



## REQUEST FOR PROPOSAL (RfP)

### **C40 Climate [Finance] Links program**

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

1st December 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 limit global heating in line with the Paris Agreement and build healthy, equitable communities. Driven by the successful delivery of ambitious climate action by C40 cities, 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-Sawyer 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

### **Department**

**UCAP CAI program:** C40's UCAP CAI program has provided tailored support for 15 C40 cities across Africa, Latin America, and Southeast Asia in implementing ambitious climate action plans. Both programs have demonstrated strong city demand for climate finance support which this program directly addresses by connecting Global South cities to UK Core Cities' proven approaches that have unlocked finance at scale. The work is funded by the UK Government.

**C40's Sustainable Investment program:** One of C40's core missions is to help stop investment in fossil fuels, and scale up finance to help cities. This work is delivered through C40's Sustainable Investment program, supporting cities to engage with investors and call for an urgent reallocation of investment away from fossil fuels towards fossil-free, job-creating solutions that will support a cleaner, healthier and fairer future for all.

The program includes the [Clean Investment Accelerator](#), which is convened by C40 and has been signed by the mayors of 21 cities - Amsterdam, Auckland, Berlin, Boston, Bristol, Cape Town, Copenhagen, Durban (eThekweni), Glasgow, Jakarta, London, Milan, Montréal, New Orleans, New York, Oslo, Paris, Pittsburgh, Rio de Janeiro, Seattle and Vancouver. Together these cities commit to champion fossil-free, green finance as a key strategy for rebuilding equitable, sustainable urban economies and increasing resilience against future crises. The initiative is led by Mayor of London and C40 co-Chair Sadiq Khan.

## **Background**

**C40 Climate [Finance] Links** is a program that seeks to leverage the climate leadership of in UK Core Cities - Belfast, Birmingham, Bristol, Cardiff, Edinburgh, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham, Sheffield, and in addition capital city London - in order to unlock the full potential of cities to create a stronger, fairer economy and society, and build capacity by sharing knowledge on green finance innovation with selected cities in Africa and Latin America and each other.

The program's mission is to create globally competitive cities and strengthen regional economies by building capacity and increasing finance for climate priorities through city-led strategies.

With C40 Cities as the implementing agency, the program aims to enable structured learning from UK Core cities to cities in Africa and Latin America - sharing proven approaches, adapting them across contexts, and uncovering innovations that can strengthen climate action globally. This would entail:

1. **gathering** insights from cities;
2. **distilling** lessons;
3. **packaging** them into practical knowledge products; and
4. **sharing** these through peer learning and exchanges with cities and relevant stakeholders e.g. financial partners.

This learning model is designed to reinforce UK leadership in climate finance innovation which supports a just transition, while providing opportunities for Global South cities to enhance the global relevance and adaptability of their urban solutions.

The vision of the program is to leverage the UK Core cities' leadership and Global South cities' innovations to mutually empower cities globally - especially within the Global South - to drive bold, practical climate action and urban transformation through knowledge exchange, innovation, and partnership. Cities in the UK have developed innovative mechanisms to develop project pipelines and attract climate investment such as private sector partnerships and public/private investment funds- although the work is far from over.

The learning journey is intentionally structured to create value in multiple directions. While UK Core cities bring tested urban climate policy and implementation models, cities in the Global South often operate in more complex and constrained environments and have pioneered innovative approaches to governance, finance, and equity that UK cities can learn from.

The intended outcome is accelerated learning and replication of effective city-led climate solutions from the UK Core cities across Global South cities and vice-versa, leading to:

- improved policy design;
- faster implementation; and
- more resilient, inclusive urban development.

## **Project**

C40 is looking for a consultant or group of consultants to generate knowledge products for the **gathering, packaging** and **distilling** components of the project, and support delivery of the **sharing** component of the project.

1. **Gather:** Comprehensively gather knowledge and draw insights on innovative approaches that UK cities are developing and/or adopting to attract climate investment and address key challenges currently hindering cities from scaling, accessing and mobilising finance for climate priorities, including:
  - a. lack of effective strategic land use planning to shape infrastructure investment needs
  - b. lack of an agreed set of high-impact climate priority investments
  - c. a lack of expertise and capacity to develop a diverse range of investable projects and business/commercial models that adequately allocate risk
  - d. Limited capacity to effectively engage community stakeholders and build buy-in for climate investment projects or models
  - e. a lack of prepared, high-quality, financeable infrastructure projects; weak climate governance, regulatory structures and policy and institutional frameworks;
  - f. limited fiscal autonomy and creditworthiness challenges in cities;
  - g. and weak investor appetite and risk aversion.

Insights gathered should also show how cities have considered, developed, planned and executed climate investment projects or programs that support inclusive and equitable outcomes and a just transition. Examples include fund development or stakeholder engagement that target or are paired with efforts that benefit or work closely with marginalised groups, efforts to support local jobs, (re)skilling and training etc.

### **UK cities**

- The approaches should be those developed / adopted by three UK Core cities, and additionally London (a total of four cities).
- Participating UK cities will be identified by C40.
- The successful provider is expected to detail an approach to gathering knowledge from these cities through a combination of desk based research and engagement with cities, supported by C40 and relevant partners.

### **African and Latin American cities**

- Whilst the case studies will capture insights from the approaches in UK cities, knowledge products produced need to be relevant and support potential onward work on the replicability of the green finance approaches, in participating cities from Africa and Latin America.
- Participating African and Latin American cities will be identified by C40.

- The chosen provider should outline a plan to interview selected African and Latin American cities to capture how they are currently exploring green finance approaches, challenges and what capacity building and knowledge would best help them unlock current hurdles to accessing and mobilising finance for their climate priorities.
  - Interviews will be conducted in close collaboration with C40 who will inform appropriate contacts and advise on discussion topics for knowledge gathering interviews.
2. **Package:** Insights will be packaged into a series of highly shareable, deep dive case studies designed to support online and in person peer to peer learning activities.

C40 will provide draft structures for each case study e.g. city context, challenge (and how they map on to the challenges listed above), overview and model of the approach, key stakeholders, inclusion and fairness, lessons learnt and replicability.

The successful provider is expected to help shape the structure of the case studies, propose additional resources, references and improvements as appropriate. Finally the successful provider will wholly develop the content of each case study by leveraging a deep understanding of climate finance in cities.

3. **Distill:** Key insights should be distilled into a high level report (max 15 pages) and a longer slide deck with takeaways, resources and considerations tailored for the realities of participating African and Latin American cities selected for the project. Again the format and materials for the report should be orientated to facilitate knowledge sharing in online and in person peer to peer exchanges which will take place in March 2026.

## **Objectives**

The assignment must achieve the following objectives:

1. Generate high quality, comprehensively researched knowledge materials for cities to accelerate learning and adaptation of effective, city-led climate finance solutions from UK Core cities across selected African and Latin American cities and vice-versa, leading to improved policy design, faster implementation, and more resilient, inclusive urban development.
2. Help to strengthen multi-city partnerships and drive integrated approaches to urban climate action by leveraging the experience of UK Core cities' to empower cities globally - especially in Africa and Latin America - to drive bold, practical climate action and urban transformation through knowledge exchange, and partnership. The work package directly addresses the problem statement by focusing on thematic challenge areas that hinder cities from scaling, accessing, and mobilizing finance for climate priorities.
3. Equip cities to demonstrate increased capacity to design, fund and implement just and equitable climate actions through financial innovation through structured peer

learning between UK and Global South cities drives stronger, faster, and more inclusive climate action to catalyze transformational outcomes.

### IMPORTANT

Outputs and findings are not intended, nor will they be used, as financial advice to cities or associated financial actors. Findings, results and implications included in the deliverables should be presented in a way that makes clear they do not constitute financial advice.

## 3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until December 12th 2025 at 5pm EST. 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.

Applicants should note the project has a very quick delivery time and need to be available to start work immediately, if successful.

The proposal should give C40 evaluators all the information they need to assess your bid.

Please provide:

- Proposal document (maximum 10 pages) including:
  - Proposal for delivery, indicating the understanding and interpretation of the project, tasks and deliverables, and how your proposal is responsive to the Evaluation Criteria. The proposal shall show the potential supplier(s) plan for the different phases and resource allocation (#days and team composition).
  - A description of project elements:
    - Project team and members, incl. clearly defined roles/responsibilities.
    - Total costs for project delivery, incl. breakdown of work days and day rates per team member per phase (must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness).
    - Proposed working partnership with C40, including (as applicable) project management and division of roles and responsibilities.
    - The assumptions you are making about the project;
    - Identified risks and mitigation measures for the project delivery.
    - Any additional support needed to make the project a success, including any inputs needed from third parties, C40 staff or city representatives.
  - Summary of experience from similar projects to those defined in this RFP, including minimum 2 references from other similar clients.
- Complete CVs (attached)
  - Complete CVs for the project team, outlining each team member's relevant experience for this project. These CVs should be submitted as a separate appendix and are **excluded** from the 10-page limit for the main proposal document.

## **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](#). Supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help deliver the goals of the Paris Agreement 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

| <b>RFP Timeline</b>                         | <b>Due Date</b>                            |
|---------------------------------------------|--------------------------------------------|
| Request for Proposals sent out              | <i>December 1, 2025</i>                    |
| Questions submitted to C40                  | <i>December 5, 2025</i>                    |
| C40 responds to questions                   | <i>December 9, 2025</i>                    |
| Deadline for receiving Offers               | <i>December 12, 2025</i>                   |
| Clarification of Offers                     | <i>December 8 - December 12th, 2025</i>    |
| Evaluation of Proposal                      | <i>Rolling basis through December 12th</i> |
| Selection decision made                     | <i>December 15, 2025</i>                   |
| All Potential Suppliers notified of outcome | <i>December 15, 2025</i>                   |

| <b>Project Timeline</b>                                                                                                                                             | <b>Due Date</b>                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| <b>Kick off meeting</b>                                                                                                                                             | 17 Dec 2025                     |
| <b>Component 1:</b> City and case study selection                                                                                                                   | 19 Dec 2025                     |
| <b>Component 2:</b> Gather insights and develop case studies. <ul style="list-style-type: none"> <li>• First draft / skeleton review</li> <li>• Feedback</li> </ul> | 23 Dec 2025<br>7 Jan 2026       |
| <b>C40 Office Closure</b>                                                                                                                                           | <i>25 Dec 2025 - 2 Jan 2026</i> |
| <b>Case studies finalised</b>                                                                                                                                       | 27 Feb 2026                     |
| <b>High level report finalised</b>                                                                                                                                  | 27 Feb 2026                     |

NB. In March 2026 C40 will procure services to have the case studies and high level report designed and translated, for knowledge sharing sessions with cities. The content therefore must be finalised by the end of February 2026.

## 5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria

| Evaluation Criteria                                                                                                                                                                                                                                                                                                  | Weighting  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Green finance expertise in UK cities context</b> This criteria assesses the team's experience, knowledge and understanding of green finance mechanisms used by UK cities, including through involvement in shaping, advising, structuring, creating, managing, evaluating, or utilising green finance mechanisms. | <b>40%</b> |
| <b>Knowledge capture and dissemination experience</b><br>Experience in developing engaging and practical case studies, project briefs, guides, toolkits, etc showcasing green finance or urban climate project examples.                                                                                             | <b>20%</b> |
| <b>Project management and ability to meet the requirements listed</b><br><br>Robustness of the project management and delivery proposal and ability to meet the requirements listed to time and quality                                                                                                              | <b>25%</b> |
| <b>Cost Reasonableness measured by</b><br><br>Clear presentation of total budget (not exceeding USD 50,000 ), and detailed breakdown of resources, including work days and day rates per team member, demonstrating value and adherence to the maximum budget.                                                       | <b>5%</b>  |
| <b>Equity and ethical alignment</b><br><br>The successful proposal should be composed of organization(s) and individual(s) who share C40 values.                                                                                                                                                                     | <b>10%</b> |

## 6. Project Budget

Proposals for the total cost of all tasks and deliverables including taxes must not exceed a maximum total of USD 50,000. 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. All costs incurred in connection with the submission of this RfP are non-refundable 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 addresses below by December 12th 2025 at 5pm EST:

**Omar Saracho** – [osaracho@c40.org](mailto:osaracho@c40.org)

**Lucy Auden** – [lauden@c40.org](mailto:lauden@c40.org)

**Amaia Leonet** – [aleonet@c40.org](mailto:aleonet@c40.org)

**Nidhi Shashidhara** – [nshashidhara@c40.org](mailto:nshashidhara@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.

### Have a concern?

C40 is committed to the highest standards of ethical behaviour. As such, we are committed to being open and responsive to complaints and suggestions on how we can improve from outside the organisation. Please refer to [C40 Complaints Procedure](#) on how to reach us.

### 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.

Any contract awarded as a result of the Request for Proposal (RFP) is entirely conditional on the C40 successfully receiving or having the necessary grant funds approved.