



Module 8 (Part 2)

Financial Purpose-Led Foundations: Funding, Profitability & Impact

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Module 8 Overview

This module is designed to empower purpose-led entrepreneurs with the knowledge and skills to build strong financial foundations aligned with sustainability, impact, and long-term value. Learners will explore how finance can serve mission-driven goals and gain confidence in budgeting, fundraising, and profitability strategies.

By the end of this module, learners will understand how to embed ESG principles into financial planning, identify aligned funding opportunities, and communicate their financial purpose to stakeholders and investors.

01

Foundations of Sustainable Finance in Start-Ups

Explore how sustainable finance and ESG principles shape budgeting, pricing, and business decisions.

02

Navigating Funding Opportunities for Green Ventures

Identify grants, investors, and platforms suited for green and digital start-ups with a clear mission.

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Module 8 (Part 2) Interactive Learning Elements



Learning Outcomes

By the end of this module, learners will be able to:

Business Skills: Understand and apply sustainable finance principles in start-ups. Design budgets, pricing models, and funding strategies aligned with purpose and long-term value.

Green Skills: Embed environmental and social considerations into financial decision-making. Use ESG frameworks to evaluate the impact of financial strategies.

Digital Skills: Use digital tools to plan budgets, map funding, and track financial and ESG performance. Explore grant platforms, investor tools, and scenario modelling software.



Section 02

Aim: Find capital that strengthens—never bends—your mission

Navigating Funding Opportunities for Green Ventures



Navigating Funding Opportunities for Green Ventures

Funding is not just “money in.” It’s a **strategic relationship** that shapes your product pace, governance, and impact. In this section, you’ll map the funding landscape, assess **readiness**, and design a **mission-aligned funding mix** (grants, impact VC, crowdfunding, blended finance).

You’ll learn to:

- Identify the right **instrument** for your stage/impact model
- Communicate a **credible impact narrative** to funders
- Build a **funding mix** that protects purpose and supports growth



01 The Funding Landscape (at a glance) (I/VI)

Grants & Prizes:

Grants provide **non-dilutive capital**, meaning you do not give up ownership. They are most suitable for **research and development, pilot projects, and public-benefit outcomes** that require evidence and dissemination.

- Grant makers expect a clear problem statement, a credible work plan, measurable outcomes, and a plan for how results will be used after the grant.
- This route strengthens credibility and can fund high-risk innovation; however, application and reporting processes are time-intensive and decision timelines can be slow.
- The main risk is **mission drift**—designing projects to fit calls rather than your strategy.



The Funding Landscape (at a glance) (I/VI)

Grants & Prizes:

- **Best when:** you need early technical validation or social/environmental pilots without losing equity.
- **Be careful about:** underestimating admin time and building features you cannot sustain post-grant.



02 The Funding Landscape (at a glance) (II/VI)

Accelerators and Incubators (incl. Prizes):

Accelerators and incubators help you **compress learning** by providing mentoring, small amounts of capital, structured programming, and access to networks.

- Prizes add **visibility and non-dilutive cash** for well-framed solutions.
- The real value is the **signal** they provide to partners and investors and the introductions they enable.
- However, not all programs are equal: some charge equity or fees without relevant mentors or buyers.
- Always check the curriculum, alumni outcomes, and the expected time commitment.



The Funding Landscape (at a glance) (II/VI)

Accelerators and Incubators (incl. Prizes):

- Avoid treating demo day as the goal; the goal is to emerge with **better unit economics, de-risked pilots, and stronger partnerships.**
- **Best when:** you seek market access, expert guidance, and credibility at pre-seed/seed stage.
- **Be careful about:** giving away equity for low value or spending time on pitch theatre rather than traction.



03 The Funding Landscape (at a glance) (III/VI)

Impact Angels and Impact Venture Capital:

Impact angels and impact VCs invest **equity** to support ventures that can scale **financial returns and measurable impact**.

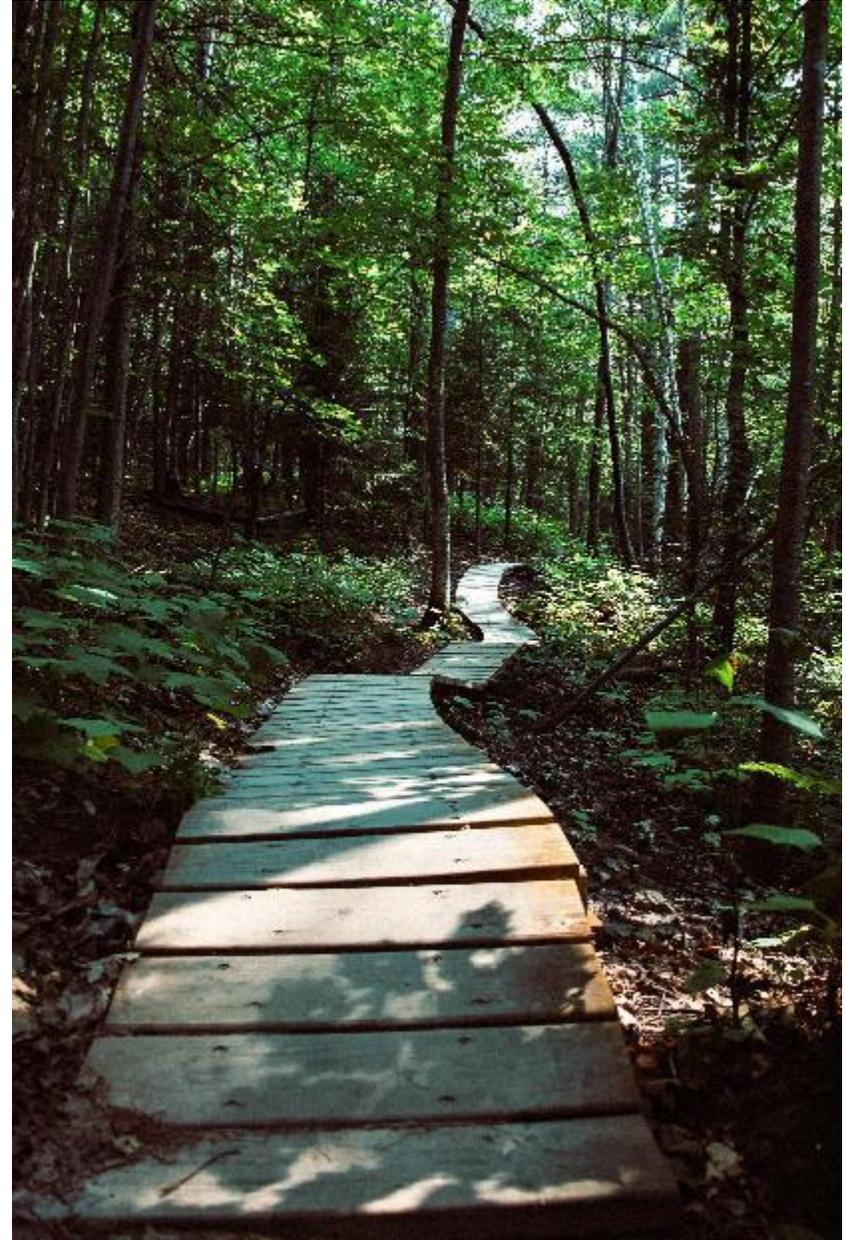
- They examine market size, differentiation, team strength, and **impact KPIs** (e.g., avoided emissions, inclusion metrics) with the same rigor as financial metrics.
- This capital can accelerate hiring, product development, and market entry; it also introduces **board governance, milestones, and growth pressure**.
- The fit is ideal when your model truly benefits from scaling and your governance can protect the mission (e.g., **impact covenants** or mission-lock clauses).



The Funding Landscape (at a glance) (III/VI)

Impact Angels and Impact Venture Capital :

- **Best when:** your solution is scalable and you can grow at venture pace without compromising values.
- **Be careful about:** investor misalignment and term sheets that do not protect your mission.



04 The Funding Landscape (at a glance) (IV/VI)

Debt and Revenue-Based Finance (RBF):

Debt requires **repayments** on a schedule, while RBF allows you to repay as a **percentage of monthly revenue** until an agreed cap is reached.

- These instruments help you **retain ownership** and are suitable when you have **predictable revenue or signed contracts**.
- The advantages are speed and non-dilution; the trade-off is **cash-flow pressure** during slow months.
- Lenders and RBF providers focus on gross margins, churn, and the reliability of your sales pipeline.
- This option works well for inventory, equipment, or marketing to scale a proven funnel.



The Funding Landscape (at a glance) (IV/VI)

Debt and Revenue-Based Finance (RBF):

- **Best when:** your revenue is visible or contract-backed and you want to avoid dilution.
- **Be careful about:** over-leveraging and covenant breaches that could limit flexibility.



05 The Funding Landscape (at a glance) (V/VI)

Crowdfunding (Donation, Reward/Pre-order, Equity, and Debt):

Crowdfunding raises capital **directly from your community** while validating demand and building early advocates.

- Donation crowdfunding suits **community or cause-driven** initiatives.
- Reward/pre-order works for **consumer products**, especially hardware, if you can cost and deliver reliably.
- Equity crowdfunding lets supporters become **shareholders**, spreading ownership but increasing investor relations duties.
- Debt crowdfunding provides loans from the crowd, which can diversify lenders but still requires timely repayments.



The Funding Landscape (at a glance) (V/VI)

Crowdfunding (Donation, Reward/Pre-order, Equity, and Debt):

- Success depends on a strong story, transparent timelines, realistic costing, and consistent updates.
- **Best when:** community engagement is strategic and your story is clear, concrete, and deliverable.
- **Be careful about:** fulfilment risk, under-pricing rewards, and the ongoing duty to many small investors.



06 The Funding Landscape (at a glance) (VI/VI)

Blended Finance (Combining Instruments):

Blended finance **stacks** sources to match risk over time—for example, using a **grant** to de-risk R&D or impact measurement, then adding **equity or RBF** to scale validated channels, and finally involving **crowdfunding** to mobilize community demand.

- This approach can **protect your cap table**, improve negotiating power, and match the right money to the right milestone.
- The risk is **complexity**: if reporting and covenants are not coordinated, administrative overhead can slow execution.
- Keep a **single set of impact KPIs** across instruments to avoid duplication and confusion.



The Funding Landscape (at a glance) (VI/VI)

Blended Finance (Combining Instruments):

- **Best when:** your journey has distinct risk phases (research → pilot → scale) and you want to de-risk logically.
- **Be careful about:** managing timelines, reporting, and investor expectations across instruments.



Readiness: *Are You Fundable Now?* - Funding Readiness Checklist (Green Venture)

Problem & Solution:

clear pain, credible solution, validation signals

Market Evidence:

early users/pilots, letters of interest, pipeline

Team:

skills coverage (product, ops, impact, finance)

Business Model:

unit economics hypothesis; revenue path

Impact Logic:

inputs → activities → outputs → outcomes

Governance:

data/privacy; ethical guardrails; cap table sanity

Documentation:

deck (12–15 slides), 1-pager, budget, milestones



Grants & Public Funding

Non-dilutive capital for public-good innovation

Grants are ideal for R&D, pilots, social/environmental benefit, early tech readiness. They require eligibility and clear public value.

- ☐ **Strengths:** Non-dilutive; credibility; supports risky/impactful work.
Risks: Reporting load; slow timelines; mission drift to “write what wins.”

What funders look for:

Relevance & impact

(problem fit + outcomes)

Capability

(team + partners)

Feasibility

(work plan, risks, budget, timeline)

Dissemination & uptake

(who uses results & how)

Sustainability

(what happens post-grant)



Accelerators & Prizes

Validation, mentors, small capital — used well

Accelerators compress learning and provide **signal** to investors; prizes provide **visibility** and non-dilutive cash.

What to check before applying:

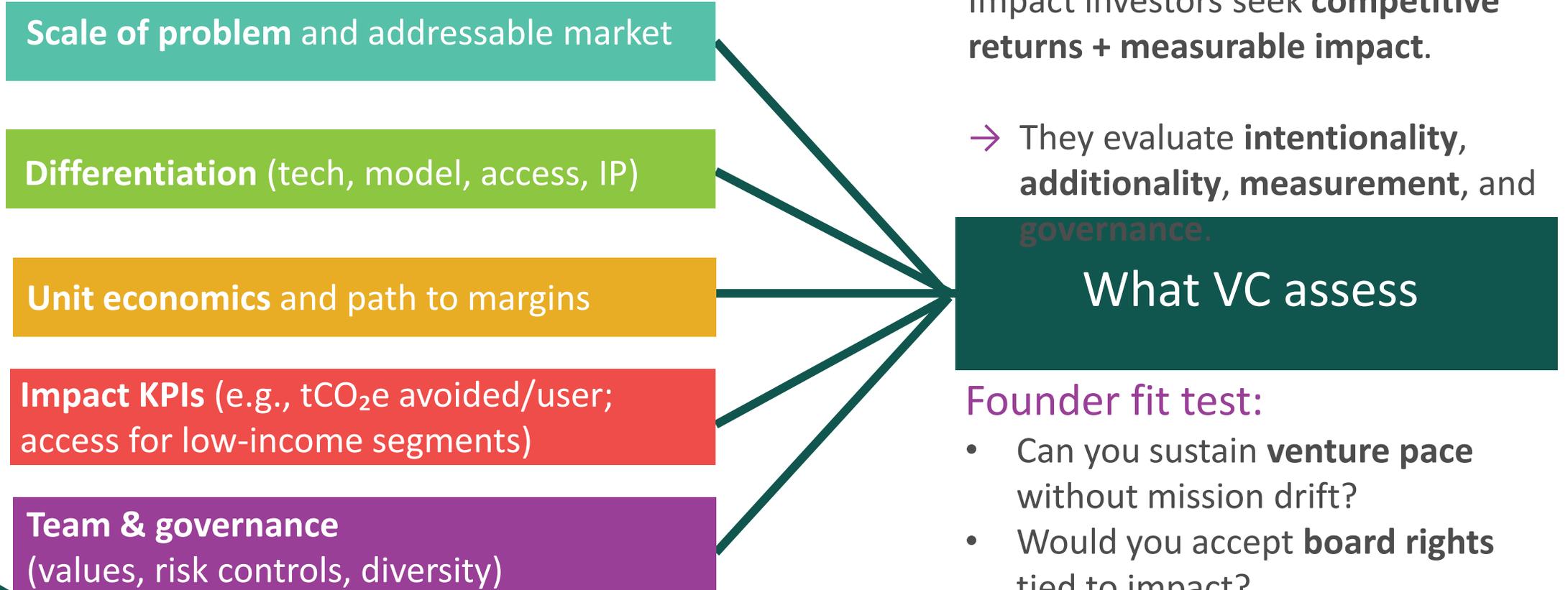
- The **curriculum** (fit for your stage)
- Mentor **relevance** (green expertise, enterprise sales, policy)
- Equity/cost** for participation (is it worth it?)
- Alumni outcomes** (follow-on funding, pilots)
- Access to **impact buyers** (municipalities, corporates, NGOs)

Use wisely: structure **pilot milestones**; avoid demo-day theatre > traction.



Impact Investors & Impact VC

Equity that scales purpose (not just revenue)



Crowdfunding Options

Community & capital — four models (Compare)

Type	What you offer	Best for	Watchouts
Donation	Cause-only ask	Community projects, pre-MVP	One-off, needs strong story
Reward/Pre-order	Early product/perks	Hardware/consumer	Fulfilment risk, margins
Equity	Shares to crowd	Growth with believers	Compliance, investor comms
Debt	Interest-bearing notes	Revenue visibility	Cash flow discipline

Success tips: Strong video / communication; transparent timeline; costed fulfilment; a **repair/refill** angle converts well.



Debt & Revenue-Based Finance

Keep ownership; share upside via revenue

Debt requires ability to **repay**; revenue-based finance (RBF) repays as a % of **revenue** until a cap is reached — useful for **steady, non-hypergrowth** models.

Use cases:

- Proven revenue or signed agreements
- Working capital (inventory, tooling)
- Marketing to scale known CAC→LTV

Pros: Non-dilutive; aligns with revenue.

Cons: Pressure on cash flow; covenants;

needs predictable sales.

Readiness check:

- 6–12 months revenue history or strong pipeline
- Unit economics: **gross margin** can carry repayments
- Simple, auditable bookkeeping



Blended Finance (Combine Sources)

De-risk with public funds; crowd-in private capital

Blend **grants** (to de-risk R&D/pilots) with **equity/debt** (to scale). This sequence protects your cap table and proves impact before dilution.

Possible (ideal) sequence:

- **Grant** → build MVP/pilot + impact baseline
- **Prize/accelerator** → brand + network
- **Equity/RBF** → scale validated channels
- **Crowdfunding** → community scale-ups

Guardrail: Maintain **one impact KPI** across instruments to avoid reporting chaos.



Blended Finance (Combine Sources)

De-risk with public funds; crowd-in private capital

Not every euro is equal. The “right” investor shares your values, accepts your pace of responsible growth, and helps you **protect the mission in governance.** Use the questions below to assess fit **before** term sheets.

Impact Intent:

Does the investor explicitly aim for measurable social/environmental outcomes, not just PR?

Sector Literacy:

Do they understand your impact model (TBL/ESG), regulations, and buyers?

Time Horizon:

Is the fund timeline compatible with your adoption cycles (e.g., public sector pilots, heavy R&D)?

Reputation & References:

What do portfolio founders say about pressure, support, and integrity?

Board Culture:

Do they back transparent reporting, ethical data use, inclusive hiring, and responsible AI policies?



What Investors Check in Diligence

A good diligence process tests whether your venture is **viable, governable, and mission-true**. Expect these lines of inquiry.

Commercial diligence

- Problem clarity, solution defensibility, market size & timing, ICP definition.
- Traction quality: pilots, revenue, retention, unit economics (price, CAC/LTV, gross margin).
- Competitive landscape and barriers (IP, data moats, partnerships).

Operational diligence

- Team coverage and bench strength; hiring plan; culture and retention.
- Delivery discipline: roadmap, QA, supplier contracts, SLAs, cybersecurity posture.

Impact diligence

- Logic model (inputs→activities→outputs→outcomes) with 2–3 outcome KPIs.
- Additionality (what changes because you exist) and risk of negative spillovers.
- Governance for ethics (AI/data, DEI, supply chain labor) and escalation pathways.

Data room basics: Deck, one-pager, cap table, customer list & LOIs, contracts, IP docs, policies (privacy, security, ethics), KPI time series.



Term Sheets: Red Flags & Impact Covenants

Negotiate for mission integrity

Term sheets shape behaviour. Avoid clauses that enable **mission drift**; add **impact covenants** that anchor purpose. **Common red flags:**

Common red flags:

- **Aggressive liquidation preferences** (e.g., >1x with participating preferred) that misalign outcomes.
- **Overbroad investor vetoes** that block ethical decisions (e.g., living wage commitments).
- **Ratchets** and anti-dilution that punish future aligned investors or employees.
- **Mandatory hypergrowth** milestones that conflict with regulatory or ethical constraints.

Impact covenants

- **Impact KPI covenant:** Company will report quarterly on [**KPI 1, KPI 2, KPI 3**]; failure to report triggers discussion, not automatic default.
- **Mission-lock clause:** Changes to **purpose, data ethics policy, or living-wage standard** require **founder + independent director** approval.
- **Use-of-proceeds guardrail:** Minimum **X%** of funds allocated to **repair/refill/circularity or safety/compliance**.
- **Negative screen:** Prohibited revenue sources (e.g., predatory lending, high-risk data resale).



Your Impact Narrative (Logic Model)

Make outcomes credible and auditable

An **impact logic model** explains how your activities lead to real-world change. Keep it short, specific, and measurable.

Structure (one line each):

- **Inputs:** People, funds, tech, data, partners.
- **Activities:** What you do (e.g., deploy repair network; run refill logistics; deliver app).
- **Outputs:** Immediate products/services delivered (e.g., # repair sessions; # refill orders; MAUs).
- **Outcomes:** Actual change for people/planet (e.g., kg CO₂e avoided, % items kept in use, access for low-income users).

Drafting rules:

- Use **one sentence** per box; avoid buzzwords.
- Tie **each outcome** to a **KPI**, a **baseline**, and a **method**.
- Name **who benefits** and **when** (time-bound).

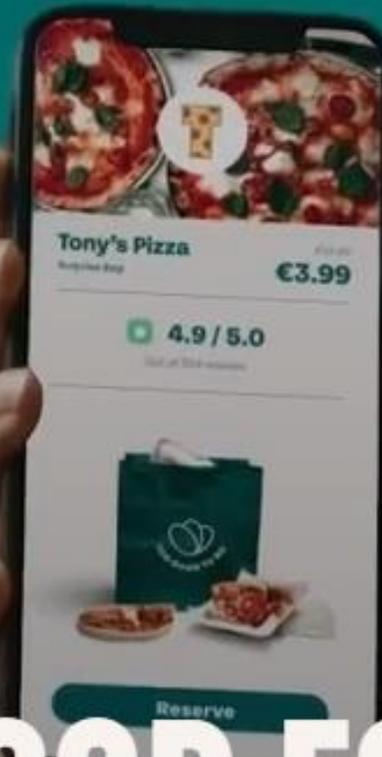


CASE STUDY

Too Good To Go

TGTG's app is the world's largest marketplace for surplus food. We help users rescue good food from going to waste, offering great value for money at local stores, cafes and restaurants.

<https://www.toogoodtogo.com/en-ie>



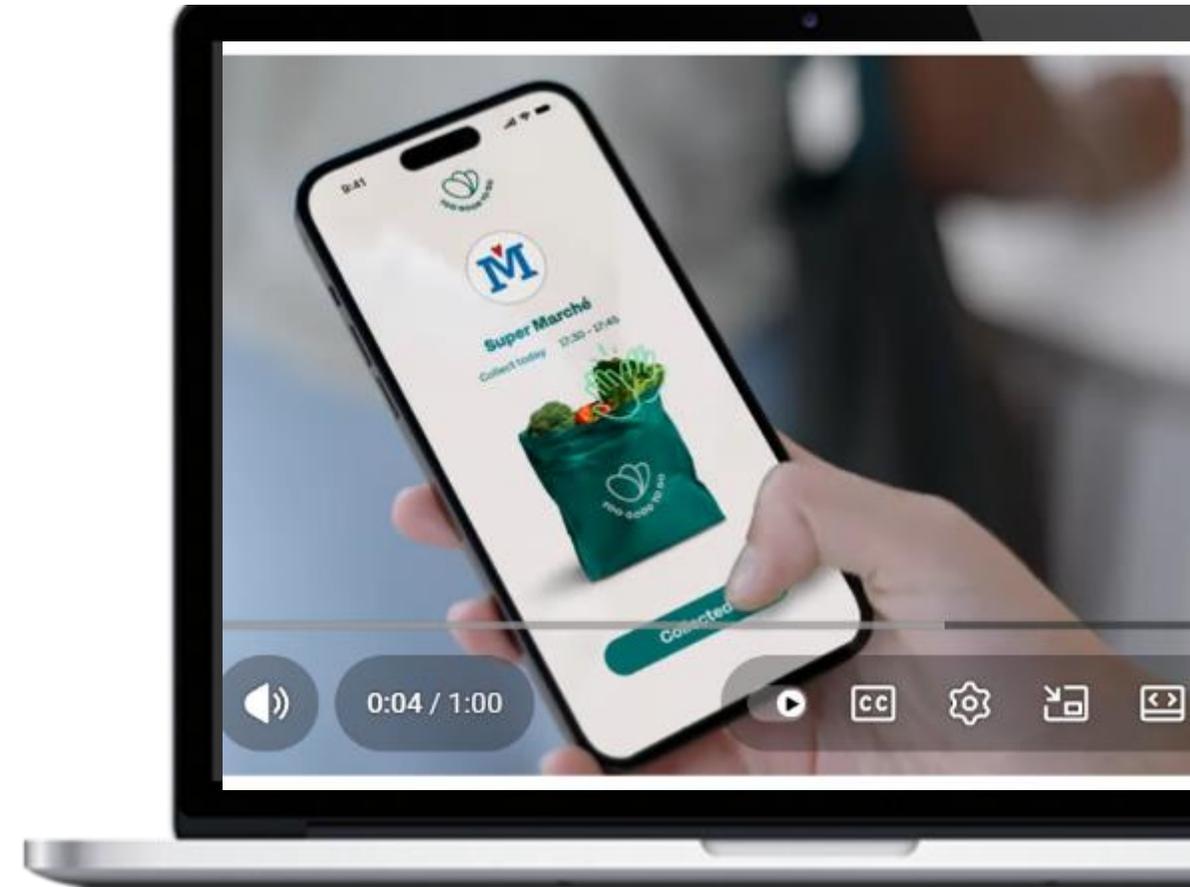
**SAVE GOOD FOOD FROM
GOING TO WASTE**

CASE STUDY: Too Good to Go Smart Green Marketing

Driven by their passion, they set out to create an app that would **connect food businesses with people** who were seeking to help solve the **climate crisis**, get **access to good food**, and **save money**.

The Too Good To Go marketplace app launched in Denmark early in 2016 and became an instant hit. In the first few weeks hundreds of businesses uploaded their surplus food to the app and thousands of users started saving it.

Click to Watch Video



<https://www.youtube.com/watch?v=sqLquaO-VK8>

Source: [Impact Report 2024](#).

Source: [Too Good to Go Website](#)

The Financial Business Model

Too Good To Go's business model integrates environmental impact directly into revenue generation, earning commission per transaction while reducing food waste across Europe.

The company scaled through **impact-aligned investors** and **mission-driven funding**, demonstrating how **sustainable finance**, **ESG integration**, and **purpose-led growth** can reinforce profitability rather than compete with it.

This case illustrates how **founders can design financial models** and **funding strategies** that **align capital with environmental and social outcomes**.

Rescue Food Near You

Try Something New From Local Cafes, Bakeries Or Restaurants



Help The Environment By Reducing Food Waste

Enjoy Good Food At ½ Price Or Less

Sustainable Finance & ESG Integration

Too Good To Go built its financial model around environmental impact, social value, and revenue generation simultaneously.

By reducing food waste (environmental impact), increasing affordable food access (social value), and earning commission per transaction (profit), the company embeds impact directly into its revenue stream.

This reflects the **Triple Bottom Line (People, Planet, Profit)** approach and demonstrates ESG-driven value creation, where impact is not a side initiative but central to the business model.

SEE IMPACT THROUGH

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

ESG at Too Good To Go is focused on driving positive impact beyond our solutions that directly help food from going to waste.

We engage in regulatory initiatives and create coalitions to influence (food) waste reduction in households, and initiate education programmes to inspire the next generation.

DISCOVER MORE →

<https://www.toogoodtogo.com/about-us>



A THRIVING COMMUNITY



400+ MILLION
MEALS SAVED

We save good food from going to waste, through Too Good To Go Platform, Too Good To Go Parcels and Surprise Bags.



100 MILLION
REGISTERED USERS

Using the Too Good To Go app around the world.



175,000
BUSINESS PARTNERS

Actively helping to save good food from going to waste.

The mission is to **inspire and empower people to fight food waste together** through the Too Good To Go app, which acts as a marketplace for surplus food and **helps users get good food at a discounted price.**

‘It’s not just you stepping up for the planet - it’s 100 million people like you reducing food waste together with Too Good To Go’.



Funding Landscape Navigation

Too Good To Go scaled through early angel investors, impact-focused venture capital, and strategic funding rounds aligned with sustainability goals. Rather than prioritising short-term growth capital alone, the company **attracted investors aligned with environmental impact and long-term mission.** This demonstrates mission-aligned funding, investor diligence, and scalable impact logic. It is a strong example of funding readiness, **impact logic modelling,** and **equity growth that protects purpose.**

Too Good to Go, the world's largest B2C marketplace for surplus food, has landed an investment of €25.7 million, led by growth venture capital fund blisce/ who participated with an investment of €12.7 million.

Read:
Copenhagen-based Too Good To Go lands €25.7 million to expand further in the US

<https://www.eu-startups.com/2021/01/copenhagen-based-too-good-to-go-lands-e25-7-million-to-expand-further-in-the-us/>



Blended Value Creation

Too Good To Go ties revenue directly to measurable environmental outcomes — the more food saved, the more value created. Its digital platform allows scalable growth across European markets while **positioning ESG as a competitive advantage rather than a compliance exercise.**

This demonstrates sustainable business modelling, value-based pricing, and growth without greenwashing, as environmental benefit is transparent and measurable.



<https://www.toogoodtogo.com/about-us>

Entrepreneurship Education



Resources

Module 8 provides a curated set of practical financial resources designed to help purpose-led entrepreneurs confidently manage funding, profitability and long-term impact.

These resources are not theoretical and practical. They are tools to help learners **make informed financial decisions aligned with mission and sustainability.**



Leverage Digital Tools

Key digital tools and foundations for sustainable finance in startups include:



AI and Data Analytics

Used to digest complex, non-financial data, improving ESG reporting, monitoring environmental impacts, and optimizing resource consumption.



Blockchain and DLT

Provides transparency in supply chains, enables green security token offerings (STOs) for fundraising, and ensures compliance with green standards.



Lending/Crowdfunding Platforms

Platforms (like Peer-to-Peer lending) provide startups access to tailored, sustainable financing, bypassing traditional, restrictive banking.



Leverage Digital Tools

These technologies assist in bridging the gap between traditional business operations and the necessary transition to a low-carbon economy.



IoT (Internet of Things)

Enables real-time tracking of resource usage, supporting energy-efficient operations.



Digital Business Models

Startups are leveraging digital-native, low-resource models that inherently support sustainability and rapid scalability.



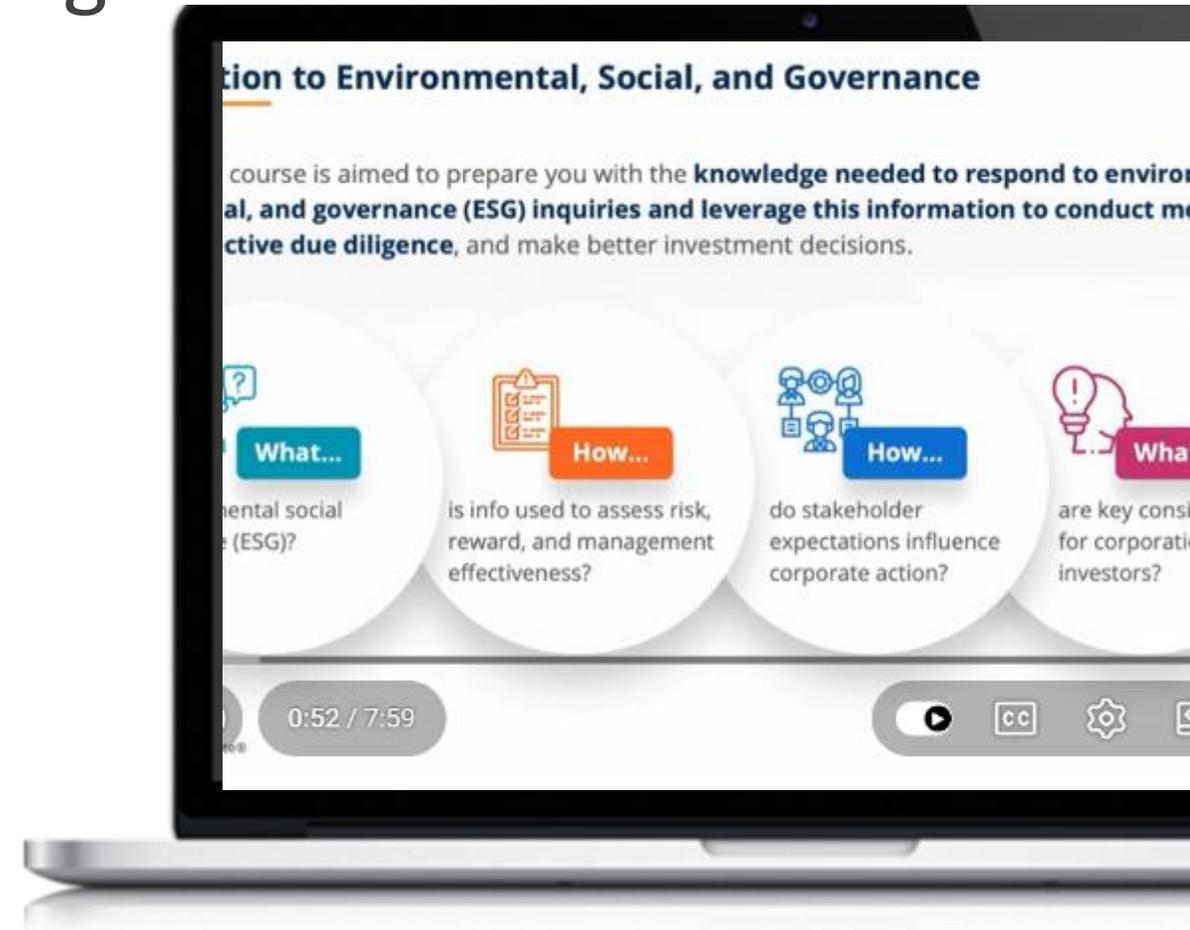
Video: ESG Fundamentals: Sustainable Finance & Investing

Want to understand ESG (Environmental, Social & Governance) and how it impacts finance, investing, and corporate strategy? This preview of CFI's ESG Fundamentals course will help you learn sustainable finance concepts that businesses and investors rely on.

What You'll Learn:

- ❖ The core principles of ESG investing & corporate sustainability
- ❖ How ESG impacts financial performance & risk management
- ❖ ESG regulations & reporting standards
- ❖ Real-world ESG strategies used by global firms & investors

[Click to Watch Video](#)



Source: <https://www.youtube.com/watch?v=IA3ZXMRAxNY>



Video: Sustainable Finance for Startups

Sustainable finance aims to match lending and investing practices with sustainable goals because it understands that financial operations may have a substantial influence on the environment and society.

Sustainable finance for startups involves incorporating environmental, social, and governance considerations into financial strategies and decision-making processes to support long-term viability and positive societal impact. You can get more information by visiting our blog about this topic.

[Click to Watch Video](#)



Source: <https://www.youtube.com/watch?v=CiHf1kchlZw>



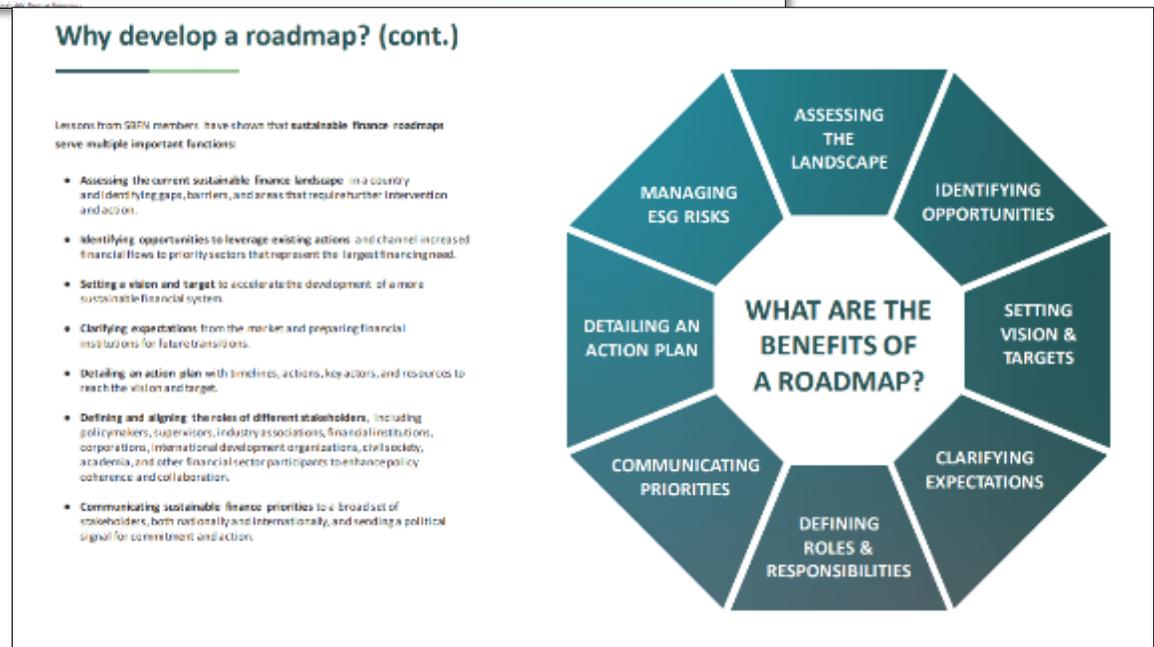
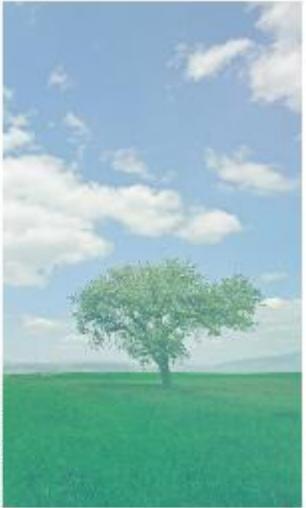
Download Toolkit: Sustainable Finance Roadmap

SBFN is the Sustainable Banking and Finance Network.

The “SBFN Toolkit: Developing Sustainable Finance Roadmaps”, a practical, one-stop guidance document that provides SBFN members and other users with an easy-to-use tool to design and implement sustainable finance roadmaps. Users will benefit from this toolkit to fast-track the development of sustainable finance roadmaps and accelerate the mobilization of capital at the speed and scale required to tackle these challenges.

[Download here.](#)

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Download Report: Navigating the Energy Labyrinth

Navigating the Energy Labyrinth

Next steps in energy transition?

Download the report to learn how 500 businesses are building greater energy resilience, to reduce costs and deliver on net zero.

Get practical advice to improve resilience

As the energy labyrinth gets more complex, learn about the actions energy resilient businesses are taking to remain proactive, stable, and able to deliver on their energy cost and carbon goals. [Download here.](#)



Download Toolkits: Sustainability Toolkits for SMEs

Why SMEs need to understand and engage with a sustainability agenda.

Embracing sustainable change creates significant opportunities for SMEs to reduce costs, attract talent and investment to develop business, provide a point of difference, and improve their brand reputation. [ACCA's series of practical toolkits co-branded](#) with Profit Impact – and in particular the [SME sustainability series](#) aimed at supporting SMEs in the following areas:

- mapping your business goals to UN SDGs
- supply chain code of conduct for SMEs
- demystifying environmental management systems. [Download here.](#)

Small businesses - a lifeline to global economies



SMEs represent about 90% of businesses and more than 50% of employment worldwide being a lifeline to global economies.

To continue playing this essential role in creating jobs opportunities as well as enhancing livelihoods, small businesses rely heavily on support for access to finance, information, and small-business support eco-systems. The Covid-19 crisis has reconfirmed this vital role of accountants as trusted advisers to small businesses and it has also accelerated smaller accountancy firms to transform further of small businesses world

Policy and Insights report

Related downloads

- [Download PDF1.07MB](#) Mapping your business goals to the relevant UN SDGs
- [Download PDF1.24MB](#) Supply Chains: Code of conduct
- [Download PDF1.78MB](#)

Accountants and SMEs creating a sustainable world



Policy and Insights report

Related downloads

- [Download PDF7.79MB](#) How SMEs can create a more sustainable world - ACCA and CA ANZ Playbook
- [Download PDF5.14MB](#) Accountants and SMEs creating a sustainable world. Stories.
- [Download PDF7.62MB](#) Accountants and SMEs creating a sustainable world. SME community views.

SMEs and sustainability: Why act now?

SMEs represent about 90% of businesses and more than 50% of employment worldwide and global environmental and social challenges can only be addressed appropriately with small business sector fully involved. Given the growing amount of regulatory and business requirements related to sustainable practices and reporting in SME sector - legislation, investors, supply chain, clients, talent - it is important to address the topic in a short term perspective to future

Download Toolkits: Sustainability Toolkits for SMEs

Aim of Toolkit

To provide a general framework and guidelines which will help Small and Medium

Enterprises ('SMEs') to analyse and assess their preparedness for raising finance

from banks. **Objectives of Toolkit**

- To detail the main business and risk management practices that banks generally look for when assessing SMEs
- To provide SMEs with awareness of what is regarded as good corporate governance
- To assist SMEs with preparing to meet the likely business information required.

[Download here.](#)



SME TOOLKIT



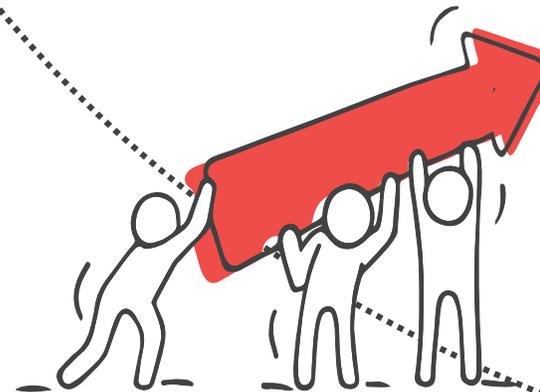


Module 9

Sustaining Success: Balancing Profit with Purpose

You have Completed...
Module 8 (Part 2)

Section 2 Navigating Funding
Opportunities for Green Ventures



Next is...