Request for Proposal (RfP)

Lagos Renewable Energy Investment Readiness & Go-to-Market Support

C40 Cities Climate Leadership Group, Inc.

120 Park Avenue, 23rd Floor

New York, NY 10017

United States of America

11 November 2026

C40 CITIES

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1. C40 Cities Climate Leadership Group Inc.

C40 is a network of nearly 100 mayors of the world's leading cities 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 limit global heating in line with the Paris Agreement and build healthy, equitable and resilient communities. We work alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to support mayors to halve emissions by 2030 and help phase out fossil use while increasing urban climate resilience and equity.

The current co-chairs of C40 are 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 Board. C40's work is made possible by our two strategic funders: Bloomberg Philanthropies and Realdania.

To learn more about the work of C40 and our cities, please visit our website or follow us on X, Instagram, Facebook and LinkedIn.

2. Purpose, Objectives and Background of the project

C40 Cities is seeking a suitably qualified consultant or consortium to provide renewable energy investment-readiness and go-to-market technical assistance in Lagos, Nigeria.

The assignment will support Lagos State Government and relevant stakeholders in the Lekki area of Lagos, Nigeria, to assess an indicative pipeline of up to three priority clean-energy project opportunities emerging from existing development work and, where eligible and viable, advance selected renewable energy or renewable-energy-enabling projects toward investment and implementation readiness. The project pipeline and final technology focus will be confirmed at inception, subject to the available feasibility evidence, stakeholder demand and applicable funding eligibility. The consultant will build on existing demand assessments, pilot designs, feasibility studies and preliminary financial assessments, rather than duplicate them.

Potential grant-funded or donated renewable energy equipment may also become available to support implementation of the priority projects. The consultant should therefore assess how such equipment could be incorporated into viable and sustainable project ownership, operating and financing models, including the implications for residual capital requirements, procurement, asset ownership, operations and maintenance, and private-sector participation.

Project Location: Lagos, Nigeria, with substantial work expected to be undertaken remotely and one anticipated in-person technical mission / stakeholder validation workshop.

Indicative consultancy period: December 2026 – April 2027, with core technical deliverables scheduled for completion by mid-March 2027.

Financial Proposal Requirements: Submissions must present a comprehensive, itemised budget in USD encompassing all scope elements. Bidders are required to outline professional fees per team member, specifying daily rates and allocated time commitments, alongside applicable taxes, travel, and workshop expenses. All underlying assumptions and exclusions must be explicitly documented, aligning costs with specific tasks and outputs to demonstrate value for money within the available project budget.

2.1. PURPOSE

This assignment aims to transition prior renewable energy planning and design work into actionable commercialisation and deployment strategies.

The appointed consultant will screen up to three priority clean-energy opportunities, subject to the confirmed pipeline and grant eligibility, and provide deeper investment-readiness and commercialisation support to the most viable eligible project(s). Where renewable generation or storage is not viable, the consultant will document the evidence, identify any eligible renewable-energy components of other opportunities, and agree a revised shortlist with C40 before progressing.

Crucially, the analysis must evaluate how prospective grant-funded solar hardware affects financial viability, funding requirements, ownership frameworks, private sector engagement, risk sharing, procurement processes, and long-term operations and maintenance (O&M) responsibilities.

2.2 OBJECTIVES

The overall objective of this assignment is to support Lagos State Government and relevant Lekki entities to advance priority renewable energy projects from existing feasibility and project-development work toward investment and implementation readiness.

The specific objectives are to:

- Assess the implementation readiness of up to three candidate clean-energy projects, subject to confirmation of their technical and commercial viability, renewable-energy relevance and funding eligibility, and identify those suitable for deeper support.
- Develop and assess viable ownership, operating and commercial models for selected project(s), including public/Lekki ownership, private-sector participation and hybrid arrangements.
- Assess how grant-funded equipment can be incorporated into the project structure, including its impact on capital requirements, ownership, project economics, risk allocation, procurement and long-term operations and maintenance.
- Strengthen the investment case and identify the residual financing requirement after accounting for available grant support, including appropriate public, private, concessional and/or blended-finance options.
- Define a practical delivery, procurement and go-to-market pathway capable of advancing at least one priority project toward investor/financier screening and, subject to government decisions and project readiness, procurement.
- Identify the institutional, regulatory and governance arrangements required for implementation, including roles and responsibilities for grant-funded assets.

- Provide Lagos with a prioritised implementation roadmap setting out actions, responsibilities, dependencies and next steps toward financing, procurement and implementation.

2.3. BACKGROUND

Through its broader energy initiatives, C40 Cities provides technical assistance to assist municipal governments in advancing renewable energy opportunities from early-stage conceptualisation to bankability and physical delivery.

In Lagos, the ongoing work by existing consultants in the Lekki Free Trade Zone provides the technical and financial basis for this assignment. The work includes assessing existing electricity demand and supply, including grid connections, modelling future demand and supply scenarios, screening and prioritising low-carbon project opportunities, and assessing their technical and financial feasibility (including site suitability, technology selection, grid integration considerations and preliminary bankability).

Sub-grantees are currently undertaking the parallel Lekki work which includes a Pilot Design and Scope Report as well as Feasibility Studies and a Priority Project Pipeline. The C40 appointed consultant must identify assumptions and data gaps, and use these outputs as the interim baseline.

Preliminary findings indicate approximately 29 MW of unused capacity at the existing power plant, potential distribution-network upgrade requirements for additional solar generation, and limited interest from the current sole electricity offtaker in additional solar supply. These findings are preliminary and must be verified. Other opportunities being examined include waste management, wastewater treatment, electric mobility and power-plant efficiency. Inclusion within this C40 assignment is not automatic: renewable electricity or storage components (including renewable-powered charging and potentially biogas-to-energy) may be assessed only where technically viable and consistent with the applicable grant scope. Standalone conventional power-plant efficiency, waste to energy and general waste-management services and vehicle/equipment procurement are not assumed to be eligible.

The appointed consultant will use the available studies, data and financial models to assess the implementation readiness of up to the three eligible priority project opportunities, where identified. During due diligence, the consultant will identify any outstanding grid connection or integration requirements that could affect project selection, costs or delivery timelines. The consultant will then use these findings to inform commercial structuring and go-to-market planning for the selected project(s).

In parallel, grant-funded solar equipment is anticipated via bilateral cooperation. While this offers an opportunity to lower upfront capital expenditure and enhance project bankability, grant equipment alone does not dictate the optimal delivery structure. The consultant must evaluate how best to integrate this equipment into sustainable operational and financial models, while identifying remaining capital needs, governance requirements, procurement considerations, and O&M frameworks.

The service provider must thoroughly validate all applicable grant terms—including eligibility criteria, delivery timelines, hardware specifications, ownership conditions, procurement constraints, warranty provisions, commissioning, and co-financing rules—prior to integrating them into strategic recommendations. Any unverified parameters must be explicitly documented as analytical assumptions.

3. Scope of Work

Work Package 1 – Inception, Existing Work Review & Gap Assessment

The appointed consultant will execute the following tasks:

- Conduct a thorough synthesis of analytical outputs produced by the current ongoing consultancy work, as well as associated project partners, encompassing energy demand evaluations, baseline projections, scenario analyses, engineering studies, preliminary feasibility evaluations, financial models, prioritisation matrices, and operational governance frameworks.
- Establish a formal information-sharing and decision-gate process with existing consultants and C40, including a dependency register.
- Confirm the actual project pipeline, relevant technology boundaries, grant eligibility and decision criteria before selecting projects for further work.
- Define the exact demarcation point separating prior and existing advisory efforts from the scope of technical assistance provided by this follow-on work.
- Pinpoint remaining technical, commercial, financial, institutional, transactional, and operational gaps requiring resolution.
- Review available information on any grant-funded or donated equipment relevant to the priority projects, including equipment specifications, timing, eligibility, ownership conditions, warranties, commissioning requirements, O&M responsibilities and any associated co-financing or implementation requirements.
- Formulate a comprehensive project delivery schedule alongside a structured stakeholder consultation plan.

Deliverable 1: Inception Report & Gap Assessment Matrix.

Work Package 2 – Implementation-Readiness Assessment of up to Three Eligible Priority Project Opportunities

The consultant will assess up to three candidate project concepts emerging from the available pipeline, where suitable candidates exist, using a proportionate screening methodology across the following dimensions:

- Verify the installed and unused capacity of the existing Lekki power plant, the basis for the reported 29 MW spare capacity, network constraints and upgrade costs, off-taker appetite, and whether any viable behind-the-meter solar, storage, renewable-powered mobility or eligible biogas-to-energy applications exist.
- Establish technical maturity and grid connection requirements;
- Review demand profiles and off-taker profiles;
- Commercial feasibility and revenue potential;
- Institutional context and regulatory enabling environment;
- Capital requirements and potential financing sources;
- Suitability for integrating grant-funded equipment;
- Replication potential and scalability;
- Core project risks and mitigation options; and
- Outstanding pre-investment preparation requirements.

In collaboration with C40 Cities, Lagos State Government, and relevant Lekki authorities, the service provider will facilitate the selection of priority initiative(s) for advanced commercial structuring.

The division of responsibilities shall avoid overlap with existing work and will address zone-wide institutional and delivery governance, while this assignment will lead on project-specific asset ownership, revenue/offtake arrangements, commercial contracts, risk allocation and financing structures. Interfaces and exchange dates must be agreed at inception.

Deliverable 2: Implementation-Readiness Assessment & Shortlist Report for up to Three Priority Projects (encompassing documented go/no-go decisions or pipeline modifications where required).

Work Package 3 – Business Model, Ownership & Commercial Structuring

Building directly on foundational feasibility work, the advisor will design and evaluate viable commercial structures, operating models, and asset ownership frameworks for shortlisted initiative(s).

The assessment must evaluate, at minimum, the following options:

- **Option A – Public / Municipal Ownership and Operation:** Grant hardware is capitalized into municipal asset registers, with public entities retaining operational control directly or via contracted technical management.
- **Option B – Public Ownership with Private O&M Service Contracting:** Grant assets remain under municipal title, while private energy service companies (ESCOs) or specialized contractors handle maintenance, performance optimization, and operational management under structured service agreements.
- **Option C – Private Sector Participation / Concession Structures:** Private developers mobilize supplementary balance-sheet equity or debt to finance project integration and ongoing management, leveraging grant equipment to offset upfront capital needs. The consultant will define legal title parameters, revenue mechanisms, contractual agreements, and risk-sharing matrices.
- **Option D – Alternative Hybrid Arrangements:** Formulate additional blended delivery models tailored to project specificities and verified donor grant terms.

For every model analysed, explicitly evaluate:

- Asset titling and equipment ownership structures;
- Allocation of construction, installation, and commissioning obligations;
- O&M commitments and long-term asset replacement planning;
- Residual capital expenditure and working capital financing requirements;
- Revenue streams, collection systems, and off-taker payment security;
- Tariff levels and end-user affordability implications;
- Institutional division of public and private sector responsibilities;
- Comprehensive risk allocation across stakeholders;
- Procurement implications and contracting requirements;
- Financial viability and operational sustainability; and
- Ability to catalyze commercial debt, equity, or concessional capital.

Deliverable 3: Business Model Options Analysis & Recommended Commercial Structure.

Work Package 4 – Investment Case & Financing Strategy

The advisor will leverage existing financial assessments, refining assumptions rather than duplicating prior modeling work.

Where detailed models are unavailable, the consultant shall use the preliminary assessments provided and clearly flag provisional assumptions, sensitivities and the limitations of the resulting investment case. The consultant shall request early access to selected inputs or an accelerated extract where necessary, without assuming that full detailed assessments will be available.

Tasks encompass:

- Updating CAPEX and OPEX parameters only where baseline adjustments are justified;
- Quantifying the standalone financial contribution of donor-supported solar hardware;
- Determining net financing requirements following grant integration;
- Evaluating capital structures across prioritised ownership options;
- Identifying suitable sources of commercial, public, concessional, and blended finance;
- Evaluating cash flows, financial returns, and bankability indicators using existing model bases;
- Defining key credit-enhancement and bankability criteria;
- Undertake appropriate sensitivity analysis, including scenarios with and without grant-funded or donated equipment, to demonstrate the implications for project viability and residual financing requirements; and
- Formulating risk mitigation measures for critical commercial and financial exposures.

The investment proposition must clearly establish how hardware grant support improves commercial feasibility and outline remaining co-investment, commercial, and institutional commitments required to achieve financial close.

Deliverable 4: Investment Case & Financing Pathway Report

Work Package 5 – Go-to-Market, Delivery & Procurement Strategy

Formulate a structured strategy to bring selected project(s) to market, addressing:

- Recommended procurement routes and project implementation structures;
- Commercial packaging and transaction sizing;
- Integration of grant equipment conditions within public procurement procedures;
- Procurement requirements for EPC contractors, system integrators, ESCOs, or private concessionaires;
- Market sounding and financier/developer engagement plans;
- Statutory approvals, municipal consents, and decision gates;
- Soft-market testing protocols; and
- Implementation sequence and procurement schedule.

Deliverable 5: Draft Go-to-Market, Delivery & Procurement Strategy.

Work Package 6 – Institutional, Regulatory & Governance Assessment

The service provider will evaluate and outline:

- Roles and mandates for Lagos State Government, Lekki entities, regulatory bodies, and private sector partners;
- Licensing requirements, environmental approvals, and grid connection compliance;
- Contractual architectures and inter-agency governance structures;
- Institutional capacity-building needs across public partner agencies;
- Governance, custodial, and asset-management protocols for grant hardware; and
- Policy and regulatory enhancements required to support project rollout.

Institutional and governance findings must be embedded directly into recommended commercial structures and transaction documents.

Deliverable 6: Institutional, Regulatory & Governance Assessment Report.

Work Package 7 – Stakeholder Consultation & Market Validation

Conduct targeted consultations with municipal authorities, Lekki management entities, project partners and potential private sector developers, operators, and commercial financiers.

Engagement sessions will test and validate:

- Proposed business models and operational ownership arrangements;
- Asset handling and integration of grant-funded hardware;
- Commercial contract structures;
- Project bankability and investment propositions;
- Blended financing models; and
- Market-entry and procurement pathways.

The assignment includes hosting and facilitating **one in-person** technical mission and stakeholder validation workshop in Lagos.

Deliverable 7: Stakeholder Validation Workshop Report & Action Plan.

Work Package 8 – Final Implementation Roadmap

Synthesize stakeholder feedback into an actionable, decision-grade implementation roadmap detailing:

- Prioritised implementation actions and milestones;
- Designated lead and support agencies;
- Critical path dependencies and sequencing;
- Equipment grant integration timelines;
- Regulatory approvals and formal consent points;
- Procurement steps and market engagement milestones;
- Capital raising and transaction execution activities;
- Long-term asset stewardship and O&M framework; and
- Immediate next steps toward commercialization and financing.

Deliverable 8: Final Investment Readiness & Implementation Package, incorporating:

- Recommended business model, ownership structure, and governance framework;
- Decision-grade investment case;
- Capital mobilization and financing strategy;
- Delivery pathway and procurement plan;
- Go-to-market execution strategy;
- Regulatory requirements and institutional role matrix;
- Risk management and mitigation matrix; and
- Actionable project implementation roadmap.

Existing work is expected to inform inception and project screening; preliminary financial assessments will underpin initial investment analysis pending detailed models (currently expected March–April 2027); and zone-level governance will be distinguished from C40's project-specific commercial and ownership structuring. The consultant must maintain an agreed interface and dependency register and adapt the shortlist if feasibility, offtake demand or grant eligibility does not support the originally anticipated solar/BESS pipeline. Any material change to project type or scope requires C40 approval and confirmation of donor eligibility before work proceeds.

Core Scope Principle

The appointed consultant will leverage, rather than duplicate, work conducted by associated project partners. Bidders should note that the delivery of this scope of work is heavily dependent on parallel foundational work, baseline data, and feasibility outputs currently being carried out by other consultants and partner organisations. Consequently, the specific tasks, timelines, and deliverables outlined in this RfP may be subject to adjustment or change based on the progress, availability, and final outcomes of these interdependent initiatives. Baseline demand studies, scenario modelling, technical evaluations, preliminary feasibility assessments, financial models, commercial analyses, and project-prioritisation outputs should serve as the primary foundation. Further analytical work must focus strictly on resolving identified gaps to achieve commercial, financial, institutional, and transaction readiness.

Expected Outcomes

- Evidence-based readiness screening of up to three eligible priority opportunities, where a viable pipeline is confirmed, including transparent documentation of exclusions or no-go findings.
- Strengthened leadership by Lagos State Government in the urban energy transition, through a prioritised pipeline of renewable energy projects aligned with its energy and climate objectives and supported by clear implementation pathways.
- A clearly defined role for Lagos State Government and relevant public agencies in enabling renewable energy deployment, including project coordination, procurement, investment

mobilisation and oversight, with responsibilities allocated between government, Lekki stakeholders and private-sector partners.
- Enhanced institutional capacity to advance renewable energy projects through practical tools, targeted knowledge transfer and actionable recommendations that support informed decisions on project ownership, financing and delivery.
- A replicable approach to city-led renewable energy investment, capturing lessons from the priority projects to inform future deployment across Lagos and knowledge sharing with other cities.
- Comprehensive implementation-readiness evaluations for up to three prioritized clean-energy initiatives in Lagos.
- An investment-grade proposition for a minimum of one prioritized concept, progressing it toward financier screening and soft-market testing - subject to confirmation of a viable and eligible project.
- Detailed technical and commercial evaluations of battery energy storage system (BESS) integration where applicable.
- A structured procurement and transaction pathway for chosen initiative(s), aligned with government authorization and project maturity.
- Core operational, technical, and system integration parameters fully defined for target initiatives.
- Enabling policy, regulatory, and institutional provisions integrated into the final execution strategy.
- Quantified integration of prospective solar hardware grants within recommended asset ownership, financial, and delivery frameworks.

4. Proposal guidelines

Proposals must provide evaluators with a clear understanding of the project scope, detailing an actionable methodology and practical approach to implementation. This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 23:59 SAST **24 November 2026.** 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 where applicable:

- A summary of your understanding of the project and scope of work.
- Proposed programme of works, including activities, deliverables, milestones and outputs.
- Detailed description of your proposed approach to the scope of work, including a clear methodology for synthesising and leveraging existing technical outputs from the African Climate Foundation funded work.
- Proposed approach to incorporating donor funded equipment into the investment and commercial analysis, including treatment of unconfirmed grant assumptions.
- Stakeholder and market-engagement approach.

- Summary of expertise and experience of proposed personnel across relevant topics and Nigeria / comparable African markets.
- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please include relevant experience and expertise and limit CVs to a maximum of one page per person.
- Examples of previous relevant work in relation to this thematic and technical area of focus.
- Risk analysis and mitigation plan.
- Proposed timeline of implementation.
- A full, detailed project budget breakdown of deliverables and the project team including taxes, hours allocated to each team member and their respective daily rates.
- Tax compliance certificate.
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40.
- Suppliers must submit reference letter(s) or recommendation letter(s) from the past 3 years with their proposal.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 12 pages of text. Reference material may be placed in annexes. The 12-page cap applies strictly to the technical proposal and excludes CVs, budgets, reference letters, and annexes.

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. Supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help deliver the goals of the Paris Agreement and build healthy, equitable and resilient communities.

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 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.

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. RfP and project timelines

RfP timeline	Due date
RfP publication date	*11 November 2026*
Questions submitted to C40	*13 November 2026*
C40 responds to questions	*16 November 2026*
Deadline for receiving Offers	*24 November 2026, 23:59 SAST*
Evaluation of Proposal	*25 - 27 November 2026*
Appointment and regret notifications	*30 November 2026*
Inception meeting	*4 December 2026*

Project timeline	Due date
The project initiation phase must be completed by	*14 December 2026*
Project end date is expected to be completed by	*30 April 2027*

Indicative project delivery timetable:

Project timeline	Deliverable details
December 2026	Inception, review of existing work, grant-information review, gap assessment and stakeholder mapping.

Project timeline	Deliverable details
December 2026	Implementation-readiness assessment and initial business/ownership model analysis.
January 2027	Business / Ownership Model Options Analysis & Recommended Commercial Structure
February 2027	Preliminary Investment Case & Financing Pathway Draft Go-to-Market, Delivery & Procurement Strategy
March 2027 (Substantive delivery required by mid-March 2027)	Stakeholder Validation Workshop Report & Agreed Actions; targeted consultations and Lagos technical mission; Draft Final Investment Readiness & Implementation Package incorporating key findings and agreed implementation roadmap.
April 2027	Incorporation of C40 and stakeholder comments; final QA and submission of the Final Investment Readiness & Implementation Package; handover and administrative close-out.

Bidders should demonstrate in their proposal how they will mobilise rapidly and deliver the substantive technical outputs within the compressed assignment period.

6. Proposal evaluation criteria

Upon receipt of proposals, C40 and the City team will evaluate the proposals against the following criteria (see table below for evaluation criteria breakdown). The contract will be offered to the bidder with the highest overall score.

Project teams must submit the following documents in response to the scope of works as outlined in the RFP:

1. *Proposed programme of works including deliverables and outputs*
2. *Interpretation of brief including project approach; methodology and market engagement strategy.*
3. *A summary of expertise and experience of personnel across relevant topics and focal geography.*
4. *Highlighted work experience relevant to this project.*
5. *Risk analysis and mitigation plan for the project itself*
6. *A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of the project team needs to be included in the submission.*

Proposals will be evaluated against the following criteria.

Evaluation criteria	Weighting
A. Technical Expertise & Experience ● Demonstrated renewable energy project-development and implementation-readiness experience. ● Experience in distributed renewable energy, solar PV and, where relevant, storage/BESS. ● Demonstrated ability to build on existing feasibility studies and translate projects toward investment, procurement and implementation. ● Demonstrated experience working on renewable energy projects in Nigeria or comparable African markets. ● Understanding of the Nigerian electricity-sector regulatory and institutional context, particularly Lagos, will be strongly advantageous.	**30%**
B. Commercial, Financial & Transaction Advisory Expertise ● Experience developing investment cases and financial models for renewable energy or infrastructure projects. ● Experience assessing public ownership, private-sector participation, PPP/ESCO-type and hybrid ownership/delivery structures. ● Experience with grant-supported, concessional and/or blended-finance structures, including assessing residual financing requirements after grant support. ● Experience developing procurement, transaction and go-to-market strategies. ● Ability to assess project bankability, risk allocation and investor requirements.	**25%**
C. Proposed Methodology & Workplan ● Clear, practical and efficient methodology aligned with the scope and deliverables. ● Strong approach to reviewing and building on existing work being delivered by African Climate Foundation sub-grantees and avoiding duplication. ● Credible approach to incorporating grant-funded equipment and testing alternative ownership, operating and financing scenarios. ● Appropriate stakeholder and market-engagement approach. ● Practical approach to embedding equity, diversity and inclusion principles across project execution, encompassing stakeholder consultations, social distribution evaluations, commercial design and implementation roadmaps. ● Realistic and adequately resourced work plan demonstrating the ability to mobilise rapidly and complete the substantive technical work by mid-March 2027.	**20%**

Evaluation criteria	Weighting
D. Key Personnel & Relevant Experience (assessed via CVs) Bidders must nominate a core team and submit CVs demonstrating the minimum experience set out below. Roles may be combined where appropriate, provided the minimum experience requirements are met. **1. Project Lead / Team Leader** ● Minimum 10 years' relevant experience in renewable energy, energy infrastructure, project development and/or transaction advisory. ● Experience leading multidisciplinary assignments involving technical, financial, commercial and institutional considerations. ● Experience supporting projects through feasibility, investment readiness, commercial structuring and/or implementation. ● Experience working with governments, public entities, utilities and/or private-sector developers in Nigeria or comparable African markets. ● Strong stakeholder-management experience. **2. Renewable Energy Technical / Project Development Specialist** ● Minimum 7 years' relevant experience in renewable energy project development, including solar PV and, where relevant, BESS. ● Experience assessing technical and implementation readiness. ● Experience reviewing feasibility studies, demand assessments, technical designs and CAPEX/OPEX assumptions. ● Understanding of distributed/embedded generation, grid connection and/or energy-supply arrangements. **3. Financial & Commercial / Investment Specialist** ● Minimum 7 years' relevant experience in financial modelling, commercial structuring, investment analysis and/or transaction advisory for renewable energy or infrastructure. ● Experience developing investment cases, financing strategies and bankability assessments. ● Experience assessing public, private, PPP/ESCO-type and hybrid business models. ● Experience with grant-supported, concessional and/or blended finance. ● Ability to assess revenue/offtake arrangements, risk allocation and investor requirements. **4. Nigeria Regulatory, Procurement & Institutional Specialist** ● Minimum 7 years' relevant experience in the Nigerian energy sector, including regulatory, institutional, procurement and/or project implementation matters. ● Understanding of the Nigerian electricity-sector framework. ● Experience advising public entities on procurement, contracting, approvals and implementation pathways. ● Experience defining governance and asset-ownership arrangements.	**15%**

Evaluation criteria	Weighting
• Ability to develop implementable procurement and go-to-market pathways.	
E. Cost & Value for Money • Competitive and transparent financial proposal. • Appropriate allocation of level of effort across tasks and team members. • Clear daily rates and cost breakdown. • Demonstrated value for money within the available budget.	**10%**
TOTAL	**100%**

7. Project budget

Submissions must present a comprehensive, itemised budget in USD encompassing all scope elements. Bidders are required to outline professional fees per team member, specifying daily rates and allocated time commitments, alongside applicable taxes, travel, and workshop expenses. 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. All underlying assumptions and exclusions must be explicitly documented, aligning costs with specific tasks and outputs to demonstrate value for money within the available project budget

Indicative Deliverable and Payment Schedule

Milestone	Deliverables	Target Delivery Date	Amount
1	Mobilisation following contract signature, kick-off meeting and approval of initial work plan.	December 2026	20%
2	Approved inception report, existing work/gap assessment, project readiness assessment and business/ownership model options analysis	January 2027	30%
3	Approved draft investment case, financing pathway and go-to-market/procurement strategy	Early March 2027	40%
4	Stakeholder validation and approved substantive draft investment readiness and implementation package, with final	Mid-March 2027	10%

Milestone	Deliverables	Target Delivery Date	Amount
	revisions and administrative close-out by 30 April 2027.		

The delivery timeline outlined above serves as an indicative baseline. Bidders are expected to present a practical work plan that directly reflects the required scope of work and the expected engagement commencement date. Final deliverable schedules and disbursement milestones will be formally established during contract finalization. All disbursements remain contingent upon C40's formal approval of designated technical outputs and the submission of a compliant invoice.

Any subsequent adjustments to timelines or deliverables must be formally authorized in writing and maintain strict alignment with governing donor compliance parameters.
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.

Subsequent to the formal approval of key project outputs, the appointed consultant must maintain operational availability through **30 April 2027** to resolve synthesized technical inquiries and participate in up to two virtual handover and alignment sessions if required. All associated levels of effort for this post-delivery engagement must be fully embedded within the lump-sum financial submission.

8. 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

9. Submissions

Each Potential Supplier must submit **one copy of their proposal** to the email address below by **23:59 SAST 24 November 2026:**

Kausar Khan - Renewable Energy Technical Advisor
kkhan@c40.org

CC:
Tintswalo Mathe - Knowledge Sharing Manager
tmathe@c40.org

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

Based on the submissions received, C40 reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

Have a concern?

C40 is committed to the highest standards of ethical behaviour. As such, we are committed to being open and responsive to complaints and suggestions on how we can improve from outside the organisation. Please refer to C40 Complaints Procedure on how to reach us.

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 of any tender.

Please note that the award of this contract and the commencement of all associated services are strictly contingent upon the final approval and availability of funding. C40 reserves the right to amend, delay, or cancel this procurement process at any time should the anticipated funding not be secured.