REQUEST FOR PROPOSAL (RFP)

LAGOS CLIMATE FINANCE PLAN

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

6th February, 2024
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.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is co-chaired by Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyerr of Freetown, Sierra Leone. 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. The UKAID CAI Programme

The UK Government-funded Climate Action Implementation (CAI) Programme will support 15 cities in 3 regions to implement high-impact, priority climate actions and to integrate climate action into city plans, processes and structures. The cities are:

- Addis Ababa, Accra, Dar es Salaam, Johannesburg, Lagos, Nairobi, and Tshwane in Africa;
- Jakarta, Kuala Lumpur, Quezon City in Southeast Asia;
- Bogota, Guadalajara, Lima, Medellin and Mexico City in Latin America.

In Africa, the CAI programme will provide technical assistance and capacity building to enable climate change mainstreaming and action implementation in two key sectors: (i) waste and (ii) energy & buildings.
3. Overview

3.1. Lagos State

Lagos, Africa’s most populous city, is susceptible to the negative impacts of climate change. Like every growing economy, Lagos is also witnessing rapid urbanisation and this also means dealing with significant environmental threats. Lagos has a significant share of low-lying coastal areas that are highly vulnerable to flood risks. With increasing urbanisation, population growth and environmental issues (accelerated by inadequate flood prevention and drainage systems), these risks are expected to intensify even further in the coming years. It is in this connection that it was stated in Lagos development plan 52 that “Lagos must increase the supply of infrastructure across power, transport and the environment to meet the demands of a growing population and mitigate the impacts of climate change on the environment”.

With a growing population of over 21 million inhabitants concentrated in a relatively small land area of 3,577 km², a vast coastline of about 187 km, a high water table and a generally fragile ecosystem, Lagos is highly vulnerable to climate impacts. Lagos like other States in Nigeria suffers serious energy poverty. Only about 10% of the total energy demand for the city comes from the National grid and the deficit is supplemented by petrol or diesel generators. This added to the high number of cars and improper waste management practices accounts for why its GHG emission profile is one of the highest in the African region standing at 26,443,656 Metric Tonnes of CO₂ equivalent (MtCO₂e).

To address these challenges and make Lagos state more resilient and competitive in line with its vision of becoming Africa’s model mega city and a global, economic and financial hub, there is a need to provide a sustainable funding mechanism that will cater for the needs of the present and future generations.

3.2 Project background

A common barrier to the implementation of climate actions is a lack of finance. State budgets are limited and certain climate change projects require budgeting and financing mechanisms that differ from those used for traditional projects. For this reason, an effective Climate Action Plan requires a detailed plan for financing each action. The potential funding routes available to support the Lagos CAP are both internal and external. However, there is no document that will guide the City towards sustained funding opportunities. This plan will therefore aim to bridge this gap by tracking how well climate actions have been funded within Lagos budgets, identifying gaps and barriers to budgetary mainstreaming as well as developing an action plan for accessing external funding. The process of budgetary mainstreaming should be considered a priority for the State as it will both ensure financial support for CAP actions and reduce the likelihood of carbon lock-in and maladaptation as a result of poor investment strategies.
4. Project scope

This project will identify all funding sources both internally and externally that will catalyse the implementation of Climate Actions in Lagos. It will start by conducting a strategic appraisal of the internal funding landscape for Climate Action in Lagos starting from Lagos State budgeting systems which lasts from January to December annually. It will develop a compendium of all financing opportunities both locally and externally and set up a framework on how to access them. This will include developing training modules for City officials and demonstrating the application of such modules. The scope of the work for all aspects of the consultancy will cover the following sectors in order of priority based on their contributions to the State GHG Emission:

- Energy
- Waste
- Transport
- Flooding

The project will also work collaboratively with the City team to identify, prioritise and provide high-level cost some mitigation and resilient projects as detailed below and facilitate linkages with external funding sources. These projects are:

- Transport: Electric vehicle rollout
- Adaptation (flooding): Building adaptive capacity to hydrological, coastal flooding, sea level rise
- Waste: Organic diversion from landfill to biogas plant and composting facility
- Energy - solar PV investment in households and SMEs.

4.1. Aim

The CAI Africa Programme is looking for a consultant or a consultancy firm/Consortium to develop Lagos Climate Finance Plan. This will involve conducting a strategic appraisal to identify and optimise opportunities in the climate finance landscape, both internationally, nationally and through the City’s own budget. A review of the City’s budgetary allocation to climate actions will be undertaken. It will also carry out a detailed SWOT analysis on the Lagos finance landscape as well as the gaps and needs scenarios. Inception reports will be subjected to a stakeholders workshop which will lead to the development of a robust climate finance plan and will support decision-making on the inclusion of climate change in the City's budget. The finance plan will be subjected to a final validation workshop which will lead to the final climate finance plan.
4.2. Objectives

The specific objectives of this project are

1) To provide a high-level quantification of the climate finance gap for the above selected sectors when compared to the actions articulated in the Climate Action Plan (CAP).
2) To support decision-making around the inclusion of climate change considerations into the budgeting process of the City.
3) To develop a shortlist of key areas the City should focus on in mobilising external finances for implementation of their climate actions.
4) To provide cost estimates for a few prioritised sectors and specific projects.

4.3. Key activities and deliverables

Activities

Inception phase
Hold inception meeting and deliver inception report

- A virtual meeting between C40, Lagos and the service provider will be held to discuss the project plan and agree on timelines and deliverables.
- Following the meeting an inception report will be delivered, detailing the above and the service provider should allow for two rounds of review before final endorsement.

<table>
<thead>
<tr>
<th>Expected output/deliverables</th>
<th>Inception meeting report</th>
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<tbody>
<tr>
<td>Estimated timeline</td>
<td>2 week</td>
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</table>

Activity 1: Desktop research and support on internal budgeting processes

Conduct desktop research aimed at:

- Reviewing the recent City budgets with a focus on pre and post CAP launch to make assessment of its CAP sensitivities and responsiveness
- Recommend ways in which the budget can become more climate responsive
- Identifying and ranking key priority projects for each sector through multi criteria analysis by using the C40 ASAP tool
- Recommend ways in which Energy, Transport, Waste and Adaptation (flooding) could become revenue-generating, cost-effective or cost-saving as part of city operations
- Hold engagement meetings with each of the selected sectors, supporting them on decision-making in the inclusion of climate responsive projects and activities in the upcoming budgeting period
- Subject finding to stakeholders workshop aimed at getting inputs on how to improve allocations to CAP actions and general design of the project

| Expected output/deliverables | • Desktop research report  
|                             | • Sectoral engagements and engagement reports  
|                             | • Desktop research presentation  
|                             | • Workshop slide deck  
| Estimated timeline          | 6 Weeks  

Activity 2: Climate Finance Gap Scenarios

Objective 2: High-level quantification of the climate finance gap
- Review the CAP actions that pertain to the selected sectors in the state budget
- Provide high-level funding scenarios pre and post CAP launch on an annual basis
- Determine the finance gaps for the selected areas

Key deliverable: Gap report

| Expected output/deliverables | • Finance Gap Report  
| Estimated timeline            | 8 weeks  

Activity 3: External Finance Action Plan

- Review of the external climate finance facilities and instruments relevant to the selected sectors
- Overview of climate change/sectoral funding partnerships and projects in the City in selected sectors
- Shortlist of projects/concepts in each sector
- Shortlist of finance instruments to be explored for each sector, relevant to the shortlisted projects.
Hold workshop to refine and finalise shortlisted key actions that the C40 CAI Africa team will focus on following the completion of the consultancy.

### Expected output/deliverables
- Present desktop research to key stakeholders for validation
- Workshop slide
- Workshop report

### Estimated timeline
7 weeks

**Closeout phase**
Hold closeout meeting and deliver closeout report
- A virtual meeting between C40, Lagos and the service provider will be held to discuss the final outcomes of the project and a short closeout report will be drafted.

<table>
<thead>
<tr>
<th>Expected output/deliverables</th>
<th>Closeout report</th>
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</thead>
<tbody>
<tr>
<td>Estimated timeline</td>
<td>1 week</td>
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5. **Proposal Guidelines**

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **4th March 2024**. 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 which 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 stakeholder mapping and delivering the workshop.
- Brief description of technical expertise and experience relevant to Climate Finance and Costing
- Examples of previous work in Climate Finance Space, particularly in the selected sectors. Demonstrated experience and understanding of municipal budgeting processes.
- Information about the organisation’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 a maximum of one page per person
- 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 the 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.

6. Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement by 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 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.

7. 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.
8. 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.

9. RFP and Project Timeline

**RFP Timeline:**

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>February 6th, 2024</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>February 15th, 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>February 22nd, 2024</td>
</tr>
<tr>
<td>Deadline for receiving proposals</td>
<td>March 4th, 2024</td>
</tr>
<tr>
<td>Evaluation of Proposal</td>
<td>March 4th - 15th, 2024</td>
</tr>
<tr>
<td>Successful bidders notified of the outcome</td>
<td>March 17th, 2024</td>
</tr>
<tr>
<td>Inception meeting</td>
<td>March 31st, 2024</td>
</tr>
<tr>
<td>Inception meeting report and work plan</td>
<td>April 8th, 2024</td>
</tr>
<tr>
<td>Activity 1 completed</td>
<td>April 30th, 2024</td>
</tr>
<tr>
<td>Activity 2 completed</td>
<td>May 31st, 2024</td>
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<tr>
<td>Activity 3 completed</td>
<td>July 26th, 2024</td>
</tr>
<tr>
<td>Project closeout</td>
<td>July 31st, 2024</td>
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Proposals will be evaluated against the following criteria and weighting:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting (%)</th>
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</thead>
<tbody>
<tr>
<td>Project delivery approach proposed, including project management approachability to deliver outputs on time and quality</td>
<td>30</td>
</tr>
<tr>
<td>Expertise and experience of the bidder across relevant</td>
<td>40</td>
</tr>
</tbody>
</table>
topics and focal geography. Including existing work and methods that we can draw on for this work

<table>
<thead>
<tr>
<th>Value for money</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity and ethical alignment considerations: C40 is looking to work with organisations that share our values and are grounded in the context of the local community. Consideration will focus on:</td>
<td>10</td>
</tr>
<tr>
<td>● location of organisations (preference will be given to locally based organisations)</td>
<td></td>
</tr>
</tbody>
</table>

11. Project Budget

The maximum cost for all project deliverables is **USD 25,000** or the equivalent in local currency at the time of invoicing. Costs should be stated as one-time or recurring costs. All costs included in the proposal must be all-inclusive, referring to any VAT, copyright or bank fees, etc., as the budget above represents the total amount available. Proposals should also include a budget breakdown of the tasks and deliverables.

The above cost should exclude costs associated with delivery of workshops i.e. catering and venue hire as these costs will be covered directly by C40. Payment will be made periodically based on completion of deliverables as outlined in the Payment schedule below. Please note that C40 does not pay contractors more frequently than once per month.

**Payment schedule**

<table>
<thead>
<tr>
<th>Component and activity</th>
<th>payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>30%</td>
</tr>
<tr>
<td>Activity 2</td>
<td>30%</td>
</tr>
<tr>
<td>Activity 3</td>
<td>40%</td>
</tr>
</tbody>
</table>

12. Compliance with C40 Policies

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

- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- C40 Non-Staff Travel and Expenses Policy - if applicable - [Here](#)
13. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by **March 4th, 2024** at 23h59 (GMT +1) to caiafrica@c40.org.

All questions related to this RFP by potential bidders should be directed by email to caiafrica@c40.org.

Anonymised responses to questions will be provided here when the Q&A period closes.

14. 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.