



## REQUEST FOR PROPOSAL (RfP)

### **Technical Assistance: Ethical and Sustainable Advertising Policy and Revenue Strategy (Lagos)**

C40 Cities Climate Leadership Group, Inc.  
120 Park Avenue, 23<sup>rd</sup> 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 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-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 and Background

C40 is working with the Lagos Metropolitan Area Transport Authority (LAMATA) to establish an ethical and sustainable advertising policy, and an associated strategy for commercial revenue protection and expansion. The intention of this policy is to align advertising content on the transport network with the city's goals on climate and health; while also creating new commercial revenue opportunities aligned with LAMATA's sustainable brand.

C40 and LAMATA are seeking a **consultant** (company or individual/s) to support the rapid scoping and development of this policy and strategy. The consultant should be an expert in commercial revenue for public transport networks, and have specific knowledge and experience of the local context in Lagos.

This work, to be delivered between January and April 2026, will include:

- delivering a diagnostic assessment of LAMATA's advertising context and opportunities, based on engagement of key stakeholders including public officials and advertising partners;
- developing key materials including a policy brief, draft policy, revenue strategy, and procedural guidelines for LAMATA officials and advertising partners;
- delivering training to LAMATA officials and partners on the implementation of this policy and strategy.

## **Background - ethical and sustainable advertising approaches**

Advertising and commercial partnerships can be a valuable source of revenue for public transport networks - for instance through advertising spaces in stations, as well as inside and outside of vehicles; or sponsorship and naming rights for city properties. However, it can be difficult for authorities to maximise the benefits of city-owned assets, in the face of challenges such as the distribution of responsibility to private advertising partners, or limited demand for advertising space.

Authorities also face challenges with regard to advertising content. Advertisements promoting unhealthy and unsustainable products and behaviours can actively undermine city strategies and commitments on public health and environment, while also creating economic vulnerability through revenue dependency on these sectors. Evidence shows that such advertising is also unpopular with citizens, and serves to lower public trust, which can further reduce demand for advertising opportunities.

Ethical and sustainable advertising policies can take various forms. Many cities around the world have already started introducing restrictions on certain products or sectors that fail to meet standards on climate, health, or other issues; while some are also exploring the possibility of establishing quality criteria that potential advertisers are measured against, with higher-performing applicants receiving priority access to advertising spaces.

These policies can be introduced through formal policy channels, or directly by transport authorities through their agreements with advertising partners. Early evidence shows that ethical and sustainable advertising policies have typically not reduced commercial revenues - and when implemented effectively, can even have a positive impact on revenue, in part by boosting visibility and creating exclusivity for city advertising spaces.

Ethical and sustainable advertising policies hold the potential to:

- increase demand for city-owned advertising space, by creating and promoting an exclusive opportunity for businesses and products that align with social and environmental standards.
- build new commercial relationships with businesses that are economically viable in the long term, and that align with the mission of advancing sustainable transport.
- showcase city leadership on climate and related issues, building both local public support and global recognition.

## **Background - LAMATA and C40**

Lagos' public transport network is in a moment of significant expansion, including the Blue Line and Red Line rail networks. Commercial revenue is already an important complement to passenger fares as a means of funding LAMATA's service expansion, and there is potential for an ethical and sustainable advertising policy to deliver further value.

Advertising is already effectively restricted in Lagos and Nigeria in certain sectors. In line with the city's ambitions on climate and health leadership, LAMATA is interested to be the first authority in Nigeria to set a higher standard. C40 has been working globally to support cities interested to explore ethical and sustainable advertising policies, having already

developed an [implementation guide](#) for restrictions on advertising of fossil fuels and/or high-carbon products; and being in the process of preparing high-level guidance on the opportunity for revenue expansion through sustainable partnerships.

The purpose of this project is to provide tailored support to LAMATA to prepare an ethical and sustainable advertising policy, to maximise the health and sustainability impacts of city-owned advertising spaces; and to prepare a strategy for using this policy to expand commercial revenue, by building awareness and partnerships for LAMATA as an exclusive commercial partner. LAMATA aims to roll out this policy and strategy from Q2 of 2026.

### 3. Project Scope and Deliverables

The scope of work should include the following activities and deliverables:

#### **Activity 1: Diagnostic assessment of advertising context and opportunities**

**Activity 1.1:** The consultant should conduct interviews and meetings with LAMATA officials, advertising partners, and selected experts (to be identified by the consultant), in order to understand LAMATA's current advertising landscape, and to assess challenges and opportunities for ethical and sustainable advertising. Areas of consideration should include:

- Baseline assessment
  - Inventory of LAMATA's advertising and commercial assets and revenues.
  - Overview of relevant advertising policies, practices, and procedures (both internal to LAMATA, and at local and national level).
- Objectives for ethical and sustainable advertising policy
  - Assessment of LAMATA's objectives for the policy - including health and climate impact, as well as commercial revenue.
  - Assessment of products, services, and/or sectors that LAMATA should aim to restrict or expand through advertising and commercial partnerships, in order to achieve these objectives.
- Challenges and opportunities
  - Assessment of powers and channels available to LAMATA to introduce an ethical advertising policy.
  - Assessment of practical barriers or challenges that LAMATA or its advertising partners might expect to face when introducing an ethical and sustainable advertising policy.
  - Assessment of expected opportunities for an ethical and sustainable advertising policy to build publicity for LAMATA and expand commercial partnerships and revenue.

#### **Deliverable:**

- At least 20 interviews with LAMATA officials, advertising partners, and selected experts

**Activity 1.2:** The consultant should prepare a diagnostic assessment report summarising the findings from this process, in line with the areas of consideration detailed above; and propose a high-level outline for the ethical and sustainable advertising policy and revenue strategy. This outline should include:

- An assessment of at least 2-3 potential approaches for introducing an ethical advertising policy, and a recommendation on the most effective approach.
- A summary of challenges identified, and proposed solutions to these challenges.
- A summary of key opportunities for revenue expansion through an ethical advertising policy.
- A proposed outline for both the ethical advertising policy and revenue strategy.

**Deliverables:**

- Detailed diagnostic assessment report
- High-level outline for ethical and sustainable advertising policy, and associated revenue strategy

**Activity 1.3:** The consultant should organise and facilitate a one-day workshop for relevant LAMATA decision-makers, in order to present the above deliverables, receive feedback, and confirm approval for the outlined ethical advertising policy and revenue strategy. This workshop can be hosted in the LAMATA conference room.

**Deliverables:**

- One-day workshop for LAMATA decision-makers
- Approved outline for ethical advertising policy and revenue strategy

**Activity 2: Developing key materials for ethical and sustainable advertising policy and revenue strategy**

**Activity 2.1:** Drawing on the feedback received from LAMATA (and in continued dialogue with LAMATA and C40 contact points), the consultant should prepare the following materials:

- A policy brief outlining the rationale, details, and intended impact of an ethical and sustainable advertising policy, for an audience of senior decision-makers.
- A draft version of the ethical and sustainable advertising policy.
- A strategy for expanding commercial revenue through this policy, including:
  - A theory of change for how the policy can maintain and expand commercial revenue, despite restricting advertising of certain products or services, by creating an exclusive opportunity for high-value advertising partners.
  - A detailed plan of action for publicising the ethical advertising policy, and establishing new commercial partnerships with high-value advertising partners.

- An overview of opportunities for building awareness and visibility of LAMATA's ethical advertising spaces, through local and national communication channels.

**Deliverables:**

- Policy brief
- Draft ethical and sustainable advertising policy
- Revenue strategy

**Activity 2.2:** The consultant should seek feedback from LAMATA on these materials, and produce final versions in line with any comments.

**Deliverables:**

- Final version of policy brief
- Final version of draft policy
- Final version of revenue strategy

### **Activity 3: Training and capacity-building on policy and strategy implementation**

**Activity 3.1:** The consultant should prepare written implementation guidance to support LAMATA officials and advertising partners in applying the ethical and sustainable advertising policy. This guidance should include:

- Operating procedures for advertising partners, including a checklist for assessing advertising content, and protocols for when decisions may need to be referred to LAMATA officials.
- Operating procedures for LAMATA officials to apply the ethical and sustainable advertising policy.
- A detailed introduction to key approaches for creating commercial revenue through advertising and other partnerships.
- Guidance on best practices for creating new commercial relationships with high-value partners, that are aligned with the ethical advertising policy.

**Deliverables:**

- Operating procedures and checklist for advertising partners
- Operating procedures for LAMATA officials
- Introduction and guidance for LAMATA officials on implementing commercial revenue strategy

**Activity 3.2:** The consultant should prepare deliver a one-day training workshop for LAMATA officials, and another for advertising partners, in order to present the above implementation guidance, build capacity in relation to commercial revenue expansion, and answer any questions or remaining challenges. Both workshops can be held in the LAMATA conference room.

**Deliverables:**

- One-day training workshop for LAMATA officials
- One-day training workshop for advertising partners

## 4. Proposal guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **15 January 2026 at 6pm WAT**. Any proposals received after this date and time will not be accepted.

The proposal should give C40 and LAMATA evaluators all the information they need to assess your bid, and should include (but is not limited to) the information below:

1. Consultant profile
  - a. Profile of consultant - including detail on relevant experience and expertise in line with the proposal evaluation criteria
  - b. CV (or CVs) of project personnel
  - c. Information on consultant's commitment to equity, diversity and inclusion, and alignment with C40's Equity, Diversity and Inclusion Statement
2. Proposed workplan and timeline
  - a. Proposed workplan, including detail on how you plan to approach project activities
  - b. Proposed timeline for completing project activities and deliverables
3. Management plan
  - a. Proposed working partnership with C40 and LAMATA, including key roles and responsibilities, reporting, escalation of issues, and sign-off for deliverables.
  - b. Any additional support that you need to make the project a success, including any inputs you will need from C40 or LAMATA staff.
4. Risk management approach, including risks you have identified and appropriate mitigation measures.
5. Budget
  - a. Detailed breakdown of costs in USD for each project task. 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](#). Supplier diversity and inclusive procurement is one way of applying equity, diversity and inclusion to 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>December 22, 2025</i>
Questions submitted to C40	<i>January 9, 2026</i>
C40 responds to questions	<i>January 12, 2026</i>
Deadline for receiving Offers	<i>January 15, 2026, 6pm WAT</i>
Evaluation of Proposal	<i>January 16 - 20, 2026</i>
Selection decision made	<i>January 21, 2026</i>
All Potential Suppliers notified of outcome	<i>January 21, 2026</i>



<b>Project Timeline</b>	<b>Due Date</b>
Project kickoff call	<i>Between January 26 - February 2, 2026</i>
The project is due to run until	<i>April 24, 2026</i>

## 6. Proposal Evaluation Criteria

**Proposals will be evaluated against the following criteria:**

<b>Evaluation Criteria</b>	<b>Weighting</b>
<b>Specific technical expertise and experience</b> Measured by: <ul style="list-style-type: none"> <li>• Ability to demonstrate technical expertise and previous experience in relation to advertising and/or sustainability policy.</li> <li>• Ability to demonstrate previous experience in advising public sector partners on commercial revenue strategies.</li> </ul>	30%
<b>Project management experience</b> Measured by: <ul style="list-style-type: none"> <li>• Ability to demonstrate previous experience of managing project activities and stakeholders while delivering to deadline.</li> </ul>	20%
<b>Quality of proposed workplan</b> Measured by: <ul style="list-style-type: none"> <li>• Ability to demonstrate strong understanding and clear vision of how the activities and deliverables will be completed.</li> </ul>	20%
<b>Value for money</b> , understood as: <ul style="list-style-type: none"> <li>• Economy: minimizing 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> Measured by:	10%

<ul style="list-style-type: none"> <li>Description of the costs and expected hours dedicated to each activity, and total for the activity + taxes.</li> </ul>	
<b>Equity and ethical alignment</b> C40 is looking to appoint an organisation that shares our values and mission. Organisations with local knowledge and experience are encouraged to apply.	20%

## 7. Project Budget

**The maximum contract amount for this project will be USD \$20,000.**

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. All costs incurred in connection with the submission of this RfP are non-refundable by C40. Payment will be made according to the completion of project deliverables as approved by the C40 point of contact.

## 8. C40 Policies

C40 expects third parties to abide by the following 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 addresses below by **January 15, 2026 at 6pm WAT**:

**Mariana Batista**, Senior Manager for Public Transport, [mbatista@c40.org](mailto:mbatista@c40.org)  
**Charlie Worthington**, Project Officer, [cworthington@c40.org](mailto:cworthington@c40.org)

Any pre-bid questions should be submitted to the emails above by no later than January 12, 2026. Anonymised responses to questions will be provided [here](#) on an ongoing basis.

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.

**Have a concern?**

C40 is committed to the highest standards of ethical behaviour. As such, we are committed to being open and responsive to complaints and suggestions on how we can improve from outside the organisation. Please refer to [C40 Complaints Procedure](#) on how to reach us.

**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.