new trees might help reduce temperatures during heatwaves, etc.
– 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?
– Consider and list the main risks for project implementation and operation, especially the climate ones.
– Identify the main stakeholders and engagement strategies, particularly local vulnerable communities.
– Identify potential revenue sources and draft a business model.

The application still requires significant work before being accepted into TAP.

The TAP team, together with ICLEI Africa, has reached out to the City of Kenema to share recommendations and has followed up with the project team to encourage an improved submission.

However, the contact email provided in the application appears to have become inactive, which has hindered ICLEI’s ability to receive an updated version of the application.</td></tr>
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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	**Sustainable forest management through the reforestation of reserve areas and community management practices** 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.	**>80** The project shows 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 describes the benefits to local vulnerable communities, including in terms of employment opportunities. Yet, it does not explain how it will advance the SDGs and climate mitigation through the project.	**<80** The applicant does not provide any financial information about the project. There is no total cost estimate or identification of potential revenues or savings.	**Main suggestions:** – Better explain the climate impact of the project, especially in terms of mitigation. – Quantify the climate and social benefits of the project. – Consider a more holistic and cross-sector approach. – Make an estimate of the total cost of the project, and provide a draft budget breakdown. – Identify potential revenue streams and draft a business model. **Updates:** The initial application narrowly missed the score required for TAP acceptance. Following ongoing collaboration between the TAP team and ICLEI Africa, the city submitted an improved application, resulting in the project's approval into TAP in April 2024. ICLEI continues to engage with the city to enhance financial information and monitor technical assistance opportunities. 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.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
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Dakar	Senegal, Africa	Concept/ Design/ Scoping	**Eco Quartier** 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. *Investment potential: ~EUR 10 million*	**<80** The project is very ambitious, but little explanation is given on how to achieve the goals it sets. Although the resilience and adaptation risks are identified and sufficiently explained, the mitigation aspected of the project are not developed, and neither are the social benefits. There is little mention to potential benefits for gender equality nor improving the livelihoods of local vulnerable communities.	**<80** The application suggests a total cost of EUR 10 million, and it provides a simplified breakdown. The project has secured funding from the municipal and national governments, significantly increasing its financial viability. Yet, business model is still unclear.	**Main suggestions** – 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. – Describe the stakeholder engagement activities, and the participation of the stakeholders in different stages of the project – Detail activities and elements which promote gender equality and guarantee a better life for the local vulnerable communities. – Especially considering that the project suggests a PPP, identify potential revenue streams and provide a draft business model.v **Updates:** The initial submission did not achieve the score required for TAP approval. ICLEI maintained contact with the applicant to support an improved submission. A revised application was received in January 2025, showing progress in integrating gender-sensitive components, prioritizing vulnerable communities, and providing more financial details, including a budget breakdown and secured financing. Despite these improvements, the project still did not reach the required score for approval. The updated feedback has been shared with the team in Dakar for further refinement. ICLEI will continue supporting the city towards a new application. 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.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
2022						
South America						
Belem	Brazil, South America	Concept/ design/ scope	**Murutucu Environmental Park** 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. *Investment potential: ~EUR 3.7 million*	**<80** The alignment of the project with the Climate Action Plan is not clear. A holistic and multisectoral approach has not been considered.	**<80** There is no business model or a cost-benefit analysis.	**Update:** The application was rejected due to insufficient score. The ICLEI South America offices followed up with the city for the submission of an improved application, but to no avail. 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.
Mendoza	Argentina, South America	Feasibility	**Strengthening Public Tree Management in San Carlos, Mendoza** 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. *Investment potential: ~EUR 57,000*	**<80** The scope of the project is too small and the expected objectives are not estimated or quantified.	**<80** The investment potential is not too low for international and private investors, and there is no budget secured.	**Update:** Application was rejected due to insufficient score. 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 The ICLEI Argentinian and South America offices followed up with the city for the submission of an improved application, but to no avail.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
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Africa						
Kigali	Rwanda, Africa	Pre-imple-mentation	**Enhancing environmental protection through School Project Competition** 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. *Investment potential: ~EUR 47,000*	**>80** Scalable project with quantified GHG emissions reduction.	**<80** Given the small scale of the project, local and regional sources TA and funding.	**Update:** The project was introduced to the TAP portfolio; however, due to its small scale, it has yet to secure financing opportunities. TAP has collaborated with ICLEI Africa to support the project's development. The TAP team has advised the city to explore potential funding sources within the municipality. Additionally, they have recommended investigating options for scaling and bundling the project, as its high scalability could reduce marginal transaction costs and improve access to financing. Finally, the project was introduced and connected with the Lincoln Institute to explore fundraising through land-value capture. Discussions between the TAP team and the Lincoln Institute explored the best ways to provide this support. However, such assistance faced barriers due to the lack of an enabling framework in Rwanda. While further progress is still pending, the TAP team is actively working to re-engage with the city and revisit this collaboration as new opportunities arise. The latest contact was made in July 2025.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Muhanga #1	Rwanda, Africa	Feasibility	**Retrofit of Muhanga Community Centres** 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. *Investment potential: ~EUR 3.2 million*	**>80** Project aligned with national policy and cross-cutting approach. Further improvement is needed as per the rationale of the project inclusivity and ambitions	**<80** No explicit secured budget and business model were provided. More explanation is required on financial revenue as well as its financial status.	**Update:** 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. 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). However, neither application was successful.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
Muhanga #2	Rwanda, Africa	Imple-mentation	**Muhanga Reforestation Programme** 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. *Investment potential: ~EUR 3.2 million*	**<80** 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.	**<80** The project lacks any indication of financial maturity, and show its capability to mobilize or borrow external finance.	**Update:** The project was not approved into the TAP portfolio. 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. In the most recent communication with the project team in March 2024, a city official informed that the project was no longer a priority.
Musanze	Rwanda, Africa	Concept/ design/ scope	**Knowledge is the key** 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. *Investment potential: ~EUR 31,000*	*Application rejected as the concept is for soft infrastructure and submitted by a private company without any supporting letter from the subnational government.*		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.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
				Transformative impact	Financial viability	
2021						
Asia						
DKI Jakarta	Indonesia / Southeast Asia	Concept/ design/ scoping	**Establishing integrated municipal solid waste management facilities in DKI Jakarta** 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. *Investment potential: ~EUR 19.6 million*	**>80** 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. The quantification of socioeconomic benefits must be done in detail.	**<60** 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.	**Update:** 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. 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. The project has also been selected as a participant in the AdaptFin project for the provision of a tailored pilot training on adaptation finance. Following discussions with city officials in 2024, ICLEI Indonesia was informed that the project developers intended to revise the project scope. The ICLEI Indonesia team assisted in preparing a preliminary new application reflecting these changes. However, political shifts in the country have reprioritized initiatives, and a final application has not yet been submitted. ICLEI remains actively engaged with city stakeholders to determine the project's current priority and encourage a renewed TAP submission.

Name of applicant	Country and region	Stage	Project description	Screening results		Technical advisory and potential opportunities
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Africa						
Kigali	Rwanda/ Africa	Concept/ design/ scoping	**Inclusive Public Spaces for a healthy and resilient Kigali** 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. *Investment potential: ~EUR 890,000*	**>80** Project focused on increasing resilience in Kigali, considering a holistic approach to address social and environmental challenges.	**<70** 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.	**Update:** TThe Gap Fund was promoted as a potential financing opportunity, but the city did not pursue it. Given the small scale of the project, the TAP team has been exploring alternative funding options, including corporate social responsibility (CSR) funds from private companies, crowdfunding platforms, and engagement with local embassies. Through this effort, the TAP team has partnered with Sweco, an engineering consultancy company, to submit a full project proposal to the **G-STIC Climate Action Programme.** Additionally, the project was introduced and connected with the Lincoln Institute to explore fundraising through land-value capture. However, the absence of enabling regulations in Rwanda currently limits the feasibility of land-based financing options. While further progress is still pending, the TAP team is actively working to re-engage with the city and revisit this collaboration as new opportunities arise. The latest contact was made in July 2025.

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				Transformative impact	Financial viability	
Kigali #2	Rwanda/ Africa	Concept/ design/ scoping	**Resilient Food Systems** 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. *Investment potential: ~EUR 620,000*	**>80** Project focused on increasing resilience in Kigali, considering a holistic approach to address social and environmental challenges.	**<60** 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.	**Update:** The Gap Fund was promoted as a potential financing opportunity, but the city did not pursue it. Given the small scale of the project, the TAP team has been exploring alternative funding options, including corporate social responsibility (CSR) funds from private companies, crowdfunding platforms, and engagement with local embassies. The project was also presented to the Resilience Initiative Africa and the Global Alliance for the Future of Food; however, no applications have been submitted to date. Additionally, the project was introduced to the Lincoln Institute to explore fundraising through land-value capture. While further progress is still pending, the TAP team is actively working to re-engage with the city and revisit this collaboration as new opportunities arise. The latest contact was made in July 2025.

<table>
<tr><th rowspan="2">Name of applicant</th><th rowspan="2">Country and region</th><th rowspan="2">Stage</th><th rowspan="2">Project description</th><th colspan="2">Screening results</th><th rowspan="2">Technical advisory and potential opportunities</th></tr>
<tr><th>Transformative impact</th><th>Financial viability</th></tr>
<tr><td colspan="7">South America</td></tr>
<tr><td>Buenos Aires</td><td>Argentina/ South America</td><td>Pre-feasibility</td><td>Mobility plan for the future

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.

Investment potential: ~EUR 1 million</td><td>>80

The impact of the project in terms of gender equity still needs to be further detailed.

At this stage, the integration and consultation of relevant stakeholders needs to begin.</td><td><60

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.</td><td>Update:

The project "Mobility Plan for the Future" from Buenos Aires was initially pitched at the 2022 ICLEI Daring Cities Conference during the "Live Pitch Workshop: Transformative Actions Projects (TAP) in Action – Exploring Climate Infrastructure Projects." Following expert support from ICLEI within this framework, the city successfully accessed Gap Fund technical assistance through the World Bank track.

The assistance, completed in 2024, delivered policy recommendations to enhance the regulatory framework for electric mobility and grow the local e-vehicle market. It also produced a detailed e-mobility roadmap with case studies, charging infrastructure guidelines, and urban design and financing considerations.

These efforts provide a solid foundation for the Buenos Aires' government to develop and implement a robust e-mobility program, accelerating the city's transition toward sustainable urban transport.

ICLEI will continue to engage with Buenos Aires through TAP to identify potential infrastructure interventions emerging from this roadmap and support their progress toward investment readiness and implementation.</td></tr>
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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	**Urban Tree Inventory of Recife** 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. *Investment potential: ~EUR 200,000*	*Not eligible to TAP due to being a concept for soft infrastructure.*		The application was initially rejected as the concept is for soft infrastructure. 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.

Citation: This publication should be cited as: "ICLEI, 2025. Transformative Actions Program: Annual Report 2024-2025".

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About TAP: Led by ICLEI – Local Governments for Sustainability and supported by a consortium of specialized partners, the Transformative Actions Program (TAP) is a global initiative to help local and regional governments transform their concepts into solid and investment-ready projects. As part of the UrbanShift global finance offer, TAP provides its services to all GEF-6, GEF-7 and GEF-8 cities, screening the project applications, providing technical support from finance experts and connecting the cities with potential investors and project preparation facility providers.

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