

## TERMS OF REFERENCE

Services tender for the development of a MobiliseYourCity resources on freight and logistics in urban areas of the Global South

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# 1. General information

## i. About the Agence Française de Développement

The **Agence Française de Développement** (AFD) Group is a public institution that contributes to the implementation of France's policy in the areas of development and international solidarity. The AFD activities are developed in alignment with the 17 UN sustainable development goals (SDG) established in 2015, as well as the Paris Agreement on climate.

To contribute to economic, social and environmental progress in low- and middle-income countries, the AFD Group finances and supports development projects in various sectors, including energy, education, urban development, agriculture, water and sanitation, health, digital technologies, sport and transport.

In the transport sector, the AFD Group provides financing to develop low-carbon modes of transport, support the integrated planning of mobility systems, and reduce motorized travel. In the last five years, AFD Group committed on average more than **1 billion euros per year for the transport sector. Urban mobility, which accounts for more than 2/3<sup>rd</sup> of this funding** over the last five years, is a strong marker for AFD Group's activity in the sector.

## ii. About MobiliseYourCity

Launched at COP21 in Paris in 2015, MobiliseYourCity is a global partnership of more than 100 partners for sustainable urban mobility planning, policy development, and increasing investment for sustainable transport in developing and emerging economies. AFD is actively supporting MobiliseYourCity partnership since its launch, both as a donor and as an implementing partner.

As of March 2025, the MobiliseYourCity Partnership includes **81 member cities**, representing a combined population of over 136 million people across 39 countries, as well as **16 member countries**. The MobiliseYourCity partnership is **jointly funded** by the European Union (EU), the Agence Française de Développement (AFD), the French Ministry for the Ecological Transition (MTE), the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety, and Consumer Protection (BMUV), and the French Facility for Global Environment (FFEM). With their support, MobiliseYourCity has provided so far technical assistance and project preparation support to 45 member cities, 11 member countries, 4 non-member countries, and 8 non-member cities.

With the help of the Partnership, 20 SUMPs have been completed, 2 finalised in 2024, and 13 are now in the implementation stage. Moreover, among the 8 completed NUPs, 4 have transitioned into the implementation phase. Following this support, member cities and countries have been able to leverage an estimated amount of 2,3 billion euros for implementation.

These activities are implemented with the support of MobiliseYourCity implementing partners - AFD, GIZ, ADEME, Cerema, CODATU, EBRD, KFW, and Wuppertal Institute - in collaboration with the Global Secretariat. They work with cities and countries all over the world to develop scalable solutions to improve mobility in complex environments.

MobiliseYourCity supports its member countries and cities through four main service areas:

1. **Mobility planning:** MobiliseYourCity supports member cities and countries to shift from road-centric transport planning to mobility planning that focuses on meeting the needs of all people while balancing the needs of our planet.
2. **Implementation support:** While full implementation of mobility plans and investment programmes remains the responsibility of MobiliseYourCity member cities and countries, the Partnership secure results by accompanying member cities and countries from planning to implementation, through policy and regulatory reforms, small scale investments and digital technologies.
3. **Capacity building and methodologies:** To facilitate lasting change at a global level, MobiliseYourCity focuses on developing, deploying and scaling tested solutions that lead to real results. The Partnership works as a knowledge hub to create, disseminate and scale knowledge. By bringing together global

experts with local practitioners MobiliseYourCity can generate solutions that are ambitious, adaptable and achievable. Partners work together to add value to each other's contributions.

4. **Advocacy:** MobiliseYourCity inspires members to take bold, ambitious actions toward decarbonised and just mobility systems, and we animate others to support them to do so. The Partnership gains their trust by collecting and communicating results that will improve the lives of their people.

In its 2020-2025 strategy, MobiliseYourCity committed to:

- Empower cities and countries to take action into their own hands.
- Improve the efficiency of technical assistance and innovate through new modes of support and access to information.
- Enable more cities to transition to sustainable urban mobility.

### iii. Context of the consultancy services

Logistics and freight are gaining importance in the Global South. Presently, numerous investments are being made to enhance the extent and efficiency of logistics infrastructures and operations in these regions, as they are regarded as crucial engines for development and economic performance. Ultimately, freight and logistics play a key role in advancing just transition<sup>1</sup>. The International Transport Forum (ITF) estimates that by 2050, the volume of freight transport will triple compared to levels in 2015. Without effective intervention and management, the flow of logistics and freight risk becoming a bottleneck for economic and sustainable development across the globe.

At the urban level, freight accounts already today for approximately 40% of urban transport-related CO<sub>2</sub> emissions and 50% of air pollution within cities (ICLEI, Ecologistics Handbook, 2023). Freight and logistics in urban areas can be divided in two main categories:

- Urban domestic freight: Freight activity with an origin or destination point within a city.
- Urban transit freight: Freight activity transiting through cities, with neither origin nor destination within a city. This is the case for port cities.

As urbanisation and demand for e-commerce continues to grow, cities will face increasing challenges in the management of urban domestic freight and logistics. In some cities, **urban last-mile delivery is expected to grow by nearly 80% by 2030**, driving emissions up by 30% (World Economic Forum, Transformign Urban Logistics, 2024). Cities in the Global South in particular are confronted to inadequate regulation and infrastructure, leading to informal delivery systems being created, safety hazards, air pollution and inefficient land use.

Both as location for urban domestic freight and urban transit freight, **cities are acting as strategic connection points or "urban nodes"**, where they become hubs or trading counters to facilitate the exchange of goods from one freight entry/exit location – port, rail terminus, production areas... - to another, converging through rail, road, air or maritime transport. The good governance of freight and logistics in urban areas is therefore key for ensuring that urban nodes continue to serve as efficient interfaces within regional transport corridors, while helping to reduce urban congestion, air pollution and GHG emissions, enhancing the overall quality of life, increasing justice, and contributing to economic development in cities.

Noteworthy international initiatives working on the topic, such as the **European Union's Global Gateway initiative** (see Annex 1 for map), exemplify development cooperation efforts specifically targeting the improvement of logistics and freight management along trade corridors, and in particular in urban nodes.

Under this framework, with the financing of the European Union and in partnership with MobiliseYourCity, AFD is recruiting a Consultant to develop MobiliseYourCity publications on freight and logistics in urban areas in the Global South.

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<sup>1</sup> Refer to the definition of just transition for urban mobility as described by the Hambourg Sustainability Charter <https://hamburg-charter.transformative-mobility.org/#principles>

## 2. Objectives of the consultancy services

The main objective of the consultancy services is to develop a MobiliseYourCity publications and training modules on the integration of freight and logistics into urban mobility in the Global South:

The following definitions are used to guide the development of the resources:

- **Urban freight** refers broadly to the system and process of collecting, transporting, and distributing goods into, out of, through or within a city, including connections to seaports, airports and out-of-town warehouses located on the peripheries of cities. Urban freight supports both domestic and international movement of goods, from small intra-urban flows (consumer-related) to larger-scale flows (producer-related).
- **Urban logistics** can be understood as a sub-system of urban freight, focused on the planning, implementation and control of goods within urban areas only. It refers to managing distribution centers, warehouses and other logistic hubs that facilitate the flow and storage of goods closer to the final delivery points.
- **Last-mile delivery** is defined as the transportation of goods such as packages, groceries or prepared meals from the final transportation/logistics hub in the supply chain to the end-consumer. Last-mile deliveries are often done over shorter distances than long-distance freight delivery.

The publications and training modules will have to be developed building on MobiliseYourCity's existing work on the topic of urban logistics and freight, including:

- An analysis of the [four main challenges faced by MobiliseYourCity Members regarding logistics and freight](#)
- A paper on [urban logistics measures in MobiliseYourCity Sustainable Urban Mobility Plans \(SUMP\)](#)
- An article on [identifying and engaging local stakeholders as a key first step towards planning for sustainable urban logistics and freight](#)
- A review of [good practice examples on the integration of urban logistics in SUMPs from Ahmedabad, Antofagasta, and Douala](#)
- [Guidelines to making India's urban freight smart and efficient](#)

The deliverables of this project will further complement the MobiliseYourCity toolkits on SUMPs and NUMPs.

The publications and training modules will act as a **self-learning tool**, providing on-demand content and guidance for individuals and organisations working on capacity development activities on sustainable mobility planning. They will be published on the MobiliseYourCity website <https://www.mobiliseyourcity.net/>

The **main target audiences** of the topic guide and training modules are national and local public officials responsible for freight management in cities in developing and emerging economies.

Other beneficiaries of this study include:

- Private actors (formal and informal) that play a role in the management of logistics and freight flows
- Development organisations providing technical assistance to public authorities on sustainable urban mobility planning and implementation in cities in developing and emerging economies.
- Any other institution or individual intending to give a session of capacity building on any of the topics for which the training materials are prepared.
- Mobility practitioners and students interested in learning about sustainable mobility planning and related topics.

## 3. Expected deliverables

The Consultant will produce the four key deliverables:

1. Deliverable 1: Development of a general publication: "Understanding freight and logistics in urban areas of the Global South"

2. Deliverable 2: Development of a MobiliseYourCity Topic Guide: Integrating freight and logistics into urban mobility planning
3. Deliverable 3: Development of capacity-building material for 2 training webinars
4. Deliverable 4: Development of a dissemination plan

All deliverables shall be produced in accordance with the MobiliseYourCity branding kit. They will be produced in English (and subsequently translated to French and Spanish by the MobiliseYourCity team).

- i. Development of a publication: “Understanding freight and logistics in urban areas of the Global South” (40 pages)

MobiliseYourCity is looking for a service provider to develop a publication that summarises main, current insights and trends on freight and logistics in urban areas in the Global South and North as well as recommendations for better integration of urban logistics and freight in sustainable urban mobility systems, planning, and development.

The Consultant will work closely with the MobiliseYourCity Secretariat to create and refine the publication’s outline, drawing on the proposed structure below:

#### **1. Executive summary (4 pages max)**

This will provide a visual summary of the subject matter and key recommendations. This summary shall be designed in a way that can be used as a communication product to advocate for the inclusion of freight and logistics in urban mobility planning and implementation.

#### **2. Defining freight and logistics in urban areas (1 page max)**

#### **3. Overview of freight and logistics in Global South cities (around 20 pages)**

##### *a. Key trends and specificities of urban freight and logistics in urban areas in the Global South*

This section will distinguish between trends in urban freight (including last-mile delivery) and trends in urban logistics, each broken down as far as possible by region (Asia-Pacific, Africa, Latin America and the Caribbean, Eastern Europe). As much as possible, quantitative data (facts and figures) should be used to support the trend analysis, along with comparative insights from regions of the Global North.

The section will further detail examples of:

- Freight demand: typical volume of freight flows in cities, typical freight services, corridors/transit routes, geographic hotspots, key goods, economic and societal trends, and other relevant elements.
- Freight supply: description of main freight dedicated infrastructure available in cities and freight operational arrangements, vehicles typology, and other relevant elements.

This section shall also provide an overview of role of cities as urban nodes: terminals’, ‘interfaces’ or ‘exchange counters’ - with an emphasis on the operations component of the freight and logistics flows taking place in the Functional Urban Area (FUA), including ports/dry ports, logistical hubs, freight train stations, etc.

##### *b. Key Stakeholders for freight and logistics in urban areas of the Global South*

As a follow-up, this subsection will conceptualise and map the main stakeholders involved in freight and logistics in Global South cities. This will include a description of typical formal and informal organisations (operators, businesses, investors), employment levels, job types, and lifecycle processes associated with urban freight and logistics. The key stakeholder mapping shall explore the role of international development organisations, and particularly the involvement and interest of the EU private sector in supply chains in the Global South.

The Consultant will also detail the main relationships between stakeholders, including usual financial flows. The Consultant will detail, in particular, public-private partnerships that exist and their dynamics. It will identify

recurring pain points and opportunities that characterise public-private partnerships in freight and logistics in urban areas.

*c. Key challenges for freight and logistics in urban areas of the Global South*

The Consultant will analyse and, if possible, quantify challenges related to the expected growing demand for freight transport in urban cities in the Global South. The analysis should be holistic and systemic in its approach, considering the challenges across the whole supply chain of urban freight: from management systems, storage, distribution to point of sale. It should further consider how any new solution in this space impacts and disrupts every stage of the supply chain.

The Consultant will also provide examples of, and quantify where possible, the main current and future negative externalities related to urban transport in cities in the Global South, in particular: (1) congestion and over-use of public space, (2) lack of decent jobs in the sector, (3) GHG emissions and air quality, (4) gender related externalities, and (5) possible other externalities.

*d. Key Opportunities for freight and logistics in urban areas of the Global South*

This section will provide a brief reminder of the link between freight and logistics in urban areas of the Global South, with a focus on decarbonisation, sustainability, just transition, and economic development prospectives. It will further expand on the necessity to improve the sector.

#### **4. Governing urban freight and logistics in Global South cities (10 pages max)**

This section will cover the different types of governance frameworks and tools that exist for urban freight and logistics :

- Governance schemes: who has the mandate on urban freight planning, regulation, practical organisation, infrastructure investments traffic management,...?
- What are the relationships between various actors and especially public and private actors? What kind of successful public-private partnership could be highlighted? What are the ultimate objectives of such partnerships (traffic management, infrastructure development, public recognition)?
- What kind of planning tools exist (such as SUMP, NUMP, Sulp and other land use plans) to enhance freight and logistics in urban areas, and how are they enforced?
- What are the most current laws/regulations in place regarding urban freight and logistics in Global South cities? To what extent are they enforced/effective?
- What are the main costs and revenues related to urban freight and logistics in cities in the Global South? Who benefits from the profits? Who is responsible these costs?
- What kind of investments could still take place or are needed to improve freight and logistics in urban areas of the Global South? Who could be interested in participating in such investments?

#### **5. Key recommendations & conclusion (5 pages max)**

Provide advice on concrete and actionable steps cities can take in the short and long term, based on the previous section (and linked to the learnings from the case studies of the Topic Guide – see below). Advice should be relevant and applicable to cities and tailored to implementation by cities in the Global South, particularly those with formal and informal urban freight and logistics systems. Examples from the Global North can also be looked into to inform this section. A preliminary structure of recommendations could be divided by topic as follows: governance / regulation, planning frameworks, infrastructure development, organisational/operational practices, convening forums, environmental/inclusivity approaches...

Recommendations shall be formatted in a communication-friendly manner, to facilitate dissemination and re-use for diagrams and other visualisation supports.

ii. Development of a MobiliseYourCity Topic Guide: Integrating freight and logistics into urban mobility planning (60 pages)

The consultant will carry out an in depth analysis of **eight to ten case studies of efficient integration of urban logistic and freight projects in cities**, and bidding Consultants are encouraged to share additional case studies if they have already identified them. The case studies should aim to balance out examples of efficient integration of freight led by the public and private sector. Solutions from the Global North can be highlighted, but should aim to stay relevant or applicable to the Global South.

They should further highlight different approaches taken to the management of urban freight and logistics, including examples related to :

- governance & regulation of the sector (set up of dedicated entity for urban freight, set up of coordination groups between public and private entities, procurement, import subsidies, zero-emission freight zones, indirect source rules,...)
- planning frameworks (Sustainable Urban Logistics Plans – SULPs,...)
- infrastructure development (bypass roads to deviate transit freight from urban centers, enhancement of urban fabrics around ports to better integrate port into cities, development of urban logistics hubs, loading zones, parcel lockers, curbside management,...)
- vehicle technology and digital solutions (e-cargo bikes, e-delivery vans, traffic management and fleet management tools...)
- specific projects aiming to decarbonise the sector
- innovative public private partnerships, business commitments and forums, initiatives to formalize urban freight transport sector and enhance jobs conditions in the sector

These case studies should detail challenges overcome, governing frameworks, funding mechanisms, delivery partners, enabling conditions, outcomes/benefits and the replicability of the model. The exact case study outline will be jointly agreed after delivery of the week 3 deliverable. MobiliseYourCity will support in selecting case study cities and arranging interviews with city officials where possible. Data sources that intend to be used to shape the case studies should be approved by MobiliseYourCity (at the week 3 deliverable) and included in an Annex to the toolkit. Each case study should aim to be as detailed as possible, ranging from 5 to 10 pages each.

The findings from the case studies will serve as the basis to build a **MobiliseYourCity Topic Guide on integrating freight and logistics into urban mobility planning**. The Topic Guide should be useful for implementing partners and urban mobility practitioners in the development and implementation SUMP and NUMP and to facilitate the integration of freight and logistics. The Topic Guide should consolidate all findings, analysis, hypotheses, and recommendations, along with any additional information or feedback received during the presentations. The Topic Guide will further highlight best practices on freight and logistics management in urban areas, drawing on **key case studies** from cities in the Asian, Latin American and African regions. The Topic Guide will detail how to integrate freight and logistics into urban mobility planning, including key steps along the SUMP/NUMP cycle from data collection, GHG emissions inventory, analysis and modelling, to scenario-planning and action plans (following the same logic as other [MobiliseYourCity topic guides](#)).

A particular attention will be given to potential measures to be included in the SUMP/NUMP action plans (Phase 3), listing key measures (soft or hard) that can be put in place for freight and logistics in urban areas. This will constitute a catalogue of potential measures on freight and logistics for cities in the Global South.

The Consultant will create this resource by undertaking research and consolidating key insights from:

- Existing data, resources, analyses and guides related to urban freight and logistics, some of which have already been identified by MobiliseYourCity and shared in Annex 2 of these Terms of Reference. The consultant will be expected to complement this literature review with additional resources that are already available.
- At least 15 consultations/interviews with individual experts or organisations who have experience managing on-the-ground urban freight and logistics projects or pilots and producing data analyses related to this topic. These consultations will help identify challenges, trends, knowledge and capacity needs, and eventually case studies to highlight in the toolkit. As much as possible, the guide should be developed with input from city officials and other key private sector partners (formal and informal) working in the urban freight and logistics sector.

Recommandations shall be organised under main action areas and with an indication of priority level and cost/budget implications.

iii. Development of capacity-building material for 2 training webinars

Upon validation of the final of the publications, the consultant will be required to prepare powerpoint presentations that will be used for capacity-building webinars, intended to disseminate the findings and recommendations from the toolkit.

**Two webinars will be delivered by the consultant team**, ideally within the month following the publication of the toolkit. Each webinar will last around an hour and will be organised in two distinct time zones, to ensure that participants from Asia, Africa, and Latin America can attend. If possible, we would encourage 1 or 2 consultation partners to take part in these webinars, to allow for a more dynamic conversation between the presenters and participants.

The webinar presentations will be designed in an “off the shelf” format that allows for future training by the MobiliseYourCity Secretariat. The slides should aim to:

- be in Powerpoint format
- have punchy visual content
- avoid lengthy wording
- include speaking notes for those delivering the training
- follow the suggested outline below:
  - o Background
  - o Why the topic matters
  - o Methodology used to develop the toolkit
  - o Key findings
  - o Key case studies
  - o Key recommendations
  - o Q&A with the audience
  - o Quick quiz to collect feedback from webinar participants on related capacity-building needs
  - o List of recommended literature and references

iv. Development of a dissemination plan

The successful candidate will support MobiliseYourCity to create a short, **one-page dissemination plan for the report**. This could include participating in 1-2 follow up webinars (organised by MobiliseYourCity), amplifying the report through communication channels (e.g. LinkedIn), identifying and communicating about the launch of the topic guide to dissemination partners (e.g. C40 Cities, POLIS, SLOCAT, UNEP, Development Finance Institutions) or distributing flyers at relevant conferences.

## 4. Project workplan

i. Project schedule

The completion of this scope of work is estimated to take no more than **6 months** or 24 working weeks from the start date (defined as the day when the contract is signed between both parties).

The contract is expected to be signed in October 2025.

AFD in partnership with MobiliseYourCity will provide feedback to the consultant within three weeks after the submission of each deliverable by the consultant. If no feedback is provided within this period, deliverables will be considered as approved.

Date	Deliverable
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From signing of the contract	
Week 3	<b>Workplan and detailed methodology</b> based on the ToR requirements. The deliverable is to be presented to the MobiliseYourCity Secretariat in the kick-off meeting of the assignment.  List of identified consultation partners and potential case studies shared with the MobiliseYourCity and AFD team for approval.
Week 5	<b>Draft outline of the publications</b> including case studies and consultation findings
Week 13	<b>Draft Topic Guide &amp; Draft Dissemination Plan</b> ready for review by MobiliseYourCity Secretariat
Week 16	<b>Final version of Topic Guide and Dissemination Plan</b> in MobiliseYourCity templates (to be provided by the MobiliseYourCity Secretariat).
Week 17	<b>Draft webinar presentation</b> shared with MobiliseYourCity and AFD
Week 18-20	Delivery of 2 webinar presentations in two different time zones

## ii. Project budget

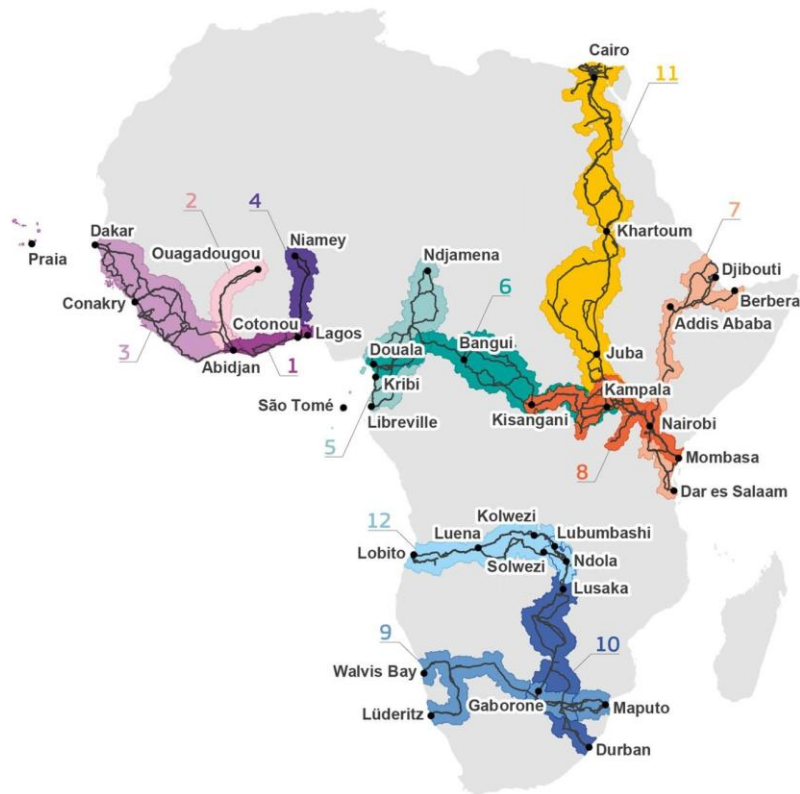
The budget amount specified for this assignment is set at a maximum of 100,000 EUR (without taxes). Any financial offer exceeding this amount will be eliminated.

## iii. Technical proposal content requirements

Proposal submissions are expected to be delivered under 40 pages. All proposals should include the following elements:

- Short summary of the understanding of the TOR
- Short **summary of service provider**, detailing their experience and expertise on urban logistics and freight topics in the Global South. Candidates are encouraged to specify the case studies, or data already in their possession that they intend to use in this study. Candidates will be scored favourably if they can display that they have already an extensive knowledge of case studies of urban freight situation/improvement project in Global South Cities, if possible in various geographical areas.
- Description of **proposed methodology and project management approach** (emphasis will be put on these elements in the scoring of proposals). **Detailed description of each deliverable**: this will be considered as general guidance, and the consultant is encouraged to make suggestions to the specifications of the TORs, based on their expertise and knowledge of the topic.
- Summary of project management, communication and collaboration approach with AFD and MobiliseYourCity
- **Workplan** with description of tasks, deliverables, associated timelines and mobilised experts
- **Key personnel & qualifications**: the makeup of the proposal team and choice of relevant experts is the responsibility of the consultant. However, the team shall at least include 2 key experts (further described in Annex 3): 1 key expert in urban logistics and freight + 1 key expert in sustainable urban mobility and/or land use planning. CVs of proposed experts (key experts and possible other experts) shall be included in the proposal. CVs shall not be longer than 2 pages per expert. Changes to the team throughout the contract duration shall be subject to validation by AFD and MobiliseYourCity Secretariat. Any later unjustified exchange of experts after project award may lead to cancellation of the assignment.
- **Budget proposal** that breaks down deliverables by type of expert mobilised, their associated daily fee and number of working days. Service provider can include travel costs, if they deem that travel is necessary as part of the study. Travel fees will be paid out on a flat fee basis.

## **Annex 1 – Map of EU Global Gateway Initiative in Africa**



Source: Global Gateway EU/Africa Investment Package 2023

## **Annex 2 - Existing resources on urban freight and logistics**

Policy guides and knowledge reports

- MobiliseYourCity [Urban Logistics: Compilation of Resources | MobiliseYourCity](#)
- C40 [How to decarbonise urban freight in your city](#)
- McKinsey The Future of the Last Mile Ecosystem [WEF Future of the last mile ecosystem.pdf](#)
- POLIS Sustainable Urban Freight 2022 [SURF Final Report 2022-April 28](#) contains case studies
- [Urban-Freight-Roadmap.pdf](#) ALICE 2022: contains case studies in Annex 49
- WEFORUM [WEF Transforming Urban Logistics 2024.pdf](#)
- Concito [Decarbonizing Urban Logistics - Denmark.pdf](#)
- Alliance for Climate Action South Africa [The role of data in urban freight](#)
- ICLEI Ecologistics: [Low Carbon Freight for Sustainable Cities](#)
- SLOCAT [Policies and investments for intermodal, low-carbon, efficient and resilient freight transport and logistics - SLOCAT](#)
- ITF OECD [Urban Logistics Hubs: Summary and Conclusions](#)
- WRI [Decarbonizing Freight: Opportunities and Obstacles for Clean Fuels | World Resources Institute](#)
- ALICE/C40 Webinar on parcel lockers: [Takeaways from the ALICE-C40-POLIS Webinar: Parcel Lockers – ALICE Alliance for Logistics Innovation through Collaboration in Europe](#)
- POLIS [Just Transition Webinar: Urban Freight - Report](#)
- C40 Zero Emission Zones for freight: [Zero-Emission Zones in the City: Don't Wait to Start with Freight!](#)
- [Zero-emission freight: Vehicle market and policy development briefing for C40 cities](#)
- C40 Ecargo bike case studies [How to enable e-cargo bike delivery on the path to zero emission freight](#)
- C40 Preparing an inclusive electric freight workforce [Good, Green, Jobs: Preparing for an inclusive electric freight workforce](#)
- C40 Lessons from Beijing [Zero Emission Zones for Freight: Lessons from Beijing](#)

- C40 Lessons from Shanghai and Shenzhen [Zero Emission Zones for Freight: Lessons from Shenzhen and Shanghai](#)
- C40 Lessons from London: lessons [Zero emission zones for freight: Transitioning to zero emission zones and zero emission freight in London](#)
- C40 Lessons from Rotterdam [Zero Emission Zones for Freight: Lessons from the Netherlands](#)
- ITF OECD [Enhancing the Connectivity, Sustainability, and Resilience of Regional Freight Transport in Southeast Asia | ITF](#)
- [LEAD Policy Recommendations](#) Digital Twins: The next big thing for predictive urban logistics?

#### Other papers and knowledge sources

- Straube Frank (Ed.) 2024. The Future of Logistics Networks with sub-Saharan Africa: Embracing the Potential
- Eickhoff, K (2023) The Politics of Infrastructure Development in East Africa: What Challenges Lie Ahead for the EU Global Gateway? Working Paper 04, June 2023, Berlin. Megatrends Afrika project
- European Commission: Directorate-General for International Partnerships, Joint Research Centre, Baranzelli, C., Kučas, A., Kavalov, B. et al., Identification, characterisation and ranking of strategic corridors in Africa – CUSA project – Phase 1, Publications Office of the European Union, 2022
- Expert Group on Urban Mobility (2024) Recommendations on Urban Logistics. Adopted by the EGUM Plenary on 05.12.2024
- Favero, G; Serruys, MW; Sugiura, M (2022). A new place for transport in urban network theory: The urban logistic network. The Journal of Transport History
- Kijewska, K; de Oliveira, LK; Rocha dos Santos, R; Bertoncini, BV; Iwan, S; Eidhammer, O (2021). Proposing a tool for assessing the level of maturity for the engagement of urban freight transport stakeholders: A comparison between Brazil, Norway, and Poland. Sustainable Cities and Society 72 (2021)
- Lamarque, H & Nugent, P, eds. (2022). TRANSPORT CORRIDORS IN AFRICA. Boydell & Brewer Ltd, Woodbridge, Suffolk, 325
- Marei, Nora (2023). URBAN LOGISTICS IN THE GLOBAL SOUTH. in; Monios et al (eds.) The Routledge Handbook of Urban Logistics. Routledge, Abingdon, UK
- Marei, Nora; Savy, Michel (2021) Global South countries: The dark side of city logistics. Dualisation vs Bipolarisation. Transport Policy 100, pp 150- 160
- O'Brien (2024) Urban Nodes – Predict, Provide, Plan, Prioritise and Prevent. Network Industries Quarterly, October, Vol. 26 issue 2 'Urban Nodes'
- Prieto-Curiel 2022 Detecting cities with high intermediacy in the African urban network. Computers, Environment and Urban Systems 98 (2022)
- Tassadiq, F; Silver, J; Kallianos, Y; Guma. PK (2025). The unending corridor: Critical approaches to the politics, logics and socio-technics of urban corridorisation
- Zagan, Lucian (2024). TEN-T Urban Nodes as Functional Entities. Network Industries Quarterly, October, Vol. 26 issue 2 'Urban Nodes'

### **Annex 3 – Key personnel qualifications**

#### ***Key Expert 1: Urban freight and logistics expert - team leader***

Education: Master's degree in urban/transport planning, urbanism or similar

Professional experience: At least 15 years' experience in urban mobility projects, including at least 7 years experience working on urban freight and logistics. In addition, this expert should demonstrate experience in managing study teams on at least three studies of similar scale and scope.

Regional Experience working with cities in the Global South on the topics of this ToR (at least 2 years)

Language skills: business fluency in English (C1)

Other skills: Expertise on preparation and implementation of capacity-building measures to public authorities, e.g. through trainings, intercultural sensitivity

#### ***Key Expert 2: Urban mobility expert***

Education: Master's degree in transport planning or similar

Professional experience: At least 10 years experience in urban mobility

Regional Experience working with cities in the Global South economies on topics of this ToR (at least 2 years)

Language skills: business fluency in English (C1)

Other skills: Expertise on preparation and implementation of capacity building measures to public authorities, e.g. through trainings, intercultural sensitivity.