



REQUEST FOR PROPOSAL (RfP)

Development of Inclusive Clean Air Communication Strategy for Freetown City Council

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

May 2025

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

The purpose of this project is to create a comprehensive inclusive clean air communication strategy to advance Freetown’s stakeholder engagement practices.

C40’s Air Quality Programme works with cities to accelerate reductions in air pollutants and greenhouse gases (GHGs) through the implementation of robust air quality management efforts. The programme supports cities by facilitating peer-to-peer knowledge sharing, providing direct technical assistance, organising training, building city staff capacity, and conducting research and pilot studies in collaboration with city staff.

The C40 African Cities for Clean Air (AC4CA) Initiative supports C40 African cities to attain the data, evidence and technical capacity needed to design and implement priority air quality legislations, policies, programs and technologies, as well as to support and empower African Mayors to effectively implement solutions that improve air quality.

This project is made possible with funding from Clean Air Fund, a philanthropic initiative with the mission to tackle air pollution around the world. It leads a coalition of funders interested in climate change, children and health to fund and support a multinational portfolio of clean air programmes to deliver impactful and scalable improvements to air quality, human health and decarbonisation.

3. Project Scope

C40 is accepting proposals from suppliers to create a comprehensive inclusive clean air communication strategy and build capacity of Freetown's stakeholders. Suppliers with a presence in Sierra Leone, West Africa or familiar with the African context are preferred; suppliers outside of West Africa are encouraged to find a local partner to minimise travel costs and carbon emissions.

Activity 1 - Desktop Research & Analysis

- Review existing communications channels, practices, institutional positioning, and grassroots-community organisations' collaboration and engagement.
 - Assess Freetown's capacity to enhance air quality communications efforts. Consider existing engagement approaches, how inclusive they are in relation to the guiding principles established. What has worked and has not, what are the opportunities for making them more (1) inclusive, (2) effective and (3) impactful.
 - Develop a SWOT analysis to guide the formulation of the communications strategy. This should include the identification of communication risks and mitigation measures. The Supplier shall consider the equity dimension in the SWOT analysis by evaluating potential negative impacts on communities as result of stigma resulting for instance from messages about use of wood, charcoal and/or waste management on people who rely on these activities for their livelihood.
- Deliverables:** Desktop study and SWOT analysis report

Activity 2 - Vision Setting & Stakeholder Identification

- Develop a vision for the inclusive clean air communication strategy. Establish guiding principles and entry points for equity and inclusion for communication on air quality to help guide the development of the strategy and implementation process.
- Initiate, at the early stages of project implementation, a working session with Freetown's relevant sectoral department representatives to discuss and outline a long-term clean air vision.
- The Supplier shall outline air quality communications goals and objectives that will be approved by city stakeholders. For each communication objective, the Supplier shall outline key awareness objectives, along with a range of communication activities.
- Review of existing campaigns and assets, including examples and best practices for engaging with the public about air quality.
- Map stakeholders based on their power and interest in solving air pollution problems and prioritise them according to urgency and relevance for delivery of the strategy vision. This should include the stakeholders previously engaged, grassroots organisations, academia, civil society, youth organisations, etc. but also consider hard-to-reach groups and frontline communities.
- Develop a stakeholder engagement matrix to ensure all relevant target audiences are identified for consultation and consider the stages of consultation and engagement necessary throughout a policy cycle.
- The chosen stakeholder consultation process and rationales for the different methods based on stakeholder needs, relevance, and level of engagement needed

(interviews, community surveys, focus groups, etc.).

- **Deliverable:** Stakeholder mapping and consultation report
- **Deliverable:** Stakeholder engagement matrix

Activity 3 - Clean Air Inclusive Communications Strategy Development

- Freetown City Council clean air communications strategy should include a long-term vision and guiding principles for equity and inclusion. This strategy should align with Freetown's existing strategic plans, and the stakeholder consultation analysis. The outcomes of this consultation shall become the fundamental basis for the equity and inclusion component of the clean air communication strategy. The Supplier is recommended to work closely with the Freetown air quality team for their inputs.
- The development of the inclusive clean air communication strategy for Freetown will cover:
 - Setting air quality communications goals, identifying and understanding target audiences that meaningful messaging can be created for, by developing public health and equity messaging, the metrics to measure effective communication and the best communication channels to reach the targeted audiences.
 - Developing a clean air communication action plan, detailing how the communications strategy should be executed, should include timelines for the proposed actions, key metrics for evaluation, means to monitoring achievement, and estimations of costs and resource requirements for implementing the proposed communication strategy.
- **Deliverable:** Inclusive clean air communications strategy and action plan report

Activity 4 - Air Quality Communications Capacity Building

The Supplier shall strengthen the capacity of Freetown air quality stakeholders to engage in inclusive, collaborative, multi-stakeholder engagement and dialogue by hosting an in-person workshop. In addition, engaging with various stakeholders, including those that reside in low-income areas, will help in understanding inequities across the city. The Supplier can use the key components of the draft clean air communications strategy as guidance for capacity building. To measure the effectiveness of the strategy, the Supplier will, for example, recommend indicators to evaluate the increase in the frequency of visits to Freetown's air quality monitoring Webpage or number of views in the air quality sensors map after a certain communication has been shared, compared with previous periods.

The Supplier shall lead on the planning and delivery of the workshop, coordinating with city officials to identify a suitable venue, agree on a list of participants, host and deliver the workshop, produce and share an agenda and presentation materials with C40 and Freetown officials. The Supplier shall cover the costs of the venue, meals, refreshments, and provide transport reimbursement approx. 25 USD (e.g. 500 SLe/person) for 40 participants. The Supplier will prepare a post-workshop survey and engage with participants to assess the different activities of the workshop for future improvement.

Following completion of the workshop, the Supplier shall summarise outcomes in a report that should cover, but are not limited to: concepts and activities covered, key messages, objectives, vision, high-level priority actions, and evaluation of the workshop. The Supplier shall provide recommendations on how the inclusive communication approach can be sustained in the long-term considering prioritised activities and institutional mechanisms that need to be set-up in order to do so.

- **Deliverable:** Capacity building workshop agenda and presentation materials
- **Deliverable:** Capacity building workshop outcomes report

Activity 5 - Project Close-out and Evaluation

The Supplier shall produce a final project close-out report for C40 and the City that should include but is not limited to:

- Summary of different activities covered through the technical assistance work.
 - Project's successes and opportunities, risks, challenges, barriers, or unforeseen issues during the implementation of the technical assistance work.
 - Recommendations and next steps for Freetown City Council in furthering its air quality communications and equity goals.
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- **Deliverable:** Project close-out and evaluation report

4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **11:59 pm GMT, June 12, 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 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.

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 size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.

Feel welcome to refer to [C40's Equity, Diversity and Inclusion Statement](#) as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

Contract

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the [C40 Standard Services Contract](#).

These terms and conditions are 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 negotiation 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 & Project Timeline

Please note that these dates are to be used as a guide and are subject to change.

RfP Timeline

Activity	Due Date
Request for Proposals sent out	May 12, 2025
Questions submitted to C40	May 12- June 3, 2025
C40 responds to questions	June 4, 2025
Deadline for receiving Offers	June 12, 2025
Evaluation of Proposals	June 16 - 20, 2025
Presentation on Shortlisted proposals	June 25, 2025
Selection decision made	June 27, 2025
All Potential Suppliers notified of outcome	June 30, 2025

Project Timeline

Deliverables / Activity	Description	Due Date
1	Kick-off meeting	Week 1
2	Kick-off meeting report	Week 2
3	Desktop study and SWOT analysis report	Week 6
4	Stakeholder engagement matrix	Week 8
5	Stakeholder mapping and consultation report (including working sessions and interviews)	Week 10
6	Final Clean air communication strategy and action (Designed/graphic version – public facing report)	Week 16
7	Capacity building workshop agenda and presentation materials	Week 20
8	Capacity building workshop outcomes report	Week 22
9	Project evaluation and close-out report	Week 30

* **Note:** Bolded items are deliverables that need to be submitted for review and approved before finalised.

6. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria.

Evaluation Criteria	Weighting
Project delivery approach proposed, interpretation of brief and quality of proposal	30 %
Supplier's track record and references <ul style="list-style-type: none">• <i>Capability, experience, and availability of the proposed team</i>• <i>References from other clients including not-for-profit clients</i>	25 %
Project management approach including ability to deliver outputs on time and with quality	20 %
Budget (value for money) <ul style="list-style-type: none">• <i>Economy: minimising the cost of resources used</i>	20 %
Equity and ethical alignment considerations: C40 is looking to appoint an organisation or individual service provider that shares our values and is grounded in the context of the local community. Consideration will focus on: <ul style="list-style-type: none">• <i>Organisation which has prior experience or presence in Africa or West African region will be preferred.</i>	5 %

7. Project Budget

Total project costs (including VAT and other 'hidden' costs) should not exceed **30,000.00 US Dollars**.

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. The proposal must indicate a cost breakdown structure, outlining the costs for each component of the project. All costs incurred in connection with the submission of this RfP are non-refundable by C40. All budgets are to be prepared in US Dollars.

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

8. 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](#)

9. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **June 12, 2025 at 11: 59 pm GMT**.

- **Simon Sambou**
Regional Technical Advisor, Air Quality - West Africa
ssambou@c40.org

Cc:

- **Seneca Naidoo**
Technical Head for Breathe Cities, Africa
snaidoo@c40.org

Potential suppliers can ask their questions [here](#). Anonymised answers to questions will be provided on the same link at the end of the question and answer period (see timetable).

On the basis of the applications received, C40 reserves the right to promote the establishment of consortium relationships or to ask potential suppliers to refine their applications 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.

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.