



REQUEST FOR PROPOSAL (RfP)

**Investing in Skills for a Green & Just Transition: Net-Zero Carbon
Buildings in North America**

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

23 September 2020

1. C40 Cities Climate Leadership Group



The C40 Cities Climate Leadership Group connects more than 90 of the world's greatest cities, representing 650+ million people and one quarter of the global economy. Created and led by cities, C40 is focused on tackling climate change and driving urban action that reduces greenhouse gas emissions and climate risks, while increasing the health, wellbeing and economic opportunities of urban citizens.

The current chair of the C40 is Mayor of Los Angeles Eric Garcetti; three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board. C40 is governed by a Steering Committee made up of C40 member city mayors, elected by their peers to represent the geographic diversity of the network. Currently, the C40 Steering Committee includes the mayors of Accra, Boston, Copenhagen, Dhaka, Dubai, Hong Kong, London, L.A., Medellin, Milan, Seoul and Tokyo.

C40's work is made possible by our three strategic funders: Bloomberg Philanthropies, Children's Investment Fund Foundation (CIFF), and Realdania.

C40 positions cities as a leading force for climate action around the world. We define and amplify their call to national governments for greater support and autonomy in creating a sustainable future. Working across multiple sectors and initiative areas, C40 convenes networks of cities providing a suite of services in support of their efforts, including: direct technical assistance; facilitating of peer-to-peer exchange; and research, knowledge management and communications.

As a climate organisation of the world's greatest cities, C40 supports its members to move on to a low carbon development pathway, adapt to climate change, curb GHG emissions, and engage in partnerships among themselves and with global organisations, national governments, the private sector and civil society.

C40 Cities Climate Leadership Group, Inc. is a U.S. not-for-profit 501(c)(3) registered organisation, working with the world's megacities to tackle climate change. With offices in London and New York, and people working across the globe, C40 has about 220 staff members. Around a half are UK based, around a tenth

are US based, the remainder cover roughly another 15 countries. C40 is continuing to expand with plans to register entities in other countries this year. C40 Inc. in the U.S. would remain as the party entering into contracts and handling most financial transactions for all its global affiliates.

2. Summary and Background of the Project

The discussion of “green skills” necessary for the transition to zero-carbon economies has long been part of the climate debate and it has been repeatedly reported that greening of the building sector in particular is held back by skill shortages. Whilst skills development is a national challenge in many countries, cities are developing ambitious climate action plans and therefore need investment in skills development to deliver zero carbon building and infrastructure. When national government is not meeting that challenge cities may need to find local solutions. Furthermore, C40 networks confirm that there is a high demand in cities for capable buildings professionals with up-to date knowledge in green building construction and practice and C40 cities recognise the need for support in investment in education and green jobs. With a building boom underway, especially in emerging markets, it becomes vital to respond to the need for skills if C40 member cities are to meet their climate targets.

The COVID-19 pandemic has changed the way businesses do their work, the way countries and nations manage their resources and presented an opportunity for societies to reconsider behaviours towards the climate crisis. What is more, with building construction being labour-intensive, many governments that wish to stimulate employment during the crisis identify encouraging retrofitting of buildings for energy efficiency as “an activity that would simultaneously reduce carbon emissions, provide an economic payback in reduced energy consumption, and provide a significant boost to construction employment” (ILO, 2011).

Although the topic of mobilising funds for skills development has enjoyed great attention in the last decade, there is an insufficient literature produced to support cities in drawing inspiration on ways to fund and advocate for skills development relevant to Net Zero Carbon Buildings (NZCB). To use the recovery discourse and packages as an opportunity for upskilling and re-skilling building professionals and equipping them with new skills as ways to boost employment, C40 is currently accepting proposals to produce timely research paper on partnerships and investment in skills development for NZCB.

The objectives of this paper would be to:

1. Present and discuss successful funding models and innovative finance solutions for funding skills development for Net Zero Buildings worldwide & draw a list of key considerations for cities on the topic.
2. Use the momentum created by COVID-19 recovery packages worldwide to advocate for investment in green skills development in the building sector.

As such, the paper will be immensely valuable in making a stronger case for action and securing funding, while providing concrete examples of possible ways to fund skills development.

The paper produced will consider investment in skills development for Net Zero Carbon Buildings, taking a **whole life carbon approach**, defining net zero carbon as encompassing **both operational and embodied carbon**.

3. Project Scope

C40 has considered a tentative structure of the paper and suggested examples – these should be regarded as suggestions, not requirements and improvements/changes/suggestions from the bidder are welcome:

1. Context of the research

2. Methodology

3. Literature review

This should present and discuss successful funding models and innovative finance for funding skills development for Net Zero Buildings. Each example or best practice case study should introduce and describe the scheme, present available data and draw conclusions relevant to C40 cities. The analysis presented should include success rates, sustainability and cost effectiveness.

a. Examples from the Private Sector:

- Corporate Social Responsibility and skills enhancement initiatives
- Investment in vocational training - for instance, apprenticeships
- Drawing out any aspects of how municipal and/or national governments have encouraged / influenced the private sector to do more - e.g., procurement requirements for % of apprentices in suppliers to city government

b. Examples from the Public Sector:

- Skill Development Funds and Schemes at the city level – i.e., NYC Retrofit accelerator - a programme that includes subsidised training and free advisory services on building retrofit
- Training levies
- National & sub-national partnerships

c. Public- Private Partnerships (PPPs) for skills development:

- The way skills development-focused PPPs are established, funded and administered; role of the city government, success rates
- ZEBx industry hub providing a platform for collaboration to strengthen private, public and civic capacity in Vancouver and British Columbia
- Examples from minimum 4 geographical regions of C40 cities

d. Citizen-led Initiatives:

- International and local NGOs that run skills development work
- Professional Associations & Cooperatives

4. Roadmap for Implementation

A section with illustrations and possible tools that cities can use in the financial planning and decision making for funding NZCB skills development. This section encompass the considerations for cities including:

- a. Key considerations for cities at the design stage of skills development initiatives (i.e. lower bills, stronger value appreciation, rates of default on green building related debt)
- b. Key indicators to include in the municipal financial planning
- c. Matrix of financing opportunities and analysis notes
- d. Key partners for NZCB skills development

- e. Conclusions and recommendations:
- General recommendations for cities
 - Typical gains from investing in skills development and their estimation
 - Are there some countries/cities that place higher value on skills development than others? Why?
 - Building in an equity and inclusivity lens to ensure this research aligns to C40's Global Green New Deal / just transition narrative.

4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted **until midnight US Eastern Standard Time (EST), Friday 9 October 2020**. Any proposals received after this date and time will not be accepted and will be returned to the sender. All proposals should include clear timetables, how they would work with C40, clear costs and detail on experience in this area.

The proposal should clearly indicate the required input from C40 staff, timeline of implementation, and any required background work or set up. Furthermore, the submission should show how the respondent intends that the project governance and management should work. This should, as a minimum, cover proposed working partnership with C40, key roles and responsibilities, reporting, change requests, escalation of issues, sign-off of work stages, and acceptance criteria.

Respondents are also required to set out any risks and assumptions made in planning this work. Where risks are identified appropriate management and mitigation strategies should also be outlined. The proposal should include details on how a risk assessment would be completed and what that would include.

If the organisation submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include 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.

All costs must be itemized to include an explanation of all fees and costs.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RfP. All contractual terms and conditions will be subject to review by C40 legal department and will include scope, budget, schedule and other necessary items pertaining to the project.

5. RfP and Project Timeline

All proposals in response for this RfP are due no later than **midnight EST, Friday 9 October 2020**.

Evaluation of proposals will be conducted from the submission deadline to COB Wednesday 14 October 2020. If additional information or discussions are needed within this window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than Wednesday 14 October 2020.

Notifications to bidders who were not selected will be completed by Friday 16 October 2020.

Activity	Date
Request for Proposals sent out	23 September 2020
Written responses submitted to C40	9 October 2020
Evaluation of written response	9-14 October 2020
Selection decision made	14 October 2020
All bidders notified of outcome	16 October 2020

Project Timeline: Bidders should include a detailed timeline in their proposal, in line with **the project being fully completed by Friday 11 December 2020**. This timeline should include a initiation phase and adequate review periods for different deliverables.

6. Project Budget

All proposals must include proposed costs to complete the tasks described in the project scope. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. C40 does not pay contractors more frequently than once per month.

Total project costs should not exceed \$40,000 USD.

7. Bidder Qualifications

Bidders should included evidence of the organisation's and proposed project team's relevent expertise, ideally including, but not limited to, the following:

- Technical qualifications relating to the project (e.g. in energy efficiency, energy finance, skills development etc)
- Examples of previous relevent work of a similar scale and structure i.e. research and studies in low carbon skills development and employment creation
- Evidence of an understanding the context of cities e.g. capacity and financing restrictions, devision of powers beteen local and national government, climate action implementation challenges etc.

8. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

Robustness of the project delivery proposal	30%
Comprehensiveness of project coordination and management plan	10%

Extent and quality of relevant experience for project team proposed. This should include evidence of technical qualifications, similar previous work and awareness of any geographical/political/cultural context relating to the project.	40%
Value for money	20%

9. Submissions and Questions

Each bidder must submit 1 copy of their proposal to the following point of contact by **midnight US Eastern Standard Time (EST), Friday 9 October 2020**: Anelise Rosa, Project Manager (Financing Sustainable Cities Initiative), arosa@c40.org (cc: fsci@c40.org).

Please also direct any questions regarding this project to this email address.