



REQUEST FOR PROPOSAL (RfP)

Improving the energy performance of buildings and tackling the housing crisis together in European cities

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
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-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

About the Inclusive Climate Action Programme: The C40 Inclusive Climate Action (ICA) Programme support cities in developing and delivering local climate policies and initiatives that drive mitigation and adaptation, co-designed in an inclusive way, addressing structural inequalities and delivering equitable impacts that support climate justice while advocating for global and national change that allows cities to go further in achieving a just transition.

About the Energy and Buildings Programme: C40 supports cities in implementing ambitious building energy efficiency initiatives and catalysing the cleaning up of the energy supply in line with a 1.5°C climate mitigation target.

Project:

C40 seeks a consultant or group of consultants to collaborate on a Policy Guide for European cities. Developed in consultation with C40 cities and key stakeholders, the guide will offer policy recommendations and solutions for the equitable implementation of the EPBD. Furthermore, it will highlight :

- Cities' crucial role in implementing the Energy Performance of Buildings Directive (EPBD)

- Analysis of potential positive and negative impacts of the EPBD implementation, the improvement of energy efficiency of buildings (e.g. on energy bills and access to affordable housing), and links with housing affordability
- Available evidence and tested examples from European cities, as well as relevant examples from C40's global network of cities, of relevant policies, measures and levers European cities can use to equitably and inclusively deliver on key provisions of the EPBD
- Key advocacy and policy recommendations from the cities' perspective that build on the points above



Background of this project:

The buildings sector is a crucial sector to tackle greenhouse emissions. Buildings were responsible for 34% of EU energy related emissions in 2022 but their potential for cutting emissions remains untapped. At present, three quarters of the EU's buildings have poor energy performance, with less than 1 percent of the building stock being deeply renovated each year.

The EPBD was updated and recently entered into force. Member States need now to implement the new rules deriving from the European legislation at the national level. These include provisions on energy performance standards, one stop shops, zero emissions buildings and trajectories for improving the energy performance of residential buildings. During the negotiations, the proposed directive encountered fierce opposition combined with misinformation about the benefits and costs of improving the energy performance of buildings, which spread fast among European countries, especially in Italy and Spain.

At the same time, access to housing, especially for vulnerable groups, is becoming a critical issue for countries worldwide. In Europe, housing affordability is one of the most prominent topics in local and national debates. In this context, it is crucial to ensure that the solutions applied for the transformation of the building stock are combined with complementary measures to safeguard people's right to affordable housing. This is critical because, as well as hindering socio-economic development, unchecked inequality can lower public support for the transition by putting the highest costs of climate action on lower-income groups, who are those least responsible for climate change. Those who could benefit most from retrofit measures and the move away from volatile fossil fuels are also those most at risk of not being able to afford the additional capital costs needed to meet the EPBD requirements. Addressing these disparities and delivering solutions and safeguard measures for households in need will help increase the understanding of the risks of the EPBD implementation, tackle misinformation where needed and contribute to a more equitable distribution of the benefits, when improving the energy performance of buildings.

The implementation of the EPBD comes at a time when the European Commission has announced the preparation of the first ever European Affordable Housing Plan. The upcoming publication of this Plan is a great opportunity to highlight combined solutions to tackle the housing crisis in European cities and improve the energy performance of buildings in the process and ensure that cities' experience and views are fully considered when designing and implementing the relevant European and national policies.

As the closest form of government to the residents, local governments can implement together with local stakeholders the most targeted and appropriate solutions to address such challenges. They not only hold most of the building stock, they equally have the power to take significant actions to improve the comfort of residents and the efficiency of buildings.

Objectives:

- Improve cities' understanding of the EPBD's risks and opportunities as well as of policy options and solutions available to jointly address the energy performance of buildings and housing affordability.
- Develop recommendations on the nexus of the implementation of the EPBD, renovations and safeguarding access to affordable housing in an integrated way and contribute to the debate on the European Affordable Housing Plan with regards to city powers.

Summary & purpose of project:

With the responsibility of Housing falling under the Commissioner for Energy and Housing, affordable housing has moved up the EU agenda at the same time the EPBD has entered into force, providing an opportune time to better understand the benefits and the risks of the EPBD implementation, the links with housing affordability and the key role cities can play on advancing these goals.

It is therefore important to enhance cities' capacities to address the challenges and harness the opportunities that could come when dealing in parallel with the implementation of the EPBD and addressing access to affordable housing. This will enable them to make a better case for and implement inclusive policy measures that support both accelerated climate action through a more efficient building stock and housing affordability on the ground.

The EPBD being a very broad piece of legislation, the guide may focus on specific aspects that are more related to housing affordability and the implementation at the local governments in different member states. As an example, key provisions to focus on could include minimum energy performance requirements, zero emission buildings but also enabling factors such as one stop shops. The consultant is expected to suggest an initial selection of these aspects that will be agreed upon and approved by the C40 team at an early stage in the development of the guide. This will be complemented with examples of implemented renovation and housing policies such as measures taken in public/social housing or the private rental sector, where cities can help safeguard the rights of tenants. Clean construction practices should also be promoted as they are relevant for the housing supply, including by making the case for prioritising existing stocks and addressing vacant, underutilised and stranded assets, through examples and proper messaging.

The guide will aim at creating policy coherence between the implementation of the EPBD, renovations and safeguarding access to affordable housing, developing proposals which will target mainly city practitioners. It will also summarise the main takeaways and include recommendations for policy makers at the local, national and European level. The guide will highlight the role of cities as key allies

(for national governments and the EU) to address this issue, considering their powers and knowledge about their territory and vulnerable households and will also be useful for promoting vertical cooperation and governance.



The preparation of the guide should build on the existing knowledge and resources on affordable housing and renovations from C40 cities, as well as from key stakeholders and organisations in addition to the consultant's own expertise on the topic. Development will involve consulting city officials and a wide range of social, housing, and building stakeholders. This will include bilateral discussions, interviews, online workshops, and focus groups to gather valuable input and feedback on the policy proposals.

The overall aim of the guide is to empower European mayors to take an active role in relevant areas of EPBD implementation, enabling them to better address the need and advocate for the development of policies and programmes that jointly tackle the energy performance of buildings and housing affordability, especially for the most vulnerable.

Deliverables and timeframe

In addition to the deliverables outlined below, the successful bidder will be responsible for creating and maintaining project timelines.

Deliverable	Description	Deadline
0.1 Methodology and work plan	<p>Design the methodology and tools, and define a work plan following the kick off call with the C40 team. It should include a key stakeholder consultation plan (e.g. survey, interviews, focus groups, on-line workshops, etc.)</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Detailed methodology report • Detailed work plan 	w/o 10th March

0.2 Initial scoping report	Report on initial findings from desk review & proposed skeleton for the Policy Guide <p>Desk based review should include clear evidence and understanding of:</p> <ul style="list-style-type: none"> • Selection and justification of the specific aspects and provisions of the EPBD to focus on, to be agreed with the C40 team • Cities' key role and potential contribution on the implementation of the EPBD • Analysis of potential positive and negative impacts of the EPBD implementation and improvement of energy efficiency of buildings (e.g. on energy bills and access to affordable housing) and links to housing affordability • Proposed tools and questions to engage and consult key stakeholders • Potential case studies: Available evidence and examples from European cities as well as relevant examples from C40's global network and other cities, of relevant policies, measures and levers cities can use to equitably and inclusively deliver on key provisions of the EPBD and access to sustainable and affordable housing for the most vulnerable, including through clean construction practises. • Initial policy options and recommendations available for cities to jointly address the improvement of the energy performance of buildings in view of the EPBD implementation and safeguarding access to affordable housing • Initial key recommendations for the national and European level from the local government perspective <p>Output:</p> <ul style="list-style-type: none"> • Word document format • In English (British) • max 10 pages 	<div data-bbox="1233 210 1398 369"> C40 CITIES </div> <div data-bbox="1233 369 1398 1854"> w/o 7th April </div>
1 First draft of Policy Guide	First full draft of Policy Guide for C40 review <ul style="list-style-type: none"> • Should allow at least two rounds of feedback from C40 team and key stakeholders 	w/o 26th May

	<p>The draft should include:</p> <ul style="list-style-type: none"> • Analysis and conclusions from desk research • Inputs and conclusions from interviews, focus groups and key stakeholder's engagements. An initial list of proposed organisations and key stakeholders will be provided by C40 Cities and it is expected to be further developed by the consultants, where needed • Case studies and leading examples of what cities are already doing to help inform how cities can jointly address energy performance of buildings improvement and access to affordable housing • Policy options and recommendations available for cities to jointly address the improvement of energy performance of buildings and safeguarding access to affordable housing • Annex: Key recommendations for the national and European level from the local government perspective <p>Output:</p> <ul style="list-style-type: none"> • Word document format • In English (British) • max 30 pages 	<div>C40 CITIES</div>
2 Final Policy Guide	<p>Final report of the Policy Guide</p> <ul style="list-style-type: none"> • Should allow at least two rounds of feedback from C40 team and key stakeholders <p>Output:</p> <ul style="list-style-type: none"> • Word document format • In English (British) • max 30 pages • Copy edited 	w/o 16th June
3 Mayoral Briefing	<p>Mayoral briefing report – Executive summary tailored for mayors and high level city decision-makers</p> <ul style="list-style-type: none"> • Should allow at least one round of feedback from C40 team 	w/o 16th June

	Output: <ul style="list-style-type: none"> • Word document format • In English (British) • max 2 pages • Copy edited 	C4O CITIES
4 Dissemination	Dissemination of the guide, case studies and key policy recommendations to European C40 cities Output: <ul style="list-style-type: none"> • Presentation of the guide, case studies and key policy recommendations in 1 webinar with C40 European cities • Proposal of a dissemination plan (e.g. list of 10 actions and key contacts to support the dissemination of the guide) 	w/o 23rd June

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5pm EST, February 17th, 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 proposal should give C40 evaluators all the information they need to assess your bid, and it should be no longer than 10 pages (including CV's). Please clearly indicate where applicable:

- How your proposal is responsive to the Evaluation Criteria;
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Proposed timeline of implementation;
- Project management methodology
- List of key personnel who would be working on the contract, their job titles, and resumes of proposed key personnel in the standard C40 CV Template (max 2 pages per each member)
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;
- 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.

You must include adequate information about how your costs were calculated for each deliverable 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 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.

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 sent out	<i>January 16, 2025</i>
Questions submitted to C40	<i>February 7, 2025</i>

C40 responds to questions	February 11, 2025	
Deadline for receiving Offers	February 17, 2025	
Clarification of Offers	February 18, 2025 - February 19, 2025	
Evaluation of Proposal	February 19, 2025 - February 21, 2025	
Selection decision made	February 24, 2025	
All Potential Suppliers notified of outcome	February 25, 2025	

Project Timeline	Due Date
The project initiation phase must be completed by	March 10, 2025
Deliverable 2 & 3 are expected to be completed by	June 20, 2025
Deliverable 4 is expected to be completed by	June 27, 2025
The project is due to run until	July 15, 2025

5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting
Demonstrated expertise in European and local level policy analysis, as well as experience on key topics for this piece of work (i.e. energy efficiency upgrades, access to affordable housing) are represented across all team members involved	30%
Robustness of the project delivery proposal and ability to meet objectives	30%
Project management, work approach, and timeline	20%
Cost effectiveness of the proposal	10%
Alignment with C40 Diversity and Inclusion values*-	10%

*Please refer to C40's Equity, Diversity and Inclusion Statement for information on this assessment criteria. C40 believes strongly that 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.



6. Project Budget

Total proposed project costs (incl. VAT and other 'hidden' costs) should not exceed **45,000 EUR**.

The provider is asked to consider this budget and provide adequate information about how the proposal costs are calculated (with itemised detail) to enable assessment of cost reasonableness.

- The budget should clearly demonstrate how much time will be spent by one or more team members working on the project. Who will be spending what time on each of the deliverables.
- Please also include copy editing in the budget for deliverables 2 & 3.
- Please include deliverable - and payment milestones within the budget breakdown.

Payment will be made according to meeting project milestones as approved by the C40 point of contact.

Travel is not expected for this work therefore there will be no additional travel costs or expenses paid unless pre-approved by the C40 point of contract prior to incurring the cost.

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. Pricing should be listed for each of the following items in accordance with the format below. 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 address below by **February 17, 2025 at 5pm EST**:

Please submit to: Josu Mozos, Senior Manager, Inclusive Climate Action Forum & Fund (jmmozos@c40.org).

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



Disclaimer

This RFP is dependent on grant availability. 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.