



REQUEST FOR PROPOSAL (RFP)

Gaps and needs assessment for energy project in Lagos State, Nigeria

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

October 3rd , 2022

1. C40 Cities Climate Leadership Group Inc. (“C40”)



C40 is a network of nearly 100 mayors of the world’s leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labor, business, the youth climate movement and civil society to go further and faster than ever before.

C40’s team of 200+ staff is headquartered in London, with offices in New York, Johannesburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organization is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40’s three core strategic funders are Bloomberg Philanthropies, the Children’s Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on [Twitter](#), [Instagram](#), [Facebook](#) and [LinkedIn](#).

2. Overview of Lagos State

Lagos - Africa’s most-populous city - is susceptible to the negative impacts of climate change. Lagos is of high significance in the climate risk index with a growing population of over 21 million inhabitants concentrated in a relatively small land area of 3,577km², including 22% being made up of water bodies, a vast coastline of about 187km, high water table and generally a fragile ecosystem. As an oil producing country, with much of the electricity in the city produced using petrol or diesel generators and high numbers of cars and levels of congestion on the roads, Lagos

emissions profile is one of the highest in the Africa region standing at 26,443,656 Metric Tonnes CO₂ equivalent (MtCo2e). The Baseline GHG Emission Inventory of Lagos State shows that the highest contributor to GHG emissions is stationary energy. This is because of high combustion of fossil fuels as virtually every household and industrial premises runs generators to supplement electricity from the grid. This is followed by emissions from the transportation and solid waste sectors.



This informed the decision of Lagos State Government to prioritize climate action in its 2012-2025 Development Plan by stating in the Environment Pillar that Lagos will seek to reduce the emissions of greenhouse gasses by reducing emissions through (i) developing mass transit systems and (ii) promoting the use of renewable energy. The following are the climate change priorities for Lagos:

- o **Mass transit system:** Development and implementation of a new Transport Policy that focuses on light-rail project, expansion of bus rapid transit (BRT) scheme, non-motorized transport and improvement on Lagos Water transport;
- o **Waste management systems:** Development and implementation of a comprehensive strategy to expand and enhance solid waste management infrastructure, implement waste separation at source and promote alternative uses for organic waste.
- o **Coastal flooding:** Development of a city-wide flood risk map, development and implementation of a stormwater drainage master plan; and improvement, expansion and maintenance of the city-wide drainage network;
- o **Energy** – (i) Installation of solar photovoltaic (PV) systems at schools, hospitals and municipal buildings, (ii) development of policies that promote decentralized renewable energy generation, (iii) reduce emissions in the residential sector by promoting the development of energy storage technologies and incentivizing the deployment of micro-grids in off-grid urban communities:

3. Summary, Purpose and Background of the Project

3.1 About the programme

The Climate Action Implementation (CAI) Africa Programme is part of a new, broader UK Government funded Urban Climate Action Programme (UCAP) that aims to work with cities in Africa, Latin America and Southeast

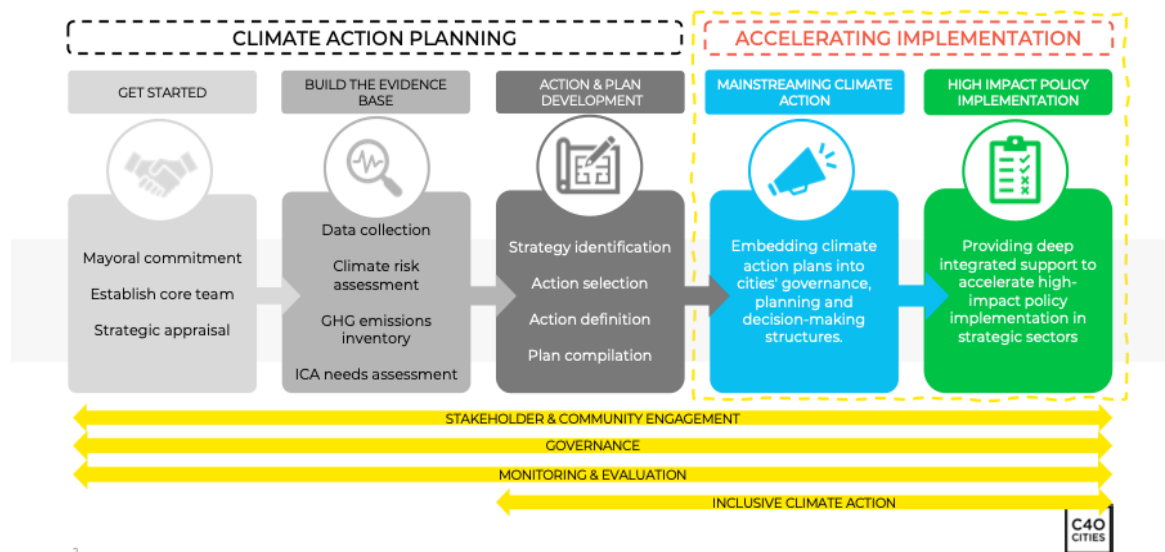
Asia to implement high impact, priority climate actions and to integrate climate action into city plans, processes and structures.



In Africa, the CAI programme will provide technical assistance and capacity building to seven metropolitan cities across the region to enable climate change mainstreaming and action implementation in two key sectors: (i) waste and (ii) energy & buildings and Mainstreaming. In Nigeria, the CAI programme will work with the Lagos state Government and other relevant stakeholders.

This programme focuses on the particular policies and projects that can deliver the most significant emissions and risk reduction impact and wider benefits in support of a green and just recovery from COVID-19. The programme also aims to engage other cities across the region to share knowledge and lessons learned on climate action implementation.

Climate Action Implementation (CAI) objectives



3.2 Selected priority high impact actions for Lagos State

Lagos State - through a collaborative and extensive city engagement process - has selected the following energy & building and waste actions from the Climate Action Plan for implementation under the CAI Africa programme. However, this RFP is for the Energy & Building action only.

3.2.1 Energy priority high impact action:

Distributed solar solutions for residential apartments and small and medium scale enterprises (SMEs) in Lagos



For a detailed project¹ description, please access the concept note [here](#).

3.4 Purpose

The CAI Africa Programme is looking for a consultant or a consultancy firm/consortium **to conduct a Gaps and Needs Assessment for the selected energy priority high impact actions in Lagos: *Distributed solar solutions for residential apartments and small and medium scale enterprises (SMEs) in Lagos.***

Lagos has developed a concept note for the selected high impact energy & Building action (link above), and the consultant's role will be to facilitate the next step of turning the concept ideas into implementable plans that can lead to city-scale policy for distributed renewables for residential apartments and SMEs . This will be done through Gaps and Needs Assessments, including but not limited to the following aspects:

- Refining the project scope for the identified project in terms of geographical cover, timeline, financial requirements, expected climate impacts (GHG reduction), wider benefits, etc.
- Determining the technical and financial suitability of the proposed solution, while exploring alternative solutions (where possible/relevant)
- Refining the identified optimal proposed solution further, in terms of next steps and technical requirements
- Determining the project's needs and identifying gaps for implementation
- Providing an overview of potential business and financing model scenarios to evaluate the financial viability of the project & innovative financing options
- Providing an overview of legal and regulatory framework necessary for implementation of selected actions including required permits, clearances, and licensing
- Undertaking a thorough stakeholder mapping
- Undertaking internal and external stakeholder engagement to collect views and suggestions on the proposed waste and energy

¹ A 'project' refers to the high impact priority action selected by each city as stated herein

projects, including incorporating critical feedback into project implementation plans and reporting back to stakeholders

- Developing relevant workshop materials to further refine the action, identify project needs, potential barriers, and solutions.



In particular, the following specific analyses should be undertaken:

- Detailed analysis of current barriers to solar energy deployment (legal framework, business and finance landscape, technical and industrial capacity, etc.)
- Exploring how collection and management of energy data in Lagos can be further developed and improved upon
- Review of international best practices for deployment of building-scale solar systems in the residential and SME sectors
- Prioritization of measures and modeling of impact
- Development of specific actions for low-income households and informal settlements
- Stakeholder engagement strategies and implementation plan for solar deployment on, residential apartments and SMEs including pre-project preparation for the same
- Recommendations on detailed feasibility studies required for implementation of distributed solar solutions for residential apartments and small and medium scale enterprises (SMEs) in Lagos including feasibility for development of a city-scale policy for distributed renewable energy that will inform implementation.

The project methodology will include a combination of desktop research and stakeholder engagement to solicit relevant information, including C40 and city teams. The consultant will be required to work collaboratively with relevant stakeholders in both cities while undertaking this work.

3.5 Objectives:

This assignment must achieve the following objectives:

- Ensure C40 and city teams are informed of the existing landscape for action design and implementation, and able to assess project impacts at a later stage
- Ensure critical stakeholders are engaged and able to support action implementation
- Ensure energy projects are thoroughly and pragmatically refined, with clear implementation next steps identified and detailed

4. Key activities and deliverables



Component 1: A total of two workshops -

Workshop 1: (Internal gaps and needs assessment workshop) will focus on the gaps and needs assessment and developing a project plan with internal city stakeholders (city departments and entities).

The output from this workshop will be a draft gap and needs assessment report and implementation plan.

Workshop 2: (External stakeholder engagement workshop) will focus on external stakeholder engagements and getting external feedback on the proposed project (this will involve civil society and the private sector).

The output from this workshop will feed into the final Gaps and Needs Assessment Report.

Component 2: Gap and needs assessment report

The consultant will work in collaboration with the City team and City Adviser to assess the status quo of the proposed energy action, as well as identify necessary requirements to ensure implementation of the actions, including but not limited to legislative and regulatory requirements and barriers, technical needs, financial costing and business models, city capacity and resource needs and stakeholder mapping especially relevant previous C40 Energy studies for Lagos found [here](#) and [here](#).

The output for this activity will be the final Gaps and Needs Assessment Report.

The initially proposed steps to carry out the work are presented below, and can be adjusted / refined as the work progresses:

Main activity	Key tasks	Timelines	Deliverables
Inception meeting	Preparation of detailed work plan	End of November 2022	Detailed work plan of delivery
Stakeholder mapping and engagement	Stakeholder identification	From early December 2022	List of stakeholders (excel spreadsheet)

	Stakeholder mapping	From late December 2022	Map/diagram showing grouping(s) of stakeholders, activities, roles and responsibilities
	Mapping of roles, responsibilities and activities	From late December 2022	
Workshop 1: Internal gaps and needs assessment workshop	(Energy & buildings)	Early-Mid January 2023	<ul style="list-style-type: none"> • Workshop slide deck template • Workshop report • Draft gaps and needs assessment report
Workshop 2 : External stakeholder engagement workshop	(Energy & buildings)	Mid-End January 2023	<ul style="list-style-type: none"> • Workshop slide deck template • Workshop report
Gaps and needs assessment report	Collation of material from desktop study and stakeholder engagement	January-February 2022	<ul style="list-style-type: none"> • Gap and needs assessment template (.docx) x 1 • Action specific gap and needs assessment reports (.docx) • Stakeholder mapping and list (.xls)

Editing, formatting and presentation of electronic files should be of a consistent, professional and publishable standard. All documentation to be shared with cities or other external partners should only feature C40's name and logo; successful bidders may not use their own name(s) or logo(s) except with prior written permission by C40. All project deliverables, reports and documentation, content and intellectual property will be owned by C40.

5. Proposal Guidelines



This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **October 24, 2022**. Any proposals received after this date and time will not be accepted. All proposals should include clear timelines, how you will work with C40, clear costs and details on experience in this area. Proposals should be presented with costs including tax and administrative fees.

The proposal should give C40 evaluators all the information they need to assess your bid. Submissions should include:

- A summary of your understanding of the project and scope of work
- Description of your proposed approach to the scope of work, including a proposed methodology for conducting the gaps and needs assessments and designing and delivering the workshops;
- Information about the organization's commitment to equity, diversity and inclusion and ethical alignment with C40
- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please include relevant experience and expertise and limit CVs to maximum one page per person
- Brief description of technical expertise and experience on relevant topics – specifically energy/renewable energy, climate change, local government and just transition
- Examples of previous relevant work in relation to project preparatory work, design and development of energy related projects, highlighting key outputs and impacts to be achieved
- Risk analysis and mitigation plan
- Timeframe for your tasks and completion of the project
- A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of project team needs to be included in the submission.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 10 pages of text. Reference material may be placed in annexes.

5.1 Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe

that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.



We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.

Feel welcome to refer to C40's Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

5.2 Contract

Please note this is a contract for professional services and not a grant opportunity. Organizations unable to accept contracts for professional services should not submit bids. The work will be completed on the C40 STANDARD SERVICE PROVIDER AGREEMENT

These terms and conditions are non-negotiable. Organizations unable to accept them as drafted should not submit bids in connection with this opportunity.

If C40 is unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest bidder.

5.3 Subcontracting

If the organization submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

5.4 programme management

The city advisor from C40 will both oversee the project and be an active partner, along with the energy and waste technical advisers. The successful bidder will be expected to foster close and constructive working relations with the project manager. All interim deliverables and change requests will need to be approved by the project manager. As part of the project

management, an inception meeting and inception report will be required, along with weekly project meetings (as agreed upon).



6. RFP and Project Timeline

RFP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	October 03, 2022
Questions submitted to C40	October 03-10, 2022
C40 responds to questions	October 17, 2022
Deadline for receiving Offers	October 24, 2022
Evaluation of Proposal	October 24-31, 2022
Successful Suppliers notified of outcome	November 7, 2022
Inception meeting	November 14, 2022
Agreed scope and methodology	November 21, 2022

6.1. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria and weighting:

Evaluation Criteria	Weighting (%)
Project delivery approach proposed, including project management approach - ability to deliver outputs to time and quality	30
Expertise and experience of the bidder across relevant topics and focal geography. Including existing work and methods that we can draw on for this work	40
Value for money	20
Equity and ethical alignment considerations: C40 is looking to appoint an organization that shares our values and is grounded in the context of the local community. Consideration will focus on: <ul style="list-style-type: none"> location of organizations (preference will be given to locally based organization) 	10



7. Project Budget

Costs should be stated as one-time or recurring costs. **The maximum budget available for the project deliverable is 7 Million Naira (N7,000,000.00).** Note that all costs should be included (taxes, etc.), as the budget above represents the total amount available. Proposals should include a budget breakdown of the tasks and deliverables.

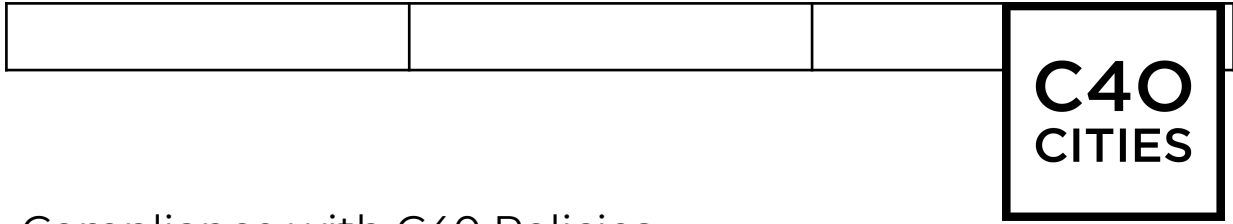
Cost for workshops should **exclude** the cost for catering and venue hire as these costs will be covered by C40. All budgets are to be prepared in naira

All costs incurred in connection with the submission of this RFP are non-refundable by C40.

Payment will be made periodically based on completion of deliverables as outlined in the Payment schedule below. Please note, C40 does not pay contractors more frequently than once per month.

Payment schedule

Component and activity	Deliverables	payment
Component 1 Workshop 1 Internal gaps and needs assessment workshop	Workshop slide deck template Workshop report Draft gaps and needs assessment report	30%
Workshop 2 : External stakeholder engagement workshop and Component 2 Gaps and needs assessment report	Workshop slide deck template, Workshop report Gap and needs assessment template (.docx) Action specific gap and needs assessment reports (.docx) Stakeholder mapping and list (.xls)	70%



8. Compliance with C40 Policies

C40 expects third parties to be able to abide by these C40 policies

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity , Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)
- Global Travel and Expenses Policy - if applicable - [Here](#)

9. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by October 24, 2022 at 12 am GMT to Neema Afwande, Programme Officer, nafwande@c40.org.

All questions related to this RFP by potential bidders should be directed by email to Maximus Ugwuoke (mugwuoke@c40.org), and Elizabeth Mwangi (emwangi@c40.org).

Anonymised responses to questions will be provided [here](#) when the Q&A period closes.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by bidders in preparing a response to this RFP.

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a bidder as a result of this procurement process, nor to accept the lowest price or any tender.