

REQUEST FOR PROPOSALS (RFP)

C40 UrbanShift – Research and analysis on city-business collaboration to drive sustainable urban development in global south cities



C40 Climate Leadership Group, Inc.

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United States of America

Posting date: 19 January 2022

Submission deadline: 17 February 2022

All proposals should be submitted to Emily White (ewhite@c40.org) and Zöe Fitzgerald (zfitzgerald@c40.org) by 23:59 (GMT) on 17 February 2023.

1. Introduction

1.1 C40

C40 is a network of nearly 100 mayors of the world's leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

C40's team of 200+ staff is headquartered in London, with offices in New York, Joburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40's three core strategic funders are Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania.

To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on Twitter, Instagram, Facebook and LinkedIn.

1.2 UrbanShift

[UrbanShift](#) is a multi-stakeholder programme conceptualized under a two-track approach: 1) A "global project" for knowledge exchange, capacity building on sustainable urban development and advocacy on climate leadership; and 2) Nine "country projects" in Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda and Sierra Leone, which comprises 23 cities in total.

The UrbanShift five-year "global project" brings together C40 Cities, along with the World Resources Institute (WRI), Local Governments for Sustainability (ICLEI), and is led by the United Nations Environment Programme (UNEP) under one collaborative global partnership.

Each partner in the global project delivers distinctive but complementary activities and products in the UrbanShift five-year workplan (2021-2025). C40 leads activities on city finance, climate action leadership and city-business collaboration.

1.3 City-Business Engagement team

The C40 city-business engagement team works to facilitate strong partnerships and a united voice on climate action in cities with the private sector, to enable real and scalable action locally, and inspire city-business collaboration globally.

Through the [City-Business Climate Alliance](#) (CBCA) initiative, co-run by C40, CDP and the World Business Council for Sustainable Development (WBCSD), cities are forging partnerships with their local business community to deliver ambitious climate action. The CBCA provides local city and business leaders with a platform to exchange ideas, set joint commitments, co-create and implement projects, while also convening a global network of cities and businesses to share expertise, advocacy and learnings.

Note on terminology: *The terms businesses/business community/private sector are used interchangeably throughout this document to refer to the part of the economy that is run by individuals and companies for profit and that are not owned or operated by the government.*

2. Summary, Purpose and Background of the Project

2.1 Summary

C40 Cities Climate Leadership Group (C40) seeks to hire a service provider to conduct research and analysis on the potential of city-business collaboration to drive sustainable urban development in global south cities. The service provider will need to conduct primary and secondary research in order to produce 30 case studies of city-business collaboration. Including, but not limited to: public-private partnerships, green procurement, market-shaping policies, city-business climate alliances and consulting groups. The service provider will then need to produce a 2-part Guide. The first part will holistically explore the topic of city-business collaboration, as well as the challenges and opportunities of collaboration. This guide should also consider this topic from an equity and inclusivity lens; such as the role of the private sector in ensuring a just transition to greener city economies, formalizing the informal sector, alleviating poverty, as well as gender-inclusivity. The second part will succinctly outline the various models for city-business collaboration, using the 30 case studies developed earlier in the research project to illustrate the models.

2.2 Purpose

The purpose of the report is to provide an engaging, easy to read, yet thought-leading guide for global south cities to better understand how to collaborate with the private sector on urban sustainability issues. The scope of ‘city-business collaboration’ is intentionally broad, in order to fully capture the breadth of opportunities and complexities of public-private engagement in global south cities.

2.3 Background

Worldwide, cities account for more than 70% of global CO₂ emissions, produce more than 80 percent of world GDP and are home to 55% of the world’s population¹. As noted in the IPCC AR6 WIIII report, cities are important actors in the race to combat climate change, as they “are able to experiment with climate solutions; and they can forge partnerships with the private sector and internationally to leverage enhanced climate action”². Yet, within many cities, governments are in direct control of just 4% of total citywide emissions, with the remainder coming from sources such as buildings and private transport where business, citizens, or other levels of government exercise control³. Private sector engagement in sustainability policy is often subject to criticism, partly due to lobbying by powerful industry groups against progressive regulation⁴. However, as the existential threat of the climate crisis becomes clearer, many businesses are making more ambitious commitments on climate and sustainability. As the devastating impacts of climate change have become a regular occurrence for many cities and have deepened social inequalities across the world, it has never been more important for city and business leaders to take strong action to reduce emissions and enhance urban resilience.

For cities, the private sector can play an important role on many levels: as project partners, investors, solution providers, employers, and as allies in advocating for national and international change. Without working with the business community to address local sustainability challenges, cities may miss

¹ United Nations, 2018: 68% of the world population projected to live in urban areas by 2050, says UN.

<https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

² Patt, A., L. Rajamani, P. Bhandari, A. Ivanova Boncheva, A. Caparrós, K. Djemouai, I. Kubota, J. Peel, A.P. Sari, D.F. Sprinz, J. Wettestad, 2022: International cooperation. In IPCC, 2022: Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [P.R. Shukla, J. Skea, R. Slade, A. Al Khourdajie, R. van Diemen, D. McCollum, M. Pathak, S. Some, P. Vyas, R. Fradera, M. Belkacemi, A. Hasija, G. Lisboa, S. Luz, J. Malley, (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA. doi: 10.1017/9781009157926.016

³ CDP, 2019: City-Business Climate Alliances: A Step-by-Step Guide for Developing Successful Collaborations.

<https://cdn.cdp.net/cdp-production/cms/reports/documents/000/004/732/original/City-Business-Climate-Alliances.pdf?1570550817>

⁴ Hestad, Dina, 2021: The Evolution of Private Sector Action in Sustainable Development. IISD. <https://www.iisd.org/articles/deep-dive/evolution-private-sector-action-sustainable-development>

opportunities to reduce emissions, increase urban resilience and build more integrated, inclusive and prosperous communities.

There are many ways in which cities can influence, regulate or collaborate with the private sector to drive sustainable development, including:

1. **Public-Private Partnerships (PPPs)** - While there is much debate about the effectiveness of public-private partnerships, they have become an increasingly common way for governments to increase the quality and cost-effectiveness of infrastructure projects⁵. Well-designed and well-managed PPPs can help municipalities address critical infrastructure needs in the face of rapid urbanization and limited public funds^{6 7}. With the exception of telecommunications and water/sanitation services, PPP investments have historically bypassed low-income countries⁸, adding little to urban capital when compared to external aid^{9 10}. Therefore, more research is needed to understand how low-income and emerging-economy cities can leverage public-private partnerships to accelerate sustainable development.

2. **Green/Sustainable Public Procurement** - Cities can meet their sustainability goals by using their purchasing power to choose goods, services and works with a reduced environmental impact¹¹. Procurement accounts for about 12 percent of GDP in high-income countries, and up to 30 percent in many low/middle-income countries, of which 2/3 is spent at

⁵ McKinsey, 2021. A smarter way to think about public-private partnerships. <https://www.mckinsey.com/capabilities/risk-and-resilience/our-insights/a-smarter-way-to-think-about-public-private-partnerships>

⁶ World Bank, 2022: Public-Private Partnerships Overview. <https://www.worldbank.org/en/topic/publicprivatepartnerships/overview>.

⁷ Global Platform for Sustainable Cities (GPSC), 2022: MUNICIPAL FINANCE AND PUBLIC-PRIVATE PARTNERSHIPS.

<https://www.thegpsc.org/municipal-ppp/municipal-finance-and-ppp#:~:text=What%20is%20Municipal%20PPP%3F,and%20taking%20significant%20project%20risks>

⁸ Ivanova, A., A. Zia, P. Ahmad, and M. Bastos-Lima, 2020: Climate mitigation policies and actions: access and allocation issues. *Int. Environ. Agreements Polit. Law Econ.*, 20(2), 287–301, doi:10.1007/s10784-020-09483-7.

⁹ Bahl, R.W. and J.F. Linn, 2014: *Governing and Financing Cities in the Developing World*. 60 pp. Lincoln Institute of Land Policy, Cambridge, USA. It has 56 pages instead of 60. ISBN-10 : 1558442995, ISBN-13 : 978-1558442993.

¹⁰ Patt, A., L. Rajamani, P. Bhandari, A. Ivanova Boncheva, A. Caparrós, K. Djemouai, I. Kubota, J. Peel, A.P. Sari, D.F. Sprinz, J. Wettestad, 2022: International cooperation. In IPCC, 2022: *Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* [P.R. Shukla, J. Skea, R. Slade, A. Al Khouradajie, R. van Diemen, D. McCollum, M. Pathak, S. Some, P. Vyas, R. Fradera, M. Belkacemi, A. Hasija, G. Lisboa, S. Luz, J. Malley, (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA. doi: 10.1017/9781009157926.016

¹¹ OECD, 2022: Green Public Procurement. <https://www.oecd.org/gov/public-procurement/green/>

sub-national level^{12 13}. A World Economic Forum report from 2022, found that greener public procurement would boost global GDP by around \$6 trillion through 2050¹⁴. While public procurement can be a powerful tool for good, it can also be susceptible to corruption and bribery¹⁵. More sustainable and transparent public procurement practices can also allow small and medium size enterprises (SMEs) to participate in the bidding process, strengthening local job opportunities.

3. **Advocacy** - As critical stakeholders for engaging their employees, customers and supply chains in the sustainability conversation, businesses can amplify action at a large scale. Private sector networks can be used as allies for policy change, and advocates for the importance of cities in addressing the climate crisis, at a global, national and regional level. Multi-level, multi-actor cooperation at the sub-national level is recognised as vital in building enhanced international action on climate mitigation, particularly in the absence of adequate national government action⁷.
4. **Convening through non-commercial networks / alliances / consulting groups** - Cities and the private sector often work together in a non-commercial manner e.g. through developing local climate plans or consulting on policy changes. Dialogue with the private sector can provide cities with powerful insights that can help to inform and strengthen actions a city may be planning (pre-procurement)¹⁶. City-Business Climate Alliances can also be grouped in this category. They differ from PPPs because the city is working with multiple businesses to co-create solutions, and to encourage businesses to take action through their own operations.
5. **Enabling through training, competitions and incubators.** Cities can encourage and support local businesses and other actors through a more indirect, enabling role as well. They can act as matchmakers, provide resources, training and capacity building and offer or share municipal land or assets for projects¹⁷.

¹² GLCN, 2020: DARING CITIES USE THEIR PUBLIC PROCUREMENT POWER TO TACKLE THE CLIMATE CRISIS. <https://gln-on-sp.org/spotlight?c=search&uid=BZTy1yaa>

¹³ One Planet Network, 2022: ACCELERATING THE UPTAKE AND IMPLEMENTATION OF SUSTAINABLE PROCUREMENT AT LOCAL, NATIONAL AND REGIONAL LEVELS WORLDWIDE. <https://www.oneplanetnetwork.org/programmes/sustainable-public-procurement/about>

¹⁴ World Economic Forum, 2022: Green Public Procurement: Catalysing the Net-Zero Economy. <https://www.weforum.org/whitepapers/green-public-procurement-catalysing-the-net-zero-economy/>

¹⁵ Market Links, 2021. Sustainable Public Procurement and the Business Environment. <https://www.marketlinks.org/blogs/sustainable-public-procurement-and-business-environment>

¹⁶ CDP, 2019: City-Business Climate Alliances: A Step-by-Step Guide for Developing Successful Collaborations. <https://cdn.cdp.net/cdp-production/cms/reports/documents/000/004/732/original/City-Business-Climate-Alliances.pdf?1570550817>

¹⁷ C40, 2022: Powering inclusive climate action in cities. https://www.c40knowledgehub.org/s/article/Powering-inclusive-climate-action-in-cities?language=en_US

6. **Shaping more sustainable markets through policy-making** - City governments have varying degrees of power when it comes to policy-making. Most city governments have some degree of formal powers to set policies and enforce regulation over private sector services, such as residential and commercial buildings¹⁸. Cities can use the power of policy-making to shape markets in more sustainable and citizen-centric ways.

While there is already a strong case for *why* cities and the private sector need to collaborate to accelerate sustainable development, there are few guides that look holistically at *how* cities can collaborate with the private sector, fewer with concrete examples, and even fewer with examples from global south cities with emerging markets and low-income economies. We hope that this guide will begin to address that gap.

This work is funded by the [Global Environment Facility](#), through the UrbanShift programme.

3. Scope of work

3.1. Work package 1 (WPI): Create a bank of 30 city-business collaboration case studies (focused on global south cities).

- Conduct desk-based research on city case studies. Identify gaps in existing research, to help prioritise which cities to interview, and on which topics.
- Design a questionnaire to interview cities about collaboration with the private sector.
- Conduct remote interviews (on Zoom or other platform) with city staff from C40 and UrbanShift cities. Most interviews will need to be conducted in English, but some interviews will need to be conducted in French, Spanish, Portuguese, Mandarin or Bahasa.
- Create a 'bank' of 30 city-business collaboration case studies, which will be used in work package 3 to explain the various models of collaboration.
 - For each 'model of collaboration' we should have at least 1 case study from each UrbanShift region (Africa, Latin America and Asia).
 - Each case study should be about ½ a page (200 words) of text.
 - Each case study should include a summary of the stakeholders involved, the topic/project/policy change achieved, the enabling

¹⁸ C40, 2022: Powering inclusive climate action in cities.
https://www.c40knowledgehub.org/s/article/Powering-inclusive-climate-action-in-cities?language=en_US

conditions, any challenges or drawbacks, benefits and outcomes achieved, and lessons for other cities to take from it.

Approx. ~6000 words

3.2 Work package 2 (WP2): Draft a guide on city-business collaboration to accelerate sustainable urban development in global south cities

The first part of the guide will explore the theory behind city-business collaboration to accelerate sustainable urban development. It will introduce key terms and definitions, explain the important role the private sector plays in urban development and begin to unpack some of the challenges and opportunities of collaboration.

Example structure and topics (alternative suggestions welcomed):

- A. How to use this guide
- B. Introduction to topic
- C. What is the role of the private sector in sustainable urban development in global south cities?
- D. Dynamics between public and private sector in cities - *who holds power to change what? (build on [c40 powers analysis](#))*
- E. Challenges of city-business collaboration for sustainable urban development in global south cities, e.g.
 - i. formalizing the informal sector
 - ii. gender-inclusivity
 - iii. green jobs and just transition - *How can cities ensure a just transition and create green jobs for private sector workers?*
- b. Opportunities of city-business collaboration for sustainable urban development in global south cities

Approx. 3,000 words

3.3 Work package 3 (WP3): Outline and explain the various models for city-business collaboration to accelerate sustainable urban development (include 2-3 case studies per model)

This second part of the publication will build on work packages 1 and 2, to outline all of the different methods / models / powers cities have to influence / enable / enforce / collaborate with the private sector to drive sustainable urban development. It could be structured in the following way (alternative suggestions welcomed):

- A. Overview and definitions
- B. Market-shaping policies and regulation
- C. Procurement and pre-commercial procurement
- D. Public-private partnerships (city-led and sustainability focused)

- E. Advocacy
- F. Enabling through training, competitions and incubators
- G. Networks / Alliances / consulting groups

Approx. 5,000 words

4. Project Timeframe

The expected timeframe for the delivery of the project (from RFP launch to final deadline) is **7 months (February-August 2023)**.

The project manager for this research piece will be going on sabbatical for 3 months from 6 March to 9 June, and so we would like to onboard the chosen supplier before the end of February to begin the research. Service providers will be expected to be flexible in order to work with the capacity of the C40 team. It is expected that the project will be less time-intensive during the research phase, with tighter deadlines for the delivery of the final report.

Milestone	Timeframe
Publication and dissemination of RFP	19 January 2023
Deadline for questions about RFP	7 February 2023
Questions answered about RFP	10 February 2023
Proposal submission deadline (early submission welcome)	17 February 2023
Shortlist of bidders interviewed	20 - 24 February 2023
Confirmation of winning proposal and feedback to other bidders	24 February 2023
Kickoff meeting	28 February - 3 March 2023
C40 and service provider agree and sign contract	24 February - 10 March 2023
Submit project delivery plan + identification of case studies + questionnaire draft to C40	27 - 31 March 2023
Conduct research for WP1	1 April - 19 May 2023
Delivery of draft 1 of WP1	19 May 2023
C40 reviews and shares comments on WP 1 draft 1	21 - 26 May 2023

Delivery of draft 2 of WP1	16 June 2023
C40 reviews and shares comments on WP1 draft 2	19 - 21 June 2023
Delivery of draft 1 of WP 2+3	30 June 2023
C40 reviews and shares comments on WP 2+3 draft 1	3 - 7 July 2023
Delivery of draft 2 of WP 2+3	21 July 2023
C40 reviews and shares comments on WP 2+3 draft 2	31 July - 4 August 2023 (C40 office closure 24 - 28 July)
Delivery of final versions (WP1+2+3)	18 August 2023

5. Budget

Overview

Total budget: Proposals should not exceed **USD \$30,000**

Costs should be stated as one-time or recurring costs. Note that all costs should be included (taxes, etc.), as the budget above represents the total amount available. Proposals should include a budget breakdown of the tasks and deliverables. All budgets are to be prepared in USD. All costs incurred in connection with the submission of this RFP are non-refundable by C40. Payment will be made periodically based on completion of deliverables. Please note, C40 does not pay contractors more frequently than once per month.

6. Proposal Guidelines

This Request for Proposals represents the requirements for an open and competitive process. Proposals will be accepted until 23:59 GMT, 17 February 2023. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, detail how you propose to work with C40 and the team's experience in this topic, and outline clear costs and resourcing.

When submitting a proposal, the following should be included and clearly described:

- Relevant information about the service provider and contact details.
- Short technical proposal detailing how you will deliver the project, including your understanding of the assignment, the proposed approach and methodology.

- Motivation for collaborating with C40 and understanding of cities' role in working with the private sector to drive sustainable urban development in global south cities.
- An overview of expertise and experience on the topic of city-business collaboration, particularly in low/middle-income and emerging economies in global south cities.
- A work breakdown structure containing:
 - a list of tasks,
 - time estimates and milestones in line with the RFP specifications - adequate review periods should be included.
 - work approach and coordination with C40, specifying required input and resources
 - cost offer for the delivery of this service
 - any risks and assumptions made in planning this work - where risks are identified, appropriate alternatives and mitigation strategies should be outlined
 - work approach and coordination with C40, specifying required input and resources
- Examples of similar work done previously (in English), in PDF or as a link. References from previous clients are welcome, as well as any links to websites where previous work can be seen.
- An overview of the project team and outlining key roles and responsibilities of each team member (if applicable). Please include an up to date Curriculum Vitae (CV) of all proposed team members.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 5 pages of text. Reference material may be placed in annexes. CVs should not exceed 2 pages.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us. Please refer to [C40's Equity, Diversity and Inclusion Statement](#) for further information.

Contract

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the [C40 Standard Service Provider Agreement](#). Any questions on the C40 Standard Service Provider Agreement should be submitted in advance of the proposal submission deadline.

These terms and conditions are non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity. If C40 is unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest potential supplier.

Joint bids and subcontracting

We invite organisations or individuals to submit joint bids but C40 can only contract with the leading party of the consortium. Bidders are requested to indicate who the leading party is in the project proposal. If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

7. Evaluation of proposals

Upon receipt of proposals, C40 will evaluate the proposals against the following criteria. The contract will be offered to the bidder with the highest overall score.

Evaluation criteria include:

Evaluation Criteria	Weighting
Equity & ethical alignment with C40	10%
Demonstration of expertise and experience in the field	20%
Understanding of the assignment and robustness of the project delivery proposal and methodology	35%
Value for money	25%
Capability, availability and relevant experience of the project team to deliver the project	10%

C40 supports diversity in the workplace and points will be allocated accordingly during the evaluation. An (in-person or remote) interview may be required to inform the final selection, according to the timeline outlined in section 4 (project timeframe).

8. C40 Policies

C40 expects third parties to be able to abide by these C40 policies

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)

9. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by 17 February 2023 at 23:59 GMT to Emily White (ewhite@c40.org) and Zöe Fitzgerald (zfitzgerald@c40.org). All questions related to this RFP by potential bidders should also be directed to Emily and Zöe by 23:59 GMT on 7 February 2023.

Anonymized responses to questions will be provided [here](#) when the Q&A period closes on 10 February 2023.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by bidders in preparing a response to this RFP. Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a bidder as a result of this procurement process, nor to accept the lowest price or any tender.