



FIRST AMENDMENT TO REQUEST FOR PROPOSAL (RfP)

Consultancy to develop a diagnosis of pedestrian mobility and support the formulation of a long-term walking strategy for Bogota, Colombia.

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

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This document amends the original "Request for proposals - Consultancy to develop a diagnosis of pedestrian mobility and support the formulation of a long-term walking strategy for Bogota, Colombia." that was published and sent to potential bidders on December 22nd, 2022.

The sections with any text changes were highlighted in yellow to be easily localized by proponents. The highlighted text indicates an amendment to the original writing or a new text section that was added .

Please be advised that given the requests of several proponents, the deadline to submit proposals was extended until Monday **February 6, 2023, at 23:59 hours (11:59pm) Colombian Time.**



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.

C40's team of 200+ staff is headquartered in London, with offices in New York, Joburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. 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

2.1 Background of the project

UKAID Climate Action Implementation Programme

This programme will support the implementation of Climate Action Plans in 15 cities in 3 regions: Bogota, Guadalajara, Lima, Medellin and Mexico City in Latin America, Addis Ababa, Accra, Dar es Salaam, Johannesburg, Lagos, Nairobi, Tshwane in Africa and Jakarta, Kuala Lumpur, Quezon City in Southeast Asia. Although the programme is global, each Region manages its own staff and the programme according to the characteristics of the Region.

Thanks to C40's support these cities have a Climate Action Plan, under implementation. The C40's 2021-2024 Business Plan focuses on the delivery and

mainstreaming of transformative actions contained in cities climate action plans, facilitating a green and just recovery from COVID-19, and supporting and strengthening mayoral leadership.

In Latin America, the UKAID Climate Action Implementation Programme will support the delivery of two Selected High Impact Actions (SHIA) under two main sectors: energy/buildings and transportation during the period of time 2022 to 2025.

2.2 About Bogota

In Bogota, the vast majority of people walk every day as their main transportation option. According to the city's 2019 origin-destination household travel survey, 24% of all daily trips (nearly 3.2 million trips) are made walking. Still, there are key areas to improve the quality of infrastructure and facilities, as well as the process of data collection and analysis to inform public policies that recognise and enhance the relevance walking has in the life of the people living in Bogota.

The city of Bogota, through the Secretary of Environment, asked the Urban Climate Action Programme (UCAP) for technical support in the implementation of the Selected High Impact Action (SHIA) #7, which is part of the Climate Action Plan. The main objective is to deliver a Pedestrian Strategy, and to this end, the city has envisioned key steps that are the core of this Request for Proposal.

The activities to deliver as part of this SHIA include a diagnosis of the pedestrian mobility-related actions and policies which has been implemented by the city, to formulate a technical analysis of the regulatory framework for pedestrian mobility, to select key cities with conditions for policy transferability to build a benchmarking analysis, to approach scientific evidence of the co-benefits of walking, to advance a preliminary formulation of the pedestrian strategy and a roadmap for its design and implementation.

Through this SHIA, Bogota and C40 are looking forward to demonstrating how walking can support city efforts to enhance zero-emission mobility while fostering accessibility, public space creation, street revitalization, economic development, community engagement and inclusive job creation.

Recently, the City Council issued a Mandate (*Acuerdo 836 de 2022*) to develop a Pedestrian Mobility Public Policy the city government must issue before September 2022). Consequently, Bogota has prioritised the formulation of long-term projects and policies focused on walking.

2.3 Project

C40 is looking to hire a consultant or consortium to assist the city in rapidly preparing the first activities envisioned to support the formulation of a Pedestrian Mobility Public Policy by delivering the following tasks:

1. To gather, systematise and analyse all the existing pedestrian mobility-related projects, actions, programs, data, documents, studies, etc., which are currently dispersed through several city departments;
2. Review the regulatory framework related to walking;
3. Identify best practices suitable for policy transferability to Bogota and develop a benchmarking study with a focus on policy design and implementation;
4. Draft a preliminary formulation, key recommendations, and a roadmap for Bogota to move forward and feed the design and implementation of a city-wide pedestrian mobility policy.

C40 will evaluate the received proposals in a comprehensive manner, prioritising their technical rigour, creative methodologies and proven expertise to accomplish the objectives in the established times. Likewise, the cross-cutting incorporation of Equity, Diversity and Inclusion in the work team, the project implementation route, the methodologies and the deliverables will be evaluated. The proposal must outline the consultant approach to the Stakeholder Engagement Plan and the Work Plan, which will be further developed as a deliverable by the selected provider.

The selected consulting team will have communication with the regional team of UKAID CAI Latin America of C40 Cities, through the city advisor of Bogotá who will act as a liaison between consultants and the city teams, facilitating calls and meetings as established in the Stakeholder Engagement Plan and the Work Plan, as necessary.

2.4 Objectives

Bogota seeks to enhance the experience of walking and reinforce the first place of priority that pedestrians have in the streets. To this end, C40 is looking for potential suppliers with a proven professional experience in active mobility, specifically walking, transport planning, road safety, benefit analysis and public policy, to quickly and assertively assist the city to inform the formulation of a walking strategy.

The consultancy must meet the objectives and undertake the following components:

Component 0: Develop a comprehensive work plan and a stakeholder engagement plan establishing the detailed step-by-step project process, methodologies, team organisation, roles and responsibilities, and schedules for each component, task, activity and deliverable, along with the methodology to engage the stakeholders.

Component 1: Diagnosis of pedestrian-related information, policies, projects, studies, documents, data, etc., in various city departments, some already implemented and those that are part of different planning and policy instruments. It is expected that the data included in this diagnosis consider quantitative and qualitative sources, as well as to integrate first-hand experiences from city officials. The consultant will focus on secondary information that already exists but some qualitative primary information should be raised by engaging city officials.

Component 2: Analysis of the current regulatory framework (laws, regulations and policies) applicable to pedestrian mobility at the local, regional and national levels. It is expected that through this analysis the city will have technical support and key recommendations to define an implementation route for a city-wide pedestrian mobility policy.

Component 3: Prepare a benchmarking study of national and international best practices around pedestrian mobility policies and projects. This goal encompasses a literature review and preparing a minimum of five in-depth city case studies. It is expected to use the findings of the previous components and additional relevant information for the suitability and relevance of the chosen examples. This product must provide guidance on the key elements and the processes useful for Bogota to design and implement a city-wide pedestrian mobility policy. It is expected to build the case studies from primary and secondary data, and it is suggested to consider the suitability of pedestrian policies that have been implemented by cities that are part of the Walking and Cycling C40 Network. The benchmarking should also deliver recommendations applicable to specific and strategic mobility projects and plans in Bogota.

Component 4: The UKAID CAI Programme will provide technical support to Bogota for the upcoming three years. As part of the final stage of this consultancy it is expected to summarise the insights and findings from the previous components and translate them into a roadmap for public policy formulation and implementation, deliver key recommendations, and advance in the preliminary formulation of a pedestrian mobility strategy/policy for both the short and long terms, integrating the conclusions of the other components of this consultancy.

A more detailed description of the expected tasks for each component are described in the following section (*3. Tasks and deliverables*).

3. Tasks and Deliverables

The following table summarises the tasks, deliverables and timeline for each component.

Further information for each component, activities and deliverables and a detailed description of the minimum tasks to perform in each activity can be found in the section below Table 1: “*Detailed description of all activities and components*”.

General conditions for all deliverables are listed in the section below Table 1 as well.

Please note that the number of weeks stated in the column “*Timeline*” is indicative of the latest week that deliverables can be submitted.

Table 1. Summary of activities, deliverables and timeline by each component

	Activities	Deliverables	Timeline
COMPONENT 0 Inception phase: Planning and coordination	0.1 Work Plan (WP)	0.A. Document with the Work Plan (WP) <i>First version to be reviewed by the city and C40. Consider up to 20 pages.</i>	Week 2
	0.2 Stakeholder Engagement Plan (SEP)		
	0.3 Prepare a presentation of the SEP and WP to the city and C40 Staff.	0.B. Document with the Stakeholder Engagement Plan (SEP) <i>First version to be reviewed by the city and C40. Consider up to 5 pages.</i>	Week 2
		0.C. Presentation of the SEP and WP to the city and C40 Staff. <i>Final version incorporating the feedback from the city and C40. The format of the presentation, either face to face or online will be defined by the city and C40.</i>	Week 3

COMPONENT 1 Diagnosis of information and data	1.1 Methodology <i>Considering data collection (primary and secondary data) and the criteria for analysis. The proposed approach for interviews must be in line to the SEP.</i>	1.A. Partial Report <i>First version to be reviewed by the city and C4O. It is expected to include the outline for the final version and details of the process of the quantitative and qualitative report up to date (list of reviewed sources, interviews held and the stage of the following steps)</i>	Week 9
	1.2 Data and information Collection 1.3 Data classification and analysis of quantitative information	1.B. Final Report <i>Final version incorporating the feedback from the city and C4O</i>	Week 15
	1.4 Classification and analysis of qualitative information 1.5 Comprehensive analysis and diagnosis.	1.C. Executive Summary and presentation to the City and C4O <i>Document in English and Spanish, presentation in Spanish with C4O and the city team.</i>	Week 16
COMPONENT 2 Pedestrian mobility regulatory framework review and diagnosis.	2.1 Methodology <i>Consider the criteria and system for reviewing and analysing laws, regulations and policies at local, national and international level (in case it applies).</i>	2.A. Partial Report - <i>Document with the consultant progress in reviewing the regulatory framework and the other activities of this component. First version to be reviewed by the city and C4O.</i>	Week 5
	2.2 Regulatory framework review. 2.3 Financial mechanisms to support a walking policy and their unfolded strategies	2.B. Final Report - Pedestrian mobility diagnosis and recommendations <i>The final version will contain the diagnosis, policy recommendations, strategies and actions instrumental to successfully develop a walking policy.</i>	Week 10

	<p>and actions.</p> <p>2.4. Regulatory framework Diagnosis and recommendations.</p>	<p>2.C. Executive Summary and presentation to the City and C4O</p> <p><i>Document in English and Spanish, presentation in Spanish with C4O and the city team.</i></p>	Week 11
<p>COMPONENT 3</p> <p>Benchmarking and Case Studies</p>	<p>3.1. Methodology</p> <p><i>Broad explanation of the methodological approach and engagement process (in line to the SEP) to deliver the case studies, criteria to be used and an initial list of cities to be potentially included in the benchmarking analysis. Ensure including data collection methods for the Literature Review.</i></p> <p>3.2. Literature Review of walking and pedestrian mobility benefits</p> <p>3.3. Benchmarking and Case Studies</p>	<p>3.A. Partial Report -</p> <p><i>Document with the methodology and the consultant progress in the literature review of walking benefits the Benchmarking and Case Studies preparation.</i></p> <p><i>Please Document the status of data collection, desk review and interviews.</i></p> <p><i>Document to deliver in english and spanish.</i></p> <p><i>First version to be reviewed by the city and C4O.</i></p>	Week 09
		<p>3.B. Final Report</p> <p><i>Deliver the finalised analysis and conclusions of all activities in this component.</i></p> <p><i>Integrate up to five in-depth case studies and the walking policy benchmarking analysis. It must clearly indicate the main opportunities for policy transferability, key recommendations and lessons applicable to Bogota.</i></p> <p><i>Document to deliver in english and spanish.</i></p>	Week 16
		<p>3.C. Executive Summary and presentation to the City and C4O</p>	Week 17

		<i>Document in English and Spanish, presentation in Spanish with C4O and the city team.</i>	
COMPONENT 4. Roadmap and preliminary formulation of a Walking Policy	4.1. Preliminary pedestrian mobility policy formulation: 4.2. Roadmap for pedestrian mobility policy formulation and implementation 4.3.- Draft the potential next steps for UKAID CAI cooperation. <i>Outline with the main components for a roadmap for policy formulation and implementation: key actions from institutional, regulatory, financial and projects perspective.</i>	4.A. Partial Report <i>Include the progress of all the main components of the road map and the preliminary pedestrian mobility formulation. An approach to draft the next steps of the UKAID CAI cooperation should be delivered as well.</i>	Week 17
		4.B. Final Report <i>This report will summarise the activities developed, analysis and recommendations derived from Component 4 but also summarise the findings from previous components, and integrate them to deliver the key final recommendations of the consultancy to the city. This is the most important report of this consultancy that shall wrap up the consultancy and become a go to manual for the City to develop and implement pedestrian mobility policies.</i>	Week 23
		4.C. Executive Summary and final consultancy presentation to the city and C4O <i>Document in English and Spanish, presentation in Spanish with C4O and the city team.</i>	Week 24

Please take into consideration the following elements and requisites for all deliverables to envision the expected working coordination throughout the project and integrate them when preparing the technical and economic proposal.

Conditions for all stated deliverables:

- It is expected that the work plan clearly reflects the connection between deliverables and how the inputs generated by the different components will inform the proposed recommendations, actions and roadmap.
- Equity, Inclusion and Diversity are fundamental priorities for C40, please be sure to clearly state how the listed activities and deliverables will mainstream that lens, applied to the local context and needs in this matter. It is encouraged to be as specific as needed in this regard.
- Deliverable reports for all components are expected to be accompanied by appendices such databases, spreadsheets, maps, audio recordings, photos, interviews, and any other additional material documenting the diagnosis and technical process. This additional documentation does not count towards each deliverable page limit.
- When preparing the proposal consider a ten working weekdays period for review and feedback from C40 and the city.
- Deliverable reports must be submitted via email in PDF and editable format. All other deliverable information should be submitted in editable format.
- Executive summaries for all components should be submitted both in Spanish and English.
- The rest of deliverables and appendices can be submitted in Spanish only, with the following exemption: all written deliverables of the Component 3 - Benchmarking and Case Studies (deliverables 3A, 3B and 3C) stated in Table 1, including the presentation to the city, must be submitted both in English and spanish.
- Once the executive summaries are delivered, the consultant must present the final conclusion of each component in working sessions with C40 and city staff.
- Take into consideration that the overall objective of the project is to inform public policy.

Detailed description of all activities and components

This section provides further specific information about the minimum tasks the consultant should deliver for each activity and component. (in case the activity or deliverable is not included in this section, please refer to Table 1)

Component 0 - Inception phase: Planning and Coordination

The will undertake the following activities:

0.1. Work Plan (WP)

Comprehensive work plan establishing the detailed step-by-step project process, methodologies, team organisation, roles and responsibilities, and schedules for each component, task, activity and deliverables. The Work Plan should explain the sequence of activities and how the results of each component are related to each other.

The Work Plan shall include any additional elements or deliverables proposed by the consultant as added value, if that is the case, beyond the minimum required by this RFP.

0.2. Stakeholder Engagement Plan (SEP)

- This plan covers all relevant information about the approach to effectively engage with C4O, the city departments, the selected benchmarking cities and other stakeholders involved in the project. It is encouraged to add examples or references to previous successful engagement processes led by the consultants.
- It is expected to submit within the SEP an approach to map all stakeholders involved in the project and identify their level of influence and involvement in policy formulation. The consultant will present an initial list to be reviewed by C4O and the city team; the final list will be jointly selected.

Component 1 - Diagnosis of information and data

This component consists in undertaking a diagnosis of secondary information dispersed throughout various city departments and entities (some regional and national institutions may be relevant as well). The consultant should not generate or measure primary information/data but focus on information and documentation that already exists. However, some qualitative primary information should be raised by engaging in dialogues, interviews, workshops, and similar tools to gather the knowledge of city officials. The consultant will at least undertake the following activities:

1.1. Develop a Methodology

To successfully deliver this component the consultant will define a general methodology for collecting, analysing, classifying and generating a diagnosis

conductive to derive conclusions and recommendations. The methodology shall include the tools, criteria and stakeholders engagement methods to assess, classify and analyse quantitative and qualitative information.

1.2. Data and information collection

A key task of the consultancy is to gather, classify and analyse information from different entities and departments of Bogota and entities of the Regional and National levels.

- Before engaging the city departments, the consultant should develop a methodology with the guidelines and consistent criteria to collect primary and secondary information, as well as the proposed methods. The Methodology must be in line with the SEP.
- All quantitative and qualitative data, documentation and information gathered and analysed should be compiled in a repository, database or digital tool that the city can access in later stages of the policy formulation process and share with other departments and the general audience.
- The minimum scope of work considers that the team must contact the city officials, collect and analyse available information related to pedestrian mobility and walking in all the city departments and entities listed in Appendix I. Some examples are: data, surveys, studies, documents, policies, consultancy reports, geographic information, databases, websites, designs, contracting documents and citizen petitions. Contacting representatives from some relevant national entities is advised.
- Additional sources may include information from other sectors, e.g. not-for-profit and academia.
- The data collection method should include a proposal to map and collect all relevant information and the approach to lead and organise meetings, calls, workshops, or interviews as needed.
- C40 and the city designated points of contact should be copied in all communication with representatives of the stakeholders. A communication protocol must be agreed with C40 and the city team which may be accomplished through the SEP.
- Please anticipate that the city team, specifically the Secretariat of Mobility, must facilitate the first communication with the city stakeholders.

1.3. Data classification and analysis of quantitative information

Once all information is collected, the consultant should at least:

- Propose a methodology to classify and analyse the data collected, and especially to identify their potential added value to be taken into account during the formulation of a long term pedestrian mobility strategy and

Walking Policy.

- A descriptive analysis of the data collected is expected. Please consider charts, infographics, maps and other visual analysis tools to be included in the deliverable reports as needed.
- All quantitative data gathered and analysed should be compiled in a repository, database or digital tool that the city can access in later stages of the policy formulation process and share with other departments and the general audience.

1.4 Classification and analysis of qualitative information

The consultant will undertake at least the following tasks:

- Propose a methodology to gather qualitative information from representatives of the mapped stakeholders.
- The format of the data collection is open to on-site meetings, calls, workshops or interviews, and other methods proposed by the consultant that aim to gain understanding of the experience and activities of various city departments about pedestrian mobility.
- For the selected method(s) the consultant must submit in advance, for C40 and the city review and approval, all detailed methodologies, questionnaires or forms to be used during this stage of the project.
- Other sources of qualitative information regarding pedestrian mobility may include city strategies, documents, reports, interviews, community engagement, consultancies, contracts, communication campaigns, social networks, websites etc.
- A descriptive analysis of the data collected is expected, please consider appendices with charts, infographics, maps and other visual analysis as needed.

1.5 Comprehensive analysis and diagnosis:

Based on the information gathered and analysed. The consultant will develop the following tasks:

- Produce a diagnosis that draws conclusions on the current status of walking in the city and clearly states the status of data and identity information gaps.
- Generate key data collection and analysis recommendations in terms of building and strengthening the city's information system, and improvement opportunities.
- Characterise the pedestrian mobility in the city using the current information and the analysis of quantitative and qualitative information.
- Generate preliminary conclusions and outline policy recommendations for pedestrian mobility from the analysis of quantitative and qualitative information to be further developed in component 4.

- Partial and final reports must mainstream Equity, Inclusion and Diversity, as well as include a specific section with a diagnosis and recommendations to address pedestrian mobility from the equity and inclusion perspectives, especially that from high priority and vulnerable groups (please state how these groups will be mapped).

The process, analysis and results of performing the activities of component 1 will be documented and collated in deliverable reports as stated in Table 01 *"Summary of activities, deliverables and timeline by each component"*.

Component 2 - Pedestrian mobility regulatory framework review and diagnosis

The consultant will undertake an analysis of the current regulatory framework (laws, regulations, and policies) applicable to pedestrian mobility at the local, regional and national levels. It is expected that through this analysis the city will have support and specific normative recommendations to define an implementation route for a city-wide pedestrian mobility policy.

Activity 2.1. Methodology

Consider the criteria and system for reviewing and analysing laws, regulations and policies at local, national and international level (in case it applies).

Activity 2.2. Regulatory framework review

The consultant will develop the following tasks:

- The current regulatory framework includes laws, regulations and policies applicable to pedestrian mobility at the local, regional and national levels.
- Collect, categorise, review and analyse information with criteria agreed upon with C40 and the city that allows identifying linkages and implications to the envisioned walking policy of Bogota.
- Identify potential barriers or limitations in the regulatory frame to formulate and develop ambitious pedestrian mobility policy and projects.
- Produce a document, repository or database with an analysis of all laws, decrees, articles, city agreements, regulations and other legal tools related to pedestrian and walking, and explain how each of them is related and relevant to the pedestrian mobility policies, and their potential implication for building a long term pedestrian mobility strategy in Bogota.

Activity 2.3. Financial mechanisms to support a walking policy and their unfolded strategies and actions

The consultant will perform the following tasks:

- Review and analyse sources and mechanisms to fund walking policies and their strategies and actions, that are currently considered in the regulatory frame.
- Assess the possible funding mechanisms in the current regulatory frame of sustainable and active mobility, that could be potentially used to implement a long term pedestrian mobility.
- Identify and assess the requirements of new potential funding sources and mechanisms and clearly state which type of strategies and actions may be covered.
- Draft key recommendations for current funding options and map creative and innovative ideas to get funding based on the existing legal framework. Be sure to identify the impact and requirements of these financial mechanisms on the strategies and actions.

Activity 2.4. Regulatory framework diagnosis and recommendations:

After reviewing and analysing the regulatory framework, the consultant shall:

- Deliver a diagnosis that critically examines normative gaps, obstacles, drawbacks and improvement opportunities of the walking and pedestrian mobility legal frame. It is expected to map and outline potential regulatory amendments, legal solutions, new regulatory instruments and innovative approaches to foster the pedestrian city and walking policy.
- Summarise its conclusions in a report that will contain policy recommendations, legal elements and actions that will be instrumental in successfully developing a long range pedestrian mobility policy.
- Based on this diagnosis the consultant will propose and outline new legal instruments or modifications of regulations that may aid to foster a better city for pedestrians and suggest innovative legal actions to advance pedestrian mobility.

The process, analysis and results of performing the activities of component 2 will be documented and collated in deliverable reports as stated in Table 01 *“Summary of activities, deliverables and timeline by each component”*.

Component 3 - Benchmarking and case studies:

Activity 3.1. Methodology

Broad explanation of the methodological approach and engagement process (in line

to the SEP) to deliver the activities of this componente, case studies, criteria to be used and an initial list of cities to be potentially included in the benchmarking analysis. Ensure including data collection methods for the Literature Review. Please consider communications with Bogota departments and other cities.

Activity 3.2. Literature review of walking and pedestrian mobility benefits

Research and technical evidence of the benefits of walking as an active mode of transportation are relevant for Bogota to support and justify policy and investment in pedestrian mobility. Therefore, the consultant will conduct a literature review to compile these benefits. The consultant will:

- Develop a literature review that examines various types of co-benefits of walking (wellbeing, environment, social, health, economic, welfare, road safety, personal security, and others). Examples and methods to quantify and monetise these benefits are of special interest.
- Please consider academic articles, research, technical reports and policy documents.
- Based on this research, the consultant will identify key lessons, elaborate on potential applications to Bogota.
- The conclusions, results and lessons learned will be included on the deliverable reports and feed the component 4.

Activity 3.3. Benchmarking and Case Studies

The consultant will consider at least the following elements and tasks:

- Walking policy benchmarking should look for national and international cases with a focus on policies, programmes, planning tools, strategies and actions implemented by other cities. The number of cities to include in the benchmarking analysis should be proposed by the consultant and agreed with C40 and Bogota.
- Through a set of indicators, the consultants must clearly identify opportunities for policy transferability, strengths, weaknesses and lessons useful for Bogota, specifically for the formulation of a pedestrian mobility policy.
- The sources should include academic, technical and policy sources. The findings must identify policy implications for Bogota.
- Policy processes, data collection methods, stakeholders and community engagement, climate change considerations, equity, inclusion, monitoring and evaluation systems must be outlined in the benchmarking analysis.
- The consultant will analyse examples and best practices to generate funding sources and any financing mechanisms for pedestrian mobility transferable to Bogota.

- The benchmarking should include the development of five in-depth city case studies, as first stage it is expected to identify a potential list of cities to be included in the analysis and the criteria for the selection and prioritisation. Case studies must be built upon the agreed final list of cities suitable for the context of Bogota. It is encouraged but not mandatory to consider the list of the Walking and Cycling C40 Network. The five cities selected for the case studies must be agreed with C40 and Bogota teams.
- Case studies should consider at least: the city general context and mobility patterns, the walking strategy main characteristics (actions, goals, objectives, timeframe, indicators, performance evaluation methodology, its relation with other policy instruments, and the institutional or governance array to implement it, if existent), pedestrian policy impacts, equity and inclusion, project implementation, cost estimates and explore the city mechanisms to finance the policy and their unfolded actions.
- Consider that C40 may facilitate connections with its global networks for interviews and meetings with the cities that could be part of case studies and benchmarking analysis.
- The benchmarking results, examples, best practices and lessons will be summarised in the deliverable reports highlighting the policy recommendations for Bogota which would also feed the component 4.

The process, analysis and results of performing the activities of component 3 will be documented and collated in deliverable reports as stated in Table 01 *"Summary of activities, deliverables and timeline by each component"*.

Component 4 - Roadmap and preliminary formulation of a Walking Policy

As part of the final stage of this consultancy, the consultant will summarise the insights and findings from the previous components and translate them into a roadmap for the pedestrian mobility public policy formulation and implementation.

This final task must suggest specific content and structure of a preliminary formulation for the pedestrian strategy and generate a roadmap with specific recommendations that integrate actions, their expected outcomes and timelines to successfully lead the formulation of the walking policy in Bogota and its implementation in the short, middle and long ranges.

To develop this component, the consultant must consider the policies and plans already issued, or currently in formulation process, by the city and reflect on how a new Pedestrian Strategy matches, develops or advances them. Some of these policies are: the new comprehensive land use plan (POT), the government development plan (Plan de Desarrollo PDD), the Climate Action Plan, the Master Mobility Plan (currently being updated), the zero and low emissions Public Policy, the Climate Action Public

Policy (in current formulation), the national and regional infrastructure strategic Public Policy Documents (CONPES), the Pedestrian Public Policy process, the Metropolitan Region Bogota-Cundinamarca recent creation and any other relevant documents.

Activity 4.1. Preliminary pedestrian mobility policy formulation:

For this activity the consultant should at least consider following tasks and elements:

- Propose a vision, main goals and principles, and generate recommendations for specific content of a long term pedestrian mobility strategy/policy.
- Suggest the key elements of a preliminary formulation of the city long term pedestrian strategy/policy and outline its structure and components.
- Retrieve the findings from previous components, map the key actions to potentially be included in the walking policy, identify and propose impact and process indicators and the institutions involved with its level of responsibility.
- Engage with the city relevant stakeholders working on developing a pedestrian mobility public policy.

Activity 4.2. Roadmap for pedestrian mobility policy formulation and implementation

The consultant will integrate all activities developed until this stage to produce a roadmap that should include the following:

- The main steps and stages towards consolidating a pedestrian city in the middle and long range time scale. The roadmap should consider a time from the present through 2050.
- Consider how the city and its citizens benefit from walking: health, security, both road safety and personal safety, social cohesion, climate improvements
- The specific actions and strategies to be implemented on each stage or step of the roadmap, their independence, timeline, time sequence. Consider key actions related to policy formulation and implementation.
- Deliver ideas of specific flagship projects or pilots to be implemented in the short and long term.
- The District Government Entities' responsibilities of each stage and action as well as other stakeholders, such as: private sector, national and regional governments, civil society, communities, grassroots organisations and international cooperation organisations.
- Consider the following elements: equity and inclusion, governance, climate change and resilience, vital neighbourhoods, caregiving city system and the caregiving blocks proposed by the city, vulnerable populations (children, elderly, women, minorities, homeless, and other),

infrastructure and maintenance, urban planning, strategic mobility projects (such as, but not limited to, the Metro and BRT new networks, Regiotram, 7th avenue green corridors, bicycle infrastructure), data needs and actions, community engagement, communication strategy, education and culture, roadmap evaluation and monitoring, policy formulation and implementation, laws and regulations.

- Although the roadmap is specific to pedestrian mobility it must consider the city mobility vision as a whole and the interaction of walking with other transportation modes.
- A clear recommendation of the immediate next steps the city should take once this consultancy is finished to advance the city pedestrian strategy.

Activity 4.3. Draft the potential next steps for UKAID CAI cooperation.

The UKAID CAI Programme and C40 will provide technical support to Bogota for the upcoming three years prioritising pedestrian mobility and mainstreaming C40 support in accelerating climate action. Regarding C40 technical assistance to the city, the consultant will:

- Provide specific recommendations and ideas of potential next steps for technical assistance and suggest the contents and scope of work of potential new stages in the cooperation once this consultancy is finished.
- Propose a vision, objectives and next steps suitable to be achieved by the collaborative work of the city and C40 under the UKAID CAI Programme over the three upcoming years.
- Work with the C40 team to understand assistance possibilities within the organisation and as part of the UKAID CAI program.
- Identify and recommend specific potential pedestrian mobility pilot projects, as part of the pedestrian mobility strategy, to be implemented through the program in the following 3 years.

The process, analysis and results of performing the activities of component 4 will be documented and collated in deliverable reports as stated in Table 01 *"Summary of activities, deliverables and timeline by each component"*.

The final report for this component will summarise the activities developed, analysis and recommendations derived from Component 4 but also integrate the findings from previous components, and deliver the key final recommendations of the consultancy to the city.

This is the most important Component of this consultancy, that will wrap up the work of all components and will become a go to manual for the City to develop and implement pedestrian mobility policies.

4. Proposal Guidelines

Bogota and C40 are requesting technical and economic proposals which integrate the activities, deliverables and timeline indicated in the Table 1.

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **23:59 hrs COT (Colombian Time), February 6, 2023**. 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. 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;
- 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 to enable evaluation of cost reasonableness.

Proposals should be concise (maximum 25 pages, not including annexes, team CVs, evidence of the bidder experience and references which should be included in a separate annex) and include at least the following elements:

- Clear understanding of the targets and the expected deliverables;
- Methodologies with technical rigour and examples of practice in previous work;
- Propositive approach to the expected deliverables exemplifying the added value of the consultancy team;
- Description of the object of study, the problems to be solved and the expected results.
- Details of the methodological proposals for the foreseen activities;
- Definition of the stages or phases of execution, detailed chronogram with the deadlines established by component, activity, and deliverable;

- Detailed financial proposal according to the budget line, indicating amounts per person, administrative costs, licences and use of software, fieldwork (if applicable), and any additional costs relevant to the project;
- Details of the organisation and the proposed work team, indicating the envisaged role of each member for this project. An organisational (if applicable) and individual C.V. must be attached in annexes for each team member. All professional experience, academic credentials, and qualifications in line with the role in the project must be detailed;
- Examples of experience with previous projects similar to the scope of the RFP, preferably in Colombia or Latin America. Please include certifications, if possible. It is suggested to add two recent references related to the subject of the RFP indicating the scope, deliverables, and characteristics of the project carried out and the contact details of the contracting organisation/entity;
- Evaluation of potential risks and mitigation proposal;
- Information on the consultant team's or organisation's commitment to Equity, Diversity & Inclusion, as well as the ethical alignment with C40;
- Any additional support you will need to make the project a success, including any input you will need from third parties or C40 Cities staff;
- Outline drafts of the preliminary work plan and the stakeholders engagement plan providing an overall timeline and consultant team organisation to deliver each component. The finalised work plan and stakeholders engagement plan will be the first deliverables once the contract begins.
- 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 the C40 legal department and will include scope, budget, schedule, and other necessary items pertaining to the project.
- All costs must be in US Dollars and itemized according to the guidelines in the section 8 (Project budget) of this RfP. If other costs are to be included they need to be justified and included in the table.

4.1 Bidder Qualifications

- Multidisciplinary team with verifiable professional experience of at least three years in urban planning, sustainable transport, pedestrian mobility, public policy, road safety and related topics. The size of the team is open to the discretion of the organisations interested in applying, please note that consistency in assigned roles and tasks per person will be assessed.
- The project leader should have at least eight years, subject to verification from C40, of professional experience in designing, implementing and evaluating public policies focused on sustainable urban mobility and specifically on pedestrian mobility.

4.2 Proposal Template and Bidder Identification

Please use this [C40 template](#) for the technical and economic proposal. We understand if there is a need for a different template for the section of the economic proposal.

Regarding the main proposal document (25 pages maximum), please include the bidder name and identification information only on the first page of the proposal document as suggested in the [template](#) but please avoid referring to any bidder identifier (company name, logo, slogan or graphic design) throughout the proposal document to allow an impartial evaluation of the technical and economic proposal. For the economic proposal and team organisation sections, please only include the generic role of each professional and avoid including personal names of the team members.

Please include in a separate annex all the information that identify the consultant or organisation and its experience, such as the company presentation, experience, references, portfolio, CVs and examples of previous work, as well as the credentials and experience of each team member. This is requested to allow a more neutral assessment of the technical and economic proposals. (there is no suggested template for that Annex and the bidder may use its own graphic design and identifiers). This annex does not count towards the page limit of the main proposal document.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in 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 Service Provider Agreement](#)

These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for review setting out clearly your rationale for the change.

If C40 are unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier

Subcontracting

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

5. RfP and Project Timeline

Please check the following timeline and ensure availability to participate in the different stages of the contract assignment process.

RfP Timeline:

RFP Timeline	Due Date
Request for Proposals sent out	<i>December 21, 2022</i>
Questions submitted to C40	<i>January 13, 2023</i>
C40 responds to questions, these will be collated in a Q&A document and shared with all bidders	<i>January 19, 2023</i>
Deadline for receiving Offers	February 6, 2023
Clarification of Offers and Evaluation of Proposals	February 7, 2023 - February 20, 2023

Preferred bidders notified and presentation of Proposals if needed	February 21, 2023 - February 23, 2023
Selection decision made	February 24, 2023
All Potential Suppliers notified of outcome	February 27, 2023

Project Timeline

The work must be carried out between February and August of 2023. The schedule must allow enough time and flexibility to properly develop each of the components and include the review and feedback by C40 and the city team for each deliverable.

The project general timeline for components and deliverables can be found in *Table 1 “Summary of activities, deliverables and timeline by each component”* of section 3. “Task and deliverables” of this RFP.

6. Project Specifications

6.1. Project Manager

A supervisor from C40 will both oversee the project and be an active partner. The successful bidder is expected to foster close and constructive working relations with Luis Eduardo Tafur Herrera (*Bogota City Adviser for C40*) as the project supervisor for this contract. The project supervisor will also facilitate the review and approval of each product by the city team, who will be represented by an appointed representative.

All deliverables and change requests will need to be approved by the project supervisor and the appointed city representative.

This project is part of an overall support C40 is providing on the implementation of Bogota Climate Action Plan which is coordinated from the Secretariat of the Environment. Therefore, a strong coordination among all the city stakeholders involved is expected, in particular the Secretariat of the Environment, and the Supervisor will permanently be helping to reach this aim.

6.2. Language

Regarding the proposal language, C40 will accept that proposals are submitted in spanish or english.

Most deliverables will be in Spanish. However, specific deliverables are requested in both Spanish and English as stated in Section 3 - Tasks and Deliverables- of this RFP.

- Executive summaries for all components should be submitted both in Spanish and English.
- The rest of deliverables and appendices can be submitted in Spanish only, with the following exemption: all written deliverables of the Component 3 - Benchmarking and Case Studies (deliverables 3A, 3B and 3C) stated in Table 1, including the presentation to the city, must be submitted both in English and Spanish.

Meetings with city staff and other local stakeholders should be conducted in Spanish unless otherwise requested by the city representative or C40. Proposals must indicate the language capabilities of the team members.

6.3. Documentation

All documentation should use C40 templates (unless otherwise specified) and be provided in PDF and editable format. All documentation to be shared with the city or other external partners (if applicable), including all the deliverables of this consultancy, should only feature C40's name and logo, with previous authorization of use by the C40 team. All project deliverables, reports and documentation, content and intellectual property will be owned by C40.

7. Proposal Evaluation Criteria

Criteria that will be used for evaluating proposals:

- Cost considerations;
- Technical considerations;
- Equity and ethical alignment considerations.

Specific Technical Expertise. The successful applicant will need to demonstrate in-depth knowledge on active travel, specifically pedestrian mobility, design, plan and monitoring public policy, urban planning, sustainable transport, road safety and related topics.

Quality of Staffing Proposal. The successful applicant will need to have team members with suitable experience and qualifications to address the elements of the scope that are regulated activities.

Project Management Experience. The Supplier will be working on a large project as part of a multidisciplinary team. The successful applicant will need to demonstrate their capacity to manage such a complicated project, providing

examples of previous projects with a similar scope and preparing a detailed working plan and a stakeholder engagement plan as part of the coordination and planning process.

Equity and Ethical Alignment. C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community. Ten percent of the evaluation will focus on these factors, organisations that are based in the global south and have experience working in/for Bogota are strongly encouraged to apply.

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting
Overall proposal suitability: ability to meet the scope and needs included in this document	40%
Capability and availability of the proposed team, team and organisational experience	30%
Cost-Value	20%
Overall integration of Equity, Diversity and Inclusion	10%

8. Project Budget

The economic proposal must be presented in U.S. Dollars. The service cost must include all taxes and applicable fees. Proposals should not exceed the proposed limit of 95,000 USD (inclusive of all taxes and applicable fees).

Payment of the services will be linked to on-time products delivery and approval by C40 and the city team. Further payment details will be negotiated with the successful bidder

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. This is a suggested form, the consultant may choose a different format All costs incurred in connection with the submission of this RfP are non-refundable by C40.

Task/Activity	Total Cost \$ (Per Task)	Staff Days (Per Task)
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	USD	
	USD	

Role	Day rate \$	Total No. days
Ex. Project Leader	Ex. \$100 USD	5

9. C40 Policies

C40 expects third parties to abide by these C40 policies

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity , Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)
- [Global Travel and Expenses Policy - if applicable - [Here](#)]
- [GIZ Travel and Expense Policy - If applicable - [Here](#)]

10. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by wednesday **February 6, 2023 at 23:59 hrs COT (Colombian Time)**

- Luis Eduardo Tafur Herrera, C40 City Adviser for Bogota, Itafur@c40.org
- Marianely Patlan Velazquez, Regional Sector Programme Manager for Transportation (Latin America) mpatlan@c40.org

Please submit a technical and economic proposal of up to 25 pages (not including annexes and references).

If the proposal is acceptable for C40 an interview will occur before proceeding to contract, if C40 decides to award the contract.

C40 is an equal opportunities employer. For more information about C40, please visit www.C40.org and follow us on Twitter @c40cities

10.1. Questions about this Request for Proposals

Please submit any questions about the content of this Request for Proposals to Luis Tafur, C40 City Adviser for Bogota (ltafur@c40.org) and Marianely Patlán, Regional Sector Programme Manager for Transportation (Latin America) (mpatlan@c40.org) by Friday January 13th, 2023, at 23:59 COT.

Please note that C40 will share (anonymously) all questions and answers in order to have a fair and open process.

Anonymised responses to questions will be provided here [\[Link\]](#) when the Q&A period closes (January 19th, 2023). However, given this first amendment, proponents may send more questions and, if C40 considers they are of interest to all potential bidders, the answers will be added to this document in the following days. Some answers already published could be amended as well. In any of those cases, the update will be registered in the same [link](#).

11. Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

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.

Appendix 1

Various City entities' work on projects or policies related to pedestrian mobility or promote pedestrian travel and the concept of a walkable city. However, it is necessary to understand how much their work influences and contributes to the construction of a pedestrian-friendly city. Therefore, the successful bidder is required to contact and collect information, as well as evaluate the contribution of each entity to pedestrian policies, their implementation and pedestrian mobility in general.

The selected proponent will be required to contact and collect information from at least the following district entities:

- Secretaría Distrital de Gobierno
- Departamento Administrativo de la Defensoría del Espacio Público
- Instituto Distrital de la Participación y Acción Comunal
- Secretaría Distrital de Planeación
- Secretaría Distrital de la Mujer

- Secretaría Distrital de Salud
- Secretaría Distrital de Hábitat
- Unidad Administrativa Especial de Servicios Públicos (UAESP)
- Empresa de Renovación y Desarrollo Urbano de Bogotá
- Empresa de Acueducto de Bogotá
- Secretaría Distrital de Cultura, Recreación y Deporte
- Instituto Distrital de Recreación y Deporte
- Instituto Distrital de Patrimonio Cultural
- Instituto Distrital de las Artes
- Instituto para la Economía Social
- Instituto Distrital de Turismo
- Secretaría Distrital de Ambiente
- Jardín Botánico de Bogotá José Celestino Mutis
- Secretaría Distrital de Seguridad, Convivencia y Justicia
- Instituto de Desarrollo Urbano
- Unidad de Mantenimiento Vial