

REQUEST FOR PROPOSAL (RfP)

< Inclusive Climate Action Forum External Assessment on Impact & Recommendations >

This project is part of the Inclusive Climate Action Programme.

More info: <https://www.c40.org/programmes/inclusive-climate-action>

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 Cities Climate Leadership Group Inc. (“C40”) C40 is a climate and equity organisation with 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.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is co-chaired by the Mayor of London, Sadiq Khan and Mayor of Freetown, Yvonne Aki-Sawyer. 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.

C40 has identified two overarching missions to achieve by the end of 2030.

1. Get the world away from fossil fuels
2. Address the impacts and injustice of climate breakdown

In order to deliver these missions C40 has decided to focus its **strategy** and **delivery** on four priority objectives :

Fossil gas is as bad as coal (*fossil gas is not ‘green’ by any measure and its use is incompatible with avoiding catastrophic global heating*)

Support zero emission zones (*support C40 cities in the successful design and implementation of ZEAs and “stepping stone policies” (e.g. LEZs) to improve air quality*)

and equity, and reduce emissions by promoting walking, cycling and public transport, reducing the overall number of vehicles and ensuring all remaining vehicle trips are zero emission)

Progress delivery of 50m good, green jobs ([50 million good, green jobs by 2030](#) by investing in the skills of the future and prioritising sustainable workforce development. Good, green jobs include work that helps reduce greenhouse gas emissions (GHG), protects nature and improves wellbeing, while aiming to provide fair wages, safe working conditions, and stable employment)

Support investment in climate projects and action in cities

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. About the Inclusive Climate Action (ICA) Programme

Cities are playing a driving role in demonstrating the transformative impact they can have in ensuring climate justice at the local and global level. Their specific characteristics make them a fundamental driving force in mitigating climate impacts and addressing climate injustices, particularly as the first institutional actor at the frontline of climate impacts and with the closest relationship to residents..

Nevertheless, strong opposition to bold climate action is mounting, with increasingly sophisticated delayer tactics creating a narrative of climate action as a menace to livelihoods and jobs. Urban policies and cities are becoming a key battleground, where innovation, creativity and perseverance are at the heart of winning the battle. This push back on climate action, coupled with a growing cost-of-living and climate crisis, is increasing the vulnerability of residents, in particular frontline communities that are disproportionately impacted, including (but not limited to) informal communities, indigenous groups and frontline workers .

The C40 Inclusive Climate Action (ICA) Programme is critical in supporting cities to harness these opportunities in order to deliver local climate policies and initiatives that drive mitigation and adaptation, co-designed in an inclusive way, addressing structural inequalities and delivering equitable impacts that support climate justice action, while advocating for global and national change that allows cities to go further in achieving a just ecological transition.

The ICA programme delivers a number of strategic services to cities:

- **Direct assistance** - Dedicated support, guidance and policy advice to support planning and implementation of climate action that is inclusive and fair, ensures a just transition and builds resilience for underserved communities.
- **Peer to peer learning** - Spurring innovation by connecting city officials through tailored learning spaces to share best practices and challenges in delivering multi-stakeholder, inclusive, climate solutions at local level.
- **Global leadership** - Supporting mayors and city decision makers with diplomacy and leadership guidance to increase city visibility, unlock support and inspire others to act on key climate justice issues through global and national forums.

- **Thought Leadership** - Developing global research and policy/data analysis to support policy-making in cities that addressed new and emerging challenges

3. About the ICA Forum

The [Inclusive Climate Action Forum](#) launched in May 2021, is the main platform that connects 36 cities in 6 regions globally (with 41% of member cities in the US, India and Africa) on inclusive climate approaches. The Forum acts as the peer learning mechanism offering a tailored service package to mayors and their city teams as they tackle some of the most difficult and controversial climate and social barriers to delivering a fair and just transition that leaves no one behind. Forum cities are invited to participate in activities such as ICA Academies and masterclasses¹, webinars², and peer working sessions³ that promote peer learning through shared experiences, access to multi-stakeholder dialogues with experts and civil society partners. These activities inspire a ripple effect of accelerated inclusive climate action delivery in each city context. Previous activities have included working with cities to inspire and learn from each other on topics such as: (1) urban just transition and green jobs strategies ; (2) green jobs in informal sectors in Africa; (3) driving innovative solutions on the energy crisis that also delivers social inclusion (4) inclusive climate action with a focus on inclusion of people with disabilities. .

The ICA Forum also has a strong interaction with the **Inclusive Climate Action (ICA) Fund**, C40's first ever fund for cities across all C40 regions, specifically focused on delivering inclusive climate action and a just transition. The ICA Fund provides cities with resources to pilot new and innovative approaches to inclusive climate action that delivers urban innovation for frontline communities. Through these projects, cities can break institutional silos, establish inclusive multi-stakeholder decision making processes and build coalitions, whilst also providing the potential for established practices and/or policies to be scaled in the future. ICA Fund cities are able to provide inspirational best practice examples that form a key basis for peer-to-peer learning and replication through C40's established learning and knowledge sharing platform, the ICA Forum.

In line with the demand-driven ethos of C40 and the ICA Programme, the priorities of the Forum and Fund are led directly by the needs of cities. They function as a cyclical and complementary mechanism that supports cities at the frontline of the climate crisis. The focus is on promoting city sharing of challenges, learning from each other, exploring solutions together, breaking silos, building partnerships, acquiring access to funds through the ICA Fund (from now being referred to as the 'Fund') and the relevant support to design, innovate, and deliver successful implementation, and progress towards true transformative action in their cities.

¹ **Inclusive Climate Action (ICA) Academies and Masterclasses:** In-person and/or virtual convenings (of 3-4 days) attended by city teams from different regions (Academy) or from the same region (Masterclass), which provide exclusive ICA training resources, access to dialogue sessions with experts and civil society partners, as well as thematic site visits in the host city.

² **Webinars:** Virtual 1 hr knowledge sharing sessions where cities and/or experts and/or civil society voices present practical approaches to driving inclusive climate action at a technical and/or political level. These follow the thematic priorities of the Forum and are often delivered as 'series' engaging participants in a dialogue on topics from different entry points.

³ **Peer Working Sessions:** Convening different Forum cities around a thematic priority and action area for tailored online working sessions to share progress on the delivery of their local actions as they align to the thematic area and explore knowledge gaps and common challenges to collectively identify solutions.

4. Summary, Purpose and Background

4.1 Summary & purpose of project

C40 is seeking a service provider to carry out an external assessment on the impact of the Inclusive Climate Action Forum (and where relevant ICA Fund activities) on achieving the following objectives:

- Create a global cohort of C40 cities, that are well equipped to deliver local climate action that ensures frontline and vulnerable communities benefit from the climate transition, and for these citizens to be meaningfully engaged in the climate transition
- Leverage cities' innovative approaches and outcomes to seek political change by national and regional governments that can strengthen city-led action or accelerate it.
- Enable cities to break political and administrative silos, innovate governance and policies and unlock city action in part as a complementary mechanism to the ICA Fund
- Mainstream the accelerated implementation of inclusive climate action across C40 services to cities and programmes
- Mainstream the accelerated implementation of inclusive climate action within cities
- Support and inspire more cities to access funding on inclusive climate action to address climate justice challenges, and open opportunities for peer to peer learning and innovation
- Support C40 as an organisation in achieving its two main missions (as described in **section 1**).

As a result of this assessment, the service provider is also required to identify recommendations to strengthen and improve the Forum (and the connected and related Fund) services to cities. Related to this, the assessment will also help identify opportunities to scale up and innovate the services to cities and ways of working in providing such services with the aim of increasing the impact of the programme in achieving the objectives listed above. The guiding questions for this second part of the assignment include:

- What is the impact of the Inclusive Climate Action Forum on cities led actions, policies and programmes?
- How ICA Forum and Fund services help cities achieve such impact?
- What is the potential of this initiative (Forum and Fund functioning as a complementary mechanism)?
- Where could it be in 5 years if we strengthen its potential?
- What should a new 'value proposition' look like for the Forum [and Fund] to help C40 strengthen the resources and influence of ICA on its networks of cities and partners?
- What are the actions that C40 needs to take to get there?
- What are the financial and human resources required to maintain and develop the Forum in the short (1-3 years) and long term (3 - 5 years), whilst specifying which partnerships and financial support could support the Forum development.

The service provider is therefore requested to deliver two sets of deliverables (**see section 7** for further details on each deliverable and sub-tasks requested):

1. An external assessment on ICA Forum’s impact

- a. Including:** (1) a desk review completed and summary of findings, (2) a proposed methodology & draft skeleton for assessment report (3) delivery of an external assessment including consultation with cities active in the Forum (4) and external assessment report.

2. Recommendations for C40’s ICA Programme & Partners

- a. Including:** (1) a set of recommendations, including for fundraising purposes, in a 5-page summary PDF and editable format, (2) a slide deck for external audiences highlighting the impacts identified with examples of evidence and (3) a slide deck for C40 audience including key finding of all deliverables (4) 60 minutes virtual presentation for C40 senior staff on final findings and deliverables with accompanying slides.

Please note Section 7 in this document provides a more detailed description of each sub-deliverable.

4.2 Background on ICA Forum role in C40

The ICA Forum is at the forefront of mainstreaming inclusion and equity across key climate sectors to achieve C40’s missions. This action takes place on two levels: internal and external. From an external perspective the Forum is supporting capacity building within city climate teams to incorporate inclusion and equity in their work. This is achieved through collaboration with C40’s [climate solution networks](#) to co-deliver webinars, academies and technical tools and resources. Additionally, the Forum is contributing to meet the 2024 [C40 Leadership Standards](#), mandatory membership criteria that apply to all C40 cities members.

The Forum uses the following **measures of success** to guide its strategic design and remain accountable to its membership cities:

1. **Amplify** best practices and lessons learned;
2. **Inspire** leadership, innovation and accelerated action;
3. **Inform** advocacy and thought leadership;
4. **Connect** resources, knowledge and stakeholders; and
5. **Build** cross-departmental capacity to deliver ICA
6. **Mainstream:** inclusion and equity across all climate action sectors

To achieve this, the main Forum activities and services to cities are:

1. **Academies:** In-person and/or virtual convenings (with a duration of 3-4 days) that provide cities with exclusive ICA training resources, access to dialogue sessions with experts and civil society partners, as well as thematic site visits in cities around the world. Cities are motivated to send participants from different climate and social sectors. These convenings include a component of mayoral engagement.
2. **Masterclass:** Regionalise in person convenings (with a duration of 2-3 days) that provide cities with exclusive ICA training resources, access to dialogue sessions with experts and civil society partners, as well as thematic site visits in the hosting

city. Cities are motivated to send participants from different climate and social sectors. These convenings include a component of mayoral engagement.

3. **Webinars:** Virtual 1 hr knowledge sharing sessions where cities and/or experts and/or civil society voices present practical approaches to driving inclusive climate action at a technical and/or political level. These follow the thematic priorities of the Forum and are often delivered as 'series' engaging participants in a dialogue on topics from different entry points.
4. **Peer Working Sessions:** Convening different ICA Forum cities around a specific thematic priority and action area for tailored online working sessions to share progress on the delivery of their local actions as they align to the thematic area and explore knowledge gaps and common challenges to collectively identify solutions. **Peer groups are often formed around pilot cities that are delivering action on the ground - often supported by the ICA Fund.**
5. **Scoping calls:** Ad-hoc brainstorming sessions with city teams to understand their different perspectives on specific new and emerging topics or problematic questions and identify any existing actions already being tested. Scoping calls act as a test bed for exploring uncharted or challenging questions at the nexus between climate change and social justice.
6. **Global tools and resource production and online resource sharing and dissemination:** Drawing on guidance, feedback, knowledge shared and challenges posed by city teams through the five typologies of direct engagement, global tools and resources are produced. These are developed to support the dissemination and showcasing of innovative, ambitious and inclusive climate action being delivered around the world on key ICA issues. These resources and all material exchanged through the five engagement activities are shared through a private online platform that acts as a depository of resources, tools and case studies that city teams have regular access to and from where they can download these resources.

Since its launch the ICA Forum has delivered 4 Academies (1 virtual and 3 in person), 2 Masterclasses, 4 webinar series, 2 scoping call sessions and developed 8 global resources (2 academies videos, 3 city stories, 2 reports, 2 resource packs for cities and 1 article). Please see [Annex 1](#) for further detail on each resource.

4.3 Other relevant C40 programs to consider for this project

C40 Regions: Core to C40's value and effectiveness is an ability to be responsive to the needs of all C40 cities and focus services and support on the areas of greatest opportunity for city action and climate impact – both at the individual city level and across our regional and global networks. Our regional management structure better enables C40 to leverage relationships between peer cities and technical and financial partners regionally and globally and to be more responsive to local needs and conditions.

To manage these efforts, C40 Regional Directors are positioned in seven regions: Africa, Europe, North America, South America, Central East Asia, East, Southeast Asia & Oceania, and South & West Asia. The Regional Directors act as the ambassador for their regions, to ensure that the organisation can deliver effectively at a regional level considering specific geographic, cultural, language and other differences.

Regional directors build strong relations with mayors, cities and regional political entities so that they are effectively engaged in the global climate agenda in line with the C40 Leadership Standards. Through the engagement with Mayors, the Regional Directors gather and share political and regional priorities and make these available to different teams in the organisation. Regional Directors work closely together to share learnings from their regions among themselves and throughout the organisation, and work collaboratively to ensure the C40 network operates in a cohesive and strategic manner.

Climate Solutions Network: C40's Climate Solutions and Networks (CSN) team oversees six program areas focused on priority climate action sectors and interventions: Energy and Buildings; Transportation; Urban Planning; Food and Waste; Air Quality; and Climate Resilience. Under these program areas, CSN operates 16 different networks that facilitate city-to-city best practice sharing on specific climate action areas, such as clean energy or zero emission vehicles. The networks help cities replicate, improve and accelerate climate action to meet the goals of the Paris Agreement. These city-only working groups provide for honest knowledge and experience exchange, enabling cities to tap into the global expertise of their peers as well as connect with technical partners. Through networks, cities find opportunities to undertake joint projects in areas of mutual interest and benefit.

5. Proposal Guidelines

5.1 High-level guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **27th February 2024, 18.00 CEST**. 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:

- Why your team is well positioned to carry out an external assessment on the impact of the Forum and capture lessons learnt and deliver useful and practical recommendations for its growth and development.
- How your proposal is responsive to the assessment criteria; Including:
 - Examples of past work (no more than 3 - as an annex);
 - Resumes of proposed key personnel in the standard C40 CV Template
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee; break down of costs per staff on the project, their role & time spent per staff on the project
- Proposed timeline of implementation;
- 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.
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40's equity and inclusion policy such as an

equity, diversity and inclusion policy, statement and or organisational action plan outline

You must include adequate information about how your costs were calculated (itemised) to enable assessment of cost reasonableness. Please include the need/ or no need for VAT in the budget breakdown - where relevant.

Please ensure your proposal is **no more than 7 pages**. Annexes can be used if necessary.

5.2 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 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.

5.3 Contract & sub-contracting

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

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

6. RfP and Project Timeline

RFP Timeframe:

RFP Timeline	Due date
Request for Proposals sent out	8 February 2024, 18.00 CEST
Questions submitted to C40	8 February to 14th February 2024
C40 responds to questions	14th February to 20th February 2024
Deadline for receiving proposals	27th February 2024, 18.00 CEST
Assessment of proposals	27th February to 5th March 2024, 18.00 CEST
Interview Panels (if deemed necessary)	5th to 6th March 2024, 18.00 CEST
Selection decision made	7th March 2024, 18.00 CEST
All potential supplier notified of outcome	8th March 2024, 18.00 CEST

Delivery timeframe:

Task	Deadline
The project initiation & planning phase must be completed by	w/o 26th March 2024
Project implementation phase is expected to be completed by	25th July 2024
The project is due to run until	20th September 2024

The development of the resources is divided into two phases. Please consider that all sub-deliverable reports and summaries have to be handed in using Word, 1.5 lined spaces & british english. In case of a powerpoint Montserrat font and alignment with C40's visual identity is requested. Templates and logos will be provided upon selection of the provider.

Deliverable	Description	Deadline
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<i>RFP Publication</i>		8 February 2024, 18.00 CEST
<i>Deadline for proposals</i>		27th February 2024, 18.00 CEST
<i>Final confirmation of service provider</i>		8th March 2024, 18.00 CEST
<i>Kick-off call</i>		21st or 22nd March 2024
<p><u>PHASE 1</u></p> <p>DELIVERABLE 1. An external assessment on ICA Forum's impact</p> <p>Containing sub-deliverables: (1) a desk review completed and summary of findings, (2) a proposed methodology & draft skeleton for assessment report, (3) delivery of an external assessment including consultation with cities active in the Forum (4) and external assessment report.</p> <p><i>This first deliverable will focus on the ICA Forum journey throughout its first three years (2021 - 2024) and will take stock of its impacts in cities and cities actions.</i></p>		
<p>1.1 Summary of findings from the desk review (10-pages)</p>	<p>Desk review should include a review of resources/ articles/ reports that demonstrate city contexts across C40 regions and the need for tailored inclusive climate action peer learning and implementation support.</p> <p>This should include answering questions such as :</p> <ul style="list-style-type: none"> • What are the main inclusive climate action concerns, questions and knowledge gaps that city teams face when developing inclusive climate action policies and programmes? • What types of services do city teams benefit from when designing & implementing inclusive climate action policies and programmes? • Based on the above, what city networks exist that deliver these services to cities at the synergy between climate and social justice. 	<p>1st and 2nd review should be complete & final version delivered by:</p> <p>w/o 25th April</p>

	<ul style="list-style-type: none"> • Therefore, what is the need for an ICA Forum? <p>Based on first answering the above questions, the desk review should then demonstrate that the provider is familiar with the below - and explore to what extent is the Forum addressing and meeting the demands of cities per the above questions :</p> <ol style="list-style-type: none"> 1) Familiar with webinar series, academy, masterclass, scoping call recordings and related city feedback records & material (C40 will provide the needed material) 2) Familiar with ICA Forum resources, format, content & dissemination/ download statistics & comparisons 3) Familiar with ICA Forum city engagement data (C40 will provide the needed material) 4) Familiar with C40's Inclusive Climate Action Glossary 5) Familiar with C40's missions approach, 2024 planning, COP28 outcomes & forward looking strategy, regional business plans & C40's lexicon & guidelines etc. 6) Familiar with services provided by other city networks offering services in inclusive climate action policy making and implementation and therefore what is the added value of the ICA Forum to the landscape of support to cities across organisations (e.g. UCLG, Cities Alliance, etc). 7) Familiarity of funders (global, regional) that have supported initiatives similar to those of the ICA Forum & Fund. <p><i>Desk review summary should showcase some concrete numbers on outcomes and reach of the Forum since its launch.</i></p>	
<p>1.2 Proposed methodology for assessment & report draft skeleton (7 pages)</p>	<p>Based on findings from the desk review, develop a proposed methodology for the external assessment. The methodology should:</p> <ol style="list-style-type: none"> (1) Identify the focus areas of the assessment (2) Identify primary methods of research (e.g. interviews, FGDs and/or other) that 	<p>1st and 2nd review should be complete & final version delivered by:</p>

	<p>will be used to gather quantitative and qualitative data to inform the assessment. See 1.3 for further detail.</p> <p>(3) Identify target audience of any planned interviews and/or FGDs - this should consider city staff audiences but also non-city stakeholders such as partners and where possible funder audiences.</p> <p>(4) An outline/framework of the assessment criteria that will be used to assess impact building on the existing MEAL material developed by the ICA Forum team. This criteria should be developed in consultation with the ICA Forum and Fund team and one or two additional C40 staff (as deemed necessary).</p> <p>The report draft skeleton should demonstrate how the findings will be organised to tell a powerful story about the Forum's impact and its potential to a diverse audience but with specific focus on funders and partner audiences.</p>	w/o 25th April
<p>1.3 An external assessment including consultation with cities active in the Forum</p>	<p>An analytical assessment of the statistics gathered via key platforms such as Qlick and more informal methods e.g. feedback forms and primary data collection.</p> <p>A minimum of 5 interviews with cities</p> <p>A minimum of 5 C40 staff (ICA and non ICA)</p> <p>Anything else that the service provider deems necessary to provide an objective measure of how the ICA Forum and Fund services help cities achieve impact. Data and measures could include (please note the following are examples and the service provider is not expected to collect data on all, only that deemed relevant and justified within the methodology - del. 1.2) :</p> <ul style="list-style-type: none"> - N of cities reporting new policies - N of cities reporting new actions and programmes - N of cities reporting strengthened policies/actions/programmes - N of cities reporting new engagement with frontline and vulnerable communities - N of cities reporting strengthened with frontline and vulnerable communities 	w/o 25th April to w/o 30th May 2024

	<ul style="list-style-type: none"> - N of cities officials reporting strengthened skills on - N of cities officials reporting strengthened skills - N of cities officials reporting increased capability to develop ICA approaches - N of cities officials reporting increased capability to deliver ICA actions - N of cities officials reporting increased capability to engage with other city directorate to lead and collaborate on ICA approaches - N of cities delivering mainstreamed ICA approaches/initiatives with multiple city departments involved - N of cities accessing new funding on inclusive climate action to address climate justice challenges. 	
<p>1.4 An external assessment report (30 pages max + Annex)</p>	<p>The external assessment report should include:</p> <ol style="list-style-type: none"> (1) findings from the desk review including statistics on engagement reach, noteworthy anecdotal feedback and impact shared by cities and any other noteworthy outcomes (2) findings from city staff interviews assessing the impact of the Forum's services (as outlined in section 4.2) (3) findings on how the Forum and Fund have interacted and supported each other as a complementary mechanism for cities & how it compares to other similar initiatives by other organisations (e.g. acting as a benchmark, setting a standard) (4) lessons learnt, what has worked well or hasn't and how the Forum's tried and tested ways of working have evolved as a result (5) Annex containing analysis and graphs from desk reviews about the ICA Forum cities engagement (6) Highlights of impact from support to cities 	<p>1st and 2nd review should be complete & final version delivered by:</p> <p>27th June 2024</p>
<p><u>PHASE 2</u></p> <p>DELIVERABLE 2. Recommendations for C40's ICA Programme & partners</p>		

Containing sub-deliverables: (1) a set of recommendations, including for fundraising purposes, in a 5-pager summary PDF and editable format, (2) a slide deck for external audiences highlighting the impacts identified with examples of evidence and (3) a slide deck for C40 audience including key finding of all deliverables (4) 60 minutes virtual presentation for C40 senior staff on final findings & deliverables with accompanying slides.

The second deliverable will focus on providing recommendations to the ICA Programme about the pathways for future growth of the Forum and Fund as a joint mechanism for mainstreaming ICA across C40 and within cities.

<p>2.1 Recommendations including for fundraising purposes</p> <p>(5-page max summary PDF and editable format)</p>	<p>The recommendations report will be an internal document and should cover:</p> <ol style="list-style-type: none"> 1. Highlights of impact from support to cities for mainstreaming ICA 2. Opportunities for testing new models or shifting ways of working within C40 and with cities 3. Potential growth and areas for further action/ reinforcement 4. What are the financial and human resources required to maintain and develop the Forum in the short (1-3 years), medium (3-5 years) and long term (5 - 7 years), whilst specifying which partnerships and financial support could support the Forum development. 5. Skill needs and addressing capacity gaps to meet this potential 6. Fundraising roadmap to achieve points 1-4. <p>The fundraising roadmap should also include reference to a minimum of five funders (ideally not already engaged by ICA / C40) across C40 regions that could be interested in supporting the Forum's peer learning services at a regional/ global level and targeted with fundraising efforts</p> <ul style="list-style-type: none"> • Regions of particular interest: South West & East Asia, Africa, Latin America, Europe, North America 	<p>1st and 2nd review should be complete & final version delivered by:</p> <p>10th June 2024</p>
<p>2.2 A slide deck for external audiences highlighting the impacts identified with examples of evidence</p>	<p>The audience of this deck will be funders and possible partners. The slide deck must therefore be tailored to tell a powerful story about the Forum and where relevant the Fund impacts in cities.</p>	<p>1st and 2nd review should be complete & final version delivered by:</p>

(10 slides max)	Should include a possible new Forum value proposition pitch that builds on the impact data and success stories identified through deliverable 1 - Assessment report on ICA Forum's impact.	10th June 2024
2.3 A slide deck for internal audiences including key finding of all deliverables. (15 slides max)	The audience of this deck will be C40 staff within the ICA Program but also outside it, across the Regions and Climate Solutions & Networks teams (see section 4.2). The slide deck should outline: (1) Overview of the assessment (2) Key findings about how the Forum and Fund can support ICA mainstreaming across C40 and cities (3) Lessons learnt in the first 3 years (4) Opportunities on the horizon to support the broader work of C40 and achievement of its missions (5) Where the ICA Forum and Fund could be in 5 years.	1st and 2nd review should be complete & final version delivered by: 17th July 2024
2.4 60 minutes virtual presentation for C40 senior staff on final deliverables.	Deck should be presented virtually to C40 senior staff. Consultant is requested to set up a time and identify audiences with a minimum of 2 weeks notice for participants.	w/o 17th July 2024
All products delivered in their final versions & project close	All deliverables should have had their 2nd review & been finalised & handed in using where relevant, C40 templates.	21st August 2024

8. Proposal Assessment Criteria

Proposals will be evaluated against the following criteria.

The assessment criteria that will be used is as follows:

- Demonstrated expertise in project/programme assessment, monitoring and data 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 - 10%
- Cost effectiveness of the proposal - 10%
- Alignment with C40 Diversity and Inclusion values*- 10%

*Please refer to C40's Equity, Diversity and Inclusion Statement for information on this assessment 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.

9. Project Budget

The total budget available for this work is a maximum of: USD 30,000.00

The provider is asked to consider this budget and provide adequate information about how the proposal costs are calculated (with itemised detail) to enable assessment of cost reasonableness.

- The budget should clearly demonstrate how much time will be spent by one or more team members working on the project. Who will be spending what time on each of the deliverables.
- Please also include copy editing in the budget for deliverables 1.4, 2.1 & 2.2.
- Please include deliverable - and payment milestones within the budget breakdown.

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

Travel is not expected for this work therefore there will be no additional travel costs or expenses paid unless pre-approved by the C40 point of contract prior to incurring the cost.

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes if required. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. Pricing should be listed for each of the following items in accordance with the format below. All costs incurred in connection with the submission of this RfP are non-refundable by C40

10. C40 Policies

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

- Ethical Business Conduct Policy, [here](#)
- Environmental Policy, [here](#)

11. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **27th February 2024, 18.00 CEST**.

Please submit to: Guido Folchi, Manager, Inclusive Climate Action Forum & Academies, C40, (gfolchi@c40.org), with Luisa Miranda Morel, Senior Manager, Inclusive Climate Action Forum & Academies (lmirandamorel@c40.org), in copy.

Anonymised responses to questions will also be provided here [\(link\)](#) when the Q&A period closes.

Annex 1.

Resources:

1. **Academy (1-2) videos:** 4-5 minutes of video capturing some key quotes from academy's participants, showing best and innovative practices of some cities and how the initiatives fit in the global context and published on C40 Knowledge Hub Page.
2. **City stories ([Strengthening partnership with informal workers to deliver a just transition](#), [Tackling energy poverty and building community resilience to crisis](#), [Equitable job access for a green and just recovery](#)):** It consists of a report used to capture the knowledge and recommendations shared by cities during an Academy or Masterclass and published on C40 Knowledge Hub Page.
3. **Knowledge Hub discussion groups:** Platform where resources are uploaded and gives the opportunity to city officials to access them, asking questions and receive updates from the Inclusive Climate Action Forum. To be shared once the service provider is selected.
4. **[Analysis and recommendations for city-led actions to make waste management value chains more inclusive, green, and socially just](#):** The analysis focuses on supporting the cities to strengthen their collaboration with informal waste workers. The following analysis was developed to help inform and enrich the content delivered during the Academy, particularly with regards to better understanding the intersectionality of informal workers and the implications of designing and delivering inclusive and fair waste management systems.
5. **[Powering Inclusive Climate Action resource](#):** The report aims to guide cities on their journey to a green and just future by identifying the city powers and competencies that are conducive to implementing equitable climate action. The resource seeks to help cities be better equipped to catalyse change at multiple levels and scales, and deliver better outcomes for their citizens.
6. **Resource pack for cities on delivering the 3Rs in an inclusive and equitable way [Coming soon]**
7. **[Resource pack for cities on delivering inclusive climate action with a focus on the inclusion of people with disabilities](#)**