TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE

Technical Expert to assist the Programme Support Team (PST) of the NDB's Urban Climate Action (NUCA) Programme at the IDFC Facility Coordination Unit.

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ARTICLE 1. 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.

Its subsidiary **Proparco** (www.proparco.fr) supports private investments. Dedicated to mobilizing French public expertise.

Expertise France (www.expertisefrance.fr) joined the AFD group on 1 January 2022. Second agency by its size in Europe, It designs and implements projects that sustainably strengthen public policies in developing and emerging countries. durable (SDGs).

AFD also collaborates with French and international academic networks to stimulate debates and forward-looking reflections on development.

It manages the French Global Environment Facility (FFEM)**, which co-finances projects that reconcile environment and development.**

All information relating to AFD, and in particular its Charter of Ethics, which the service provider is strongly invited to consult, can be found at www.afd.fr.

ARTICLE 2. Presentation of the Prescriber Service

2.1 The International Development Finance Club (IDFC),

Established in 2011, IDFC is the leading group of 27 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.

2.2 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.

2.3 About the National Development Bank (NDB)s Urban Climate Action (NUCA) Programme:

2.3.1 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 ressources 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.

2.3.2 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.		

2.3.3 Implementaion 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**: 1 technical expert, 1 administrative and financial officer, 1 external stakeholder/ partnership management officer and 1 knowledge management officer. These experts will work closely with the consortium, other NDBs inside and outside IDFC and AFD staff. The technical expert 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. Beyond the PST staff based in Paris, **1 Country Programme (CP) officer 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). The hosting of these five CP officers will be decided as result of the inception phase. While the CP officers will have an operational role, the **local offices of AFD** will also support the implementation of the NUCA Programme on the administrative and financial aspects for instance for the organisation of local events, ensuring the local payments in local currencies if necessary, etc. 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 in the programme's four emerging economy partners.

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.

Based on the features summarized above, the Operational Manual, will describe in a comprehensive manner the organization and governance structure of the NUCA programme.

2.3.4 Main added values of the NUCA Programme:

- **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.

ARTICLE 3. **Context and objectives of the mission**

The objective of the mission is to lead, in coordination with another profile, the Programme Support Team (PST) described below in the chapter 2.3. This Programme Support Team, supervised by the IDFC Facility Coordination Unit (FCU), will managed (i) the overall coordination and (ii) the implementation of activities of the NUCA Programme.

The PST is composed of 3 Experts with relevant expertise based in Paris: 2 technical & knowledge experts as well as 1 administrative and financial officer.

This support is supervised by the IDFC FCU, within the Public Development Bank (BPD) division, part of the Department of International Partnership and mobilization (MPI) which is in the Executive Directorate of Mobilization, Communication and Parternship (MPC). The IDFC FCU supervises the NUCA Programme, in particular through a senior project team leader, Head of the IDFC Facility.

The PST will comply with the governance of the NUCA Programme, in particular the Operational/Procedures Manual, Agreements with financier (BMUKN) and AFD procedures.

ARTICLE 4. Description of the activities under the contract

The present contract concerns **the Technical and Knowledge Expert**, whose assignment will cover the following activities:

1. **Management of the master contracts and the purchase orders and/or subsequent contracts for the implementation of technical assistance, feasibility studies and other activities supporting cities and local governments**
   a. Contract Preparation:
      i. Draft/review Terms of Reference (ToR) with technical teams
      ii. Legal/financial validation (e.g., compliance with donor procurement guidelines).
   b. Procurement:
      i. Coordination with AFD Procurement team
      ii. Evaluate bids (criteria: cost, experience, methodology).
   c. Administrative Follow-Up:
      i. Issue Purchase Orders (POs) and amendments
      ii. Archive documents (signed contracts, delivery proofs, invoices)
      iii. Resolve disputes (delays, non-compliance).
2. **Technical monitoring of NUCA consultants**
   a. Initial Framing:
      i. Brief consultants (clarify expectations, methodology, milestones)
      ii. Validate detailed work plans (timeline, resources).
   b. Regular Monitoring:
      i. Hold progress meetings (weekly/monthly) to review interim deliverables
      ii. Assess quality.
   c. Technical Support:
      i. Connect consultants with internal/external experts or internal AFD teams.
3. **Steering of the work programmes (national and global ones) for the NUCA Programme deployment**
   a. Strategic Planning:
      i. Coordinate Annual Work Plans with stakeholders
      ii. Prioritize activities (criteria: climate impact, feasibility, budget).
   b. Operational Coordination:
      i. Track KPIs by country/theme.
   c. Contextual Adaptation:
      i. Integrate local specifics
      ii. Manage risks (e.g., political instability, government turnover).
4. **Preparation and steering of the NUCA governance**
   a. Meeting Organization:
      i. Prepare agendas, background docs
      ii. Facilitate meetings (in-person/virtual) and draft minutes.

b. Decision Tracking:
    i. Log actions
    ii. Escalate blockers to higher levels if needed.

5. Programme reporting

a. Data Collection:
    i. Consolidate field data
    ii. Verify quality/consistency (e.g., cross-check with logical framework indicators).
b. Analysis and Writing:
    i. Draft narrative reports
    ii. Visualize data (charts, maps to show geographic impact).
c. Validation and Dissemination:
    i. Review by technical/legal teams
    ii. Adapt formats (e.g., executive summary for decision-makers, detailed version for audits).

6. Event organization with representation of the NUCA Programme and when relevant of IDFC

a. Event Planning:
    i. Define objectives
    ii. Choose format (webinar, in-person workshop, exhibition booth).
b. Logistics:
    i. Support local teams on logistics aspects
    ii. Manage logistics of the final conference.
c. Institutional Representation:
    i. Prepare speeches/presentations for NUCA/IDFC spokespeople
    ii. Participate in external panels.

7. Valuation of knowledge trough evaluation/capitalization and communication/dissemination

a. Evaluation and Capitalization:
    i. Conduct ex-post evaluations
    ii. Document best practices (e.g., guide: "How to Finance a Municipal Climate Plan").
b. Communication and Dissemination:
    i. Create targeted content:
        1. Technical: Reports, webinars for experts
        2. Public-facing: Infographics, videos for citizens.
c. Implement dissemination strategy (social media, newsletters, platforms like Urbanet).
d. Advocacy:
    i. Use data to influence policy (e.g., policy briefs for ministries)
    ii. Engage in international working groups.

8. Development of partnerships

a. Negotiation and Formalization
b. Partnership Monitoring:
    i. Regularly assess added value (e.g., # of additional cities supported).
    ii. Renew/adjust agreements as needed.

ARTICLE 5. **Conditions**

5.1 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 main place of execution will be at the headquarters. The Mission will be under the responsibility of Samuel Joëlle, Head of the IDFC Facility.

5.2 Expected methodology

The service provider may propose the methodology deemed most appropriate to carry out its activities, in agreement with the mission manager.

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

From January 1st 2027 for 42 months, until the end of the deployment and the closing of the NUCA Programme.
A budget of 15 000 euros of mission expenses (mainly abroad) 12 months, refundable on proof, is to be included in the proposal of the service provider. Mission orders will be initiated and at the request of the AFD.

Only one person is assigned to perform the contract. The provision of individual expertise via porting company is permitted.
In its offer, the holder will propose a resource person, who will be required to work throughout the duration of the contract.

5.4 Expected deliverables

List of outputs to be delivered by the holder:

1. **Management of the master contracts and the purchase orders and/or subsequent contracts for the implementation of technical assistance, feasibility studies and other activities supporting cities and local governments**
   a. Signed contracts (final versions with annexes)
   b. Consultant performance reports (timeliness, deliverable quality).
2. **Technical monitoring of NUCA consultants**
   a. Consultant tracking sheets (progress, risks, corrective actions)
   b. Evaluation reports.
3. **Steering of the work programmes (national and global ones) for the NUCA Programme deployment**
   a. Approved Annual Work Plans
   b. Performance dashboards
   c. Quarterly review reports (progress, gaps, adjustments).
4. **Preparation and steering of the NUCA governance**
   a. Meeting minutes (decisions, action items, owners)
   b. Governance calendar (SC meetings, strategic reviews)
   c. Annual governance report (decision log, lessons learned).
5. **Programme reporting**
   a. Periodic reports (monthly/quarterly/annual)
   b. Dynamic dashboards
   c. Committee presentations (e.g., slides for Steering Committee)
   d. Impact reports (case studies, city testimonials).
6. **Event organization with representation of the NUCA Programme and when relevant of IDFC**

a. Event dossiers (program, participant lists, communication materials)
b. Event reports (discussion summary, commitments made)
c. Communication assets (press releases, videos, social media posts).

7. **Valuation of knowledge trough evaluation/capitalization and communication/dissemination**
   a. Evaluation reports
   b. Capitalization tools
   c. Communication assets
8. **Development of partnerships**
   a. Partner database (contacts, expertise, collaboration history)
   b. Signed agreements (MoUs, partnership conventions)
   c. Capitalization reports (lessons learned from partnerships).

5.5 Expected skills of the Service Provider

A general competence in development economics and/or politics studies and/or environment economics/engineering is sought (university level or equivalent). A profile with a minimum of 7 years of professional experience is required. Prior experience in program coordination/management from international donors would be appreciated; knowledge of urban and climate issues, specifically in Africa, Asia and Latin America, would be a plus.

ARTICLE 6. Validation of deliverables by AFD

6.1 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.

6.2 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,

ARTICLE 7. Constraints imposed by the AFD

The contractor undertakes to designate a single point of contact to monitor this contract.

7.1 Use of the French and other languages

The performance of the contract requires the permanent use of the French language in relations with the contracting authority: documents, meetings, minutes, telephone calls, e-mails, all deliverables, etc. However, the candidate should be fluent in English it is the main working language. Another language used by NUCAP partners (German, Indonesian, Spanish or Portuguese) would be a plus.

7.2 Access of the service provider's staff

Upon notification of the contract, the service provider will have at its disposal existing documentation relating to the subjects on which it will intervene.

The Technical Expert will have access to AFD's information system. He will have an electronic and physical workstation on AFD's premises.

ARTICLE 8. Means made available to the Service Provider

The AFD Group will make available to the service provider:

An office space
A workstation
A mobile telephone line
Access to internal email
Access to the Intranet
any other document contributing to the knowledge of the context and the problem to be addressed.

ARTICLE 9. Provisional schedule of the service

The assignment shall start on the January 4th 2027 after the signature of the contract.