

# **REQUEST FOR PROPOSAL (RfP)**

## **Monitoring, Evaluation, and Reporting (MER) Framework for Climate Action Implementation in Quezon City, Jakarta, and Kuala Lumpur**

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

28 October 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. Summary, Purpose, and Scope of Work

### 2.1 About the Programme

The **Climate Action Implementation (CAI) Southeast Asia Programme** is a component of the UK Government funded **Urban Climate Action Programme (UCAP)** that works with cities in Africa, Latin America, and Southeast Asia to implement high impact, priority climate actions and to integrate climate action into city plans, processes, and structures. In Southeast Asia, the programme works with Quezon City, Jakarta, and Kuala Lumpur.

The CAI Programme provides technical assistance and capacity building to the three cities in the region to enable action implementation in one priority sector: energy & buildings. The actions to be implemented in the region centre on developing building codes and roadmap for passive and active systems towards net zero carbon buildings, establishing building energy performance monitoring systems, and developing municipal building decarbonisation action plans.

This programme focuses on the particular policies and projects that can deliver the most significant emissions and risk reduction impact and wider benefits in support of a green and just recovery from the COVID-19 pandemic. The programme also aims to engage other cities across the region to share knowledge and lessons learned on climate action implementation.

## 2.2 Purpose

The UCAP CAI Programme in Southeast Asia is looking for a service provider to establish a framework for monitoring, evaluation and reporting (MER) for sustainability initiatives in cities (Quezon City, Jakarta, and Kuala Lumpur). These initiatives are primarily enshrined in the cities' Climate Action Plans (CAPs) which are aligned with national commitments in the 2030 Paris agreement, covering multiple themes and sectors that span from short to long term implementation (i.e., up to 2050). The MER framework should capture the progress and outcomes of CAP implementation providing cities with clear guidance on the data, practices, and processes needed to design, deliver, report on, and learn from transformational sustainability initiatives, (i.e., with generated data supporting SDGs, ESG, and any other relevant reporting requirements held by the city).

For this engagement, the minimum detailed application of MER framework must apply to the two (2) Sectoral High Impact Actions (SHIAs) identified for each city (which are all related to energy & buildings) and Mainstreaming Inclusive Climate Action (ICA) as minimum three (3) initiatives per city. It would be highly desirable if other CAP actions can undergo the thorough application of the framework, but not essential given the limited duration of the engagement.

The scope of the primary work package includes **key activities outlined below:**

1. Conduct a baseline assessment of each city's monitoring and evaluation capacity as well as existing systems (if any), e.g., taking stock of any existing reporting and/or contributions to city, national, or international sustainability KPIs, goals, and objectives and identifying capacity gaps
2. Develop a cascading framework to capture project and portfolio-level monitoring data, as well as identifying data requirements, sources and management systems, including identification of stakeholders responsible with reference to C4O's Monitoring, Evaluation, Reporting and Learning (MERL) framework/system
3. Develop a scoring mechanism to evaluate progress, assess impact, and capture lessons of CAP implementation (e.g., qualitative and quantitative progress against the Theory of Change)
4. Develop and/or update a clear and effective governance structure for problem solving and escalation
5. Training and capacity building for city officials in adoption of MER framework and tools

The service provider will need to understand the vision of the cities, particularly in their climate action and targets enshrined in their Climate Action Plans (CAP), relevant departments that are involved in the delivery of climate action, and the governance structure required to KPIs aligned to targets enshrined in the CAPs required to monitor and evaluate its progress. They also need to be able to propose what is the most effective way of problem solving and escalation, leveraging on each city's reporting structure and mechanisms that are currently existing and propose required modifications if required for formal adoption by the city's leadership. The service provider will also be provided with C4O resources eg. MERL framework/systems, city CAPs and other relevant

resources for reference and considerations in developing solutions for this engagement.

## **2.3 Scope of Work**

### **2.3.1 Development of the Monitoring and Evaluation (M&E) Framework**

#### A. Description

Conduct a baseline assessment to develop or enhance existing M&E framework for mitigation, adaptation, and other sustainability initiatives in each of the three cities' CAPs, supporting the development of KPIs to monitor and track.

#### B. Key Activities

Activities including data gathering and analysis, cross-administration stakeholder engagement and development of operation manual and documents to:

1. Define Theory of Change: Develop a detailed Theory of Change, outlining the causal pathways from Climate Actions to desired outcomes and impacts outlined in the CAPs, including key assumptions and hypotheses.
2. CAP review and stakeholder engagement to develop a ToC and deliver a baseline assessment that collates existing KPIs and data sources
3. Identify relevant indicators based on international and best practices benchmarking for climate actions in CAP
4. Map existing and required data sources: Identify and utilize both primary and secondary data sources for comprehensive data collection and analysis

#### C. Expected Outputs

A comprehensive M&E framework consisting of:

1. A well-defined Theory of Change document, including a visual and narrative summary
2. Step-by-step documentation of how the theory is derived (e.g., a baseline assessment)
3. A preliminary list of indicators proposed to measure the initiatives on the different dimensions, including the rationale for selection
4. A data source map outlining primary and secondary sources to inform measurement of indicators

### **2.3.2 Determine Key Performance Indicators (KPIs)**

#### A. Description

1. Determine Key Performance Indicators (KPIs) (from C4O's MERL framework) and/or propose new KPIs wherever suitable
2. Develop measurement of progress and effectiveness of climate actions and/or other initiatives against targets outlined in CAP and/or other relevant city strategic documents, including suitable units of measurement
3. At a minimum, the results matrix should be able to capture progress against the two (2) Sectoral High Impact Actions (SHIAs) identified for each city (which are all related to energy & buildings) and Mainstreaming Inclusive Climate Action (ICA) as minimum three (3) initiatives for detailed identification and validation of KPIs.

#### B. Key Activities

Activities including data gathering, analysis, cross-administration stakeholder identification and engagement, and development of KPIs - documented, including the process of development:

1. Identify indicators for the minimum actions stipulated for each city, by selecting from a list of indicators in C4O's MERL framework. Develop new indicators if required based on the city's actions. Develop measurement of progress and effectiveness across multiple dimensions, including socio-economic conditions, inclusive and equity and environmental impacts. Indicator nature should cover output, outcome or impact dimensions whenever applicable. KPIs must be aligned with strategic objectives outlined in CAPs and international standards.
2. Validation of KPIs: Engage stakeholders in the validation process to ensure relevance and applicability.

#### C. Expected Outputs

1. KPIs identified and/or developed for the minimum actions stipulated, including units of measurement, data sources and reporting format
2. Impact category on KPIs (eg. outcome based, quantity based, qualitative based etc)
3. Documentation of stakeholder feedback on KPIs and process of developing KPIs
4. Alignment of KPIs with strategic objectives and standards outlined in CAP and/or other city strategic documents

### **2.3.3 Development of Reporting Framework**

#### A. Description

Develop a reporting framework to communicate the progress and outcomes of sustainability initiatives.

#### B. Key Activities

Activities including data gathering and analysis, cross-administration stakeholder engagement and development of strategic documentation for:

1. Reporting Framework: Create and/or update reporting structure that includes templates, methodology notes, formats of reporting, and schedules for data collection, analysis, storage, retrieval, and frequency of reporting
2. Implementation Plan: Develop a high-level implementation plan for the reporting framework, including roles, responsibilities, and timelines on a yearly basis. A cadence for Learning must also be integrated into the implementation plan (eg. Mid-year Review, Year End Reviews etc)

#### C. Expected Outputs

1. Detailed documentation on Reporting framework
2. High-level implementation plan on reporting framework application

### **2.3.4 Develop and/or update a clear and effective governance structure for problem solving and escalation**

#### A. Description

An effective governance structure that allows regular and timely escalation of issues for problem solving across various governance levels at the city is key to ensure roadblocks arising from implementation can be resolved at a centralised level, allowing for accountability across different departments.

#### B. Key Activities

Activities including data gathering and analysis, stakeholder engagements and development of governance structure:

1. Examine current governance structure at city level and identify gaps for improvements based on objectives of clear escalation for problem solving

at various levels of leadership, including description of roles and responsibilities at each level of governance

2. Develop recommendation of frequency of meetings at various levels of governance and agenda required for each level of intervention

#### C. Expected Outputs

1. Detailed governance structure and its roles and responsibilities on the monitoring, evaluation and reporting on progress of CAP implementation

### **2.3.5 Training and Capacity Building on MER framework usage**

#### A. Description

City officials would require introduction as well as hands-on training to familiarise with MER framework as well as tools, as such capacity building is key to ensure effective adoption in the long term

#### B. Key Activities

1. Development of training and instructions for each component of the MER framework, including process, tools and considerations
2. Documentation of processes, tools and considerations as long-term reference for cities (process and operations manual)

#### C. Expected Outputs

1. City officials responsible for MER demonstrating understanding of their roles and responsibilities in applying MER framework in the city

**Note:** Given the engagement is to serve 3 cities of KL, Jakarta and QC, there would be in depth discussions required with city officials. C4O will arrange for virtual engagements with the cities during the development of items 2.3.1 - 2.3.4, however for item 2.3.5 the selected service provider is expected to deliver in-person training at each of the city.

The selected service provider is free to propose in-person engagements with the city when deemed required and this should be reflected in the proposed timeline and workplan.

### **2.4 Timeline**

This project is to be delivered within the duration of **6 months maximum**. It is the prerogative of the consultant to propose the number of resources required to deliver the work based on duration above or a shorter duration, provided that the scope outlined above can be delivered.

## **3. Requirement of Experiences and Qualifications**

Monitoring, Evaluation, and Reporting (MER) Framework for Climate Action Implementation in Quezon City, Jakarta, and Kuala Lumpur will require a qualified service provider, well versed in local context.

Some of the minimum qualifications that need to be met:

1. Service provider must be in the form of legal entity(ies) and can be in the form of a company or consortium or NGOs or CSOs or think-tank or similar entities, with at least 5 years experience in developing Monitoring, Evaluation, and Reporting (MER) Framework. Relevant track record in projects of similar nature must be provided as part of the proposal.
2. If the Bidder is a group of legal entities that will form or have formed a Consortium, they shall confirm in their Bid that:

- i. They designate one party to act as a lead entity, duly vested with authority to legally bind the members of Consortium, which shall be evidenced by a duly signed agreement among the legal entities, and submitted with the Bid;
- ii. If they are awarded the contract, the contract shall be entered into, by and between C4O and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the Consortium.

In addition to that, the selected service provider must demonstrate in their submission they have personnel resources with required experience and submit their detailed CVs with the following categories and requirements:

1. At least one (1) Monitoring, Evaluation and Reporting expert, with experience in developing and implementing MER frameworks, as well as governance structure design at city or national level government
2. At least one (1) team member with experience with reporting tools, for example dashboard or any other analytical/data visualisation tools
3. At least one (1) team member with sectoral knowledge and/or experience with climate actions in energy and/or buildings
4. At least one (1) team member with sectoral knowledge and/or experience with inclusivity, equity or diversity indicators
5. Other relevant professional/s deemed necessary by the consultancy team as essential to undertake this work.

## 4. Institutional Arrangement

1. Upon signing the contract, the selected service provider will convene a coordination meeting with the C4O team, followed by a kick-off meeting with C4O and other relevant stakeholders to integrate their inputs before commencing the assignment. The service provider is required to submit an implementation plan afterward, reflecting any proposed changes.
2. The service provider is expected to establish close and productive working relationships with the C4O team, including but not limited to the Head of Implementation (Southeast Asia), Regional Programme Manager (Southeast Asia), Technical Adviser for Energy & Buildings (Southeast Asia), Inclusive Climate Action & Engagement Senior Manager (Southeast Asia), and the City Advisers for Kuala Lumpur, Quezon City and Jakarta. These representatives will oversee the project and actively participate as partners. All interim deliverables and change requests must receive approval from the C4O team.
3. C4O anticipates no changes to the project team for any reason except force majeure, as each personnel has provided a commitment letter.
4. As part of the project management framework, the service provider is required to ensure that the proposed personnel, particularly the Project Manager, attend all scheduled meetings (frequency to be agreed upon) and/or workshops (whether virtual, hybrid, or in-person). The service provider must report any material<sup>1</sup> information and progress, including project status, risks, challenges, and achievements, to C4O and relevant stakeholders on a weekly basis through formal communication, in addition to the required deliverables.

<sup>1</sup> Material" information/updates refer to information that have potential impacts on delays to deliverables, the timeline, or relationship with every city

5. Deliverables must be submitted in accordance with the agreed Service Provider Agreement and/or the implementation plan agreed upon during the coordination meeting. The service provider's expertise and commitment are crucial to delivering high-quality, clear analyses supported by evidence and justification for recommended approaches. C4O will review the submitted deliverables and allow for a maximum of two revisions.

## 5. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until the deadline for receiving offers stated in the RfP timeline in **subchapter 6 and 10**.

**Any proposals received after the set date and time will be rejected.**

The proposal should give C4O evaluators all the information they need to assess your bid. The Bidder shall submit:

### A. Returnable Forms

1. Complete and duly signed the [Proposal Submission Form](#).
2. Complete and duly signed of each personnel for [Commitment Letter](#).
3. Provide list of key personnel who would be working and their resumes in the standard [C4O CV Template](#)
4. [Joint Venture or Consortium Form](#), if applied.

### B. Technical Proposal

1. Company Profile – describing the nature of business and field of expertise.
2. Track Record – provides a list of clients for similar services as those required by C4O, indicating description of contract scope, contract duration, contract value, contact references/list of referees (name, email address and phone number).
3. Detailed methodology on how to execute the project by considering how to produce quality activities, tasks, and/or deliverables within the duration provided.
4. The bidder is required to submit a proposed timeline of engagement that addresses the outlined scope of work. The proposed timeline must not exceed a duration of six (6) months.
5. Risks identified that could derail the engagement and appropriate mitigation measures.
6. Proposed timeline of implementation.
7. Any additional support that is needed to make the project a success, including any inputs required from third parties or C4O staff.
8. Proposed working partnership with C4O, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.
9. Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C4O.

### C. Financial Proposal

It is imperative that you incorporate a comprehensive breakdown of cost components or provide details on the methodology used for cost calculation. This is essential to facilitate the evaluation of cost reasonableness.



Please note: Proposals are to be written in English, saved in PDF format and not exceeding **ten (10) pages** of text for the technical proposal. **Please take note that failure to comply with the maximum number of pages for the technical proposal may unfortunately result in the proposal not being considered.** The financial proposal and the returnable forms are excluded from this 10-page limit. Reference materials (should be summarised as much as possible) may be placed in annexes.

## **Important points:**

### **1) Supplier Diversity**

C4O 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 (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 [C4O'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.

### **2) 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 [C4O Standard Service Contract](#).

These terms and conditions are non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.

If C4O 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.

### **3) Subcontracting**

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

### **4) Programme Management**

#### ***Primary reviewer of the consultant's deliverables***

C4O Cities Climate Implementation Action (CAI) Programme team, including the Head of Implementation (SEA), Regional Programme Manager (SEA), Technical Adviser for Energy and Buildings (SEA), Inclusive Climate Action and Engagement Senior Manager (SEA), Programme Coordination Manager (SEA), and City Adviser for Jakarta, Kuala Lumpur and Quezon City.

## 6. RfP and Project Timeline

RFP Timeline	Due Date
Request for proposals sent out. <b>Potential suppliers with an interest to submit a proposal are advised to register their interest by emailing <a href="mailto:cai_sea@c40.org">cai_sea@c40.org</a> to receive direct updates for this RfP (if any).</b>	28 Oct 2024
Pre-Bid Conference/Aanwijzing To join: <a href="https://c40.zoom.us/j/93719096680?pwd=GctktGLmlofpzaWwSMDrWnrt78WyFj.1">https://c40.zoom.us/j/93719096680?pwd=GctktGLmlofpzaWwSMDrWnrt78WyFj.1</a> Meeting ID: 937 1909 6680 Passcode: 010002 Time: 01.00 PM (GMT+7) or 02.00 PM (GMT+8)	4 Nov 2024
Questions submitted to C40	28 Oct - 6 Nov 2024
C40 responds to questions	28 Oct - 8 Nov 2024
Deadline for receiving Offers	<b>11 Nov 2024</b>
Clarification of Offers & evaluation of proposal	11 - 18 Nov 2024
Selection decision made	28 Nov 2024
All Potential Suppliers notified of outcome	

## 7. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting
Suitability of method: Work plan demonstrates understanding of project requirements and risks	30%
Suitability of timeline	10%
Expertise and experience	30%
Value for money	20%
Equity and ethical alignment	10%

## 8. Project Budget

Costs should be stated as one-time costs. The budget should not exceed **USD 105,000**. All proposals must include proposed costs to completed tasks described in the project scope, including all VAT, taxes, tools, equipment, transportation, meals, accommodations, etc., as the budget above represents the total amount available. Proposals should include a budget breakdown of the tasks and deliverables.

Cost for workshops should **exclude the cost for catering and venue hire**, these costs will be covered by C40. All budgets are to be prepared in **USD**.

All costs incurred in connection with the submission of this RfP are non-refundable by C40.

Payments are made within 30 days of C40 approving an invoice and subject to satisfactory delivery of the services as approved by C40. Please note, C40 does not pay contractors more frequently than once per month.

Payment will be made based on deliverables and after satisfactory acceptance by C40 the services provided on the schedule below:

No.	Deliverables	Payment Breakdown
1	Report outlining the comprehensive M&E framework	10%
2	Report presenting the developed KPIs for minimum initiatives	20%
3	Report outlining: 1. Reporting Framework: In-depth documentation on the established reporting framework. 2. Governance structure 3. High-Level Implementation Plan	40%
4	Development of training module and delivery of training to city officials	20%
5	Final Report encapsulating deliverables 1-4 and on the training and capacity building activities conducted to ensure effective usage of the MER framework, including process documentation and instructional materials/training module.	10%

## 9. 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](#)

## 10. Submissions

Each Potential Supplier must submit their proposal to the email address below: CAI SEA Contracts Manager at [cai\\_sea@c40.org](mailto:cai_sea@c40.org), with email subject: RfP: Monitoring, Evaluation, and Reporting (MER) Framework for Climate Action Implementation in Quezon City, Jakarta, and Kuala Lumpur - Submission - [Name of Company], no later than **11 November 2024 - 14:00 GMT+8**. In the course of preparing and submitting your Proposal, it shall remain your responsibility to ensure that it is submitted into the designated email by the deadline.

All questions related to this RFP by potential bidders should be directed by email to [cai\\_sea@c40.org](mailto:cai_sea@c40.org). Anonymised responses to questions will be provided [here](#) when the Q&A period closes.

### Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP. Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.