TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE

with respect to the following assignment :

Technical assistance to NUCA on financial management and stakeholder engagement

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Presentation of the AFD

The Agence française de développement (AFD) group is a public institution that finances, supports and accelerates transitions towards a more just and sustainable world. As a French platform for official development assistance and sustainable development investment, we build shared solutions with our partners, with and for the people of the South.

Our teams are involved in more than 4,000 projects in the field, overseas and in 115 countries, for the common good of humanity – climate, biodiversity, peace, gender equality, education and health. We contribute to the commitment of France and the French to the Sustainable Development Goals. For a common world.

Through **grants, loans,** guarantee funds **or debt reduction and development contracts,** AFD finances projects, programmes and studies and supports its southern partners in building their capacity.

Presentation of the Prescriber Service

The International Development Finance Club (IDFC),

Established in 2011, IDFC is the leading group of 26 national and regional development banks worldwide, mainly active in emerging markets. IDFC is the world's largest provider of public finance for development and climate, with cumulative assets of US$4 trillion and annual commitments of over US$800 billion, including US$180 billion in climate finance and US$ 18 billion in biodiversity. IDFC members are united and work together to achieve the Sustainable Development Goals (SDGs) and the commitments of the Paris Climate Agreement. IDFC members have the unique function of supporting national policies while transferring international priorities to their own constituencies. IDFC's work has highlighted the important and growing role that national development banks play in the international development finance architecture, thanks to their local roots and legitimacy on the ground.
The IDFC Secretariat is provided by the Public Banks Division (BPD) division within the International Partnerships Mobilization Department (MPC). The Secretariat is responsible for the overall coordination of the Club's activities, in conjunction with the General Management and the other AFD departments involved in the various projects carried out with its members.

About the IDFC Facility and the IDFC Facility Coordination Unit (FCU)

The IDFC Facility, launched in November 2019 as the Club's operational arm, is supporting IDFC members in doing more and better climate & biodiversity finance and being aligned with the goals of the Paris Climate and Biodiversity Agreements, particularly by enhancing knowledge exchange between members and capacity development on climate-related topics. The IDFC Facility is hosted by AFD within the BPD Division and uses the AFD procedures and tools to implement its activities.
In details, the IDFC Facility objectives are fourfold:

- Pursuing advocacy on measuring and mainstreaming climate finance,
- Promoting investments that are aligned with the Sustainable Development Goals and the Paris Agreement,
- Easing access to project preparation and project financing,
- Increasing cooperation and knowledge sharing between members.

The IDFC Facility is implemented by the Coordination Unit (CU). The IDFC FCU is a mix between secondees from IDFC member institutions and Consultants. They are responsible to deliver on the approved annual work programme to the benefit of IDFC members.

About the NUCA Programme

1. Programme context and objectives

The next decade is critical to averting catastrophic climate change and limiting warming to 1.5 degree Celsius. Cities have an essential role to play in rapidly driving down emissions and building resilience to the effects of climate change, as they generate around 70% of the global greenhouse gas (GHG) emissions and produce about 80% of global GDP. Cities in Brazil, Colombia, Mozambique, Indonesia, and South Africa are no exception. At the same time, they are already affected by climate change including drought, heat waves and flooding, and are publicly reporting that these hazards are increasing in intensity and frequency with serious impacts. There is great need to act quickly to mitigate climate change and related damages, increase adaptive capacities and avoid costly last-minute interventions in urban areas. This is also recognized, to some degree, in the countries' Nationally Determined Contributions (NDCs) and other plans.

Large cities like Johannesburg, Ethewkini (Durban), Jakarta, São Paulo, Rio de Janeiro and Bogota have started to establish themselves as front-runners for climate action, developing resilient, inclusive and 1.5 degree aligned climate action plans and building internal capacities. Many other municipalities do not yet have adequate climate strategies and capacities. It is thus difficult for them to identify climate projects that are in line with more immediate issues, such as improving municipal service delivery (e.g. waste, transport), safety and security, social inequality, economic development and job creation. Cities (including front-runners) also often have difficulties in finding sufficient funding for the preparation and implementation of climate-smart projects. Many cities depend on fluctuating central government transfers and have limited own-source revenues and fiscal autonomy, that impact their creditworthiness and ability to access capital markets; still others are restricted from borrowing. C40 has found the COVID-19 pandemic has reduced municipal revenues by as much as 25-30%. Access to international climate finance and private finance is difficult for cities.

In this situation, national development banks (NDBs) and regional development banks are well positioned to become front-runners in financing urban climate action. They are typically more willing than commercial banks to be pioneers in new areas and are ideally placed to de-risk or cover upfront costs of innovative mitigation or adaptation measures. Other than bilateral or multilateral banks, NDBs can provide local currency financing without having to charge additional transaction fees. They can leverage existing financial instruments adapted to local markets and integrate climate-related considerations into their urban finance portfolios. The banks participating in this project already have established track records of urban finance. However, they also face barriers for urban climate finance and financing still remains limited. One of the most noticeable hurdles is the lack of resources to build internal climate capacities,

realize feasibility studies and exchange helpful insights on pipe-line development with other organizations. NDBs' urban climate finance is also stifled by the lack of municipal capacity to elaborate climate projects and to take out loans. At the bottom of these shortcomings often lie regulatory and institutional frameworks that restrict local financial autonomy, borrowing and planning (e.g. in case of irregular government transfers or uncertainty over future subsidy schemes for fossil fuels and renewable energies). Even where no such barriers exist, framework conditions can still fail to promote urban climate finance to the degree necessary for urban transformations.

2. Description of NUCA Programme:

The programme will contribute to the development and implementation of urban low-carbon and climate-resilient infrastructure projects in four emerging economies (Brazil, Colombia, Indonesia, South Africa) and one developing economy (Mozambique), leading to a significant reduction in greenhouse gas (GHG) emissions and to an increase in resilience to climate-related physical risks in cities (impact).

NUCAP will strengthen the technical, institutional and financial capacity of National Development Banks (NDBs) as providers and facilitators of funding for urban climate action. It will foster their capacities for systematically mainstreaming climate change into urban financing, providing advisory services for the development of bankable urban climate projects to city clients, and bringing such projects to financial closure. Resulting from the different project activities and outputs, NDBs will have systematically increased their capacity/readiness for urban climate finance and advisory and will have committed significant amounts of funding to urban projects with climate benefits, thereby unlocking further financing from a range of local/international private and public sources (outcome).

The NUCA programme will work towards achieving the following outputs:

- NDBs need to strengthen their capacities to ensure quick, efficient and ambitious mainstreaming of climate-related considerations across their urban portfolios. They also lack funding and adequate pilot projects to test new approaches and build a pipeline. The NUCA programme will provide up to 10 NDBs (including but not limited to the five NDBs that form part of the project consortium) with technical advisory services and capacity building support to mainstream climate risk assessment and climate-smart project development across their urban financing activities, identify cities' climate finance needs and appropriate financing instruments for climate smart investments, and strengthen advisory capabilities for cities willing to develop urban climate projects (output I). NDBs will be strongly supported in establishing Urban Climate Finance Programmes that drive their urban climate financing and help them realize their role as drivers and facilitators of impactful financing for cities.
- Moreover, the NUCA programme will provide technical and financial support to help cities and NDBs to jointly organize feasibility studies for selected projects. Other forms of readiness support for climate projects will also be provided to grow the pipeline of projects for NDBs to finance and learn from. As a result of these efforts, NDBs will have approved projects for (co-) financing that are anchored in the NDBs' new urban climate finance programmes (output II). They will have also systematized lessons learned from such collaboration. While feasibility studies focus on defining the technical and financial details of a project, readiness support provided by the NUCA programme can take many

forms – e.g., from legal advisory for the establishment of special purpose vehicles to advocacy support for improving framework conditions for urban climate finance, innovative financial tools, etc. Co-financing from public and private sources for feasibility studies and project will be actively sought and catalysed.

- Besides capacity building and technical advisory for individual stakeholders, knowledge sharing is an important enabling factor to ensure that transformations can be achieved at scale. Participating NDBs and urban project owners will exchange and participate in peer learning events on best practices for public and private urban climate finance across cities and with national and international stakeholders of urban climate finance (output III). Such exchange can help both sides learn from their experiences, avoid pitfalls and leapfrog to the most promising approaches. NDBs will also use their prominent roles within the national financial landscapes to support advocacy for the improvement of regulatory framework conditions for urban climate finance.

The NUCA programme will provide institutional growth support for NDBs (output I and activity II.3). Technical and financial support for specific climate projects (activities II.1 and II.2) will allow NDBs to put their NUCAP-supported tools and processes to practice and incorporate feedback from such pilots. Matched with widespread knowledge sharing (output III), these activities will increase general readiness for climate finance among NDBs and improve NDBs' capacity to better advise and support cities and build the grounds for generating larger pipelines in the future.

Results framework

Impact(s) Cities in emerging and developing economies have significantly reduced greenhouse gas emissions and increased their resilience to climate-related physical risks through the preparation and implementation of low-carbon and climate-resilient infrastructure projects.		
Outcome National Development Banks (NDBs) in the five project countries have systematically improved their institutional readiness for financing and advising on urban low-carbon and climate-resilient infrastructure and have increased their financing commitments with climate benefits, thereby unlocking further financing from a range of local/international private and public sources.		
Ind. 0.1: Number of NDBs that have in place an Urban Climate Financing Programme that guide the NDBs' financing and advisory services for urban climate action and illustrate their commitment to institutional and financial growth in this field.		
Ind. 0.2: Amount of financing formally committed by NDBs (incl. consortium members and other national or state-level development banks) to urban climate projects that have received support from the NUCA programme and that benefit from co-financing from other public or private sources.		
Output I: Strengthening NDB's technical and institutional capabilities NDBs have mainstreamed climate change into their urban financing activities, improved their advisory capacity and identified relevant cities' climate finance needs and appropriate financing instruments for climate smart investments.	**Output II: Funding investments and institutionalizing results** Feasibility studies and other forms of hands-on readiness support for urban climate projects are conducted and have led to the commitment of (co-)financing for such projects by NDBs.	**Output III: Co-creating and sharing knowledge** Peer learning and knowledge exchange on urban climate finance have increased the capacities of a wider group of national and international stakeholders, including NDBs and urban public and private project owners, to finance urban climate projects through a range of appropriate innovative private and public financing mechanisms, and have contributed to improving framework conditions for such financing.
I.1: Number of NDBs that have adopted and apply tools and processes, developed or refined with NUCA support, to increase their urban climate finance and advisory services. I.2: Number of NDBs' staff members that have participated in trainings on urban climate finance tools and methods developed or improved with NUCA support and that, approximately 3 months after the trainings, can name at least one instance in which they have applied their new knowledge. I.3 Number of cities with which opportunities for NDB-financing of climate projects have been identified so as to build the basis for a significant pipeline of projects.	II.1: Number of feasibility studies for urban climate investment projects that have been conducted and that have led to an NDB approving the project for (co-)financing. II.2: Number of new financing instruments, business models, institutional/regulatory changes that have been piloted as a result of NUCA's readiness support. II.3 Share of NDBs' NUCA-supported tools and approaches for urban climate finance refined with feedback from activities under output II.	III.1: Number of tools, methodologies or guidelines for urban climate finance jointly developed between at least two or more NDBs and integrated into their Urban Climate Financing Programmes. III.2: Number of written requests by urban project owners, (development) banks / development finance institutions or national/state government officials from emerging and developing economies to share content or tools developed with NUCA support with them for their own use. III.3: Percentage of participants in NUCA workshops and final conference that expect the content or tools developed with NUCA support and discussed at the conference to be "very helpful" for their daily work (on a 3-step scale: not helpful, helpful, very helpful).
Safeguards indicator(s) (if environmental and social risk category A or B) Environmental or social risk to be monitored and work packages, where risk occurs: The NUCA programme is considered to have a medium environmental and social (E&S) risks and is classified as B. The programme will carry out intellectual services, including feasibility studies to help projects with different risk profile reach financial closure. Although not involved in the implementation stage of such projects, NUCA will ensure that the feasibility studies will include all necessary studies and procedures to identify the E&S risks and the means to mitigate them (work package II, activity II.1). Wording of Safeguards-related indicator(s): Share of projects supported by NUCA for which an E&S risk assessment has been conducted and adequate safeguards measures determined, based on the project's size and risk profile.		

3. Implementation organisation and modalities

The NUCA programme groups seven main partners: AFD, in its capacity of hosting the IDFC Facility, is the Lead Implementing Organisation and IKI counterpart, five National Development Banks (NDBs) as lead organizations on country-level, and C40 as knowledge and implementation-support partner both at the global and the local level.

The NUCA programme is **strategically steered** by a **Programme Steering Committee (PSC)** that is composed of representatives of each consortium member. Among other things, the PSC approves the global and country-specific NUCAP work programmes, previously approved by each NDB for its own country; monitors progress towards outputs and outcomes and stipulates corrective action if necessary; liaises with political partners to ensure the programme is firmly embedded in project countries' climate agendas and supported politically by donor countries. PSC meetings will take place regularly, with every third meeting taking place in person in one of the consortium members' home countries (back-to-back to the international events). Participants from BMWK and ZUG/IKI-Office are invited to participate in such meetings once a year.

Overall programme management, including budget management, documentation and reporting, will be under the responsibility of the **IDFC Facility Coordination Unit (IDFC FCU)**, hosted by AFD, and responsible for **preparing, coordinating, following up and measuring project implementation and associated impacts**:

- The IDFC FCU, with support from a **Programme Support Team** and further AFD staff (see next bullet), manages NUCAP funds and contracts/agreements; identify, hire and supervise consultants; ensure smooth communication and coordination between consortium members; measure and document project progress; report in line with IKI requirements; manage NUCA external representation and stakeholder/partnership management; and conduct other activities as perceived relevant for successful project implementation. It will also develop an Operational Manual (OM) that describes the cornerstones and functioning of the programme – including programme tasks and responsibilities, definition of climate projects and climate finance, processes for the selection of consultants, methods for assigning the budget to different consortium members after the first two years of project implementation, etc. The IDFC FCU reports on its activities and any challenges to the PSC.
- The **Programme Support Team (PST)** will be composed of 4 experts 4 with relevant expertise **based in Paris**: 2 technical experts & knowledge managers, 1 administrative and financial officer and 1 external stakeholder/ partnership manager. These experts will work closely with the consortium, other NDBs inside and outside IDFC and AFD staff. The technical expert & knowledge manager will have support from an AFD senior expert on Urban Climate from the AFD Cities Department. The communication expert of the IDFC FCU will be responsible for supervising the communication activities to be implemented by the consultants. **1 Country Programme officer (CPO) will be posted in each of the five countries (5 officers in total)** and will support daily interactions and routines with NDBs and other local stakeholders, including IKI local offices (e.g., preparing consultants' missions, preparing and participating in all local NUCAP meetings and events). If so decided at the end of the inception phase, the NUCAP CP officers may be hosted by the AFD local offices.

At the national level, the respective **NDB partner** (Brazil: BNDES: Colombia: CAF, Indonesia: PTSMI, Mozambique: TDB, South Africa: DBSA) with the support of the PST and consultants made available by the programme, will be responsible for **steering and implementing country-specific activities**. Each NDB will appoint focal points in charge of coordinating the NDBs' activities, liaising with city partners, with CP officers and their technical consultants and regularly reporting on project progress to the IDFC FCU (with the assistance of the CP officers).

C40 will contribute to capacity building, knowledge sharing, advocacy and networking at both the global and the country level. Its exact tasks will be planned in detail during the inception phase and will be re-assessed at the beginning of each new project year. The NUCA programme will provide budget for 1 staff member hosted by C40, responsible for fostering NUCAP's relationship with cities.

Communication between the consortium members and project governance bodies will be organized via a shared folder system, e-mail (including dedicated e-mail lists for certain topics) and regular project calls / meetings. Besides topic-specific calls (e.g. on progress monitoring), a general consortium meeting is organized every year at or near one of the participating NDBs' premises. **Communication between the NDBs and consultants** will be regulated through contracts (between AFD and the consultants) that specify how to communicate, how often, etc.

Apart from the seven members, the following entities will be closely involved in the NUCA programme and will contribute to its smooth implementation:

- The NDBs will be supported by **external experts who will be seconded** as In-House Consultants to them for the first 3 years (4 years in Mozambique as a developing country). These consultants may later on be hired by the NDBs as regular staff, given that this complies with local regulation.
- Considering the large palette of activities to be implemented under NUCAP, a pool of **consultant firms** will be selected and contracted through a framework contract by the IDFC FCU under AFD tendering procedures. Assignments will be granted competitively throughout the duration of the programme to cover the different and evolving requirements of the work. The assignments will be awarded by the IDFC FCU to the consulting firms after positive confirmation by the concerned member of the consortium. Consultants' reporting documents and deliverables need to be approved by the concerned consortium member before validation by the IDFC FCU.
- **Collaboration with CCFLA** (as knowledge partner for NUCAP) will entail coordination of activities, knowledge sharing and active engagement of NUCAP in CCFLA's initiatives (see Output III.2 for further information). NUCA will comply with all coordination and communication requirements that arise from its participation in CCFLA initiatives. Additionally, at least two meetings will be organized per year with CCFLA to coordinate local and global activities. A stronger collaboration will be foreseen in Brazil given CCFLA's development of a "local hub" in the country.

4. Main added values of the NUCA :

- **Innovation character**

The overarching outcome to be achieved by the programme is that NDBs have increased their readiness and financing for urban climate action. The programme set-up is innovative in the sense that such NDBs are not only the target group of NUCAP but also members to the consortium. This makes them directly responsible for project implementation and achievements

of its goals. It turns them from passive agenda-takers into active agenda-shapers and helps build their climate-related capacities through hands-on involvement in the planning, implementation and monitoring of the project.
Moreover, NUCAP combines technical with financial cooperation, allowing for both elements to be coordinated efficiently. Bringing both sides of the urban climate pipeline – the public or private project owners and the NDBs as finance providers – to the table allows to focus on those opportunities for which real interest exists, thus raising the chances for projects to be implemented and debt financing to flow. Finally, besides feasibility studies, which are a common instrument for pipeline building, cities and NDBs will also be offered a wider and possibly more unconventional bouquet of readiness support services that can be used to address basic challenges, e.g. to create new business models, special purpose vehicles or financing instruments for urban climate action.

- **Ambition and transformative character**

Ambition: The main envisaged outcome of NUCAP is that NDBs have significantly improved their readiness and increased their financing commitments and advisory for urban climate projects, thereby crowing in investments from a range of public and private sources. The financing of such projects will contribute to significantly reducing GHG emissions and increasing resilience in selected cities, especially if the targeted amounts of co-financing from bi- and multilateral development banks and the private sector are achieved as foreseen. Beyond such localized impact, improving NDB's readiness creates the grounds for upscaling NDBs' urban climate finance and creating large additional climate benefits in the future.
Transformation: NUCAP intends to establish climate-related risk and opportunity management as part of NDBs' and selected cities' standard planning and project structuring processes, therefore not only fostering niche investments but defining a new "normal". NUCAP contributes to realizing climate-proof urban infrastructure with lifetimes of a decade or more and also works towards improving regulatory framework conditions for urban climate finance, thus fostering systemic change. Finally NUCAP seeks to facilitate and foster a closer cooperation between these major development actors, Development Banks and Cities/local Government, as key catalyser to a successful climate transition;

- **Gender responsive project implementation and management**

Contribution of the project activities and results to gender justice: NUCAP will contribute to fostering gender justice in several ways. Firstly, all urban infrastructure projects for which feasibility studies or readiness support are conducted with NUCAP funding will be **assessed and optimized for their gender-related impact**. The consultants that implement the studies / support, will be contractually required to assess the project's impact on the different genders' economic empowerment, access to services, and social inclusion; identify options to integrate gender-responsive measures into project design (e.g. by addressing gender-specific infrastructure needs, such as separate facilities or services for women); select the most adequate solutions together with the urban project owners; and shape the (technical) analysis and resulting project proposal accordingly. In doing so, the consultants shall ensure that the resulting project complies with the respective partner NDB's gender policies and safeguards. All NDBs that are part of the NUCAP consortium have in place or are currently in the final steps of approving gender policies for their financing activities. Secondly, the potential positive and negative impacts of urban climate action will be addressed in all **tools and trainings** developed with NUCA support. Thirdly, NDBs will make sure to specify clearly in their **Urban Climate**

Financing Programmes how they intend to foster gender justice in the urban sector and how the **gender-related impacts** of such financing will be measured.
Gender mainstreaming in NUCAP management: The requirements for considering and fostering gender justice across the activities described above will be laid down in the NUCAP **Operational Manual**. The IDFC FCU will collect **gender-disaggregated data** on participation in NUCA events, including to monitor progress towards NUCAP indicator I.2. All participating NDBs will use their gender policies. This includes working towards gender parity within their own operations by implementing policies that promote equal opportunities, fair treatment and gender diversity at all levels of the organization.

- **Securing sustainability and multiplier effect after termination of funding**

The NUCAP's sustainability will be ensured in several ways: **Capacity building measures** will be implemented to significantly strengthen NDBs' and urban project owners' capacities for joint pipeline building. Consultants seconded to the NDBs for approximately will work very closely with regular NDB staff to ensure that relevant capacities are built *within* NDBs and to avoid creating a void after the ending of their contracts. **Instruments** for climate risk and opportunity assessment, successful cases of urban climate finance and other results will be actively promoted with other banks (especially IDFC members) and urban project owners through the consortium members AFD/IDFC CU and C40 as well as knowledge partner CCFLA and other networks. Stakeholders of urban climate finance can therefore take project results into consideration for their own activities. NDBs will use national dialogue fora to advocate for the improvement of **framework conditions** for urban climate finance, thereby making it easier for cities to access finance in the future.

- **Synergies with and links to other relevant projects and sectors (of IKI and international cooperation)**

Several organizations are working to promote urban climate finance worldwide. In addition to closely coordinating the NUCA programme with **ongoing C40 and CCFLA activities (including participation in LUCI)**, NUCAP foresees to engage with key initiatives active on both the demand and supply side of urban climate finance:

- NUCAP will primarily tap the project portfolios developed by **project preparation facilities** (PPFs) –such as the City Climate Finance Gap Fund, C40 CFF, CICLIA, etc. – and bring them to financial close together with the respective city. In turn, NUCA will share relevant project ideas that are not selected for feasibility studies or readiness support with such PPFs. Yet, collaboration is foreseen also in terms of capacity development issues of projects sponsors.
- NUCAP will closely exchange with **IKI-funded and other technical cooperation projects** that support climate-smart urban planning in the NUCAP countries (e.g. the C40 Cities Finance Facility, Urban-Act in Indonesia, the Green Finance Facility in Brazil and Colombia, the CCFLA Local Hub in Brazil, "Support for the Brazilian National Agenda for Sustainable Urban Development (ANDUS)" in Brazil and the GEF-funded Urban Shift programme). NUCA partners will collaborate closely with IKI local representatives and will participate in the local activities.

Virtual and personal meetings have already taken place with several of these actors and their input was used to refine the NUCAP proposal. During the inception phase, further country-specific partners and synergies will be identified.

- **Visibility of the project**

Representatives of the NUCA programme, including from NDBs, IDFC CF CU and/or consultants, will present and discuss lessons learned at relevant **national and international events** (e.g. UNFCCC COPs - especially COP30 in Brazil (2025), C40/CCFLA events, Finance in Commons summits).
NUCAP information and finalized products will be shared via relevant **websites and social media** accounts (NUCAP, AFD/IDFC Climate Facility, C40, CCFLA, IKI). The NUCAP website, addressing all NUCAP target groups alike, will provide facts and figures about the project, news, event alerts, a repository with NUCAP outputs and a contact form for stakeholders that want to contribute to or learn from NUCAP. There will also be a working space for NUCAP consortium members.
Trainings and webinars with urban project owners will use standard NUCAP Word / PowerPoint templates to convey a consistent **project identity**. A summary of the project, including links to online available information will be shared with participants of national urban climate finance dialogue events.

- **Knowledge management**

Internal knowledge management tools include a shared folder system, e-mail lists, a newsletter with project updates, topic-specific calls, consortium meetings and peer learning events. The IDFC FCU will be responsible for project-wide knowledge management. A knowledge manager will be appointed as part of the PST and ZUG/ the IKI Office will be informed as soon as she/he has been appointed. **Project activities and generation of new knowledge** will be coordinated with other technical and financial cooperation projects. Annual coordination meetings will be organized (possibly during the Annual National Stakeholder Events) between the NDBs and most relevant projects to ensure continued coordination. Moreover, NDBs will participate in annual networking workshops organized by IKI interface projects in Brazil, Colombia, Indonesia and South Africa. **NUCAP results** will be shared with other banks, cities and technical development cooperation projects at national and international level through the networks of AFD/IDFC CF/FICS, C40 and CCFLA.

- **Co-Benefits (Contributions to economic, social, environmental development as well as the development of good governance)**

Climate change mitigation and adaptation in cities offer co-benefits across environmental, social, and economic realms. Depending on the specific project, **environmental advantages** can include improved air and water quality, biodiversity conservation and better access to recreational areas. Climate projects can address **social disparities** by providing, for example, access to clean energy and transportation for marginalized communities. Green spaces and multi-modal transportation networks contribute to promoting physical activity, community interaction, and mental well-being. **Economic co-benefits** involve job creation, cost savings, economic diversification and improved tourism opportunities. The projects that will be developed and financed with NUCAP support will be based on a holistic approach that addresses climate change while simultaneously fostering sustainable development and societal well-being.

Context and objectives of the mission

The objective of the assignments is to support the administrative and financial management of the NUCA Programme as well as the coordination of the Programme's Stakeholder. To that end, the Consultant should carry out the following activities.

Description of the activities under the contract

1. Administrative, Contractual and Financial Coordination

1.1. Contract management and coordination with AFD

- Coordinate the overall contractual arrangements for the NUCA programme, in liaison with the relevant consultants, service providers and partners.
- Coordinate NUCA contracts, including C40 consultancy services, feasibility studies and technical assistance, event management, communications and mission-related expenses.
- Liaise with the relevant AFD departments to prepare and process contracts, and ensure compliance with applicable AFD contractual and administrative procedures.
- Prepare and monitor contracts, purchase orders and payment requests, and maintain the relevant tracking tools and supporting documentation.

1.2. Financial management and monitoring

- Prepare and follow up on funding requests to IKI, consolidating information provided by partners as required.
- Prepare requests for carry-over of funds, where necessary, and follow up on their processing.
- Monitor disbursements, commitments and payments to ensure compliance with the financing agreement and applicable financial rules.
- Contribute to financial reporting requested by IKI and prepare the financial monitoring information needed for programme management.
- Monitor payments and coordinate with the programme's approximately 30 service providers, in line with the defined contractual responsibilities.

2. Stakeholder Coordination and Partnership Development

- Coordinate the partnership with C40 and CCFLA and facilitate exchanges among the programme's technical partners, including regular bilateral or joint coordination meetings.
- Identify potential new technical and financial partners and funding opportunities to sustain, replicate or expand NUCA to additional banks, geographic areas or activities.
- Develop synergies with existing initiatives and contribute to the preparation of new partnerships.

- Prepare and follow up on partner discussions and contribute to outreach and partnership development efforts.

3. Representation, Events and Communication

- Support NUCA's representation and participation in relevant national and international events.
- Follow up on the NUCA communication strategy and coordinate its implementation with the relevant partners.
- Promote programme achievements through concept notes, communication materials and presentations.

4. Overall Strategic Coordination and Knowledge Management

- Help maintain coherence across country activities and partner contributions, including C40 activities under Pillar 3.
- Contribute to the development and implementation of the programme's knowledge management strategy.
- Facilitate cross-country learning, the documentation of lessons learned and the dissemination of knowledge products.

5. *[Support]* - Technical and Operational Follow-up – South Africa, Mozambique, Indonesia and Brazil

- Monitor progress on assignments and the quality of service delivery, and facilitate coordination between partner banks, AFD and external partners.
- Ensure that activities remain aligned with each partner bank's priorities and the NUCA results framework.
- Track progress, review deliverables and support the identification and implementation of corrective measures where needed.
- Organise weekly coordination meetings, consolidate country work plans and contribute to assessments of the quality of service delivery.
- Prepare extension or derogation requests where needed and help share good practices across participating countries.

6. Preparation and Follow-up of Programme Governance

- Support the preparation of NUCA governance meetings and coordinate the collection of supporting documents.
- Contribute to governance reporting, including relevant reporting to IKI.
- Prepare or consolidate meeting minutes, records of decisions and follow-up notes.
- Monitor and document the implementation of governance decisions.

Deliverables

Deliverables shall be produced in accordance with the programme calendar to be updated, contractual requirements, and the reporting needs of the governance bodies and funding partners.

Area	Deliverables / Evidence
Administration and finance	Contracts and purchase orders; payment requests; IKI funding requests; financial reporting; disbursement tracking statements.
Partnerships	Weekly or monthly coordination notes and minutes with C40 and other partners; records of exchanges; contributions to partnership outreach and synergies.
Communication and events	Concept notes; communication materials; presentation materials and inputs for participation in events.
Strategic coordination and knowledge management	Contributions to the global work programme; inputs to the knowledge management strategy; records of knowledge-sharing activities.
Technical and operational follow-up	Updated country work plans; weekly coordination minutes; service quality reviews; extension or derogation requests where necessary; documentation and dissemination of good practices.
Governance	Meeting materials and minutes; IKI reporting; decision notes; trackers monitoring the implementation of governance decisions.

Conditions

Delivery/execution conditions and contact persons

The contract will be executed on the premises of AFD, which has its headquarters at 5 rue Roland Barthes, 75012 Paris. The Mission will be under the responsibility of

Estimated duration of the service, intermediate steps, intervention times, etc.

Only one person is assigned to perform the contract. The provision of individual expertise via porting company is permitted.

Expected skills of the Service Provider

The service provider shall demonstrate proven experience in at least one of the following fields: development economics, political science, environmental economics, or environmental engineering. A master's degree (five years of higher education) or equivalent qualification is required. Prior experience in managing projects funded by international donors would be an advantage. The candidate's experience in project organization, administrative management, or support for the coordination and monitoring of activities may be taken into consideration, where relevant to the subject matter of the contract

For junior profiles: Applications from junior candidates with strong organisational skills, a demonstrated interest in project management, and the ability to work with multiple stakeholders will also be considered

Validation of deliverables by AFD

Deliverables Validation Process

Upon receipt of each deliverable, AFD will have 10 working days to validate or not. If AFD wishes to amend the deliverable, it will communicate its comments on these deliverables to the Service Provider no later than 7 working days after receipt. The Service Provider will have 7 working days to take these comments into account and propose a new version of the deliverable. This process may be renewed until AFD is satisfied with the deliverable.

The deliverable will only be validated by decision of AFD.

The deliverable will be validated by the mission manager, after presentation to the project management bodies.

Criteria for validation of deliverables

- The clarity and readability of the deliverable,
- The respect of the deadlines,
- Compliance with the scope of the Service requested,
- The operational nature of the conclusions of the deliverables,
- The added value compared to the existing,