



Developing an Investment Concept

A Handbook for Public Authorities v3



Version	Date	Change	Sections
v1	30/09/2025	Initial version	
v2	19/12/2025	- Minor editing, formatting, and layout adjustments throughout the Handbook - Renaming of IC Modules to ICo-IC8 modules for better readability and consistency with IP Guideline (former Parts I-VIII) - Restructuring of modules IC7. Business Model (former Financial Viability) and IC8. Financial Structure	
		Expansion and renaming of Section 1 (Glossary)	
		Addition of a short explanatory text on the transition from ideal to practical implementation of investment planning in Section 2.1 (Investment Concepts in CLIMATEFIT).	
		Expansion of Section 2.3 (Key Consideration for Developing an Investment Concept) by including considerations for alternative financial instruments and transaction complexity	
		Further development of Section 2.4 (LRT Role)	
		- Major editing of IC7 and IC8: - Expansion on how to develop a business model - Further development of the Incentive Mechanism (IM) Database (Annexe D) - Alignment of Bankability Checklist (Annexe D) with Bankability Framework developed under Task 3.3	
v3	TBD	Inclusion of note boxes for easier access to useful additional information.	2
		- Added Executive Summary, including 'How to Read this Handbook' section. - Reducing guidance text to ensure a more concise guidance and structure. - Streamlined and simplified language throughout the Handbook for greater accessibility.	1, 2
		Integration of a Monitoring, Evaluation, Accountability, and Learning (MEAL) framework in IC2 (Section 2.3 and Section 3.2).	2.3, 3.2

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Glossary

Table 1 provides definitions and explanations of key terms and abbreviations used throughout the document. It serves as a reference to ensure clarity and a shared understanding of important concepts. Explanations of technical terms used in the Investment Concept are provided in the relevant sub-sections of the Guidance for Developing Investment Concepts (Section 2).

Table 1. Concepts and their description used in task.

Term	Description
Bankability (bankable projects)	Bankability refers to the characteristics that make a project attractive and viable for financing by investment entities. A bankable project demonstrates sufficient financial returns, manageable risks, clear revenue streams, and credible implementation capacity. Bankability is the combination of profitability and an acceptable overall risk profile. A project is considered bankable when its risk-return profile aligns with investors' criteria, enabling it to secure financing for implementation ¹ . For adaptation projects, bankability often requires addressing challenges such as long payback periods, diffuse benefits, and uncertain revenue streams.
Business model	Describes how a project creates, delivers, and captures value. It outlines the core activities, target beneficiaries or customers, delivery mechanisms, and how the project generates revenue or justifies its financial impact.
Business Model Canvas (BMC)	A strategic management tool that visually represents the key elements of a business model across nine building blocks. It helps to describe, design, and analyse how a project or organisation creates, delivers, and captures value.
Financial model	A structured, usually spreadsheet-based tool (often built in Excel) that forecasts the financial performance of a project. It uses assumptions, such as costs, revenues, financing terms, timelines, and risks, to calculate key outputs
Financial structure	Refers to the arrangement of funding sources, financial instruments, and risk-sharing mechanisms that support the project. It defines how the project is financed, how cash flows are managed, and how financial sustainability is ensured over time, making the business model operational and investable.
Investment Case Study (ICS)	A comprehensive, validated project report developed from the most mature ICs (4 out of 10). ICSs are practical knowledge outputs of the CLIMATEFIT project, designed to demonstrate readiness for real-world investment. They incorporate methodologies, shortcomings, strengths, lessons learnt, and actionable recommendations for future replication and investment mobilisation. Additionally, ICSs incorporate extensive input from financial stakeholders and reflect practical constraints, including legal, financial, and regulatory considerations.
Investment Concept (IC)	Document that translates an investment project plan into the financial language to mobilise financing for its realisation. The purpose is to provide investors and financiers with the information necessary to assess an investment project in a simple and fast manner. The owner of this document is the local or regional authority proposing the investment project ⁴ .
Incentive Mechanism (IM)	Any measure or scheme to attract or reward financial stakeholders. This can range from changes or introduction of enabling laws and regulations, to providing grants, incentives or tariff support to ICs, to introducing new investment or financing schemes. IMs (often referred to in the wider literature as 'enabling conditions') are proposed and offered by the public sector (EU, national, regional or local) to the private sector to attract and mobilise private financing, de-risk innovative solutions, and overcome funding/financing barriers for climate adaptation projects.

¹ Mc Hugh, 2023. Financing the Sustainable Development Goals: Private Sector Perspectives on 'Bankability'. <https://dx.doi.org/10.2139/ssrn.4704752> (accessed on 15/12/2025).

Investment Plan (IP)

A document which operationalises an existing Investment Strategy. It includes adaptation objectives, a pipeline of bankable projects and an action plan to improve the enabling conditions. The pipeline should include projects for which the territory is seeking private sector financing.

Leverage ratio

The amount of private financing mobilised for each unit of public financing, showing how effectively public funds attract private capital (e.g., a leverage ratio of 3:1 means one dollar of public funding crowds in three dollars of private investment).

Local Resilience Taskforce (LRT)

LRTs gather multiple stakeholders directly concerned by climate adaptation planning, funding, and financing, in order to support the deployment of innovative processes and solutions, which will foster climate adaptation locally.

Executive Summary

What is this Handbook for?

This Handbook provides practical guidance for Public Authorities (PAs) to develop Investment Concepts (ICs) for climate adaptation projects. An IC is a document that introduces a climate adaptation project bringing forward aspects of most relevance for investors and financiers. It is designed to support engagement of financial stakeholders and collaboratively structure adaptation projects towards bankability.

Who should read this?

- Technical staff (Environment, Urban Planning, Water, Climate) – to understand what financial stakeholders need and wish
- Finance & Budget departments – to ensure the project is financially credible
- Political decision-makers (Mayors, CFOs) – to provide the necessary endorsement

How to use this Handbook?

- New to ICs? Read Section 1 (Introduction) and Section 3 (Template) first.
- Already familiar? Use the Progress Tracker in the Excel Workbook to monitor changes to previous versions.
- Short on time? Focus on the Executive Summary, Section 1.2 (Developing an Investment Concept) and Section 1.3 (Key Considerations), and Section 4 (Template).

Key principles introduced in this version

- IC development is iterative, not linear
- Early-stage ICs do not need perfect data to be useful
- Financial structuring requires:
 - Clear financial sources and uses
 - Defined risk allocation
 - Transparent cash flow logic
- 1. Strong ICs require:
 - Political and institutional buy-in
 - Early engagement with financiers
 - Cross-sector collaboration (technical + finance)

This Handbook balances technical rigour with usability, enabling both early-stage exploration and advanced financial structuring.

1 Introduction to Investment Concepts

1.1 Purpose and Position in the Investment Pipeline

An Investment Concept (IC) is a written description of a climate adaptation project that would successfully support its funding and/or financing. The purpose is to provide investors and financiers with the information necessary to assess an investment project in a simple and fast manner. The owner of this document is the public authority proposing the project. The IC may be accompanied by additional documents upon request.

An IC is the final step for a project that comes from a pipeline of potential bankable adaptation projects. This pipeline may be the result of an Investment Plan (IP), which lists and assesses short-term projects based on whether they can attract financing. This structured approach makes sure that projects seeking private financing are properly assessed, and have a clear action plan, giving them the best chance to get funded.

1.2 Developing an Investment Concept

Summary of guidance

A detailed, step-by-step guide to developing an IC is presented in Section 3, structured around the Template outlined in Section 4. The following is a practical summary of this guidance, including indicative steps on defining and documenting the initial business model and financial structures that can support the preferred options identified through the economic and financial appraisal, as part of the Investment Plans (IP). These *preferred options* are the investment choices judged most viable and beneficial after comparing alternatives. The supporting financial arrangements outline how the chosen option can be funded and sustained over time, and how funds and investments will be managed to ensure financiers are repaid. It involves identifying the high-level approach used to successfully finance the project and repay any financiers. It includes a description of how value is generated and captured, along with the potential for revenue. It also considers the enabling environment and practical constraints, such as roles, delivery, governance, procurement, and regulatory issues, including legal or tax issues.

Skills required and first steps

This IC development process draws on a range of skills and experience associated with general project design and delivery, stakeholder engagement and management, and financial modelling. The first step in this process is to select a potentially bankable project(s) that can attract financing. Annexe A outlines the Technical Criteria that may serve as guidance for selecting project(s). Having identified the project(s), the broad steps are then as follows (with the referenced modules corresponding to the IC Template provided in Section 4):

1. **Define key delivery roles for the project**, such as sponsor, developer, implementer, operator, and evaluator, along with relevant stakeholders who influence or are affected by the project. Outline associated commercial considerations, including legal, procurement, tax, and major risks (Modules IC3, IC4, and IC5).
2. **Identify and quantify the project's public and private benefits**, determine how they can generate revenue, and outline existing financial arrangements; assess whether adaptation is a primary or secondary objective, and the value created for different beneficiaries, including any available financial data (Modules IC6, IC7).
3. **Outline the business model and financial structure**, including the project's revenue streams and cost structures, financing sources and instruments. Illustrate financial flows, key stakeholders, and the organisational structure through a diagram that shows how funds move into, through, and out of the project, and how the project creates, delivers, and captures value (Module IC8).

Iterative process of developing an Investment Concept

Although the steps listed above indicate a linear process, developing a financial structure and business model is inherently iterative, evolving as understanding of the project and financial structure grows. This is illustrated in Figure 1, which presents the 9-module structure for developing an IC as an interlocking puzzle. This visualisation emphasises that, while the process has a logical sequence, completing modules often requires continuous refinement as new information emerges.

Complexity and resource needs

Developing ICs can be time-consuming and complex. Mapping roles, responsibilities, and commercial arrangements requires detailed analysis, negotiation, and alignment between multiple stakeholders. Conducting risk assessments, evaluating legal feasibility, and developing financial structures requires input from multiple areas of expertise. PAs may need dedicated technical and legal support to navigate these complexities efficiently, including external advisors with expertise in project finance, procurement, risk management, and contractual structuring.

Note on project maturity

Financial institutions typically do not finance a project unless it is mature and feasibility studies (economic, environmental, technical, legal) have already been completed. Modules IC2, IC3, and IC4 are not intended to finance the preparation or development of these foundational studies. Instead, their purpose is to synthesise, translate, and summarise key findings from existing detailed technical and feasibility reports into a concise format for financiers' due diligence.

The 9-Module Structure:

IC0. Project Selection

Strategic project selection based on bankability criteria.

IC1. Project Overview

Executive project summary for financiers.

IC2. Project Execution Plan

Roadmap and timeline of project activities.

IC3. Risk & Barrier Analysis

Anticipated challenges and how to overcome them.



IC4. Legal Feasibility

Ensures regulatory compliance and legal feasibility.

IC5. Project Stakeholders

Clarifies roles and responsibilities of involved stakeholders.

IC6. Economic Viability

Social and economic value to society.

IC7. Business Model

Business model incl. value proposition, capture, and delivery

IC8. Financial Structure

Financial structuring incl. the use of funding and financing sources

Figure 1. IC Framework: A 9-module integrated structure follows an iterative approach.

1.3 Key Considerations for Developing an Investment Concept

Political buy-in

Buy-in from key decision-makers, specifically Mayors and CFOs, is crucial for a project to progress. Consider adding a "governance checklist" to confirm whether the project has formal support. This could include evidence such as a Letter of Endorsement or showing the project's inclusion in Capital Investment Plans or Annual Budgets.

Role of public funding in Investment Concepts

An important principle is to limit and optimise the use of public funds. Public funds should be seen, where possible, as a strategic enabler rather than the default source of financing for adaptation. As a general rule, public funds can play three strategic roles:

1. **Funding public goods:** Projects that deliver broad (non-rivalrous and non-excludable) benefits to citizens and businesses, which are typically the responsibility of the public sector;
2. **Reducing risk:** Encouraging private sector financing through direct co-funding, regulatory reforms, or activities that reduce project risk (e.g., preparing land for development);
3. **Financing innovation:** Supporting new activities that would not happen otherwise.

Alternative financial instruments and transaction complexity

PAs should recognise that while contract-based project financing is common for ICs, alternative structures may also be appropriate, depending on context, risk allocation, and objectives. These include financing on the PA's balance sheet or corporate finance structures with private sector participation. As stated in Section 1.3, selecting the right instrument is an iterative and complex process, requiring assessment of financial feasibility, risk-return alignment, and stakeholder engagement. These requirements can involve high costs, and such structures are generally most practical for larger-scale projects, to ensure that development and transaction costs remain proportionate. Considering stakeholders early in IC development helps PAs make informed design choices, improve financial credibility, and clarify the resources needed for successful implementation.

Activities to support IC development

The activities required to develop the IC should not only be carried out as desk-based exercises but also in workshops where stakeholders work collaboratively. Given the difficulty of quantifying adaptation benefits, the overall bankability of adaptation projects often depend heavily on the co-benefits they generate. In addition, several methodological innovations related to avoided costs can support business model development by assessing the savings a public or private stakeholder would achieve by investing in the project and their potential impact on future cash flow generation. For example, the Physical Climate Risk Appraisal Methodology (PCRAM) 2.0 offers a practical guide to understanding and managing the physical climate risks posed by climate change to real assets, appraising adaptation options and linking them to asset values. These methods influence the scale of overall benefits and, consequently, stakeholders' willingness to participate.

Learning from similar projects

In addition, it is important to review similar projects to identify lessons and considerations that can inform the design of the business and financial model. Once the core benefits, beneficiaries, options for value capture, and enabling conditions have been assembled, examples of successfully financed adaptation projects can be studied to better understand their financial structures. Sources of information include project databases from LIFE, Kohesio, the EIB project pipeline, CCFLA's financial instrument case studies repository, and Climate ADAPT (see resources in Section 5). While business models and financial structures for adaptation projects are context-specific, there is significant value in analysing what has worked elsewhere, what has not, and why. This can help optimise the project by raising awareness about potential pitfalls and building confidence among stakeholders by demonstrating that similar projects have been successfully undertaken in the past.

Early financier engagement and cross-sectoral collaboration

The IC is a useful tool for advancing early-stage projects and much of the requested information may still be taking shape. Rather than waiting for a "perfect" document, use early drafts to facilitate meetings with financiers. Their feedback on the overall idea and "appetite" for the project helps define the best financing route. The real value of developing ICs is that they force different stakeholders and city departments to work together. We strongly recommend that project leads complete this tool alongside other departments, especially Budget and Finance, to ensure cross-sectoral support and credible financial assumptions.

1.4 Involved Stakeholders & LRT Role

Key stakeholders in developing Investment Concepts

Developing a robust business and financial model requires the involvement of a range of stakeholders:

- **Project managers and developers:** Play a central role in designing and structuring financial and commercial arrangements, both within the relevant sectors and specifically for adaptation initiatives;
- **Legal and financial advisors:** Provide expertise on the contractual and financial terms that will govern relationships between the parties;
- **Procurement representatives:** Help determine whether the proposed financial arrangements are feasible and permissible under existing rules;
- **Project partners:** Include potential financiers and project beneficiaries, who contribute to, support, or benefit from the project and may ultimately help repay the investment.

Local Resilience Taskforce to facilitate multi-stakeholder involvement

At this stage, the Local Resilience Taskforce (LRT) can serve as a valuable sounding board for gathering multiple stakeholders directly concerned by climate adaptation planning, funding, and financing, in order to support the deployment of innovative processes and solutions. LRTs were conceptualised under Task 4.1 and can be defined as innovative concepts underlying the deployment of CLIMATEFIT's research process. They provide a structure for regional and local stakeholders' engagement, laying the ground for social innovation approaches and further application and scaling up of the concept. The stakeholders' engagement approach developed lays out the social innovation process supporting the implementation of the IPs, ICs, and ICSs (Figure 2). The LRT is tailored to each CLIMATEFIT territory through a specific structure and communication strategy. The LRT can provide technical and financial expertise, challenge assumptions, and validate design choices. It can assist in reviewing the value generated and captured by different options, and in identifying potential partners whose participation will strengthen the project's overall financial and strategic position.

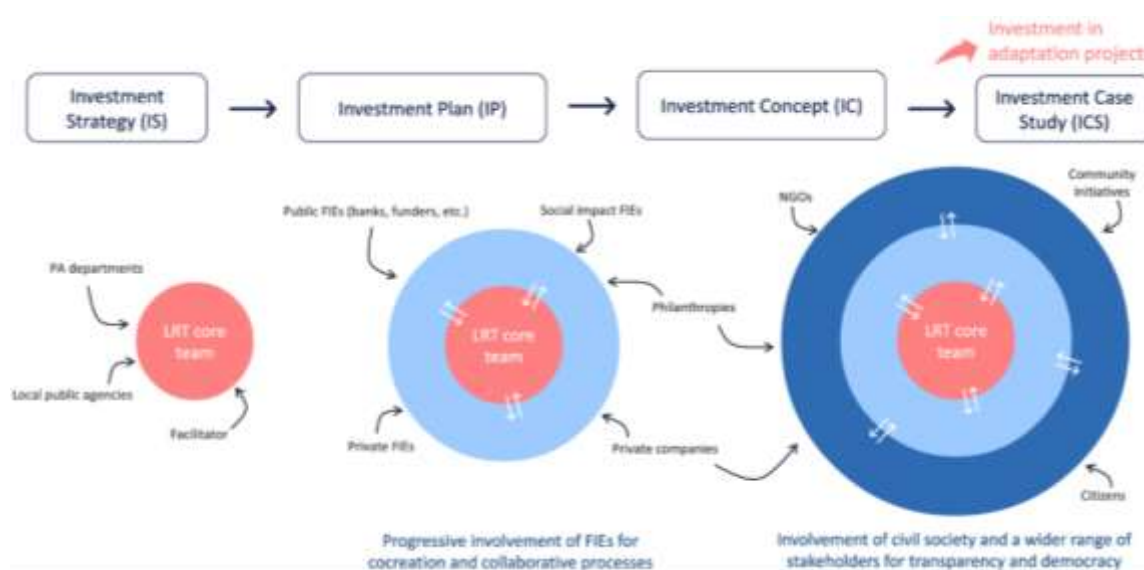


Figure 2. LRTs in CLIMATEFIT: supporting the social innovation process towards investment in adaptation projects. Source: Authors.

Overcoming barriers for stakeholder engagement

During the IP phase, PAs encountered several barriers in activating LRTs and engaging stakeholders:

- Many PAs lack the internal expertise required for complex tasks such as climate diagnosis, cost calculations, and economic appraisals.
- Challenges in public debates, consultations, collaborative data sharing, and leveraging expertise from financial institutions, research organisations, and various departments.
- Transparent and inclusive public engagement will build broader acceptance and support for adaptation projects. Organising public debates, consultations, and surveys fosters public acceptance and ensures the IP aligns with community needs and expectations.
- Lack of action plans to track progress during IP module development, including timelines, roles, and responsibilities defined for each stakeholder..
- Misalignment between financial institutions/bank consultation and procurement rules. Financial stakeholders might be expelled from public procurement afterwards if they have too much information on a project. One solution could be to run a framework contract including several financial stakeholders.

These barriers limit effective stakeholder engagement across multiple *layers* of the LRT (Figure 2) and sectors, thereby constraining social innovation processes towards investments in adaptation processes. To foster social innovation and ensure ICs are effective, inclusive, and financially viable, these challenges must be overcome by:



- **Boost internal expertise:** Use external technical assistance, standardised templates, peer learning among PAs;
- **Foster public debates, consultations, data sharing:** Run facilitated workshops, establish data-sharing protocols, and use digital engagement platforms;
- **Build public acceptance:** Launch early communication campaigns, create feedback loops, and partner with community organisations;
- **Create action plans with timelines and roles:** Develop module-specific roadmaps with timelines, assign owners, and use basic project management tools;
- **Align financier consultations with procurement rules:** Use framework agreements with multiple financial stakeholders; apply tiered NDAs; separate advisory from bidding roles.

2 Guidance for Developing an Investment Concept

The following offers step-by-step guidance following the structure of the IC Template provided in Section 4 (a blueprint for developing an IC). Alongside this **IC Guidance** and **IC Template**, the **IC Workbook Template (Excel)** serves as a key resource for IC development by collecting data, calculations, and assessments associated with the eight respective modules of the IC Template: IC0. Project Selection, IC1. Project Overview, IC2. Execution Plan, IC3. Risk & Barrier Analysis, IC4. Legal Feasibility & Regulations, IC5. Project Partners & Stakeholders, IC6. Economic Viability, IC7. Business Model, and IC8 Financial Structure. The modules IC2, IC3, and IC4 are not intended to finance the creation of these foundational studies; rather, they serve to synthesise, translate, and summarise the key findings from those detailed standalone reports (such as feasibility studies, see Annexe A) into a concise format tailored specifically to what a financial stakeholder requires for its due diligence and decision-making. The Progress Tracker in the IC Workbook Template (Excel) can help PAs and Facilitators monitor IC module completion.

2.1 IC0. Project Selection

Purpose of the module

The first step is to select a potential bankable project(s), for which an IC is developed. This module guides the selection process to increase the chances that the chosen project is suitable for further financial structuring.

Inputs and prerequisites

This process should begin with a shortlist of projects. Prerequisites include political endorsement, completion of the conceptualisation phase (including pre-feasibility studies), and the project being in the planning stage (not development or implementation).

Skills and expertise required

Skills required include project appraisal, knowledge of climate adaptation, and familiarity with the EU Taxonomy to assess alignment.

Activities and efforts

PAs should review and rank shortlisted projects against the Technical Criteria provided in Annexe A. These criteria ensure planning-stage readiness, EU Taxonomy alignment, and adaptation benefits. The criteria include minimum requirements (e.g., project stage, financing gap) and supplementary preferences (e.g., distinctiveness, co-benefits like SDG alignment). For example, a nature-based solution might be chosen over a coastal defence structure due to stronger SDG alignment and political support. Annexe A's checklists help ensure transparency, while external databases such as LIFE, the EIB pipeline, and Climate-ADAPT provide benchmarks and examples to guide decision-making (see resources in Section 5).

Outputs from this module

The output is a selected project with a clear justification for its selection based on the technical criteria.

Further guidance and resources

Annexe A provides a list of Technical Criteria for Project Selection that may be used to identify a potentially bankable adaptation project. Other relevant resources include the project databases LIFE, EIB pipeline and Climate-ADAPT (see Section 4).

2.2 IC1. Project Overview

Purpose of the module

The project overview introduces its objectives, benefits, and key economic and financial figures. It should allow readers, especially financiers, to quickly grasp what the project is about, why it is important, and how it will deliver value.

Inputs and prerequisites

PAs should gather general information, project delivery, adaptation, public good and other benefits, and financial data. Having clarity on adaptation goals and main activities is essential before drafting this module. Most of economic and financial figures will be calculated in later modules of the IC and can be added to the overview once available.

Skills and expertise required

This module primarily requires concise writing and synthesis skills to present complex information clearly and succinctly, using terminology and concepts that are familiar to financial stakeholders. Skills and expertise required to, for example, assess benefits and calculate relevant figures will be outlined in the respective modules of the IC.

Activities and efforts

PAs should complete the fields outlined in Table 4 (see descriptions of categories in Annexe B), covering general information, project delivery, adaptation, and public good and other benefits, and financial data. The narrative should explain the climate hazard addressed, the adaptation measures chosen, and expected social, environmental, and economic benefits.

Outputs from this module

The output is an overview that positions the project as a credible investment opportunity. To attract private financiers, the overview should highlight not only public-good benefits but also the tangible value for investors, such as potential returns, risk mitigation, or other financial incentives.

Further guidance and resources

Annexe B provides a description and minimum requirements for respective categories in the Project Overview. Relevant further guidance and resources will be provided in the respective modules during the IC development.

2.3 IC2. Project Execution Plan

Purpose of the module

The Project Execution Plan (PEP) provides a roadmap of how the project will be delivered, from preparation through operation to closure. As part of the PEP, a Monitoring, Evaluation, Accountability, and Learning (MEAL) framework must be integrated. The module's purpose is to

1. **Demonstrate feasibility:** Showing investors and financiers that the project has a realistic and structured pathway to completion;
2. **Enable accountability:** Providing FIEs with the periodic reporting and verification mechanisms they require;
3. **Support adaptive management:** allowing the project team to learn from monitoring data and adjust implementation as needed.

Inputs and prerequisites

This module draws on existing feasibility studies, permitting requirements, and indicative project schedules. These studies are prerequisites, not outputs, of this module. Cost estimates linked to different phases are also needed to connect planning with financial projections. For the MEAL components, inputs also include baseline data on key indicators and any existing reporting requirements from potential financiers.

Note: While this approach is well-suited to physical infrastructure projects, soft adaptation measures, such as institutional strengthening, capacity building, land-use planning, or new building regulations, should also be structured within the PEP. In these cases, the plan should set out phased activities (e.g., stakeholder consultations, policy drafting, legislative approvals, training programs, public awareness campaigns, and monitoring frameworks), with clear outputs, responsibilities, and indicative costs. Embedding these elements in the roadmap ensures that both physical investments and enabling measures are implemented in a coordinated manner, with traceable milestones and outcomes that can be monitored and evaluated throughout the project life cycle.

Skills and expertise required

Project management and engineering expertise are essential, as is knowledge of procurement rules and procedures. Familiarity with construction timelines and risk planning is valuable. For MEAL, additional expertise in monitoring & evaluation design, indicator definition, and results-based management is required.

Activities and efforts

PAs should prepare a timeline that covers each major phase: site acquisition, permitting, design, procurement, construction, commissioning, and operation, alongside the evolving involvement of key stakeholders/beneficiaries (see Section 2.6). This timeline must illustrate how stakeholder participation changes as the project develops.

The MEAL framework is embedded throughout this timeline across four interconnected components: The table below summarises the four MEAL components and provides practical guidance on integrating each into the Project Execution Plan (PEP). The PEP template in the IC Workbook (Excel) serves as a blueprint for integrating the different elements of the MEL. The format of the Accountability component (A) must be agreed upon with financial stakeholders (e.g., quarterly progress report).

Table 2. MEAL Framework and Integration into the PEP.

Component	What it means	How to integrate into the PEP
Monitoring	Tracking project progress against milestones and KPIs	- Add monitoring milestones and deliverables to the Gantt chart (e.g., baseline data collection, quarterly KPI measurement) - Define deliverables (activities completed and results achieved) <i>Optional: Specify who collects what data, how, and how often</i>
Evaluation	Assessing whether the project is effective and delivering value	- Add evaluation reviews to the timeline (e.g., mid-term evaluation, final evaluation at project close) - Define how outcomes will be attributed to the project <i>Optional: Specify who conducts the evaluation (internal/external/independent)</i>
Accountability	Reporting to financiers and addressing grievances	- Add a reporting calendar to the PEP (quarterly progress reports, annual MEAL reports, covenant certificates) - Specify consequences for late or non-reporting (e.g., withholding of funds) - Document the grievance mechanism (who receives complaints, how they are resolved)
Learning	Using data to adapt and improve project implementation	Establish learning loops – how monitoring data feeds into management decisions

- Define adaptive management actions (e.g., if a milestone is not achieved). *Note: This step may be included in the Risk Assessment (IC3).*
- Plan knowledge sharing with financiers and peers

Note: Depending on the financial structure/instrument, consider listing financial stakeholders as involved partners not only during procurement/financial close, but also during, e.g., the planning and design phase (to ensure covenant compliance from the start) and operation and maintenance (to monitor debt service coverage ratios).

Outputs from this module

The result is a phased Project Execution Plan & MEAL framework that:

- Links actions, milestones, costs, and MEAL activities
- Includes a clear reporting calendar and accountability framework for financiers
- Defines KPIs, evaluation gates, learning loops, and adaptive management triggers
- Specifies consequences for non-compliance with reporting or covenant obligations

Further guidance and resources

Table 1 and Figure 1 in IC Workbook Template (Excel) provide table and Gantt chart formats that can be directly adapted to the project at hand. Further relevant MEAL-specific resources are listed below.

Resource	Description
Operational Guidance for Monitoring and Evaluation (M&E) in Climate and Disaster Resilience-Building Operations – World Bank, 2017 Link (accessed on 04/05/2026)	This note offers practical guidance for monitoring and evaluation (M&E) of World Bank operations that aim to increase resilience to climate-related natural disasters and long-term climatic changes (henceforth "resilience M&E"), through activities that include climate change adaptation and disaster risk management (henceforth "resilience-building") components.
Monitoring and evaluation of climate change adaptation: an introduction – weADAPT, 2023 Link (accessed on 04/05/2026)	Monitoring and evaluation (M&E) is crucial to ensure that adaptation actions are proceeding as planned and that lessons are drawn to improve them. Since evaluation of how an adaptation intervention is performing is based on the monitored criteria, both are important to understand what makes adaptation actions effective.

2.4 IC3. Risk & Barrier Analysis

Purpose of the module

This module identifies the main risks and barriers that could threaten the project's success and outlines measures and stakeholder responsibilities to address them. The goal is to build credibility by showing investors and financiers that risks have been anticipated and that mitigation strategies are in place. All project development risks and barriers, as well as climate risks to the project, must be assessed.

All project development risks and barriers, as well as climate risks to the project, must be assessed. Mitigation strategies may also include non-financial incentive mechanisms adopted by the project proponent to address specific risks and barriers, while financial incentives should be integrated into the project's business model (as outlined in IC7.)

Inputs and prerequisites

Inputs include feasibility study findings, legal analyses, and stakeholder consultations. Previous experience with similar projects may also provide insights into common risks.

Skills and expertise required

Risk management expertise is required, alongside technical knowledge of the specific sector and financial assessment skills.

Activities and efforts

PAs should identify risks across all project phases, assess their likelihood and impact, and define mitigation measures with clear responsibilities and timelines. A key next step is establishing a **risk allocation model** to guide (cross-sectoral) partnerships by assigning major risks (e.g., construction delays, demand uncertainty, regulatory changes) between public and private actors—an essential consideration for investors and financiers. Table 2 in the IC Workbook Template (Excel) provides examples of project development and climate risk categories. Climate risk assessment should follow the **European Commission's climate-proofing guidance for infrastructure** (mandatory for projects supported by the Cohesion Fund, LIFE, EIB, etc.).

Risk mitigation and monitoring should include contractual risk allocation, safeguards, insurance, contingency budgets, and capacity strengthening. Actions should be phased across project development, operations, and the full project lifecycle. Monitoring should rely on regular risk reviews, early-warning systems, and integration into project governance, supported by a responsibility matrix assigning accountability across partners, financiers, and regulators.

Note: Clearly articulate all significant risks, even those that may seem daunting. Potential investors and financiers will almost always uncover such issues during their own due diligence; they want to see that the project proponent has recognised these challenges, considered their implications, and developed a plan to address them. A transparent and comprehensive risk register, coupled with a principled approach to risk allocation, is essential for building credibility with financial stakeholders. Transparent and comprehensive disclosure builds credibility, whereas omitting key risks can undermine confidence far more than being overly detailed.

Outputs from this module

The output is a comprehensive risk register including mitigation actions that can be shared with financiers.

Further guidance and resources

Table 2 in IC Workbook Template (Excel) supports the reporting of risks, their assessment (impact, likelihood, and overall risk level), and mitigation measures. Based on Table 2, Figure 3 (see also IC Workbook Template (Excel)) automatically generates a visual representation of the project-specific risk assessment matrix. Further relevant resources for the risk and barrier analysis are listed below.

Resource	Description
Climate Risk Assessment & Climate Risk Management Plan – European Commission Link (accessed on 25/09/2025)	Climate Risk Assessment (CRA) is a prior assessment of a project to examine its climate risks in terms of project exposure, potential climate impacts, and risk mitigation capacity. Based on the CRA, a climate risk management plan (CRMP) is drawn up and serves to monitor risk-mitigating actions. In many cases, it is possible to carry out a simplified CRA, which is based on rapid screening using available evidence.
Tools and Methods Series: Guidelines for Integrating the environment and climate change into EU international cooperation and development – EU, 2016	A number of tools accompany these Guidelines for Integrating the environment and climate change into EU international cooperation and development. Some of these tools are presented in the following annexes, while others are available on Capacity4Dev, notably

Link (accessed on 25/09/2025)	climate change sector scripts and draft sector notes.
Climate and Disaster Risk Screening Tools – The World Bank	Climate and Disaster Risk Screening is a process for identifying short and long-term climate and disaster risks to build resilience in development projects, policies, and programs. Identifying risks and proactively incorporating resilience measures – at an early stage of project design – can help projects achieve their development objectives. The Climate and Disaster Risk Screening Tools available on this website can be used by development practitioners for high-level screening at an early stage of project design or in national-level planning processes.
Link (accessed on 25/09/2025)	
Summary of CRISTAL: Community-based Risk Screening Tool - Adaptation & Livelihoods – International Institute for Sustainable Development, 2011	CRISTAL (Community-based Risk Screening Tool - Adaptation and Livelihoods) is a project planning and management tool that helps users to integrate risk reduction and climate change adaptation into their community-level work.
Link (accessed on 25/09/2025)	

2.5 IC4. Legal Feasibility & Regulations

Purpose of the module

The legal feasibility module ensures that all regulatory and legal requirements for the project are recognised and addressed in advance. Its purpose is to prevent unforeseen barriers that could delay implementation, increase costs, or deter investors and financiers by demonstrating that the project operates within a sound legal and regulatory framework.

Inputs and prerequisites

Key inputs include planning and environmental laws, land ownership documents, and requirements from international donors or development banks.

Skills and expertise required

Legal expertise is necessary, especially in planning, environmental, and procurement law. Familiarity with EU and national adaptation legislation is also essential.

Activities and efforts

Authorities should summarise relevant (EU, national and sub-national) laws and compliance standards, list required permits and their status, and verify land ownership or usage rights. Table 3 in IC Workbook Template (Excel) provides an overview of key legal and regulatory considerations, including: a. permits and compliance, b. site and land tenure, c. market and revenue rules, d. investment and finance framework, e. legal, contracting and security framework, and f. social and environmental compliance.

Note: The audience should be carefully considered: local laws, zoning norms, and regulatory frameworks are often well understood by regional stakeholders but may not be familiar to international investors or financiers. Providing clear explanations, summaries, and context for these locally specific legal

Outputs from this module

The result is a legal feasibility note that demonstrates regulatory readiness and a clear path for compliance, thereby reducing legal and regulatory risks for investors and financiers.

Further guidance and resources

Table 3 in IC Workbook Template (Excel) helps in structuring legal considerations, requirements, potential constraints, and risks, as well as indicative timelines.

2.6 IC5. Partners, Stakeholders & Beneficiaries

Purpose of the module

This module maps all the stakeholders involved in planning, delivering, financing, and benefiting from the project. Its purpose is to clarify responsibilities, ensure alignment, and demonstrate inclusiveness and good governance to potential financiers. Understanding who contributes what and who benefits when strengthens project transparency, bankability, and provides a critical basis for business modelling (IC7), including value capture and delivery. Additionally, differentiating roles helps avoid overlap, inefficiency, or conflict during project delivery.

Inputs and prerequisites

Stakeholder mapping from earlier planning processes and political context analyses serves as key inputs. Information on previous partnerships, sector practices, and applicable regulations clarify which organisations are best suited for specific roles.

Skills and expertise required

Stakeholder engagement, negotiation, and institutional design skills are needed to accurately describe roles and governance:

- **Stakeholder engagement skills:** the ability to identify, consult, and maintain constructive dialogue with diverse stakeholders.
- **Negotiation skills:** essential for defining responsibilities, incentives, and agreements between partners.
- **Institutional design expertise:** critical for establishing governance structures, decision-making mechanisms, and contractual arrangements that suit different types of partners.

Activities and efforts

PAs should identify all relevant stakeholders and set out clear strategies for consulting them effectively. PAs should define who will be key in delivering the project, and the roles they envisage them taking. For example, who will lead the project as the sponsor, who will deliver the works, and who will provide its operation or maintenance. Will its operation be monitored and evaluated to ensure performance (see also IC2)? If so, how will this be undertaken? Also, additional stakeholders for the project who have an interest should be identified. This process is essential for ensuring inclusiveness, transparency, and stakeholder buy-in throughout the project lifecycle. In the following, three indicative steps for identifying and mapping stakeholders are outlined:

1. **Identify relevant stakeholders:** To capture the full range of interests and influences, users are encouraged to:
 - Review the local, regional, and sectoral context to identify stakeholders with formal or informal influence over the project.
 - Consider both directly impacted parties (e.g., local communities, authorities, technical operators) and indirectly affected stakeholders (e.g., NGOs, sector regulators, regional development agencies, private sector partners).
2. **Consult stakeholders effectively:** Stakeholder engagement should go beyond simple mapping. Authorities should:
 - Apply structured consultation methods such as workshops, surveys, interviews, and written correspondence to gather inputs, align expectations, and capture concerns early.
 - Initiate preliminary communication and written exchanges with relevant financial stakeholders to build early alignment.
3. **Track contributions and value creation:** Beyond identification and consultation, authorities should:
 - Document stakeholder contributions, expected benefits, and decision-making rights to strengthen governance, financial structuring, and project bankability.
 - Track value creation, rights, and responsibilities across different project phases to enhance transparency, inclusiveness, and bankability.

4. **Track evolving participation over project lifecycle:** Using Table 4 in the Excel Workbook, document when and how each stakeholder adds and receives value throughout the project lifecycle (concept, feasibility, design, procurement, construction, operation). This dynamic mapping is essential for governance and financial structuring.

A clear distinction between project partners, stakeholders, and beneficiaries is critical for alignment, governance, and effective implementation. PAs can use Table 3 (below) for definitions.

Note: Critically, the involvement of stakeholders/partners/beneficiaries is not static; it evolves according to a defined project development timeline. For example, initial discussions and negotiations will primarily involve the public authority, project developers, and potential owners as the foundational equity risks and rewards are discussed and allocated. As the project advances through permitting, construction, and into operation, the core stakeholder group expands and shifts to include contractors, regulators, operators, and the end-user community (see also Project Execution Plan, Section 2.3).

Table 3. Overview of project entities and their definitions

Entity	Definition
Project partners	Organisations or institutions that are directly responsible for the design, financing, implementation, or operation of the project. These include executing entities, financial partners, implementing agencies, and technical collaborators.
Stakeholder	Stakeholders are individuals or entities – such as institutions, companies or organisations – who have, in one way or another, an interest in and are impacted, whether positively or negatively, by the current project. ²
Beneficiaries	Individuals, households, communities, or ecosystems that receive direct or indirect benefits from the project outcomes, such as improved resilience, livelihoods, or environmental quality. Beneficiaries are often local populations or ecosystems targeted by the adaptation intervention.

Outputs from this module

The result is a comprehensive partner and stakeholder matrix that presents who contributes what and who benefits when.

Further guidance and resources

Table 4 in IC Workbook Template (Excel) helps record the roles, contributions, and expected benefits of each stakeholder. In addition, the table can then be populated to capture when and how stakeholders add and receive value throughout the project lifecycle. Further relevant resources are listed below.

Resource	Description
Stakeholder Engagement Handbook – Pembrokeshire Coastal Forum	In this handbook, you will find practical tools to help you identify key people involved (stakeholders), plan engagement activities, and keep open communication. It emphasises the importance of understanding and considering the different interests, needs and inputs of everyone involved in

² adapted from Institute of Project Management, 2025. What is a Stakeholder? Definition, Importance and Types. Available at: <https://instituteofprojectmanagement.com/blog/what-are-stakeholders-understanding-their-importance/> (accessed on 18/07/2025).

Link (accessed on 01/09/2025)	climate adaptation projects, ensuring that all voices are heard and considered in the decision-making process.
RESIN Stakeholder Analysis for Urban Climate Adaptation – Geerdink et al., 2025	This report presents an overview of methods and tools to identify stakeholders in order to involve and engage them in the various steps of preparing for and developing climate change adaptation strategies. The primary aim of this report is to support the RESIN case cities in identifying and creating cooperation with the relevant stakeholders in their cities. A secondary aim is to provide city planners in general with an overview of methods and tools they can use for stakeholder analysis and engagement in their adaptation strategy development. With it go some advice and recommendations how to make use of these methods.
Link (accessed on 01/09/2025)	

2.7 IC6. Economic Viability

Purpose of the module

This module assesses the wider socio-economic rationale for the project, beyond the financial viability (Module IC7). It helps demonstrate how the **project generates value for society**, the environment, and the economy, which is essential for securing public support, grants, or concessional financing. Economic viability is typically measured through cost-benefit analysis (CBA) using economic rather than financial values.

Inputs and prerequisites

For the assessment of economic viability, the main inputs and prerequisites include detailed estimates of project costs (capital, operational, and project lifespan), data on direct adaptation benefits (e.g., reduced flooding or water scarcity, as well as avoided damages, such as reduced service disruptions) and indirect co-benefits (e.g., health, biodiversity, carbon sequestration), as well as socio-economic and demographic information on affected populations and economic activities. Additional prerequisites include agreed project lifetime assumptions, appropriate discount rates following national or EU guidelines, and risk parameters for sensitivity and scenario analysis to capture uncertainties in climate impacts, costs, and benefits.

Skills and expertise required

Expertise in cost-benefit analysis (CBA), economic valuation techniques for non-market benefits, and an understanding of social discount rates is required.

Activities and efforts

PAs should identify costs and benefits, which include direct adaptation outcomes (e.g., reduced flood damage, lower treatment costs, improved health) and wider co-benefits (e.g., carbon storage, property value increases, or synergies with development). Public bodies usually prioritise the economic case, that is, the net costs and benefits to society as a whole, including non-market benefits such as carbon storage and health improvements. In contrast, private organisations typically emphasise the financial case, the project's rate of return, reflecting financial performance. The IP Module 4 (Build the economic and financial case) provides more details on assessing economic costs and benefits as well as an overview of different economic appraisal methods, namely Cost Benefit Analysis (CBA), Cost Effectiveness Analysis (CEA) and Multi-Criteria Analysis (MCA). The tool provided in the IC Workbook Template (Excel) will focus on CBA, which can be considered the most common. However, there is a wide range of other economic appraisal methods, and the choice depends on the number of objectives, whether impacts are measurable, and whether benefits can be valued in monetary terms.

Note: CBA struggles to accurately monetise intangible values like human life or environmental beauty, and its reliance on a discount rate can unfairly devalue long-term benefits. Furthermore, it focuses on overall efficiency while often ignoring the ethical problem of how costs and benefits are distributed among different groups. While the social discount rate remains the most influential parameter, the analysis is also sensitive to other key assumptions. Altering the valuation of intangible benefits (such as assigning a higher value to health gains or avoided crime costs) could also affect the project's viability, though the impact would be less pronounced than a change in the discount rate.

Use appropriate social discount rates in line with national or international guidelines and methodologies, such as those provided by the European Commission or World Bank Group. Ensure sensitivity analysis for key assumptions (see Further guidance and resources). Given that the choice of discount rate is one of the most sensitive assumptions in a CBA, especially in projects where benefits accrue in the long term, sensitivity analysis should test how changes in the rate affect the Net Present Value (NPV).

Note: Note distinction between economic and financial appraisal:

- **Economic appraisal:** An assessment of a project's socio-economic value from a public perspective, focusing on the costs and benefits for society, including impacts that are not reflected in market prices, to determine whether the project contributes to economic welfare (EIB, 2022).
- **Financial appraisal:** An assessment of a project's commercial viability and bankability from an investor's perspective, focusing on how the project generates revenues, manages costs, and produces sustainable cash flows to support financing (EIB, 2022).

Key distinction: Economic appraisal assesses whether a project is beneficial for society ("the public case"), whereas financial appraisal assesses whether a project is viable for investors ("the investor case").

Outputs from this module

The output is an economic appraisal, typically presenting a Benefit-Cost Ratio (BCR) and an economic Net Present Value (NPV), which demonstrate the project's value to society. These results should be included in the Project Overview (Module IC1).

Further guidance and resources

Table 5 in IC Workbook Template (Excel) provides a tool for CBA that can be used by PAs to assess the economic viability of their project. Other relevant tools and guidelines are listed below.

Resource	Description
Economic Appraisal Vademecum 2021-2027 - General Principles and Sector Applications- European Commission, 2021 Link (accessed on 01/09/2025)	The objective of this Economic Appraisal Vademecum (EAV) is to further promote and simplify the voluntary use of Economic Appraisal (EA) for EU co-financed investments in the 2021–2027 programming period. Carrying out EA is good practice for any EU-supported project, as it helps to ensure the optimal allocation of available funding and to verify that the projects supported are good value for money. In this document, EA is defined as the process aimed at assessing if a project will contribute to overall social welfare and to economic growth. It takes into account benefits and costs to society and gauges the value that the project generates for all stakeholders to determine if society will gain from the investment.
Discounting Costs and Benefits in Economic Analysis of World Bank Projects (English) - World Bank Group, 2023	The social discount rate is a key element in calculating the present value of net benefits in economic analyses of World Bank investment projects. The present guidance on appropriate social discount rates is anchored in welfare economics. Standard welfare analysis tells us that the net benefits of

Link (accessed on 01/09/2025)	a project at different points in time should be valued according to their marginal impact on welfare at the time they occur.
Reference Guide on ADAPTATION CO-BENEFITS: A Comprehensive Guide to Capturing Climate Change Adaptation Co-Benefits Generated by World Bank Projects – World Bank Group, 2021	A project's climate change adaptation co-benefits are determined by counting the financing dedicated to components, sub-components, prior actions (PAs), or disbursement-linked indicators (DLIs) that address, or are designed as adaptation measures to, climate change risks, and that increase the overall climate resilience of the project, project sector, and/or project beneficiaries.
Link (accessed on 30/09/2025)	
Assessing the costs and benefits of climate change adaptation: Briefing – European Environment Agency, 2023	Climate change is happening. To reduce its economic impact, adaptation and mitigation actions are urgently needed. Decision-makers need to understand their benefits and costs compared to not acting at all. This briefing summarises the main assessment concepts, key methods and related challenges and constraints, and provides practical examples of approaches relevant to the EU.
Link (accessed on 30/09/2025)	
Sustainable Asset Valuation – IISD, 2025	The International Institute for Sustainable Development (IISD) and the MAVA Foundation developed the Sustainable Asset Valuation (SAVi) to help policymakers and investors and financiers make informed decisions on infrastructure financing. SAVi allows us to evaluate the financial attractiveness of an infrastructure project across the life cycle, taking into account important environmental, social, economic and governance stakeholders that are overlooked in a traditional valuation.
Link (accessed on 11/11/2025)	
Climate Change Adaptation and Economics and Investment Decision Making in the Cities – EIB, 2022	This document brings together the knowledge and experience from the previous tasks of this project. Climate change adaptation economics and investment decision making in EU cities, to provide guidance for supporting municipal and local authorities through the use of adaptation economics in an urban context.
Link (accessed on 04/05/2026)	

2.8 IC7. Business Model

Purpose of the Module

This module defines the core logic of how the **project creates, delivers, and captures value**. It translates identified project benefits into a viable commercial or operational blueprint, demonstrating how value for beneficiaries can be converted into sustainable revenue streams, co-financing, or other financial arrangements. It serves as the foundational link between the project's economic benefits and its financial feasibility.

Inputs and Prerequisites

Key inputs include the value proposition resulting from the economic appraisal (Module IC6), the mapping of stakeholders and beneficiaries (Module IC5), their willingness to pay, estimated cost structures and revenue streams, among others. The module builds on the project's value proposition to outline how value will be captured.

Skills and Expertise Required

Competence in business model design and use of the Business Model Canvas (BMC). An analytical ability to link project benefits to potential revenue mechanisms. Expertise in stakeholder analysis and understanding of value capture mechanisms (e.g., user fees, service contracts, performance-based payments) is essential.

Activities and Steps

This module transitions from the project's value proposition to value delivery and capture towards its financial and operational blueprint. It outlines how value will be captured through revenue streams, details the business model and governance, and presents a financially viable structure to attract funding and financing.

- Step 1 Develop the business model:** Create a BMC to provide a concise, one-page visual summary of the project's core logic. This serves as the foundational blueprint, outlining the eight key building blocks: (1) key activities, (2) key resources, (3) value propositions, (4) key partners, (5) key beneficiaries, (6) governance, (7) costs, and (8) value capture. The template provided in the IC Workbook Template (Excel) (Figure 4) is adapted from the examples of BMC templates provided in Figures Figure 6Figure 7Figure 8 (Annexe C).
- Step 2 Value creation, proposition, and capture:** Based on the BMC (Step 1) and benefits identified in IC6, detail how value is created and can be converted into revenue and cash flow. The IC Workbook Template (Excel) (Table 8) supports the analysis of links between value creation (how benefits are generated), value proposition (the type of benefits delivered), and value capture of project benefits (the ability to monetise benefits and develop revenue streams). Assess each option's viability based on the potential of monetisation, revenue streams, willingness and ability to pay, feasibility, and potential contribution to project costs.

Outputs from this Module

The key outputs include the business model and key financial metrics such as NPV, IRR, ROI, payback period, and any funding gaps that require public or private financing.

Further Guidance and Resources

Annexe C provides examples for BMC that can be tailored to the project. The table below presents a comprehensive compilation of guidelines, tools, and databases to support the development of business models.

Resource	Description
Business Models for Financing Nature-Based Solutions in Urban Climate Action Link (accessed on 12/09/2025)	This publication serves as a comprehensive guide to financing and developing business models for Nature-based Solutions (NbS) addressing climate challenges in urban areas. The publication is designed as a knowledge resource for NbS project developers in the public and private sectors and other stakeholders involved in NbS planning and implementation. Its primary intention is to support the adoption of NBS approaches in cities in developing countries, drawing on global implementation experience. However, its content is also relevant across various countries' contexts.
Business model canvas – Strategyzer (2024) Link (accessed on 12/09/2025)	The Business Model Canvas is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model. This includes a downloadable template and an overview of the approach.
Taking Action for Urban Nature: Business Model Catalogue, NATURVATION Guide – Toxopeus, H.S. (2019) Link (accessed on 12/09/2025)	The Business Models Catalogue for urban nature-based solutions presents eight different business models for urban NBS. These were identified based on 54 in-depth case studies of urban NBS, both in- and outside of Europe. These models explain which values propositions can drive urban NBS funding. Importantly, by combining different models, the funding capacity for urban NBS can be increased. Download it by clicking on the picture to the left.
Financing Local Net Zero Projects – PWC and UKRI InnovateUK (2023)	This guide outlines an end-to-end approach for financing local net-zero projects. The guide is aimed at Public Authorities, and whilst the guide is targeted towards net zero projects, it provides guidance on many of the

[Link](#) (accessed on 12/09/2025)

Nature-Based Solutions Business Model Canvas Guidebook – Connecting Nature (2019)

[Link](#) (accessed on 02/12/2025)

key considerations that underpin a business model and financial structuring, including defining the business models, commercial structures and other commercial case studies.

The Nature-Based Solutions Business Model Canvas is an easy-to-use tool to help you capture in a visual format the business model of your Nature-Based Solution (NBS). The NBS Business Model Canvas is used as a tool to support the initial stages of planning the implementation of NBS in cities. It has been piloted with cities engaged in the Connecting Nature2 project. This guidebook supports cities in using the NBS Business Model Canvas. Further supports available to cities planning NBS include an introductory Webinar on 'Financing, Business Models and Governance of NBS' and an on-site facilitated workshop.

2.9 IC8. Financial Viability & Structure

Purpose of the module

This module assesses the project's overall financial viability and defines the detailed financing structure required to mobilise capital and ensure long-term financial sustainability. It demonstrates whether the project can realistically cover all costs and meet financial obligations, thereby evidencing its potential bankability. It bridges the gap between the business model and investable outcomes, detailing how funds will flow, be repaid, and how risks will be managed.

Inputs and prerequisites

Key inputs include the business model (Module IC7), detailed capital and operational expenditure estimates, and the mapping of potential revenue streams.

Note: Preliminary engagement with financiers is strongly recommended to align the financing structure with investor expectations from the outset.

Skills and expertise required

Strong competence in financial modelling (NPV, IRR, ROI, payback), cost estimation, and cash flow projection. Expertise in financial structuring, blended finance, innovative instruments, and designing risk-sharing mechanisms is critical. External expertise may be consulted from financial advisors.

Activities and efforts

The module demonstrates how all costs are covered and how financial obligations will be met. It further explains how funds will flow through the project, including key stakeholders involved, and, if necessary, how financing will be repaid. It also highlights mechanisms designed to attract private sector investment and de-risking tools that enhance investor confidence and improve project bankability.

Step 1 Costs and key financial metrics: Develop comprehensive cost and cash flow projections. Calculate key financial indicators (Return on Investment (ROI), Net Present Value (NPV), Internal Rate of Return (IRR), and payback period) to support decision-making and investor engagement, using a discount rate applicable to the project and in accordance with national guidance. Use Table 9 in IC Workbook Template (Excel).

Step 2 Identify funding and financing sources and instruments: Outline how the project will be funded/financed over its lifetime. Identify specific instruments (grants, equity, loans, guarantees) and define the preliminary capital structure (debt-equity mix). Map sources and uses of funds and determine the

leverage ratio³.

Step 3 Assess Bankability and select Incentive Mechanisms (IMs): Assess overall bankability using a checklist (e.g., Annexe D) to identify gaps. Design and select IMs (e.g., guarantees, concessional capital, fiscal incentives) to enhance attractiveness and de-risk the project for investors.



Figure 3. The three steps of assessing the project's bankability and identifying suitable incentive mechanisms.
 Source: Authors.

Step 4 Provide a comprehensive business and financial narrative: Synthesise all steps into a written description and a schematic financial flow diagram (see Annexe F). This diagram should clearly show the following key components throughout the project lifecycle:

- **Financial structure and flows:** Outline all sources of financing, including public and private funders. Describe the timing and mechanisms of fund disbursement, repayment, and revenue collection. Include any financial instruments or agreements used (e.g., loans, grants, guarantees, subsidies). Specify how repayment obligations will be met under different scenarios, including risk mitigation measures.
- **Governance and organisational structure:** Present the governance framework of the project, including all relevant legal entities and their roles (e.g., project sponsor, operator, service providers). Describe the decision-making bodies (e.g., steering committee, board) and their respective responsibilities. Describe the legal structure of the project entity/entities, such as an SPV, corporate entity, or fund structure, if applicable. For PA-led projects, note that the legal form may be determined by regulation or legislation.
- **Stakeholder involvement:** Map all key partners, stakeholders, and beneficiaries (public authorities, private partners, financiers, beneficiaries) identified in IC5. Visualise how they interact, and how incentives are aligned.

Note: The project's cash flow is governed by a legally binding "payment priority" established in its contracts. The most important payments are (1) taxes (to the government) and (2) interest on Debt (to lenders). All other payments, including profits for private investors and financiers, are made only after these two priorities are fulfilled. This ensures that the financial metrics we use (like ROI and NPV) are based on realistic, post-obligation returns, providing a trustworthy basis for public approval. The Weighted Average Cost of Capital (WACC) is first calculated when the project's capital structure and the cost of each source of financing are determined (Step 4).

Outputs from this module

A description of the financial structure, detailing revenue streams, funding sources and capital structure as well as a schematic diagram of financial flows, organisational structure, and stakeholders involved.

Further guidance and resources

Annexe D provides a Bankability Checklist that can be used to assess the overall bankability and to identify potential gaps. Using the IC Workbook Template (Excel), benefits and potential revenues should be captured (Table 8), and financial metrics such as NPV, IRR, and payback period should be calculated (Table 9). The CLIMATEFIT Adaptation Investment Landscape (Deliverable 1.1)⁴ can be used as a relevant resource in reviewing the connection between value proposition, value creation, and value capture. Further, case studies pre-

³ Leverage ratio: The amount of private financing mobilised for each unit of public financing, showing how effectively public funds attract private capital (e.g., a leverage ratio of 3:1 means one dollar of public funding crowds in three dollars of private investment).

⁴ Machiels et al., 2024. Adaptation Investment Landscape. CLIMATEFIT (Deliverable 1.1). Available at: <https://climatefit-heu.eu/knowledge-center/#deliverables> (accessed on 30/09/2025).

sented in Section 4 provide practical examples that can support financial viability assessment. The table below presents a comprehensive compilation of guidelines, tools, and databases to support activities such as the identification of financial instruments and funding sources for various types of adaptation projects.

<i>Resource</i>	<i>Description</i>
Inventory of Innovative Financial Instruments for Climate Change Adaptation – NAP Global Network Link (accessed on 12/09/2025)	"Innovative financial instruments for climate change adaptation" include mechanisms and approaches that can be used to acquire, structure, govern, and allocate financial resources toward adaptation priorities. They can enable access to financial resources from financial institutions, private investors, institutional investors (such as pension funds), impact investors, foundations, and other philanthropists, and may be blended with traditional sources of financing. This inventory provides information on a range of innovative financial instruments that have been used, or potentially could be used, to finance the implementation of climate change adaptation measures.
Financial Instruments Toolkit – CCFLA Link (accessed on 12/09/2025)	The financial instruments library provides state-of-the-art financial instruments available for urban climate projects. Browse the library selecting different filters using the menu on the left. Hover and click on financial instruments (dots) to learn more about them.
Finance Catalogues – Pathways2Resilience Link (accessed on 12/09/2025)	Pathways2Resilience has built a catalogue of 57 sources (institutions that provide finance for adaptation) and 78 financial instruments (mechanisms that enable the transfer of funds) for regions to use to support their adaptation efforts. The catalogue includes a visual overview of source and instruments, as well as detailed information on each, such as advantages and drawbacks, and key considerations for their use, as well as relevance to the Mission's Key Community Systems.
Climate Adaptation Investment Framework – OECD Link (accessed on 11/12/2025)	The Climate Adaptation Investment Framework (CAIF) aims to support governments' efforts to unlock investment in adaptation to build resilience to climate change. Building upon the foundation of the OECD's Policy Framework for Investment and the Foreign Direct Investment (FDI) Qualities Policy Toolkit, it identifies the key domestic policies that are particularly relevant for enabling climate change adaptation investment. The scope of the CAIF includes both public and private investment, given that both sources will be critical for climate adaptation.
Toolbox on Financing Nature-Based Solutions – CPI Link (accessed on 12/09/2025)	This report analyses and distils learnings from financial instruments to attract finance for NbS. To achieve this, SFWG members, strategic partners, and technical advisers collaborated on an extensive mapping of financial vehicles targeting NbS. Over 60 active instruments were mapped and analysed in relation to the priority themes they target, their stage of implementation, and geographic focus. We then shortlisted 12 cases, focusing on instruments that target one or more of the following activities: (i) restoration, (ii) conservation, (iii) oceans & water, (iv) bioeconomy, and (v) agroforestry. This report includes an in-depth analysis of the 12 cases to harness relevant lessons and better inform readers on the challenges and opportunities of financing NbS, as well as their potential for replication and expansion to other G20 countries.
Business Models for Financing Nature-Based Solutions in Urban Climate Link (accessed on 12/09/2025)	This publication serves as a comprehensive guide to financing and developing business models for Nature-based Solutions (NbS) addressing climate challenges in urban areas. The publication is designed as a knowledge resource for NbS project developers in the public and private sectors and other stakeholders involved in NbS planning and implementation. Its primary intention is to support the adoption of NBS approaches in cities in developing countries, drawing on global implementation experience. However, its content is also rele-

vant across
various countries' contexts.

Building Financial Instruments for Climate Adaptation – CPI

[Link](#) (accessed on 12/09/2025)

This report provides a comprehensive guide for stakeholders seeking to develop financial instruments that advance climate adaptation. Following the introduction, each of the report's five main sections is designed to facilitate navigation, deepen understanding, and offer valuable context on best practices in adaptation finance

Glasgow City Region Climate Adaptation Strategy and Action Plan – Annex 3: Resource and Mobilisation Plan – Climate Ready Clyde

[Link](#) (accessed on 12/09/2025)

The Resource Mobilisation Plan is an analysis of funding sources and mapping of pipeline propositions to potential investors/funders for adaptation, including an Innovation Portfolio, for Glasgow City Region. It builds on previous background work on the potential sources of finance, and a prior mapping of finance to emerging adaptation interventions for Glasgow City Region's Adaptation Strategy and Portfolio Blueprint.

Carbon Border Adjustment Mechanism (CBAM) – EU

[Link](#) (accessed on 12/09/2025)

The CBAM is the EU's tool to put a fair price on carbon emitted during the production of carbon-intensive goods that are entering the EU, and to encourage cleaner industrial production in non-EU countries. CBAM will apply in its definitive regime starting with 2026.

Business model canvas – Strategyzer (2024)

[Link](#) (accessed on 12/09/2025)

The Business Model Canvas is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model. This includes a downloadable template and an overview of the approach.

Taking Action for Urban Nature: Business Model Catalogue, NATURVATION Guide – Toxopeus, H.S. (2019)

[Link](#) (accessed on 12/09/2025)

The Business Models Catalogue for urban nature-based solutions presents eight different business models for urban NBS. These were identified based on 54 in-depth case studies of urban NBS, both in- and outside of Europe. These models explain which values propositions can drive urban NBS funding. Importantly, by combining different models, the funding capacity for urban NBS can be increased. Download it by clicking on the picture to the left.

Financing Local Net Zero Projects – PWC and UKRI InnovateUK (2023)

[Link](#) (accessed on 12/09/2025)

This guide outlines an end-to-end approach for financing local net-zero projects. The guide is aimed at Public Authorities, and whilst the guide is targeted towards net zero projects, it provides guidance on many of the key considerations that underpin a business model and financial structuring, including defining the business models, commercial structures and other commercial case studies.

Nature-Based Solutions Business Model Canvas Guidebook – Connecting Nature (2019)

[Link](#) (accessed on 02/12/2025)

The Nature-Based Solutions Business Model Canvas is an easy-to-use tool to help you capture in a visual format the business model of your Nature-Based Solution (NBS). The NBS Business Model Canvas is used as a tool to support the initial stages of planning the implementation of NBS in cities. It has been piloted with cities engaged in the Connecting Nature2 project. This guidebook supports cities in using the NBS Business Model Canvas. Further support available to cities planning NBS include an introductory Webinar on 'Financing, Business Models and Governance of NBS' and an on-site facilitated workshop.

3 Template for Developing an Investment Concept

3.1 IC1. Project Overview

Table 4. Project Overview: Overview of general information, project delivery, benefits, and financial information (see description of categories in Table 13, Annexe A).

Project Information	
Project location	
Project sector	
Project type	
Project name	
Project summary	
Delivery Information	
Project development stage	
Expected start of construction	
Expected start of service	
Economic Metrics	
Benefit-cost ratio (BCR)	
Net Present Value (NPV), economic	
Financial Information	
Total lifecycle cost (in EUR)	
Net Present Value (NPV), financial	
Internal Rate of Return (IRR)	
Revenue streams	
Financial sources	
Adaptation Benefits	
Assets and population protected	
Avoided damage and losses	
Adaptive capacity improvements	
Additional Benefits	
Economic benefits	
Environmental benefits	
Social benefits	
Main Costs	
Economic costs	
Environmental costs	
Societal costs	
Compliance & Standards	
EU Taxonomy compliance	
Policy and strategy alignment (EU, national, regional and local)	
Disclosure requirements (if applicable)	

Note: Some of the information requested in Table 2 will be determined in later modules of the IC, including details on economic metrics and financial information.

3.2 IC2. Project Execution Plan

The **Project Execution Plan (PEP)** (use Table 7 in IC Workbook Template (Excel)) should provide a clear and comprehensive roadmap, outlining a timeline that covers all critical development phases, including (pre)feasibility and climate studies, site acquisition, permitting, planning, bidding/procurement, engineering, contracting, construction, commissioning & testing and operation. This plan must highlight key milestones and deliverables associated with specific costs at each stage to ensure effective monitoring and successful project delivery. Insert an overview of the PEP in Gantt chart format below (Table 5), based on a detailed outline developed in the IC Workbook Template (Excel). Include identified Milestones (Ms) and Deliverables (Ds) and specify them in **Table 6**.

Table 5. Project execution timeline (in months after project start; M: Milestone, D: Deliverable.)

Year	Y1					Y2					Y3					Y4					Y5				
Months after start	3	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	60					
Site Acquisition																									
Permitting & Approval																									
Planning & Design																									
Procurement																									
Engineering																									
Construction																									
Commissioning & Testing																									
Operation & Maintenance																									

Table 6. Description of Milestones (Ms) and Deliverables (Ds) included in the project execution timeline (Table 5).

Milestones & Deliverables	Description
Milestones (Ms)	
	M1
	M2
	M...
Deliverables (Ds)	
	D1
	D2
	D...

3.3 IC3. Risk & Barrier Analysis

This module identifies **the key risks and barriers** that could impact project development and success, as well as climate risks to the project itself, which are increasingly scrutinised by investors and financiers and required under EU funding frameworks (e.g., Cohesion Funding, LIFE, EIB). It outlines strategies and timelines to mitigate these challenges, ensuring smooth progress and reducing potential setbacks. You are encouraged to use the template provided in the IC Workbook Template (Excel) (Table 2) to detail project-specific risks, risk levels, mitigation measures, responsible entities, and timeline. Provide a summary of the project development risks and barriers (Step 1,

Table 7) and the climate risks to the project (Step 2, Table 8) below, and include the risk assessment matrix in Figure 4 (see Figure 3, IC Workbook Template (Excel)).

Step 1 Project development risks and barriers – Identify major risks and barriers associated with project development. Project risks are non-climatic risks that can undermine implementation and performance.

Table 7. Project development risks and barriers, risk level, and mitigation measures.

Risk Category	Specific Risk & Barrier	Risk level (very low to catastrophic / 1-25)	Mitigation Measures
Political & Regulatory			
Legal & Contractual			
Construction			
Implementation			
Operational			
Monitoring & Evaluation			
Revenue & Demand			
Cost Estimation & Budget			
Environmental & Social			
Financial & Economic			
Market			
Technology			

Step 2 Climate risks to the project – Identify climate risks that may impact project assets, operations, or revenue streams. While the project itself is designed to deliver adaptation or resilience outcomes, investors and financiers also require assurance that it is climate-resilient through the reporting of associated climate risks.

Table 8. Climate risks to the project, risk level, and mitigation measures.

Risk Category	Specific Risk & Barrier	Risk level (very low to catastrophic / 1-25)	Mitigation Measures
Physical climate risks			
Chronic Climate Risks			
Nature & Biodiversity Risks			
Chronic Climate Risks			
Transition Risks			
Physical climate risks			
Chronic Climate Risks			
Nature & Biodiversity Risks			

Chronic Climate Risks			
Transition Risks			

[Placeholder; Insert Figure 3, see IC Workbook Template (Excel)]

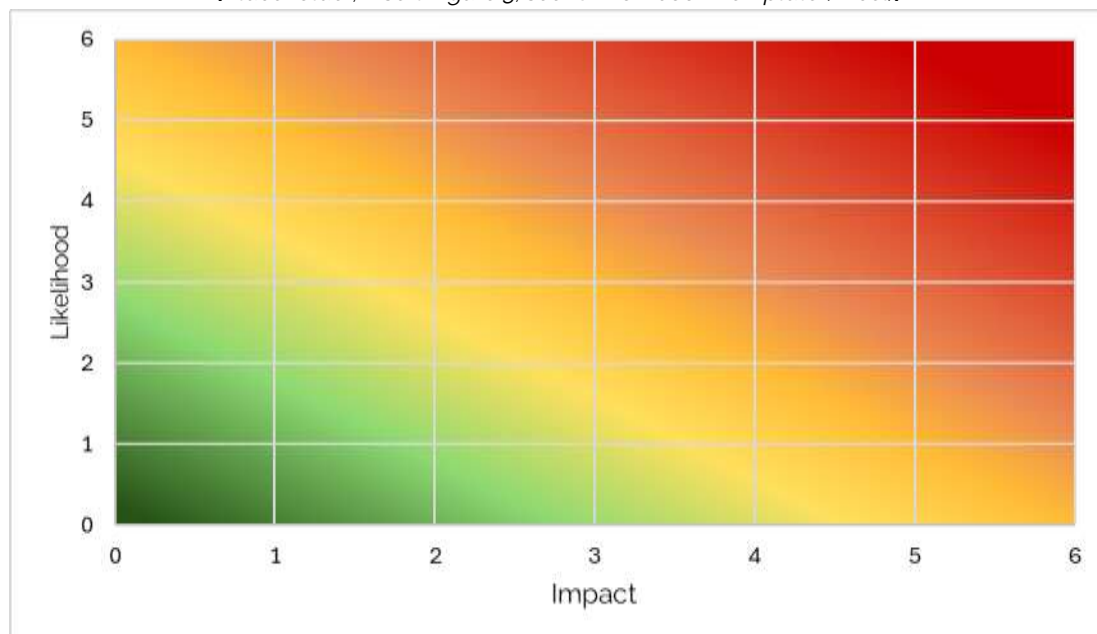


Figure 4. Project-specific risk assessment matrix: impact, likelihood, and risk levels of identified project risks.

3.4 IC4. Legal Feasibility & Regulations

This module assesses the legal and regulatory environment relevant to the project, highlighting potential constraints and requirements for successful implementation. You are encouraged to use the template provided in the IC Workbook Template (Excel) (Table 3) to detail legal and regulatory considerations for project implementation, highlighting key requirements, potential constraints, responsible authorities, and timelines. Provide a summary of key considerations below.

- **Permits and compliance:** Outline environmental, planning/zoning, construction, labour, and climate-adaptation laws applicable to the project. Include required permits and compliance standards and list key approvals, timelines, and authorities.
- **Site and land tenure:** Confirm land title, easements, identify land use restrictions, assess dispute risks, review acquisition procedures, resettlement obligations, and verify enforceability for financing purposes.
- **Market and revenue rules:** Explain legal rules for setting tariffs and prices, enforceability of revenue guarantees or buyer contracts, protections against changes in law or regulations, requirements under PPP or concession agreements, and any approvals/restrictions affecting revenue collection.
- **Investment and finance framework:** Address foreign investment rules, capital-flow regulations, FX convertibility, profit repatriation, investment-screening requirements, and alignment with donor, DFI, or treaty obligations.
- **Legal, contracting and security framework:** Clarify governing law, dispute resolution mechanisms (arbitration/courts), enforceability of contracts and security interests, procurement rules, and stand-ard construction/PPP contract provisions.
- **Social and environmental compliance:** Cover ESIA obligations, labour and health & safety standards, resettlement frameworks, and climate-resilience or adaptation requirements.



3.5 IC5. Partners, Stakeholders & Beneficiaries

This module identifies **all key stakeholders involved in the project**—both directly and indirectly—and outlines their specific roles, contributions, and expected benefits throughout the project lifecycle. Completing Table 4 in the IC Workbook Template (Excel) will help to distinguish roles, define contributions, and track when and how each stakeholder adds and receives value. It will also support later steps in defining the business model, governance structure, and financial flows, while also ensuring transparency, buy-in, and alignment among all relevant parties.

3.6 IC6. Economic Viability

This module assesses the wider socio-economic rationale for the project, beyond the financial viability (Module IC7). It helps demonstrate how the project generates value for society, the environment, and the economy, which is essential for securing public support, grants, or concessional funding. Economic viability is typically measured through cost-benefit analysis (CBA) using economic rather than financial prices. Use the IC Workbook Template (Excel) (Tables 5, 6, and 7) to record and structure social and economic costs and benefits. Provide key economic metrics in Table 9 (below). Note that the results of the economic NPV and BCR should also be presented in Table 1 (Module IC1).

- Step 1 Assess social and economic costs and benefits:** Identify and quantify all benefits (such as avoided damages, health gains, and reduced emissions), negative externalities (such as environmental pollution and health risks), and opportunity costs⁵ borne by society. Consider both direct and indirect impacts to capture the project's full economic footprint. Where monetisation is not possible, use qualitative or proxy indicators to ensure benefits are not overlooked.
- Step 2 Perform a Cost-Benefit Analysis (CBA):** Calculate the economic Net Present Value (NPV) and Benefit-Cost Ratio (BCR). Use appropriate social discount rates in line with national or international guidelines and ensure sensitivity analysis for key assumptions.

Table 9. Total costs, total benefits, economic Net Present Value (NPV), Benefit-Cost Ratio (BCR), and sensitivity range.

Total costs (in EUR):	
Total benefits (in EUR):	
NPV, economic (in EUR):	
BCR:	
Sensitivity range:	Provide a brief note on the range of discount rates tested and indicate whether the NPV remains positive across this range.

3.7 IC7. Business Model

This module defines the core logic of how the project creates, delivers, and captures value. It translates identified project benefits into a viable commercial or operational blueprint, demonstrating how value for beneficiaries can be converted into sustainable revenue streams, co-financing, or other financial arrangements. It serves as the foundational link between the project's economic benefits and its financial feasibility.

Step 1 focus on a detailed account of value proposition, delivery and capture and Step 2 addressed business model development using the framework of a Business Model Canvas (BMC).

⁵ "Opportunity cost represents the potential gain that the investor will not accede to as a result of his decision to invest in one option rather than the other. Minimising opportunity cost is closely linked to the ability to measure which policy option (or investment decision) is most cost-effective." (Source: [Cost of Adaptation vs Cost of Inaction](#), accessed on 01/09/2024)



Step 1 Value creation, proposition, and capture: Using the IC Workbook Template (Excel) (Table 8), map each identified project benefit to its beneficiaries and potential value capture mechanisms (e.g. tariffs, fees, levies, subsidies, payments). For each option, assess viability in terms of monetisation potential, revenue streams, willingness and ability to pay, feasibility of delivery, and the potential contribution to project costs.

Step 2 Develop the business model: Create a BMC (see Figure 4 in IC Workbook Template (Excel) for adapted template) to provide a concise, one-page visual summary of the project's core logic in Figure 5. This serves as the foundational blueprint, outlining the eight key building blocks: (1) key activities, (2) key resources, (3) value propositions, (4) key partners, (5) key beneficiaries, (6) governance, (7) costs, and (8) value capture. This canvas directly informs all subsequent financial and structural planning.

[Placeholder; Insert Figure 4, see IC Workbook Template (Excel)]

Figure 5. Business Model Canvas (BMC).

3.8 IC8. Financial Viability & Structure

This module assesses the project's overall financial viability and defines the detailed financing structure required to mobilise capital and ensure long-term financial sustainability. It demonstrates whether the project can realistically cover all costs and meet financial obligations, thereby evidencing its potential bankability. It bridges the gap between the business model and investable outcomes, detailing how funds will flow, be repaid, and how risks will be managed. Steps 1, 2 and 3 quantify the project's financial viability, determine suitable financial instruments and sources and outline its financial structure. Steps 4 and 5 fill bankability gaps through suitable incentive mechanisms and synthesise results by providing a comprehensive business and financial narrative.

Step 1 Costs and key financial metrics: Estimate all costs associated with the project. Some costs may have already been determined in IC6 and IC7. Calculate cash flows and other key financial metrics (ROI, NPV, IRR, and payback period) in provide them in Table 10. The IC Workbook Template (Excel) (Table 9) provides a template for detailing costs, key financial metrics, and projected revenues from different services.

Table 10. Financial metrics including Return on Investment (ROI), financial Net Present Value (NPV), and Internal Rate of Return (IRR).

Total costs (in EUR):
Total cashflow (in EUR):
Return on Investment (ROI):
NPV, financial (in EUR):
Internal Rate of Return (IRR):

Step 2 Identify potential sources and instruments for funding and financing (public and private), expressed as share of the total investment volume (Table 11). The mapping of funding/financing sources must be accompanied by a detailed outline of their uses. The leverage ratio represents the amount of private financing mobilised for each unit of public financing,

Note: This section is particularly important for financial stakeholders, as it provides a highly condensed view demonstrating that all expenditures are covered by funding or financing, highlights whether the project is overly dependent on e.g., debt, and fosters investor confidence by demonstrating responsible financial planning.

Table 11. Non-repayable and repayable funding and financing sources (use Table 11 IC Workbook Template (Excel) for easier handling).

Total investment volume		Use of funding/financing	€0.00	100%
Non-repayable funding/financing sources and instruments			€0.00	%
Municipal/regional subsidies/grants			€0.00	%
National subsidies/grants			€0.00	%
European subsidies/grants			€0.00	%
Municipal own resources			€0.00	%
Other non-redeemable funding sources(donations)			€0.00	%
Repayable funding/financing sources			€0.00	%
Private repayable funding/financing			€0.00	%
Commercial banks			€0.00	%
Investment funds / institutional investments			€0.00	%
Private individual investors/financiers (incl. citizens)			€0.00	%
Other private redeemable funding sources			€0.00	%
Public repayable funding/financing			€0.00	%
National/regional development banks			€0.00	%
Multilateral banks / International financial institutions			€0.00	%
Leverage ratio (private financing per unit of public financing)				

Step 3 Assess the overall bankability of the projects to identify potential gaps, including financial viability, creditworthiness of implementation entities, and impact measurement (see bankability checklist in Annexe D). Based on identified bankability gaps (in consultancy with relevant financiers and investors), **map possible Incentive Mechanisms (IM)** (see IM Database and Selection Tool in Annexe E) and **analyse the required resources for the listed IMs** and map internal and external available resources to select suitable incentives.

Note: Not all IM might be applicable in local government; national gov. restrictions/regulations (see Module IC4).

Step 4 Provide a written description of the comprehensive business and financial narrative synthesising previous steps. Explain the complete business model and financial structure, including how value will be created and captured, how financing and repayment will flow between financiers and the project, and how repayment obligations will be met. **Include a visual scheme of the financial structure** (see examples Annexe F, Figures 9-12), including the following key components: financial structure and flows, governance and organisational structure, and stakeholder involvement throughout the project lifecycle.

4 Further Resources and Case Studies

Table 12. Further resources and their applicability to the different modules of IC development.

Resource	Description
Developing adaptation finance business cases – case studies and results Khosla, S. and Watkiss, P. (2022) Link (accessed on 25/09/2025)	This report examines the opportunities for public, private, blended and third sector finance for three projects in Scotland that would have traditionally been public grant financed – a coastal managed realignment, a flood management project and a community climate resilience project.
Adaptation Finance Case study 2023L Craigleith Retail Park Demonstrator – England, K., Watkiss P., and Hunt, A. (2023) Link (accessed on 25/09/2025)	Showcases the business model development process, including valuing the adaptation benefits and co-benefits of a project to help improve bankability and inform the business model for a nature-based solutions project in Edinburgh.
Global Innovation Lab for Climate Finance – CPI Link (accessed on 25/09/2025)	The lab is providing support to a wide range of financial instruments for adaptation. Whilst different to project finance, they include a wide range of instruments, financial flow diagrams and descriptions of how ideas have been realised into successful approaches to financing adaptation.
20 Best Practices – CLIMATEFIT Link (accessed on 25/09/2025)	20 international best practices in innovative adaptation funding and financing solutions (AFFS) illustrate a successful approach to mobilising financial resources for climate adaptation or other climate-related measures. The analysis covers the local context, governance and organisational structure, business and financial models, key successes and limitations, and conditions for transferability. (See Deliverable D1.1 Adaptation Investment Landscape provides a detailed description of the research methodology, its limitations, and a comparative analysis of successes and challenges across the 20 cases.)
EIB project database – EIB Link (accessed on 25/09/2025)	The EIB “All Projects” page is a searchable database showcasing the Bank’s financed and pipeline projects across Europe and beyond. It provides details on each project’s title, sector, country, financing status, and amount, with filtering and sorting tools to explore by region, sector, or date. This resource enhances transparency by giving the public insight into how EIB funds support initiatives ranging from climate action and infrastructure to innovation and social development.
LIFE Public Database – European Commission Link (accessed on 25/09/2025)	The LIFE Programme’s Advanced Documents Search is a database managed by the European Commission. It provides access to a wide range of documents related to EU-funded environmental and climate projects, including project reports, technical guidelines, publications, and legal or administrative materials. Users can filter documents by keywords, themes, languages, and years, making it easy to find information on specific projects, methodologies, or outcomes.
Kohesio: discover EU projects in your region – European Commission Link (accessed on 25/09/2025)	Kohesio is a publicly accessible platform developed by the European Commission to provide detailed information on EU-funded projects under the Cohesion Policy. It offers insights into initiatives co-financed by the European Regional Development Fund.

Climate-ADAPT database – ClimateADAPT

[Link](#) (accessed on 25/09/2025)

opment Fund (ERDF), the Cohesion Fund, and the European Social Fund (ESF) during the 2014–2020 programming period.

The Climate-ADAPT database offers a comprehensive collection of over 5,500 resources related to climate change adaptation across Europe. Users can explore documents such as case studies, tools, publications, and funding opportunities, all curated to support policymakers, researchers, and practitioners. The platform provides advanced search functionalities, allowing users to filter content by criteria like adaptation sectors, climate impacts, countries, and types of items. Additionally, an AI-powered assistant is available to help users navigate and find relevant information efficiently.

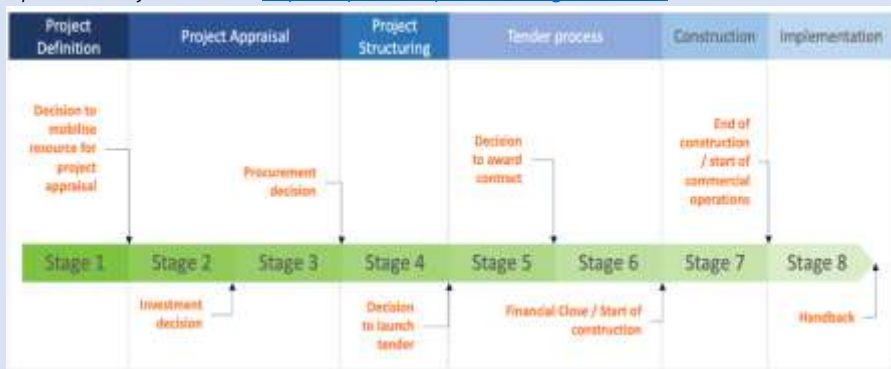
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Annexes

4.1 Annex A. Project Overview: Description of categories

Table 13. Project Overview: Description of categories, including general information, project delivery, public good benefits, and financial information.

Project Information	
Project location	Specify the country, region, or specific site where the project will be implemented.
Project type	Indicate whether the project is a dedicated adaptation project, climate-proofing effort, or combines both. Also note the strategic approach (e.g., low-regrets, climate-smart, adaptive management).
Project name	Name of the project.
Project summary	Briefly describe the project's main objective, key activities, and its relevance to climate adaptation: a. Climate hazard addressed: The specific climate-related risks or hazards the project aims to mitigate or adapt to, such as flooding, droughts, sea-level rise, or extreme weather events. b. Climate assumptions and scenarios – Outline the climate scenarios, warming levels, and time horizons considered in project planning and design to ensure robustness under future conditions. c. Adaptation goals: The objectives of the project in terms of adapting to climate change, such as reducing vulnerability, improving resilience, or protecting infrastructure and communities. d. Measure type: The type of adaptation or mitigation measures being implemented, e.g., infrastructure upgrades, policy changes, ecological restoration, community-based adaptation strategies. e. Key activities: The specific actions the project will take to deliver its adaptation outcomes.
Delivery Information	
Project development stage	The current stage of the project, such as conceptualisation, planning, design, construction or operation. Please refer to the development stages outlined in the project lifecycle framework provided by SOURCE (https://public.sif-source.org/source/): 
Start of work/construction	Estimated or actual date when construction or implementation is expected to start.
Projected date in service	The anticipated date when the project will be fully operational or when its first expected benefits will be realised.
Economic Metrics	
Benefit-Cost Ratio (BCR)	Measures the overall economic efficiency of the project. A BCR greater than 1.0 indicates that the project's total benefits to society outweigh its total costs. The project's BCR of 2.43 demonstrates that for every euro invested, €2.43 worth of societal value is created.

Net Present Value (NPV), economic	Represents the net monetary value of the project to society over its lifetime, calculated in today's terms. A positive NPV confirms the project is a worthwhile investment of public funds. The positive economic NPV of €12.2 million quantifies the significant net gain the project delivers, including both market and non-market benefits.
Financial Information	
Total lifecycle cost (in EUR)	Provide the full estimated cost of the project, including all capital and operating expenditures, across all funding sources. This figure reflects the total financial requirement to deliver and sustain the project over its intended lifespan.
Net Present Value (NPV), financial	Provide the estimated Net Present Value (NPV) and Internal Rate of Return (IRR (see below), if available. These indicators reflect the project's financial viability over time. For guidance on calculating NPV and IRR, refer to Module IC8 and Table 9 in IC Workbook Template (Excel).
Internal Rate of Return (IRR)	See description for NVP above.
Preliminary financing/funding sources	List potential or confirmed funders or financiers and their expected contribution percentages. You may also wish to indicate the status of each source—for example, whether funding is secured, in process, or aspirational.
Financial returns/income streams	State whether the project generates revenue (e.g., tariffs, fees) or whether returns are primarily social/environmental.
Climate-risk adjusted return	The Climate Risk-Adjusted Return measures the expected financial return on an investment after accounting for potential losses or gains due to climate-related risks and opportunities.
Adaptation Benefits	
Assets and population protected	Specify the types of assets (e.g., infrastructure, ecosystems, buildings) and communities or populations that benefit from the project's adaptation measures. Quantify, where possible, the scale and value of these protected assets.
Avoided damage and losses	Estimate the avoided economic, social, and environmental losses due to the project's implementation. This can include prevented damage costs, reduction in disaster response needs (- with a particular focus on critical infrastructure ideally -), and preservation of ecosystem services.
Adaptive capacity improvements	Detail how the project enhances the resilience and adaptive capacity of the affected systems or communities, such as through improved infrastructure, early warning systems, or capacity building.
Additional Benefits	
Economic benefits	Describe the expected economic gains, such as job creation, cost savings, or increased productivity.
Environmental benefits	Outline environmental improvements or avoided damages, such as enhanced ecosystems, reduced emissions, or erosion control.
Social benefits	Summarise the social outcomes, including improved livelihoods, health, safety, or inclusion of vulnerable groups.
Main Costs	
Economic costs	Total investment cost: Represents the full financial resources required to implement the project, including capital expenditures, operational costs, and maintenance over its lifetime. The total investment of €X million reflects the upfront and ongoing expenditures needed to achieve the project objectives. Opportunity Cost: Captures the value of alternative uses of public or private funds allocated to the project. Accounting for opportunity costs ensures that the resources invested are justified by the societal benefits generated.
Economic costs	Resource consumption: Measures the use of natural resources such as water, energy, or raw materials associated with the project. Efficient management minimises environmental depletion and reduces long-term ecological impacts. Pollution and emissions: Quantifies negative impacts such as greenhouse gas emissions, waste generation, or chemical discharges. Recognising these costs allows for mitigation measures to be incorporated, reducing the overall environmental footprint.
Social costs	Health and safety risks: Represents potential negative effects on human health, workplace safety, or community well-being during project implementation. Proper management and safety measures reduce these social risks. Equity and displacement impacts: Cap-



tures any unintended consequences affecting vulnerable groups, such as displacement, unequal access to benefits, or social disruption. Identifying these costs supports the design of inclusive mitigation strategies.

Compliance & Standards

<i>EU Taxonomy compliance</i>	<i>Describes the project's compliance with the EU Taxonomy's adaptation criteria for sustainable activities, including which screening criteria are met—such as climate risk reduction measures and resilience standards. It should also include key relevant standards and disclose the project's CO₂ emissions to demonstrate environmental performance. Particular attention is given to compliance with the adaptation component of the EU Green Taxonomy and the results of the Do No Significant Harm (DNSH) assessment.</i>
<i>Policy and strategy alignment (EU, national, regional and local)</i>	<i>Explain how the project aligns with relevant EU policies and strategies (e.g., EU Green Deal, EU Adaptation Strategy) and any applicable national, regional, or local climate adaptation plans or frameworks</i>
<i>Disclosure requirements (if applicable)</i>	<i>Indicate compliance with EU reporting directives like the Non-Financial Reporting Directive (NFRD) or Corporate Sustainability Reporting Directive (CSRD), if applicable. Specify reporting against recognised sustainability frameworks such as GRI or TCFD</i>

4.2 Annex B. Business Model Canvas (Example Templates)

Figures Figure 6, Figure 7, and Figure 8 provide three examples of Business Model Canvas (BMC) templates. Figure 4 in the IC Workbook Template (Excel) provides a template adapted from these figures.

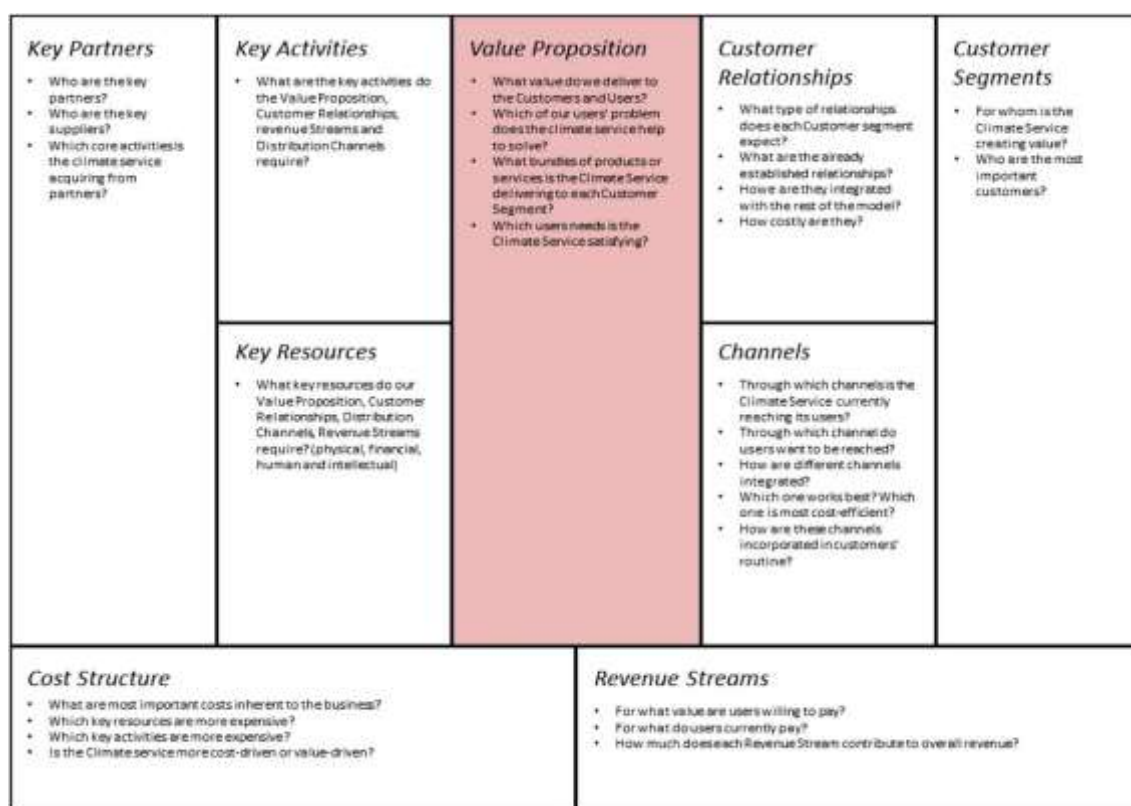
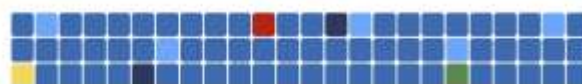


Figure 6. Business Model Canvas for climate services. Source: Larosa & Mysiak (2020).



Figure 7. Key elements of the urban NbS Business Model canvas, Source: UNEPCCC (2024).



Key Activities: What are the key activities required to deliver the value proposition? What actions or key services are required to deliver the environmental, social, and economic value proposition? What actions or key services are required to deliver any other direct or indirect value propositions identified from NbS?	Key Resources What are the key resources needed to deliver the value proposition? What resources are needed to deliver the activities identified above relating to the environmental, social, and economic value proposition? What resources are needed to deliver the activities above relating to other value propositions?	Value proposition What value does this NbS offer to different groups of beneficiaries? What is the environmental, social, and economic value proposition? Are there any other direct or indirect value propositions arising from the NbS?	Key Partners Who are the key partners required to deliver the value proposition? Who are the key partners required to deliver the environmental, social, economic, and other value proposition?	Key Beneficiaries Who are the key beneficiaries of the value proposition? Who are the key beneficiaries of the environmental, social, economic, and other value proposition?
Governance How will the NBS be managed and operated on an ongoing basis? What model would be the best fit (e.g., traditional public administration, public-private partnership)?				
Cost Structure What are the ongoing costs of delivering and maintaining the NbS? What are the fixed and variable costs associated with the NbS? Is there scope for economies of scale?	Cost Reduction How can NbS costs be reduced? How can volunteers reduce the costs of maintenance? How can changes in planting techniques reduce the costs of maintenance?		Capturing Value How can the value of NbS be captured? What are the direct revenue generation possibilities from activities planned? What indicators can be used to capture 'non-monetary' value?	

Figure 8. The Nature-Based Solutions Business Model Canvas. Source: adapted from Connecting Nature (2019).

4.3 Annex C. Bankability Checklist

This Bankability Checklist has been designed as a tool to support cities in developing bankable projects. It is based on the Bankability Framework developed under the CLIMATEFIT Task 3.2 incorporated in Deliverable 3.2 and the experience of ICLEI and its partners in the TAP project (Transition Action Planning, Interreg Europe)⁶. It is not intended to be a comprehensive guide to project finance, nor does it constitute financial advice. This checklist is designed to help local governments and other public sector entities assess the bankability of their sustainable energy and climate action projects. A "bankable" project is one that is structured in a way that makes it attractive for private financiers to invest in. This involves demonstrating a clear revenue stream, a strong business case, and effective risk mitigation.

Use this checklist during the development of the financial approach to identify strengths and gaps in your project's structure along six bankability domains: (1) Financial & Economic Viability, (2) Political & Regulatory Environment, (3) Technical & Project Specifics, (4) Risk Management & Mitigation, (5) Stakeholder Credibility Governance, and (6) Environmental, Social & Sustainability (Figure 9). Addressing these points will significantly increase your project's chances of securing financing.



Figure 9. The six domains of bankability: key criteria. Source: Authors.

Domain 1: Financial & Economic Viability

- ☐ The overall cost of the project and the expected benefits have been/ are being estimated. *(Feeds into cost-benefit analysis, NPV)*
- ☐ A financial model for the project has been/ is being prepared. *(Core tool for calculating ROI, IRR, DSCR, cash flows)*
At least part of the project components or sub-schemes are expected to have potential to generate sufficient cashflow/savings to repay a loan. *(Directly relates to cash flow stability and DSCR)*
- ☐ At least part of the project components or sub-schemes are expected to have potential to reach the financial break-even point during the economic lifetime of the assets. *(Break-even analysis)*
- ☐ The lifecycle costs of the project, including pre-feasibility studies and maintenance, have been quantified correctly and included in the costs of the project. *(Critical for accurate NPV and IRR)*
- ☐ Possible sources of funding were analysed (local, national, international, private funding). *(Informs capital structure and WACC considerations)*

Domain 2: Political & Regulatory Environment.

⁶ ICLEI, 2020. Bankability Checklist: Available at: <https://iclei.org/e-library/bankability-checklist/> (accessed on 26/08/2025).

- ☐ Alignment with National and local strategy: the project aligns with the country's overall, sector and climate priorities (e.g. NDC; Development Plan), local climate priorities and strategies. *(Policy alignment)*.
- ☐ The local/ municipal authorities involved or concerned by the project have provided/ are willing to provide a written letter of support for the project. *(Letters of support)*.
- ☐ The project is also a priority for the national government (in case the support of national government is needed to access international finance and other debt). *(Government support)*
- ☐ The necessary regulatory framework in the country is clear and reliable. *(Regulatory certainty)*
- ☐ The project is specifically mentioned in the climate change strategy, resilience strategy, action plan or other document with comparable objectives. *(Policy alignment, regulatory certainty)*.

Domain 3: Technical & Project Specifics

- ☐ Technical solutions are/ will be assessed against feasible alternatives. *(Technical feasibility)*
- ☐ The demand for the goods/services to be provided by the project is calculated, and this is expected to be sufficient compared to the capacity of the project. *(Demand verification)*
- ☐ A pre-feasibility study has already been carried out at the project level. *(Feasibility studies)*
- ☐ A feasibility study has already been carried out at the project level/component level. *(Feasibility studies)*
- ☐ *The lifecycle costs of the project, including pre-feasibility studies and maintenance, have been quantified correctly and included in the costs of the project. (Lifecycle cost analysis)*
- ☐ *The project's objectives, location and scope are clearly defined. (Core project planning)*

Domain 4: Risk Management & Mitigation

- ☐ Risks have been sufficiently identified, and there is a plan on how to mitigate them. *(Core of risk management strategies; implies a risk register)*
- ☐ *The necessary regulatory framework in the country is clear and reliable. (Mitigates regulatory risk)*
- ☐ *The project can dedicate sufficient human resources to implementation and monitoring. (Mitigates implementation risk)*
- ☐ *Possible sources of funding were analysed (local, national, international, private funding). (Mitigates financial closure risk)*

Domain 5: Stakeholder Credibility & Governance

- ☐ Ownership model of the project: Project submitter, consortia partners are clearly defined. Roles and responsibilities of the local government, national government and other partners of the submitter, if different from those of the local government, are described. *(Clear roles/responsibilities, governance structure)*
- ☐ The promoter and/or the municipal authorities concerned by the project have a solid track record of receiving financing from international financial institutions (IFIs) and/or commercial banks. *(Sponsor credibility, track record)*
- ☐ The promoter and/or the municipal authorities concerned by the project has sufficient creditworthiness and is potentially eligible as a recipient of IFI financing either on its own right, or through guarantees from the state or third parties. *(Creditworthiness)*
- ☐ The project has been communicated to the public, and a meaningful stakeholder consultation has taken place/ is expected to be organised by the city administration(s) or the lead entity presenting the project. *(Stakeholder consultation)*

Domain 6: Environmental, Social & Sustainability

- ☐ The project addresses SDGs. *(SDG alignment)*
- ☐ The project demonstrates GHG emissions reduction and enhances community resilience thereby contributing to the country's Nationally Determined Contribution (NDC). *(GHG reductions, climate impact)*
- ☐ The climate impact clearly defined and quantified: E.g. CO₂ emission reduction, energy saving. *(Resilience metrics, GHG reductions)*
- ☐ Social and other co-benefits: The project is expected to have positive impacts on social inclusion or vulnerable groups. A meaningful percentage of the population will be served by the project. The project is expected to have positive impacts on gender equality. The project is expected to have positive impacts on the economy, generate positive economic spillover effects in other economic sectors, and support local businesses. The project is expected to have positive impacts on the quality of life of residents in urban areas (air quality, pollution abatement, public health and safety, etc.). The project has potential for significant employment generation/EUR invested. *(Social inclusion, co-benefits, ESG compliance)*
- ☐ Innovation, replicability and scalability: If successful, the project could be replicable in another city/country. If successful, the project could be scaled up at the regional/national level. At least part of the project components or sub-schemes are expected to propose an innovative solution relative to the market, sector and country in which they are implemented. *(Replicability, demonstrates broader sustainability and value)*
- ☐ *The climate action impact of the project is expected to be larger than the geographical scale at which the project will be implemented (e.g. flood protection project that has positive impacts downstream). (Highlights systemic resilience benefits)*

4.4 Annex D. Incentive Mechanism Selection

In CLIMATEFIT, the term Incentive Mechanism (IM) refers to government-led incentives –both financial and non-financial – to help make climate adaptation projects bankable. IM can be used to scale up private sector engagement in climate resilience, whether by incentivising direct investment, mitigating risks, supporting project preparation, or fostering innovation. To mobilise private investments, the understanding of the investment criteria of financial stakeholders and the IM effectiveness have to be improved. Under Task 3.3, an IM Database and Selection Tool were developed. The complete database (>200 mechanisms), selection tool, and a guidance document can be accessed on the CLIMATEFIT website (<https://climatefit-heu.eu/climatefit-launches-its-incentive-mechanism-database-and-selection-tool/>). The tool enables filtering by: Tier 1-3 classification (policy type, e.g., direct provision, corrective subsidies), Bankability dFigure 9Figure 10), Sector, Project type (adaptation/mitigation/both), IM type (financial/non-financial/both and direct/hybrid/indirect), and Table 14. Cross-tabulation of Incentive Mechanism (IM) across bankability assessment domains. Source: Authors. Figure 1011 presents a snapshot of the IM Database Tool.

Table 14. Cross-tabulation of Incentive Mechanism (IM) across bankability assessment domains. Source: Authors.

Labels	Domain 1: Financial and Eco- nomic Via- bility	Domain 2: Political & Regulatory Environ- ment	Domain 3: Technical & Project Specifics	Domain 4: Risk Man- agement & Mitigation	Domain 5: Stake- holder Credibility & Govern- ance	Domain 6: Environ- mental, So- cial & Sus- tainability (ESG)
Grant	30		1	1		1
Tax incen- tive	18			1	1	
Conces- sional Loans	14					
Technical as- sistance	2	2	8		1	
In-Kind pro- visions	8	1				
Zoning & Land Use		8	1			
Disclosure Tools	3	1			2	1
Disincentive and Penal- ties	1	2				2
Public Insur- ance	2			3		
Stakeholder Engagement	2				3	
Performance Standard		3			1	
Public Infra- structure	2	1				1



Tradable outcomes	3	1				
Education			1	2		
First Loss Guarantee	2			1		
Revenue re-cycling	2		1			
Technology Mandate		1	2			
Bans & Prohibitions	2					
PES	1	1				
PPPs			1		1	
R&D Grants		1	1			
Credit Guarantees		1				
Direct Provision		1				
Pigouvian taxes						1
Tradable resource rights	1					
Trading Scheme	1					
Usage Quotas	1					

Funded by the European Union

Incentive Mechanism Database

Interactive policy selection tool — 214 mechanisms across 6 bankability domains for climate adaptation & mitigation investment.

[Step-by-Step Guide](#)
[Export Results \(214\)](#)

214 mechanisms found

BANKABILITY DOMAINS

- 01 Financial and Economic Viability 333
- 02 Political & Regulatory Environment 26
- 03 Technical & Project Specifics 20
- 04 Risk Management & Mitigation 29
- 05 Stakeholder Credibility & Governance 19
- 06 Environmental, Social & Sustainability (ESG) 5

SECTOR (EU TAXONOMY)

- ☐ Agriculture
- ☐ Construction and Real Estate
- ☐ Cross-cutting
- ☐ Energy
- ☐ Environmental Protection and Restoration / Biodiversity
- ☐ Financial and Insurance Activities
- ☐ Forestry and Forestry Activities
- ☐ Land Use & Spatial Planning
- ☐ Manufacturing
- ☐ Unallocated, Unspecified and General

ADAPTATION / MITIGATION

☐ Adaptation
 ☐ Mitigation
 ☐ Both (A+M)

FINANCIAL / NON-FINANCIAL

☐ Financial
 ☐ Financial/Non-Financial
 ☐ Non-Financial

TARGET STAKEHOLDERS

☐ ASPs/MSFs
 ☐ End Users
 ☐ Firms/SMEs
 ☐ Government
 ☐ Investors
 ☐ Knowledge Producers
 ☐ Private Sector

POLICY TYPE (TIER 1)

- ☐ Command-and-Control
- ☐ Concessional Methods
- ☐ Concessional Subsidies
- ☐ Direct Provision
- ☐ Risk Mitigation Tools
- ☐ Soft Policies
- ☐ Tradable Permits and Market mechanisms

Quick Policy Choice Guide

Financing Gap?
→ Grants, Guarantees, Concessional Finance

Regulatory Barrier?
→ Standards, Zoning, Permits

Technical Gap?
→ TA, R&D Grants, Guidelines

High Risk?
→ Insurance, Guarantees, Risk-Sharing

Government Issues?
→ PPPs, Disclosure, Engagement

ESG Concern?
→ ICS, Pipeline/Screen, Disclosure

#1 **Financial and Economic Viability** Concessional Subsidies €

Access to agricultural inputs (improved crop varieties, agricultural chemicals, fertilizer)

Subsidies → Asset provision: Agriculture: Adaptation

#2 **Technical & Project Specifics** Soft Policies

Act as incubators to test alternative waste-to-product routes

Technical Assistance → TA facilities: Cross-cutting: Adaptation

#3 **Political & Regulatory Environment** Command-and-Control

ACT Climate Change Strategy (2019)

Performance Standards → Emission standards: Transport: Mitigation

#4 **Environmental, Social & Sustainability** Concessional Methods €

ACT Vehicle Registration (2024)

Disincentive and Penalties → Emission Standards: Transport: Mitigation

#5 **Financial and Economic Viability** Tradable Permits and Market mechanisms

Adaptation quotas with tradable certificates

Tradable outcomes → Tradable adaptation quotas: Cross-cutting: Adaptation

#7 **Political & Regulatory Environment** Command-and-Control

Adoption of water cleantech & discharge enforcement

Technology Mandate → Waste recycling mandate: Water Supply: Sewage: Waste and Remediation: Adaptation

#8 **Technical & Project Specifics** Soft Policies

All-Inclusive Life-cycle CBA

Technical Assistance → Methodology development: Environmental Protection and Restoration / Biodiversity: Adaptation

#9 **Financial and Economic Viability** Concessional Subsidies €

Alternative Stormwater Infrastructure Loan Program (Ohio State)

Concessional Loans → General concessional loans: Water Supply: Sewage: Waste and Remediation: Adaptation

#10 **Financial and Economic Viability** Concessional Subsidies €

Ardeche Territorial Subsidies • White Certificate Scheme (France)

Grant → Targeted grants: Energy: Mitigation

#11 **Financial and Economic Viability** Tradable Permits and Market mechanisms

Ardeche Territorial Subsidies • White Certificate Scheme (France)

Tradable outcomes → White certificates: Energy: Mitigation

#12 **Financial and Economic Viability** Concessional Subsidies €

Assen Service Costs Model (Assen, Netherlands)

Grant → Funds: Construction and Real Estate: Both (A+M)

#13 **Financial and Economic Viability** Concessional Subsidies €

Asset-Backed Security (ABS) Bonds for Project Financing

Figure 10. CLIMATEFIT Incentive Mechanism (IM) Database and Selection Tool (accessible on <https://climatefit-heu.eu/climatefit-launches-its-incentive-mechanism-database-and-selection-tool/>).

4.5 Annex E. Examples of Financial Schemes

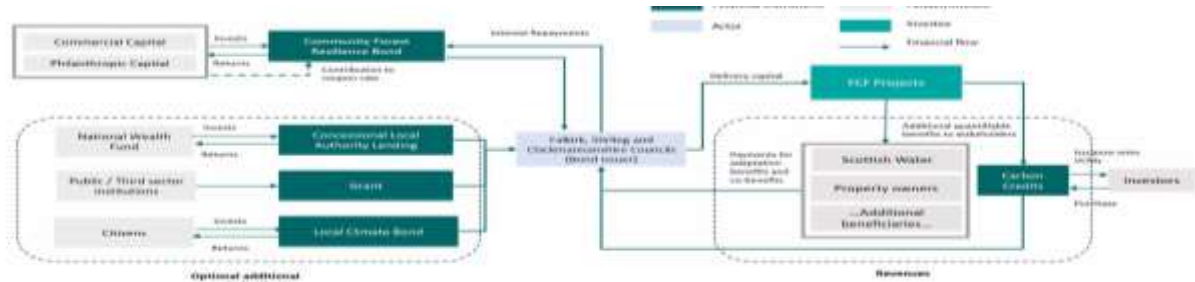


Figure 11. Indicative financing model for the Forth Climate Forest Canopy Component. Source: England & Watkiss (2025).

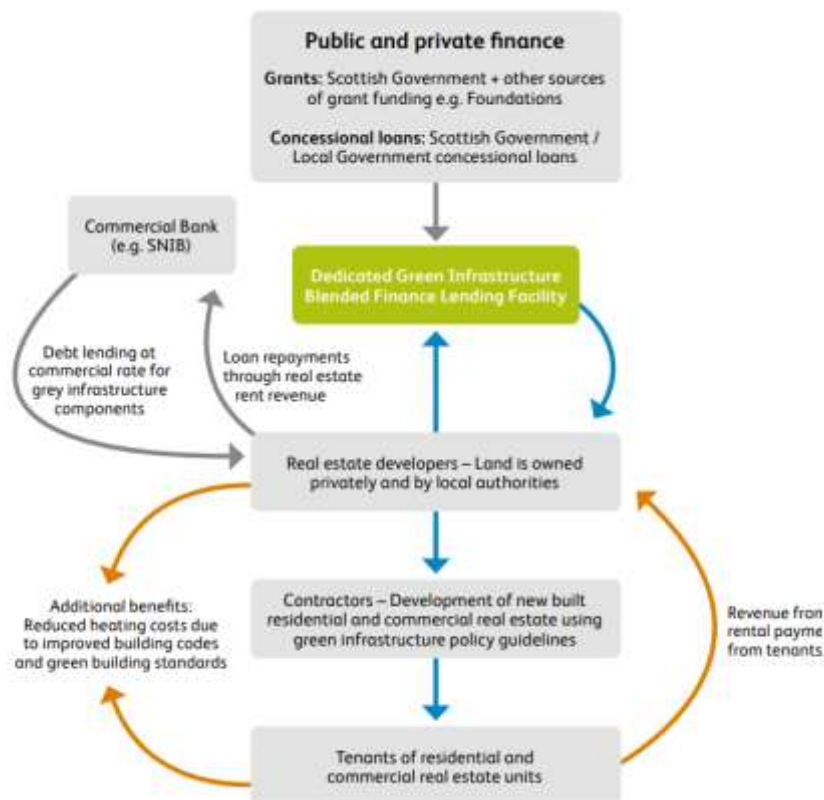


Figure 12. Green infrastructure financing model. Source: Climate Ready Clyde (2021).

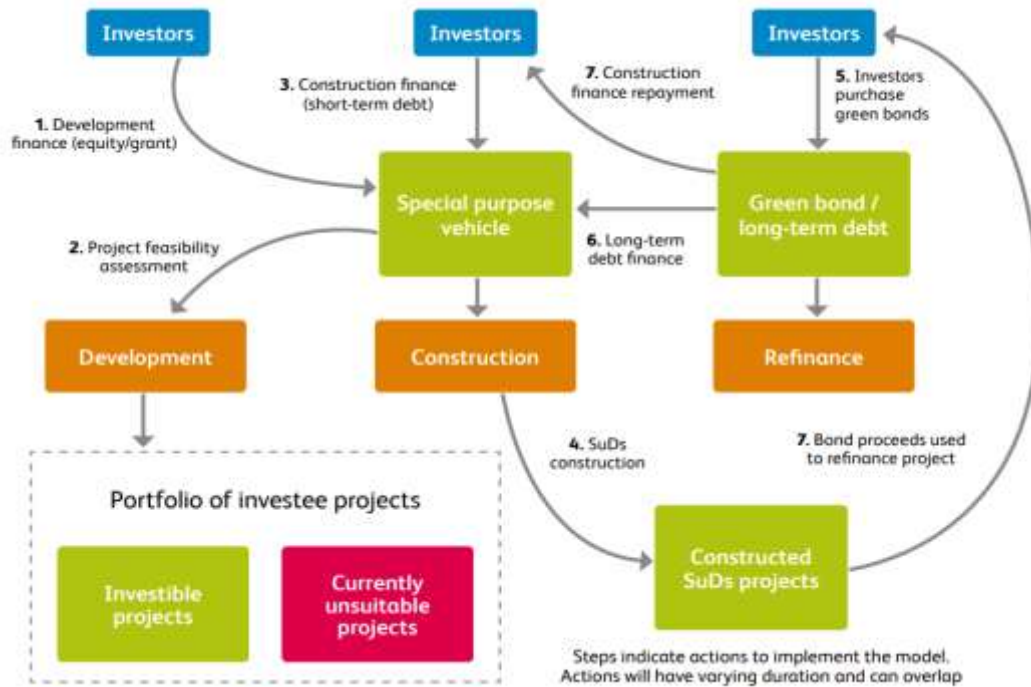


Figure 13. Sustainable Urban Drainage Systems (SUDS) finance model for Greater Manchester. Source: Climate Ready Clyde (2021).

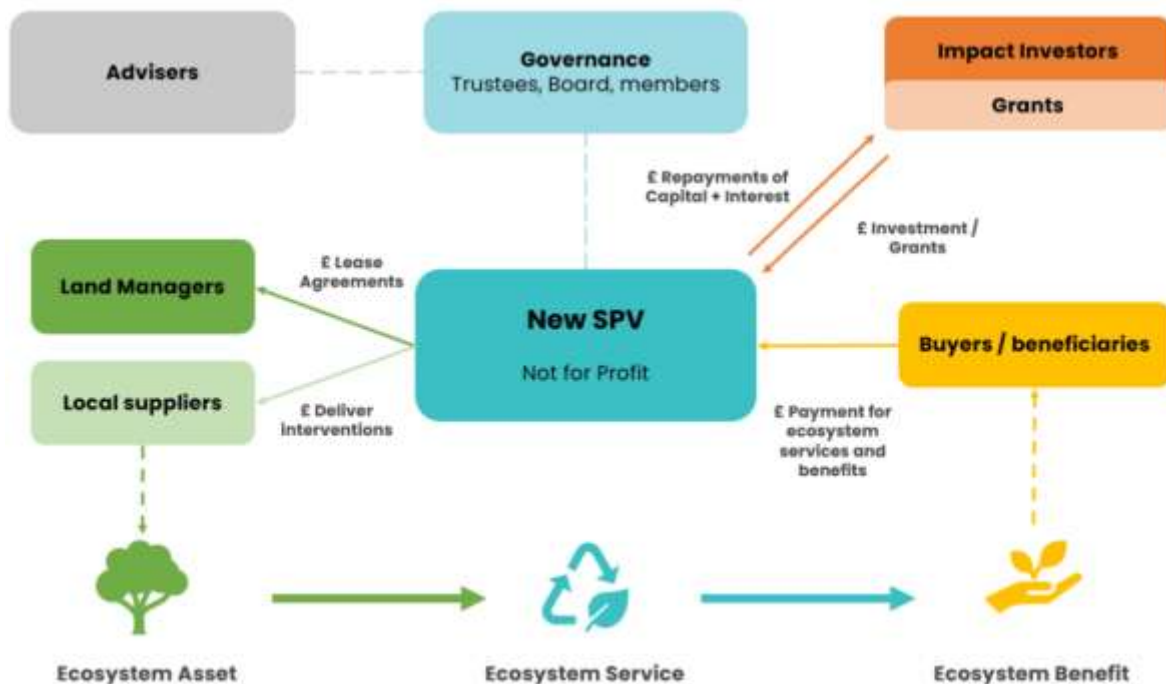


Figure 14. Multiple stakeholder engagement in the transaction structure of the Wyre Natural Flood Management Project. Source: Green Finance Institute (2022)

