

Transport and Climate  
Change Week

#TransportWeek23



# Structuring sustainable and bankable mobility projects

Esther Wegner, Project Manager, C40 Cities Finance Facility, 12 September

CHANGING  
TRANSPORT

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

Supported by:



Federal Ministry  
for Economic Affairs  
and Climate Action



INTERNATIONAL  
CLIMATE  
INITIATIVE

on the basis of a decision  
by the German Bundestag

Transport and Climate  
Change Week  
**#TransportWeek23**



Analysing project cycles,  
map of actors & governance  
structures



# Objectives of the module



Cycle of Projects



Governance /  
Multisectoral  
mapping

- *Provide guidance on how to structure mobility projects by using a sustainable Infrastructure Project Cycle perspective*
- *Introduce the tool "map of actors" to identify involved actors and understand their roles and interests in the preparatory processes.*
- *Present and discuss a possible governance structure for project coordination, steering and decision making.*
- *Mutual exchange during group work*

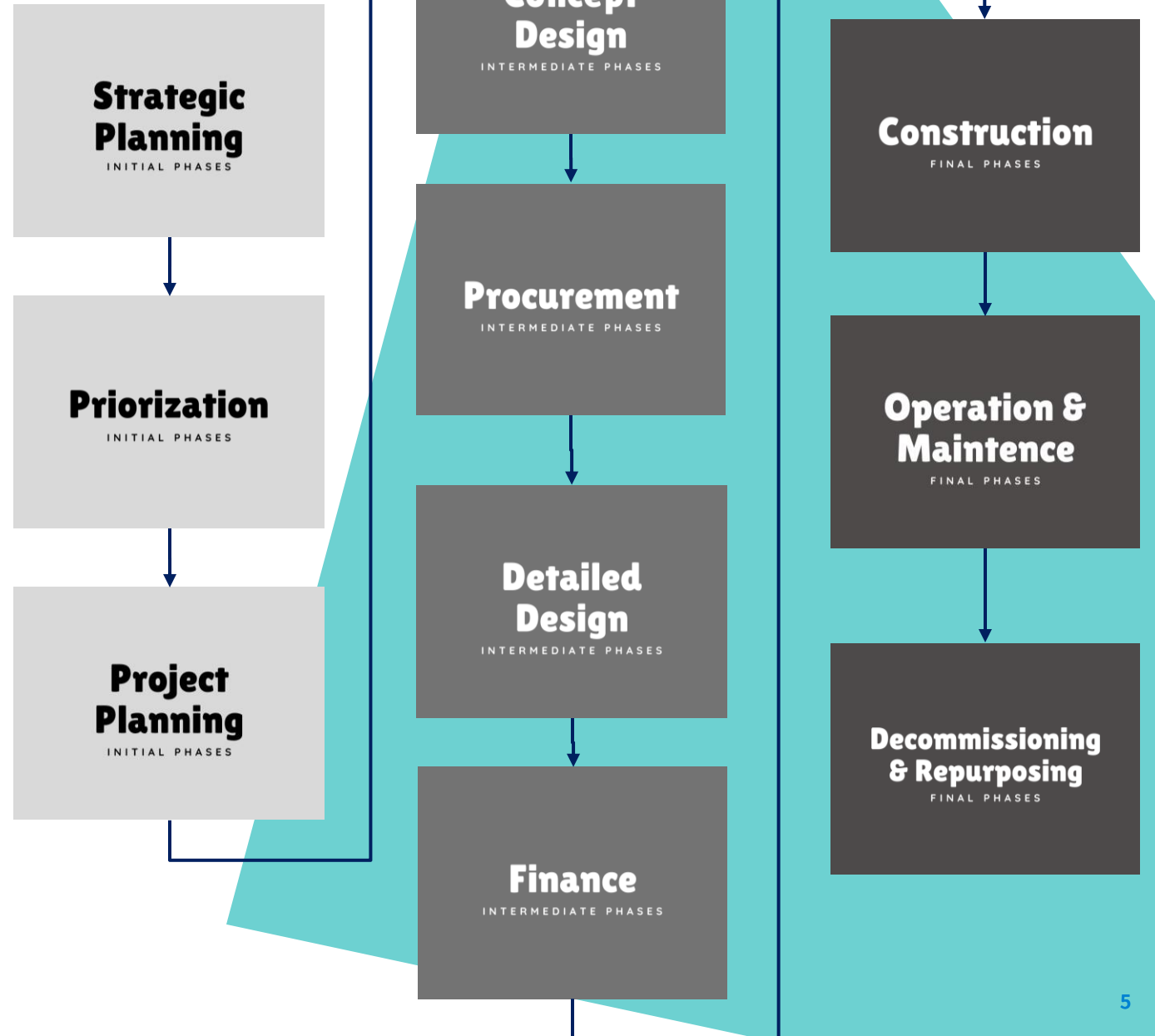


# Input Module 2

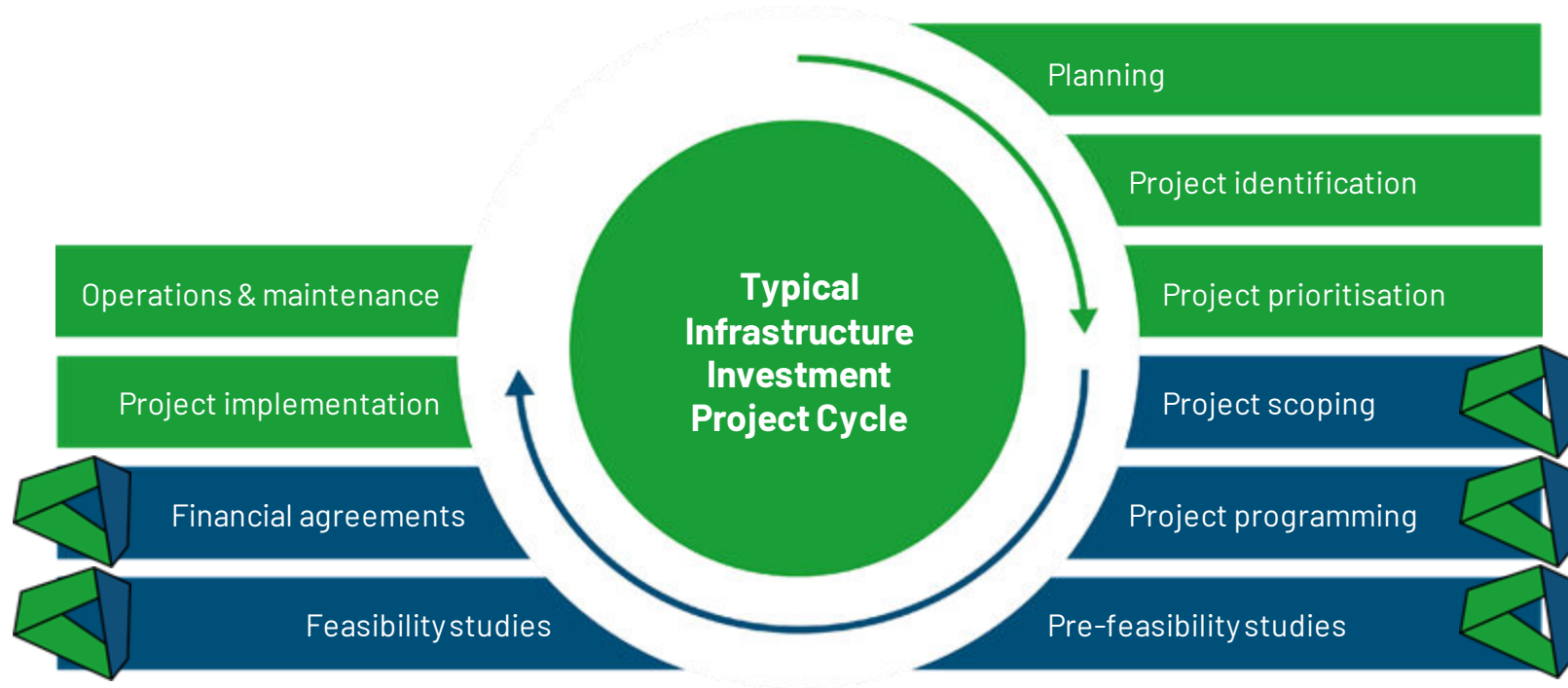
- 01** Project Cycle
- 02** Mapping Actors
- 03** Governance Structure



# Sustainable Infrastructure Project Cycle



# CFF's Project Preparation Support for Sustainable Infrastructure Design and Financing



The CFF strategically supports sustainable infrastructure projects from planning and scoping towards financial agreements.

The C40 CFF focuses its support for projects that have **reached the project scoping phase** and are seeking support directed at **business case development, financial structuring and financial option analysis**. CFF also provides limited support on **technical structuring and design**



# The C40 Cities Finance Facility (CFF)

The CFF supports cities in **mobilizing finance** for city-level climate action to reduce **GHG** emissions and increase **climate resilience**.

It is a project preparation facility that bridges the gap between **cities** and **finance** by providing **support** to cities to develop their **climate action projects** for finance readiness and to ultimately link them to the most suitable finance instruments.

The **ultimate aim** of the CFF is that the city can replicate this in the **future** without us!

Now in its **3rd Phase** the CFF has supported **18 cities** and **20 projects** across Asia, Africa and Latin America and across a range of sectors including mobility, adaptation (water), energy and waste. (1<sup>st</sup> Ethekewini, 2<sup>nd</sup> Tshwane)

## Funding partners 2016-21



## Funding partners 2021-24



## Implementing agencies



# Map of Actors

## Objective:

- Identify and visualize relevant actors in the course of project preparation and implementation
- Supports to create a governance structure

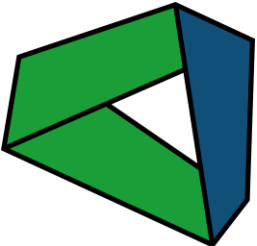
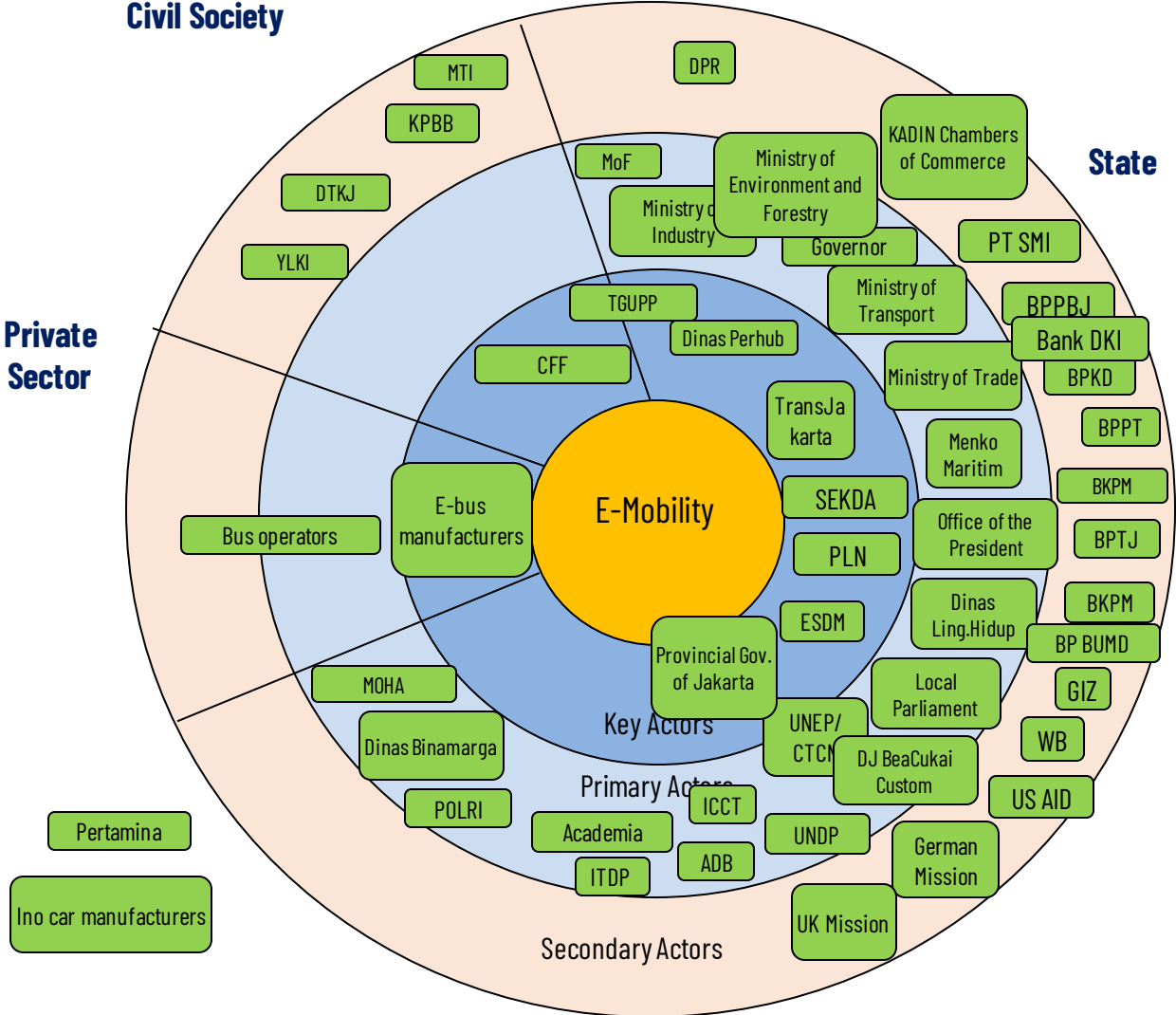
## How to use:

- At the beginning of project preparation phase
  - But it reflects a snapshot at a particular point of time. Actors, relationships and (political) contexts change over time
- ⇒ Useful to work with the map of actors in various steps throughout the lifecycle of the project

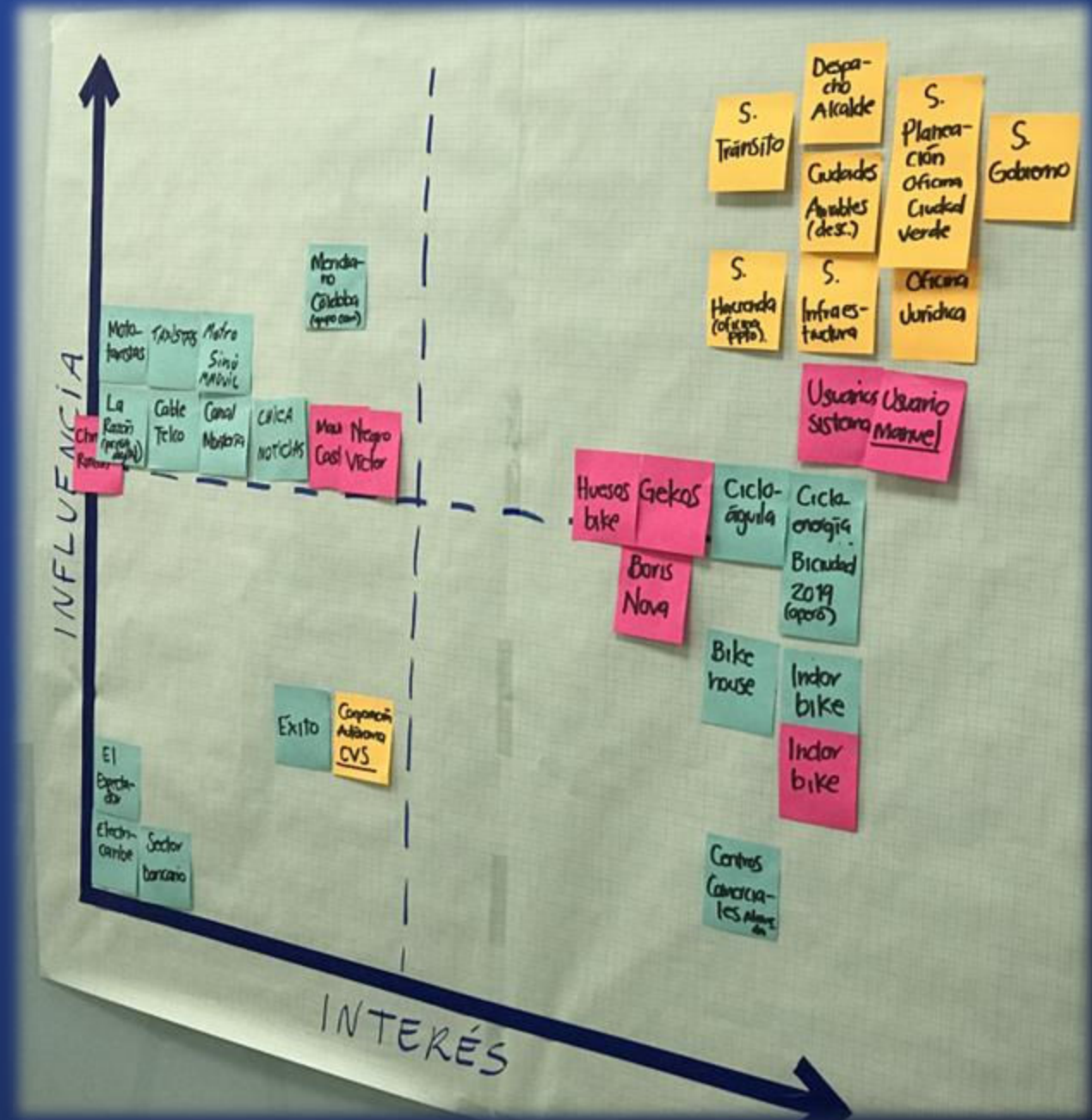




# Example Stakeholder Map – Jakarta

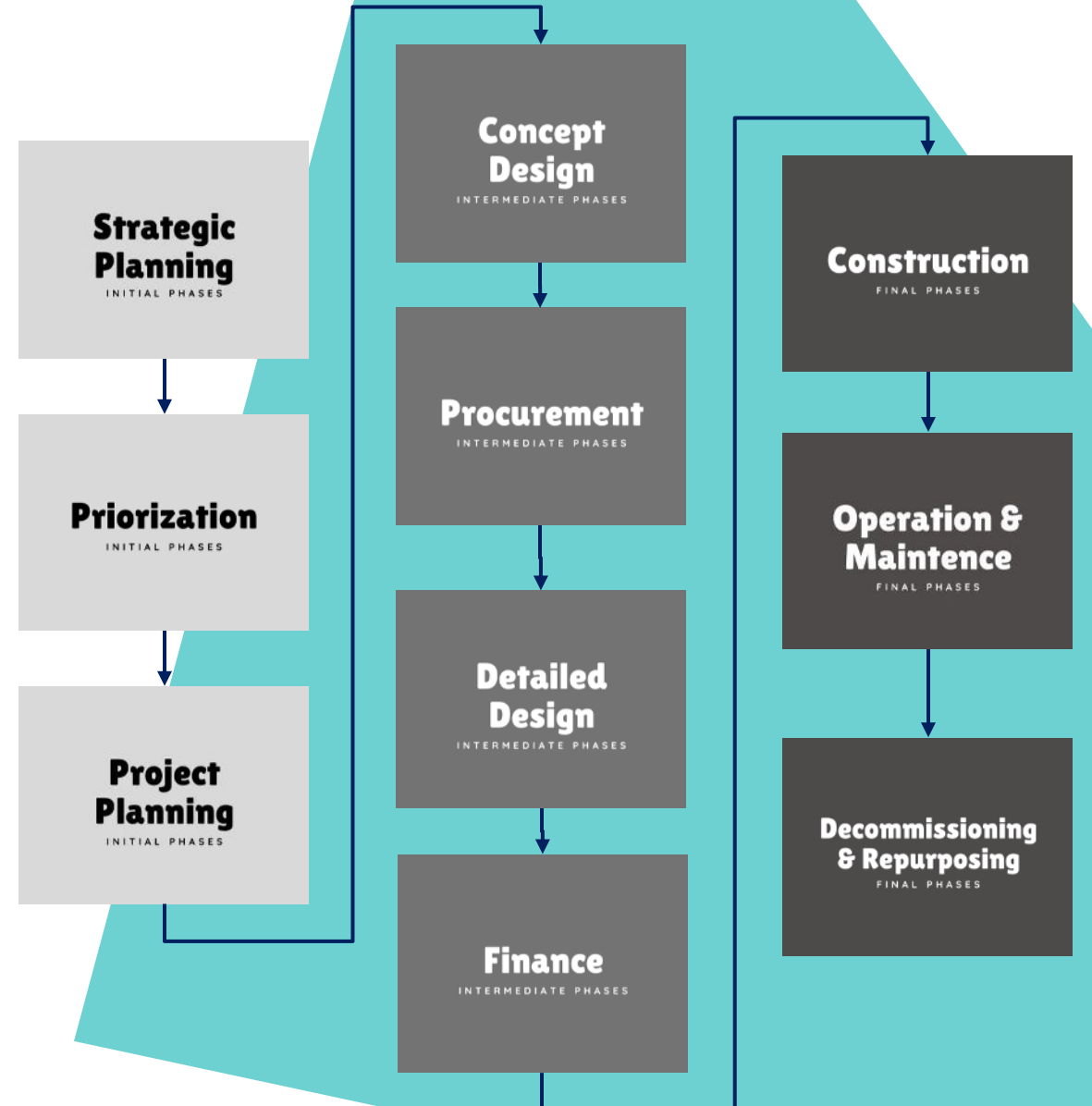


# Example Stakeholder Map



# Considering strategic actors

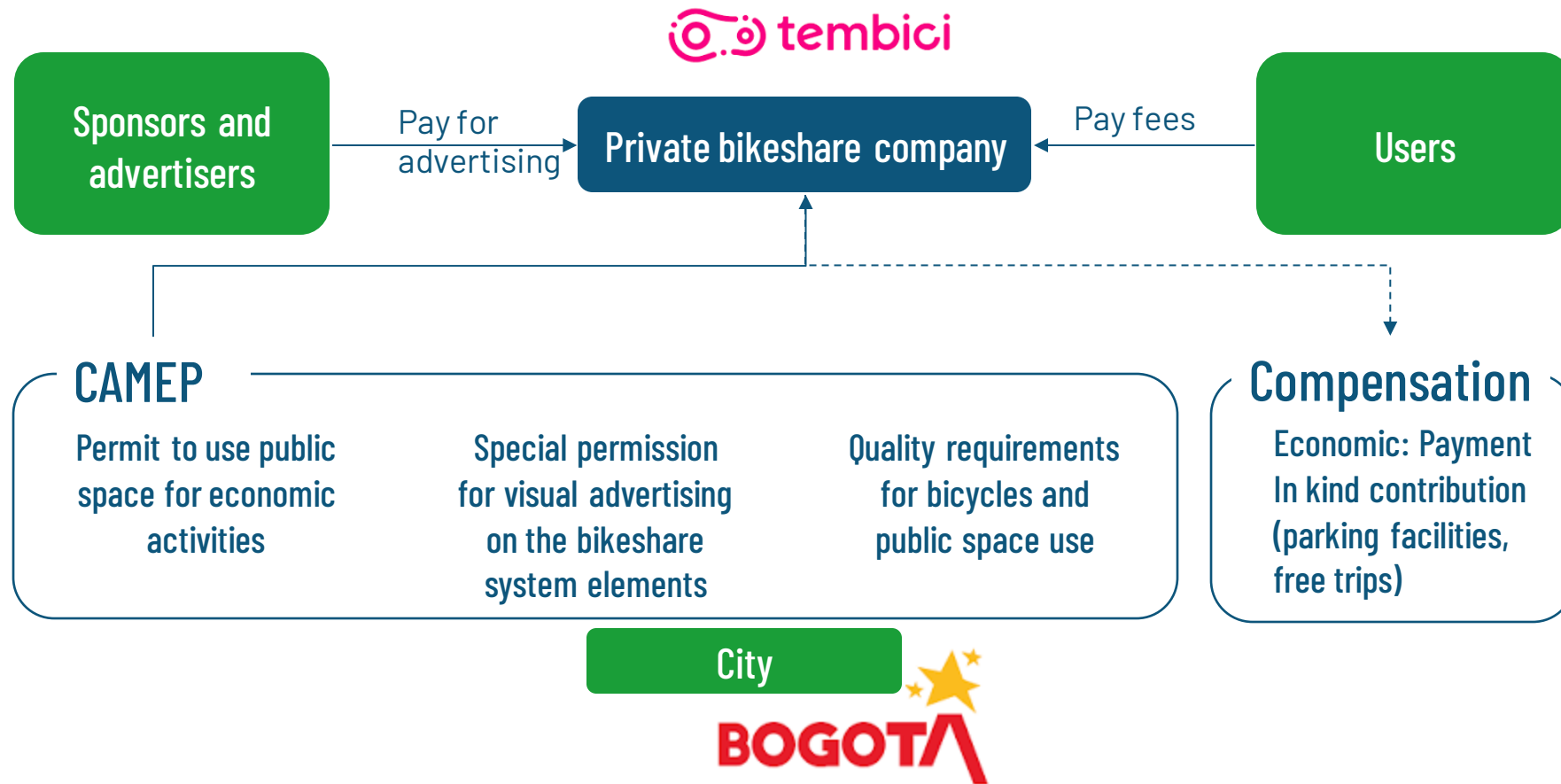
in each phase of the project



# Bogotá Bikeshare System

## Implemented model

CAMEP = Contract for Administration, Maintenance and Economic Use of Public Space



# Governance structure during project preparatory phase



## Political Steering

### **Participants:**

Political counterpart of municipal/state departments, mayor's office, (International Relations Office)

**Purpose:** Political ownership, alignment to overarching goals, definition of foundation for cooperation and networking

### **Role:**

- Maintain political support for the project
- Identify and mitigate project risks at political level
- Information sharing
- Ensure full commitment of relevant departments
- Facilitating learning for replication and upscaling of the project approach



## Strategic Steering

**Participants:** Sectoral departments relevant for the Project

**Purpose:** Coordination of project preparation steps between departments, monitoring the operational plan, facilitation of strategic decision-making, strategy and impact orientation

### **Role:**

- Making strategic decisions: regarding planning, budgeting and procurement
- Stakeholder coordination (incl. Occasional involvement of others)
- Monitoring of and coordination of the project's operational plan as well as with similar projects in the sector
- Giving advice to political decision makers



## Operational Steering

**Participants:** Project specific technical and operational departments

**Purpose:** Development and implementation of project related activities, identifying technical, financial and legal risks

### **Role:**

- Implementation of daily technical and operational project activities
- ToR review, conduct and validate technical studies
- Provide data, manage external experts
- Participation in project measures, e.g. trainings, city to city learning

**Equity and Inclusion Focal Person(s)** coordinating E&I-related themes and activities– such as project alignment with specific E&I goals, coordination of integration of E&I measures in overall project design.





Thank you!

Textchart Negativ, zweizeilig  
Source Sans Pro Light, 28pt

**Subline, Source Sans Pro Semibold, 14pt, einzeilig**



Leeres Chart Positiv,  
Source Sans Pro Light, 28pt

**Subline, Source Sans Pro Semibold, 14pt, einzeilig**