Request for Proposals

Institutionalising Governance Frameworks for Chennai and Tamil Nadu to accelerate City Climate Action

May 2024

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

2.1 Background of the Project

In December 2021, under the leadership of the Hon’ Chief Minister of Tamil Nadu Thiru. MK Stalin, Tamil Nadu became the first state in India to launch its own Climate Change Mission with the mandate of building resilience of the entire state to climate change and integrating a climate lens into all the projects of the state of Tamil Nadu. The Tamil Nadu State Action Plan on Climate Change sets a progressive vision for Tamil Nadu with a focus on building resilience to climate change and reducing carbon emissions.

As a C40 City since 2016, Chennai is committed to playing its fair role in reducing carbon emissions and setting a roadmap to becoming carbon neutral by 2050 in line with the Paris Agreement. On June 13, 2023 Thiru. MK Stalin, Hon’ Chief Minister of Tamil Nadu officially launched the Chennai Climate Action Plan (CCAP), making Chennai only the second mega city in India after Mumbai to prepare its Climate Action Plan aligned to the

Paris Agreement. The work of preparation of Chennai’s first Climate Action Plan was led by Greater Chennai Corporation (GCC) and the Department of Environment, Forests and Climate Change with strategic support from C40 Cities. Over 250 stakeholder discussions and engagements were conducted with multiple government and non-government stakeholders to collaboratively prepare Chennai’s first Climate Action Plan.

Chennai through its Climate Action Plan has set a vision of “Resilient and Proactive Chennai towards achieving Carbon Neutrality and Water Balance by 2050” thereby setting targets of 1% carbon emission reduction by 2030, 40% carbon emission reduction by 2040 (compared to 2018-19) and achieving net zero by 2050. Further the Chennai Climate Action Plan has identified 6 action tracks focussed on Electrical Grid and Renewable Energy, Building Energy, Sustainable Transportation, Waste Management, Urban Flooding & Water Scarcity and Vulnerable Population & Health. Key actions include decarbonisation of the electricity grid, transitioning to renewable energy, achieving a larger mode share of public transport as well as electrification of public/ private transport, decentralised waste management by reducing waste going to the landfill, increasing green spaces and rejuvenation of water bodies thereby developing a network of interlinked blue-greens and slum redevelopment in vulnerable and high risk areas. Each of the action tracks are linked to targets and monitoring frameworks.

To mainstream implementation, Chennai is attempting to integrate the CCAP with the City Master Plan and is also exploring the creation of a climate budget. Nonetheless, since CCAP does not have statutory backing, making its long term and sustained implementation challenging. Further the absence of a dedicated department on Environment or Climate Change within GCC reduces the opportunity for an integrated approach to climate action implementation. Many of the actions especially with respect to Energy & Buildings and Transport sectors are beyond the scope of GCC and implementation of actions depends on decisions taken at State level. For eg: Decarbonisation of the Electricity Grid which is an important action that will bring about emission reduction. Singular actions require multiple stakeholders to work together in coordination to implement them, current institutional structures do not promote the multi-stakeholder coordination required for implementation.

To effectively implement the CCAP’s climate action proposals, it’s essential to focus on interdepartmental coordination, capacity building, and monitoring. The proposed expansions at state and district levels, while comprehensive, overlook the need for structured coordination mechanisms among departments and detailed monitoring frameworks. Additionally, the involvement of grassroots and vulnerable communities in the planning processes is crucial.

2.2 Proposed Project

For a city like Chennai, which faces a multitude of climate-related challenges including sea-level rise, extreme heat, and water scarcity, the necessity for climate mainstreaming cannot be overstated. By integrating climate considerations into every aspect of its Institutions & governance, Chennai can ensure that its development is sustainable and resilient, preparing the city to better withstand and respond to climate-related crises. The proposed project will centre on identifying and outlining effective pathways for institutionalising city climate action plans, it is intended that the proposed framework will be relevant across the governance systems of states in India. The project specifically aims to validate these frameworks at city level in Chennai, and at State Level in Tamil Nadu. Then, in addition the project will also review other tier 2 & tier 3 cities in Tamil Nadu to align on a replicable and scalable climate governance framework for accelerating climate action in India.
2.4 Scope of Services

Building on the prior work, C40 along with MA&WS and the Department of Environment, Government of Tamil Nadu are seeking to appoint a suitably qualified and experienced firm to assist in shaping a governance structure that is well informed to accelerate the implementation activities for the city of Chennai and inform the learning to the state. The appointed consultant shall provide professional consultancy service (“Services”) to work together with officials and other data providers of Chennai to:

- Undertake a detailed assessment of existing institutional/governance structures for climate action at both state and city levels for Tamil Nadu. (to include aspects such as who has the responsibility, what statutory regulations are there)
- The analysis will include interconnectivity, roles, and responsibilities of various climate-related departments, committees, cells, and other bodies within the urban governance landscape. (at city, sub-national and national level)
- Identify gaps, overlaps, and opportunities for strengthening institutional cooperation and coordination. A stakeholder mapping will be undertaken along with a power's analysis.
- Undertake stakeholder workshops that will focus on engaging stakeholders in Chennai and Tamil Nadu across various scales of governance with a focus on validating the learnings from the assessment report and gathering feedback on possible governance structures for climate action implementation in Chennai/Tamil Nadu.
- Develop detailed recommendations for enhancing institutional frameworks, including models for integrated governance, capacity building needs, and mechanisms for Climate Action Implementation.

3. Key Activities and Deliverables

**Deliverables A - An Assessment Report on Institutional Structures for delivering Climate Actions in India**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Work Plan and Project Kick-off Meeting</th>
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<tbody>
<tr>
<td></td>
<td>• Prepare a detailed work plan clearly identifying key deliverables and associated timelines, including a list of key stakeholders</td>
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<td>• Conduct a stakeholder mapping to establish a list of key stakeholders and partners that would be vital for the study and further implementation.</td>
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<td>• Identify key stakeholders involved in climate action implementation, planning &amp; governance both at city and state level, including governmental bodies, non-governmental organisations, and private sector participants. (Approach and Methodology on identifying the different institutional structures that exist in India should be mentioned in the proposal document). Further classify the key stakeholders based on their level of influence, interest and involvement in climate action implementation across sectors.</td>
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<td></td>
<td>• Organise a project kick-off meeting with all the key stakeholders.</td>
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Assessment Report

- Review current literature, case studies, and best practices related to climate action governance and climate cells/applicable institutional structures in other Indian cities and states as well as globally.
- Document and analyse existing acts, policies and regulations across sectors related to climate action implementation and mainstreaming in Chennai and Tamil Nadu (including tier 2 and tier 3 cities).
- Collect detailed information on the structure, roles, and responsibilities of various departments, committees, cells, and bodies involved in climate action at both state and city levels (including tier 2 and tier 3 cities). Further analyse the collected data to understand how different bodies interact and coordinate on climate action planning/policy making and implementation.
- Identify gaps and barriers in current climate policy regimes and institutional structures including roles, responsibilities, and cooperation among stakeholders that is leading to an impasse in climate action implementation in Chennai, tier 2 & 3 cities and at the state level.
- Based on the analyses, develop strategic recommendations for strengthening institutional & governance mechanisms for Chennai, tier 2 & 3 cities. Compile the findings and recommendations into a comprehensive assessment report.

Stakeholder Consultations

- Convene a series of stakeholder discussions, focussed group discussions and roundtables with a variety of state/city level actors engaged in climate action policy making and implementation across various scales across India.

- The Assessment Report and all other deliverables need to be finalised in consultation with the key government stakeholders and C40.

| Output | 1. Work Plan and Project Kick-off Meeting  
2. Assessment Report (designed version in English and Tamil)  
3. Stakeholder Consultations |
<table>
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<tbody>
<tr>
<td>Indicative timeline</td>
<td>T+ 3 Months</td>
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Deliverable B- Development of Terms of Reference for the proposed Institutional & Governance structure for Chennai

<table>
<thead>
<tr>
<th>Activities</th>
<th>Proposed institutional structure models for climate action planning and implementation</th>
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<tbody>
<tr>
<td></td>
<td>Through an iterative consultative design process, develop a singular or a series of proposed institutional &amp; governance frameworks, considering integration with existing structures and new capacity needs with a focus on implementation of climate action in Chennai</td>
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</table>
- Assess the training and capacity development needs for staff within the proposed institutional & governance structure and related departments.

**Operational guidelines and implementation mechanisms**
- Develop mechanisms for operationalizing climate action within the governance framework, including decision-making processes, incentives, reporting structures, staffing, and collaboration protocols for Chennai.

**Final Terms of Reference document**
- Prepare and finalise the Terms of Reference report for setting up new or retrofitting existing institutional structures for implementing climate action such as an environment department, climate cell, or other institutional structures.

**Stakeholder Consultations**
- Convene a series of stakeholder discussions, focussed group discussions and roundtables with a variety of state/city level actors engaged in climate action policy making and implementation across various scales in Chennai and Tamil Nadu.
- Design and organise two interactive & participative workshops to solicit inputs and gain acceptance from key government stakeholders & experts on proposed Institutional and governance framework & other details.
- The Final Terms of Reference and all other deliverables need to be finalised in consultation with the key government stakeholders and C40.

<table>
<thead>
<tr>
<th>Output</th>
<th>4. Final Terms of Reference document (inclusive of the proposed institutional structure models for climate action planning, implementation and Operational guidelines)- (designed version in English and Tamil)</th>
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<tbody>
<tr>
<td>5. Stakeholder Consultations</td>
<td>6. 2 Workshops</td>
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</table>

**Indicative timeline** | T+6 Months |

Consultants are encouraged to think creatively about how they facilitate these workshops to ensure active participation and meaningful feedback from all stakeholders involved. In particular, we are looking for proposals that explore dynamic and interactive approaches such as gamification of the workshop outputs, creative use of digital tools, and other innovative engagement strategies that can enhance the effectiveness and appeal of these sessions. Examples might include using interactive polls, real-time data visualisation, role-playing games, scenario analysis exercises, or digital platforms that encourage collaborative input and discussion.

Proposals will be evaluated not only on their technical merits and alignment with our objectives but also on the creativity and effectiveness of the proposed engagement methods. Specific marks will be awarded for innovation in engagement strategies, reflecting our commitment to achieving the highest quality of stakeholder interaction and output. We encourage all consultants to leverage this opportunity to demonstrate their ability to think outside the box and implement engaging, impactful, and enjoyable
methods that can significantly contribute to the success of our climate governance initiatives.

**Deliverable C - State level workshop on mainstreaming climate action in Tamil Nadu**

| Activities | ● Develop the objectives and schedule for the workshop, tailored to the specific needs of cities and towns in Tamil Nadu. Including planning and organising a series of panel discussions, master classes and fireside chats.  
| | ● Identify key participants from local governments, civil society, and other stakeholders cities and towns in Tamil Nadu & other states and representatives from Union Ministries.  
| | ● Identify appropriate venue & manage logistics of participants  
| | ● Develop necessary workshop outreach material to disseminate learnings from assessment report and TOR developed  
| | ● Develop and capture participant feedback  
| | ● Prepare a knowledge product on the key learnings, findings and synthesis from the project.  

| Output | 7. State level workshop on mainstreaming climate action in Tamil Nadu  
| | 8. Knowledge Product on Climate Governance Best Practises for Indian Cities (designed version in English and Tamil)  

| Indicative timeline | T+8 Months |

**4. Proposal Guidelines**

**4.1 Submission Details**

This Request for Proposal represents the requirements for an open and competitive process. This Request for Proposal is specifically for firms/consortiums to apply and not individual consultants. Proposals will be accepted until **11:59 pm Indian Standard Time on 31st May 2024**. 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:

- Relevant information about the service provider and contact details
  - How your proposal and services will meet the project objectives, in reference and alignment with the project scope and deliverables, and in line with C40's Strategic Recommendations
  - A timeline, indicating the different stages, milestones, and contact with C40 – adequate review periods should be included
  - An overview of expertise and experience on the topic of mainstreaming climate action into development Including references to previous work on evaluating governance structures in India and Tamil Nadu preferable. Please also highlight any global examples.
The firm/consortium will require an onground team/office in Chennai, with key staff leading the project to be based out of Chennai and should be fluent in Tamil.

- Proposed team should have Senior / Mid level team members who have prior experience in shaping governance and institutional restructuring projects.

- Details of the organisation and proposed project team – please include relevant experience and expertise and limit CVs to two pages per person; clearly indicate the project lead, the role of each team member and whether the person will be stationed in Chennai.

- Work approach and coordination with C40, specifying required input and resources.

- Clear cost break-down structure and explanation of expenses - please see Section 6 “Project budget” for more details.

- Any risks and assumptions made in planning this work - where risks are identified, appropriate alternatives and mitigation strategies should be outlined.

- At least two recent references with phone and email contact details.

- Confirmation of adherence to C40’s terms and conditions.

- Any additional deliverables and/or information relevant to this tender.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 5 pages of text. Reference material may be placed in annexes. CVs should not exceed 2 pages.

Contract terms and conditions will be negotiated upon the selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by C40’s legal department and will include scope, budget, schedule and other necessary items pertaining to the project.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness. The costs must be provided in USD.

### 4.2 RFP and Project Timeline

#### 4.2.1 RFP Timelines

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals published by C40</td>
<td>9 May 2024</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>17 May 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>24 May 2024</td>
</tr>
<tr>
<td>Deadline for Proposal submission</td>
<td>31 May 2024</td>
</tr>
<tr>
<td>Evaluation of Proposal</td>
<td>7 June 2024</td>
</tr>
<tr>
<td>All Potential Suppliers notified of outcome</td>
<td>14 June 2024</td>
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#### 4.3 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 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.

4.4 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 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 Potential Supplier.

4.5 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.

5. Proposal Evaluation Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Relevant expertise and understanding of topics outlined in the proposal; including references to previous projects and methods used and discussion of how this knowledge will be applied, and possibly expanded upon in this project. Special attention on the approach towards the innovative ways engagements in workshop would be carried out.</td>
<td>40%</td>
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<tr>
<td>Project delivery approach proposed, including project management approach (ability to deliver outputs on time and with quality)</td>
<td>30%</td>
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<tr>
<td>Value for money</td>
<td>20%</td>
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<tr>
<td>• Economy: minimising the cost of resources used/ spending less</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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<tr>
<td>• Effectiveness: the relationship between the intended and actual results</td>
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<tr>
<td>Equity and ethical alignment considerations:</td>
<td>10</td>
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</table>
C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community. Consideration will focus on:

- location of organisation (preference will be given to locally based organisation)
- women and youth

6. Project Budget

The proposal should indicate a cost break-down structure, outlining the costs for each component of the analysis (based on the break-down of deliverables in Section 3). All costs included in the proposal must be all-inclusive, including any VAT, copyright or bank fees, transportation, venue charges, translation etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month.

A budget of USD 60,000 is available including all taxes. Bids must not exceed this value. All costs incurred in connection with the submission of this RfP are non-refundable by C40.

7. 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](#)

8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email addresses below by 11:59 PM IST on 31 May 2024

- **Mahesh Harhare**, Director of Climate Implementation, mharhare@c40.org
- **Benjamin John**, Senior Manager Climate Implementation, bjohn@c40.org
- **Prasanth Narayan**, Senior Manager, Inclusive Climate Action, pkailas@c40.org
- **Sabareesh Suresh**, Manager Climate Implementation, ssuresh@c40.org

Any pre-bid queries need to be submitted to the above email addresses by **11:59 PM IST on 17th May 2024**.

Anonymised responses to questions will be provided at this [link](#) on 24th May 2023.

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.