



REQUEST FOR PROPOSAL (RfP)

African Cities for Clean Air (AC4CA) Securing and Financing High-Impact Clean Air Projects Workshop & Clean Air Transport Financing Toolkit Development

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-Sawyerr 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](#).

1. Background

Air pollution remains a critical challenge across African cities, with Sub-Saharan Africa (west) experiencing PM_{2.5} levels of 62.0 µg/m³ - more than 12 times the WHO guideline of 5 µg/m³. Premature deaths from outdoor air pollution in Africa have increased by 57% in the last three decades with GDP losses of over \$215 billion annually.

African Cities for Clean Air (AC4CA) is an initiative that 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. Launched in 2022, the programme has successfully supported 12 cities in strengthening air quality management through data collection, policy development, and implementation. From 2022-2024, AC4CA provided technical assistance to five cities – Addis Ababa, Dakar, Durban, Johannesburg, and Lagos – on projects that reduced harmful emissions and protected public health.

The initiative continues for an additional two years (2025-2026), providing tailored technical support for policy implementation, knowledge exchange, and showcasing mayors' commitments to delivering clean air.

2. Background: AC4CA 2026 Financing Workshop and Knowledge Product

C40 is currently planning an African Cities for Clean Air Technical Workshop, which will provide hands-on, engaging training on how to secure financing for high-impact clean air projects, to: 1) enhance cities' capacity to develop bankable air quality projects and 2) equip city officials with proven methodologies to attract investment for air quality improvements.

Despite growing awareness and successful technical capacity building across African cities, a critical implementation gap persists: cities struggle to translate air quality commitments into fundable projects. Cities consistently report having viable project concepts but lacking the financial structuring expertise and investor-ready documentation needed to attract funding.

The technical workshop and knowledge product will have three components: a series of two pre-workshop webinars (to be held in February-March 2026), an in-person workshop (to be held in Nairobi, March 24-26, 2026), and the development of a comprehensive knowledge product. The two pre-workshop webinars will support cities to:

1. Distinguish between data required for investment decisions vs. implementation phase collection and maximise existing monitoring data for compelling investor presentations
2. Understand different financing mechanisms (grants, loans, bonds, PPPs, carbon credits) and learn basic risk assessment strategies for air quality projects

The in-person workshop will focus on participant-prioritised topics such as: building investment-ready cases beyond data gaps, applying proven project development frameworks, structuring bankable financing solutions, and integrating political sustainability strategies. The exact agenda will be determined in conjunction with a selected Service Provider, according to the deliverables defined in the Project Scope below.

The knowledge product - **Clean Air Transport Financing Toolkit for African Cities** - will provide ongoing implementation support and serve as a practical resource for AC4CA cities and the broader African and C40 city network to develop, structure, and secure financing for clean air projects.

3. Project Scope

C40 is seeking a **Service Provider** (company, individual consultant, or consortium) to support the African Cities for Clean Air (AC4CA) programme in the development and delivery of the 2026 financing workshop and knowledge product. The workshop and toolkit aim to equip African cities with practical skills and proven methodologies to develop bankable clean air projects. Participant pre-workshop city needs assessment results, and a draft workshop agenda, will be shared with the successful bidder.

The Service Provider will complete the following **Deliverables**:

1. Develop content, materials and facilitation notes for two 90-minute pre-workshop webinars (to be held in February-March 2026) covering data strategies for investment cases and municipal finance fundamentals. Bidders are encouraged to propose innovative content and formats for the webinar materials.
2. Use participant city needs assessment results (provided by C40) to recommend and finalise session topics for the March 2026 in-person workshop. Then, develop a comprehensive in-person workshop agenda based on a draft to be shared by C40 and including the recommended session topics. The agenda will cover approximately 2.5 days of facilitated sessions (with the afternoon of Day 3 reserved for a site visit coordinated by C40 and the host city).
3. Develop content, materials and facilitation notes for approximately 2.5 days of in-person workshop sessions in Nairobi (March 24-26, 2026), based on city needs and interests as articulated in the pre-workshop city needs assessment and webinars. Content and materials may include: take-away worksheets, templates, case studies, and/or group activities. Workshop sessions should be a blend of presentations and facilitated, interactive group activities designed for approximately 24 workshop participants from 12 African cities. C40 is interested in novel proposals for session topics that will meet the workshop objectives of empowering and equipping participants to develop bankable clean air financing projects. Session topics could include concepts such as: building investment-ready cases beyond data gaps, applying proven project development frameworks, structuring bankable financing solutions (green bonds, PPPs, carbon credits, etc.), managing competing developmental priorities, integrating projects with climate action plans, and developing political sustainability strategies.
4. Lead facilitation of sessions at the in-person workshop in Nairobi. The dates for the in-person workshop are fixed and will be happening on March 24-26, 2026. Please note that all associated travel costs for delivering the in-person workshop sessions and for printing of materials such as templates or booklets, required for the facilitation of the sessions should be included in the budget breakdown.
5. Develop a post-workshop evaluation survey to assess the degree to which the workshop met participants' needs, enabled participants to develop new financing skills and strategies, allowed participants to create actionable project development materials, and accomplished the expected outcomes.
6. Following the completion of the in-person workshop, finalise a comprehensive Clean Air Transport Financing Toolkit that supports African cities to develop financing strategies for clean air transport projects. The toolkit should be provided in formats that include both final publication-ready files (PDF) and editable design source files (e.g., InDesign, Illustrator) to enable the C40 AC4CA team to make any edits or reviews where necessary. The final toolkit should be provided in a format that can be

shared with C40 African city staff and cities within and beyond the wider C40 network expected by the end of June 2026.

See the detailed descriptions below:

Expected Outcomes

Through completion of the **AC4CA Financing Workshop** deliverables described in the Project Scope, the Service Provider is expected to:

1. Equip attendees with the skills and methodologies needed to develop investment-ready clean air transport projects that address multiple barriers including data gaps, competing priorities, and investor requirements.
2. Equip attendees with proven project development frameworks and financing strategies adapted from successful global cities, such that workshop participants can confidently apply these approaches to their own city contexts.
3. Equip attendees with advocacy and political sustainability strategies that enable them to secure sustained support for clean air financing within their municipal governments and across political transitions.
4. Provide practical tools, templates, and a comprehensive toolkit that cities can use for ongoing project development and financing activities beyond the workshop.

These outcomes will be assessed through the post-workshop evaluation surveys.

Clean Air Transport Financing Toolkit - Detailed Scope

Description of the Project

C40 is seeking a supplier with expertise in municipal finance, air quality, and experience delivering high-quality written materials to work with the AC4CA team to deliver a comprehensive externally-facing toolkit that showcases proven financing strategies for clean air transport projects and provides practical tools for African cities to develop bankable projects.

Audience:

The **primary audience** for this toolkit are C40 African megacity technical officials working in air quality, environment, transport, and finance departments. By using the toolkit, city technical officials will:

- Understand how to build investment-ready cases that address multiple barriers beyond data gaps
- Apply proven project development frameworks from successful global cities to their own contexts

- Select and structure appropriate financing mechanisms for their specific transport projects
- Develop advocacy strategies and community engagement approaches that ensure political sustainability
- Access practical templates and tools for immediate application to their projects

The **secondary audiences** for this toolkit are:

- Development finance institutions and funders working in the air quality and the urban transport space - who will understand African cities' capacity levels and investment readiness, and be motivated to support financing initiatives
- Technical officials in AC4CA cities - who can use the toolkit to showcase their city's leadership and continue learning from peer city examples across the network
- African cities beyond the C40 network - who can replicate successful global approaches in their own municipal contexts

Deliverables:

The scope of work is anticipated to include the following stages. Responses may propose reasonable alternative approaches, provided all deliverables are met.

Work Package 1: Planning and Research

Activity 1.1. Desktop research and content gathering

The supplier will carry out desktop research and liaise with the AC4CA project team to collate relevant information to include in the toolkit to meet the toolkit objectives. This should include:

- Developing a list of existing resources relating to municipal finance, transport sector financing, and air quality project development
- Liaising with the AC4CA and other C40 project teams to identify possible case studies from AC4CA cities and successful global cities to showcase in the toolkit
- Reviewing workshop materials and participant outputs to incorporate practical examples and lessons learned from the workshop sessions

Activity 1.2. Toolkit structure and key messages

The supplier will liaise with the AC4CA project team to agree on a clear structure for the toolkit and key messages for each section.

Work Package 2: Toolkit Development

Activity 2.1. Toolkit drafting

The supplier will draft a toolkit, based on the content gathered and structure agreed in Work Package 1. The primary audience of the toolkit should be technical city officials in African cities. The toolkit should be written in plain, accessible language and include:

- An executive summary
- Clear key messages on financing strategies for transport sector clean air projects
- At least 5 detailed case studies from AC4CA cities and other model cities or as agreed with the AC4CA project team
- Practical templates and tools for cities to use, such as gap assessment frameworks, business model canvas templates, risk allocation matrices, and stakeholder mapping tools in Excel or other editable formats.
- Step-by-step guidance on applying frameworks and methodologies
- A resource list linking to additional tools and references

Work Package 3: Review and Finalization

Activity 3.1. AC4CA review

The supplier will seek and incorporate feedback on the draft toolkit from the AC4CA project team. The supplier will provide an updated version of the toolkit for any further feedback from the AC4CA team.

Activity 3.2. Copy-editing and design

Once the toolkit content has been agreed between the supplier and the AC4CA team, the supplier will professionally copy-edit the toolkit and produce a designed version in C40/AC4CA branding, using a template provided by C40. The supplier should produce:

- A high-quality, designed and copy-edited toolkit, suitable for external publication
- A stand-alone, designed and copy-edited executive summary, suitable for external publication
- All templates and tools in professional, user-friendly formats

Activity 3.3. Translation

The final designed toolkit and executive summary should be made available in English and French, to serve Anglophone and Francophone African cities.

In support of these deliverables, C40 will provide the following:

- Key points of contact and staff time at regular coordination meetings
- Guidance and feedback on workplans and draft deliverables
- City needs assessment survey results showing participant cities' expressed interests, challenges, and needs in terms of financing clean air projects - to inform webinar and workshop session development
- Draft workshop agenda
- C40/AC4CA branding templates for toolkit design
- Workshop logistics support: venue in Nairobi with Audio-Visual equipment, participant coordination, site visit coordination, catering, materials printing.

4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **Monday 10 November 2025, 17:00 GMT**. Any proposals received after this date and time will not be accepted.

4.1 Format Requirements

Proposals should be **limited to 10 pages**, not including cover letters, CVs, and examples of past work. All applications must be submitted in both **PDF** with margins not less than one inch. Text type must be **11 point or larger**. The proposal needs to be submitted in English.

4.2 Required Proposal Content

Proposals should be organised accordingly:

1. Organisational Profile & Key Staff

- a) Details of the organisation/consultant and proposed project team
- b) Relevant experience in workshop facilitation, knowledge product development, municipal finance, air quality, and/or African city contexts
- c) CVs limited to two pages per person
- d) Information about the organisation's commitment to equity, diversity and inclusion (EDI) and ethical alignment with [C40's Equity Diversity & Inclusion Statement](#)

2. Proposed Workplan & Timeline

- a) Clear understanding of project requirements and approach to deliverable development
- b) Timeline showing key milestones and deliverable submission dates
- c) How you will ensure content is practical, actionable, and relevant to African city contexts

3. Management Plan

- a) How you propose to work with C40 - key roles and responsibilities, reporting, change requests, escalation of issues, sign-off of work stages and acceptance criteria

4. Risk Management Approach

- a) Key risks and assumptions identified in planning this project
- b) Mitigation strategies for identified risks

5. Budget

- a) Itemised breakdown of costs in USD for each deliverable
- b) Clear rationale showing how costs were calculated
- c) All costs must be all-inclusive of any subcontracted work

6. Examples of Past Work

- a) 2-3 examples of similar projects demonstrating workshop facilitation, knowledge product development, and municipal finance or air quality expertise, preferably with African cities

7. References

- a) At least two recent references with contact details (name, title, organisation, phone, email)

4.3 Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement. We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority ownership and control by a minority group, physical or mental ability, ethnicity, and perspective to submit proposals. Feel welcome to refer to [C40's Equity, Diversity and Inclusion Statement](#), as supplier diversity and inclusive procurement are two elements of applying equity, diversity, and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable, and resilient communities.

Bidders located in Africa are strongly preferred. Bidders outside Africa are encouraged to partner with Africa-based organisations to ensure knowledge of local contexts, minimize travel costs, and avoid carbon emissions.

4.4 Contract Terms

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 non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.

If AC4CA is 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.

4.5 Subcontracting

If the organisation submitting a proposal must subcontract any work to meet the requirements, this must be clearly stated. All costs must be all-inclusive of any subcontracted work. Any proposals calling for subcontracting must include names and descriptions of organisations being contracted.

5. Project Budget

The total contract amount for this project will be **between USD \$10,000 and USD \$15,000**, including applicable taxes. The contracting entity will be C40 Inc. registered in the United

States. Payment will be made according to meeting project milestones as approved by the C40 AC4CA point of contact.

The project team acknowledges the range of solutions that can be used to achieve the stated objectives and outcomes. We welcome bidders to propose innovative approaches. Please share the cost breakdown of each activity in the itemised budget.

6. RfP and Project Timeline

RfP Timeline

Activity	Date
Request for Proposals issued	20 October 2025
Questions submitted to C40	20 - 28 October 2025
C40 responds to questions	31 October 2025
Deadline for receiving proposals	10 November 2025, 17:00 GMT
Evaluation of proposals	12 - 19 November 2025
Interviews with shortlisted suppliers	27 - 28 November 2025
Selection decision made	3 December 2025
All bidders notified of outcome	5 December 2025
Commence contracting	By 9 December 2025

Project Timeline

Deliverable	Due Date
Project kick-off call	Week of 15 December 2025
Webinar 1 materials submitted for C40 review	13 February 2026
Webinar 1 delivery	20 February 2026
Webinar 2 materials submitted for C40 review	27 February 2026
Webinar 2 delivery	6 March 2026
Draft in-person workshop materials for all 3 days	10 March 2026
Final in-person workshop materials completed	17 March 2026

In-person workshop facilitation (Nairobi)	24-26 March 2026
Post-workshop evaluation administered	27 March 2026
Workshop report and evaluation analysis	10 April 2026
Draft toolkit submitted	30 April 2026
Revised toolkit incorporating C40 feedback	15 May 2026
Final designed toolkit for publication	30 June 2026
Project completion	5 July 2026

7. Proposal Evaluation Criteria

All proposals will be evaluated by a selection panel based on the following criteria:

Criteria	Weighting	Description
Workplan & Methodology	30%	Clear understanding of project requirements, practical approach to deliverable development, realistic timeline, demonstrated understanding of African city financing challenges
Knowledge & Expertise	30%	Track record of workshop facilitation and knowledge product development, subject matter expertise in municipal finance and/or air quality, experience working with African cities, quality of past work examples
Management Plan & Team	20%	Strength of proposed team, clear roles and responsibilities, effective communication processes
Equity & Ethical Alignment	10%	C40 is looking to appoint an organisation that shares our values and is grounded in local contexts. The proposal should demonstrate clear consideration of equity and inclusion principles and how to ensure relevance of workshop and toolkit for cities in different contexts. Organisations based in Africa are strongly encouraged to apply.
Budget	10%	Value for money demonstrating cost reasonableness, clear rationale for costs, budget appropriate to scope

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 bidder must submit **1 copy** of their proposal in PDF to the email addresses below by **Monday 10 November 2025, 17:00 GMT.**

Crispus Nyaundi

African Cities for Clean Air - Project Manager
cnyaundi@c40.org

cc

Seneca Naidoo

Technical Head for Breathe Cities, Africa
snaidoo@c40.org

Anonymised responses to questions will be provided [here](#) when the Q&A period closes on 31 October 2025.

Disclaimer

C40 will not accept liability or responsibility for potential suppliers' costs incurred in preparing a response for this RfP. Responses submitted will be accessible to 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 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.