



REQUEST FOR PROPOSAL (RfP)

**Technical Assistance for Climate Adaptation Project
Pipeline Development in the City of Chennai**

C40 CITIES INDIA PRIVATE LIMITED
3rd Floor, Devika Tower No. 6, Nehru Place, New Delhi, Delhi,
South Delhi, Delhi, India - 110019

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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, 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 City Finance Programme

C40’s City Finance Programme works to address a range of municipal climate finance challenges, at different stages of project maturity, and across major urban infrastructure groups: clean energy, zero-carbon buildings, transportation, waste and climate adaptation & resilience. By scaling up investment in these areas, and simultaneously divesting from fossil fuels, mayors are creating safer, healthier and more economically sustainable communities for the current and future residents of their cities. The team’s strategic focus is on strengthening city financial capacity, increasing the supply of climate finance and funding available to cities, facilitating engagement with finance providers, and building enabling environments that support urban climate investment. The core City Finance Programme team oversees and/or coordinates with special projects and initiatives within C40 that also have a finance focus, including ZEBRA, Laneshift, C40 Cities Finance Facility, UrbanShift, Climate Budgeting Pilot Project, and others.

The City Finance Programme supports cities worldwide in accessing finance for their **climate urban infrastructure projects** through a four-pillar approach:



- **Demand Side:** It provides technical assistance and capacity-building to help cities develop bankable projects, by promoting early-stage engagement and financial stakeholder buy-in; showcasing cities' pipelines of climate action projects and promoting evidence for investment.
- **Supply Side:** It accelerates the availability of finance by sharing relevant information with engaged financiers and investors, and by facilitating and catalyzing innovative finance solutions and vehicles.
- **Connecting Cities to Finance:** Ultimately, the programme connects cities with finance opportunities, engaging projects from upstream to mid-stream phases through initiatives such as finance academies, investor roundtables, and other targeted engagements, supporting cities to achieve the maturity needed for future implementation.
- **Enabling Policy:** Supporting the enabling environment for cities to access the finance and funding required for climate infrastructure investment.

The UrbanShift Programme

UrbanShift supports cities around the world to adopt integrated approaches to urban development, building an equitable, zero-carbon future where both people and the planet can thrive. Funded by the Global Environment Facility, UrbanShift brings together partners including, C40 Cities, the World Resources Institute (WRI), Local Governments for Sustainability (ICLEI), and the United Nations Environment Programme (UNEP).

UrbanShift is collaborating with more than 23 cities in Asia, Africa, and Latin America on a range of cross-sectoral strategies, reducing carbon emissions and conserving biodiversity while fostering sustainable, equitable growth.

UrbanShift is a knowledge and learning platform that connects cities worldwide with the tools, training, and advocacy they need to put these strategies into action.

To know more about: <https://pt-br.shiftcities.org/>.

2. Background and Purpose of the Project

2.1. Background

With the support of C40 Cities, the Greater Chennai Corporation and the Tamil Nadu government launched Chennai's first Climate Action Plan (CAP) in 2023, making it the second Indian city to have a Paris Agreement-aligned CAP.

In October 2024, Chennai participated in the **C40 Adaptation Finance Academy for Indian Cities**, co-organized with C40 Cities and UrbanShift Programme, where

city officials, financial experts, and technical specialists discussed solutions for financing local climate adaptation projects.

As part of the support provided, C4O and the UrbanShift Programme will provide **technical assistance for Climate Adaptation Project Pipeline Development as part of the efforts to facilitate the city's access to the funding and finance they need to implement the Climate Action Plan's goals.**

Pipelines of climate and urban infrastructure projects, also called “project pipelines”, are a structured portfolio of climate and urban infrastructure projects that are in various stages of development and signal the priority projects that the City would like to implement to achieve its climate goals. Having a project pipeline is the first step in supporting the City in opening a conversation with funders and financiers to attract the resources needed for the implementation of the identified projects.

After consolidating a summarized pipeline on urban climate adaptation for Chennai, the technical assistance will support the city in maturing 1 adaptation urban infrastructure project, supporting the City in applying for funding and financing opportunities. This project will receive technical support aiming to improve gaps in upstream project development, such as costing and guidance for enhancing project components and implementation goals.

3. Project Scope

This RFP seeks a service provider for Climate Adaptation Project Pipeline Development to deliver the 4 activities below:

1. Identify between two and five potential adaptation projects in consultation with key stakeholders, and conduct project prioritization
2. Conduct a Gap Analysis in the prioritized project
3. Conduct an overall Project Definition in the prioritized project, including budgeting
4. Develop an analysis for potential funding and financial options for the prioritized project

The activities are detailed below:

Activity 1. The service provider will identify potential Adaptation Projects in consultation with key stakeholders and conduct project prioritization

- With close guidance of the C4O Team, conduct engagement with multiple stakeholders from different organizations related to the activity, such as the Greater Chennai Corporation and other stakeholders (eg, DoE/ TNGCC/ CMWSSB/ CMDA) to collect information on potential adaptation projects that can build the city project pipeline.
- In addition, conduct desktop research on the Climate Action Plan, Climate Budget, Capital Investment Plan, and other key city policies to select relevant climate adaptation projects with the potential to build a bankable

- project pipeline.
- Define a methodology for selecting adaptation projects (minimum of 2 and maximum of 5) to compound the project pipeline “long list”. Suggested information includes:
 - Project description
 - Project stage (scoping, definition, pre-feasibility, feasibility, etc.)
 - Adaptation components and climate risk reduction objectives
 - Investment ticket size
 - Political priority
 - Implementation complexity
 - Department lead and existent governance
 - Integration between urban, national, and state policies
 - Stakeholders engaged in the project, including partners
 - Among others
- Development of a methodology for supporting decision-making criteria.
- Conduct a stakeholder engagement with key stakeholders to define the **selection of 1 project to be matured in the following phase**. The project selection must include the rationale.

The deliverable of Activity 1:

D1. Methodology and list of projects (minimum 2 and maximum 5) to compound the project pipeline, with criteria analysis in format Excel.

Final project prioritization must include rationale.

Timeline: Early June 2025 (to be defined by C40, Chennai's focal point, and consultancy)

Activity 2. The service provider will conduct a Gap Analysis on the prioritized Adaptation Project in Chennai

- Based on the prioritization process conducted in Activity 1, the service provider will conduct a Gap Analysis on the prioritized adaptation project.
- With close guidance of the C40 Team and in support of the City of Chennai, engage with key city stakeholders to gain a deep understanding of the project and collect data and relevant information.
- Propose a Project Criteria Matrix to assess project development needs that will support the assessment of gaps and needs. Validate the criteria selection with C40 and the City, before delivering the report.
- Develop a robust gap analysis including a) adaptation and resilience needs, b) financial planning, c) project governance, and d) engagement of relevant stakeholders (including at State and National Government), among others.
- Conduct a comprehensive risk assessment, including political, financial, economic, social, and environmental concerns.
 - Particularly, emphasizes the important approval process and potential policy and political hurdles that can hinder the future development of the project.

The deliverable of Activity 2:

D2. Gap Analysis report (up to 15 pages) in Word or Google Docs format, incorporating feedback from the review phase. Language: English.



- Intermediate deliverable: Project Criteria Matrix, in Excel or Google Docs format.

Timeline: Early August 2025 (to be defined by C40, Chennai, and consultancy)

Activity 3. The service provider will conduct an overall Project Definition for the prioritized project, including budgeting

- With the support of the City of Chennai, conduct an overall **project definition** for the selected project, using project information provided by the City and complemented by desktop research.
- In this phase, the consultancy is expected to develop a comprehensive **Project Concept Note** for the selected project to facilitate funding applications and financing opportunities.
- The **Project Concept Note** will include (but is not limited to):
 - a. Project Objectives, Rationale, and Problem Statement
 - b. Impacts, Benefits, Outcomes, and Key Beneficiary Groups
 - c. Climate and Socio-Environmental Assessment
 - d. Project Components and Implementation Strategies, taking into consideration innovative approaches for resilience, nature-based solutions, and engagement of local communities.
 - e. Alignment with Local, State, and National Policies and Priorities
 - f. Project Governance Structure, including project ownership and management matrix (detailing the operation component of the project)
 - g. Pre-feasibility and Feasibility Studies required for project implementation
 - h. Key Impact Indicators
 - i. Alignment with Chennai's Climate Action Plan (CAP) and Master Plan
 - j. Project Timeline
 - k. Budget summary
- For the definition of the budget, the service provider is expected to conduct a high-level budget analysis, including the calculation of the Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) for this project, considering the information shared from the City and desktop research. All calculations should include all assumptions and rationale adopted.
- The service provider will also develop a Project Summary Sheet (2 pages) to summarize the main key components of the project.
- The service provider will also develop a summarized slide deck about the project to support the city in presenting the project to a broader audience.

The expected format of the presentation will be engaging, easy to read, and with a very compelling visual design.



Deliverables of Activity 3:

D3.1.: Detailed Project Concept Notes (up to 30 pages) in Word or Google Docs format, incorporating feedback from the review phase. Language: English.

D3.2. Excel Sheet detailing the budget and rationale.

D3.3.: Summary Sheet of the project (up to 2 pages) in Word or Google Docs format, incorporating feedback from the review phase. Language: English.

D3.4.: Summarized slide deck of the project in Google Slides or PowerPoint, incorporating feedback from the review phase. Language: English.

Timeline: September- October 2025 (to be defined by C40, Chennai, and consultancy)

Activity 4. The service provider will develop an analysis of potential funding and financial options for the selected project

- With the support of the City of Chennai and desktop research, map relevant funding and financing sources and instruments, including:
 - **Government Grants**
 - **Climate Funds**
 - **Multilateral Development Banks (MDBs) and Regional Development Banks**
 - **Private Sector Collaboration and innovative financing mechanisms** (such as green bonds, climate bonds, or blended finance approaches).
- Conduct 3-5 interviews with relevant financial stakeholders for validating assumptions and assessment of options. Consultants will be responsible for organizing interviews, including the development of questions and email invites. C40 can assist consultants with contacts.
- Provide recommendations on possible pathways for financing this project, including approaches for overcoming challenges.

Deliverable for Activity 4:

D4.1. The preliminary and final report, after incorporating all feedback from the review phase, should be around 15-20 written pages, in Word or Google Docs format, in English.

Estimated timeline: End of October 2025 (to be defined by C40, Chennai, and consultancy)

4. Project Management, Coordination with Stakeholders and Quality of Deliverables

4.1. Project Management

- The selected expert consultant or consulting team will communicate with the C4O project focal point and the Chennai focal point.
- After the consultancy selection, a kick-off meeting will be organized with focal points to agree on the scope of the work, expected outcomes, and work plan. Consultants are expected to provide a detailed work plan to be discussed and agreed upon with C4O during the project inception phase.
 - Furthermore, the consultancy must participate in a kick-off meeting with the city working group, comprising city departments involved in the project. For this meeting, consultants are expected to provide a list of data and the needs required to conduct this project.
- Project Management meetings: The expert consultant or consulting team must attend regular online weekly meetings with C4O and the City of Chennai focal point (up to 1 hour).
 - Consultants are required to define the agenda points of the meeting and consolidate the next steps by email, based on the project development.
 - Inclusion of 1 consultant to coordinate directly with the City locally for proper coordination or data collection (preference for a consultant based in Chennai).
- **All meetings should be included in the budget.**

4.2. Roles of Contracting Parties

a) C4O's Role

- C4O will participate throughout the development process via follow-up meetings to ensure that the deliverables align with the objectives expected by C4O and the City of Chennai within the framework of this tender.
- C4O operates with a highly collaborative and flexible approach, valuing openness to feedback from the consultancy during the process.
- C4O is responsible for approving the technical deliverables, ensuring they meet the organization's quality expectations, with corresponding confirmation of approval from the City of Chennai.

b) City of Chennai's Role

- The City Focal Point is responsible for coordinating the internal review process of technical deliverables with the relevant government departments, ensuring their involvement in the review rounds to optimize the feedback process.



- The City Focal Point is responsible for collecting the data requested for technical deliverables. Consultants must request all the required data at the project's inception.
- The City Focal Point is also responsible for organizing all meetings requiring participation from technical representatives of the City of Chennai (e.g., kick-off meetings, results presentation meetings, etc.).

4.3 Expected quality of deliverables

- **All deliverables are expected to go through at least up to 3 rounds of reviews.**
- Service providers are expected to demonstrate attention to detail and good accessibility of the deliverables, accounting for the target audience (city officials).
- All reports and presentations must include appropriate source citations.
- All documentation must use editable formats compatible with the agreed C40 software. The editing and presentation of electronic files must be consistent, professional, and suitable for publication.
- All documents shared with the city or other external partners must include only the name and logo of C40 and the UrbanShift Program, with prior authorization from the C40 team. The selected consultancy may not use its name or logo unless explicitly authorized in writing by C40.
- All deliverables, reports, documentation, content, and intellectual property from the project will be owned by C40.

5. Bidder Desired Qualifications

This work is expected to be carried out by a consultancy team, encompassing a consortium of professionals from different organizations or a consultancy firm. All project team members must be listed in the proposal.

The team structure must include 1 consultant to coordinate directly with the City locally for data requests and important meetings (preference for a consultant based in Chennai).

The ideal consultant team proposed will have:

- Proven technical expertise in project development, structuring, and financial planning for climate adaptation, ideally within developing/global south contexts.
- Practical experience working on or with cities
- Experience working with international, national, and city-level experts and institutions.



- Ability to track work plan and develop key deliverables according to an agreed timeline. Proactive, highly organized, set priorities, produces high-quality outputs, meets deadlines, and manages time efficiently.
- Excellent coordination skills (to liaise with the C4O team and relevant external institutions).
- Able to communicate articulately in English (written and verbally) on the technical topics outlined in this RfP.
- Able to develop compelling and engaging reports and presentations and translate key information for a non-technical audience where necessary.
- Professional behavior, sticking to pre-agreed discussion topics.
- Competent in using key software packages (MS Office, Zoom, Google Docs, and Google Sheets) used during this project.

6. Proposal Application and Evaluation Criteria

6.1 Proposal Application

The bidder should present a proposal for the development of the project, including the respective documents (all mandatory):

- 1. A technical and concise proposal detailing how the service provider will deliver the project, including an understanding of the assignment, the proposed approach, and the methodology.**
 - a. In the proposal, please include any assumptions, data sources you are planning to use, risks you have identified, and appropriate mitigation measures.
 - b. Work approach and coordination with C4O, specifying required input and resources.
- 2. Description of the costs per activity/task, presented by the expected number of days dedicated per consultant and the total.**
- 3. Resume (CV) or short biographies of the project team, proving the relevant experience and competencies required for this project.**
 - a. Please highlight your experience working with cities in India and similar projects.
 - b. Include 1 consultant to coordinate directly with the City locally (preference for a consultant based in Chennai).**
- 4. Proof of previous experience (at least 3) is attached to the email.**

Attention:

- All taxes should be stated and included in submitted quotes.

- Please note that the contracting entity is C40 Cities Climate Leadership Group Inc.
- Costs should be presented in USD



6.2 Proposal evaluation criteria

Criteria 1: Mission Alignment

10%

Measured by:

- Ability to meet the requirements listed, supplier alignment with C40's goals on greenhouse gas emission reduction, and promoting climate adaptation and resilience.

Criteria 2: Equity, Diversity, and Inclusion.

10%

C40 is looking to appoint a service provider that shares our values, is used to working in a global environment and understands the complexity of cities. Service providers that are based in the global south are strongly encouraged to apply.

Criteria 2: Technical Expertise and proven experience

40%

Measured by:

- Ability to prove Technical expertise, previous experience, project management capabilities, cultural fit quality, and availability of the team, according to the request from **item 6** (Bidders qualifications). This should be documented in the Resume (CV) and supporting material of proven previous experiences.
- References from other clients related to the work are welcomed, but it is not mandatory.

Criteria 3: Value for money, understood as:

40%

- Economy: minimizing the cost of resources used/spending less
- Efficiency: the relationship between the output from goods/services and the resources to produce them
- Effectiveness: the relationship between the intended and actual results
- Equity: the extent to which services reach the intended recipients fairly

Measured by:

- Description of the costs and expected hours dedicated to each activity, and total for the three activities + taxes.

Each bidder must submit the documentation requested to the email address below no later than **April 30, 11:59pm | Chennai time.**

Barbara Cesar Barros, Senior Adaptation Finance Manager, C40
Email: bbarros@c40.org

7. RfP timeline

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **April 30, 11:59pm Chennai time**. Any proposals received after this date and time will not be accepted.

For all questions regarding this proposal, please contact **Barbara Barros**, Senior Adaptation Finance Manager, bbarros@c40.org, and **Yerim Nam**, City Finance Projects and Events Officer, ynam@c40.org.

All questions and responses received from bidders will be available online at this Q&A document **LINK**, which will be constantly updated based on questions received.

Please refer to the following tentative timeline for a more detailed breakdown of the RfP timeline.

RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	<i>April 7, 2025</i>
Deadline for receiving Offers	<i>April 30, 2025, 11:59pm Chennai time</i>
Clarification of Offers	All questions and responses received from bidders will be available online at this Q&A document <u>LINK</u> , responded by demand until April 22, 2025
Selection decision made	<i>May 7, 2025, 11:59pm Chennai time</i>
All Potential Suppliers notified of outcome	<i>May 7, 2025, 11:59pm Chennai time</i>

8. Project Budget

Cost-effectiveness is a criteria for successful appointment. The maximum amount available for this project is **USD 30,000**.

Payment will be made according to the main project milestones given below:

Milestone	Payment amount	Expected timeline
Inception meeting	USD 17,000	May 2025
Completion of deliverables of activities 1 and 2	USD 6,500	August 2025
Completion of deliverables of activities 3 and 4	USD 6,500	October 2025

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

9. C40 Policies and Contracting

9.1 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](#)

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.

9.2 C40 Contracting

a) 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 Services Contract](#).

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide [a separate negotiation document](#) for review setting out clearly your rationale for the change.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier

b) 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.

10. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by April 30, 2025:

- **Barbara Barros**, Senior Adaptation Finance Manager, bbarros@c40.org.
- **Yerim Nam**, City Finance Projects and Events Officer, ynam@c40.org

Anonymised responses to questions will be provided here ([LINK](#)), 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. Responses submitted will be accessible by all C40 staff and external evaluators (if any).

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.

