

TAP

Transformative
Actions
Program

I.C.L.E.I
Local
Governments
for Sustainability



TAP: THE LOCAL CLIMATE ACTION INCUBATOR

TAP STOCKTAKING 2019

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1. SUMMARY OF RESULTS 2015-2018

1.1. Responding to demand of local and regional governments

Increasingly, local and regional governments are defining priority actions to tackle climate change and seek finance to implement these.

Responding to this need, ICLEI with its partners created the TAP in 2015. The goal was to catalyze and improve capital flows to cities, towns, and regions, and strengthen the capacity of local and regional governments to access climate finance and attract necessary investment.

At that time the TAP was conceptualized as a partnership, specifically for associations and networks of local and regional governments, but also technical partners and finance institutions - each to contribute from their specific perspective and interest.

With the COP21 hosted in Paris in 2015, the intention was to raise awareness on the need to accelerate climate action, showcasing real opportunities via a growing project pipeline, and to advocate for closing the gap between available finance and projects seeking finance.

1.2. Achievements

The objectives of the TAP 2015, showing the demand and diversity of local projects were largely achieved, namely:

- A project pipeline of 122 projects of all sizes with an estimated value of US\$9 billion (see Annex I with details)
- Submission by local and regional governments around the globe - 87 cities & regions in 41 countries - equally representing the Global South and Global North
- Visibility of these projects and initial introductions of the projects to financing institutions, facilitated by ICLEI at COP21
- Discussions with several finance institutions (Multilateral Development Banks, EU institutions, national governments, private investors)

Over the past four years, **at least 23 TAP projects have been successfully financed** (i.e. "TAPped" projects).

In addition, many projects were connected to financial institutions and partners, receiving attention at **international events** such as other climate COPs (21, 22, 23), the Resilient Cities Congresses held in Bonn (2016, 2017), and Asia Pacific (Melaka, Ho Chi Min), etc.



Image 1: TAP 2015 partnership engaging in the Cities & Regions Pavilion (TAP2015) at COP21

Several **small grants** were accessed in 2016-2018 to explore specific options, such as:

a) **Facilitating Investment in Transformative and Inclusive Urban Resilience Actions**, funded by Cities Alliance (December 2016-December 2017).

- Through this project the TAP application process was reviewed with support from ICLEI Regional Offices along with inputs and reforms proposed by The World Bank and other TAP partners such as UN-Habitat, Global Infrastructure Basel Foundation and the European Bank for Reconstruction and Development (EBRD).
- The TAP application form was revised. It was redesigned to present the most relevant project information in an easy-to-understand way. This enabled a straightforward procedure for screening and selecting TAP projects to benefit from the programs, services and tools of ICLEI and TAP partners. The updated format is better suited for presenting project proposals to TAP partners and potential funders as well as for general promotion and increased visibility of the projects through an updated online platform.
- The grant also supported the organization of meetings between 2015 R-TAP (resilient) applicants with funders and implementation partners while increasing visibility and advocacy for local inclusivity and resilience-building actions during Resilient Cities Congress (Bonn, Germany 4-6 May 2017), UNFCCC COP23 (Bonn, Germany 6-17 November 2017) and Resilient Cities Asia Pacific (Ho Chi Minh City, Vietnam 7-8 December 2017).

b) **LoCaL Matchmaker**, funded by Climate KIC, where a matchmaking service concept was developed by CDP and ICLEI World Secretariat, to connect local governments and private investors to close the finance gap and scale up city climate finance. The model was designed in consultation with stakeholders held at four events, giving cities the opportunity to pitch projects directly to interested investors.

- 10 TAP applicants were selected based on their robust concepts and covering a wide geographical focus. They were invited to join face-to-face meetings with investors to explore direct finance opportunities and/or improve capacities in pitching a project business plan
 - Belo Horizonte, Recife, the State of Minas Gerais (Brazil), Medellin (Colombia), Santa Monica (USA), Santa Rosa (Philippines), Ulaanbaatar (Mongolia), Turku (Finland), Balikpapan (Indonesia), Rajkot (India).
- All TAP applicants received feedback on improving their projects to an investor audience.
- Project synergies were formed between Santa Monica (USA) and the University of British Columbia (UBC), which was also involved in the LoCaL Green Bonds for Cities project (see below).
- Furthermore, ICLEI connected the Development Bank of Latin America (CAF) and Inter-American Development Bank (IDB) to Recife (Brazil); the World Bank to Ulaanbaatar (Mongolia) and Santa Rosa (Philippines); McKinsey to ICLEI South Asia Secretariat regarding Rajkot (India).

c) **Result-Based Finance (RBF) for Cities project**, financed by Climate-KIC under their Low Carbon City Lab flagship initiative, a customized RBF scheme was developed to allow cities to attract financing for their climate actions based on development benefits and reduction in GHG emissions, where funders would be able to see the clear impact of their funding. The first step was to evolve the Gold Standard Sustainable Cities Framework into a results based financing certification standard for city-level actions.

- This methodology was applied and tested with transport/waste projects in Rajkot, resulting in a peer-reviewed journal article. Rajkot attracted financing for procuring e-buses and established cycling lanes along the Bus Rapid Transit (BRT) system.

- d) **LoCaL Green Bonds for Cities project**
- Mexico City has been supported in the issuance of green bonds.
 - Rajkot is currently still in the process of evaluating the feasibility of a green bond.
 - In the meantime a Global Green Bond Initiative has been established.
- e) **Climate and Clean Air Coalition (CCAC) – Health Initiative** on projects addressing air quality and reduction of short-lived climate pollutants (SLCPs) in key sectors such as transport, waste, and buildings.
- One TAP project on waste management was developed in 2018 with a district in Accra, Ghana, for submission to the 2019 TAP call.
- f) **Megacities Alliance on Water and Climate Change**, addressing climate change mitigation and adaptation, and the impact on water.
- No progress made to date
- g) **District Energy in Cities (DES)**, working with UNEP and partners on exploring modern district energy systems using sustainable energy solutions.
- Through the Urban-LEDS II project funded by the European Union, Thane (India) is exploring funds to conduct a feasibility study on district energy.
- h) **Cities Climate Finance Leadership Alliance (CCFLA)**
- Established Project Preparation Facility (PPF) working group, and explored offers and support.
 - FELICITY¹ selected one project in Mexico City to provide capacity building to develop bankable projects.
 - Several useful publications released.
- i) **Global Covenant of Mayors for Climate & Energy (GCoM) Finance Technical Working Group**
- C40 and ICLEI co-chair this TWG.
 - Exploration of approaches to address systems change, including the definition of a vertically integrated NDC implementation and investment plan (being developed by a development bank).
 - The definition of an investor-friendly climate action plan (under development with the EBRD).
 - Advocacy calls for enhanced approaches in all regions, etc. on multilevel governance and integrated NDC implementation and investment plans
- j) **100 Solutions Project Campaign of R20 - Regions of Climate Action**
- selected several TAP projects and a large number of other African projects on energy, waste, and energy efficiency which were mobilized by the ICLEI World Secretariat and ICLEI Africa Secretariat.
 - Selected projects were financed by the Leonardo DiCaprio Foundation, receiving technical and financial support.
- k) **FMDV-Climate KIC-MAVA Foundation workshop**
- at the end of 2018 a 3-day workshop was organized for western African local governments to lead to resilient urban infrastructures projects. The goal was to analyze the projects and coach the project leaders to develop the appropriate financial strategy to be able to reach bankability.
 - Yaoundé 4 (part of the Covenant of Mayors in Sub-Saharan Africa) was among the selected projects.

1. FELICITY is a joint initiative of the European Investment Bank (EIB) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). It is funded by the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

1.3 Challenges and lessons learned

Finance did not flow as anticipated, despite numerous discussions. This is largely attributed to the fact that the individual projects were not yet ready for investment. There was a clear need for project preparation support and grant funding to provide this. At that time no funder stepped forward to address this specific challenge, although groundwork was laid for the future financing of the TAP and its pipeline.

Nonetheless, in addition to achieving several objectives set for 2015, further positive outcomes were achieved including continued dialogue with financing institutions, resulting in an **improved understanding of differences in terminology (e.g. project size, stage of project development) and the approaches** needed for deal making.

2. PROGRESS MADE IN 2018/2019

2.1. Revised TAP approach

NEW ELIGIBILITY CRITERIA

Based on lessons learned from 2015 onwards, ICLEI revisited the TAP concept. The TAP retains its main goals of enabling and supporting local and regional governments to access climate finance, but now with a specific focus on project preparation support to develop more robust and bankable infrastructure projects.

- Soft measures are excluded, as grants are (partly) available for these measures.
- Action plans are also excluded, as funders are not (yet) interested in financing whole plans or even clusters of sectoral projects (such as mobility plans).

NEW FORMS

ICLEI redesigned the TAP application form and developed a scoring system, harmonized with partners such as the C40 City Finance Facility (CFF) and the European Investment Bank (EIB)/GCoM's Global Climate City Challenge (GCCC).

NEW ROLES

ICLEI's support is now defined as:

- Annual call released by the ICLEI World Secretariat
- TAP partners, ICLEI Regional and Country Offices continue to mobilize projects when the TAP call is released (planned as an annual call from 2018 onwards), also with the support of TAP partners.
- The ICLEI World Secretariat deals with project-screening, ensuring that the projects are submitted by local/regional governments or their partners, and that the projects address climate change (mitigation and/or adaptation), also fulfilling all criteria of being "transformative" (see Annex V Definition of Transformative). ICLEI uses a rigorous evaluation of:
 - Climate change adaptation/resilience and mitigation aspects of the project, as well as indicators from the triple bottom line as transformative components.
 - The ICLEI World Secretariat also evaluates the vertical integration potential of the project by verifying its inclusion and/or alignment with the city's/region's climate change and/or sustainable development plans, and its relevancy to the Nationally Determined Contribution/National Adaptation Plan/National SDG Framework, etc. Experts check the consistency of the project and its proposed activities with approved national/subnational sector plans and strategies.
- Once a project is approved, it obtains the TAP Seal of Approval and is formally included in the TAP pipeline, showing that the concept is reasonably robust (not yet from a financial perspective, but that it is a transformative project).
- With this TAP seal, the project owner may access available services offered by the TAP partners and financial institutions, as well as other platforms and PPFs cooperating with ICLEI and the TAP.
- Project applications not meeting the requirements receive feedback and recommendations for further improvement. They may resubmit, and based on qualitative improvement, will be added to the project pipeline.

STEP 1: APPLY TO THE TAP

- Project screening - basic quality assurance
- Evaluation of completeness
- Evaluation of transformative approach



Outcomes

- Well defined transformative action
- Project improvement feedback

STEP 2: GAIN TAP APPROVAL

- Receive the TAP seal of approval from the ICLEI World Secretariat to access TAP services



Outcomes

- TAP projects gain access to selected services

STEP 3: ACCESS SERVICES

Access implementation and finance support

- TAP projects bearing the TAP seal can be selected for capacity building and technical assistance. They also gain access to potential investors, PPFs and financial service providers.

TAP Advocacy for climate finance

- TAP projects are highlighted in global advocacy work that paves the way for evolving global climate finance.



NEW CALL

In September the 2nd TAP call was announced at the Global Climate Action Summit (GCAS) in San Francisco, USA, embracing this new approach (see more details on the applications received in Annex II - The 2018 TAP applications). The next, 3rd call is to be announced at the UNSG Summit September 2019.

NEW PARTNERSHIP

The partnership is open to those organizations and institutions with a clear offer of support and engagement. They must commit to the TAP objectives and define how they contribute with a detailed proposal to ICLEI. The ICLEI World Secretariat maintains and develops the partnership. This includes technical support agencies, city and subnational networks/associations, public and private finance institutions, research and other non-governmental organizations, UN agencies, philanthropic foundations, and initiatives tackling climate change. These partners contribute to the value chain, supporting each step of the project development cycle.

TAP partners as of **September 2019** are:

1. bettervest,
2. C40 Cities Climate Leadership Group (C40),
3. Cities Alliance,
4. Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) / Covenant of Mayors in Sub Saharan Africa (CoM SSA) component III
5. Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) / FELICITY
6. European Investment Bank (EIB),
7. Global 100% RE Platform,
8. Global Fund for Cities Development (FMDV),
9. Global Infrastructure Basel (GIB) Foundation,
10. R20 - Regions of Climate Action (R20),
11. Sustainable Infrastructure Foundation (SIF),
12. UN Capital Development Fund (UNCDF),
13. United Nations Human Settlements Programme (UN-Habitat)

2.2. TAP pipeline status in 2019

As of September 2019, after the screening of 51 TAP projects (May-September 2019), the TAP pipeline has 45 projects with an identified investment need of approx. 2.3 billion Euro submitted by 36 local and subnational governments from 13 countries. (see Annex IV – Current TAP project pipeline)

The pipeline includes new applications from the 2018 intake, as well as the hard infrastructure projects from 2015 that are still seeking finance.

TAP projects span 4 regions: Africa, Latin America and the Caribbean, Europe and Asia.

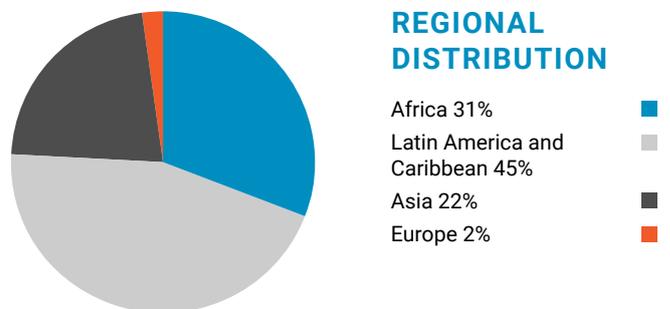


Figure 1 Regional distribution of TAP projects

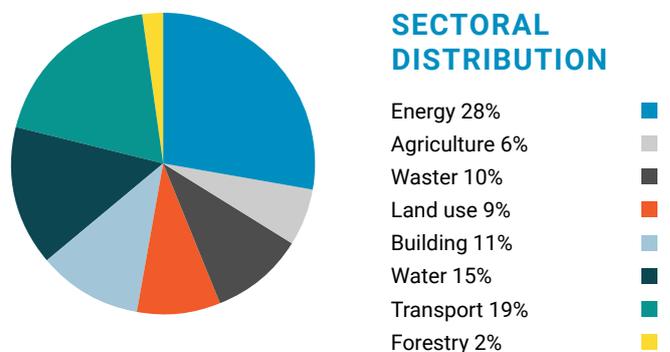


Figure 2 Sectoral distribution of TAP projects

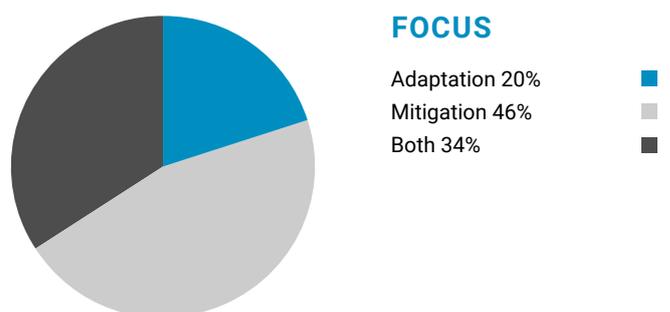
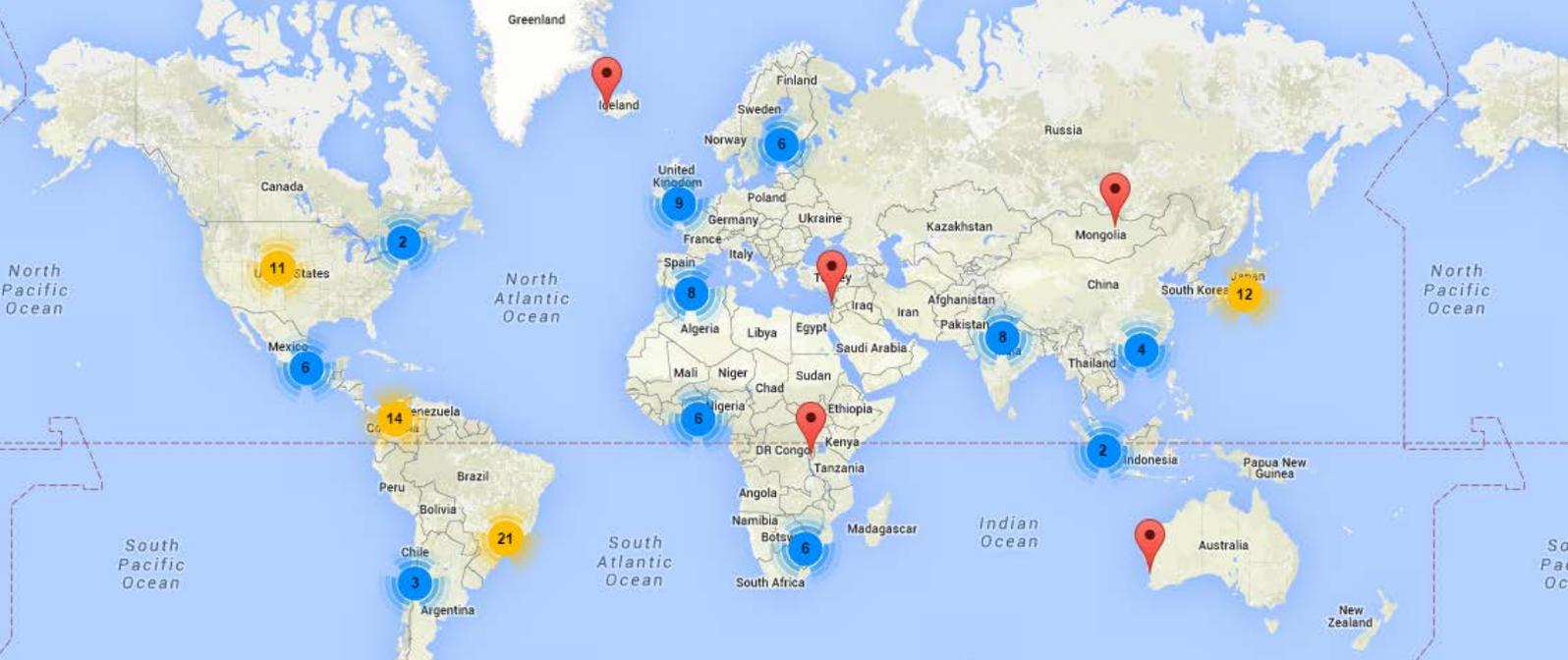


Figure 3 Focus of TAP projects

2.3. Ongoing activities

- ICLEI still seeks funding to manage the TAP and the ongoing partnership, to deal with the annual TAP call for applications, project mobilization, project screening and related communication activities – www.tap-potential.org.
- ICLEI as founding partner of the Cities Climate Finance Leadership Alliance (CCFLA) and the Global Covenant of Mayors for Climate & Energy (GCoM), also co-chairing the GCoM.
- Finance technical working group, promotes and includes TAP in strategic documents and knowledge products seeking synergies with other initiatives.
- 15 TAP projects have been submitted to the EIB GCCC call (<https://www.eib.org/en/projects/sectors/urban-development/city-call-for-proposal/index.htm>), out of which 8 were longlisted, meaning they are among the first 20 projects. A shortlist of the 6 projects to receive technical assistance will be announced at COP25 in December 2019.
- The Urban-LEDS II project actively supports the development of TAP projects in cities in 8 countries.
- The 100% Renewable Energy Project, funded by the German IKI program, has started and will support the development of RE projects in Argentina, Kenya and Indonesia.
- During the Finance Forum Day at Resilient Cities Conference, 27 June 2019 Bonn, Germany; at the TAP marketplace, 5 TAP projects and 5 new projects that committed to submit TAP applications in 2019 were connected with potential investors/financial institutions (<https://resilientcities2019.iclei.org/program/>).
- After closing the screening of the project screening in September 2019, only projects scoring above 60% will get the TAP Seal and stay in the pipeline.
- The next TAP call is to be launched at UN SG Summit, 23-26 September.
- Continuously looking for new (technical and financial) partnerships to be able to serve the projects through the whole project development cycle.



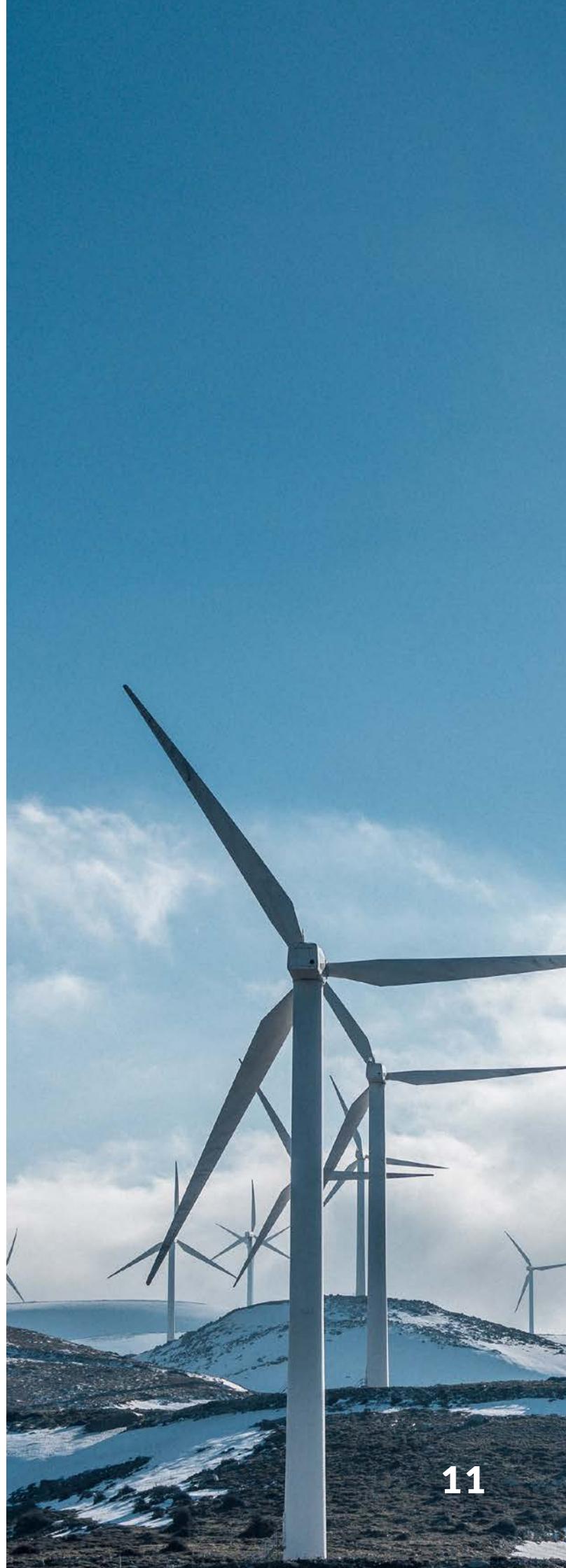


ANNEX I: 2015 TAP PROJECT PIPELINE IN NUMBERS

- Number of applications received:
 - 122 (124 -2 double entries) from 87 cities & regions in 41 countries
 - More than 65% from Global South (developing countries)
- Priority focus:
 - 58% climate change mitigation
 - 42% climate change adaptation
- Type of actions:
 - 64% infrastructure actions
 - 34% soft measures (incl. capacity building, awareness raising, develop action plan)
- Majority of sectors/main focus:
 - Energy (energy efficiency and renewable energy)
 - Action Plan seeking finance
 - Transport
 - Urban planning
 - Waste management
- Ownership:
 - 80% stated as local government owned/managed project
 - 91% involved the development of a Public-Private Partnership (PPP)
- Development status:
 - 51% had prepared financial/technical feasibility reports
 - 30% had prepared environment assessment reports
- Secured finance indicated:
 - 16% received finance from private sector
 - 24% received finance from the local government's own budget
 - 16% received finance from the national government's budget
 - 14% annual savings
 - 0% indicating a cost recovery mechanism

ANNEX II: 2018 TAP APPLICATIONS

- Number of applications received: 27 applications from 26 local and subnational governments from 8 countries
- The total budget: €475,041,395.
- Regional distribution:
 - 48% Africa
 - 48% Latin America and Caribbean
 - 4% South-East Asia
- Budgetary distribution:
 - 54% Latin America and Caribbean
 - 42% Africa
 - 4% South-East Asia
- Sectoral distribution:
 - Energy 20%
 - Water 16%
 - Waste 13%
 - Building 12%
 - Land use 11%
 - Forestry 10%
 - Transport 9%
 - Agriculture 8%
 - Fishery 1%
- Priority focus:
 - 70% both
 - 26% mitigation
 - 4% adaptation



ANNEX III: TAPPED PROJECTS AS OF SEPTEMBER 2019

Name of applicant	Country	Region	Project Title	Short description
State of North Rhine-Westphalia	Germany	Europe	KlimaExpo.NRW	The North-Rhine Westphalia region was the first German state to set binding targets through a climate protection law. In addition, in order to support Germany's Energiewende (transformation of the energy system), the state government established the KlimaExpo. NRW. The annual exhibition is both a showcase of and a laboratory for new ideas for the state. The initiatives focus on mitigation of and adaptation to climate change, along with sustainable development more generally. The exhibition brings together key stakeholders from within the state and beyond, and helps the state work towards its emissions reduction targets.
Turku	Finland	Europe	Carbon-neutral urban energy system (part of Carbon-Neutral Turku Roadmap)	Turku has set a goal of becoming carbon-neutral by 2040. The most important element of achieving this goal is the reduction of emissions from the energy system, which is responsible for two thirds of greenhouse gas emissions in Turku. The city is pursuing a number of projects, including the expansion of biogas production, improvement of energy efficiency in buildings, and the construction of a multi-fuel combined heat and power plant.
Dakar	Senegal	Africa	Plan Climat Energie Territorial (Climate Plan)	To demonstrate that local governments are fully prepared to mitigate and adapt as a city, Dakar has developed a Climate Air Energy Plan. Aims include improving energy access and consumption, promoting a diversified urban mobility, preparing Dakar for the effects of climate change, and mobilizing economic actors around energy and climate issues.
Mongu	Zambia	Africa	Integrated Solid Waste Management	Mongu is following up on this with an integrated solid waste management plan, with the aim of producing a greener, cleaner, and healthier city. Specific outputs include a well-engineered landfill, biogas digesters, secondary waste collections, improved sanitation facilities at bus stations and markets, and the establishment of a waste management unit. In tandem with this program, Mongu planted trees on the sides of streets to capture emissions, improve the city for residents, and raise awareness of the potential for climate action.
Tshwane	South Africa	Africa	Food and energy Agropolitan City	The Tshwane Food and Energy Center (TF&EC) contributes to the city's food security through livestock production and its energy security through the establishment of a solar power plant, and reuse of organic waste from livestock for the production of renewable energy (biogas). The concept relies on the establishment of a central 'demonstration' farm that serves as both an active farm for livestock production and a business support hub to deliver agricultural extension services. Small scale farmers are thus connected and provided with integrated solutions for food and energy production.
Guangzhou	China	East Asia	Guangzhou Award for Urban Innovation	As the third largest city in China and a major export hub, Guangzhou is taking responsibility for lowering emissions and adapting to climate change. Guangzhou has partnered with UCLG and Metropolis to develop a global knowledge platform dedicated to innovative approaches to sustainable urban development and climate action at subnational levels. The project includes: a biennial global award to recognize outstanding initiatives in sustainable urban development; an online searchable database; the development of policy briefs and case studies; conferences, seminars and master courses; structured study tours; and city-to-city cooperation at the international level.

Name of applicant	Country	Region	Project Title	Short description
Kaohsiung #1	Chinese Taipei	East Asia	EcoMobility World Festival 2017	Around 80% of Chinese Taipei's citizens use private cars or scooters in daily life, generating air and noise pollution, traffic jams, and accidents. Kaohsiung hosting the EcoMobility World Festival 2017, created a car-free zone to demonstrate to citizens and visitors how car dependency can be relieved. A travel center was constructed to manage the flow, and shuttle bus services were provided. In collaboration with residents, a variety of car-free day activities were conducted. Kaohsiung is already a leader in sustainable transport with a rental bike system, 750 kilometers of cycle paths, and multiple public transport systems.
Kaohsiung #2	Chinese Taipei	East Asia	Pioneer Project of Adaptive BiodiverCity (PPABC) in Kaohsiung City	Kaohsiung's biodiversity is threatened by habitat loss, invasive species, overfishing, and climate change. The city has united various governmental departments to address the problem in a holistic fashion, while prioritizing citizen education. The Environmental Protection Bureau has signed an agreement with seven local NGOs to train communities in conducting ecological surveys. It has also promoted a mobile phone app – "Colorful Melody – Metropolitan Biodiversity Map" – that allows citizens to independently conduct ecological observations and upload voice recordings to a central database. Through this effort, the city not only receives valuable biodiversity data but establishes the foundation for building an ecologically-conscious community.
Kaohsiung #3	Chinese Taipei	East Asia	Kaohsiung and Pingtung: Total Amount of Air Pollutant Control Plan	Kaohsiung is a center for heavy industry. Prior to 2015, regulations were inadequate for regulating emissions from factories. In June 2015, the Kaohsiung Environmental Protection Administration therefore launched the Kaohsiung-Pingtung Air Pollution Cap Management Program. This program uses an emissions certificate system to reduce annual emissions of non-methane-hydrocarbon pollutants, targeting predominantly private corporations. Factories must acquire approval of their emissions baselines, which is derived from performance over the previous seven years. The program aims to reduce emissions by 5% in the first three years following its launch.
Pingtung	Chinese Taipei	East Asia	Building solar power and energy storage units in wetland areas	As Pingtung's population has aged, the agricultural workforce has decreased, making Pingtung one of the poorest cities in Chinese Taipei. In addition, frequent floods and storms (exacerbated by climate change) damage crops and property. Pingtung County is confronting these issues with the "Agri-solar Panels Project". The panels provide a distributed energy system for the farms, contributing to independence from fossil fuels. The project also focuses on planting high added-value crops such as coffee beans and Chinese herbs under the solar panels, profiting from the shade. The solar panels are specifically designed to resist storms and typhoons, also increasing the resilience of the farms. The project has been concluded and results have been measured and reported. It has 78kW solar power, 9.8kW wind power, and a 159kW energy storage system. Smart meters, a hydrogen energy storage system, and a smart energy management system were also installed. The Environmental Education Facility And Field design incorporates public art, stilt houses, and eco-ponds, conserving the ecosystem and adding recreational value.
Taichung	Chinese Taipei	East Asia	City Food Forest	To increase food security and contribute to the greening of the city, Taichung is building a "food forest" in the urban area. The city government will select suitable public land for citizens to farm fruits and vegetables, and will conduct workshops to teach communities how to engage. The harvested produce will help increase the food security of the communities, while the greening of the city land will help to reduce air pollution and mitigate the urban heat island effect. In addition, the project will raise awareness of the potential of sustainability projects among citizens. This project is ongoing and scaling up.

Name of applicant	Country	Region	Project Title	Short description
Tokyo	Japan	East Asia	Tokyo Cap-and-Trade Program	In 2006, Tokyo set a greenhouse gas emissions reduction target of 25% below 2000 levels by 2020. As the industrial and commercial sectors account for approximately 50% of emissions, Tokyo launched the world's first Cap and Trade Program in 2010 to reduce CO2 emissions and/or energy consumption from urban buildings. This requires all large facilities in Tokyo to reduce their CO2 emissions by 6–8% from their own base year. The second phase, which began in 2014 requires covered facilities to pursue even more aggressive targets (15–17% reductions) based on the successful results of the first compliance period.
Kyoto	Japan	East Asia	Do You Kyoto?	To engage citizens in its drive for sustainability, Kyoto has developed the “DO YOU KYOTO?” project, asking “Are you doing something for the environment?” A range of initiatives have developed in response to the city’s question. The Children Eco-lifestyle Challenge, nurturing children to think critically about their environmental footprint, is being implemented at all elementary schools (168 as of 2014) in the region. The city itself has developed initiatives including “No Car Day,” “Lights Down,” and “Kyoto Light Dinner”, promoting public transport and energy efficiency. Together, these activities help to keep the environment at the forefront of citizens’ minds, and ultimately change their lifestyles.
Yokohama	Japan	East Asia	City-to-City Program for Low Carbon and Smart Asia (C-to-C Program)	Through the project “Y-PORT Center City-to-City Program for Low Carbon and Smart Asia”, Yokohama aims to promote sustainable development assistance for a wide range of emerging cities in Asia. The first partnership will be with the City of Da Nang, strengthening the collaborative relationship that Yokohama has already established with Da Nang. Through the program, Yokohama will conduct activities not only through bilateral cooperation between cities, but also through a multi-stakeholder network between cities, private companies, and citizens. The initiative, the first of its kind, combines domestic experience with lessons from ongoing sustainability collaborations with other Asian cities.
Seoul	Korea, South	East Asia	One Less Nuclear Power Plant	Seoul’s “One Less Nuclear Power Plant” initiative was implemented in order to respond to the potential crisis caused by the continually rising demand for electricity. The project generated rapid reductions in electricity, gas, and oil consumption, and Seoul was able to achieve its goal of saving two million TOE. In the second phase, Seoul is carrying out 88 projects to achieve energy self-sufficiency and to promote sharing and participation. The city is pursuing four major policy goals: <ul style="list-style-type: none"> • to become a decentralized energy generating city • to establish an efficient and low energy social structure • to create jobs through innovation • to establish energy-sharing communities
Suwon	Korea, South	East Asia	NanumHatbit Plant (Caring RE) * Nanum (in Korean means caring or sharing), Hatbit (in Korean indicates solar energy)	To help with energy security and greenhouse gas emissions reductions, Suwon is constructing solar power plants in partnership with civil society. The city plans to construct 20 plants, and has already constructed three. Awareness campaigns will help to engage citizens. The plants are expected to produce 2,410MWh per year, reduce CO2 emissions by 1,000 tons, replace 500TOE of fossil fuels, and to create KRW 15,000 million of total net profit in the project period. The projected profits will be used to benefit the urban poor, the elderly, and the unemployed, increasing social cohesion.

Name of applicant	Country	Region	Project Title	Short description
Marin Clean Energy	United States	North America	CCA Expansion	The majority of electricity customers in California do not have a choice of electricity service providers. Most are served by investor-owned monopoly utilities. However, in 2010 Marin Clean Energy (MCE) began providing customers in Marin County with another choice through a model called “community choice aggregation” (CCA). The CCA model puts decision making regarding the procurement of electricity in the hands of local government through a Joint Powers Authority (JPA) comprised of an elected official from each member city, town, or county. By reducing the carbon content of the electricity used by customers across all sectors, MCE is able to create significant greenhouse gas reductions for its member jurisdictions.
Santa Monica	United States	North America	Big Blue Bus Electrification	Santa Monica’s Big Blue Bus (BBB) provides transit services to 20 million riders annually throughout the Los Angeles metro region. A service of the City of Santa Monica, BBB runs a fleet of 201 vehicles. Currently the fleet is operating on 100% compressed natural gas, which is sourced from landfill-generated methane. In 2017, BBB will initiate a pilot replacement process to transition its fleet to operate 100% on electricity. This will help improve air quality and reduce greenhouse gas emissions, contributing to the city’s goal of reducing greenhouse gas emissions from municipal operations by 30% by the year 2020.
San Francisco	United States	North America	Managing Organic Material for Climate Change	The City and County of San Francisco administers one of the most successful urban organic management programs worldwide as part of its Zero Waste goal. This involves the collection of food scraps and green waste from all commercial, residential, and government buildings within its geographical jurisdiction. New research from the Marin Carbon Project conducted by Silver Labs of University of California at Berkeley, demonstrated that a one-time application of compost arrested soil carbon loss in grazed rangelands and catalyzed ongoing annual photosynthetic capture and sequestration of atmospheric CO2 in the form of durable soil carbon. In addition to carbon sequestration, compost application increased water holding capacity, forage production, and nutritional content of forage. Preliminary estimates provided by MCP’s science team show that a one-time application of compost over 5% of California’s rangelands would create a carbon sink equal to the total annual emissions from energy use in the commercial and residential sectors statewide. With the partnership of Environmental Defense Fund and Terra Global Capital, the compost application to grazed rangelands process has been developed into an American Carbon Registry approved carbon credit protocol. This protocol has also been adopted by the Association of Regional Air Quality Managements Districts for GHG mitigation purposes pertaining to the California Environmental Quality Act (CEQA). The long term production of compost and application in agricultural setting will work to 1) enhance agricultural resilience 2) create a significant carbon sink and 3) avoid GHG emissions of methane and nitrous oxide through the diversion of organics from landfills and the replacement of synthetic petrochemical fertilizers.
Joondalup	Australia	Oceania	City of Joondalup Climate Change Strategy 2014 - 2019	The City of Joondalup Climate Change Strategy 2014–2019 covers six key areas for mitigation and adaptation: infrastructure and assets, parks and reserves, land use planning and development, natural environment, corporate responsibility and good governance, and community wellbeing. In developing its strategy, the city conducted a review of its energy use and emissions profile and assessed the risks posed to the city from climate change. Annual reporting will ensure both transparency and accountability to the community in the delivery of outcomes. In total, 43 initiatives relating to the focus areas will be implemented over the life of the strategy.

Name of applicant	Country	Region	Project Title	Short description
Port Vila	Vanuatu	Oceania	Strategic Planning Framework	<p>The Strategic Planning Framework will guide development for Port Vila over the next 20 years. This framework comprises of a strategic plan for the Island of Efate and a Zoning and Development Control Document for Port Vila Physical Planning Area that will address matters related to zoning of land, land use and development, the protection of valuable features, and the provision of infrastructure.</p> <p>The strategic Plan and Zoning and Development Control Plan will be the key documents for guiding and shaping the future development pattern of both Port Vila City and Efate Island respectively. The strategic plan will provide future orientated direction to development within the island of Efate over the next 20 years. The new Zoning and Development Control document will be a strong legislative tool for guiding all new development and urban renewal in the physical planning area of Port Vila, including retail and commercial, and for ensuring that adequate infrastructure is in place to support new development and redevelopment.</p>
Palmas	Brazil	Latin America and Caribbean	Palmas Solar	The local government seeks to promote development with solar energy by studying the creation of a state company destined to generate, incentivize, and sell solar energy in the city and nearby.
Saltillo	Mexico	Latin America and Caribbean	Energy Efficient Municipal Public Lighting	Implement best practices in public lighting, transiting energy efficiency, through the replacement of inefficient municipal lighting systems.

ANNEX IV: CURRENT TAP PROJECT PIPELINE (SEPTEMBER 2019)

Nr.	Name of applicant	Project Title	Country	Region	Project Description
1	Ebolowa	Projet d'intensification de l'éclairage public de la ville d'Ebolowa en Energie solaire Public lightning project using solar energy	Cameroon	Africa	The project aims to install renewable energy-powered street lighting. It is a first of its kind project in southern Cameroon. This will bring continuous and sustainable lighting to residents while limiting energy consumption.
2	Ebolowa #2	Project for the rehabilitation and extension of gravitational water supply systems in the outlying neighborhoods of Ebolowa	Cameroon	Africa	The specific objectives of the project are: <ul style="list-style-type: none"> • Reinforce the catchment and supply structures in order to make water available permanently and/or sustainably in the villages concerned • Expand distribution networks for comprehensive coverage of Abang and Mekalat Biyeng villages • Set up management committees to ensure the smooth functioning and sustainability of the works carried out
3	Commune d'Arrondissement de Yaoundé 4	Projet de Construction d'un Méthaniseur Industriel et de Restructuration de l'Unité de Production des Pavés à Partir des Déchets Plastique en une Usine de Transformation des Déchets en Gaz de Synthèse et en Produits Recyclés Project of Construction of an Industrial Methanizer and Tranformation of Plastic Waste into Synthetic Gas and Recycled Products	Cameroon	Africa	The specific objectives are: <ul style="list-style-type: none"> • Build an industrial methanizer • Transform the plastic waste recovery unit into a facility for recycled materials • Produce renewable energy at the local level while putting in place a decentralized energy supply system
4	Quelimane	Quelimane Social Housing (QSH)	Mozambique	Africa	This project started as a Resilient House construction model through funding from the CCAP (Coastal City Adaptation Project), which built 12 houses with the aim of transferring adaptation knowledge to the local artisans.
5	Ekurhuleni	Ekurhuleni Community Driven Urban Agriculture	South Africa	Africa	The project aims at restructuring existing infrastructure to accommodate and harness extreme rainfall events. The rainfall will be channeled and stored to be utilized during dry periods.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
6	Mogale City - Krugersdorp	Climate Resilient Eco-Park to be known as Coronation Park	South Africa	Africa	The main objective of this project is to develop a resilient green office park facility (green-house nursery and office block) that incorporates the natural environment and environmentally friendly engineering systems. The benefits of the project will address climate change impacts as it acts as the green lungs of the city using indigenous plants, generate clean energy through a solar powered system, and conserve water and the ecosystem at large. By implementing adaptation initiatives, this project will address air pollution, flooding, and drought, while also creating climate change resiliency within the city.
7	Harding, Umuziwabantu Municipality	We Are Green Harding Smart Housing	South Africa	Africa	The We Are Green Harding Smart Housing Project aims to build 324 medium income houses which through design and other characteristics will promote climate friendly houses.
8	Cape Town	Climate Change Adaptation through restoration of ecological resilience and biodiversity in the Cape Floristic Region Global Biodiversity Hotspot	South Africa	Africa	This project forms part of the City's approach to implement its Local Biodiversity Strategy and Action Plan (LBSAP).
9	Overberg District	Sustainable Solid Waste Management contributing to Low Emission Targets	South Africa	Africa	The project will give effect to the Overberg District Municipality's Integrated Waste Management Plan through the development of strategic waste management infrastructure, and creates sustainable solutions that will change how communities manage their solid waste as a resource. The waste infrastructure to be developed includes: Material Sorting Facilities, Transfer Stations, Compost Facilities and the rehabilitation of old landfill sites in the municipal areas of Cape Agulhas and Swellendam.
10	Nelson Mandela Bay/ Port Elisabeth	Innovative electrification	South Africa	Africa	The project aims to provide sustainable, safe energy to informal houses that are erected in undeclared sites.
11	City of uMhlathuze	Waste to Energy Plant	South Africa	Africa	The project includes a strategy for waste management, energy efficient lightning, and energy efficient devices installation in the stations.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
12	KwaDukuza	Greening KwaDukuza Municipal Buildings	South Africa	Africa	<p>The project targets to reduce the current consumption by minimum of 20% of the total resource consumption in the municipality by the year 2030. To this end, the municipality planned an implementation technique which includes:</p> <ul style="list-style-type: none"> • installation of energy efficient lighting; • installation of Photovoltaic panels; • installation of smart-metering • purchasing energy efficient airconditioners; • purchasing water harvesting tanks with a U-V filtering process to ensure that the water is clean; • introducing a three bin system (recycling); • an education and culture strategy associated with the project.
13	Cotonou	Amenagement du Poumon vert de Cotonou Development of Cotonou`s Green Lung	Benin	Africa	The overall objective of the project is to develop a large urban park of 83 hectares with sanitation needs, green space, ecotourism and entertainment in the city of Cotonou.
14	Groupeement Intercommunal des Collines (GIC)	Programme intercommunal d'adaptation des communautés vulnérables du département des Collines aux changements climatiques (PIAC-CC) Collaborative Adaptation Program for the hill area communities vulnerable to climate change	Benin	Africa	The projects overall objective is contributing to develop and implement adoption measures with a focus on water resources management, agriculture, food security, and rural development.
15	Pingtung	Project of Utilizing Severe Land Subsidence Areas by PV Generation	Chinese Taipei	East Asia	The goal is to screen severe land subsidence areas in Pingtung county and to increase the installed capacity of renewable energy (mainly solar power) to be equal to the electricity consumption of residential and commercial sectors in the county.
16	Ulaanbaatar	Thermo-technical rehabilitation of precast panel buildings in Ulaanbaatar City	Mongolia	East Asia	The project aims to reduce emissions from the residential sector in Ulaanbaatar by decreasing heat energy needs for pre-cast panel buildings. As heating needs are mainly met by fossil fuels in the form of raw coal, inefficiency of heating solutions causes urban air pollution.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
17	Mexico City	EE & RE in Hospitals	Mexico	Latin America and Caribbean	The proposal is to undertake a program of access to commercial fuels, energy efficiency, and renewable energy. This proposal will improve the health of women and children, reduce emissions of greenhouse gases, and avoid the devastation of ecosystems, contribute to reducing the vulnerability of communities, and the promote the conservation of ecosystems.
18	Puebla	H. Ayuntamiento sustentable H. Sustainable City Council	Mexico	Latin America and Caribbean	The project goal is to achieve a sustainable municipal government in Puebla by increasing the solar energy provided for municipal government offices by 90.1 Kw each year.
19	Puebla #2	Planta móvil para tratamiento de aguas residuales, con capacidad de 25m ³ /día Wastewater treatment plant with a capacity of 25m ³ / day	Mexico	Latin America and Caribbean	Wastewater treatment and gain drinking water which complies with the MEXICAN OFFICIAL STANDARD NOM-127-SSA1-1994
20	Puebla #3	Propuesta para una planta MoMo para tratamiento de aguas de proceso, del rastro municipal a con capacidad de 2 litros / seg Proposal for a MoMo plant for processing water treatment with a capacity of 2 liters / sec	Mexico	Latin America and Caribbean	Wastewater treatment and gain drinking water which complies with the MEXICAN OFFICIAL STANDARD NOM-127-SSA1-1994
21	Toluca	Non-Motorized Mobility Plan of the Toluca Center: pedestrianization of Nicolás Bravo street, Rivapalacio street and the extension of the cycle path in Miguel Hidalgo street	Mexico	Latin America and Caribbean	To improve the infrastructure for non-motorized mobility in the central zone of Toluca, with recuperation of public space and restructuring of the public transport in the zone in order to decrease the motorized trips in the area, and increase bicycle and walking trips.
22	Saltillo	Incorporation of a water flow for the city of Saltillo Coahuila Incorporación de Caudal para la Ciudad de Saltillo Coahuila	Mexico	Latin America and Caribbean	The project aims to have a new potable water catchment area composed of sixteen wells, capable of providing an average of 850 L/s, which will increase the availability of drinking water for the City of Saltillo. The incorporation of this new water flow will allow reducing or limiting the extraction in other catchment areas currently subject to greater water stress.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
23	Saltillo #2	Sectorización y Regulación de Presiones Zona Centro Saltillo Sectorization and Regulation of Pressures in the Central Zone of Saltillo	Mexico	Latin America and Caribbean	The project aims to construct hydraulic sectors in the Central Zone of the City of Saltillo Coahuila. The sectorization of drinking water supply networks is one of the most effective tools for improving the efficiency of these systems. This consists of defining subnetworks in which the flow of water is controlled, in a way that facilitates the detection, diagnosis, and resolution of various problems (leakage, fraud, lack of supply, etc.). This would allow a proactive management of the network as well as a substantial reduction of water losses that may arise.
24	Saltillo #3	Los Ángeles. Incorporación de 3 Pozos Profundos Incorporation of 3 Deep Wells	Mexico	Latin America and Caribbean	The project intends to put into service a new drinking water catchment area. This system would be composed of three wells capable of providing an average of 100 L/s, which will increase the availability of potable water for the City of Saltillo, as well as balance the extraction of the aquifers currently in operation.
25	Saltillo #4	Construcción de Línea Morada Museo del Desierto	Mexico	Latin America and Caribbean	This project aims to provide a continuous supply of reused water from the Urban Forest WWTP to different users who have a demand for irrigation water that is currently supplied by potable water or treated water pipes. This would release a maximum annual volume of 400,000 m ³ , equivalent to the extraction of a well of 15 L/s, reducing the extraction in the water tables of the Zapalinamé catchment.
26	Mérida	Circuito Sur South Circuit	Mexico	Latin America and Caribbean	This project will make it possible to travel more safely and efficiently. The road design takes into consideration all street users: pedestrians, cyclists, motorists, and public transport concessionaires, with criteria for the design of sustainable mobility incorporated.
27	Mérida #2	Carbon Management Plan	Mexico	Latin America and Caribbean	The present Carbon Management Plan of the Government of the State of Yucatán establishes the strategy and action plan for the reduction of carbon emissions in the next five years, identifies the tangible and intangible benefits of carbon management, and describes the mechanisms of governance to keep the program running.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
28	Topaga	Eco-stoves	Colombia	Latin America and Caribbean	<p>The eco-stoves project is a commitment to stop the deforestation of strategic ecosystems in the Territorial Functional Region. It consists of three parts:</p> <ul style="list-style-type: none"> • ECO-stoves: delivering 1,600 stoves to families of the RFTCC • Wood Bank garden: delivering 50 timber forest units for self-supply of biomass. • Training on the use of ECO-stove and forest use: each beneficiary family will be trained at three different times. <p>When delivering the ECO-stove, follow-up to the Wood Bank garden and visits for MRV purposes. The potential for GHG emissions reduction is more than 60,000 tons of CO2 eq.</p>
29	Envigado	Ecozones, low carbon territories	Colombia	Latin America and Caribbean	<p>The main components for the development of the project are:</p> <ul style="list-style-type: none"> • Diagnosis: map of actors, origin-destination mobility survey, waste characterization, index of green public space and urban trees, mapping about energy sources and making the diagnosis report. • Ecological zone design: conduct co-creation workshops with different population groups to plan interventions and increase knowledge, define a design and make a tool management manual, and socialize selected interventions and their designs.
30	Ibagué	Urban model and sustainable development bulevar Carrera 5a	Colombia	Latin America and Caribbean	<p>The urban development model for sustainable development Bulevar carrera 5a. Ibagué, Colombia is an integral intervention in 4.4 km of the 5th race between 37th and 42nd streets. This transit artery has established itself as the main structuring axis of the economy of the city of Ibagué.</p>

Nr.	Name of applicant	Project Title	Country	Region	Project Description
31	Santiago de Cali	Implementation of the Climate Change Adaptation and Mitigation Plan: Transition to Ecobarrios and Update of the GHG Inventory	Colombia	Latin America and Caribbean	<p>The main goals of this project include:</p> <ul style="list-style-type: none"> • Reduce water and energy consumption by 15%. • Generate a technical specification instrument for the development of ECO-neighborhoods. • Increased social cohesion, increased agricultural knowledge, and decreased motorized displacement. • Decrease wastewater and solid waste generation. • Promote the conservation of areas of patrimonial interest in the municipality. • Improve the ecological connectivity of the municipality. • Improve air quality, decrease contamination by visual outdoor advertising, implement public space management, and improve mobility, among others. • Reduce the water and carbon footprint. • Mitigate heat islands.
32	Fortaleza	Reforestation plan	Brazil	Latin America and Caribbean	The Plan of Afforestation of Fortaleza is the instrument of action planning for afforestation in the city of Fortaleza, with goals established for short, medium, and long term.
33	Fortaleza #2	Active Transport Plan	Brazil	Latin America and Caribbean	The scope of the project contemplates actions with the purpose to stimulate Active Transport of cyclists and pedestrians. For cyclists, this project is intended to (a) complete the existing cycling infrastructure, creating a large connected and secure network, (b) construct a Bike Center for training and entrepreneurship centered around the bicycle, where mobility companies, entrepreneurship workshops, locker rooms, and bicycle workshops will be hosted. For pedestrians, this project is intended to (c) elaborate a Walkability Plan for Fortaleza, (d) carry out urban interventions to provide comfortable, shaded and accessible sidewalks, where corridors oriented to transportation (based on the Municipal Development Plan - Fortaleza 2040) will be prioritized, (e) tactical urbanism interventions which activate public spaces and attract diverse publics.
34	Belo Horizonte	Electric Bus in Belo Horizonte	Brazil	Latin America and Caribbean	With technical advisory support from WRI Brazil, BHTRANS is developing a pilot project to add 25 electric buses to its conventional transport system. The pilot project includes a fleet of vehicles consisting of 3 minibuses, 17 standard buses and 5 articulated buses.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
35	Recife	Capibaribe Park	Brazil	Latin America and Caribbean	The Capibaribe Park project aims to transform Recife into a park city. The proposal is to strengthen the fauna and flora systems along the river and make it possible to use the banks, rescuing the watershed as the backbone of the city as an area of leisure, rest, and well-being. The Capibaribe Park project also provides an integrated mobility system, connecting cycle paths, boat crossings, pedestrian bridges, and cyclists. It is estimated that the intervention area will cover more than a third of the area of the city.
36	Canoas	Water project	Brazil	Latin America and Caribbean	This project contemplates the implementation of a rainwater capture, storage, and reuse system in 36 municipal schools. This system will be used in cleaning, watering gardens, and reuse in toilets. This demonstrates to the school community the public policies regarding the use of rainwater, makes students aware of the reduction of water consumption, reduces the consumption and cost of public water supply, promotes the education of the school community in ecology and citizenship, and composes a series of knowledge as a potential development multiplier.
37	Balikpapan	Balikpapan Monorail and Tram	Indonesia	Southeast Asia	The main objectives of the project are: <ul style="list-style-type: none"> • the reduction of CO2 emissions, • to stimulate the use of bicycles as a means of mobility in daily life and not only as an instrument of leisure, • to encourage accessibility and walkability in urban spaces, • to improve urban decarbonization and drainage through the interventions.
38	Catbalogan	Catbalogan Sky City Mega Project	Philippines	Southeast Asia	The Sky City Project aims to establish a climate-proof city of the future with great local and regional significance. The city will be constructed on 440 hectares of land, and situated 120 meters above sea level, not far from the location of the current city.
39	Jambi City	Ecologist City of Jambi	Indonesia	Southeast Asia	This project aims to transform Jambi into a green city, by reducing pollution and protecting biodiversity.
40	Santa Rosa	Low Cost Housing with Nexus Approach	Philippines	Southeast Asia	The housing is divided into two phases: the first phase comprises of individual lots for informal sectors while the other is a vertical housing project designed for city government employees.
41	Kochi	Electric buses	India	South Asia	New low-floor, hybrid or electric buses and mini-buses to complement or replace the existing fleet of public and private buses in Greater Kochi, while also providing first and last mile solutions for connection to metro stations.

Nr.	Name of applicant	Project Title	Country	Region	Project Description
42	Panaji 1	Energy Efficiency Street Lighting in Panaji	India	South Asia	50% of the conventional street light luminaries of Panaji city have been replaced by the LED lights. This has been done by the Electrical Department of Government of Goa with help of the Government of India's Street Lighting National Programme (SLNP). Panaji city has interest to convert all of the sodium vapor lamps to LED in the coming months/years and become a 100% energy efficient street lighting city.
43	Panaji #2	Integrated Solid Waste Management in Panaji	India	South Asia	<p>The integrated waste management plant of 100 TPD capacity has already been established at Saligaon in 2016-2017 by Government of Goa. The city has also installed the MRF at St. Inez. However, Panaji city is looking for external support on following components:</p> <ul style="list-style-type: none"> • Processing 15 tons of wet waste that hasn't been treated daily (total wet waste generation is 35 TPD) through Windrow composting system • Improvement in primary and secondary collection, and transport infrastructure
44	Rajkot	Cycle Rental Scheme	India	South Asia	RMC is looking for external support to implement the Cycle Rental Scheme in overall city of Rajkot.
45	Almada	MultiAdapt - Multifunctional adaptation as a tool to address different hazards: focus on climate regulation, flood control and food security	Portugal	Europe	A set of four vegetable gardens are planned, including in some a runoff water retention basin and a forested surrounding area, targeting the mitigation of local heat island effect, flood control and infiltration promotion, stream line restoration, food security and the establishment of an ecological corridor.

ANNEX V: DEFINITION OF TRANSFORMATIVE

A project is transformative when it has the following characteristics:

Ambitious	Cross-cutting	Inclusive
<p>IN LINE WITH OR MORE AMBITIOUS THAN THE PARIS AGREEMENT</p> <ul style="list-style-type: none"> • Supports the long-term commitment contributing to domestic action and international initiatives to cut global greenhouse gas emissions to meet the 1.5°C goal. • Increases the ability to adapt to the adverse impacts of climate change and fosters climate resilience at the local level. <p>IN LINE WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)</p> <ul style="list-style-type: none"> • Addresses to reach the scale and ambition on SDGs (support local sustainable development priorities), particularly on: • Goal 11: Sustainable cities and communities • Goal 13: Climate action 	<p>RELEVANT</p> <ul style="list-style-type: none"> • Serves a meaningful percentage of the population. • Has potential scaling opportunities to serve an increasing percentage of the population. • Delivers local benefits beyond tackling climate change impacts. <p>HOLISTIC AND INTEGRATED APPROACH</p> <ul style="list-style-type: none"> • Considers resource and energy use of the project throughout its entire life cycle (e.g. considering the location of the project, and optimizing the use of local resources [air, water, waste, land, biodiversity / ecosystems, energy]) • Has a holistic approach: multiple sectors have been considered when designing the project (e.g. buildings connected to district energy) • Supports comprehensive climate risk management (e.g. disaster prevention, insurance, etc.) 	<p>LOCAL / REGIONAL GOVERNMENT ADMINISTRATION</p> <ul style="list-style-type: none"> • Coordinates within the multiple departments / teams to ensure co-design. • Uses or sets up appropriate coordination mechanisms and processes to ensure effective project management <p>CITIZENS</p> <ul style="list-style-type: none"> • Engages communities, citizens and local stakeholders actively, encouraging their participation in the conceptualization, design, implementation and monitoring of the project • Demonstrates how citizens will benefit in the short- and mid-term implementation of the project • Demonstrates how disadvantaged and particularly vulnerable communities will benefit in the short to long term, e.g. contribute to poverty alleviation, addressing the urban poor, unemployed, elderly, youth, gender, ethnic minorities, indigenous groups, etc. <p>LOCAL BUSINESS AND INDUSTRY</p> <ul style="list-style-type: none"> • Reaches out to local business and industry (incl. insurance) to explore involvement in stimulating sustainable development and enhancing climate resilience also in the private sector



VISION OF TAP

The vision of the Transformative Actions Program (TAP) is to achieve a global transformation to a climate resilient, low-to-no emission future, with the necessary investment in robust and sustainable local infrastructure in all cities, towns, and regions around the globe.

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