REQUEST FOR PROPOSAL (RFP)

Gaps and Needs Assessment for Energy and Waste Projects in Nairobi City County

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America.

December, 16th, 2022
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.

C40's team of 200+ staff is headquartered in London, with offices in New York, Johannesburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing and Paris, and individual staff based across 25+ different locations, with the Office of the Chair based in London.

The strategic direction of the organisation is determined by an elected Steering Committee of C40 mayors which is chaired by the Mayor of London, Sadiq Khan. 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. Overview of Nairobi City County

Nairobi City County

Nairobi City County is the capital and largest city in Kenya and among the fastest-growing cities in East and Central Africa. It has complex temporal and spatial distributions of population, infrastructure, and socioeconomic activities. A comparison of national and city-level total GHG emissions shows that Nairobi currently accounts for approximately 5% of Kenya's total emissions. However, as the largest city in Kenya, Nairobi will likely contribute increasingly to national emissions.
Rapid urbanisation and unplanned settlement driven by rapid population growth and urban poverty led the city to urgently act to mitigate and adapt to climate change. Under C40's Deadline 2020 programme, Nairobi City County Government developed and launched an ambitious Climate Action Plan (CAP) that aligns with the global goal of limiting the average temperature rise to 1.5°C. The City County has committed to implementing the ideal set of actions required to become carbon neutral by 2050. The Climate Change and Air Quality Monitoring Directorate under the Environment, Natural Resources and Climate Change Sector (now known as Green Nairobi) is responsible for coordinating and advancing the City's climate change agenda and will focus on policies and actions to deliver net zero carbon municipal buildings, through energy retrofits and on-site renewable energy systems deployment and developing treatment capacity for organic waste.

3. Summary, Purpose and Background of the Project

3.1 About the programme

The Climate Action Implementation (CAI) Africa Programme is part of a new, broader UK Government funded Urban Climate Action Programme (UCAP) that aims to work with cities in Africa, Latin America and Southeast Asia to implement high impact, priority climate actions and to integrate climate action into city plans, processes and structures.

In Africa, the CAI programme will provide technical assistance and capacity building to seven metropolitan cities across the region to enable climate change mainstreaming and action implementation in two key sectors: (i) waste and (ii) energy & buildings. In Kenya, the CAI programme will work with Nairobi City County.

This programme focuses on the particular policies and projects that can deliver the most significant emissions and risk reduction impact and wider benefits in support of a green and just recovery from the COVID-19 pandemic. The programme also aims to engage other cities across the region to share knowledge and lessons learned on climate action implementation.
3.2 Selected priority high impact actions for Nairobi City County

Nairobi City County - through a collaborative and extensive city engagement process - has selected the following energy & waste energy actions from the Climate Action Plan for implementation under the CAI Africa programme.

3.2.1 Energy priority high impact action:

Framework development for the deployment of renewable energy solutions & enhancing energy efficiency at city markets and other municipal buildings in Nairobi City County. This is anchored under CAP action #5 - Increase adoption of renewable energy and strongly ties CAP action #7 Revision of building codes for Enhanced Energy Efficiency in buildings.

For a detailed project description, please access the concept note [here](#).

3.2.2 Waste priority high-impact action:

Develop treatment capacity for organic waste at fresh produce markets across Nairobi City County. This is anchored under CAP action #12 - Heighten innovation in food process and storage, and adopt a food systems strategy. It is also closely

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1 A ‘project’ refers to the high impact priority action selected by each city as stated herein
tied to CAP action #3 Implementation of a circular economy solid waste management approach and CAP action #6 Working toward a clean and zero-waste city.

For a detailed project description, please access the draft concept note here.

3.4 Purpose

The CAI Africa Programme is looking for a consultant or a consultancy firm/consortium to conduct a gap and needs assessment for each of the selected energy and waste priority high-impact actions in Nairobi City County. This is the first phase of further technical assistance that will be needed to enable the city to successfully implement and scale up its priority actions.

The city has developed concept notes for each of the selected high-impact actions (linked above), and the consultant’s role will be to facilitate the next step of turning the concept ideas into implementable plans. This will be done through undertaking desktop research and gaps and needs assessments, including but not limited to the following aspects:

- Refining the project scope for the identified energy and waste projects in terms of geographical cover, timelines, expected climate impacts, wider benefits (social, economic), etc. and to assess if/how the energy and waste projects can complement each other.
- Determining the technical and financial suitability of the proposed solution, while exploring alternative solutions (where possible/relevant)
- Refining the identified optimal proposed solution further, in terms of next steps and technical requirements and a summary of the benefits of the proposed solutions to the city, residents, business etc
- Determining the project’s needs and identifying gaps for implementation including key recommendations and subsequently preparing draft implementation plans for each action.
- Providing an overview of potential business and financing model scenarios, based on desktop analysis of other similar work in this space, to evaluate the financial viability of the project & innovative financing options (i.e. long-term financing models).
- Providing an overview of the legal and regulatory framework, including local and national, necessary for the implementation and operation of selected actions, including required permits, clearances and licensing (including alignment with the county and national government climate goals and targets). This overview should also identify potential legal, policy or institutional barriers or disincentives to achieve the planned actions.
- Undertaking a thorough stakeholder mapping.
- Undertaking internal and external stakeholder engagements to collect views and suggestions on the proposed waste and energy projects, including incorporating critical feedback into project implementation
plans and reporting back to stakeholders. Stakeholder engagement will call for follow up meetings and engagements to gather all needed information.

- Developing relevant workshop materials to facilitate stakeholder engagement and subsequent reports to further refine the action, identify project gaps, needs, potential barriers, recommendations and draft implementation plans. Specifically, the following should be undertaken:
  - Appraisal of current renewable energy, energy efficiency landscapes and waste management system in Nairobi city (verification or expansion of available studies)
  - Needs assessment to get to desired state (2025) for both actions
  - Stakeholder mapping and engagement for both actions
  - Steps required for actions incorporation into government planning and strategies (short term & long term)
  - Development of educational and awareness campaigns
  - Identification and development of strategy for implementation of a pilot study/projects (size and scope)
  - Recommendations on detailed feasibility studies required beyond the gaps and needs assessment

- Exploring how collection and management of relevant data in Nairobi City County can be strengthened.
- Establishing Implementation Roadmap/Plans of sub-actions and estimated costs to enable implementation of action.

The project methodology will include a combination of desktop research and stakeholder engagement, including C40 and city teams. The consultant will be required to work collaboratively with relevant stakeholders in the city while undertaking this work.

3.5 Objectives:

The overall objective of the work is to identify the gaps between the status quo and the desired end state (2025/2030/2050) and outline the needs required to achieve that end state/goal through elaborate implementation plans for each action. This assignment must therefore achieve the following specific objectives:

- Ensure C40 and city teams are informed of the existing landscape for action design and implementation, and able to assess project impacts at a later stage.
- Ensure critical stakeholders are engaged and able to support action implementation.
- Ensure waste and energy projects are thoroughly and pragmatically refined, with clear implementation next steps identified and detailed.

4. Key activities and deliverables

(Point to note: The structure and delivery of the workshops will be discussed once the consultant is on board to decide on the best approach while agreeing on the right types of stakeholders needed for each workshop)
Component 1: Desktop research & stakeholder mapping

The consultant will conduct desktop research aimed at (i) gaining an understanding of the availability of data and information required to implement the priority actions and establishing the status quo; (ii) stakeholder mapping; (iii) gaining an understanding of the projects and initiatives that are similar and/or may complement the priority actions. The desktop research will form the basis of Component 2: Stakeholder Engagement & Component 3: Final Gap and Needs Assessments Reports.

Component 2: Stakeholder engagement through workshops

Following the desktop study, stakeholder engagement will be done in order to (i) verify information obtained from the desktop study; (ii) gather additional data on relevant thematic areas. This will be done through 2 workshops (1 workshop per priority action), as well as 1-on-1 engagements and follow up meetings with key stakeholders.

Workshop 1: Internal gaps and needs assessment workshop

The first workshop will focus on working with internal Nairobi City County officials in order to identify gaps and needs on implementing the identified priority action, and developing a project plan with internal city stakeholders (city sectors/departments and entities).

The output from this workshop will be a draft gap and needs assessment report and draft implementation plan for 2023 - 2025 for the programme, and extending to beyond 2025 for the Nairobi City County Government.

Workshop 2: External stakeholder engagement workshop

The second workshop will focus on external stakeholder engagements and getting external feedback on the proposed project (this will involve civil society and the private sector). The city will be part of the second workshop since these are city projects.

The output from this workshop as well as the first workshop will feed into the Final Gaps and Needs Assessment Report and Draft Implementation plans. The consultant will work in collaboration with the C40 and city teams to design workshop material and facilitate the workshops.
In addition, the consultant is expected to conduct one-on-one engagements (virtual or face-to-face) with stakeholders in order to get additional information or comments that will contribute to the development of the gaps and needs assessment.

**Component 3: Gaps and needs assessment reports**

The consultant will work with the support of the City team, C40 City Advisor and the CAI Waste & Energy Technical Advisors to assess the status quo of the city's renewable energy and organic waste management landscapes, and identify necessary requirements to ensure implementation of the priority actions based on identified gaps, including but not limited to legislative and regulatory requirements and barriers, technical needs, financial costing and business models, city capacity and resource needs and stakeholder mapping.

The output for this activity will be the Final Gaps and Needs Assessment reports for the two actions. The consultant will be required to prepare two separate reports for each action including establishing key gaps in relation to the landscape analysis of each of energy and waste sectors and in relation key impediments to implementation of the two actions. The reports will also incorporate the gaps & needs/requirements to facilitate the implementation of the two key actions, key recommendations on the way forward including Draft Implementation Plans for 2023 -2025.

The project methodology will include a combination of desktop research and stakeholder engagement, including C40 and city teams. The consultant will be required to work collaboratively with relevant stakeholders in the city while undertaking this work.

The initially proposed steps to carry out the work are presented below, and can be adjusted / refined as the work progresses:

Table 1 Activity and deliverable overview

<table>
<thead>
<tr>
<th>Activity</th>
<th>Content</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 1:</strong> Desktop research &amp; stakeholder mapping</td>
<td>Initial research aimed at providing insight on the projects, existing work, highlighting potential questions to frame the workshops.</td>
<td>Draft desktop reports (.docx) x 2 (up to 10 pages).</td>
</tr>
</tbody>
</table>
| **Component 2:** Stakeholder Engagement - Workshop 1 | Internal gaps and needs assessment workshop will focus on the gaps and needs assessment and developing a project plan with | - Workshop slide deck  
- Workshop event  
- Workshop summary report (including photos) with key gaps, needs identified and |
| **Component 2:** Stakeholder Engagement - Workshop 2 | Internal city stakeholders (city sectors/departments and entities). | Recommendations per action  
- Draft gaps and needs assessment report and implementation plan |
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<tbody>
<tr>
<td><strong>Component 2:</strong> Ongoing Stakeholder Engagements - One on one meetings &amp; follow up meetings</td>
<td>External stakeholder engagement workshop will focus on external stakeholder engagements and getting external feedback on the proposed project (this will involve civil society and the private sector).</td>
<td></td>
</tr>
</tbody>
</table>
- Workshop slide deck  
- Workshop event  
- Workshop summary report (including photos) with key gaps, needs identified and recommendations per action |
| **Component 3:** Gaps and needs assessment reports (with detailed implementation plans/roadmaps included therein) | Individual meetings with key stakeholders where needed (up to 5 meetings). |  
- A summary of meeting notes and recommendations (for each respective action)  
- Final gaps and needs assessment reports for the two actions (x2) |

Editing, formatting and presentation of electronic files should be of a consistent, professional and publishable standard. All documentation to be shared with cities or other external partners should only feature C40’s name and logo; successful bidders may not use their own name(s) or logo(s) except with prior written permission by C40. All project deliverables, reports and documentation, content and intellectual property will be owned by C40.

### 5. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted **until 12 am EAT, January 17, 2023**
Any proposals received after this date and time will not be accepted. All proposals should include clear timelines, how you will work with C40, clear costs and detail on experience in this area. Proposals should be presented with costs including tax and administrative fees. The proposal should give C40 evaluators all the information they need to assess your bid. Submission should include:

- A summary of your understanding of the project and scope of work.
- Description of your proposed approach to the scope of work, including a proposed methodology for conducting the gaps and needs assessments and designing and delivering the workshops. We would welcome innovative approaches.
- Information about the organisation’s commitment to equity, diversity and inclusion and ethical alignment with C40.
- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please include relevant experience and expertise and limit CVs to maximum one page per person.
- Brief description of technical expertise and experience on relevant topics – specifically energy/renewable energy, waste, climate change, local government and just transition.
- Examples of previous relevant work in relation to project preparatory work, design and development of energy & waste related projects, highlighting key outputs and impacts to be achieved.
- Tax compliance certificate.
- Risk analysis and mitigation plan.
- Timeframe for your tasks and completion of the project.
- A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of project team needs to be included in the submission.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 10 pages of text. Reference material may be placed in annexes.

## 5.1 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 terms of 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 as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

5.2 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 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 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 bidder.

5.3 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.

5.4 Programme management

The City Advisor from C40 will oversee the project and be an active partner, along with the energy and waste technical advisers. The successful bidder will be expected to foster close and constructive working relations with the City Advisor. All interim deliverables and change requests will need to be approved by the City Advisor. As part of the project management, an inception meeting and inception report will be required, along with weekly project meetings (as agreed upon).
6. RFP and Project Timeline

Table 4 Deliverable schedule *(there is flexibility with these timelines)*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Key task</th>
<th>Timelines</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception meeting</td>
<td>Preparation of detailed work plan.</td>
<td>31 January 2023</td>
<td>Detailed work plan of delivery.</td>
</tr>
<tr>
<td>Desktop research</td>
<td>Initial research aimed at providing insight on the projects and doing some landscape analysis to establish the status quo.</td>
<td>17 February 2023</td>
<td>Draft desktop report (.docx) (up to 10 pages).</td>
</tr>
<tr>
<td>Gaps and needs assessment report</td>
<td>Collation of material from desktop study and stakeholder engagement (two workshops)</td>
<td>30 April 2023</td>
<td>Action specific gap and needs assessment final reports (.docx) x 2</td>
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</table>

**RFP Timeline:**

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>16 December 2022</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>3 January 2023</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>6 January 2023</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>17 January 2023</td>
</tr>
<tr>
<td>Evaluation of Proposal</td>
<td>20 January 2023</td>
</tr>
<tr>
<td>Successful Suppliers notified of outcome</td>
<td>23 January 2023</td>
</tr>
<tr>
<td>Inception meeting to agree on scope and methodology</td>
<td>31 January 2023</td>
</tr>
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</table>
7. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria and weighting:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project delivery approach proposed, including project management approach - ability to deliver outputs to time and quality</td>
<td>30</td>
</tr>
<tr>
<td>Expertise and experience of the bidder across relevant topics and focal geography. Including existing work and methods that we can draw on for this work</td>
<td>40</td>
</tr>
<tr>
<td>Value for money</td>
<td>20</td>
</tr>
<tr>
<td>Equity and ethical alignment considerations: C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community.</td>
<td>10</td>
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</tbody>
</table>

8. Project Budget

Costs should be stated as one-time or recurring costs. The maximum budget available for all project deliverables is **USD 20,000** (Twenty thousand United States Dollars) or **KES 2,400,000** (Two million four hundred thousand shillings). Note that all costs should be included (taxes, etc.), as the budget above represents the total amount available. Proposals should include a budget breakdown of the tasks and deliverables.

Workshop costs should **exclude** catering and venue hire costs. These costs will be covered by C40 Cities. All budgets should be prepared in **KES or USD** and must not exceed the maximum budget available.

All costs incurred in connection with the submission of this RFP are non-refundable by C40.

Payment will be made periodically based on completion of deliverables as outlined in the Payment schedule below. Please note, C40 does not pay contractors more frequently than once per month.

**Payment schedule**
<table>
<thead>
<tr>
<th>Component and activity</th>
<th>Deliverables</th>
<th>payment</th>
</tr>
</thead>
</table>
| **Component 1:** Desktop research      | Draft work plans (.docx) x 2  
Draft desktop reports (.docx) x 2  
Stakeholder mapping and lists (.xls) x 2 | 30%     |
| **Component 2:** Stakeholder engagement| Workshop slide decks  
Workshop 1 & 2 delivered  
Draft gaps and needs assessment reports after workshop 1  
Action specific final gap and needs assessment reports (.docx) x 2 after workshop 2 | 35%     |
| Workshop 1: Internal gaps and needs assessment workshop  
Workshop 2: External stakeholder       |                                                                              |         |
| **Component 3:** Gap and needs assessment report | Final gap and needs assessment report (.docx) x 1 | 35%     |

### 9. Compliance with C40 Policies

C40 expects third parties to be able to abide by these C40 policies:

- Ethical Business Conduct Policy [here](#)
- Environmental Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- Safeguarding Policy [here](#)
- Whistleblowing Policy [here](#)
- Global Travel and Expenses Policy - if applicable - [here](#)
10. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by January 13, 2022 at 12 am EAT to Neema Afwande, CAI Africa Programme Officer, at CAIAFRICA@C40.ORG.

All questions related to this RFP by potential bidders should be directed by email to CAIAFRICA@C40.ORG.

Anonymised responses to questions will be provided here when the Q&A period closes.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by bidders in preparing a response to this RFP.

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 bidder as a result of this procurement process, nor to accept the lowest price or any tender.