



TERMS OF REFERENCE (TOR)

For ICLEI – Local Governments for Sustainability

ICLEI seeks to appoint a contractor to provide technical assistance and support to Brazilian cities in developing of bankable projects under the TUMI E-Bus Mission

Timeline for proposal submission:

- **Date of publication:** 23 October 2024
- **Last day for submission:** 18 November 2024, 18:00 BRT
- **Notification of interview for shortlisted proposals:** Within 5 working days of call closure
- **Notification of decision:** Within 5 working days of interview

Send all completed proposals and queries to ana.cruz-ochoa@iclei.org with leticia.borges@iclei.org and gil.scatena@iclei.org in copy.

1. Background

About ICLEI

ICLEI - Local Governments for Sustainability is a global network of more than 2,500 cities, towns, and regions committed to building a sustainable future. Founded in 1990, ICLEI aims to address the local impacts of global challenges such as climate change and urbanization. With 23 regional secretariats and offices worldwide, ICLEI's mission is to foster urban development that minimizes global environmental impacts while promoting equitable, people-centered communities.

One of ICLEI's key initiatives is EcoMobility, which supports cities in developing and implementing sustainable urban mobility solutions that are both people- and climate-friendly. Through this initiative, ICLEI provides cities with the knowledge and tools necessary to innovate in the urban mobility sector, encouraging sustainable practices and the development of green technologies.

TUMI E-Bus Mission Initiative

The Transformative Urban Mobility Initiative (TUMI) E-Bus Mission Initiative focuses on accelerating the adoption of electric buses (e-buses) in cities, particularly in the Global South. This initiative addresses critical challenges such as air and noise pollution in urban areas by promoting e-buses as a sustainable solution. E-buses offer multiple benefits, including significant reductions in greenhouse gas emissions and lower long-term operational costs compared to diesel buses.

TUMI plays a pivotal role in supporting cities, especially in emerging economies like Brazil and India, to overcome barriers to e-bus adoption. This is achieved through comprehensive understanding, planning, and the implementation of informed actions. The initiative also emphasizes the importance of creating a supportive ecosystem that includes infrastructure, fleet management, and workforce training to maximize the benefits of e-buses.

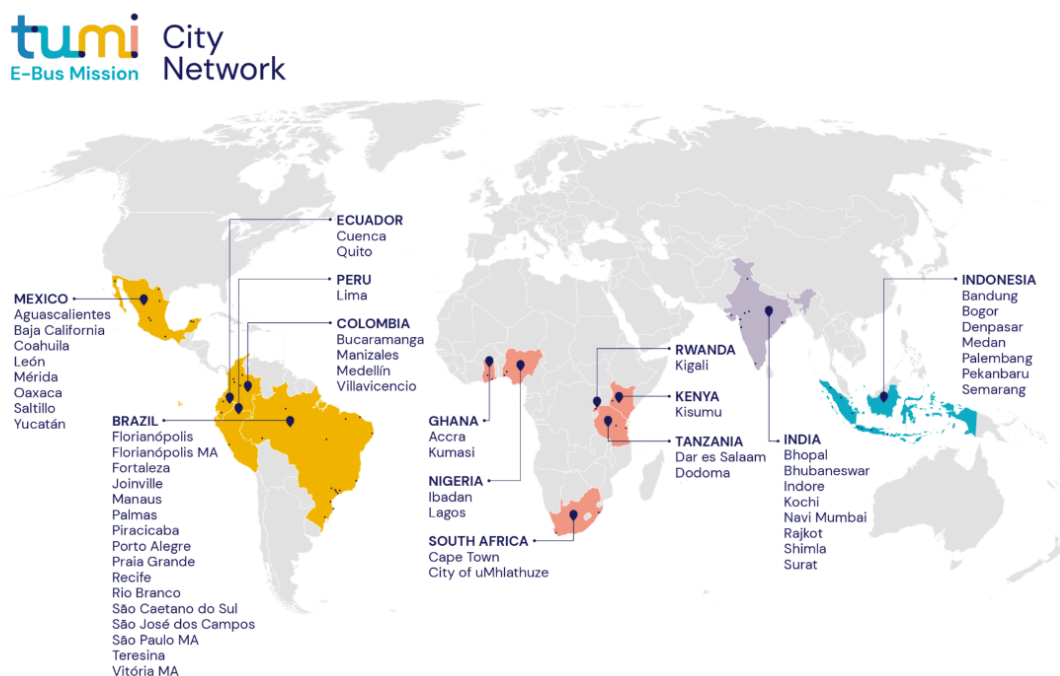




TUMI E-Bus Mission City Network

As part of the mission, the TUMI E-Bus Mission City Network was established as a collaborative platform where cities can share experiences and best practices in e-bus adoption. This network serves as a learning hub, providing members with access to knowledge, resources, and exclusive training opportunities. By fostering peer-to-peer exchanges, the network aims to accelerate the transition to e-buses across various cities, setting a precedent for others to follow.

During its first phase (2022-2023), the TUMI made significant progress, including the creation of a network of over 63 cities. It also engaged additional cities and stakeholders through activities such as City Dialogues, Marketplaces, and Study Tours, laying a strong foundation for future expansion and impact.



Phase 2: Goals and Activities

For this phase 2 (October 2024 - March 2025), ICLEI's TUMI E-Bus Mission will support cities in shaping bankable e-bus projects, with a primary focus on Brazil and India. The initiative will provide tailored technical assistance, conduct needs assessments, and collaborate with local and regional partners to advance e-bus deployment. Additionally, the mission will engage in global and national coordination efforts, ensuring synergy and alignment with broader sustainability goals.

2. Scope of Work

The consultant will undertake the following activities to support Brazilian cities in adopting electric buses and developing bankable projects under the TUMI E-Bus Mission:



2.1. Update City Profiles from TUMI phase 1

This activity will be carried out in order to update the needs assessment and baseline data collected from our Network Cities. For this, the consultant shall consider the city profiles available on ICLEI's website, and actively and regularly engage with the cities and the ICLEI team.

Tasks:

- With the support of ICLEI South America Secretariat, the consultant shall contact and engage with at least 6 cities to collect information and data for updating the city profiles from Phase 1, using the template provided by ICLEI. This template includes details on city features, transport features, bus systems, among other aspects.
- Ensure the accuracy of the collected data by cross-referencing it with publicly available sources and conducting follow-up with cities where data is incomplete or inconsistent.
- Maintain a logbook to record all interactions with cities and any other stakeholders, if applicable, including details of communications and validations.
- Keep ICLEI regularly updated on actions taken and the progress made in developing the city profiles.

Deliverables:

- Progress report on 6 updated City Profiles from Phase 1, prepared according to the template shared by ICLEI.
- Complete package of 6 updated City Profiles from Phase 1, prepared according to the template provided by ICLEI. Each profile shall include comprehensive information on city features, bus systems, EV adoption, etc., ensuring that the data reflects the current status and aligns with ICLEI's standards.
- Detailed logbook documenting all interactions with cities and relevant stakeholders.

2.2. Support the Green Finance Team in the elaboration and execution of 2 virtual workshops on bankable projects related to e-buses and assist cities throughout the TAP application process.

The [Transformative Actions Program \(TAP\)](#) led by ICLEI is a project pipeline and a project preparation facility representing approximately 100 projects and EUR 3 billion investment potential. Projects in the pipeline can benefit from TAP services offered by ICLEI and partners aiming to support low-carbon and climate-resilient local projects to become bankable and access finance.

TAP is a global initiative to support local and regional governments to transform their net-zero emission and resilient development infrastructure concepts into mature, robust and bankable projects ready for financing and implementation.



It is led by ICLEI World Secretariat Innovative Finance Team, and supported by ICLEI regional offices

Tasks:

- Support in developing the agenda and selecting the mentoring topics of the workshops;
- Provide technical support and expert insights during the workshops;
- Support the Green Finance team in developing mentoring sessions aimed at enhancing knowledge for the continuous improvement of bankable projects;
- Engage with city representatives throughout the project to schedule and follow up on the sessions;
- Conduct research and gather information on the mentoring topics, including similar projects to be used as case studies and support the development of the participating cities' projects;
- Assist cities during the TAP Application process.
- Maintain a logbook to record all interactions, including details of communications, activities, validations and outcomes.
- Keep ICLEI regularly updated on actions taken and the progress made.

Deliverables:

- Comprehensive progress report summarizing all activities and milestones related to the deliverables below.
- Sessions script with attendees, main topics of discussion, and PPT presentation.
- Report of the workshops, including numbers of attendees, speakers, goals and objectives achieved, discussions held during the mentoring sessions.
- Detailed logbook documenting all interactions with cities and relevant stakeholders.

2.3. Deliver Tailored Technical Assistance to Selected Brazilian Cities and Provide Ad Hoc Support and Capacity Building for Bankable E-Bus Project Ideas

Tasks:

- Identify and engage with 1 Brazilian city / Metropolitan Region committed to transitioning to electric bus systems. The process and contacts will be led by ICLEI and shared with the consultant
- Develop customized technical assistance plans that address specific needs of each city, including fleet transition strategies, infrastructure requirements, operational planning, and policy frameworks.
- Provide continuous support and advisory services to city officials and relevant stakeholders throughout the implementation process.
- Offer expert advice on best practices, funding mechanisms, and partnership opportunities relevant to e-bus projects.
- Assist cities in identifying and articulating project concepts that are suitable for funding and investment.



Deliverables:

- 1 Detailed technical assistance report for 1 city, including assessment findings, recommended strategies, and implementation roadmaps.
- Documentation of stakeholder engagement activities, including meeting minutes and attendance records.
- Detailed logbook documenting all interactions with cities and relevant stakeholders.

2.4. Assist Cities in Shaping Bankable E-Bus Projects

Tasks:

- Support the design of e-bus bankable project proposals targeting TUMI E-Bus Mission Brazilian cities.
- Collaborate with selected cities to transform project concepts into comprehensive and viable project proposals aligned with Transformative Actions Program (TAP) criteria:
 - Submitted by local and subnational governments or their partners.
 - Hard infrastructure projects addressing climate change and sustainable development; for the TUMI E-bus Mission, projects need to be related to e-bus infrastructure.
 - Projects must be transformative, as per the criteria below. While projects do not need to meet all these criteria initially, they must be open to adjusting adjustment to align with them:
 - Ambitious
 - Adaptative, resilient, and net-zero carbon emissions.
 - Supports sustainable development (at least two Sustainable Development Goals).
 - Inclusive:
 - Includes or plans for meaningful engagement with the community throughout project development, especially of vulnerable groups.
 - Promotes just transition and a people-centered approach.
 - Cross-cutting:
 - Integrated and holistic approach, incorporating elements of both adaptation and mitigation.
 - Scalable and replicable.
- Support the cities that had the tailored technical assistance by conducting financial analysis, including a preliminary cost-benefit analysis and assessment of funding needs.
- Identify potential funding sources and investment opportunities, including public funds, private investments, and international grants.
- Develop implementation plans outlining timelines, resource allocations, risk management strategies, and monitoring and evaluation frameworks.

Deliverables:



- Initial project concepts for the TAP Call related to e-bus projects, developed in collaboration with the current local government, using the TAP Form provided by ICLEI.
- Revised project concepts for the TAP Call related to e-bus projects, developed in consultation with the incoming administration, incorporating their feedback.
- 1 Complete and structured e-bus project proposal ready for submission to funding entities. Including financial models and analyses supporting the feasibility and sustainability of the proposed project, implementation plan detailing the steps for project execution, monitoring, and evaluation.

3. Assumptions

- The consultant will work closely with ICLEI’s regional and global teams, as well as with local government officials and stakeholders in the targeted Brazilian cities.
- ICLEI will facilitate introductions and provide necessary background information and resources to support the consultant’s activities.
- All deliverables will be prepared and submitted in English and Portuguese unless otherwise specified.
- The consultant will utilize virtual communication tools (e.g., email, video conferencing) for coordination and engagement, with the potential for in-person meetings as needed and feasible.
- The consultant will adhere to all relevant ICLEI and TUMI guidelines, policies, and standards throughout the assignment.

4. Deliverables and time frames

The following table outlines the expected deliverables and their respective timelines. Specific deadlines may be adjusted based on the start date and project requirements.

Activity	Deliverables	Indicative Timeframe
2.1. Update City Profiles from phase 1	Progress report on 6 City Profiles from Phase 1, prepared according to the template shared by ICLEI.	15 Dec 2024
	Complete package of 6 updated City Profiles from Phase 1, prepared according to the template provided by ICLEI.	28 Feb 2025
	Detailed logbook documenting all interactions with cities and relevant stakeholders.	28 Feb 2025



2.2. Support the Green Team in the elaboration and execution of 2 virtual workshops on bankable projects related to e-buses and assist cities during the TAP application process	Comprehensive progress report summarizing all activities and milestones related to the deliverables below.	15 Dec 2024
	Sessions script with attendees, main topics of discussion, and PPT presentation	30 Jan 2025
	Report of the workshops, including numbers of attendees, speakers, goals and objectives achieved, discussions held during the mentoring sessions.	28 Feb 2025
	Detailed logbook documenting all interactions with cities and relevant stakeholders.	28 Feb 2025
2.3. Deliver Tailored Technical Assistance to Selected Brazilian Cities and Provide Ad Hoc Support and Capacity Building for Bankable E-Bus Project Ideas	Documentation of stakeholder engagement activities, including meeting minutes, and attendance records.	28 Feb 2025
	1 Detailed technical assistance reports for the 1 city/MR, including assessment findings, recommended strategies, and implementation roadmaps.	28 Feb 2025
	Detailed logbook documenting all interactions with cities and relevant stakeholders.	28 Feb 2025
2.4. Assist Cities in Shaping Bankable E-Bus Projects	Initial project concepts for the TAP Call related to e-bus projects, developed in collaboration with the current local government, using the TAP Form provided by ICLEI.	15 Dec 2024
	Revised project concepts for the TAP Call related to e-bus projects, developed in consultation with the incoming administration, incorporating their feedback.	28 Feb 2025
	1 Complete and structured e-bus project proposals ready for submission to funding entities. Including financial models and analysis supporting the feasibility and sustainability of the	28 Feb 2025



	proposed projects, implementation plans detailing steps for project execution, monitoring, and evaluation.	
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Considering the needs of the project, partial activity progress reports may be requested. These will be agreed upon in advance with the consultant.

5. Payment

Payment to the consultant will be made according to the following schedule, contingent upon the timely submission and acceptance of deliverables as outlined above.

Payment Tranche	Percentage	Milestone
1st Installment	30%	Upon contract signing
2sd Installment	20%	Upon submission and acceptance of the progress deliverables
3rd Installment	50%	Upon submission and acceptance of the final deliverables

6. Terms and condition

- All content, documents, reports, and other materials prepared as part of this assignment shall be the property of ICLEI and shall be handed over upon completion of the assignment.
- The consultant shall maintain confidentiality of all information obtained during the course of the assignment and shall not disseminate any materials or insights without prior written consent from ICLEI.
- The consultant is expected to conduct all activities in an ethical and professional manner, adhering to ICLEI's code of conduct and relevant policies.
- Any changes to the scope of work, deliverables, or timelines must be discussed and agreed upon in writing by both parties.

7. Service provider requirements

The successful consultant must demonstrate the following qualifications and experience:

Professional Qualifications:

- Advanced degree in urban planning, transportation engineering, environmental studies, public policy, or related fields.
- At least 5 years of professional experience in electrification of public transport.
- Proven experience in developing and implementing electric mobility projects, preferably within the Brazilian context.
- Strong understanding of the technical, financial, and policy aspects of electric bus deployment.



- Experience in conducting capacity-building activities, including workshops and training sessions for diverse stakeholders.
- Demonstrated ability to develop comprehensive and bankable project proposals, including familiarity with various funding mechanisms and financial modeling.
- Excellent analytical, writing, and communication skills in English and Portuguese.
- Ability to work effectively with government officials, private sector stakeholders, and international organizations.
- Strong project management skills, including the ability to meet deadlines and manage multiple tasks simultaneously.

Desirable Qualifications:

- Experience working with international development organizations or initiatives focused on sustainable urban development.
- Familiarity with the TUMI E-Bus Mission and ICLEI's work and methodologies.
- Knowledge of Brazilian public transportation policies, regulations, and funding structures.
- Proficiency in using relevant software and tools for data analysis, project planning, and presentation.

8. Reporting requirements and management

- The consultant will report directly to Leticia Borges, leticia.borges@iclei.org, and Gil Scatena, gil.scatena@iclei.org.
- Regular virtual meetings will be scheduled to discuss progress, address challenges, and plan upcoming activities.
- All final deliverables should be submitted electronically in editable formats (e.g., Word, Excel, PowerPoint) as well as PDF versions where appropriate.

9. Proposal Submission Requirements

Interested consultants are requested to submit the following documents:

1. **Technical Proposal** outlining the understanding of the assignment, proposed methodology, work plan, and timeline for delivering the scope of work.
2. **Financial Proposal** detailing the proposed budget, including a breakdown of costs (e.g., daily rates, travel expenses, other relevant costs) including taxes and fees. The Financial proposal should be up to 10.000 EUR.
3. **Curriculum Vitae (CV)** highlighting relevant qualifications, experience, and references.
4. **Portfolio or Examples of Previous Work** demonstrating experience in similar assignments.

All proposal documents should be submitted in English.

10. Evaluation Criteria

Proposals will be evaluated based on the following criteria:



Criteria	Weight
Technical Competence:	
- Understanding of the assignment	25%
- Proposed methodology and approach	25%
- Relevant experience and qualifications	40%
Financial Proposal:	
- Cost-effectiveness and budget feasibility	10%

11. Application Process

Please send all required application materials via email with the subject line **“Consultant Application: TUMI E-Bus Mission Brazil”** by **18 November 2024, 18:00 BRT** to ana.cruz-ochoa@iclei.org with leticia.borges@iclei.org and gil.scatena@iclei.org in copy.

Note: Applicants who do not comply with the instructions will not be considered. Applications will be reviewed on a rolling basis, and early submissions are encouraged. Only shortlisted candidates will be contacted for interviews. Please use English for all communications.

For more information about ICLEI – Local Governments for Sustainability and the TUMI E-Bus Mission, please visit:

- [ICLEI Website](#)
- [TUMI E-Bus Mission](#)