REQUEST FOR PROPOSAL (RfP)

Energy Poverty Project Manager

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd 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:
September 28, 2023
Service required between:
October – December 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](https://www.c40.org/en) is helping cities deliver.
The GGND European pilot, a subset of the GGND ICA Program, supports 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:

The City of Milan published the Air Quality and Climate Plan, setting out the key climate actions the city is taking to tackle climate change and inequality jointly. One of the key socio-economic challenges the city is facing is energy poverty, where a household has difficulty meeting its energy needs because of low income, the impacts of the energy and cost of living crises or the nature of its dwelling. Energy poverty is a multidimensional issue, to be considered not only based on the current emergency but also strategically in the framework of a green and just transition. Thus the City of Milan is committed to address energy poverty through climate action; a task that requires a thorough understanding of the phenomenon’s social, political and economic characteristics in the city. In addition to the actions included in the Air Quality and Climate Plan, as a signatory of the Global Covenant of Mayors for Climate and Energy, Milan has committed to implement a City Action Plan Against Energy Poverty by 2024. To do this, the City of Milan will receive technical assistance from the Energy Poverty Advisory Hub (EPAH) for support in drafting the Plan.

Moreover, a commitment to tackle energy poverty through a coherent and holistic strategy is reiterated in the Welfare Development Plan (Piano di Sviluppo del Welfare), approved by the City Council on 22 December 2022.
In the region of Lombardy, where Milan is located, more than 6.2% of families (275,000 households) are affected by some kind of energy poverty, living in rented flats in buildings built in the 1960's and 1970's with poor energy performance, mainly in peripheral neighbourhoods (Ref. Reg. Lomb. 2021 RSE). Due to the energy and cost of living crisis the scale of this number is expected to increase.

The city sees combating energy poverty as an important social strategy to address deepening inequalities and strengthen community-wide cohesion by supporting families experiencing socio-economic hardship. The project will directly and indirectly respond to the impacts of the economic slowdown following the COVID-19 pandemic, the energy and cost of living crises, inflation, food access and supply problems, all leading to increasing social polarization. Indeed, tackling energy poverty, though a major objective under the heading of a just and equitable transition, is marred by a disconnect between the research world, policymakers, offices dealing with environmental issues, and social services – the existing links ought to be deepened to ensure stronger coordinated action.

The overall goal is to tackle energy poverty in Milan through the development of a Strategy Against Energy Poverty (SAEP) based on an integrated multistakeholder approach. This will be built through the coordination of local existing and new services and initiatives, bringing together different internal and external stakeholders, and valorizing their contribution towards the achievement of shared goals. Fighting energy poverty will bring both environmental and social benefits, as in addition to improving energy efficiency, it will help address deepening inequalities and strengthen community-wide cohesion by supporting families experiencing socio-economic hardship.

The development of the Strategy Against Energy Poverty (SAEP) aligned with the Covenant of Mayors requirements will enhance and accelerate local action to tackle energy poverty in Milan. The SAEP will leverage on existing efforts, coordinating different initiatives, and creating the basis for a new stream of work, multi-departmental and across services to citizens, not yet formally included in the Municipality strategy and plan of work. The SAEP will include recommendations and operational suggestions for the Municipality to ensure its implementation and long-term sustainability.

**Project scope:**

C40 requests the services of an expert to work as an Energy Poverty Project Manager (EPPM) with the City of Milan to coordinate all activities related to energy poverty with a view to the development and implementation of the Strategy Against Energy Poverty.

The tasks of the EPPM will include:
• Management and monitoring of existing municipal services and initiatives;
• Support planning, design, implementation and monitoring of new municipal services and initiatives, such as trainings for social workers (from the Welfare and Housing dept.);
• Liaising with municipal departments and companies and coordination of their contributions to existing and new services and initiatives;
• Liaising with external stakeholders and coordination of their contributions to existing and new services and initiatives;
• Identification of new stakeholders and opportunities and possible cooperation;
• Liaising with C40’s Inclusive Climate Action Team, with the support of the International Relations dept. of the City of Milan.

Consultant’s specifications:
• Good strategic, analytical and critical thinking with proactive and insightful nature;
• Demonstrable experience and understanding of energy poverty, preferably within Italian cities and/or Milan;
• Experience in engaging and coordinating with city governments and/or local authorities is desirable;
• Available to work mostly in person from the premises of the Municipality of Milan;
• Excellent verbal and written communication skills in both Italian and English.

Deliverables:

The proposed content and the following deliverables are not necessarily an exhaustive list of requirements for this project. If the responding bidder follows methodologies and processes which includes additional or different approaches or deliverables, please include that in your proposal response (this is welcome!).

In addition to the deliverables outlined below, the successful bidder will be responsible for creating and maintaining project timelines. Work is expected to continue until March 2024, to be confirmed at the contract signing stage.

D1: Management, coordination and monitoring of existing municipal services and initiatives

<table>
<thead>
<tr>
<th>Activities</th>
<th>Management, coordination and monitoring of existing municipal services and initiatives</th>
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<tbody>
<tr>
<td></td>
<td>• Map out existing municipal services and initiatives</td>
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<td></td>
<td>• Develop tools, processes and hold meetings to manage, coordinate and monitor existing municipal services and initiatives.</td>
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<table>
<thead>
<tr>
<th>Indicative timeline</th>
<th>December 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outputs</td>
<td>• Report describing existing initiatives, leading team, objectives, target groups, data collected, etc.</td>
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</tbody>
</table>
• A map of all energy poverty activities taking place in Milan driven by the city and/or supported by the city and driven by local partners. 
• Coordination meetings 
• Monitoring tool 
• End of phase report outlining key findings and how recommendations inform the Strategy development.

D2: Creation and institutionalisation of a permanent working group including all relevant internal stakeholders

| Activities | Liaising with municipal departments and companies and coordinating their contributions to existing and new services and initiatives: 
| • Identify and engage the person of contact from each municipal departments and companies 
| • Define ways of working, shared objectives, procedures, etc. 
| • Support engagement of the deputy mayor(s) to facilitate synergies between departments and institutionalise the working group/energy poverty governance structure |

| Indicative timeline | December 2023 |
| Output | Report/presentation with ways of working, shared objectives, procedures, governance structure, etc. of the working group 
| • Internal working group coordination meetings 
| • 1 meeting/presentation with the deputy mayor(s) |

D3: Creation of a permanent working group including all relevant external stakeholders

| Activities | Develop an external stakeholders map 
| • Liaising with external stakeholders and coordinating their contributions to existing and new services and initiatives: 
| o Identify and engage the person of contact from each external stakeholder organisation. 
| o Define ways of working, shared objectives, procedures, etc. 
| o Collect ideas, suggestions, etc. from external stakeholders to define shared objectives and possible inputs to the Strategy Against Energy Poverty |

| Indicative timeline | December 2023 |
| Output | External stakeholder map 
| • Report/presentation with ways of working, shared objectives, procedures, etc. of the external stakeholders working group 
| • 1 workshop with the external stakeholders working group |

D4: Development of a framing document of the Strategy Against Energy Poverty
Activities

- Assess existing municipal services and initiatives as well as external activities to identify gaps and opportunities;
- Collect ideas, suggestions, etc. from internal and external stakeholders to define shared objectives and possible inputs to the Strategy Against Energy Poverty;
- Analyse other cities' experiences in tackling energy poverty;
- Prepare a draft framing document of the Strategy against Energy Poverty taking into consideration all of the above and including definition of the concept of energy poverty, main contents and recommendations on how to further develop the SAEP;
- Plan possible next steps and timeline for the further development and implementation of the SAEP in 2024.

Indicative timeline

December 2023

Output

- Framing document of the Strategy Against Energy Poverty;
- 1 workshop with the internal working group to present the framing document and collect feedback;
- Established shared objectives and targets with internal and possibly external stakeholders;
- Planning of activities for 2024.

Additionally, the Energy Poverty Project Manager will support the design, implementation and monitoring of the pilot training for social workers.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 9pm EST, September 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;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee; a complete, detailed, and cost breakdown for each of the deliverables; the budget should include $ 2,500.00 for logistics for the social workers training and other possible workshops/meetings/initiatives (materials, catering, etc.), and $ 2,500.00 for communication (copy-editing Facilitators’ Guide, printing -if needed-, translation -if needed-, etc.)
- Timeframe for your tasks and completion of the project
- Project management methodology
- Consultant or 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 and the City of Milan, including (as applicable) project governance and management, 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:

<table>
<thead>
<tr>
<th>RfP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>September 8, 2023</td>
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<tr>
<td>Deadline for receiving Offers</td>
<td>September 28, 2023</td>
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<tr>
<td>Clarification of Offers</td>
<td>September 29 - 3 October, 2023</td>
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<tr>
<td>Evaluation of Proposal</td>
<td>September 29, 2023 - 3 October, 2023</td>
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<tr>
<td>Selection decision made</td>
<td>October 4, 2023</td>
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<tr>
<td>All Potential Suppliers notified of outcome</td>
<td>October 5, 2023</td>
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Project Timeline

<table>
<thead>
<tr>
<th>Project Timeline</th>
<th>Due Date</th>
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<tr>
<td>The project initiation phase must be completed by</td>
<td>October 16, 2023</td>
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<tr>
<td>Deliverables are expected to be completed by</td>
<td>December 20, 2023</td>
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<tr>
<td>The project is due to run until</td>
<td>December 31, 2023</td>
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5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tr>
<td>Demonstrated experience and understanding of energy poverty, preferably within Italian cities and/or Milan;</td>
<td>40%</td>
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<tr>
<td>Robustness of the project delivery proposal and ability to meet objectives</td>
<td>30%</td>
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<tr>
<td>Project management, work approach and timeline</td>
<td>15%</td>
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<tr>
<td>Cost effectiveness of the proposal</td>
<td>10%</td>
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<tr>
<td>Alignment with C40 Diversity and Inclusion values*</td>
<td>5%</td>
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*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 $29,000 USD. (including $5,000 for workshops, training, communication).

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

07. C40 Policies

C40 expects third parties to 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](#)

08. Submissions

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

- Josu Mozos, Inclusive Climate Action Senior Manager, Europe: [jmozos@c40.org](mailto:jmozos@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.