REQUEST FOR PROPOSAL (RfP)
Freetown, Sierra Leone - Potential strategies for Council Property Tax maximization with a focus on solar incentive schemes

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

July 19, 2023
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 labour, 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, Joburg, 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 organisation 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. Summary, Purpose and Background of the Project

Summary

C40 is looking for consultants to support the C40 member city of Freetown, Sierra Leone to assess data on the Council Property Tax’s revenue shortfall and potential incentive schemes to reduce the gap - particularly focusing on the potential of solar energy incentives.

Background

Freetown City Council (the Council) undertook a Property Tax reform in 2020 which saw a 100% percent increase in revenue collection through the property tax system. Although revenue collection by the Council now stands at about 70% of registered properties on the Council’s database, there remains a significant number of defaulters on their property tax. The level of non-payment has averaged to about $3,583,756.22 USD annually in the past 3 years. Although this includes institutional property owners it still represents a significant level of debt
that the council will need to recover through behavioural change with emphasis for residents to adopt cleaner and more sustainable forms of energy.

A possible incentive scheme is being assessed that will reward regular and timely payers of their property tax and will also encourage defaulters to pay. The proposal is based on the adoption of solar energy domestic products which have the potential to significantly mitigate the negative environmental impact of non-renewable sources, and reduce the impacts of regular power outages, which negatively impact economic growth.

Assessing the potential to increase council tax revenue collection through incentive schemes or other mechanisms can have additional positive impacts if developed through a considered approach. One example is incentivizing solar energy which would also help to advance Freetown’s Climate Action Plan goals by reducing greenhouse gas emissions (GHGs) and promoting local climate adaptation and resilience as outlined in Vision 7: “Transitioning to a clean, accessible and equitable city energy system”. The findings from this consultancy project will be considered alongside the City’s existing knowledge and data to determine a suitable incentive scheme or mechanism.

Objective

The objective of this consultancy is two-fold - provide the city of Freetown with financial analysis as well as technical solar market analysis to determine the most feasible and efficacious strategy to increase council property tax payment.

The consultancy will conduct the following activities to support the above stated objectives:

Activity 1. Financial analysis: Assess the City of Freetown’s current levels and root causes for property tax non-payment; outline potential resources and tools available to its Council to reduce or eliminate non-payment.

Activity 2. Solar market analysis: Assess the local and regional solar product market(s) landscape and produce recommendations combining the findings from both the technical solar and financial analyses.

Project Scope

The selected consultant will deliver the following activities:

Activity 1. Financial analysis: Assess the city of Freetown’s levels of property tax non-payment, and potential resources and tools available to its Council to reduce or eliminate non-payment, particularly through solar incentives.

Task 1.1. Assess the level, key drivers, and root causes behind non-payment and default in property Council Tax in order to determine the patterns and reasons for non-payment. The consultant will be expected to do so using existing county data supplemented with interviews and financial and qualitative analyses of a
representative sample of non-paying entities as appropriate and possible, using existing city data. The consultant will also be asked to supplement with additional analyses deemed useful to complete task 1.1 and to be discussed with C40 during project management meetings.

Task 1.2: Assess the available funds to the Council to finance any incentive scheme to increase levels of compliance. Outline necessary resources to implement a robust incentive scheme, beyond what might be available to the Council, including potential external sources such as bilateral or multilateral grants focused on supporting municipal taxing entities increasing compliance. Model out scenarios of potential additional income from increased levels of compliance.

Deliverable of Activity 1: A report on the remaining drivers of non-payment and default on Council Property Tax since the reform undertaken in 2020, including the potential levers and resources the Council could use to incentivise increased payment and scenarios of potential additional income for the Council if incentives were to be implemented and succeeded.

Activity 2. Technical solar market analysis: Assess the local and regional solar product market(s) landscape and produce recommendations combining findings both the technical solar and financial analyses.

Task 2.1 Complete a landscape of the local and regional solar product market(s), including quality, price, affordability, (stock) volume, range, and reliability. Include a clear outline of what products are available to consumers in Sierra Leone.

Task 2.2 Undertake a cost-benefit assessment on the effectiveness of implementing an incentive scheme in partnership with solar energy products suppliers.

Task 2.3 Combine the financial and technical analyses to produce an assessment of how a solar product incentive scheme might be a tool to address the property tax payment gap by directly targeting the individuals and businesses who currently fall under non-payment. Include 2-3 case studies of cities that have managed to implement similar schemes.

Deliverable of Activity 2: A report containing the local and regional solar product market landscape, a cost-benefit analysis of an incentive scheme with solar energy product suppliers, and the recommendations for the potential impact of such a scheme on property tax non-payment.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 11.59 pm EST, August 8, 2023. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.
The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

- How your proposal is responsive to the Evaluation Criteria;
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Proposed timeline of implementation;
- Three examples of relevant past work;
- Resumes of proposed key personnel in the standard C40 CV Template;
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

**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.

**Contract**

Please note this is a contract for professional services and not a grant opportunity. Organisations 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. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.
If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier

**Subcontracting**

If the organisation 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 organisations being contracted.

4. RfP and Project Timeline

*This section of the RfP should provide all the known information about the timeline for the RfP process as well as the project itself.*

**RfP Timeline:**

<table>
<thead>
<tr>
<th>RfP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>July 19, 2023</td>
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<tr>
<td>Questions submitted to C40</td>
<td>July 31, 2023</td>
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<tr>
<td>C40 responds to questions</td>
<td>August 2, 2023</td>
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<tr>
<td>Deadline for receiving Proposals</td>
<td>August 8, 2023</td>
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<tr>
<td>Evaluation of Proposals</td>
<td>August 9, 2023 - August 15, 2023</td>
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<tr>
<td>Selection decision made</td>
<td>August 15, 2023</td>
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<td>All Potential Suppliers notified of outcome</td>
<td>August 18, 2023</td>
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**Project Timeline:**

<table>
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<tr>
<th>Project Timeline</th>
<th>Due Date</th>
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<tr>
<td>The project initiation phase must be completed by</td>
<td>September 1, 2023</td>
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<td>Project planning phase must be completed by</td>
<td>October 15, 2023</td>
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<td>Project implementation phase is expected to be completed by</td>
<td>December 8, 2023</td>
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<td>The project is due to run until</td>
<td>January 19, 2024</td>
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5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria

<table>
<thead>
<tr>
<th>Criteria 1: Mission alignment</th>
<th>Measured by:</th>
<th>10%</th>
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<td>- ability to meet requirements listed supplier alignment with C40’s goals on greenhouse gas emission reduction and promoting climate adaptation and resilience.</td>
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<th>Criteria 2: Technical Expertise and proven experience</th>
<th>Measured by:</th>
<th>50%</th>
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<td>- Ability to prove Technical expertise, previous experience, project management capabilities, cultural fit quality, and availability of the team). This should be documented in the Resume (CV) and supporting material of proven previous experiences.</td>
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<td>- References from other clients related to the work are welcomed, but are not mandatory.</td>
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<th>Criteria 3: Value for money, understood as:</th>
<th>Measured by:</th>
<th>40%</th>
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<tr>
<td>- Economy: minimising the cost of resources used / spending less</td>
<td>- Description of the costs and expected hours dedicated per each activity, and total for the 2 activities + taxes.</td>
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<tr>
<td>- Efficiency: the relationship between the output from goods/services and the resources to produce them</td>
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<td>- Effectiveness: the relationship between the intended and actual results</td>
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<td>- Equity: the extent to which services reach the intended recipients fairly</td>
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6. Project Budget

All proposals **must not exceed USD $17,000.00** and include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. Pricing should be listed for each of the following items in accordance with the format below. All costs incurred in connection with the submission of this RfP are non-refundable by C40.
<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Financial analysis report</td>
<td>60-70%</td>
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<tr>
<td>Solar product market landscape and incentive scheme report</td>
<td>30-40%</td>
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07. C40 Policies

C40 expects third parties to 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](#)

08. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by August 8, 2023 at 11.59pm EST:

**Ana Terra**
Clean Energy Finance Manager, C40
aterra@c40.org

**Wanjiku Ngare**
Climate Finance Senior Manager, C40
wngare@c40.org

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

**Disclaimer**

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for 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 Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.