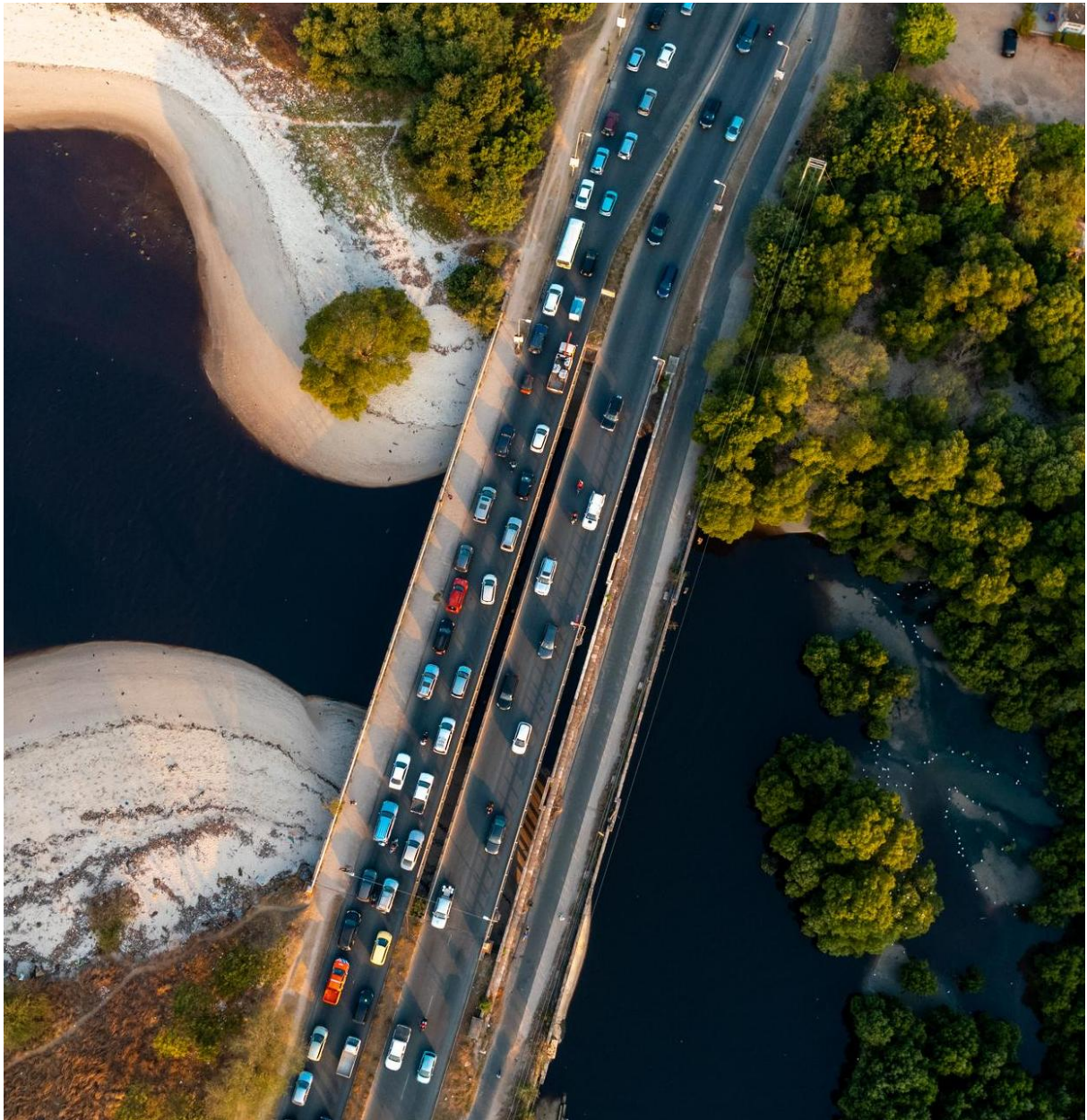


Companion Request for Proposal: Case Studies on Informal Urban Freight Transport in Lagos

Linked to the C40's RfP "Zero Emission Urban Freight in West Africa: Recommendations for Lagos and Accra"

April 2026



Contents

1. Kühne Foundation and Kuehne Climate Center
2. Background, purpose, scope, and deliverables of the project
3. Proposal guidelines
4. RfP and project timeline
5. Proposal evaluation criteria
6. Project budget
7. Submissions

1. Kühne Foundation and Kuehne Climate Center

The Kühne Foundation is a family-owned operational foundation and primarily implements its own projects and programs. It works in four main areas: logistics, medicine, culture, and climate. The Kuehne Climate Center (KCC), which started operations in 2023, develops and implements logistics-oriented solutions that reduce emissions, remove CO2 from the atmosphere, and strengthen climate resilience to drive the transition to a just, low-carbon society, primarily in low- and middle-income regions.

To learn more about the work of KCC, please visit our [website](#) or follow us on [LinkedIn](#).

2. Background, purpose, scope, and deliverables of the project

2.1 Background and purpose

This Request for Proposals (the “companion RfP”) is linked to C40’s Request for Proposals, “Zero Emission Urban Freight in West Africa: Recommendations for Lagos and Accra” (the “main RfP”), which can be found on their [website](#). The main RfP seeks to identify inclusive pathways for the city governments of Lagos and Accra to accelerate zero-emission formal and informal road freight vehicle adoption and expand the use of zero-emission freight vehicles. While the main RfP covers both formal and informal freight, its primary focus is on the formal sector. This companion RfP addresses a critical gap by focusing specifically on informal road freight transport, which plays a major but insufficiently understood role in goods movement across West Africa.

For the purposes of this companion RfP, informal freight transport refers to freight services provided by individual drivers and micro- or small enterprises operating outside formal contractual, regulatory, and statistical systems. Despite its importance to regional supply chains and urban distribution networks, the sector remains largely undocumented. Reliable statistics on the scale of informal freight transport are limited. However, the fact that 86% of employment in Africa is informal¹ illustrates the likely significance of informality across the wider transport and logistics ecosystem. While informal activity may occur across transport modes, it is likely to be most significant in road freight. KCC began exploring this topic in 2024 and published a [white paper](#) as an initial contribution; this RfP builds on that foundation and continues the work.

This evidence gap limits the development of effective and equitable climate policies. Without a stronger understanding of the sector’s scale, structure, operating practices, and emissions profile, policymakers cannot design targeted and just interventions for the transition to zero-

¹ [Women and Men in the Informal Economy: A Statistical Picture](#)

emission freight. By strengthening the evidence base on informal freight transport, this study will support more inclusive policy design.

2.2 Scope

As part of the wider C40 initiative, KCC is seeking a service provider to generate an evidence base on informal road freight transport connected to Lagos. Unlike the main RfP, which covers both Lagos and Accra, this assignment focuses exclusively on Lagos.

The study should examine three case studies, each centred on a supply chain that involves informal road freight transport and terminates in Lagos. The three supply chains should be selected so as to provide a reasonably representative picture of different types of informal freight activity relevant to Lagos. The service provider should propose the three supply chains as part of its methodology, and the final selection will be agreed at the start of the project with KCC, in consultation with C40.

For each of the three case studies, the study should address the following:

- map the end-to-end supply chain, including first-, middle-, and last-mile movements;
- identify where and how informal freight transport takes place within the supply chain, and who the main actors are, including both operators and shippers;
- assess what informality means in each case, including the main types and degrees of informality present across operators, employment arrangements, contracting practices, and regulatory status;
- assess the types of vehicles used, distances travelled, and volumes/weights and value transported; and
- estimate the scale of informal road freight transport, including the volumes/weights and value of goods transported overall, distances travelled, and transport costs, and compare these, where possible, with equivalent formal-sector activity.

Based on these case studies, the service provider should draw broader conclusions on the scale and characteristics of informal road freight transport in and around Lagos, and identify how informal operators can be more effectively included in interventions supporting the transition to zero-emission freight.

This knowledge product is intended to complement the main RfP by strengthening the evidence base on the informal sector and helping to clarify inclusive pathways to accelerate zero-emission formal and informal road freight vehicle adoption, including the uptake of zero-emission freight vehicles such as trucks, vans, and two- and three-wheelers.

2.3 Deliverables

The service provider is expected to address the scope set out in Section 2.2 and produce:

- a written report of no more than 15 pages, excluding appendices. Visuals, diagrams, and other graphic elements are encouraged where they add clarity; and
- a presentation of the findings to the project team, including KCC and C40.

Additionally, key findings from this study should also be presented in a format that can be readily incorporated into the final report produced under the main RfP.

3. Proposal guidelines

This companion RfP forms part of an open and competitive procurement process. It accompanies the main RfP, and bidders are required to submit **one** combined proposal covering both the main RfP and this companion RfP.

The submission deadline is therefore **24 April 2026 at 5:00 pm UTC**. Proposals received after this date and time will not be considered.

In general, information relating to the overall team, relevant experience, and proposed timetable may be integrated into the main proposal where it applies to both RfPs. Proposals for both RfPs should be no more than 18 pages. This includes 2–3 pages specifically addressing this companion RfP, setting out the proposed approach to this component and a clearly separated cost proposal for this companion RfP.

4. RfP and project timeline

The timeline for this companion RfP is the same as that set out in the main RfP.

5. Proposal evaluation criteria

The evaluation criteria for this companion RfP are the same as those set out in the main RfP. Proposals under the main RfP and this companion RfP will be evaluated jointly as part of a single evaluation process. Only bidders that submit one proposal covering both RfPs will be considered; one provider will be selected for both components.

6. Project budget

A separate budget, in addition to the budget foreseen under the main RfP, is available for this companion RfP. Bidders should therefore present the budget for this component separately and clearly. Although proposals for the main RfP and this companion RfP will be evaluated jointly, the selected provider will enter into two separate contracts: one with C40 for the main RfP, and one with KCC for this companion RfP. The maximum budget available for this companion RfP is USD 14,000.

7. Submissions

Submission arrangements are the same as those set out in the main RfP. Bidders are expected to submit one combined proposal covering both the main RfP and this companion RfP.