



REQUEST FOR PROPOSAL (RfP)

**Quantifying the Potential for Good Green Job
Creation from Urban Food System Transformation in
Global South Cities**

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

Posting date: 9 April 2025
Application deadline: 7 May 2025

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.

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

2.1. Project Background and Summary

The C40 Food Systems team is launching a research project to **estimate the potential for good, green job creation by 2030 through urban food systems transformation in Global South cities**. This work supports C40's forthcoming "Pathway towards Good Food Cities", a new accelerator built on the [Good Food Cities Accelerator](#) but tailored to the socio-economic and food security realities of low- and lower-middle-income cities.

Context:

- The food economy accounts for over 60% of total employment in Africa and around 40% in Asia (FAO, 2023).
- Food insecurity remains widespread, with moderate to severe levels affecting up to 41% of the population in low- and lower-middle-income countries (SOFI, 2022).
- Urban food environments are increasingly dominated by low-nutrient, highly processed foods, while affordability and access to fresh, healthy, and climate-friendly foods remain limited (SOFI, 2023).
- Most food consumed in cities travels through long, labour-intensive supply chains within countries, often involving informal and small-scale food businesses, markets, and vendors, accounting for approximately 70% of the food economy in Africa and Southern Asia, and 50% in South-eastern Asia and Latin America (with international and local supply covering respectively

the 20% and 10% in Africa; and the 45% and 5% in Asia and Latin America) (FAO, 2023)

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Considering the above, food systems in Global South cities represent both a critical challenge and a major opportunity: food insecurity is high - particularly in urban and peri-urban areas - yet the food economy, spanning formal and informal employment across production, processing, retail, and service sectors, remains a significant source of livelihoods, often exceeding 30% of total employment.

This research will estimate **the number and quality of green and decent jobs that could be created through the implementation of selected high-impact food systems actions in Global South cities**. While the primary focus is on employment outcomes, these actions - such as expanding access to healthy meals, improving market infrastructure, supporting informal food vendors, and promoting more sustainable urban and peri-urban food production - are all inherently linked to improving food quality and accessibility. As such, the jobs they generate are also expected to contribute to broader improvements in food security and public health. Job quality will be assessed in terms of wages, working conditions, and inclusiveness.

The outcomes of this work will serve as a foundational input to help Global South cities understand and leverage the full range of co-benefits from food system transformation - not only climate mitigation, which is often the most recognised benefit, but also job creation, public health, and social equity.

2.2. Project Focus

The study will focus on a minimum of four sample cities - **Addis Ababa, Bengaluru, Nairobi, and São Paulo** - selected from C4O's existing working group on the Pathway towards Good Food Cities. These cities have been chosen to represent a diverse range of geographies, population sizes, levels of food and nutrition insecurity, and levels of employment in agri-food systems, ensuring the findings are relevant to the broader group of potential signatories to the Pathway towards Good Food Cities.

However, the feasibility of robust modelling depends heavily on data availability. **The final selection of cities can be changed to other cities if the research team identifies critical data gaps or has prior experience and insights that make alternative cities more suitable for the analysis.**

The project will estimate the number and quality of jobs that could be created by 2030 **through the implementation of a defined set of actions** aimed at improving urban food consumption. These actions include:

1. Creation of new/upgrade of existing universal school feeding programs and open-access food assistance programs serving meals aligned with a locally relevant Planetary Health Diet. The scale of these programs (e.g. the proportion of the population served) should be determined based on local context, such as, levels of food and nutrition insecurity and population needs.

Note: These programs may include school meals, subsidised restaurants, community kitchens, meal boxes, food banks, food boxes, food stamps, cash transfers, or other similar forms of food assistance.

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2. Creation of new/upgrade of existing public markets that promote:
 - Safe and clean food environments: equipped with dedicated vendor spaces, clean running water (including handwashing facilities), drainage collection for waste water, and lighting running off renewable energy.
 - Minimisation of food waste and sustainable organic waste treatment: including food rescue programmes, refrigeration running off renewable energy, segregated waste collection, and organic waste treatment.
3. Creation of a vendor support program with registration and training on hygiene, food safety, healthy diets, and waste management.
4. Urban and peri-urban agricultural policies that prevent virgin land conversion and support regenerative agricultural practices within and around cities (e.g. within two hours of the city centre, as defined by FAO and HLPE), including transitioning to indigenous plant-based protein sources and low-carbon animal husbandry.
5. Agricultural extension programs that support a transition towards indigenous plant-based protein sources and low-carbon animal husbandry.

For each action, **key cost-driving elements** (e.g., infrastructure, staffing, training, materials, operations) will be identified, as these are prerequisites for estimating potential job creation. The modelling will link investment levels per action to projected job gains and job characteristics, compared to a business-as-usual scenario.

The unit of analysis used to estimate job creation will vary depending on the nature of the intervention:

- For interventions focused on service delivery (e.g., school feeding programs, open-access food assistance programs and vendor support/training programs), job creation should be measured relative to program reach - for example, as the number of jobs created per every 1,000 beneficiaries or trainees.
- For interventions focused on food environments (e.g., public market infrastructure), job creation may be estimated per market unit or per square meter of upgraded or new market space.
- For agriculture-related actions (e.g., urban/peri-urban agriculture and extension services), job creation may be measured per hectare of land under supported practices, or per metric ton of produce grown using regenerative and low-carbon methods.

Nice to have (but not essential): For the first action related to school feeding programs, the service provider may, where feasible, also explore or quantify second-order benefits of providing healthy and sustainable food in schools - such as increased school attendance, improved parental availability for work, or long-term gains in students' economic productivity linked to better nutrition, or reduced risks of malnutrition and related health outcomes.



2.3. Project Objective & Deliverables

The project consists of two phases: scope refinement and modelling.

PHASE 1 | Scope definition and dataset review

The purpose of this first phase is to establish the scope and foundations of this research through a datasets review. The review aims to identify existing data on the costs of a food system transition for the sample cities as well as the employment impact of such a transition.

Deliverables, Step 1:

- **Datasets review:** an Excel spreadsheet that gathers, and clearly presents, the jobs and costs datasets available, with the applicable geographies and granularity of the data alongside a detailed plan of how the consultant will access necessary datasets.
- **Modelling and data collection scope** for jobs and costs modelling: a brief Word document and Power Point that summarise the data sources selected, modelling options, as well as the key data gaps. The documents should outline recommendations and limitations for the scope of the study, including geographies, and levels of granularity for the cost and employment modelling.

PHASE 2 | Jobs and costs Modelling

Phase two will model investment requirements and job creation potential per action and per sample city, as outlined in Section 2.2.

Deliverables, Step 2:

- **Final datasets collection:** all data will be provided to C40 in Excel spreadsheets by the end of the project:
 - All relevant employment-related data used for modelling job creation potential. This may include, but is not limited to, local job multipliers, labour intensity metrics, or other evidence-based proxies used in the modelling approach.
 - All cost inputs used to estimate the investment required for the implementation and scale-up of the five defined actions across the selected cities.
- **Modelling of the costs needed for all five actions,** in each of the sample cities. Modelling files (Google sheets, Excel, Python, R, or any other relevant formats) should be provided to C40.
- **Modelling of the direct and indirect - and where feasible induced - employment impact for all five actions,** in each of the sample cities. Modelling files (Google sheets, Excel, Python, R, or any other relevant formats) should be provided to C40.
- **Workforce equity assessment of the good, green jobs,** in each of the sample cities, presented in a Word document (5-10 pages). The assessment should examine who is likely to access these jobs and what are the expected working conditions. This includes an analysis of job distribution by gender,

age group, and vulnerable communities in each local context, as well as qualitative aspects of decent work - such as wages, working conditions, job security, levels of informality, educational entry requirements, and barriers to access.



This assessment should be informed by context-specific qualitative research methods, such as key informant interviews (KIIs), surveys, or focus groups, to help surface the lived experiences and structural barriers faced by different communities. These methods are especially important for capturing informal, part-time, or complementary green jobs that may not appear in official statistics but play a key role in the urban food system.

- **A publishable methodology for jobs and costs modelling:** a word Document (5-20 pages) that summarises the model chosen, data sources, assumptions and limitations of the study.
- **Final report** (Google doc, designed report, or other preferred format): a comprehensive case study report, summarising findings and insights **from all four sample cities**, methodology and modelling outcomes, and policy and decision-making implications. The report must be clearly structured, professionally presented, and include data visualisations, key insights, and actionable recommendations.

For reference, examples of previous C40 research on good green jobs and related methodologies include: [Green job opportunities in clean construction](#), [Creating local green jobs: the United States, Italy and South Africa](#), [Tracking global good green jobs in cities](#).

Expert review:

The work will be reviewed by independent external experts, as well as C40 staff. Reviews will occur at key points in the project: when the methodology is drafted, midway/early results review and final results review.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **11:59 PM GMT, May 7, 2025**. 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 proposals should not exceed 15 pages including annexes.**

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;
- Description of your proposed approach to the scope of work, including a proposed methodology outlining data sources, data modelling methods, and tools to be used, as well as key assumptions considered;

- Risks you have identified and appropriate mitigation measures;
- 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;
- Brief description of technical expertise and experience on relevant topics through examples of past work;
- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please include relevant experience and expertise and limit CVs to a maximum of one page per person;
- Information about your fee(s);
- A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of the project team needs to be included in the submission.



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 Services Contract](#).

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 negotiation document](#) for review setting out clearly your rationale for the change.

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



Subcontracting

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

4. RfP and Project Timeline

RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	<i>April 9, 2025</i>
Questions submitted to C40	<i>April 9, 2025 - May 2, 2025</i>
C40 responds to questions	<i>Within 2-3 business days - refer to this live Q&A document to see questions received</i>
Deadline for receiving Offers	<i>May 7, 2025</i>
Clarification of Offers	<i>May 7, 2025 - May 14, 2025</i>
Evaluation of Proposal	<i>May 7, 2025 - May 16, 2025</i>
Presentation of Proposal (top 3 candidates)	<i>May 19, 2025</i>
Selection decision made	<i>May 19, 2025</i>
All Potential Suppliers notified of outcome	<i>June 2, 2025</i>

The project is expected to run from May to early September 2025. Bidders must submit a detailed timeline that accounts for data availability/accessibility, data collection methods, team capacity, and summer holiday periods. The timeline should outline all key steps from the scope of work - either the current one or a proposed alternative - including the development of the data structure and methodology, submission of initial and subsequent drafts, incorporation of feedback from C40 staff, and delivery of the final report. Timelines must be realistic, and proposals extending beyond the first two weeks of September will not be considered.

High-level proposal timeline:

RFP Timeline	Due Date
Kick-off workshop	<i>May 26, 2025</i>
Phase 1 - Draft datasets review	<i>June 9, 2025</i>
Phase 1 - Draft modelling scope	<i>June 9, 2025</i>
Phase 1 - Drafts review (C40)	<i>June 16, 2025</i>
Phase 1 - Completed datasets review and modelling scope	<i>June 23, 2025</i>
Phase 2 – Draft scenario modelling	<i>June 23, 2025</i>
Phase 2 – Draft methodology document	<i>June 23, 2025</i>
Phase 2 - Drafts review (C40)	<i>June 30, 2025</i>
Phase 2 – Completed data collection	<i>June 30, 2025</i>
Phase 2 – Completed scenario modelling	<i>July 7, 2025</i>
Phase 2 - Modelling review (C40)	<i>July 14, 2025</i>
Phase 2 – Costs modelling completed	<i>July 25, 2025</i>
Phase 2 - Modelling review (C40)	<i>August 8, 2025</i>
Phase 2 – Jobs modelling completed	<i>August 1, 2025</i>
Phase 2 - Modelling review (C40)	<i>August 8, 2025</i>
Phase 2 - Workforce equity assessment	<i>September 5, 2025</i>
Phase 2 – All deliverables completed (results, summary and methodology documents completed)	<i>September 5, 2025</i>

5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria and weighting:

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Evaluation Criteria	Evaluated by	Weighting
Criteria 1: Technical Expertise & Approach	<ul style="list-style-type: none"> • Clear understanding of the project scope, objectives, and context. • Strength and feasibility of the proposed methodology, including data sources, data collection methods, modeling techniques, and analytical approaches. • Demonstrated ability to deliver high-quality outputs based on robust data-driven research. • Proven experience in similar projects, including food systems research in Global South contexts, projections of good green job creation accounting for socio-economic factors relevant to low- and lower-middle-income cities, and workforce equity assessment. • Availability and capability of the proposed team, including relevant qualifications, expertise, and clearly defined roles. 	50%
Criteria 2: Project Management & Deliverability	<ul style="list-style-type: none"> • Realistic and well-structured timeline with clear milestones and deliverables. • Identification of potential risks and appropriate mitigation strategies. • Clear collaboration and engagement plan, outlining how the research team will work with C4O staff. • Defined governance structure, project oversights, and escalation procedures. • Internal quality control measures to assure accuracy, data integrity, and reliability of findings. 	20%
Criteria 3: Value for Money	<ul style="list-style-type: none"> • Economy: Cost efficiency and transparency in budget allocation. Clear justification of costs relative to project scope and deliverables. • Efficiency: Feasibility of the project management approach, resource allocation, and ability to maximize impact within budget constraints. • Effectiveness: Suitability and viability of proposed methods, tools, and models to achieve the research objectives. 	20%
Criteria 4: Equity and Ethical Alignment	<ul style="list-style-type: none"> • Alignment with C4O's values, including commitment to sustainability, equity, diversity, and inclusivity. • Bidders are encouraged to link to their relevant organisational policies and principles. • Consultants based in the Global South are strongly encouraged to apply. 	10%

6. Project Budget



A maximum budget of **USD 70,000 inclusive of all taxes and fees** is available for the services. Bids exceeding this amount will not be considered. Full payment will be made upon satisfactory completion of the services described above.

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. Costs should be presented in USD. All costs incurred in connection with the submission of this RfP are non-refundable by C40. Payment will be made **according to meeting project milestones** as approved by the C40 point of contact.

7. C40 Policies

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

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

8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **11:59 PM GMT, May 7, 2025**:

- **Anri Manderson, Senior Manager of Food Systems,**
amanderson@c40.org

To be in copy:

- **Stefania Amato, Head of Food Strategy,** samato@c40.org
- **Artemis Tomadaki Balomenou, Manager of Food Data & Research,**
atomadaki@c40.org

All questions related to this RFP by potential bidders should be directed by email to amanderson@c40.org, CC samato@c40.org, atomadaki@c40.org.

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

Based on the submissions received, C40 reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP. Responses submitted will be accessible by all C40 staff and external evaluators (if any).



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.