



## REQUEST FOR PROPOSAL (RfP)

Resource pack for European cities:  
Advancing the C40 Energy Crisis Emergency  
Plan in an inclusive way and lifting frontline  
communities from energy poverty

C40 Cities Climate Leadership Group, Inc.  
120 Park Avenue, 23<sup>rd</sup> Floor  
New York, NY 10017  
United States of America

This project is part of the Inclusive Climate Action Programme. More info:  
<https://www.c40.org/programmes/inclusive-climate-action>

**Deadline for proposals:**  
**April 28, 2023**  
**Service required between:**  
**May – October 2023**



## 1. C40 Cities Climate Leadership Group Inc. ("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](#).

## 2. Summary, Purpose and Background of the Project

**About the Global Green New Deal Pilot Program:** Through the Inclusive Climate Action Programme, C40 is supporting targeted engagement in 20+ champion cities across 5 regions. This support focuses on delivering inclusive climate action, a just transition and demonstrating what a Global Green New Deal (GGND), that ensures a green and just recovery from the Covid-19 pandemic, looks like in practice in cities. The initiative is based on C40's ambition to advance climate mitigation goals, a just and equitable transition, and adaptive resilience in North America, Europe, Africa and Latin America. The objective is for mayors and cities to contribute as world leaders to the reconstruction of societies and communities in a low-carbon and socially desirable way, to avoid the risk of new pandemic crises and climate breakdown.

In April 2022, the Mayor of London and Chair of C40 Cities, the Mayor of Barcelona and Vice Chair of C40 Cities co-hosted a roundtable in collaboration with the Secretary General of the International Trade Union Confederation. As a result of this

Mayoral and Union collaborative event, a 10-point Emergency Plan was developed that C40's new [Global Green New Deal \(GGND\) European Pilot](#) is helping cities deliver.

The GGND European pilot, a subset of the GGND ICA Program, will support leading European Mayors and their cities with technical support and peer learning opportunities to accelerate the Plan delivery. The pilot engages leading European cities (including, Barcelona, Lisbon, Milan, Paris, Rotterdam and Warsaw) to strengthen and support their role in tackling the current energy crisis in Europe. The pilot will enhance cities' capacities and support action to advance key strategies in line with the [C40 10-Point Energy Crisis Emergency Plan](#) (i.e., the 3Rs: relief, retrofit, renewables) in an inclusive and equitable manner.

Specifically, the pilot aims to:

- a) Advance new or enhance existing local actions to tackle energy poverty in line with the [Emergency Plan](#) through inclusive climate action, addressing immediate responses to and plans for the current energy crisis.
- b) Build capacity through tailored peer learning support for city staff on issues of equitable policy development, delivery and inclusive community engagement.

The GGND European Pilot will demonstrate best-practices of how to implement relief, retrofit, renewable and resiliency strategies, demonstrating an evidence base of how cities are addressing the energy crisis and energy poverty. By showcasing cities' leadership and actions, this process will reinforce cities' voice and perspective in the energy crisis debate at the European regional level.

**Background of this project “Resource pack for European cities”:** Across Europe, cities are seeing the growing impact of rising energy bills on their residents, which is contributing to an ongoing cost of living crisis and social emergency. Rising energy prices, compounded by an increase in extreme weather events (including growing heat waves) is leading to increasing numbers of residents facing energy poverty, with the most profound impact on the already vulnerable, and lowest income households. The energy crisis has been further intensified with the invasion in Ukraine and its impact on gas supply and price volatility.

The inevitable energy transition affects all levels of society. Therefore, it is vital to engage the most vulnerable residents and support the least resilient groups to ensure a just transition that benefits all levels of society. Tackling energy poverty is key to delivering a just energy transition and also at the heart of building community resilience in the face of crisis, which is as critical and as urgent as ever.

To deliver on the Emergency Plan, European mayors are looking to work with key stakeholders and build coalitions (such as the European Commission, national governments, youth, unions, civil society organisations, private sector, and front-line communities, particularly those hardest-to-reach or seldom heard<sup>1</sup>). These

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<sup>1</sup> Hard to reach or seldom heard groups are defined as people that are typically under-represented in the planning or policy implementation process, or in wider public life. This could include ethnic or language minorities, people with disabilities, young people, the elderly, women, people with low literacy levels and people who simply don't think their participation will make a difference as their

coalitions will help drive local action to bring down energy bills, build community resilience, accelerate housing retrofits, foster access to affordable renewable energy and green jobs; delivering a just energy transition.

In response to the demand from Mayors and their cities for support, C40's Inclusive Climate Action (ICA) programme, in collaboration with other C40 teams particularly within the Energy & Buildings<sup>2</sup> program and the Europe Team, has delivered a number of key activities to support city advocacy, coalition building and action in tackling energy poverty and delivering a just transition that are also relevant to this piece of work, such as:

- The launch of C40's [Global Green New Deal](#) and related [Inclusive Climate Action GGND pilots](#) in Barcelona and Warsaw focused on energy poverty.
- [Green Jobs and Just Transition](#): C40 research estimated local specific job creation and distribution potential in 6 cities (Milan, Rome, Johannesburg, Cape Town, Houston and Miami), and nationally in 3 countries (Italy, South Africa and the U.S).
- C40's delegation of European mayors meeting in Brussels with the European Commissioner for Energy, Kadri Simson, to [express their support for the EU's ambitious climate goals and discuss the role of cities in accelerating the retrofit of buildings](#).
- [Powering inclusive climate action in cities](#): This C40 report outlines how cities can – and are already – using these powers boldly and innovatively to implement action that tackles the climate emergency and delivers social justice. It considers executive, legislative, sectoral and fiscal powers, and soft powers of convening, collaborating, enabling and influencing.
- **Inclusive Climate Action Masterclass**: The first in person activity of the GGND European pilot will take place in the city of Warsaw in May 2023. It will offer a chance to strengthen city staff capacity to inspire and convene collaborative action, positioning European cities as key actors in building coalitions among diverse stakeholders.

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voice will not be heard. These groups may not be engaged with as much by policy makers because of language barriers, or a lack of understanding of the best methods and locations to engage them. They may also not feel empowered to engage with governments.

<sup>2</sup> C40 Energy & Buildings program includes:

- [New Building Efficiency Network - C40 Cities](#)
- [Private Building Efficiency Network - C40 Cities](#)
- [Municipal Building Efficiency Network - C40 Cities](#)
- [Clean Energy Network - C40 Cities](#)

## Overview & purpose of the “Resource pack for European cities”

**project:** C40 is looking for a consultant or group of consultants to collaborate and develop the following two resources for European cities:

1. **Analysis of city powers to implement the Energy Crisis Emergency Plan**
  - A socio-political analysis and mapping of city powers in Europe, drawing on key frameworks and how these can be leveraged and navigated by cities to deliver on the Emergency Plan.
  - Should identify hard and soft powers<sup>3</sup> cities can tap into as well as key stakeholders to be engaged for a swift response to the energy crisis from the local level in line with the C40 Emergency Plan.
  - **Audience:** Mayoral teams and political decision-makers in European cities. Other external audiences will see this publication.
2. **Key recommendations for European cities to implement C40’s Energy Crisis Emergency Plan in an inclusive and equitable way**
  - Identifies key equity concerns regarding equity and inclusion when rolling out the Emergency Plan and recommendations to address them.
  - Includes any links to tools, resources or case studies that demonstrate these recommendations being put in practice by cities.
  - **Audience:** City technical teams and their partners in European cities. Other external audiences will see this publication.

These practical resources for cities should provide a complimentary pack of guidance on city powers and policy measures that should be adopted for the socially fair and effective implementation of key actions aligned with C40’s Emergency Plan, which include: tackling energy poverty, providing immediate relief, housing retrofit, promoting access to renewable energy, delivering good green jobs and skills development, stakeholder engagement (e.g. national governments, finance institutions, civil society, research institutions, etc.), and frontline community engagement.

The purpose of the project is therefore to:

- Identify key strategies for European cities to channel their hard and soft powers to respond to the energy crisis and advance towards a just and socially fair energy transition.
- Provide key recommendations for C40 European cities to implement the 3Rs (relief, retrofit and renewables) of the Emergency Plan in an inclusive and equitable manner to lift communities out of energy poverty.

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<sup>3</sup> Hard and soft powers as understood in [C40’s ‘Powering Inclusive Climate Action’ Report](#)

- Highlight the role of European cities addressing the energy crisis and energy poverty.
- Strengthen C40's evidence-base on the importance of tackling energy poverty in the context of the energy crisis and the just transition in order to support cities in inclusive climate action.

**Project scope:** Both resources must be well-researched, well-structured, succinct and properly referenced and must include relevant case studies from European cities. Below are some initial suggestions of key content and considerations to be included.

The resources should offer a comprehensive and practical guidance package that helps cities interested in – or in the process of – implementing the Emergency Plan, to understand the steps required to successfully implement these actions in their own local contexts in a socially fair way. They should provide insights, answer common questions and concerns, and provide recommendations through existing best practice and case studies from European cities.

The resources should not exceed 50 pages and should be accompanied by two-page mayoral high level policy briefs (executive summaries - indicated below as deliverables 2 & 4).

### **Scope of Deliverable 1. Analysis of city powers to implement the Energy Crisis Emergency Plan - Channelling city powers towards implementing the 3 Rs of the Energy Crisis Emergency Plan**

As cities respond to the energy crisis, many are finding that stakeholders, and policies beyond their powers affect their abilities to implement the 3Rs and advance a just energy transition. Policy and regulatory decisions made by national governments, utilities, and wholesale market governing bodies determine options available to cities. This can create challenges for meeting locally defined solutions. Cities need to engage with stakeholders in new ways to alter the game's rules in order to overcome these obstacles and advance a just energy transition.

To address the energy crisis and tackle energy poverty by implementing the Emergency Plan, cities should use the full range of powers at their disposal. This includes existing formal powers in energy and housing sectors and in other sectors such as health, transport, social inclusion and labour, as well as soft powers which can help to overcome some formal power limitations. Cities can also advocate for greater powers and budgets.

The [C40 Powering Inclusive Climate Action analysis report](#) outlines how cities can use formal and informal powers to accelerate inclusive climate action broadly. This deliverable should draw on this report as a guiding framework, zooming in on what this looks like at the European level specifically for driving the accelerated implementation of the 3Rs.

The report will outline how cities are using their powers boldly and innovatively, seeking to expand powers in domains typically outside of their control, to tackle the energy crisis and deliver social justice. Drawing on the C40 [power analysis](#)

[framework](#), it will consider executive, legislative, sectoral and fiscal powers, and soft powers of convening, collaborating, enabling and influencing.

The analysis should expand understanding of city powers and competencies beyond environmental and energy departments, to identify how European cities can deliver on just transition goals through a wider suite of departments and actors. The analysis should demonstrate useful evidence on what cities can do to leverage these powers jointly, and in parallel, to overcome barriers and catalyse enablers of vertical integration, good governance mechanisms and to apply them for a swift implementation of the Emergency Plan.

**Deliverable 2.** mayoral high level policy brief. A two-pager summarizing Deliverable 1.

### **Scope of Deliverable 3. Key recommendations for European cities to implement the Emergency Plan in an inclusive and equitable way**

If equity and inclusion strategies are intentionally embedded, the Emergency Plan provides cities with a comprehensive approach to lift communities out of energy poverty and advance on the just energy transition with immediate relief actions and more structural retrofit and renewable energy solutions. Housing retrofits, coupled with the expansion of residential solar, will increase resilience for low-income households by providing lower, and more stable energy prices over time.

Some of the key equity concerns when rolling out the Emergency Plan are outlined below but C40 expects the consultant to bring additional insights:

#### Provision of independent advice and financial support

Cities can take actions to ensure all residents can access trusted energy advice. Provide guidance to populations at risk of energy poverty about energy-efficiency measures that can be implemented cheaply and easily, and how to access available support. Cities can convene partners and community groups to strengthen advisory services and reach at-risk groups by integrating advice into frontline services, such as health and social care. Cities can provide direct financial support to low-income households by reducing social-housing rent or local taxes and help vulnerable households known to local service providers to access any national schemes.

#### Avoiding unintended consequences

Energy efficient buildings and access to affordable clean energy benefit all citizens; especially those at risk of energy poverty. However, for this to succeed key equity and inclusion considerations must be integrated and planned for when designing and implementing policies and strategies.

Housing retrofit policies, for instance, could cause “renovictions”, as the capital cost of retrofits can be passed to tenants through rent increases leading to tenants leaving or being evicted. How can cities address these issues? How can cities implement minimum energy performance standards without causing harm?

Without sufficient financial incentives and adequate access to finance, property owners may not undertake renovations without passing the costs onto tenants, leading to “renoviction” and displacement of low-income homeowners and tenants and contributing to housing insecurity and urban gentrification. Low-income owner-occupiers are also vulnerable to the harmful effects of poor retrofit policies leading to over-indebtedness.

#### Ensuring those in energy poverty can access support schemes

The most vulnerable may be excluded from retrofit programs due to eligibility criteria and documentation issues. A focus on ownership rather than rental properties may leave many people in rental accommodation behind. In the absence of low-income and tenant protection measures, speculation and financialisation of the housing sector may lead to social exclusion.

Retrofit efforts should prioritize social justice and improved living standards implementing social safeguards to protect the rights of tenants and property owners and prevent *renovictions*. This includes identifying and prioritising the renovation of the worst-performing dwellings of those in energy poverty. Investing in a better understanding of the private rental sector and assessing the effectiveness of tenant protection laws and rent control measures is also crucial.

Financial tools such as 100% subsidies and low-interest loans could be provided to support low-income owner-occupiers, keeping remaining costs close to zero. For landlords, instruments could be linked to rent cap guarantees. Certification schemes and building Renovation Passports for responsible renovations could also be introduced to recognise and reward property owners who undertake renovations in a reliable, tenant-friendly manner.

#### Support capacity building with local stakeholders

Capacity building and the active involvement of local actors such as energy communities, housing cooperatives, local industries, and financial actors have also proven successful. To this end, one-stop-shops on renovations are one of the key useful tools to develop inclusive community based integrated retrofit programmes that can be replicated, scaled up across cities, and help create value chains at local level.

To ensure sustainability and affordability, it is key to think beyond the building and involve all sectors and policy areas, from regulation to construction, taxation, environmental, energy, and social policies.

#### Support inclusive solar PV adoption

Cities are uniquely positioned to remove many of the barriers to widespread solar adoption. They can organize and strategize local solar efforts, take steps to make solar available and affordable for low- to moderate-income (LMI) households and under-resourced communities, update solar process and policies, develop local workforce training and education programs, educate and empower potential prosumers using inclusive strategies, and



install solar on local land and buildings to provide affordable electricity to nearby under-resourced communities.

Some ways that cities can help create a more equitable local solar market include adopting racial and social equity goals, accounting for historical injustices, ensuring diversity and representation on local advisory committees, and including underrepresented minorities in decision-making about renewable energy.

Initiatives such as Energy Communities have the potential to be effective tools in the battle against inequality and climate change. However, low-income communities face many social and economic barriers to participate in energy communities. Cities can play a key role addressing these barriers.

Cities can also implement targeted diverse incentives and financing programs for vulnerable residents to help make renewable energy affordable.

**Deliverable 4.** mayoral high level policy brief. A two-pager summarizing Deliverable 3.

#### Deliverables and timeframe

Deliverable	Description	Deadline
<b>0.1 Initial scoping report</b>	<p><b>Report on initial findings from desk review &amp; proposed skeleton for Deliverables 1 &amp; 3</b></p> <p>Desk based review should include clear evidence and understanding of:</p> <ul style="list-style-type: none"> <li>• Relevant existing C40 efforts outlined <a href="#">here</a></li> <li>• Review of background reading provided by C40 team, that may include among others: <ul style="list-style-type: none"> <li>◦ The <a href="#">C40 10-Point Energy Crisis Emergency Plan</a></li> <li>◦ <a href="#">Powering Inclusive Climate Action</a> to provide the main framework for analysis of Deliverables 1 &amp; 3.</li> <li>◦ Review of <a href="#">Climate Action Planning Guide</a></li> <li>◦ Review of materials, slide decks and summary discussions from city working sessions in the run-up to the Masterclass.</li> <li>◦ Review of notes &amp; recordings from Masterclass sessions.</li> </ul> </li> <li>• Review of other relevant background material from cities, national</li> </ul>	w/o 5th June

	governments, European Commission, NGOs, Academy, and relevant stakeholders in Europe proposed by service providers.	
<b>0.2 Primary findings slide deck &amp; presentation</b>	<b>A slide deck that summarises:</b> <ul style="list-style-type: none"> <li>• The findings from the desk-based review (outlined in the scoping report)</li> <li>• Key messages from 3-5 interviews with non-city experts &amp; stakeholders (e.g. Eurocities, Right to Energy Coalition and other proposed by service provider)</li> <li>• Initial proposed skeleton for Deliverables 1 &amp; 3</li> <li>• <b>Presentation of slides followed by feedback session with C40 &amp; pilot cities</b> Online validation session with peer group cities for Deliverable 1 (Barcelona, Lisbon, Milan, Paris, Rotterdam and Warsaw)</li> <li>• This session will be recorded.</li> </ul>	w/o 12th June
<b>1.0 DRAFT 1 of Deliverable 1</b>	<b>First full draft of Deliverable 1 for C40 review</b>  As described in <b>Overview (see <a href="#">here</a>) and Scope of project sections (see <a href="#">here</a>)</b> . The draft should include: <ul style="list-style-type: none"> <li>• Case studies and leading examples of what cities are already doing to help inform how cities can use all their powers to tackle the energy crisis and energy poverty in line with the Emergency Plan.</li> <li>• Word document format</li> <li>• In English</li> <li>• max 20 pages</li> </ul>	26th June
<b>1.1 DRAFT 2 of Deliverable 1 +2</b>	<ul style="list-style-type: none"> <li>• Second full draft of Deliverable 1 for C40 review</li> <li>• First draft of the two-pager policy brief – Deliverable 2 for C40 review</li> <li>• Includes at least two rounds of C40 reviews</li> <li>• Deliverable 2 - max 4 pages</li> <li>• Includes at least two rounds of C40 reviews</li> </ul>	10th July

<b>1.2 FINAL DELIVERABLE 1 &amp; 2</b>	<p>End of phase 1</p> <ul style="list-style-type: none"> <li>• Final report and policy brief (executive summary) (Deliverables 1 &amp; 2)</li> <li>• Word document format</li> <li>• + PDF Format</li> <li>• In English (British)</li> <li>• Copy edited</li> </ul>	7th Aug
<b>2.0 DRAFT 1 of Deliverable 3</b>	<p><b>First full draft of Deliverable 2 for C4O review</b></p> <p>As described in <b>Overview (see <a href="#">here</a>)</b> and <b>Scope of project sections (see <a href="#">here</a>)</b>. The draft should include:</p> <ul style="list-style-type: none"> <li>• Consideration and understanding of the 3 Inclusive Climate Action pillars (inclusive process, inclusive policy design, equitable distribution) in relation to the 3Rs</li> <li>• Should include recommendations from C4O's Vulnerability Mapping guidance<sup>4</sup>.</li> <li>• Should include C4O's Healthy, Efficient and Retrofitted Buildings (HERB) toolkit<sup>5</sup>.</li> <li>• Word document format</li> <li>• In English</li> <li>• max 30 pages</li> </ul>	21st Aug
<b>2.1 Deliverable 3 &amp; 4 DRAFT 2</b>	<ul style="list-style-type: none"> <li>• Second full draft of deliverable 3 for C4O review</li> <li>• First draft of the two-pager policy brief – Deliverable 4 for C4O review <ul style="list-style-type: none"> <li>◦ Deliverable 4 - max 4 pages</li> </ul> </li> <li>• Includes at least two rounds of C4O reviews</li> </ul>	11th Sept
<b>2.2 FINAL DELIVERABLE 3 &amp; 4</b>	<p>End of phase 2</p> <ul style="list-style-type: none"> <li>• Final report and policy brief (executive summary) (Deliverables 3 &amp; 4)</li> <li>• Word document format</li> <li>• + PDF Format</li> <li>• In English (British)</li> <li>• Copy edited</li> </ul>	16th Oct

<sup>4</sup> C4O Vulnerability Mapping Guidance is a comprehensive set of guidelines facilitating cities in identification of the most vulnerable communities or buildings for targeted building decarbonization actions.

<sup>5</sup> C4O Healthy, Efficient and Retrofitted Buildings (HERB) toolkit is an Excel-based toolkit for cities to measure environmental, financial, social and health impacts gained through buildings retrofits.



### 3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **9pm EST, April 28, 2023**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

- How your proposal is responsive to the Evaluation Criteria;
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Timeframe for your tasks and completion of the project
- Project management methodology
- List of key personnel who would be working on the contract, their job titles, and resumes of proposed key personnel in the standard C40 CV Template
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

#### **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.

Feel welcome to refer to C40's Equity, Diversity and Inclusion Statement as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

## Contract

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

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for review setting out clearly your rationale for the change.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier.

## Subcontracting

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

## 4. RfP and Project Timeline

### RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	<i>April 6, 2023</i>
Deadline for receiving Offers	<i>April 28, 2023</i>
Clarification of Offers	<i>May 2, 2023 - May 3, 2023</i>
Evaluation of Proposal	<i>May 3, 2023 - May 5, 2023</i>
Selection decision made	<i>May 8, 2023</i>
All Potential Suppliers notified of outcome	<i>May 8, 2023</i>

Project Timeline	Due Date
The project initiation phase must be completed by	<i>June 5, 2023</i>
Deliverable 1 & 2 are expected to be completed by	<i>August 7th, 2023</i>

Deliverable 3 & 4 are expected to be completed by	<i>October 16, 2023</i>
The project is due to run until	<i>October 16, 2023</i>

## 5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

<b>Evaluation Criteria</b>	<b>Weighting</b>
Demonstrated expertise in European policy analysis, as well as experience on key topics for this piece of work are represented across all services team members involved	40%
Robustness of the project delivery proposal and ability to meet objectives	30%
Project management, work approach and timeline	15%
Cost effectiveness of the proposal	10%
Alignment with C40 Diversity and Inclusion values*	5%

\*Please refer to [C40's Equity, Diversity and Inclusion Statement](#) for information on this evaluation criteria. C40 believes strongly that supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

## 6. Project Budget

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. This should be presented using a cost break-down structure, outlining the costs for each deliverable. All costs incurred in connection with the submission of this RfP are non-refundable by C40. Cost-effectiveness is a criteria for successful appointment.

Total proposed project costs (incl. VAT and other 'hidden' costs) should not exceed **30,000 USD**.

Payment will be made according to meeting project milestones as approved by the C40 point of contact.



## 7. 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](#)

## 8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email addresses below by April 28, 2023 at 9pm EST:

- Josu Mozos, Inclusive Climate Action Senior Manager, Europe:  
[jmozos@c40.org](mailto:jmozos@c40.org)
- Luisa Miranda Morel, Senior Manager, ICA Forum & Academies:  
[lmirandamorel@c40.org](mailto:lmirandamorel@c40.org)

### **Disclaimer**

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for 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 Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.