

Request for Proposal (RfP)

'Enhancing Analysis of Green and Just Recovery Employment Potential'

C40 Climate Leadership Group
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United States

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C40 CITIES CLIMATE LEADERSHIP GROUP



The C40 Cities Climate Leadership Group connects more than 90 of the world's greatest cities, representing 700+ 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.

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 Amman, Boston, Copenhagen, Durban, Hong Kong, Jakarta, London, Milan, Los Angeles, Mexico City, Tokyo and Paris. 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 270 staff members. Around a half are UK based, around a quarter 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.

SUMMARY AND BACKGROUND

Cities are already facing the consequences of climate change, urban governments are acutely aware of this, and cities are acting individually and collectively to address the climate challenge. But cities need to do much more to adapt to the health and climate crises and to increase the resilience of fundamental services and infrastructure. City governments need to continue their work towards meeting the Paris Agreement, to halve emissions by 2030 and reach carbon neutrality by 2050, and cities need to ensure these efforts support a healthy and equitable COVID-19 recovery. C40 mayors are committed to making their communities and cities more resilient to shocks. Adapting to a world in which global crises are likely to become more frequent and increasing our resilience has never been more important. Economic policy, to be effective in addressing societal and environmental problems, has to meet the social foundations set out in the Sustainable Development Goals, ending poverty and expanding the quality of life of everyone, everywhere, without exceeding the planetary boundaries of our ecosystem. Cities need to invest their way out of the COVID-19 recovery into a thriving society, rather than return to an unsustainable race to devour the world's natural resources.

Cities are critical to delivering a green and just COVID-19 recovery. Cities are on the frontlines – both of the COVID-19 crisis and of the climate crisis. And because mayors are responsible for the health and well-being of urban residents, cities are often the ones responding with concrete action in moments of crisis, whether it is a pandemic, a flood or wildfire. Cities are centres of population, engines of economic development and sites of consumption; urban areas house over half the global population, generate over 80% of economic production and emit over 75% of carbon emissions. As such, cities are both where the problems are most serious and where the solutions are being found. Mayors can mobilise municipal resources and show leadership, setting a template for what “building back better” can look like.

C40 Cities would like to support this leadership by enabling mayors to make the case locally and to national governments for urban investment in the form of green recovery packages. A key consideration for governments in their choice of economic recovery is creating jobs in the short-medium term.

While tackling unemployment is the single most repeated priority of mayors in view of recovering from COVID-19, many cities do not have simple and reliable methods to assess job creation from climate action and are requesting more specific local information in order to make the case locally and to other levels of government for support. This project aims to give mayors more specific information on the jobs that would be created by climate action, who these jobs would benefit and pace of creation in order for mayors to make the case to governments for support and build local political support.

This work will deliver: locally specific job creation and distribution assessments in 5-6 key cities across 3 countries; and country specific communications and advocacy using the results of the city assessments, supplementing C40's broader diplomatic

engagement strategy to influence stimulus decisions in target countries, and support regional alliance building in support of key green and just recovery actions. Mayors urgently need data on job creation in order to make the case for stimulus funding to be directed to inclusive climate action in cities.

In summary, the research described within this RfP will feed into three key deliverables / workstreams:

- Locally specific job creation and distribution assessments in 5-6 key cities
- Creation of country-specific advocacy materials for three countries: United States, South Africa and Italy, making a case for green recovery investments in their cities to influence stimulus decisions in target countries, and support regional alliance building in support of key green and just recovery actions
- Feed into an ongoing project to develop a local-level tool called 'IMPACTS' for estimating wider benefits (including employment) of climate action projects in cities

RELEVANT PRIOR RESEARCH

In Spring 2020, C40 Cities embarked on a programme of work into the wider benefits of a green and just recovery which has culminated in a series of initiatives and publications.

[Global Mayors COVID-19 Recovery Taskforce](#): C40 mayors united to launch the Global Mayors COVID-19 Recovery Task Force to rebuild cities & economies in a way that improves public health, reduces inequality and addresses the climate crisis.

One of their first initiatives was to launch the [C40 Mayors Agenda for a Green and Just Recovery](#) which outlines bold steps to deliver an equitable and sustainable recovery from the COVID-19 pandemic. Led by C40 mayors around the globe, the specific measures outlined in this agenda focus on creating green jobs, investing in crucial public services, protecting mass transit, supporting essential workers, and giving public spaces back to people and nature.

Their agenda was supported by research on the wider benefits of a green and just recovery in cities published in October 2020 – [The Case for a Green and Just Recovery](#). Within this research, employment potential from several scenarios was estimated for 5 pilot cities across the C40 Cities membership. The approach for this analysis was to use direct and indirect employment multipliers (job years per 1 USD million) associated with expenditures across four key sectors: Buildings, Transport, Energy and Waste, as set out within the [methodology report](#). Since then, further research has been undertaken to showcase benefits for under-threat systems like public transport – [The Future of Public Transport: Investing in a Frontline Service for Frontline Workers](#); and create country specific analysis. A recently launched [summary report](#) (plus [technical report](#) and [methodology](#)) on the wider benefits, including job creation, of Green and Just Recoveries across cities in Canada.

With respect to climate adaptation, relevant prior work, includes research by C40 Cities, Global Covenant of Mayors for Climate & Energy, the Urban Climate Change Research Network (UCCRN) and Acclimatise which predicts how many urban residents will face potentially devastating heat waves, flooding and droughts by 2050 if global warming continues on its current trajectory. [The Future We Don't Want](#) also looks at indirect climate impacts and estimates how climate change under a 'business-as-usual scenario' will impact urban food security and energy systems as well as the urban poor, who are most vulnerable to climate change.

An ongoing project is the **The Focused Acceleration for Adaptation** research which identifies the highest priority adaptations—based on their risk-reduction potential, cost, feasibility, and stakeholder complexity—for cities to consider. To help leaders choose, C40 and McKinsey have analyzed about 100 adaptation actions that are broadly applicable to cities around the world. Five hazard types—heat, inland flooding, coastal flooding and storm surges (including wind), drought, and wildfires were considered with city typologies also being developed – though these had little impact on the overall ranking of the adaptation actions.

This proposal builds on this body of work, by aiming to enhance the employment effects analysed, include climate adaptation actions, and by addressing the question of how equitable green jobs.

PROJECT OBJECTIVE AND DELIVERABLES

This Request for Proposal (RfP) covers three elements of research:

1. Enhancing the employment multipliers and scope of results collated under prior research
2. Establishing and applying a method for estimating the proportion of local jobs, defined as located within the city and country of interest
3. Collating data to allow for an assessment of the 'equity' of jobs from urban climate actions

The key outputs of this RfP are data which the C40 team will apply to generate overall employment and equity results.

In general, C40 is looking for an organisation with expertise in estimating employment (including accurately costing actions), to provide advice and guidance on overall approach C40. Candidates should have pre-existing knowledge of datasets and or their own datasets, that can be applied in the context of urban climate actions.

Element 1: Enhancing Employment Multipliers

To date, we have focused on understanding the jobs associated with different climate mitigation actions, with the exception of two actions associated with greening cities: green roofs and urban parks. The methodology was developed to align with a pre-

existing in-house climate action modelling tool: Pathways. Given the actions require significant investments in infrastructure, the focus was on quantifying employment effects of capital and operation and maintenance (O&M) expenditures¹. We focused on four key sectors – Buildings, Energy, Transport and Waste, and consistent global datasets to allow for comparisons across C40 regions. Example expenditures in these sectors include new energy efficient construction, building retrofits, purchase of electric vehicles and low carbon electricity generation. Prior research focused on achieving a complete dataset of direct and indirect employment effects. C40 now want to build on this analysis in order to: improve the existing set of multipliers and costs; to understand/estimate the what proportion of jobs are local to the city, and to the country; and to provide an indication of equitable distribution of jobs across the workforce. The sub-elements below give an indication of key areas of improvement we have identified. We are open to suggestions of other elements or approaches to enhance the job creation estimates, particularly local job creation.

1.1 Improve existing multipliers

The existing research covered six cities, of which three of these overlap in the geographical focus for the analysis under this RfP. Within the employment multipliers collated, there are a number of areas where we believe multipliers could be improved (i.e. collect better multipliers) across different ‘quality’ criteria, specifically capturing different employment multipliers for CAPEX and O&M expenditures, how well the multiplier matches to the infrastructure or system in question (e.g. waste recycling infrastructure versus landfill infrastructure) and the completeness of covering direct, indirect and induced employment effects². The table below provides an overview of the employment multipliers against three key criteria - poor indicates a majority of multipliers do not meet the criteria, whilst good indicates a majority do meet the quality criteria. Further detail for each individual employment multiplier can be found in the supporting document: 20210414_Jobs_Literature_Review_ISSUE.xlsx.

Sector	CAPEX & O&M distinction	Match to infrastructure / system	Completeness of direct and indirect	Completeness of induced effects
Buildings	Mixed	Poor	Poor	Poor
Transport	Poor	Good but missing operators of public transport	Poor	Poor
Energy	Good	Good	Poor	Poor
Waste	Poor	Poor	Poor	Poor

¹ See this [methodology report](#).

² Note that induced effects were not a key focus of the initial research, hence they are near absent in the current dataset

An additional task is to ensure all employment multipliers have been adjusted to correspond to reporting year 2020 and apply this approach henceforth.

Note also, that depending on the approach developed for element 3 on equity, additional disaggregation of employment multipliers may be required (see section on element 3 for details).

1.2 Climate adaptation employment

The research to date has focused on climate mitigation measures and associated expenditures. C40 want to expand the analysis to include climate adaptation actions. As mentioned above, a research project will terminate ahead of the start of this RfP's project and provide a shortlist of climate adaptation actions for C40 Cities (see Table 1 below). The task from this RfP will involve collecting employment multipliers and estimating expenditures associated with the shortlist of climate adaptation actions in the pilot cities of interest. We anticipate this task will emulate the approach applied for the climate mitigation actions (see this [methodology report](#)). We note that there are employment benefits from *avoiding* climate hazards, as well as from the infrastructure investments themselves, but this is beyond the scope of this current analysis (though any existing work or expertise on this would be of interest to C40).

To estimate jobs from adaptation action will require assumptions around the level of adaptation action needed, both across the pilot cities, but also for the national analysis. This will require an assessment of the scale of urban adaptation actions needed in the pilot cities. We anticipate these assumptions, particularly for the national level, will be high-level, and are dependent on available data. Potential sources of data for this analysis that C40 will share with the successful candidate are the Future We Don't Want, CDP³ and city's climate adaptation plans.

Element 2: Local employment estimate

City mayors and national governments would like an understanding of the potential for local employment from climate actions (mitigation and adaptation). As such, C40 want to estimate, where possible, the share of jobs created in-city and in-country from the expenditures analysed. This RfP includes the development of a methodology for this analysis and the requisite data collection. For example, when considering direct and indirect jobs, a high-level approach for this might be to differentiate between construction (assumed 100% in-city) and manufacturing jobs created, and then apply data on the share of trade in manufacturing goods.

Element 3: Assessment of 'Equity' of jobs

Beyond overall job creation, C40 cities want to support equitable employment opportunities and livelihoods. C40 want to be able to highlight, with quantifiable data, the key climate actions that will foster greater equity in communities and deliver

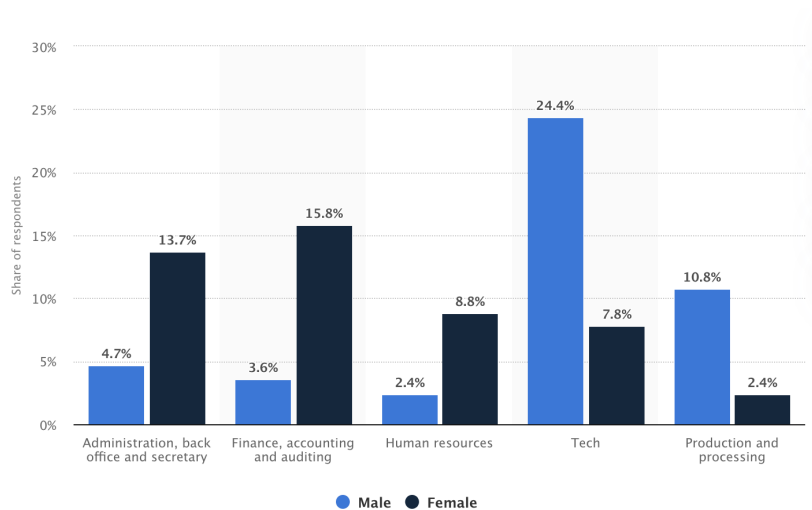
³ The CDP datasets report the hazards that C40 cities are experiencing.

high quality jobs; as well as identify areas where public programmes could address poor equity in green jobs.

This element therefore aims analyse the 'equity' of green recovery jobs by overlaying the job outputs with existing information of the demographic distribution of jobs or data on the quality of jobs in Green Recovery action areas. For example, to be able to state the share of building retrofit jobs that would be occupied by women, based on current gender distribution shares.

Given this is a nascent area of research, this element will serve to establish the state of knowledge and data on equity of jobs. Relevant prior research includes [a report by Ecotrust and Policy Link](#) which assessed the gender, age and ethnicity distribution of jobs created in urban forestry projects. The quality of job created is another aspect of interest, for which the [ILO's definition and indicators of Decent Work](#)⁴ may serve as a guide.

It is anticipated that this element of research may require further disaggregation of employment multipliers (or expenditures) collated to allow for equity aspects to be quantified. For example, breaking employment into those associated with construction, contracting, permitting, operating and applying job distribution and quality data per area. The following shows a graph of gender distribution across different employment areas.



Below is a list of example metrics of interest:

- Gender distribution
- Income distribution
- Age distribution
- Distribution of ethnic minorities
- Education distribution

⁴ "Green jobs need to be decent work, i.e. good jobs which offer adequate wages, safe working conditions, job security, reasonable career prospects, and worker rights."

- Share of jobs occupied by persons with disabilities
- Share of jobs occupied by migrant works
- Share of jobs which are unionised
- Length of job contracts
- Comparison to living wages

These are meant as suggestions only. Ideally, metrics should be tailored to the country of analysis, such that it responds to the pressing urban equity challenges of the pilot countries.

Scope of actions

Given the tight time schedule and the breadth of expenditures for which jobs have been estimated, C40 will consider limiting the scope to a shortlist of actions which are high impact – where impact is measured in climate potential (GHG reduction or risk reduction) and local employment potential; and aligned with actions in the IMPACTS tool being developed by C40. A preliminary list is shown in the table below. The final scope of analysis should be indicated as part of the first deliverable following a preliminary literature review and proposal of approach.

Table 1 Shortlisted climate actions (preliminary)

Climate mitigation actions	Climate adaptation actions
New construction to high energy efficiency standards	Coastal nature-based solution barriers (e.g., mangroves)
Retrofitting existing buildings (insulation)	Green buildings envelope (e.g., green roofs, green wall systems)
Upgrading building HVAC systems	Street trees (climate resilient species prioritized in heat risk areas)
Distributed (rooftop) PV	River catchment management
Solar water heaters	Water system efficiency improvements
Bus Rapid Transit	Water treatment and reuse
EV buses	Urban parks
Cycling	Green and blue solutions for water permeability and flood protection (SUDs)
Anaerobic Digestion	Artificial barriers against flood (Seawalls, flood gates)
Composting	Cool surfaces (e.g., white roofs, white walls, cool pavement)
Landfill gas capture	

Focal geographies

The focal geographies include 5-6 cities in the following C40 countries: United States, South Africa and Italy.

PROJECT APPROACH

The project is divided between a first phase that will refine the project scope based on data availability and a data collection phase.

STEP 1 | Scope definition and dataset review

The purpose of this first step is to establish the scope and approach for this research through a datasets review. This step will need to include a thorough review of the prior costing and employment analysis, to ensure this work can address gaps and areas for improvement relevant to the elements in this RfP. The datasets review aims to identify existing data on employment multipliers and equity linked to the expenditures within the analysis and enable definition of approach for complex parts of the analysis (notably estimating share of local employment, costing adaptation actions and equity considerations) and the scope of work that can be delivered within the programme timeline. Note that the scope will need to be informed by preferences expressed by C40 cities as part of our separate engagement with them.

Deliverables, Step 1:

- **Review of prior research:** Deliverable (presentation or other format) identifying gaps and areas for improvement in prior research
- **Datasets review:** an Excel spreadsheet that gathers, and clearly presents, the key sources for employment multipliers, costing data (where relevant) and equity datasets available, with the applicable geographies and granularity of the data.
- **Methodology and Scope** for Elements 1, 2 and 3: a brief Word document that finalises the approach and makes recommendations and limitations for the scope of the study, including whether scope is limited to a shortlist of climate actions, or not; and final list of equity metrics to be included.

STEP 2 | Data collection and methodology

Phase two will produce the datasets of employment multipliers, adaptation costs; local jobs method and datasets, and equity metrics and datasets alongside a concise methodology report.

Deliverables, Step 2:

- **Final datasets collection:** all data will be provided to C40 in Excel spreadsheets by the end of the project.
 1. Update of existing literature review of employment multipliers
 2. Adaptation costs
 3. Local jobs datasets
 4. Equity metric dataset
- **Methodology for obtaining employment multipliers, climate adaptation costs, local jobs estimation and equity metrics:** a word Document (5-20 pages) that summarises the approach, data sources, assumptions, limitations and remaining gaps in literature / datasets of the study.

Expert review:

The work will be reviewed by independent external experts, as well as C40 staff. Reviews will occur at key points in the project: finalising the scope (step 1), mid-way/early datasets review and final results review.

Note – the above is our proposed approach but bidders are welcome to suggest alternative approaches, along with the rationale for them.

TIMELINE

Activity	Date
Respond to RFP	May 5 th , 2021
RFP short-list calls – please make sure you can be available for a brief call on this day, we will notify short-listed bidders May 6 th in the afternoon.	May 7 th , 2021
Step 1 - 1 st draft datasets review and approach	May 24 th , 2021
Step 1 – Completed review and approach	May 28 th , 2021
Step 2 – 1 st draft data collection - employment multipliers and adaptation costs	June 14 th , 2021
Step 2 - 1 st draft data collection – local estimation and equity metrics	June 21 st , 2021
Step 2 – Completed data collection	June 25 th , 2021
Step 2 – 1 st draft methodology document	June 28 th , 2021
All deliverables completed (datasets and methodology documents completed)	July 2 nd , 2021

PROJECT BUDGET

The table below shows the available project budget in USD. Please provide a detailed breakdown of costings for the steps involved in producing the final deliverables, including day rates and number of days. Note that all costs should be included (overheads, incidentals, Vat, etc.) as the budget below represents the total amount available.

Step 1 – Scope definition and dataset review	USD 20,000
Step 2 – Data collection and methodology	USD 40,000

BIDDER GUIDANCE

Bidders should provide the following items as part of their proposal for consideration:

- Brief description of expertise and experience on relevant topics – specifically employment, equity and costing analysis.
- Brief description of experience and capacity in focal geographies – we are looking for a provider who: is already familiar with the national employment context; has

the capacity to search for data in the relevant languages (English and Italian); and ideally has existing datasets relevant to the geographies.

- Overview of the relevant datasets that you already have access to (noting these will be subject to review and revision based on the datasets review and scope definition) as well as a description of how you will access relevant datasets that you don't have access to.
- Brief description of your proposed approach to the project, including examples of types of work that you anticipate being important to cover, and
- List of the organisations and key staff who would be working on the contract, including job titles, organisation and brief CVs (no more than ½ page per person)
- Project management approach for how you will manage successful implementation and communication with C40
- Bidders should review the attached C40 Service Providers Agreement (SPA), please either confirm acceptance of the agreement or highlight any proposed revisions using track changes as part of your response to the RFP.

Your response to the proposal should not exceed 15 pages including CVs and other appendices.

EVALUATION CRITERIA

C40 will evaluate proposals based on the following criteria:

- Relevant experience and expertise, familiarity with key datasets (ideally having some relevant data already), demonstrable track record of the right knowledge to be able to deliver this project to a high standard within the tight time-frames and budget.
- Overall proposal suitability: ability to meet the scope and needs included in this document
- Value of work delivered within the fixed budget

Proposals will be evaluated against the following criteria (example table below):

Expertise and experience of the bidder across relevant topics and focal geographies. Including existing work and datasets that we can draw on for this work.	50%
Project delivery approach proposed	30%
Value for money	20%

Note that all costs should be included (overheads, incidentals, tax, etc.).

Each bidder must submit 1 electronic copy of their proposal to the email address below by end of day May 5th, 2021.

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Markus Berensson, Senior Research Manager: mberensson@c40.org