Request for Proposal (RfP)

Students Reinventing Cities - Direct implementation of selected winning proposals

C40 Cities Climate Leadership Group, Inc.

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26 October 2026

C40 CITIES

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1. C40 Cities Climate Leadership Group Inc.

C40 is a network of nearly 100 mayors of the world's leading cities 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 and resilient communities. We work alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to support mayors to halve emissions by 2030 and help phase out fossil use while increasing urban climate resilience and equity.

To learn more about the work of C40 and our cities, please visit our website or follow us on X, Instagram, Facebook and LinkedIn.

2. Summary, background and purpose

Department

Urban Planning and Design - Reinventing Cities Programme

Background

Students Reinventing Cities is an annual international student competition organised by C40 Cities that invites multidisciplinary student teams to develop climate-positive urban regeneration proposals for real sites in cities around the world. Each edition involves approximately ten participating cities, each of which provides one real urban site as the subject of the competition. Multidisciplinary youth and students teams submit their proposals for how that site could be reimagined to advance climate and sustainability goals. An independent jury of experts selects one winning team per city.

The current (2025–2026) edition of Students Reinventing Cities involves ten cities: Amman, Barcelona, Bogotá, Bucharest, Chicago, Jakarta, Lagos, Lisbon, Nairobi and Rome. Youth proposals were submitted in spring 2026, with winning announced in September 2026.

Purpose

Participating cities have consistently expressed interest in building on the competition, using the winning proposals as a basis for actual local action. Under a new grant from the Holcim Foundation, the programme is initiating an implementation phase for winning proposals to be partially brought to life through small-scale, on-the-ground activities in **four selected cities**: **Bogotá, Jakarta, Lisbon, Nairobi** - selected on the basis of proposal quality, institutional capacity, regional diversity, and equity of existing C40 support.

In this context, C40 Cities is issuing this Request for Proposal (RfP) to identify one or more implementing partners to **manage a USD 100,000 annual implementation fund** and serve as the primary fiscal and delivery lead, taking full operational and legal responsibility for local procurement, stakeholder coordination, and technical oversight in each city.

Eligible implementation activities will vary by city and proposal, but may include: small-scale public space interventions or tactical urbanism activations; temporary installations or exhibitions; community workshops and stakeholder engagement events; and technical or feasibility studies to support further development of the proposals. All activities will be jointly scoped by C40, the host city, the winning student team, and the implementing partner, and must align with city priorities and the vision of the winning proposal.

Objectives

This procurement must achieve the following objectives:

- **Deliver small scale interventions:**
    - Manage and deploy USD 100,000 across four pilot cities (Bogotá, Jakarta, Lisbon, Nairobi) to bring winning student proposals to life through tangible, on-the-ground activities.
    - Coordinate with each host city, the winning student team, and relevant local stakeholders to jointly scope and plan activities that are rooted in the winning proposal and responsive to local context.
    - Take full operational and legal responsibility for local procurement of materials and services in each city.
    - Ensure all funds are deployed efficiently, in compliance with C40 and Holcim Foundation requirements, with the vast majority reaching direct city-level activities.
- **Foster Youth-led urban climate action**
    - Involve winning student teams as active co-designers and contributors throughout the implementation process, giving them hands-on experience with real-world project delivery and fostering their professional development within urban regeneration processes.
- **Generate public visibility and community engagement**
    - Ensure activities are publicly accessible and communicated through city and local networks, so the interventions are seen and create momentum beyond the four winning teams.
- **Create a replicable model**
    - Document lessons learned and provide structural recommendations to inform future city initiatives, embedding outcomes within local governance and planning processes.

3. Expected activities and deliverables

The partner's scope of work is structured around three phases. City-level activities within each phase will be defined through the co-design process and will vary by city and winning proposal. The following deliverables are mandatory across all four cities. The final implementation timeline for each pilot will be established in consultation and agreement with the respective cities.

Phase 1: Co-design and Scoping (November 2026 - January 2027)

The partner must engage each host city and winning student team to jointly scope implementation activities, translating the winning proposal into a feasible, context-appropriate implementation plan within the available budget. This includes establishing working relationships with city focal points, facilitating co-design sessions, and assessing local regulatory and procurement requirements.

Deliverable 1: Implementation Plan per city, comprising:

- Description of proposed activities and their alignment with the winning student proposal core concept and the city priorities;
- Budget breakdown per city;
- Procurement plan, including identification of local suppliers or subcontractors;
- Timeline for implementation and feasibility of the proposed activities;
- Confirmation of required municipal approvals and permissions;
- Template for evaluation of projects by C40 across all cities;
- Proposed measurable impact and KPIs.

The Implementation Plan must be formally approved by both C40 and the host city before Phase 2 begins.

Phase 2: Implementation (February - June 2027)

The partner must deliver the agreed activities in each city, managing all local procurement, supplier relationships, and on-the-ground coordination. The supplier takes full legal and operational responsibility for all procurement. Eligible activities include, but are not limited to:

- Small-scale public space interventions or tactical urbanism activations
- Temporary installations or exhibitions
- Community workshops and stakeholder engagement events
- Technical or feasibility studies to support further development of the proposal

Upon completion of the implementation activities the Supplier will transfer title in all physical outputs, materials and installations to the city.

Deliverable 2: Implementation Report per city, comprising (if relevant):

- Description of activities delivered and alignment with the approved Implementation Plan
- Community engagement record: documentation of stakeholder involvement and public visibility activities
- (if applicable) Procurement report, including any work carried out by external local suppliers or subcontractors;

- (if applicable) Materials inventory: complete list of materials procured, quantities, costs, and suppliers
- (if applicable) Asset transfer documentation: formal handover of materials, installations and outputs to the host city
- Audiovisual record: photos and videos documenting before, during and after states of the intervention
- Communications and impact reporting materials suitable for dissemination, provided in each local language
- Assessment based on proposed key performance indicators (KPIs) and measurable impact

Please note: in between Phase 1 and Phase 2, C40 reserves the right to request mid-phase check-ins as relevant.

Phase 3: Impact Report (July - August 2027)

The partner must produce a consolidated final report synthesising outcomes across all four cities for C40 and the Holcim Foundation.

Deliverable 3: Final Impact Report, comprising:

- Summary of activities and outputs per city
- Assessment of student professional development outcomes
- Recommendations for replication or scaling of successful approaches in each city
- Lessons learned and recommendations for future editions of the programme
- Key performance indicators (KPIs) and measured outcomes
- Communications and public visibility summary: compilation of key dissemination materials and documentation of outreach efforts.

4. Proposal guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5:00 pm CET 9 November 2026**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how the supplier will work with C40, clear costs and detail on experience in this area.

Submissions must provide comprehensive information for assessment and clearly indicate:

- How the proposal is responsive to the Evaluation Criteria;
- The assumptions the supplier is making about the project;
- Risks the supplier has identified and appropriate mitigation measures;
- Information about the supplier's fee;
- Proposed timeline of implementation;
- Any additional support needed to make the project a success, including any inputs the supplier will need from third parties or C40 staff;
- Proposed working partnership with C40, including project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.

The submission must contain sufficient detail on cost calculations to allow for a thorough evaluation of financial reasonableness.

Suggested proposal structure

A. Organisation Profile and Global Operational Capacity

- Describe the organisation's legal status, size, and operational structure, including a brief company history, and - where relevant - an organisational chart.
- Experience in urban implementation, technical feasibility, public space interventions, tactical urbanism, youth co-design, or community activation; quality and robustness of the proposed delivery approach and co-design methodology. References from other clients including not-for-profit clients.
- Demonstrate the operational capacity to deliver on the ground in Bogotá, Jakarta, Lisbon and Nairobi. Physical presence in these cities is desirable but not required — If the supplier does not have a local office in one or more cities, the proposal must present a clear and credible plan for engaging local subcontractors or partners.
- Include at least two reference or recommendation letters from clients in the past three years, preferably from international organisations, NGOs, or municipal governments.

B. Team Composition and Qualifications

The proposal must define the proposed team structure, specifying the profile, role, and time commitment of each team member. At minimum, the team should include:

- **Global Project Coordinator** *(required)*: responsible for overall programme coordination, liaison with C40, cities and student teams, budget management, and final reporting. Must demonstrate experience managing multi-stakeholder international projects, ensuring consistent messaging across all project stakeholders and reporting channels.
- **City-level Implementation Leads** *(required, one per pilot city)*: responsible for on-the-ground delivery in each pilot city, including local procurement, supplier management, coordination with city authorities and student teams, and regulatory compliance. Must have demonstrated local presence or active networks in the relevant region. Manage local-level communications, maintaining regular engagement with city partners, student teams, and local community stakeholders.
- **Environmental Expert** *(recommended)*: responsible for ensuring that all small-scale interventions, tactical urbanism activations, and temporary installations within pilot cities are environmentally sustainable, resource-efficient, and aligned with the 10 principles to design a Green and Thriving Neighbourhood.
- **Community Engagement / Co-design Facilitator** *(recommended, one per pilot city)*: experience facilitating participatory processes involving youth, residents, and public sector stakeholders in urban contexts.

For each team member or organisation, provide: name, title, and organisational affiliation; CV highlighting relevant experience with at least three examples of comparable projects; and time commitment.
Please note the contract will be signed with one lead supplier. Subcontracting is permitted and must be clearly declared (see Subcontracting section).

C. Technical Approach and Methodology

The supplier is invited to describe the approach to delivering the scope across four cities. The proposal must address the following:

- **Scoping strategy:** The supplier's approach to coordinating with C40, host cities, and student teams to define activities, ensuring responsiveness to specific local contexts and alignment to winning student ideas.
- **Project management:** Methodology for project oversight and regular communication with C40.
- **(if applicable) Subcontracting:** Envisioned strategy for vetting and managing local partners in cities where direct on-the-ground engagement cannot be guaranteed.
- **Local procurement and handover:** The strategy for maintaining procurement governance across varying legal, regulatory, and currency environments, including the process for transferring all project outputs, materials, and installations to pilot cities upon completion.
- **Community engagement:** The plan for driving public awareness and facilitating community interaction with the interventions.
- **Communication and dissemination:** Strategy for promoting the project and ensuring visibility of the interventions, including how the supplier will document impact and support C40 to communicate outcomes to diverse audiences.

D. Risk Assessment

Submissions should include an identification of at least five significant risks foreseen for this engagement (e.g., city withdrawal, approval delays, currency/exchange rate issues, partner underperformance) and proposed mitigation strategies.

E. Work Plan and Timeline

The proposal must provide a timeline showing major activities from contract signing through final reporting, structured around the three project phases: Co-design and scoping; Implementation; Reporting.

F. Financial Proposal

The proposal must include a clear, detailed, and all-inclusive budget in USD, covering taxes, overheads, management fees, and all subcontractor costs, not exceeding USD 100,000 total. Please refer to Section 7: Project budget for a breakdown of costs.

The financial proposal must enable evaluators to assess cost reasonableness. All costs incurred in connection with submitting this proposal are non-refundable.

G. Data Protection

If the proposal involves processing personally identifiable information (PII), the supplier must describe the ability to comply with GDPR and applicable data protection frameworks.

H. Equity, Diversity and Inclusion

The proposal must describe the organisation's approach to EDI as reflected in team composition and project delivery.

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.

Phase 1 of the work will be delivered as a professional service and completed on the C40 Standard Services Contract. Progression to Phase 2 and Phase 3 in each city will be subject to C40's internal approval of the Implementation Plans delivered under Phase 1, and execution of a contract for that phase of the work is contingent on those approvals. The associated budget and contract arrangements for Phase 2 and Phase 3 will be confirmed at that stage.

Depending on the outcome of Phase 1 (Co-design and scoping), the Potential Supplier may be required to enter into a C40 Goods Contract and/or a C40 Works Contract, although as currently scoped C40 does not intend to directly commission any works or physical goods. C40 makes no commitment to proceed to Phase 2 at the time of contracting.

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 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.

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 all the organisations being contracted.

5. RfP and project timeline

RfP Timeline

RfP timeline	Due date
Request for Proposals published	26 October 2026

Questions submitted to C40	2 November 2026
C40 responds to questions by	6 November 2026
Deadline for receiving Offers	9 November 2026 5:00 pm CET
Selection decision made by	13 November
All Potential Suppliers notified of outcome	16 November

Project timeline

Project timeline	**Dates**
Phase 1 - Co-design and scoping • C40 onboards supplier, establishes city contacts • Supplier facilitates co-design sessions with cities and student teams • Implementation plans drafted and submitted to C40 and cities for approval • Milestone 1 deliverable: end of December 2026	**November 2026 - January 2027**
Phase 2 - Implementation • January used for procurement preparation, supplier identification, permits • From February on-the-ground delivery in each city • Milestone 2 deliverables: rolling, per city, through June 2027	**February - June 2027**
Phase 3 - Reporting • Consolidated final report • Milestone 3: end of August 2027	**July - August 2027**
The project is due to run until	**30 August 2027**

6. Proposal evaluation criteria

Proposals will be evaluated against the following criteria.

Evaluation criteria	**Weighting**

Global operational capacity and local presence *Demonstrated ability to manage implementation on the ground in Bogotá, Jakarta, Lisbon and Nairobi; quality of proposed approach to local subcontracting or partnership where direct presence is absent; capacity to manage procurement across different legal, currency and regulatory contexts.*	*30%*
Technical and implementation expertise *Experience in urban implementation, public space interventions, technical feasibility studies, tactical urbanism, youth co-design, or community activation; quality and robustness of the proposed delivery approach and co-design methodology. References from other clients including not-for-profit clients.*	*30%*
Project management and coordination capacity Demonstrated ability to coordinate multi-stakeholder projects across diverse geographies; quality of team structure, CVs and staffing proposal; clarity of governance and escalation procedures.	*15%*
Cost reasonableness Proportion of budget reaching direct city-level activities; transparency and accuracy of cost breakdown; demonstrated capacity to manage flexible, context-driven budgets within fixed parameters.	*15%*
Equity, diversity and inclusion Organisational EDI commitment; experience working with youth and underrepresented communities; alignment with C40's mission and ethical standards.	*10%*

Following the evaluation of written submissions, C40 reserves the right to invite a shortlist of the highest-ranked bidders for an interview or technical presentation to further validate their proposals. If conducted, the results of these sessions will be incorporated into the final technical score as outlined in the evaluation criteria. C40 reserves the right to:

- Select the proposal that offers the best overall value (not necessarily the lowest cost)
- Request that bidders form partnerships or refine their proposals after submission
- Negotiate terms with the top-ranked bidder
- Award the contract to the second-ranked bidder if negotiations with the first-ranked bidder fail
- Cancel this procurement process without awarding a contract

The evaluation panel's decision is final. C40 will not provide detailed scoring feedback to unsuccessful bidders, though general feedback may be offered upon request

7. Project budget and Payment terms

The total budget available for this engagement is USD 100,000. All proposals must include proposed costs to complete the tasks described, inclusive of all taxes and overheads.

Budget overview

Budget	Amount (USD)
Local implementation costs across 4 pilot cities (approx. USD 20,000 per city)	~USD 80,000

Specific line items TBD following co-design phase; tailored to each city context and winning proposal.	
Partner service fee — global coordination, project management, and final reporting.	~USD 20,000
TOTAL	**USD 100,000**

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes.

Budget Parameters:

- **Maximum budget:** USD 100,000 (proposals exceeding this amount will not be considered)
- **Currency:** All costs must be stated in USD
- **Taxes:** Budget must be inclusive of all applicable VAT and taxes
- **All-inclusive:** Budget must include all costs, including any subcontractor or partner organization fee

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 Terms

Payment will be made according to a milestone-based schedule tied to deliverable completion and approval by C40. All proposed costs must be all-inclusive, covering taxes, overheads, management fees, and all activities from planning through final delivery. Award of Phase 2 and 3 of the scope is contingent on C40 receiving internal approval to the Implementation Plan and agreeing associated contract arrangements with the supplier.

Specific procurement line items cannot be fully defined at this stage as they depend on the co-design process and winning student proposals. Bidders should therefore demonstrate their capacity to manage flexible, context-driven budgets within the parameters above.

8. C40 policies

C40 expects third parties to 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 **one copy of their proposal** to the email address below **by 9 November 2026, 5pm CET**

Youth-reinventingcities@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.

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.