



REQUEST FOR PROPOSAL (RfP)

Green Ports & Sustainable Finance Consultant

Consultancy Services to Provide Strategic Advisory in the field of
Green Ports & Shipping,
including a Sustainable Finance Academy on
Sustainability-Linked Loans for Port Cities and Port Authorities

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

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1. C40 Cities Climate Leadership Group Inc. (“C40”)

C40 is a network of nearly 100 mayors of the world’s leading cities 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. We work alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to support mayors to halve emissions by 2030 and help phase out fossil use while increasing urban climate resilience and equity.

The current co-chairs of C40 are Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyer of Freetown, Sierra Leone; three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board. C40’s work is made possible by our three strategic funders: Bloomberg Philanthropies, Children’s Investment Fund Foundation and Realdania.

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

2. Summary, Purpose and Background of the Project

About C40 Ports & Shipping Finance

C40 City Finance Programme carries out support related to municipal finance. 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 City Finance Programme oversees and/or coordinates with special projects and initiatives within C40, including the C40 Ports & Shipping Programme, which is the focus of this job description.

The [C40 Ports & Shipping Programme](#) brings together an ambitious community of action through public-private partnerships with cities, ports, and industry. By working collaboratively, cities and ports can support each other to enable the change needed to make a decarbonised future a reality. The Programme convenes the [Green Ports Forum](#), a network for leading cities and ports to accelerate urgent and collaborative climate action aligned with the 1.5C pathway.

Project Background

As part of its ‘capacity building’ and technical assistance activities, C40 Ports & Shipping Programme is establishing a Sustainable Finance Academy, aimed at supporting port authorities and port cities in the pursuit of green funding and financing for their climate action projects.



3. Proposed Activities

C40 Ports & Shipping Programme is looking for a consultant or group of consultants to support the following activities:

Activity 1: Sustainable Finance Academy ('Fixed Scope of Work')

The topic of this Sustainable Finance Academy for 2024 will be Sustainability-Linked Loans ("SLLs") and related instruments for port cities and port authorities.

C40 and its Green Ports Forum members have identified SLLs as a promising financing lever for green port projects, yet raising capital through an SLL is complex for two main reasons:

- Inherent complexity of setting and monitoring Key Performance Indicators ("KPIs")
- Ports' greenhouse gas (GHG) emissions are heavily geared toward Scope 3 emissions (from ships), that mostly fall outside of their direct control

As a result, a growing number of port authorities are facing hurdles to accessing SLLs, thus depriving them from a vital source of 'green ports' funds and delaying the implementation of much-needed sustainability projects. The Fixed Scope of Work aims to cover the following areas of work, address the following hurdles, and ultimately deliver the following deliverables:

Areas of work	Main hurdles for port cities and port authorities	Contemplated deliverables
KPI selection	Selecting and calibrating core, relevant, and material KPIs, which can realistically be met	<u>Toolkit of best practices</u> to select, structure and calibrate meaningful & ambitious KPIs, including Scope 3 emissions reduction initiatives
KPI calibration		
Financing Terms & Conditions	Wide universe of SLLs, non-standard and sometimes unclear terms & conditions	<u>Standard approach to green port SLL term sheet</u> , based on feedback from major financiers, export credit agencies and multilaterals
KPI reporting	Reporting when KPIs have been satisfied on a regular basis to SLL lenders	<u>Toolkit of best practices</u> to: <ul style="list-style-type: none"> • provide regular, transparent and lender-oriented SLL KPI reporting • manage the independent and external verification process
KPI verification	Comparing actual results vs. initial expectations, to satisfy the SLL economic characteristics	

C40 intends on producing the above deliverables through a collaborative effort involving port cities, port authorities, financing parties, and other relevant stakeholders.



Scope of Work

As part of this Fixed Scope of Work, C40 envisions the following activities. **These activities are provided on an indicative basis only, and the Potential Suppliers are encouraged to put forward any alternative approach that they would deem more appropriate / efficient:**

1. Upstream data gathering on port SLLs
 - a. Support C40 in gaining a better understanding of the current landscape for port SLLs
 - b. Identify and gather information on relevant precedents
 - c. Develop a methodological framework to maximize the collection of relevant information
 - d. Identify the right 'mix' of participants from different categories (whether port authorities, financing parties, other stakeholders)
2. Information memorandum drafting
 - a. Support C40 in preparing a document outlining the context, objectives, and expected involvement of participants
3. Outreach to participants
 - a. Support C40's outreach to these potential participants
 - b. Facilitate the relationship with these participants
4. Working group management & coordination
 - a. Support C40 in managing and coordinating working groups for the areas of work outlined in the above table (see previous page)
 - b. Facilitate calls and meetings
5. Deliverable drafting
 - a. Provide support in consolidating and organizing the insights and information gathered as part of the working groups
 - b. Provide support in drafting the deliverables outlined in the 'Desired Outcomes and Deliverables' table, i.e.:
 - i. Toolkit of best practices to select, structure and calibrate meaningful & ambitious KPIs, including Scope 3 emissions reduction initiatives
 - ii. Standard term sheet of port SLL terms & conditions, supported by major financiers, ECAs and multilaterals
 - iii. Toolkit of best practices to:
 1. provide regular, transparent and lender-oriented SLL KPI reporting
 2. manage the independent and external verification process



The following timeline is contemplated over a 6-month period. The approach and activities outlined above are provided on an indicative basis only: Potential Suppliers are encouraged to put forward any alternative view on how to best achieve the outcome of the Fixed Scope of Work, i.e. the various deliverables.

Phase of work	Main activities	Contemplated timing	Insights regarding contemplated level of effort
Initiation	<ul style="list-style-type: none"> Upstream advisory Information memorandum Outreach 	March - April 2024 (4-8 weeks)	
Implementation	<ul style="list-style-type: none"> Working group coordination and facilitation 	May - June 2024 (4-8 weeks)	10-15 meetings in total (2-3 for each area of work)
Delivery	<ul style="list-style-type: none"> Deliverables drafting Deliverables review Deliverables finalization 	July - August 2024 (4-8 weeks)	<ul style="list-style-type: none"> 2 toolkits (10-20 page documents) 1 standard term sheet

Activity 2: Strategic Advisory Services for Green Port Activities (‘Open-Ended Scope of Work’)

Separately from the Fixed Scope of Work, the Consultant can be requested to provide strategic advisory services for other parts of the C40 Ports & Shipping programme, such as:

- Programmes and industry engagement (e.g. with terminal operators, original equipment manufacturers, utilities) that can accelerate the rapid deployment of zero-emission port equipment and machinery
- Programmes and industry collaboration (e.g. between offtakers) that can facilitate more rapid supply and uptake of zero-emission maritime fuels
- Research on the feasibility of energy-as-a-service approaches on port grounds (region/jurisdiction-specific)
- Harnessing maritime start-up and innovation ecosystems to address green port challenges

The advisory services provided under the Open-Ended Scope of Work will be charged on an hourly basis, at the hourly rate put forward as part of the proposal (see Section 7 - Project Budget for details). For clarity purposes: these services under the Open-Ended Scope of Work will be mutually agreed upon, on an ad-hoc basis, between C40 and the Consultant.



4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5pm EST, February 16, 2024**. 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. Proposals should be written in English, submitted in a PDF format and not exceed the maximum number of pages outlined in the below table (reference material may be provided in annexes).

Please provide your bid in the following format:

Doc #	Content	Max number of pages
1	Short description of your company	4 pages
2	Summary of your recent qualifications in supporting port cities / port authorities, with a focus on consulting mandates in green port initiatives and green financing	6 pages
3	Resumes of proposed key personnel	2 page per resume
4	Description of proposed approach to the scope of work, including your staffing approach and views on activities, timeframe, etc.	2 pages
5	Summary of your organization's commitment to equity, diversity and inclusion and ethical alignment with C40 (see Section 8 - C40 Policies)	1 page
6	Fee proposal (see Section 7 - Project Budget)	1 page
7	Supplier onboarding form	n/a
8	Any additional information / assumption / qualifier / etc. that would help the evaluation team	1 page

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](#).

Bidders should review the attached [Supplier Onboarding Form \(SOF\)](#). Please complete the SOF and return with the bid, and either confirm acceptance of the agreement and attach it to the email in response to this RFP.

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.



5. RfP and Project Timeline

RFP Timeline	Due Date
Request for Proposals sent out	January 19, 2024
Questions submitted to C40	February 2, 2024
C40 responds to questions	February 9, 2024
Deadline for receiving Offers	February 16, 2024
Clarification of Offers	February 16, 2024 - February 20, 2024
Evaluation of Proposal	February 20, 2024 - February 23, 2024
Presentation on Proposal	February 26, 2024
Selection decision made	February 27, 2024
All Potential Suppliers notified of outcome	February 29, 2024

Project Timeline	Due Date
Kickoff meeting	First week of March
The project initiation phase must be completed by	April 30, 2024
Project implementation phase must be completed by	June 30, 2024
Project delivery phase is expected to be completed by	August 31, 2024
The project is due to run until	September 1, 2024



6. Proposal Evaluation Criteria

All proposals will be evaluated by a selection panel comprising staff from C40 based on the following criteria:

Evaluation Criteria	Weighting
Demonstrable expertise Subject matter expertise in the ports & shipping space, specifically with respect to green ports projects & green financing instruments for port projects	30%
Approach Robustness of the project delivery proposal and ability to meet the requirements listed	20%
Management Plan Capability, experience, and availability of the proposed team	20%
Cost Reasonableness Note: the Project Budget is set at a fixed amount of US\$150,000; cost reasonableness will be assessed against the value add of each Potential Supplier for this amount (e.g., number of hours in the 'hour bank', etc.) The successful applicant will demonstrate a high-level breakdown of costs aligned with their proposed staffing and work plan	15%
Project management experience	10%
Mission Alignment Alignment with C40's goals on greenhouse gas emission reduction and EDI policy	5%

7. Project Budget

The budget for the full Scope of Work (the 'Project Budget') is US\$150,000, **inclusive of tax** ('Total Contract Amount'). Note that C40 will neither bear the risk nor cover any additional costs arising from tax or exchange rate considerations.

This Project Budget includes:

- A fixed portion ('Fixed Portion') for the Fixed Scope of Work; and
- A variable portion ('Variable Portion') for the Open-Ended Scope of Work

Each Potential Supplier's Proposal should include the following breakdown:

- Fixed Portion: a fixed amount (expected not to exceed US\$125,000 inclusive of tax), reflecting the Potential Supplier's views on the anticipated level of effort for the Fixed Scope of Work
- Variable Portion: a 'bank of hours' at a blended hourly rate; this rate will be used by C40 for any activity under the Open-Ended Scope of Work
- The sum of the Fixed Portion and Variable Portion should amount to no more than US\$150,000

Illustrative examples:

Example 1	Example 2
<p>Potential Supplier X submits:</p> <ul style="list-style-type: none"> • A fixed amount of US\$100,000 for the Fixed Scope of Work • A blended hourly rate of US\$100 for the Open-Ended Scope of Work <p>The Total Contract Amount of US\$150,000 will be split between:</p> <ul style="list-style-type: none"> • US\$100,000 for the Fixed Scope of Work • US\$50,000 for the Open-Ended Scope of Work, consisting of a 'bank' of 500 hours at a blended rate of US\$100 	<p>Potential Supplier X submits:</p> <ul style="list-style-type: none"> • A fixed amount of US\$125,000 for the Fixed Scope of Work • A blended hourly rate of US\$250 for the Open-Ended Scope of Work <p>The Total Contract Amount of US\$150,000 will be split between:</p> <ul style="list-style-type: none"> • US\$125,000 for the Fixed Scope of Work • US\$25,000 for the Open-Ended Scope of Work, consisting of a 'bank' of 100 hours at a blended rate of US\$250

As per Section 6 - Proposal Evaluation Criteria, the cost reasonableness assessment will favor:

- The higher value for money for the Fixed Scope of Work (i.e., the most exhaustive approach for the lowest fixed amount)
- The lowest blended hourly rate for the Open-Ended Scope of Work

The successful applicant will demonstrate a high-level breakdown of costs aligned with their proposed staffing and work plan.

The Scope of Work does not currently contemplate any out-of-pocket (e.g., travel) expenses; any such expense shall be authorized by C40 and fall within the Total Contract Amount.

Payment for the Fixed Portion will be made according to the following milestones, upon satisfactory completion and approval by C40:

Milestone	% of the Fixed Portion fee paid
First working group meeting	30%
Consultant's provision of the draft versions of all deliverables	40%
C40 sign-off on the final deliverable	30%

All budgets are to be prepared in USD. 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. All costs incurred in connection with the submission of this RfP are



non-refundable by C40. Please note that C40 does not pay contractors more frequently than once per month.

8. C40 Policies

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

- Non-Staff Code of Conduct Policy [here](#)
- Equity , Diversity and Inclusion Policy [here](#)

9. Submissions

Each Potential Supplier must submit a digital copy of their proposal to the email addresses below by **February 16, 2024 at 5pm EST**:

ports@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.