



REQUEST FOR PROPOSAL (RfP)

**Integrating equity measures in urban air quality  
policies to deliver benefits fairly**

Support for Clean Air Network Technical Working Group

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

<8th July 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 limit global heating in line with the Paris Agreement and build healthy, equitable communities. Driven by the successful delivery of ambitious climate action by C40 cities, 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-Sawyers 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

### Department

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.

### Clean Air Network

The [C40 Clean Air Network](#) convenes C40 cities to share best practices for developing and implementing air quality solutions that meet public health, equity and climate goals.

Senior technical staff from nearly 50 cities in the network collaborate on air quality management, covering topics such as:

- **Air pollution monitoring and modelling:** Improving air quality data collection and analysis using new technologies to identify sources, raise awareness, track progress, evaluate risk, and enforce local policies.

- **Health impact analyses:** Assessing local public health impacts of air pollution, or the health benefits of local action in cities.
- **Equity and justice:** Advancing solutions that mitigate inequities and protect vulnerable and marginalised communities that are disproportionately exposed to air pollution.
- **Policy implementation:** Identifying and implementing high-impact actions that address the most polluting sources within cities.

C40's Air Technical Assistance Quality Programme has worked closely with select pilot cities to create innovative air quality action models that can be replicated elsewhere. Examples include the 'Breathe London' pilot, which applied new approaches to air quality monitoring.

### **Purpose of the project**

This project seeks to support a group of 15 cities (max) with capacity, knowledge and recommendations to improve availability and management of appropriate and relevant data to deliver inclusive and equitable clean air policies.

Inclusive and equitable clean air action has the potential to deliver multiple benefits for cities: wins for air quality, climate, health, and equity. Embedding equity in policy-making is at the heart of ensuring that clean air action supports communities to thrive. **To be successful, efforts to clean the air must embed equity objectives that address factors such as poverty, inequality and the cost-of-living crisis.** These are critical issues that matter to communities, voters, and mayors.

To address these issues through clean air policies, city teams must explicitly and intentionally mainstream equity at every stage of policy design, planning, implementation, monitoring, scaling and sustaining stage. There are a number of key ingredients that ensure effective mainstreaming of equity in clean air policies including the availability, access, sharing, and integration of appropriate data and monitoring approaches. Yet cities face major gaps in resources and knowledge, access to and/or capacity to manage clean air, health and equity data for clean air policies, which hinders their capacity to use data in a successful way to support equity mainstreaming.

***Inclusive and equitable clean air action** is understood as policies and measures to reduce air pollution, designed, implemented, and monitored through a process that centres the perspectives of people disproportionately harmed by air pollution. These policies and measures improve social and economic outcomes for frontline communities, while minimising or mitigating any disproportionate burdens for those less able to afford it. They deliver clean air, health, and equity impacts in cities, while supporting the building of*

*coalitions that strengthen the clean air movement, foster a more representative clean air field, and contribute to delivering a just transition.*

### **Background of the project**

C40 has launched an ***Equity Indicators for Air Quality Action Technical Working Group (TWG)*** to support cities as they work to develop and implement innovative, inclusive and equitable clean air policies. The working group members include cities from Latin America, North America, Africa, South East Asia and Europe. For further information, the groups' *Terms of Reference* will be shared upon selection of the consultant. We are looking for a service provider to accompany this technical working group and support the delivery of its intended outputs.

The service provider will be required to deliver its activities and outputs in consultation with the technical working group leads and the cities in the group. This means not only collecting participants' insights to complement desk reviews but also validating findings throughout the delivery of the project and being guided by the priorities and needs of the TWG. The regularity of these check-ins will be decided based on the consultants' proposal and through discussion with the TWG leads in the initial planning phase of the project. **One of the provider's first tasks will be to refine the work packages based on feedback from the TWG before embarking on the full design, planning and delivery.**

Contact with the cities in the group will be mediated by the technical working group manager.

This project is being commissioned in parallel with a Breathe Cities effort to develop a policy resource to support cities in improving their data capacity. As the two projects are closely relevant to each other, the consultant will be expected to collaborate and share and receive/consider information, knowledge gathered and insights with the service provider delivering the Breathe Cities project.

## **3. Description of the project**

### **Work package 1. Air Quality, Health and Equity Ecosystem Self-Assessment**

#### **Activity 1.1 Build a 'data ecosystem' self-assessment tool**

This self-assessment tool will help cities identify what their strengths and capacity gaps are with regards to their Air Quality, Health and Equity "data ecosystem" and prioritise actions to take to address those gaps. The data ecosystem concept is being used by C40 as an informal way to refer to the different formal and informal powers that city teams have to use and integrate air quality, health and equity data into inclusive air quality policies that deliver benefits fairly. Elements that might be considered in the development of this tool to assess the data ecosystem

of a city include: the production and existence of air quality (and other) data, capacity to manage it, institutional relationships in place for sharing and integrating data across sectoral actions, etc.

The tool should guide cities through a self-assessment to understand their ecosystem strengths and weaknesses, and follow a series of recommendations and guidance on actions that they can take to help progress and strengthen their data ecosystem and meet their policy priorities.

The tool should include a visual representation that shows 'levels' of ecosystem capacity on a spectrum and should be usable beyond the timeframe of the project. The format of the tool should be decided based on what is most useful to the cities but should consider user experience, accessibility by all cities in the working group and the possibility for C40 to use and edit/improve it post project conclusion. This activity should be informed by the ongoing dialogue with the technical working group and findings and delivery will be validated by the group too.

### **Activity 1.2 Run the self-assessment tool with recommendations and office hours**

Technical working group cities have identified that they are looking to build buy-in for equity mainstreaming; and that they require support in connecting equity with air quality and identifying gaps and opportunities in including equity in their air quality work, identifying what data to use, and strengthening cross-departmental collaboration to link datasets and make them actionable, therefore shifting towards the institutionalization of equity frameworks across city departments and budgets. Cities that have prioritized these needs will be the primary 'pilot' for the testing and validation of the self-assessment tool.

The service provider should guide the cities in the group through a step by step process to use and test the tool (also following a how-to/step-by-step guide developed by the provider). The provider should solicit feedback on how effective, practical, accessible, useful and clear each of the materials are. This includes the how-to guide, the tool and the recommendations/guidance. Based on this feedback, the provider should address the feedback and improve the materials.

The expected outcome of this is that 3-5 cities with varying levels of capacity are supported with the tool to take actions that will help them strengthen their data ecosystem and policy delivery.

<b>WP 1 - Suggest outputs</b> (format and final outputs to be refined in consultation with TWG):
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- **Output 1.** Self assessment tool, template and step-by-step guidance for future use by cities [final format of this tool to be agreed on in consultation with the TWG]
- **Output 2.** 3-5 Office hours for the cities engaged in the pilot testing of the tool to ensure feedback is collected and that they are supported and benefit from the use of the tool
- **Output 3.** One pager of 'AQ, health and equity' data ecosystem findings/ gaps for each city analysed
- **Output 4.** Presentation of findings & training to the technical working group on how to use the tool and apply the recommendations (webinar style, 1hr)

## **Work package 2. Air Quality, Health and Equity markers to use for targeting clean air action and measuring benefits from clean air policies and actions**

A second portion of cities in the group have expressed an existing base-level capacity in identifying data sources but are looking for support and guidance on how to take data spread across departments and integrate it at the nexus between air quality, health and equity, identifying the right equity indicators and targeting or updating policies to include equity in informing program design and tracking impact.

### **Activity 2.1 AQ, Health and Equity baseline markers to target action**

From a desk review and in consultation with the TWG, the service provider should solicit expertise and identify a set of **baseline** markers or indicators that are aligned with the [5 priority impact areas](#) identified by C40 (see below) and will be useful to the TWG. The consultant should propose how to best go about identifying these markers in consultation and through validation with the above mentioned second group of cities.

The 5 priority impact areas identified in the [Clean Air, Healthy and Thriving Communities: Opportunities for City Leadership](#) are:

- (1) Reducing health inequities
- (2) Improving accessibility (to public spaces, services and information), wellbeing and resilience
- (3) Delivering fair green jobs and a just transition
- (4) Tackling cost-of-living challenges and supporting local economies
- (5) Building coalitions of clean air advocates and allies

A successful consultant will elicit existing knowledge from the cities and skillfully understand their priorities, ask the questions needed in order to propose back a set of options for the group to consider. Based on city input and validations, if and where there are knowledge gaps, the service provider should take suggestions,

provide a set of options for quantification, and propose that back to the group to ensure final language and indicators will resonate with cities' needs and contexts.

This activity should identify guidance to share with the TWG on the identified indicators and how to use them to develop a baseline understanding of air quality disparities and injustice at the initial stages of design and development. In doing so, the guidance should be workable and useful for cities to put in practice and to inform and target air quality action that delivers clean air benefits and other fairly distributed equity outcomes for frontline communities.

### **Activity 2.2 AQ, Health and Equity benefit markers for 2-3 clean air actions**

Similarly to Activity 2.1, for this second group, the service provider is asked to engage the group to select 2-3 air quality actions (aligned with [C40's Clean Air Accelerator](#) commitments) to focus on. The service provider should work, with the group's guidance, to identify a set of **benefit** indicators (also aligned with the 5 priority impact areas mentioned above) that can help measure and track impact. These indicators should demonstrate clearly what 'success looks like' for these clean air actions when they deliver on the AQ, Health and Equity benefits and opportunities - leaving no one behind.

For the different indicators and clean air actions chosen, the service provider is asked to propose a set of steps to follow to help measure or model impact at the nexus of air quality, health and equity.

The guidance should consider recommendations on data sources, and integration to tell impactful stories on the air quality, health and equity benefits of each of these actions. This effort should help inform and enrich the findings of Work Package 1 and the guidance developed based on findings about capacity to use and inform the indicators identified.

- Indicators are understood as specific, measurable markers that track the achievement of inputs, outputs, outcomes, and impacts.

Pilot the measure of impact on the selected clean air actions for 3-5 cities using the indicators and methodology identified. The cities selected for this pilot should be part of the second group mentioned above.

The delivery of Work package 2 should take into account the variety of city 'typologies' and capacities across regions, allowing for flexibility of use of indicators and where possible, guidance available to address the concerns/challenges shared through the working group by these different city typologies identified.

These examples and review of methodologies should as much as possible build on the findings from existing reports and equity indicator studies that are being carried out by C40 and partners. These will be made available upon the selection of the consultant.

### **Activity 2.3 Guidance and recommendations to TWG cities**

For both activities 2.1 and 2.2, the provider should consider existing tools and datasets available and where possible offer guidance of:

- (1) Which tools and datasets may be best suited to build a baseline understanding of air quality disparities and injustice in a city to inform and target air quality action
- (2) Which tools and datasets may be best suited to measure the air quality, health and equity benefits of the selected 2-3 clean air actions in an integrated way to communicate impactful stories
- (3) Where there are gaps for different city capacities, the steps and recommendations for the TWG cities to address these gaps.

#### **WP 2 - Suggested outputs** (format and final outputs to be refined in consultation with TWG):

- **Output 1.** A set of baseline markers and proposed methodology with guidance for different typology cities (format for this will be defined in consultation with the cities in the TWG)
  - + Guidance brief (3 pages max) for each typology city
- **Output 2.** A set of benefit markers and proposed methodology with guidance for different typology cities for each air quality policy action chosen (format for this will be defined in consultation with the cities in the TWG)
  - + Guidance brief (3 pages max) for each typology city

### **Work package 3. 3-5 impactful stories about actions taken by the TWG cities**

#### **Activity 3.1 Building 3-5 evidence based impactful stories about how cities ensuring that air quality policies deliver benefits fairly**

A final group of members in the TWG have also expressed a need to measure and communicate the impact of equity-focused air quality interventions, share lessons learned and support peer cities. For this reason the service provider is requested to develop accessible and reader friendly case studies on the inclusive, equitable and impactful air quality high impact actions being delivered by the TWG cities. These should build on the findings from work packages 1 and 2.

The case studies should showcase the TWG cities, while demonstrating how data ecosystems of various levels are being put into action at the nexus of air quality,



health and equity. They should also communicate effectively, telling powerful stories about how the TWG cities are ensuring that air quality policies deliver benefits fairly across different regional contexts. The number and format of the case studies can be agreed upon once the rationale for the selection is clear and in consultation with the group of cities looking to communicate their work better.

**WP 3 - Suggested outputs**(format and final outputs to be refined in consultation with TWG):

- **Output 1.** 2 + case studies per HIA to show various approaches/how it looks across different city contexts
- **Output 2.** 2-3 key comms messages for each case study developed to communicate effectively about the impact or potential impact at the nexus of air quality, health and equity

## 4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **August 8th 2025 at 17.00 EST**. 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;
- Examples of past work;
- Resumes of proposed key personnel
- Information about your fee;
- Proposed timeline of implementation;
- Proposed project management methodology
- 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.
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness. For the costs covering staff, please

demonstrate how team members' time is being allocated and the division of the costs accordingly.

## **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](#). Supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help deliver the goals of the Paris Agreement and build healthy, equitable and resilient communities

## **Contract**

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

**These terms and conditions are non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.**

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

## **Subcontracting**

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

## 5. RfP and Project Timeline

<b>RFP Timeline</b>	<b>Due Date</b>
Request for Proposals sent out	<i>08 July 2025</i>
Questions submitted to C40	<i>08 - 21 July 2025</i>
C40 responds to questions	<i>22 July 2025</i>
Deadline for receiving Offers	<i>08 August 2025</i>
Evaluation of Proposals	<i>11-15 August 2025</i>
Selection decision made	<i>22 August 2025</i>
All Potential Suppliers notified of outcome	<i>26 August 2025</i>

<b>Project Timeline</b>	<b>Due Date</b>
The project initiation phase must be completed by	<i>12 September 2025</i>
Project planning phase must be completed by	<i>30 September 2025</i>
Project implementation phase is expected to be completed by	<i>28 October 2025</i>
The project is due to run until	<i>21 November 2025</i>

## 6. Proposal Evaluation Criteria

Please limit the proposal to no more than 7 pages. Team member CVs and references can be attached as an annex. Proposals will be evaluated against the following criteria

<b>Evaluation Criteria</b>	<b>Weighting</b>
<b>Project delivery approach proposed, interpretation of brief and quality of proposal.</b> The proposal should demonstrate clear understanding of the needs at hand and ability to meet the requirements listed within the timeframe and to a high quality. The proposal should be clear, robust and concise.	<i>30%</i>
<b>Specific technical expertise &amp; quality of staffing.</b> The successful applicant will need to demonstrate in-depth knowledge of the subject matter - in this care knowledge and skills: City level air quality, health and equity data management, understanding of urban climate and air quality policy making	<i>30%</i>

and equity mainstreaming. The team members should demonstrate suitable experience, qualifications and availability to deliver the project successfully and of high quality.	
<b>Project Management Experience and record of similar projects:</b> The supplier should demonstrate a track record and references of similar projects where capability, experience were required to deliver high quality data based tools, resources and evaluations of a similar kind, ideally working at city level; references from other clients are a plus.	20%
<b>Cost Reasonableness:</b> <ul style="list-style-type: none"> <li>• Economy: minimising the cost of resources used / spending less</li> <li>• Efficiency: the relationship between the output from goods / services and the resources to produce them</li> <li>• Effectiveness: the relationship between the intended and actual results</li> <li>• Equity: the extent to which services reach the intended recipients fairly</li> </ul>	10%
<b>Equity and Ethical Alignment:</b> 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 are strongly encouraged to apply.	10%

## 7. Project Budget

The budget for proposals must be no more than **USD 40,000**. Payment for services is linked to the delivery and approval of each product.

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes (when relevant). Costs should be presented in U.S. dollars (USD). Costs should be stated as one-time or non-recurring costs or monthly recurring costs. All costs incurred in connection with the submission of this RfP are non-refundable by C40.

## 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 **August 8th 2025 at 17.00 EST**

Luisa MIRANDA MOREL, ICA Senior Manager, Breathe Cities  
([lmirandamorel@c40.org](mailto:lmirandamorel@c40.org))

& Natalia ARCILA MARIN, City Engagement Manager, Air Quality ([narcila@c40.org](mailto:narcila@c40.org))

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.