



REQUEST FOR PROPOSAL (RfP)

Consulting Services to support the development of Best Practice Case Studies of Cities Mainstreaming Climate into Procurement Policies and Processes

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
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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, 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. Purpose and Background of the Project

To become and maintain membership of C40, cities must meet certain Leadership Standards to ensure they have robust plans for climate action and a plan to implement delivery. On 1 January 2025, C40’s new Business Plan and Leadership Standards for 2025–2030 came into effect, marking a new era of climate leadership. These strengthened membership commitments, approved by the C40 Steering Committee on 16 November 2024, set a bold global benchmark for climate ambition and action. Applying to all 97 C40 cities, they ensure that our network continues to lead the way in delivering the urgent, equitable, and transformative change our planet and communities need.

These Leadership Standards set a *new global benchmark* for climate leadership. They chart a clear course for a just, resilient, and zero-carbon future, one that prioritises equity, strengthens communities, and delivers tangible benefits to people’s daily lives. By committing to these standards, C40 cities are not only accelerating climate action but also shaping an inclusive, green economy that leaves no one behind.

Leadership Standard B places Climate Mainstreaming as a central pillar of Climate Action within C40: ‘By 2030 cities have established comprehensive governance structures that ensure climate targets and considerations are integrated across decision-making, including introducing climate budgeting’.

Climate Mainstreaming is the integration of climate commitments and considerations in municipal governance structures and decision making to institutionalise action on climate change. To effectively support climate implementation and move from planning to action, climate commitments and

considerations need to be integrated into a whole of government, day to day responsibility. It further promotes interdepartmental, cross-sectoral collaboration and vertical integration and alignment which is necessary to achieve effective and integrated climate actions. Without embedding and institutionalising climate systematically within governance, cities cannot achieve the scale of action required to tackle the climate crisis. This is why climate mainstreaming is critical and requires urgent action.

Within Leadership Standard B, cities need to demonstrate how they are mainstreaming climate into governance and decision making policies and processes through a number of mechanisms, in order to influence climate outcomes. One of these is how cities are mainstreaming climate into their procurement decisions.

Example: Oslo has been using procurement as a lever to reduce carbon emissions for some time now, with notable success. Since 2019, the municipality has mandated climate and environmental requirements for all construction and civil engineering projects. This has resulted in fossil-free operations at municipal construction sites, with a growing shift towards zero-emission operations. A combination of early and comprehensive engagement with the market and dialogue with suppliers, and ambitious procurement requirements has enabled the city to shift the market and meet their goals.

C40 is seeking to build our resources and best practices to support cities in learning from one another and how to apply such approaches within their own cities.

2.1 Objective of the Study

As C40 updates its Leadership Standards, cities need examples of best practices to inspire and highlight common challenges to implementation. C40 is seeking a consultancy firm to identify tangible best practice examples of cities that have mainstreamed climate into procurement policies or similar governance structures such as oversight mechanisms that have been implemented to manage and coordinate the procurement process end to end, coordinating across departments and relevant stakeholders or developing/ implementing monitoring and reporting systems that track progress and impact in line with climate targets and considerations. This includes examples of cities that have developed procurement strategies that have climate goals embedded or standalone sustainable or green procurement strategies, **and** the levers used to achieve climate outcomes through procurement, such as weighting, outcome-based specifications, effective market engagement, and private sector collaboration.

2.2 Project Deliverables

The project deliverables for this Request for Proposals (RfP) are detailed below. Please note all engagements for this project will be online.

Deliverable 1:

- Developing a concise report that comprises:
 - Scope: All [C40 cities](#) are within the scope of the case studies where best practices are present. Case studies should ensure regional representation from the C40 regions including **Africa, South & West Asia, North America, Latin America, Europe, Central East Asia and**

East, Southeast Asia & Oceania, with at least 1-2 examples from India should they be available.

- **Minimum of 14 Case Studies** from C40 cities demonstrating good practices in mainstreaming climate into procurement policies or similar governance structures.
- Case studies should cover a mix of strategy/governance mechanisms and technical procurement elements. We are seeking examples of both broad procurement strategies that integrate climate goals, and specific procurement successes. C40 may suggest a few case studies for review and will work closely with the consultant in the scoping phase to finalise case study selection.
- Case Studies should be c.2 pages and include:
 - i. When the policy/process was put in place and how it was institutionalised by the city,
 - ii. How effective it has been in driving integrated climate action in the city,
 - iii. How the impact was measured,
 - iv. What were the enabling conditions,
 - v. Highlighting challenges or drawbacks,
 - vi. Highlighting key outcomes and benefits achieved (including how procurement is influencing markets or having an impact beyond city boundaries if applicable), and
 - vii. Summarising key lessons for other cities.

Deliverable 2:

- Develop a high-level overview of common considerations and constraints for cities in aligning city procurement to their Climate Action Plan targets, taking into account both mitigation and adaptation outcomes, and identify sectors/areas where city procurement may have the biggest impact on climate outcomes e.g. construction, resources/ materials, food, good quality jobs.

Deliverable 3:

- Develop a high-level overview of existing programmes, initiatives and networks outside of C40 that support cities in mainstreaming climate action or sustainability into procurement, to identify where there may be gaps in support for cities to meet the leadership standard.

Deliverable 4:

- Develop a set of slides on the best practice report examples and findings to aid dissemination to cities that will be presented to cities at a webinar in early October 2025 (date tbc).

Deliverable 5:

- Develop a summary of i) countries/regions with legal barriers for C40 cities to act on green procurement and and ii) countries/ regions that are considered to be the most progressive in integrating climate targets and considerations into procurement policies and processes for internal use.

Project implementation should include

- A detailed workplan and process for identification of cities.
- City selection and identification for the case studies will take place during the inception phase of the project in consultation between C40 and the consultants team.
- The consultant is expected to undertake primary research to inform the development of the case studies. Interviews with selected cities may be required to confirm case study findings and conclusions and will be facilitated by C40, as appropriate.
- Periodic review meetings with C40 team and others as relevant. The consultant is expected to take notes, monitor actions and share summaries after each meeting, and to keep the project and timeline on track.
- All engagements will take place online and no travel is foreseen.

3. Proposal Guidelines

3.1 Submission Details

This Request for Proposal represents the requirements for an open and competitive process. The team is seeking a consultancy firm or consortium with the skills outlined in Section 5 of the RfP. Proposals will be accepted until **9th June 2025, 17:00 South African Standard Time (SAST)**. 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.

Please note submissions from individual consultants would not be accepted for the purposes of this RfP.

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 requirements of this RfP – include your latest organisational resume with examples of relevant past work and experience aligned with the RfP along with 3 client references in the standard [C40 CV Template](#);
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Workplan identifying methodology to be applied, key activities, outputs and timeframes of implementation; outputs linked to payments
- Information about your fee including adequate information about how your costs were calculated to enable evaluation of cost reasonableness;
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff; and
- Proposed working partnership with C40, including project governance and management, and escalation procedure for issues. This should include the following:
 - Your organisational profile & key staff - please include relevant experience and expertise and limit CVs to two pages per person (in the standard [C40 CV Template](#)); clearly indicate the project lead and the role of each team member.
 - Relevant information about the service provider and contact details.

- Highlight any language skills and proficiency within the team that could be relevant for the regions covered within this RfP.

3.2 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.

3.3 Contract

Please note this is a contract for professional services and not a grant opportunity. Individuals 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 non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.

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.

3.4 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

4.1 RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	May 20, 2025
Questions submitted to C40	May 29, 2025
C40 responds to questions	May 30, 2025
Deadline for receiving Offers	COB June 9, 2025

Clarification of Offers	<i>June 10 2025 - June 12, 2025</i>
Evaluation of Proposal	<i>June 13, 2025 - June 20, 2025</i>
Selection decision made	<i>June 23, 2025</i>
All Potential Suppliers notified of outcome	<i>June 23, 2025</i>

4.2 Project Timeline:

Project Timeline	Due Date
The project initiation phase must be completed by	<i>July 18, 2025</i>
Project planning phase must be completed by	<i>July 31, 2025</i>
Project implementation phase is expected to be completed by	<i>Sept 30, 2025</i>
The project is due to run until	<i>Oct 27, 2025</i>

5. Proposal Evaluation Criteria

This work is expected to be carried out by a consultancy team, encompassing a consortium of professionals from different organizations or a consultancy firm. All project team members must be listed in the proposal.

Experience:

- An understanding and experience in municipal procurement policies and processes is essential. Evidence of knowledge and experience working with environmental goals in procurement, including outcome-based procurement, innovative procurement, and other models needed
- Prior experience working with municipal or state government departments across regions
- Experience in mainstreaming Climate goals and considerations into decision making processes at the municipal or state government level
- 8 years project management, strategic thinking, analytical capabilities and implementation experience.

Desired skills

- Outstanding verbal and written communication skills in English.
- Excellent communication, presentation and interpersonal skills to work independently and collaboratively with diverse stakeholders.
- Knowledge of urban climate change, procurement policies and processes, governance structures, institutions and agencies, key stakeholders at the national, state and municipal levels.
- Proficiency in MS Excel, MS Powerpoint, other MS Office applications and Google Drive.
- International experience, working across different cultures, languages and time zones; working in a remote set-up using online collaboration tools.

Evaluation Criteria	Weighting
Technical Expertise and Approach: <ul style="list-style-type: none"> • Clear understanding of the project scope, objectives, and context. • Strength and feasibility of the proposed methodology. • Demonstrated ability to deliver high-quality outputs based on robust primary research. • Proven experience in similar projects, including climate mainstreaming, climate governance, urban policies and purchasing and procurement. • Availability and capability of the proposed team, including relevant qualifications, expertise, and clearly defined roles. 	60%
Project Management and 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%
Cost Effectiveness <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. 	10%
Equity and ethical alignment considerations: <ul style="list-style-type: none"> • C4O is looking to appoint an individual who shares our values and is grounded in the context of the local community. Consideration will focus on alignment with C4O's Equity, Diversity and Inclusion Statement. 	10%

6. Project Specifications

6.1 Project Management

The Head, Climate Mainstreaming, based out of South Africa will be the lead C4O point of contact for this consultancy, supported by The Head of City Business Engagement at C4O, based in C4O's London Office.

The Consultant will be required to develop detailed monthly work plans based on agreed tasks/ deliverables along with a schedule of payments in close coordination with the C4O points of contact to support delivery of activities as outlined above. All deliverables need to be completed to the satisfaction of the C4O point of contact. All interim deliverables and change requests pertaining to

tasks with cities will need to be consulted with concerned city officials and approved by C40 points of contact. Besides, C40 staff will be involved in technical review of each deliverable and will be available to provide guidance and input to the tasks. Additionally, overall progress review meetings will be organised regularly with the C40 points of contact.

6.2 Project Timeline

The assignment will kick off on **27 June, 2025 and is due to run until 27 October, 2025 for 4 months**. The work will be completed on the [C40 Standard Services Contract](#).

6.3 Project Budget

A maximum budget of US\$ 30,000 is available, including all taxes. Bids must not exceed this value. All proposals must include proposed costs to complete the tasks described in the project scope, including professional rates, all VAT and other taxes. 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 and satisfactory delivery of the work plan as approved by the C40 point of contact.

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.

6.4 Language and Documentation

All outputs should be provided in English. All documentation should use C40 templates (unless otherwise specified) and be provided in an editable and portable document format, compatible with computer software used by C40 and C40 cities. Editing, formatting and presentation of electronic files should be of a consistent, professional and publishable standard. All project deliverables, reports and documentation, content and intellectual property will be owned by C40.

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 **9th June 2025 17:00 South African Standard Time (SAST)**.

Ms. Tarryn Quayle, C40 Head, Climate Mainstreaming, tquayle@c40.org.

*Any pre-bid queries need to be submitted to the above email addresses by 17:00 SAST (South African Standard Time) on **29th May 2025**. Anonymized responses to questions will be provided [here](#) on the **30th May by 17:00 SAST** (South African Standard Time).*

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.