

# Request for Proposal (RfP)

Technical assistance on Climate Budgeting and  
Budget Climate Assessment (2026-2027)

C40 Cities Climate Leadership Group, Inc.

120 Park Avenue, 23rd Floor

New York, NY 10017

United States of America

**23/05/2026**

**C40  
CITIES**

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## 1. C40 Cities Climate Leadership Group Inc.

C40 is a network of nearly 100 mayors of the world’s leading cities working to deliver the urgent action needed right now to confront the climate crisis and create a future where everyone, everywhere, can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to limit global heating in line with the Paris Agreement and build healthy, equitable and resilient communities. We work alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to support mayors to halve emissions by 2030 and help phase out fossil use while increasing urban climate resilience and equity.

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

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

## 2. Summary, purpose and background of the project

The **Brazil Program “Mutirão”** is a strategic partnership between C40 Cities and the Global Covenant of Mayors (GCoM) to accelerate the implementation of climate action across Brazilian cities. The program aims to unlock delivery at scale by identifying and preparing high-impact, finance-ready urban climate projects while strengthening the institutional frameworks that support long-term transformation. It combines on-the-ground implementation with targeted support to federal and multilevel governance, leveraging Brazil’s growing climate ambition and the opportunity presented by COP30 in Belém. One of the key components from the Brazil Program “Mutirão” is Climate Budgeting.

**Climate Budgeting** is a governance system that mainstreams climate commitments and considerations into decision-making on policies, actions and budget through integrating climate goals and targets in the

financial budget process and assigning responsibility for implementation, monitoring, evaluation and reporting across the government.

As part of the Brazil Program “Mutirão”, C40 will **support 7 Brazilian cities in implementing or improving their climate budget by 2027**: 4 beginner cities implementing climate budgeting for the first time (Salvador, Fortaleza, Curitiba, and Recife), and 3 cities already in progress with climate budgeting implementation (Rio de Janeiro, São Paulo, and Campinas). These efforts aim to deepen and sustain city-level engagement on climate action by supporting both strategic leadership and technical implementation. This dual-track approach leverages political momentum needed to deliver on climate goals through strengthening internal systems via climate budgeting. Additionally, climate budgeting can serve as a bridge to climate justice, ensuring that financial decisions translate into equitable climate action.

To support climate budgeting implementation across these seven cities, C40 will provide technical guidance on their **Budget Climate Assessment (BCA) process**. BCA is a form of climate budget evaluation used to analyze the city's budget through a climate lens. It evaluates specific budget lines to determine their potential impact on climate change mitigation and/or adaptation, to reveal areas that may be responsible for significant emissions and/or impacting the city's resilience to climate change. To be part of climate budgeting efforts, the BCA process must be embedded within the budgetary decision-making processes and official budgetary guidelines, instructions and documents. This analysis requires a whole-of-government approach to gather data from all relevant departments and evaluate the climate impact of specific budget lines, and contribute to inform city progress toward their Climate Action Plan (CAP) targets.

In this context, **C40 seeks technical assistance (TA) to support cities in their Budget Climate Assessment (BCA) process**. The objective of this TA is to assist cities on their BCAs to support the Climate Budgeting implementation process. Unlike a traditional climate spend analysis, the BCA under this scope must be designed as a practical assessment tool to provide the data and methodology baseline necessary to mainstream climate targets into the city's annual financial budget cycle. The BCA must serve as the technical vehicle to embed climate considerations into the budget preparation and development process, the documentation and instructions, and into monitoring, evaluation, reporting, and learning (MER&L) processes, to inform and drive the broader Climate Budgeting process. Technical assistance will be provided throughout the duration of the Mutirão program, spanning from **June 2026 through March 2027**.

To align with the C40 Climate Budgeting Framework, the technical execution of the BCA must adhere to the following:

1. **Governance:** The BCA process shall not be conducted in isolation by the provider. It must be designed to build capacity within the city hall, ensuring that climate impact becomes a standard criterion in the budgetary process.
2. **Mitigation and adaptation:** Expenditures should be categorized based on their potential to positively or negatively impact emissions (Mitigation) or urban resilience (Adaptation), using a clear tagging and weighting system, enabling prioritization in the budget development process.
3. **Climate-Finance Alignment:** The assessment must consider how budget allocation accelerates or hinders the achievement of the city's climate targets, considering the city's Climate Action Plan (CAP).
4. **Equity:** The assessment framework should offer the flexibility to integrate equity considerations and other context-specific criteria from the city.

Additionally, the provider is expected to be familiar with C40's key resources on climate budgeting:

- [Climate Budgeting Framework](#)
- [Step-by-Step Guide](#)
- The Knowledge Hub articles:
  - a. [Why your city needs one](#)
  - b. [How to get started on a robust and credible climate budget](#)
  - c. [How to use climate budgeting to accelerate the delivery of your city's climate action plan](#)

All deliverables must be done in Brazilian Portuguese.

### **Scope of work and deliverables:**

#### **Activity 1: Conduct BCA for Beginner Cities (Salvador, Fortaleza, Recife, and Curitiba)**

The objective of this activity is to establish a foundational evidence base for cities starting their journey. The BCA will serve as the technical link from the climate agenda into the annual budget cycle.

- **Task 1.1: Data Collection and Baseline Diagnostic**
  - Collect and treat budgetary from each city, including mandatory and discretionary spending, as well as operational and capital expenditures.
  - Gather information through desk research, consultations with the city and at least 1 work session with municipal focal points (in-person). Additional meetings may be scheduled during this phase if needed (online or in person).
- **Task 1.2: Evaluation and Climate Categorization and Weighting**
  - Evaluate budgetary lines separately for Mitigation and Adaptation.
  - Categorize and weight actions considering their direct and indirect positive and negative climate impacts.
  - Perform a joint evaluation to identify trade-offs (mixed impacts) between mitigation and adaptation goals.
  - Connection with goals/actions of each city's Climate Action Plan (CAP).
- **Task 1.3: Development of the BCA Panel**
  - Define the data and metrics to be produced.
  - Standardize collected data into a classification panel. This panel must be designed not as a static report, but as a functional practical tool for the city government.
- **Task 1.4: Development of Technical hand-over note**
  - Develop and deliver a technical hand-over note to the personnel in the city who will undertake BCA for the next cycles.
- **Task 1.5: Capacity Building sessions**
  - Conduct at least 1 session with each city to share knowledge, calibrate results and ensure the city's learning and agreement.

### **Deliverables:**

- **1.1 - 4 kick-off meetings and data collection** (1 for each beginner city): at least 1 work session with municipal focal points to explain the methodology and start the data collection (online or in person).
- **1.2 and 1.3 - 4 BCA panels** (1 for each beginner city). The panel must contain the budgetary lines treated, evaluated, categorized and weighted and wherever possible, tagging their relationship with the city's climate targets. It must produce clean, aggregated data and

indicators that can be integrated into the public budget preparation and development process, and the city's ordinary Monitoring, Evaluation, Reporting, and Learning (MER&L) cycles. The panel must be fully editable, modifiable, and shareable among municipal departments. Format: Digital (Excel/PowerBI or other agreed format, depending on the city available licenses).

- **1.4 - BCA Technical hand-over note:** Develop and deliver a technical hand-over note to the personnel in the city who will undertake BCA for the next cycles, with a comprehensive methodological description explaining the processes, variables, metrics and rules applied. The technical note must outline how the city may further develop the methodology and tool, including adding new/other considerations.
- **1.5 - 4 capacity building sessions:** at least 1 capacity building session (in person) with each beginner city during the process to transfer knowledge about the BCA process. All session resources must be made available to cities.

### **Activity 2: Support BCA Improvements for In Progress cities (São Paulo, Rio de Janeiro and Campinas)**

This activity focuses on supporting refinements and improvements of existing BCA processes conducted by the cities.

- **Task 2.1: Data Collection and Baseline Diagnostic**
  - Gather information about the BCA processes conducted by the 3 cities in progress, through desk research, stakeholder consultations and at least 1 work session with municipal focal points (online or in-person).
- **Task 2.2: Technical gap analysis**
  - Evaluate the current BCA methodology of the 3 in-progress cities against the framework designed for beginner cities and write a report about the findings..
- **Task 2.3: Capacity Building sessions**
  - Conduct at least 1 session (in person) with each city to share knowledge, calibrate results, Q&As and ensure the city's learning.

#### **Deliverables:**

- **2.1 - 3 kick-off meetings and data collection** (1 for each in progress city): at least 1 work session with municipal focal points to explain the methodology and start the data collection (in person).
- **2.2 - Technical gap analysis and improvement roadmap report** per city (São Paulo, Rio, Campinas). Format: PDF/Google Docs.
- **2.3 - 3 capacity building sessions:** at least 1 capacity building session (in person) with each in progress city. All workshop resources must be made available to cities.

### **Activity 3: Support Integration of BCA into Budgetary Processes (LOA 2028)**

The activity focuses on supporting the connection of the BCA within the budget preparation and development process, to inform and drive the broader Climate Budgeting process.

- **Task 3.1: Analysis about city's budgetary process**
  - Conduct an analysis of the current budgetary preparation and development process, utilizing desk research and consultations with each city.
- **Task 3.2: Develop practical guidelines**

- Develop practical guidelines to integrate BCA into the decision-making flow and in budget instructions for the 2028 Annual Budget Law (LOA).

#### Deliverables:

- **3.1: Desk research and stakeholder consultations** to analyze the current budgetary preparation and development process from each beginner city, with at least 1 work session with municipal focal points (online or in person).
- **3.2: 4 Practical "How-To" guide** on how to use the BCA within the municipal budgetary process of 2028 LOA and later cycles, with simplified language for specialist and non-specialist departments (5-10 pages).

#### Activity 4: Training and Capacity Building

This activity ensures that the process is not a one-off exercise and builds the city's institutional ownership.

- **Task 4.1: I Climate Budgeting Academy Participation**
  - Develop and conduct a training module about the BCA process for the I CB Academy, to be conducted in Q3/2026 (in person).
- **Task 4.2: II Climate Budgeting Academy Participation**
  - Develop and conduct a training module about how the BCA process was conducted, synthesise findings, lessons learned, challenges and recommendations on how to integrate it to climate targets into the budgetary process for the II CB Academy, to be conducted in Q1/2027 (in person).
- **Task 4.3: Technical engagement and knowledge transfer with beginner city's departments**
  - Conduct 4 workshops (1 per beginner city) with the city's wider departments to ensure the institutionalization of the methodology.
- **Task 4.4: Final peer-learning meeting with the 7 cities**
  - Conduct at least 1 meeting with all the 7 participant cities fostering peer-learning and focusing on the BCA process and how to integrate it into the budgetary process (online).

#### Deliverables:

- **4.1 - Training module and materials for the I Climate Budgeting Academy.** Roll out the training modules and ensure all materials are shared. Format: Google slides/Google docs/Google sheets/PDF.
- **4.2 - Training module and materials for the II Climate Budgeting Academy.** Roll out the training modules and ensure all materials are shared. Format: Google slides/Google docs/Google sheets/PDF.
- **4.3 - 4 workshops (1 per beginner city) with the city's wider departments** to ensure the institutionalization of the methodology. The sessions should focus on the methodology presentation, discussion of findings and practical guidance on how to integrate climate into the daily budget process for the development of proposals for the 2028 LOA.
- **4.4 - 1 Final peer-learning meeting** with all the 7 cities (online) and a summary report of the session. Format: Google docs.

#### Activity 5: Final Technical Report

The objective of this activity is to consolidate the technical findings from the application of the Budget Climate Assessment (BCA) methodology across the 7 Brazilian cities into an internal strategic document to strengthen C40's Climate Budgeting processes.

### **Task 5.1: Technical Synthesis of BCA Utilization and Recommendations**

- Analyze the strengths and weaknesses of utilizing the BCA methodology to inform and strengthen the cities' Climate Budgeting processes across the 7 Brazilian cities.
- Provide operational and technical recommendations based on the 7 pilot cases
- Develop a final technical report with the following sessions:
  - Executive Summary: A concise overview of general key outcomes (2 pages);
  - Case Studies: Brief summaries of the 7 participating cities, highlighting technical progress and operational barriers regarding the BCA application (1-2 pages for each city).
  - Recommendations: A structured set of technical recommendations for using the BCA methodology for climate budgeting (2-3 pages).

#### **Deliverables:**

- **5.1 - Final technical report:** report about the use of BCA Methodology for Climate Budgeting in Brazilian Cities (11-19 pages). Format: PDF/Google Docs.

The contractor shall participate in regular progress and monitoring meetings with the C40 Cities team, with each session lasting approximately 50 (fifty) minutes. The frequency of these meetings will be weekly or bi-weekly, depending on the project's convenience, deliverables timeline, and specific requirements of each phase (such as planning, technical development, capacity building, or report consolidation). The agenda will be proposed by C40, in accordance with the contractor. The contractor is responsible for taking notes and identifying action points, as well as checking in and clarifying project decisions as they arise during these meetings.

As not all city meetings and consultations required for the deliverables are fully quantified in the RfP, the contractor is expected to be available for all activities necessary to successfully execute the work. Project activities must be aligned with ongoing local Climate Budgeting initiatives in each city to the greatest extent possible, within the constraints of the project timeline. All interactions with cities must be agreed upon in advance between C40 and the contractor.

## **3. Proposal guidelines**

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 10pm Brasília (GMT -3), June 12, 2026. 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 technical proposal should not exceed 14 A4 pages in total, and must be sent in one single file. The proposal should give C40 evaluators all the information they need to assess your bid. Format: PDF.

The proposal may be submitted in either English or Brazilian Portuguese.

Please clearly indicate how your proposal is responsive to the following Evaluation Criteria:

### **1) Specific technical expertise, capability and experience**

- Technical Understanding and Proposed BCA Methodology (Max. 5 pages): Provide a description of your understanding of the scope of this RfP, specifically, how to develop and integrate a Budget Climate Assessment (BCA) methodology into a broader climate budgeting process. This section must outline the proposed methodology to be applied across the participant cities, highlighting identified project conditions, limitations, and risks, such as data gaps, varying availability of municipal staff. For each identified risk, propose mitigation measures.
- Examples of past work relevant to this service (Max. 1 page);
- Mini bios / Resumes of proposed key personnel who would be working on the contract and description of their roles (Max. 2 pages).
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff (max 1 page);
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues. (Max. 1 page).

## **2) Cost effectiveness and robustness of the project delivery proposal**

- Proposed timeline of implementation of activities (Max. 1 page);
- Information about your fee, incl. Break down per key deliverables (Max. 2 pages);

## **3) Equity and ethical alignment considerations.**

- The successful applicant will need to demonstrate contextual awareness and understanding of equity and ethical considerations on how they approach climate budgeting in Brazil (Max. 1 page).

## **AI-usage requirements**

The use of AI-supported tools must be kept to an absolute minimum, and no output (text or visuals) should be produced by AI. Any AI-supported tools used must be clearly outlined and justified in the methodology section. Furthermore, the methodology must explicitly detail how results will be validated and verified using a combination of independent human oversight and cross-referencing with trusted databases/sources. Any data C40 shares is strictly confidential and cannot be shared with any AI tools.

## **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 non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.

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.

## 4. RfP and project timeline

RfP timeline	Due date
Request for Proposals published/sent	May 29, 2026
Questions submitted to C40	June 5, 2026
C40 responds to questions	June 8 to 9, 2026
Deadline for receiving Offers	June 12, 2026
Clarification of Offers	June 15 to 16, 2026
Evaluation of Proposal	June 17 to 18, 2026
Selection decision made	June 19, 2026
All Potential Suppliers notified of outcome	June 19, 2026

Project timeline	Due date
The project must initiate by	June 22, 2026
I Climate Budget Academy	Q3/2026
II Climate Budget Academy	Q1/2027
The project is due to run until	March 20, 2027

## 5. Proposal evaluation criteria

Proposals will be evaluated against the following criteria.

Evaluation criteria	Weighting
<p><b>1) Specific technical expertise, capability and experience:</b></p> <ul style="list-style-type: none"> <li>The successful applicant will need to demonstrate in-depth knowledge and understanding of climate budgeting, from both the finance/budget and environmental/climate perspective, including the challenges and opportunities from the Brazilian context. This can be demonstrated through the proposal (proposal should not exceed 14 A4 pages).</li> <li>The successful applicant will need to demonstrate experience in conducting Budget Climate Assessments (BCA) in the Brazilian context, and experience in engaging with government representatives in this field. This can be demonstrated through mini bios/resumes from the team.</li> </ul>	60%
<p><b>2) Cost reasonableness and robustness of the project delivery proposal:</b></p> <ul style="list-style-type: none"> <li>The successful applicant will need to confirm deliverable rates and the relationship between the services/activities and the time and resources to produce them. This can be demonstrated through the proposal (proposal should not exceed 14 A4 pages).</li> <li>The successful applicant will need to demonstrate ability to meet the activities and scope of work listed, including the Indicated timeline 2026-2027 This can be demonstrated through the proposal (proposal should not exceed 14 A4 pages).</li> </ul>	30%
<p><b>3) Equity and ethical alignment considerations.</b></p> <ul style="list-style-type: none"> <li>The successful applicant will need to demonstrate contextual awareness and understanding of equity and ethical considerations on how they approach climate budgeting in Brazil. This can be demonstrated through the proposal (proposal should not exceed 14 A4 pages).</li> </ul>	10%

## 6. Project budget

Proposals should identify the total cost and breakdown per deliverable, and provide adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

Proposals should indicate the **overall project budget in USD, as well as the cost for each deliverable**. We encourage applicants to indicate team composition, daily fees and level of effort, thus justifying the cost composition for each deliverable.

All travel expenses, including air tickets, ground transport, accommodation, meals and incidentals must be included in the proposal and project budget. Event and workshop costs, such as venue and catering, will be covered by C40 separately.

Proposals and project budget should be inclusive of all fees, taxes and administrative costs. Payments will be made in USD to the indicated bank account.

Payments will be linked to successful delivery and approval of deliverables, according to the payment schedule below. Payments are made within 30 days of C40 approving an invoice and subject to satisfactory delivery of the services as approved by C40.

All costs incurred in connection with the submission of this RfP are non-refundable by C40.

The proposed delivery timeline is indicated below, together with the payment schedule.

Project timeline	Delivery date	Payment due
<p><b>Block 1: Baseline &amp; training</b></p> <ul style="list-style-type: none"> <li>● 1.1 - 4 kick-off meetings and data collection with beginner cities (1 per city)</li> <li>● 2.1 - 3 kick-off meetings and data collection with in progress cities (1 per city)</li> <li>● 4.1 - Training module and materials for the I Climate Budgeting Academy (1 for the 7 cities).</li> </ul>	August 16, 2026	15%
<p><b>Block 2: BCA and budgetary process technical analysis</b></p> <ul style="list-style-type: none"> <li>● 1.2 and 1.3 - 4 BCA panels for beginner cities (1 per city)</li> <li>● 2.2 - 3 technical gap analysis and improvement roadmap report for in progress cities (1 per city)</li> <li>● 3.1 - Desk research and stakeholder consultations on the city's budgetary process.</li> <li>● 1.5 - 4 capacity building sessions for beginner cities (1 per city).</li> <li>● 2.3 - 3 capacity building sessions for in progress cities (1 per city).</li> </ul>	December 18, 2026	40%
<p><b>Block 3: Embedding BCA into the budget</b></p> <ul style="list-style-type: none"> <li>● 1.4 - 4 BCA Technical hand-over notes (1 for each beginner city).</li> <li>● 3.2 - 4 Practical "How-To" guide on how to use the BCA within the municipal budgetary process (1 for each beginner city).</li> </ul>	January, 29, 2027	20%

<p><b>Block 4: Peer-learning, hand-over and final policy brief</b></p> <ul style="list-style-type: none"> <li>• 4.2 - Training module and materials for the II Climate Budgeting Academy (1 for the 7 cities).</li> <li>• 4.3 - 4 workshops (1 per beginner city) with the city's wider departments.</li> <li>• 4.4 - 1 peer-learning meeting with all the 7 cities (online) and a summary report of the session.</li> <li>• 5.1 - Final Technical Report (1 for the 7 cities).</li> </ul>	<p>March 31, 2027</p>	<p>25%</p>
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## 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](#)
- C40 Non-Staff Travel and Expenses Policy - if applicable - [here](#)

## 8. Submissions

Each Potential Supplier must submit **one copy of their proposal** to the email address below by 10pm Brasília (GMT -3), 10pm Brasília (GMT -3), June 12, 2026.

*Sara da Silva Freitas, Climate Budgeting Senior Manager, [sfreitas@c40.org](mailto:sfreitas@c40.org) with [mutirao@c40.org](mailto:mutirao@c40.org) in cc.*

Documentation may be submitted in either **English or Portuguese**.

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.

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.