



REQUEST FOR PROPOSALS (RfP)

**Specialized Support to Develop Mature Water Projects for
Three African Cities' Urban Water Security Initiatives**

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United States of America
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1. C40 Cities Climate Leadership Group Inc. (“C40”)

C40 is a network of nearly 100 mayors of the world’s leading cities working to deliver the urgent action needed 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 organisation's strategic direction is determined by an elected Steering Committee of C40 mayors, co-chaired by Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyer of Freetown, Sierra Leone. The three-term mayor of New York City, Michael R. Bloomberg, serves as president of the C40 Board of Directors and 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 C40's work and our cities, please visit our [Website](#) or follow us on [Twitter](#), [Instagram](#), [Facebook](#), and [LinkedIn](#).

2. The C40 African Water Secure Cities Programme

The C40 Water Secure African Cities Programme (WSAC) addresses urban water challenges holistically by supporting city progress through two interlinked objectives:

1. Build cities’ ‘soft’ and ‘hard’ resilience to climate-related water hazards and water supply, and
2. Ensure impact-based scalable water resilience practices are implemented

These objectives will be delivered through four distinct support packages designed to address the varying immediate needs and water priorities of C40’s African cities:

- Establish the enabling environment that effectively unlocks targeted water interventions, sustains policy and political commitment, increases capacity and learning, and advances the understanding of the requirements for impactful water strategies in Africa.
- Strengthen operational modalities through improved data and systems analysis for cities in need, enhanced planning, budgeting, financing, and technical assistance tailored to emergent challenges and opportunities.
- Deliver, through implementation, the key priorities identified in city climate action plans through designing ‘quick win’ pilot projects supported by a small grants fund for cities.
- Promote mechanisms for effective multi-level governance, support city access to finance, build sustainable partnerships, and advocate for increased funding for urban water and adaptation to move implementation to scale.

Participating cities will also benefit from engagement in C40's Water Networks and broader Adaptation Programme. Several other initiatives exist to support African cities' water security transitions. This programme will build on and complement existing work and incorporate lessons learned from other initiatives, with a commitment to substantially collaborate in achieving the objectives and outcomes outlined.

3. Summary and Background of the Project

3.1 Summary

This Request for Proposals (RFP) seeks to engage a consultant (consulting firm or consortium only) to provide specialised support to three C40 cities, Johannesburg, Lagos and Tshwane, in identifying funding sources, developing project proposals, and engaging with potential investors and donors for water security initiatives. The RFP is intended to address the urgent need for comprehensive and sustainable water security measures in urban areas, focusing on creating healthy, equitable, and resilient communities in the face of the climate crisis. The project budget is allocated at USD 80,000.

3.2 Background

The selected consultant will provide tailored support to the cities in further developing project proposals to maturity, identifying and assessing potential funding sources, developing detailed project proposals, and establishing sustainable funding mechanisms for long-term water security initiatives. As part of project development, the consultant will collaborate with city authorities and stakeholders to conduct feasibility studies, facilitate inter-departmental workshops, and explore international partnerships and funding opportunities to support urban water security initiatives. The scope of work entails offering strategic guidance, conducting in-depth assessments, and fostering impactful collaborations to successfully implement water security projects to address urban communities' critical water-related challenges.

4. Project Objectives

The Request for Proposal (RFP) seeks a consulting firm or consortium to support urban water security initiatives by achieving specific project objectives. The consultant will first identify and evaluate potential funding sources for urban water security projects, encompassing grants, loans, and public-private partnerships. Subsequently, the consultant will be responsible for crafting comprehensive and mature project proposals detailing the water security initiatives' specific objectives and anticipated impacts on urban areas. Additionally, the consultant will engage with prospective investors and donors to secure financial backing for implementing these projects, emphasising the benefits and value of the proposed initiatives. Furthermore, the consultant will provide guidance and expertise to urban city authorities to establish sustainable funding mechanisms for long-term water security initiatives, extending beyond the consultant's involvement.

Moreover, the consultant will work with city officials to develop a strategic plan for water security funding, exploring innovative financing models and potential revenue streams. Additionally, the consultant will collaborate with stakeholders to conduct feasibility studies and cost-benefit analyses for proposed water security initiatives, demonstrating their economic and social value. Furthermore, the consultant will facilitate workshops and training sessions for city stakeholders, enhancing their capabilities in fundraising, proposal development, and investor relations within the context of water security projects. Lastly, the consultant will provide expert advice on leveraging international partnerships and funding opportunities to support urban water security initiatives, ensuring compliance with regulatory requirements and standards.

5. Scope of Work

The project scope involves providing specialised support for urban water security initiatives within all three priority cities: **Johannesburg, Lagos and Tshwane**. The consultant will work closely with local authorities, stakeholders, and organisations to address the unique water security challenges in these cities, with the following specific areas of focus:

5.1. Comprehensive Project Proposal Development (Deliverable 1)

- a. Conduct initial assessments of water security challenges in Tshwane, Johannesburg, and Lagos
- b. Engage with city officials and stakeholders to understand specific needs and objectives
- c. Identify and prioritize potential water security initiatives for each city
- d. Develop detailed project proposals outlining objectives, anticipated impacts, and implementation strategies

5.2. Funding Source Identification (Deliverable 2)

- a. Identify and assess potential funding sources, including grants, loans, and public-private partnerships, tailored to the needs of each priority city.
- b. Provide guidance on long-term financial sustainability beyond the consultant's engagement

5.3. Sustainable Funding Mechanism Establishment (Deliverable 3)

- a. Research best practices in urban water security funding
- b. Analyze local financial landscapes and regulatory environments
- c. Develop custom, sustainable funding mechanisms for each city
- d. Provide guidance on long-term financial sustainability beyond the consultant's engagement

5.4. Strategic Plan Formulation (Deliverable 4)

- a. Assess current funding strategies and gaps in each city

- b. Explore innovative financing models suitable for each local context
- c. Identify potential revenue streams for water security initiatives
- d. Formulate tailored strategic plans for water security funding in each city

5.5. Feasibility Studies and Cost-Benefit Analyses (Deliverable 5)

- a. Define parameters for feasibility studies in collaboration with city officials
- b. Conduct technical feasibility assessments for proposed initiatives
- c. Perform comprehensive cost-benefit analyses
- d. Evaluate social, economic, and environmental impacts within each urban setting

5.6. International Partnerships and Funding Opportunities (Deliverable 6)

- a. Research potential international partners and funding sources
- b. Analyze compliance requirements for international funding
- c. Develop strategies for engaging with international partners
- d. Provide guidance on meeting regulatory standards for international funding.

6. Methodology

The methodology to achieve the outlined scope within the three priority cities will involve the following approaches:

- a. Initial in-depth assessments and research for each city to identify and evaluate local and international funding sources and best practices in urban water security funding and project development.
- b. Extensive consultation and collaboration with local city officials, stakeholders, and organisations within Tshwane, Johannesburg, and Lagos to understand each city's unique water security needs, objectives, and local contextual factors.
- c. Tailored development of city-specific project proposals based on identified water security initiatives, targeted funding sources, and the expected impact on each city's urban environment.
- d. Customised workshops, capacity-building sessions, and knowledge transfer activities designed to empower local city stakeholders in each priority location, catering to specific fundraising, proposal development, and investor engagement needs relevant to their respective water security projects.
- e. Using financial planning and economic analysis tools to conduct city-specific feasibility studies and cost-benefit analyses for proposed water security initiatives, showcasing their economic, social, and environmental value within each unique urban setting.
- f. Facilitation of strategic planning sessions and collaboration with city authorities, stakeholders, and organisations to establish sustainable and customised funding mechanisms for long-term water security initiatives specific to Tshwane, Johannesburg and Lagos.
- g. Research and exploration of international partnerships and funding opportunities for each priority city, along with providing tailored guidance on

compliance with regulatory requirements and standards unique to each city's urban water security initiatives.

This comprehensive scope and methodology will address the RFP's multifaceted demands and ensure targeted, impactful support for urban water security initiatives in the three priority cities of Tshwane, Johannesburg, and Lagos.

7. Deliverables and Timeline

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

7.1. Deliverables

The consultant will deliver the following outputs in each of the three priority cities ^a:

Item	Deliverable	Duration (Weeks)	Cumulative Time (Weeks)
1. Comprehensive Project proposal development ^b			
1.1	Initial assessment reports for each city	4	4
1.2	Stakeholder engagement summary reports for each city		
1.3	Prioritized list of water security initiatives for each city		
1.4	Detailed project proposals for selected initiatives in each city		
2. Funding Source Identification			
2.1	Summary report on potential funding sources, including grants, loans, and public-private partnerships, tailored to the needs of each priority city.	2	4
2.2	Guidance document on long-term financial sustainability beyond the consultant's engagement		
3. Sustainable Funding Mechanism Establishment			
3.1	Best practices report on urban water security funding	4	6
3.2	Analysis of local financial landscapes and regulatory environments		
3.3	Custom sustainable funding mechanism reports for each city		
3.4	Long-term financial sustainability guidance documents		
4. Strategic Plan Formulation			
4.1	Current funding strategy assessment reports	4	10
4.2	Innovative financing model analysis for each city		
4.3	Potential revenue stream reports for each city		
4.4	Tailored strategic plans for water security funding in each city		
5. Feasibility Studies and CBA ^c			

Item	Deliverable	Duration (Weeks)	Cumulative Time (Weeks)
5.1	Feasibility study parameters documents for each city	12	20
5.2	Technical feasibility assessment report for each city		
5.3	Comprehensive cost-benefit analysis reports for each city		
5.4	Social, economic, and environmental impact evaluation report for each city		
6. International Partnership and Funding opportunity Leveraging			
6.1	International partner and funding source research report	4	20
6.2	Compliance requirement analysis for international funding		
6.3	International engagement strategy documents		
6.4	Regulatory compliance guidance for international funding		

^a The consultant will deliver the outputs for all three cities, totalling **18 deliverables**

^b In each city, up to three projects to be developed to maturity

^c In each city, only one project will be selected for feasibility and CBA

7.2. Timelines

The abovementioned timelines are presented below to demonstrate that the consultant will be expected to complete work items simultaneously.

Deliverable	Week				
	4	8	12	16	20
Comprehensive Project Proposal Development					
Funding Source Identification					
Sustainable Funding Mechanism					
Strategic Plan Formulation					
Feasibility Studies and CBA					
Int. Partnership and Funding					

8. Proposal Guidelines

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

8.1. Introduction

- a. Provide a brief overview of your organisation, including relevant experience, expertise, and previous successful projects related to urban water security initiatives.

- b. Express your understanding of the core objectives and requirements outlined in the RFP and emphasise your commitment to addressing the specific needs of the three priority cities: Tshwane, Johannesburg and Lagos.

8.2. Approach and Methodology

- a. Detail your proposed approach and methodology for providing specialised support, including the tailored strategies and techniques you intend to employ within each of the priority cities.
- b. Explain how your methodology aligns with the project's scope, emphasising customised solutions tailored to each city's unique water security challenges and funding landscape.

8.3. Project Plan

- a. Provide a comprehensive project plan that outlines the specific activities, timelines, and deliverables for each of the three priority cities, detailing how you intend to achieve the objectives and address the scope outlined in the RFP.
- b. Highlight the key milestones, workshops, consultations, and engagement activities that will be conducted within the proposed project timeline.

8.4. Team expertise

Showcase the expertise and experience of your team members who will be directly involved in the project, emphasising their relevant qualifications, knowledge of urban water security issues, and prior experience in working with municipalities and stakeholders.

8.5. Financial Strategy

Present a clear and transparent financial strategy, including a breakdown of proposed budget allocations, cost estimates, and a detailed explanation of how each city's financial resources will be utilised to achieve the project objectives.

8.6. Stakeholder Engagement

Describe your plan for engaging with local authorities, stakeholders, and organisations within Tshwane, Johannesburg and Lagos, highlighting how you will collaborate with local partners to ensure the effective implementation of the project.

8.7. Monitoring and Evaluation

Propose a robust methodology for monitoring and evaluating the progress and impact of the project within each city, including key performance indicators and mechanisms for ensuring accountability and transparency.

8.8. Past Performance and References

Provide relevant references, case studies, or testimonials demonstrating your organisation's successful track record in similar urban water security initiatives, highlighting the impact of your previous work.

8.9. Compliance and Risk Management

Address any potential risks associated with the proposed project and outline your risk management strategies. Additionally, compliance with legal and regulatory requirements in each priority city must be ensured.

8.10. Appendices

Include additional supportive documents, such as organisational certifications, relevant publications, or supplementary materials that strengthen your proposal.

8.11. File Format

When preparing your proposal, it is vital to follow the specific guidelines outlined in the RFP and tailor the content to the requirements outlined. Proposals should be written in English, saved in PDF format, and not exceed **20 pages** of text. Reference material may be placed in annexes.

9. Project Management and Communication

C40 Cities and the appointed service provider will work collaboratively to ensure successful project execution. To facilitate this, a robust communication and project management plan will be established.

9.1. Meetings

Kick-off Meeting:

A joint meeting with C40, the service provider, and representatives from each municipality will be held at project initiation. This meeting will finalize the project timeline, establish working procedures, and detail the initial work plan (Deliverable 1.1).

Bi-weekly Progress Check-ins:

Short (30-minute) virtual meetings will be held bi-weekly to review progress, identify any challenges, and discuss plans for the upcoming period. These meetings will typically involve a smaller group focused on immediate project tasks.

Monthly Project Reviews:

Comprehensive monthly meetings will be held with the full project team, including C40, the service provider, and municipal representatives. These meetings (lasting approximately one hour) will involve presentations and detailed reports covering progress made against milestones and deliverables.

Ad-hoc Meetings:

Additional project team meetings can be convened as needed to address specific issues or review critical deliverables.

9.2. Reporting

The service provider will be responsible for submitting monthly progress reports aligned with the project timeline and deliverables. These reports should be concise and informative, outlining progress made, challenges encountered, and next steps.

9.3. Communication

The project's success hinges on close collaboration and clear communication between C40, the service provider, the municipalities, and various stakeholder groups. The service provider is expected to allocate sufficient time to effectively prepare for, actively participate in, and document the outcomes of all project meetings.

10. Eligibility Criteria

Sufficient professional staff with suitable qualifications must be made available to undertake the project. The personnel must be knowledgeable and experienced in their fields of expertise. In particular, the project team should include professionals with expertise and experience in the following areas:

10.1. Expertise and Experience

- a. Minimum of 5 years of experience in urban water security projects;
- b. Demonstrated track record of successfully developing bankable projects in the water sector;
- c. Previous experience working with African cities, particularly in South Africa and Nigeria, and
- d. Proven expertise in financial modeling and economic analysis for infrastructure projects.

10.2. Team Composition

- a. Multidisciplinary team including water resource management experts, urban planners, financial analysts, and environmental specialists;
- b. At least one team member with a minimum of 10 years of experience in water infrastructure project development, and
- c. Inclusion of local experts or partnerships with local firms in the target countries.

10.3. Financial Capacity

- a. Annual turnover of at least USD 500,000 over the past three years, and
- b. Ability to pre-finance project activities as payments will be made based on deliverables.

10.4. Legal and Compliance

- a. Valid business registration and tax compliance certificates;
- b. No pending legal actions that could impair the ability to fulfill the contract, and
- c. Compliance with anti-corruption and ethical business practices.

10.5. Insurance

Professional Indemnity Insurance with a minimum coverage of USD 1 million.

10.6. Technical Capabilities

- a. Proficiency in conducting feasibility studies and environmental impact assessments;
- b. Capability to develop detailed financial models and funding strategies, and
- c. Experience in stakeholder engagement and capacity building.

10.7. Language Proficiency

- a. Fluency in English (written and spoken) for all key team members, and
- b. Working knowledge of local languages in the target cities is an advantage.

10.8. References

Minimum of three verifiable references from similar projects completed in the past five years.

10.9. Availability

- a. Ability to commence work within 30 days of contract award; and
- b. Commitment to dedicate necessary resources for the project duration.

10.10. Knowledge Transfer

Demonstrated ability to transfer knowledge and build capacity within client organizations.

10.11. Innovation

- a. Track record of applying innovative approaches to water security challenges, and
- b. Familiarity with latest technologies and best practices in urban water management.

10.12. Conflict of Interest

- a. No conflicts of interest that could compromise the objectivity of the work, and
- b. Full disclosure of any potential conflicts of interest.

11. 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 that are unable to accept these terms 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.

11.1. Subcontracting

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

12. 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.

13. Financial Considerations

The maximum available budget for this project is **USD 80,000**. Proposals exceeding this amount will not be considered.

14. Payment Schedule

Subject to agreement of terms, payments will be disbursed according to the following schedule:

Payment Milestone	Percentage	Amount (USD)
1. Project Inception	30%	\$ 24,000
2. Completion of Project Proposals	40%	\$ 32,000
3. Completion of Closure reports	30%	\$ 24,000
Total	100%	\$ 80,000

15. Evaluation Criteria

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting
Technical Expertise and Deliverability as measured by: <ul style="list-style-type: none"> • Proven Expertise in Data Management and Water Security; • Team members' Experience, Qualifications and Availability, and • Past successes and contributions of team members on similar projects in African cities. 	40%
Innovation and Comprehensiveness of Proposed Methodology as measured by: <ul style="list-style-type: none"> • Project Implementation and Feasibility, and • Compliance with technical requirements. 	25%
Value for Money as measured by: <ul style="list-style-type: none"> • Economy: minimising the cost of resources used/spending less; • Efficiency: the relationship between the output from goods/services and the resources to produce them, and • Effectiveness: the relationship between the intended and actual results. 	20%
Equity and Ethical Alignment as measured by: <ul style="list-style-type: none"> • the understanding of local community needs and consideration of inclusive water management solutions in the proposal; • Engagement with locally-based organizations, and • Involvement of women and youth-led organizations. 	10%
Alignment with C40 Goals including how: <ul style="list-style-type: none"> • The proposed solutions contribute to sustainable water resource management, reduced water-related energy consumption, and climate change mitigation in urban areas, and • The approach facilitates the transition towards low-carbon and climate-resilient water systems in the target cities. 	5%

16. C40 Policies

C40 expects Service Providers to abide by these C40 policies

1. Non-Staff Code of Conduct Policy [here](#)
2. Equity, Diversity and Inclusion Policy [here](#)
3. C40 Non-Staff Travel and Expenses Policy [here](#)

17. Submission and Contact Information

Potential respondents must submit their proposals by **5 p.m. CAT, August 16th 2024**, to

Thulani Mlilwana, Senior Manager: Water Security, Partnership and Implementation, Africa
tmlilwana@c40.org

and cc:

Elizabeth Mungai, Climate Adaptation Specialist
emungai@c40.org.

18. Disclaimer

C40 will not accept liability for potential suppliers' costs incurred in preparing a response for this RFP. Responses will be accessible to all C40 staff. The RFP is not a commitment or representation by C40 to enter into a contractual arrangement.

Neither the RFP issue 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 or to accept the lowest price or any tender.

Annex 1: Frequently Asked Questions

Is this RfP restricted to consultants from specific geographies?

Consultants from all geographies are eligible to apply for this RfP. However, experience in Africa and proximity to at least one of the target cities would be an advantage.

Are individual consultants eligible for this contract?

Only firms and consortiums will be considered for the contract. Consortiums should consist of at least 3 suitably experienced team members. Individual consultants will not be considered.

Is the consultant required to complete the scope of work for all cities mentioned in the RfP?

The consultant will support all three cities (Johannesburg, Lagos and Tshwane) mentioned in the RfP but needn't be based there physically during the execution of the contract as the work can be delivered remotely. The consultant will produce all 6 deliverables for each of the 3 cities, totalling approximately 18 deliverables.

Does C40 require a separate proposal for each city mentioned in the RfP?

C40 requires a single proposal encompassing all three cities (Johannesburg, Lagos and Tshwane).

Will C40 introduce the consultant to City Focal Points?

C40 will make introductions to the focal points within each city and any key informants identified at inception stage. Thereafter, the consultant will need to make their own arrangements/introductions for any additional interviews/meetings. Meetings will be between the consultant and stakeholders.

Who should prospective consultants contact for any clarifications?

Consultants should email queries to tmlilwana@c40.org and copy emungai@c40.org.

Anonymised responses to questions will be provided [here](#) when the Q&A period closes on 9 August 2024.