REQUEST FOR PROPOSAL (RfP)

European Cities Piloting a Just and Viable Transition to a Regenerative Built Environment:

"Clean construction market landscape analysis for London, Madrid and Oslo"

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

6 November 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 300+ 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.

The analysis commissioned herein builds upon the work of three C40 teams:

A. Clean Construction

The Clean Construction Programme, launched in 2019 under the leadership of the City of Oslo, comprises a network of cities and a forum for city-industry dialogue. The programme supports over 40 global cities in driving the transition to resource-efficient, resilient and zero-emission construction systems, thus addressing the impacts of our urban built environment. This means looking at:

- embodied emissions (associated with materials extraction, manufacturing, assembly, transport, construction sites emissions, maintenance, end-of-life sorting and handling of waste);
- interlinks with climate risks and adaptation (such as urban heat island effect and permeability of soils);
- health and socio-economic impacts (such as workers’ rights and health, type and quality of jobs, and air or noise pollution of construction sites).

The programme assists cities in integrating a just and clean construction into their climate plans. It aims for cities to meet their residents’ needs by creating thriving, safe and climate resilient urban spaces, flourishing circular industries and protected local environments that generate better air quality for millions of people around the world.
The programme facilitates a dialogue with construction stakeholders and relevant other stakeholders: building trust, sharing signal and supply demands and ensuring engagement happens early-on for strong and efficient collaborations. The Clean Construction Accelerator, launched in November 2020, highlights the commitments C40 mayors are taking to publicly take action and shift the construction market.

C40 considers "clean construction shifts" as the key overarching actions required to transition the construction industry from ‘business-as-usual’ to a low-carbon, increasingly circular clean construction scenario. Examples of clean construction shifts include (non-exhaustive):

- Regular repair and maintenance of buildings
- Supporting building retrofit and encouraging adaptive reuse
- Maximising building occupancy
- Prioritising industrialised construction
- Encouraging timber construction
- Specifying low-carbon products
- Prioritising reused materials and structural components
- Encouraging designing for disassembly

B. Inclusive Climate Action

C40’s just transition approach is defined in our just transition framework, Inclusive Climate Action resources and based on our Inclusive Climate Action Forum experience.

C40’s Inclusive Climate Action programme which has a track record of working with 20+ cities to deliver strengthened policies and new programmes that deliver a fair and inclusive transition. This includes supporting cities to work at local level with workers, community groups, unions, youth and civil society for better and more inclusive policies that ensure no one is left behind in climate action. This includes supporting strengthened inclusion and community resilience for the most vulnerable in Barcelona, a just transition away from coal in Warsaw for low income residents, developing stakeholder led policies for a just transition in Los Angeles, and supporting the city of Accra to develop stronger provisions, livelihoods and working conditions for informal waste workers.

C. City Climate Finance

C40’s City Finance Programme works to address a range of municipal climate finance challenges, at different stages of project maturity, and across major urban infrastructure groups: clean energy, zero-carbon buildings, public transportation, waste and resilience. By scaling up investment in these areas, and simultaneously divesting from fossil fuels, mayors are creating safer, healthier and more economically sustainable communities for the current and future residents of their cities.

The team’s strategic focus is on strengthening city financial capacity, increasing the supply of climate finance and funding available to cities, facilitating engagement with finance providers, and building enabling environments that support urban climate investment. The core City Finance Programme team oversees and/or coordinates with special projects and initiatives within C40 that also have a finance focus, including ZEBRA, C40 Cities Finance Facility, UrbanShift, Climate Budgeting Pilot Project, and others.
2. Summary, Purpose and Background of the Project

C40 is seeking a consultant (or coalition of consultants) to develop a landscape analysis on the state of the market for clean construction in London, Madrid, and/or Oslo as part of the project "European Cities Piloting a Just and Viable Transition to a Regenerative Built Environment", hereafter referred to as "the project". While it is preferred that bidders cover all three cities, we also accept bids for a selected one or two cities according to the bidders expertise and familiarity with the local context.

The project's overall aim is to empower three European cities to lead by example and foster an enabling environment for just and financially viable approaches to a decarbonised and regenerative built environment. By project end, each city will have a deeper understanding of the job and cost impacts of decarbonising their buildings and the wider construction industry, and will have built coalitions of key stakeholders, including social and financial actors, to catalyse market transformation. The cities will begin to mainstream equity by applying a just transition lens to their clean construction initiatives and demonstrative projects, including meaningful support of workers for good, green jobs. Cities will have improved access to climate finance and understanding of alternative funding and business models to scale up the decarbonisation of the built environment while ensuring the transition is inclusive.

The piece of work commissioned herein will contribute to the project's aims as a foundational research on the baseline, including market maturity and feasibility, which will inform the clean construction strategies and approaches prioritised by each city for deployment.

3. Proposal Guidelines & Instructions for Bidders

Objectives:
The landscape analyses on the state of the market for clean construction in London, Madrid and/or Oslo must achieve the following objectives:

1. deepen understanding of the state of the market for clean construction locally/regionally, to act as a baseline in designing and prioritising the next city-led activities for decarbonising the construction industry and built environment;
2. identify key actors and initiatives, and assess the prevalence of various clean construction approaches, such as promoting the retention of existing structures, adaptive reuse, deep retrofits, use of low-carbon reused/recycled or bio-based materials, design for disassembly, and industrialised construction processes;
3. identify market driver gaps and their causes or barriers, and identify opportunities or entry points where city-led action could be most impactful...
- including potential areas where further worker training or requalification may be required;

**Suggested research questions:**
C40 has defined the following questions as valuable to achieving the objectives above; however, bidders are welcome to propose additional or alternative research questions that they feel would achieve the projects goals.

I. Who are the key market stakeholders, and what are their roles?
   a. Which are the key financial and market actor types, and what are their distinct roles and responsibilities? What relationship is there between them?
   b. Which are the existing companies and initiatives innovating in building decarbonisation?
   c. What is the role of the city in setting a market trajectory and catalysing a transition to a decarbonised construction sector locally?

II. How is the current market landscape locally/regionally for clean construction shifts *(see definition in section 1.A)*?
   d. How is the local/ regional construction market impacted by the national and/or European context?
   e. Which clean construction solutions have demonstrated success in the local context?
   f. What are the current market (dis-)incentives for clean construction?
   g. What does the value chain look like - for new construction and refurbishments? Are there any bottlenecks or inefficiencies? Are workers' rights and environmental standards for contract performance reflected in all tiers (subcontracted as well as primary contractor)?
   h. Are there substantial differences in construction time, cost, and amortization in clean construction examples/ methods as compared to conventional construction? Do local examples of clean construction show a price premium, and if so, with what ROI?
   i. Is the local context conducive to public-private partnerships?
   j. Explain the state of the art and market landscape for at least 3 low-carbon materials or construction methods in greater depth (to be determined based on city input once the consultancy has started), and the feasibility of upscaling each approach (e.g. considering market maturity and prevalence, resource availability and environmental impact, cost and skills required). For example,
      i. industrialised construction (prefabrication off-site)
      ii. timber construction
      iii. large-scale residential retrofit schemes
      iv. use of reused or recycled building components and materials
      v. design for disassembly

II. How can the market be improved?
   k. What are the key barriers (perceived and actual) for market stakeholders to expand and accelerate uptake of clean construction? For example, distrust of alternative low-carbon or secondary construction materials or lack of available insurance for innovative construction methods.
i. Categorise key barriers identified - e.g. technical, economic, political, cultural/behavioural
ii. Is there a lack of finance or investment in clean construction? If so, why?
iii. Are business models in place resilient to market shocks?
iv. Are perceived barriers (such as that clean construction requires higher cost or faces a lack of skilled workers) well-founded in the local context?
l. What are the key opportunities market actors see to accelerate a transition to clean construction? Specify actions for different approaches and value chains, such as for promoting retrofit of existing structures, low-carbon material market, and mainstreaming of regenerative design principles and whole-life carbon calculation.
m. What are the specific tools and levers available for the city administration to accelerate a market transition?

**Method & required activities:**
Consultants are expected to follow C40’s guidance on scope and method, while also proposing additional resources, references and improvements when appropriate.

- **Activity 1:** Consultant integrates city input (with contact facilitated by C40) to further shape the focus areas of the research on particular clean construction materials, methods or approaches, and to build upon existing research.
  - **Milestone 1:** C40, each city, and the consultant agree on the refined scope of the research.

- **Activity 2:** Consultant conducts desk research on the agreed research questions. Bids should include databases you will source information from.

- **Activity 3:** Consultant conducts interviews of at least 12 key actors to gain insights and greater depth of understanding from varied perspectives across the clean construction value chain and to validate desk research. Where possible, bidders should propose interviewees in their proposal; however, a final list of target interviewees will be determined in consultation with C40 and project cities during the kick off phase of the work.
  - **Milestone 2:** Desk research and interviews concluded.

- **Activity 4:** Consultant develops the market landscape analysis report - including drafting, development of visuals, executive summary, and appropriate language for the target audience of city officials. C40 and each respective city will have the opportunity to revise and give feedback on the drafted report before the work is finalised.
  - **Milestone 3:** Report drafted and shared for review by C40 and respective city.
  - **Milestone 4:** Report finalised, having adequately incorporated feedback.

**Deliverables:**
Consultants are expected to produce a bespoke market landscape analysis for each city - London, Madrid, and/or Oslo -, considering local context, priority construction methods and materials, and most relevant references and examples. The final deliverable per city is expected to be a clean construction market landscape analysis report in English of approximately 20 pages, accompanied by a 2-page executive summary for senior city leadership. The consultant will also hand over the references and background data used to develop the report, plus the rights for C40 to reproduce any bespoke visuals and diagrams prepared for this commission across future print and digital publications.

**Bidding Process:**
This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **17:00 CET, 24 November 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 previous experience and expertise in this area. Bids must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness. The proposal should give C40 evaluators all the information they need to assess your bid.

Proposals should not exceed **15 pages total** and must include:

- How your proposal is responsive to the Evaluation Criteria (see section 5);
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Proposed timeline of implementation and completion (including periods of reduced work such as holiday breaks);
- Any additional support that you need to make the analysis a success, including any inputs you will need from third parties or C40 staff;
- Proposed working partnership with C40, including project management, key personnel, key roles and responsibilities, and escalation procedure for issues;
- Description of project team’s experience, roles and expected time commitment;
- Annex: Examples of past work.

**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**.
**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 provide a separate document for review setting out clearly your rationale for any changes.

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 along with the motivation for it.

### 4. Proposal and Delivery Timeline

C40 proposes the following timelines for the RfP and delivery:

<table>
<thead>
<tr>
<th>RfP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals published</td>
<td>6 Nov 2023</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>13 Nov 2023</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>20 Nov 2023</td>
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<tr>
<td>Deadline for receiving Offers</td>
<td>24 Nov 2023</td>
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<tr>
<td>Clarification of Offers</td>
<td>27 - 29 November 2023</td>
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<tr>
<td>Evaluation of Proposals*</td>
<td>27 Nov - 8 Dec 2023</td>
</tr>
<tr>
<td>Selection decision made</td>
<td>11 December 2023</td>
</tr>
<tr>
<td>All Potential Suppliers notified of outcome</td>
<td>13 December 2023</td>
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*During the evaluation of proposals phase, C40 may reach out with clarifying questions. We ask that bidders be available to respond.

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<tr>
<th>Delivery Timeline</th>
<th>Due Date</th>
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[Activity 1] The initiation phase must be completed by 31 January 2024

[Activities 2-3] The implementation phase is expected to be completed by 11 March 2024

[Activity 4] The deliverables should be finalised by 1 April 2024

5. Proposal Evaluation Criteria

Proposals will be evaluated based on the following criteria:

<table>
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<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tr>
<td>Robustness of the project delivery proposal and ability to meet the requirements listed - including technical expertise in clean construction and market analysis</td>
<td>35%</td>
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<td>Capability, experience, and availability of the proposed team</td>
<td>25%</td>
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<td>Familiarity with local context in London, Madrid and/or Oslo</td>
<td>20%</td>
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<td>Cost Reasonableness measured by:</td>
<td>20%</td>
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<tr>
<td>- Economy: minimising the cost of resources used / spending less</td>
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<tr>
<td>- Efficiency: the relationship between the output from goods / services and the resources to produce them</td>
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<tr>
<td>- Effectiveness: the relationship between the intended and actual results</td>
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<tr>
<td>- Equity: the extent to which services reach the intended recipients fairly</td>
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6. Budget

All proposals must include proposed costs in GBP or EUR to complete the tasks described in the scope, including all VAT and taxes. All costs incurred in connection with the submission of this RfP are non-refundable by C40.

Estimated expenses for travel, if required for this work, are to be included in the budget. All travel is to be pre-approved by the C40 point of contract prior to incurring the cost.

Payment will be made according to meeting delivery milestones as approved by the C40 point of contact.
The maximum budget available for the market landscape analysis in the three cities (total) is 90 000 EUR.

7. C40 Policies

C40 expects third parties to able to abide by these C40 policies:
- Non-Staff Code of Conduct Policy here
- Equity, Diversity and Inclusion Policy here
- Whistleblowing Policy here

8. Submission of Bids

Each Potential Supplier must submit 1 copy of their proposal to the email address below by 24 November 2023 at 17:00 CET:

Kaitlyn Dietz
Clean Construction Finance Manager
kdietz@c40.org

CC:
Anelise Rosa
Head - City Finance Programme
arosa@c40.org
Dan Daley
Clean Construction & Just Transition
Senior Manager
ddaley@c40.org

Anonymised responses to questions will be provided here (link) when the Q&A period closes.

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.