Request for Proposals

CFO Network for African Cities’ Climate Finance Needs Assessment Template

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

April 2024
1. About C40 Cities Climate Leadership Group Inc. (“C40”) and the Global Covenant of Mayors (“GCoM”)

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

The contracting entity for this work will be C40 Cities Climate Leadership Group Inc. (C40). The work will be overseen in partnership with the Global Covenant of Mayors (GCoM), as part of the C40 x GCoM Joint Program (further details below).

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.

The Global Covenant of Mayors (GCOM)

The Global Covenant of Mayors for Climate and Energy (GCoM or Global Covenant), is a global coalition of over 13,000 cities and local governments with a shared long-term vision of promoting and supporting voluntary action to combat climate change and move to a low-carbon, resilient society. The alliance unites
and inspires its stakeholders to strengthen global climate coherence, accelerate the energy transition, and generate locally-tailored solutions for a common purpose: creating an inclusive, just, low-emission, and climate-resilient future for all.

GCoM’s Invest4Cities initiative seeks to enable supportive enabling environments for sub-national climate finance, to bring technical assistance and project development assistance to bring projects towards investment readiness and to make new sources of funding and financing available. GCoM is part of the City Climate Finance Gap Fund (the ‘Gap Fund’) partnership forum and are working with the World Bank to raise awareness of support available through the fund. C40 and GCOM collaborate closely with partners such as the City Climate Finance Leadership Alliance (CCFLA), CDP, ICLEI, UCLG, FMDV and the International Development Finance Club to raise the importance of urban climate finance on the international stage and collaborate on new initiatives.

About the C40 x GCoM Joint Program
The Joint Program, funded by Bloomberg Philanthropies, brings together C40 and the Global Covenant of Mayors to work with partners on a shared agenda to:

- Increase cities’ access to finance for projects that combat the climate crisis and improve resilience
- Ensure nation states upgrade their climate commitments through multi-level partnership with local government, in particular ensuring cities are properly included in national climate plans which are due in 2025 (Nationally Determined Contributions or NDCs)
- Improve the quality and ease of access to climate data so cities can start implementing the most impactful climate actions as quickly as possible

2. About the Chief Financial Officer (CFO) Network for African Cities

The Chief Financial Officer (CFO) Network for African Cities aims to support African city staff who manage city budgets and financial policy to improve channelling of government resources and outside investment to necessary climate actions.

The mission of the CFO Network for African Cities is to help increase climate literacy among city CFOs, as well as support evidence-based budgetary decisions and policy making in public financial management. This Network will aim to
strengthen municipal environments that are favourable to investment, underpinning the development of climate-smart project pipelines at the pace and scale required to meet climate goals. The Network is a partnership currently being developed and scaled by C40 and GCOM through the Bloomberg Philanthropies Joint Program, with the intention of onboarding regional partners over the coming year.

3. Background of the RfP and Overall Objectives of the Work

Background of the RfP

A key component of the CFO Network for African Cities is the development and incorporation of a financial benchmarking platform, a key mechanism for producing and delivering knowledge to CFOs to improve fiscal health and management of cities. It will also ensure that member cities are guided to demonstrate how they fulfil their financial obligations to enhance their creditworthiness and attract more (and more diversified) funding and financing resources.

To set up the benchmarking platform, it is critical for C40 to better understand the readiness levels of member cities to access climate finance and investment. This includes any institutional barriers and capacity gaps our cities currently have to accessing climate finance. Through these insights, we will be better positioned to connect our cities to the right funding opportunities, before and during the implementation of the benchmarking platform.

Overall Objectives of the work

C40 is seeking the expertise of a consultant, or consultant company, to collaborate with team members from C40's City Finance team and the Regional and Mayoral Engagement team (Africa) to conduct and consolidate research on the climate finance landscape in Africa, and to develop a needs assessment template. The template will comprise a series of questions to gauge the readiness of new CFO Network members and member cities to access climate finance. In addition, the template will form the basis of measuring the progress of member cities towards improved capacity and capability to access climate finance.
In this context, climate finance refers to external funding and financing opportunities for municipalities. This can include loans, concessional loans, green bonds, debt swaps, guarantees and financing through PPPs (public-private partnerships). The financing must support all forms of climate projects which are led or co-led by municipalities. This includes infrastructure projects, climate action planning, nature based projects, and projects focused on strengthening the enabling environment for green and renewable energy systems or carbon markets.

For the purposes of this call for tender, climate finance excludes grants and donations, own source revenue and intergovernmental transfers. This conceptualisation of climate finance allows for it to be drawn from public, private and alternative sources of financing. The questionnaire will also need to accommodate the different financing needs and criteria for African cities to access adaptation, versus mitigation financing.

4. Project Scope, Description & Deliverables

The objective of the project is to gain recommendations on how C40 can conduct a baseline assessment of the readiness level of network member cities to access climate finance. A template of the needs assessment which can be disseminated to member cities will also need to be developed.

The questions in the needs assessment must align with the four work stream areas, and include questions on the cities’ existing institutional arrangements.

Given the seniority and time-restrictions of Network members, consideration must be given to developing a comprehensive, yet, succinct needs assessment tool which can be effortlessly utilised by public officials.

The needs assessment should enable C40 to understand the progress required for each member city to access climate investment, including any changes needed to their institutional structures.

The project’s key goals include:

- Mapping the core sectors which require climate finance for CFO Network member cities;
• mapping key investors and funders who can provide large scale climate finance (an overall investment exceeding $10 million) for C40 Cities, and for the top three climate related sectors in Africa;
• developing KPIs for the network’s four work stream areas;
• conducting research and engagements with key stakeholders to understand investor requirements and the capacity gaps and institutional barriers which hinder African cities from accessing climate finance;
• consolidating existing data and research on the investor and funder requirements to fund municipal projects in Africa;
• developing questions to assess the readiness of CFO Network cities to access climate finance;
• creating a questionnaire which can be applied to member cities to gauge their readiness to access climate finance, and prefilling any known information;
• developing guidelines on how C40 and member cities can use the needs assessment.

Overall, the project has two overarching objectives:

(a) Provide recommendations on how C40 can assess the readiness level of individual CFO Network members in their capacity as CFOs and climate finance leads, and member cities, to access climate finance, upon joining the network.
(b) Developing a needs assessment template which can be disseminated to CFOs and climate finance leads to understand and quantify their capacity gaps to access climate finance, and any institutional barriers within their city or municipality that prevents them from accessing climate finance.

Key considerations for developing the needs assessment template, taking into account the four workstream areas:

1. City Diplomacy & Financial Advocacy
   a. How can ‘city diplomacy’ and ‘financial advocacy’ be measured?
   b. What evidence/data points do cities need to provide for climate investors? Does this vary according to the region, or investor type?
   c. How can national-level engagement help unlock city-level funding?
   d. How can the capability of cities to pursue city diplomacy and financial advocacy activities be measured?
   e. How can cities’ potential to influence national policies be operationalised?
   f. What are the cities’ awareness levels of specific national policies that influence urban financing outcomes?
2. Knowledge Development & Capacity Building
   a. How can knowledge of the funding landscape, and the capabilities of cities to cost their projects and fund their climate action plans be operationalised?
   b. How can cities’ capabilities to develop strategic partnerships to fund their climate actions be operationalised?
   c. How can the climate literacy levels of CFOs/climate finance leads be measured?
   d. How can knowledge and capacity gaps within the municipality (including other members and finance and sustainability departments) be measured?
   e. What KPIs can be set to measure the capacity of cities to cost their projects, develop, manage and optimise their budgets for climate actions and understand how to fund their climate actions?

3. Municipal Fiscal Health
   a. What KPIs should be set to measure improved financial health and governance within cities?
   b. Which fiscal health indicators impact municipalities’ ability to access climate finance more readily?

4. Access to Affordable Finance
   a. How can ‘affordable finance’ be operationalised?
   b. How to measure the extent cities have optimised budgets for their mitigation/adaptation projects?
   c. What are the standard rates for borrowing versus for concessional finance in different African cities and regions?
   d. Which financing instruments are more feasible for cities with international credit ratings, in comparison to cities with no or low credit ratings?
   e. What are the institutional barriers which prevent cities from accessing investment for climate projects?

Key Phases of Work and Deliverables:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Phase Description</th>
<th>Deliverable</th>
<th>Target Start Date</th>
<th>Target End Date</th>
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</thead>
<tbody>
<tr>
<td>Phase 0</td>
<td>Discussion and</td>
<td>Inception</td>
<td>June 6th</td>
<td>June 10th</td>
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</table>
| Inception Meeting | This includes choosing a methodology for mapping core climate sectors, investor and funder requirements in Africa. This also includes discussing the CFO Network’s work stream areas and aligning on key definitions; providing the consultants with key resources on the work that has been done to date, and discussing the preferred template for the questionnaire. | meeting presentation  
Inception meeting report  
Written methodology proposal |
|---|---|---|
| Phase 1 - Sector Mapping | This includes analysing the C40 Cities' CAPs, and other CAPs for the CFO Network’s African cities to identify the most critical climate sectors across all cities. This also includes conducting desk based research, and engaging with relevant stakeholders to understand the most pressing climate sectors across all CFON African cities and the GCoM African cities. | Presentation of key findings (powerpoint - English)  
June 10th  
June 13th |
| Phase 2 - Analysing CFO Network Work streams | This entails reviewing the CFO Network’s strategy, and engaging with the team to understand the four | Meetings organised.  
Meeting presentation.  
June 13th  
June 15th |
workstream areas. In addition, this phase involves discussing the key considerations for developing KPIs that align with workstream areas.

**Meeting minutes.**

| Phase 3 - Investor Mapping & Engagement | This includes identifying at least three (3) potential investors with an interest in funding the key climate sectors in Africa, across all CFO Network cities. This also involves conducting interviews, focus group discussions and consultation sessions with target investors and funders, to understand the institutional structures required for municipalities to receive their funding, and their requirements for supporting municipalities. Moreover, in this phase the consultant is expected to collaborate with the C40 teams to consolidate existing research on investor requirements. | Summary of interviews, consultation sessions, including key insights and feedback gathered from stakeholders. | June 14th | June 28th |
| Phase 4 - CFO / Climate Finance Lead Engagement & Research | This phase involves conducting interviews, focus group discussions and consultation sessions with at least two member cities. The aim is to understand the | Summary of interviews, consultation sessions, including key insights and feedback | June 28th | July 5th |
The consultant will also be expected to supplement primary research with desk-based research. They will need to review internal resources from C40 as well as external sources.

### Phase 5 - Questionnaire Development & Recommendations

| The consultant will need to develop a questionnaire template. |
| Needs assessment template. |
| July 5th | July 12th |

This will need to include a written summary of how the template should be used by C40 and member cities, and how progress on the KPIs should be monitored over time.

| Summary of recommendations / guidance notes (word document). |

### Phase 6 - Pilot Testing the Questionnaire

| The consultant will need to pilot test the questionnaire on one CFO, and one Climate Finance Lead from two network member cities. |
| Refined needs assessment template. |
| July 12th | July 19th |

Any iterations of the template and the written recommendations should be made to ensure it is used most optimally.

| Refined recommendations / guidance notes. |

### Phase 7 -

| The consultant will be |
| Final needs |
| July 22nd | July 25th |
The service provider is encouraged to give all final outputs their own look and feel but in line with C40’s Brand Guidelines (see attachment). All final designs must be reviewed and signed off by C40’s Communications team. The C40 team will coordinate the reviews internally.

5. Project Management & Team Requirements

Project Management Requirements

The project will require close collaboration and excellent communication between the consultant(s), the C40 City Finance and the C40 Regions and Mayoral Engagement teams. The following project management meetings are proposed:

- An inception meeting.
- Short weekly check-in meetings/report (30 minutes) to report on progress, challenges, and plans for the week, and to access key information.
- Ad-hoc project team meetings as needed to resolve issues and review deliverables.
- Joint calls and consultations with city stakeholders, investors and funders.
- Questionnaire presentation meeting, to present the needs assessment and provide instructions and guidance on how to implement it.
- Project close-out meeting.

The service provider should allocate sufficient time to prepare for, attend and minute these meetings.

The expected project management deliverables are as follows:

| Project Management | • Incepting meeting agenda and minutes. |
**Deliverables**

- Project management meeting notes
- Weekly progress updates and status reports.
- Project close-out meeting and minutes.
- Project close-out report.
- Notes and agendas from calls with cities and investors/funders.

**Estimated Timeline**

Full duration of the project

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**Management and collaboration with C40**

The work shall be undertaken independently by the team of consultants, but with collaboration with C40. C40 will help in providing direction of the work and ensuring the maximum utilisation of existing knowledge. C40 will also review deliverables during project implementation.

It is preferred that the selected consultant has a small team (max 4 people, but preferably less) with one clear lead to manage the work and be the key contact for liaison with C40.

Consultants with bilingual ability (specifically French language fluency) will have an added advantage for being selected for this work. Any language needs beyond English and French, or the need for translation services will be determined as part of the city selection process.

The selected consultant(s) are expected to propose a work plan, manage the work, propose and plan activities. The C40 team will be available to support the direction of the work. The consultant is expected to schedule regular (weekly) check-ins with the C40 team.

The consultant(s) are expected to collaborate with other C40 teams/staff as required by C40, based on identified synergies and needs. This work will be facilitated by the C40 team.

**Collaboration with cities**

The consultant is expected to engage and work collaboratively with the cities. This will include verifying findings on their institutional barriers and capacity gaps to accessing climate finance, and pilot testing the questionnaire. C40 will inform the consultants of C40’s contact protocols for working with cities, which must be adhered to throughout the project.
Collaboration with investors and funders

The consultant is expected to liaise with at least three (3) investors and funders who directly or indirectly (i.e. through PPPs) support the financing of municipal climate projects in Africa. This will include verifying the terms and conditions for financing high impact sectors amongst municipalities in Africa, and the institutional structures required for cities to receive this financing. Although C40 will provide information of investors and funders for the consultant to target, it will be an added advantage if the consultant(s) have a robust network of relevant investors in this space.

Work modes

Use of work modes can be decided in collaboration with the successful bidder. The main platforms in use at C40 are Zoom, Google Drive and Slack. Google Drive (or similar) is suggested as the key means of sharing documents between the consultant(s) and C40. There is potential to create a shared slack channel or similar for quick communication between parties. The consultant(s) are expected to hand over to C40 all relevant working documents from the project.

Proposed working method (to be outlined in proposal)

Desk review, interviews and discussions with the C40 team and external stakeholders, verification of results with relevant cities through interviews or other forms of communication.

City selection:

C40, in consultation with the consultants, will select cities (to be determined in collaboration with the C40 team) to engage within the project, drawing from participating cities in the CFO Network.

At least two (2) cities will be selected to participate in the pilot testing of the questionnaire.

Team Requirements

The ideal project team for this assignment will have expertise in regional climate policy, climate finance developments, municipal finance, and/or the corporate sustainability landscape, and strong knowledge of the investment landscape for climate projects in Africa.
The project team will have a well-experienced project lead to coordinate across different expertise areas - including climate finance, municipal systems act, municipal support, capacity development and project management. The team will need to liaise closely with C40, member cities and target funders, financiers and investors and ensure the timeous delivery of high-quality outputs.

In addition, consultants with a solid network of funders, financiers, and investors that support climate focused municipal projects in Africa will be preferred.

As the C40 CFO Network is intended to be a Pan-Africanist initiative, with target members cutting across North, East, South and Western Africa, project teams with multilingual capabilities (specifically fluent French speakers) will have an added advantage.

Consortia are welcome to bid for this work however all project team members must be included in the proposal. C40 will not take responsibility for contracting or coordinating across the different entities, this will be the responsibility of the project lead assigned to the consulting team. Local expertise is critical for the successful delivery of this assignment.

6. RfP Timeline

This Request for Proposal is sent to selected bidders and represents the requirements for a competitive process.

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>May 1, 2024</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>May 13, 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>May 20, 2024</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>May 24, 2024 (09:00 am GMT)</td>
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</table>
7. Proposal & Submission Guidelines

Proposal Guidelines

Requested information in proposal:

Please clearly indicate where applicable:

- A maximum 2-page proposal for delivery, indicating the understanding and interpretation of the project, tasks and deliverables. The proposal shall show the consultant(s) plan for the different phases and resource allocation (#days and team composition).
- A description of:
  - Project team and members, incl. clearly defined roles/responsibilities.
  - Brief description of technical expertise and experience on relevant topics – specifically climate finance, municipal systems, sustainable investing, climate change, local government, national government.
  - Total costs for project delivery, incl. breakdown of work days and day rates per team member per phase (must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness).
  - Proposed working partnership with C40, including (as applicable) project management and division of roles and responsibilities.
  - Identified risks and mitigation measures for the project delivery.
  - Timeframe for your tasks and completion of the project.
  - Any additional support needed to make the project a success, including any inputs needed from third parties, C40 staff or city representatives.
- A maximum 2-page description summarising experience from similar projects to those defined in this RFP, including minimum 2 references from other similar clients.
- Complete CV’s for the project team, outlining each team member’s relevant experience for this project.
Submission Guidelines

Project Budget

All proposals must 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.

This successful bidder will be supporting the C40 climate budgeting team and all work will be subject to agreement with the project management in C40.

Proposals for the total cost of all tasks and deliverables including taxes must not exceed a maximum total of USD 20,000.

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

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.

8. Proposal Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td><strong>Capability and experience of the proposed team across relevant topics (municipal finance, climate finance, national and subnational policy) and focal geographies (North, East, West and Southern Africa).</strong></td>
<td>40%</td>
</tr>
<tr>
<td>This can be demonstrated through evidence of previous or existing work, methods and a robust network that we can draw on for this work. We expect to see this documented in the team resume (CV) and supporting material citing proven previous experiences.</td>
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<tr>
<td>Consideration will be also given to the multilingual capabilities of the team, and their</td>
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</table>
knowledge of the investment landscape in all CFO Network African city regions.

<table>
<thead>
<tr>
<th>Robustness of the project delivery proposal and the potential to meet the requirements listed on time and to quality.</th>
<th>40%</th>
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<tbody>
<tr>
<td>This can be demonstrated through the proposal and resource allocation plan.</td>
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<table>
<thead>
<tr>
<th>Cost reasonableness measured by:</th>
<th>35%</th>
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</thead>
<tbody>
<tr>
<td>Economy: minimising the cost of resources used / spending less.</td>
<td></td>
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<tr>
<td>Efficiency: the relationship between the output from goods / services and the resources to produce them</td>
<td></td>
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<tr>
<td>Effectiveness: the relationship between the intended and actual results</td>
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<tr>
<td>Equity: the extent to which services reach the intended recipients fairly</td>
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</table>

| Equity & Ethical Alignment | 5% |

9. Compliance with C40 Policies

C40 expects third parties to 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](#)

10. Submissions
Each Potential Supplier must submit 1 copy of their proposal to the email addresses below by 9am GMT, May 24th, 2024:

**Amandla Uzoka-Jarrett**  
Global Senior Manager, CFO Network for African Cities, C40 City Finance Programme  
auzokajarrett@c40.org

**Grace Munguti**  
Manager, CFO Network for African Cities, C40 Regions and Mayoral Engagement Team (Africa)  
gmunguti@c40.org

**Thakgalo Maphutha**  
Project Officer, CFO Network for African Cities, C40 City Finance Programme  
gmunguti@c40.org

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

11. Contract 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.