



REQUEST FOR PROPOSAL (RfP)

Active Mobility and Climate Resilience for Equity, Diversity and Inclusion in Global South 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

C40's Walking and Cycling Network

C40's [Walking and Cycling Network](#) (W&C) supports cities in promoting equitable, safe, and accessible walking and cycling, advising on effective initiatives to boost active mobility, climate resilience, and create just and inclusive societies.

Walking and cycling are cost-effective and safe modes of transport, free from emissions, traffic noise and congestion, and they enhance social wellbeing and mental and physical health. Recognizing this, the W&C is a platform for C40 cities to exchange best practices and support active mobility initiatives. By uniting cities, and collaborating with key stakeholders, the network speeds up the adoption of sustainable mobility strategies in urban centres.

C40's Climate Resilience Programme

C40's [adaptation work](#) aims to help cities safeguard the most vulnerable communities from the perils of climate change. It provides much-needed support

to cities, enabling them to evaluate their risks, formulate adaptive strategies, and implement contextually appropriate solutions.

Active Mobility and Resilience for Equity, Diversity and Inclusion in global south Cities

C40 is looking for a service provider to develop a policy brief on the relationship between Active Mobility and Climate Resilience with a specific emphasis on Equity, Diversity and Inclusion (EDI).

As the effects of climate change grow and evolve in cities across the globe, the relationship between resilience and active mobility becomes more and more evident. Active mobility, such as walking, wheeling and cycling, is zero-emission and requires relatively little investment, labour force and infrastructure compared to other transport modes. Therefore it represents a unique solution to mitigating emissions from the transport sector. For instance, [cycle infrastructure is one of the most effective ways of reducing GHG emissions](#) from urban passenger transport.

On the other hand, while most transport systems become paralysed in the face of climate and environmental hazards and shocks, **active mobility modes remain a viable solution, showing their capacity to adapt, prevail and even replace other transport modes.** In 2017 a 7.1 magnitude earthquake in Mexico City disrupted most transport systems in the city, leaving the bicycle as the only option to deliver aid. Similarly, walking and cycling remained the best solution during the Covid-19 pandemic when active mobility infrastructure and public spaces flourished as the best means to prevent infections, maintain social interactions, and increase the health and wellbeing of people. Other [examples](#) of active travel climate resilient measures include Medellin's green corridors, or Shanghai's sponge city.

However, as active mobility continues to show its resilience and capacity to effectively mitigate emissions and adapt to climate change, **the social dimension and aspects of EDI remain unaddressed.** This is particularly the case for cities in the global south, where the urban population relies heavily on active mobility modes to maintain their ways of living, and where climate change is increasingly affecting the most vulnerable groups. In Africa for instance, where most trips are made on active mobility modes, the share of the [total trips by foot represent up to 90% in some cities](#). In these regions of the world, walking and cycling are the only alternative for the first and last mile of the journeys, and sometimes even the only option for the entire trip. Responding to the daily impacts of climate change on active mobility journeys can radically change people's lives and well-being, particularly those living in vulnerable conditions.

From green corridors to proximity policies, climate shelters and pocket parks, examples of urban solutions addressing increasing climate impacts are flourishing across cities. However, as extreme weather events increase in frequency and impact, global south cities must respond to the following questions, in order to accelerate and scale the solutions needed to ensure that walking and cycling journeys remain viable and contribute to people's well-being:

1. How can active mobility be understood as a measure of urban climate resilience that is beneficial for all population groups?
2. What are the impacts of climate change on active mobility and how can urban policies improve the daily experience of people who walk and cycle (particularly vulnerable population groups such as low-income residents, children, the elderly)?
3. What mechanisms exist and need to be developed to plan, measure, quantify, and assess the former questions?

Objectives, Project Scope and Deliverables

The main objective of this policy brief is to make the case for active mobility as a measure of climate resilience, while making a call for local action that addresses the daily impacts of climate change on walking and cycling journeys in global south cities.

Goals	Activities	Deliverables
1. Research existing literature with an EDI lens, to understand the impacts of climate change on people's active journeys.	Conduct desk-based qualitative research with a global scope, framed by existing quantitative and qualitative literature.	An initial 15 to 20 page report that summarises the topic. This document should incorporate: - A comprehensive analysis of the main theoretical and conceptual arguments retrieved from the literature - A worldwide mapping with examples of good practices from cities. These should be evenly selected between the global south and north.
2. Investigate and showcase 6 case studies from 3 different global south regions (e.g. Africa, Latin America, and Asia), where cities have implemented measures to make active travel journeys more resilient against the daily impacts of climate change.	Manage and conduct in-depth semi-structured interviews with cities, industries, and third sector frontrunners. C4O could support some stakeholder introductions and interview support.	A report with 6 case studies (evenly distributed amongst global south regions) highlighting elements such as policy, infrastructure, and culture. The supplier is expected to suggest the structure within their proposal.
3. A set of indicators (based on the two former deliverables) to help cities plan and measure progress on climate change solutions for active mobility journeys.	Develop a set of quantitative and qualitative indicators. While these indicators are meant to be useful for a diverse audience, they must prioritise EDI aspects that will help city governments in global south cities to reduce the impacts of climate change on the active	A set of indicators. The supplier is expected to suggest in the proposal, an innovative and creative format to present them.

	mobility journeys of historically underrepresented population groups.	
4. Make policy recommendations for local governments in global south cities, international organizations and citizen and advocacy groups.	While the audience is diverse, the main target of this policy brief are city officials and mayors from global south cities.	A list of concise and actionable policy recommendations generated from all the previous knowledge generated.
5. Integrate final policy brief	The supplier must integrate into a single document all the knowledge generated in the previous phases of the project.	A policy brief of maximum 30 pages (excl. annexes and references) written in English.

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. **Proposals will be accepted until 00:00 CST, March 24th, 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. Please note that proposals are to be written in English and saved in PDF. Bidders shall submit a single document divided into the following subsections:

1. Technical proposal (max. 10 pages)
 - Detailed methodology on how to execute the project by considering how to produce quality activities, tasks, and/or deliverables within the duration provided;
 - 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.
2. Financial proposal (max. 2 pages)
 - Information about your fee, and a full detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team members and daily rates of the project team.
3. Past experience (max. 2 pages) and staffing proposal
 - Description of technical expertise and experience on relevant topics – specifically mainstreaming EDI at the intersection of active mobility (wheeling, walking and cycling), and climate resilience;
 - Organisation history and at least 5 relevant examples of past work highlighting the results obtained;

- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please limit CVs to a maximum of two pages per person and use the C4O [template](#).
- 4. Project management experience (max. 1 page)**
- Describe any additional support that you need to make the project a success, including any inputs you will need from third parties or C4O staff;
 - Proposed working partnership with C4O, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.
- 5. Equity and ethical alignment (max. 1 page)**
- Information about the organisation's commitment to EDI and ethical alignment with C4O.

Important points to consider:

1. Supplier Diversity

C4O 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 [C4O'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.

2. 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 [C4O 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 C4O 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.

3. 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:

RFP Timeline	Due Date
Request for Proposals sent out	March 7th, 2025
Questions submitted to C40	March 12th, 2025
C40 responds to questions	March 13th, 2025
Deadline for receiving Offers	March 24th, 2025
Clarification of Offers & Evaluation of Proposal	March 25th, 2025 - March 28th, 2025
Presentation on Proposal	March 31st, 2025
Selection decision made	April 2nd, 2025
All Potential Suppliers notified of outcome	April 3th, 2025

Project Timeline	Due Date
The project initiation phase must be completed by	April 14th, 2025
Project planning phase must be completed by	April 21st, 2025
Project implementation phase is expected to be completed by	June 16th, 2025
The project is due to run until	July 21st, 2025

5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria

Evaluation Criteria	Weighting
Specific Technical Expertise (technical proposal). The successful applicant will need to demonstrate in-depth knowledge and experience in the intersection between active mobility and resilience to advance EDI in global south cities. This includes soundness of the project implementation proposal and ability to meet the requirements listed.	30%
Financial Proposal. The supplier must include adequate information about how the costs were calculated to enable evaluation of cost reasonableness.	15%
Past experience and quality of staffing proposal. The successful applicant will need to prove successful past experience, and have team members with suitable expertise and qualifications to address the elements of the project scope and comply with the quality standards established by C4O for all deliverables.	30%
Project Management Experience. The supplier will be working on a tight schedule and with a multidisciplinary C4O team. Efficient time management is expected to ensure smooth progress of activities. The successful applicant will need to demonstrate their capacity to deliver quality products in time.	15%
Equity and Ethical Alignment. C4O is looking to appoint an organisation that shares our values, mission and is grounded in the context of local communities. Organisations that are based in the global south are strongly encouraged to apply. Also those whose team members are women, or other historically underrepresented groups.	10%

6. Project Budget

The maximum cost payable for all project deliverables is **USD 20,000**.

The proposal should indicate a cost breakdown structure, outlining the costs for each component of the project (i.e. literature review, case studies, indicators, policy recommendations). Note that all costs included in the proposal must be inclusive, referring to any VAT, copyright or bank fees, etc, as the budget above represents the total amount available.

Payments will be made according to meeting project milestones as approved by the C4O point of contact. Payments are made within 30 days of C4O approving an invoice and subject to satisfactory delivery of the services as approved by C4O. Please note, C4O does not pay contractors more frequently than once per month. All costs incurred in connection with the submission of this RfP are non-refundable by C4O.

Payment schedule

Deliverables	Due date	Payment percentage
Planning meeting	14th of April	20%

Literature review and case studies	19th May	30%
Set of indicators and policy recommendations	16th June	30%
Policy brief final version	1st July	20%

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 March 24th 2025 at 00:00 CST

Camila Herrero Rodríguez, Senior Manager Walking and Cycling, cherrero@c40.org, with a copy to Gunjan Parik, Director of Transportation, gparik@c40.org. Please name your email as: Active Mobility and Resilience - [the name of your organisation].

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

Based on the submissions received, C40 reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP. Responses submitted will be accessible by all C40 staff and external evaluators (if any).

Neither the issue of the RFP, nor any of the information presented in it, should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.