



REQUEST FOR PROPOSAL (RfP)

“ Action plan for sustainable waste management projects in the City of Ekurhuleni”

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

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1. C40 Cities Climate Leadership Group Inc. (“C40”)



C40 is a network of nearly 100 mayors of the world's leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to 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, Joburg, 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. Summary, Purpose and Background of the Project

Currently, organic waste (food waste and other biodegradable waste) comprises between 30% and 60% of the total municipal solid waste generated in African cities, and this organic waste contributes up to 35% of city greenhouse gas emissions, primarily as methane and carbon dioxide from landfills and dumpsites. In terms of city powers and transformational potential, action to reduce organic waste disposal represents an immense opportunity to reduce methane emissions and deliver significant local benefits on public health and sanitation and job creation.

According to the latest International Panel for Climate Change (IPCC) Report, addressing methane emissions is the single fastest and most effective way to address current global warming, and African cities have a unique opportunity to contribute to this global mission by implementing sustainable waste management systems. C40 is working with cities to dramatically reduce current and future emissions by the strategically engaging political leadership in order to deliver the most impactful waste management priorities captured in their

respective Climate Action Plans, while also building technical, institutional, and operational capacity in the supported cities.



The Transforming Cities Waste Management Project looks into supporting cities to transform waste management practices, ultimately reducing methane emissions. The Project provides two African cities, Ekurhuleni and Abidjan, with the preliminary tools and data needed to establish sustainable waste management systems and the foundational requirements to put them on a pathway toward zero waste. Cities are high-impact change agents and improving waste management is a key opportunity for cities to reduce methane emissions, and a key priority for mayors, as shown in the Pathway Towards Zero Waste.

There are three expected outcomes from the Transforming City Waste Management Project:

1. Development of waste baseline data - including waste composition, and mass flow analysis across the City.
2. Technical Financial analysis of the City's budget and historical expenditure and;
3. Development of a project identification and implementation pipeline to inform an implementation plan for sustainable waste infrastructure.

In the City of Ekurhuleni, C40 Cities is supporting the City in closing collection gaps, improving residual waste disposal solutions, phasing out organics from the disposal, creating and upskilling jobs, and understanding and improving how waste expenditure within the waste division is funded and distributed and how revenues are generated. The project will develop a comprehensive action plan for sustainable pipeline projects in the City of Ekurhuleni.

2. Local context in Ekurhuleni

The City of Ekurhuleni Metropolitan Municipality (CoE; "the City") is home to an estimated 3.8 million people. The CoE is an important industrial and logistics hub in the Gauteng Province, South Africa. Through the implementation of the Growth and Development Strategy 2055 (GDS 2055), the City aims to become a "delivering, capable, sustainable" city by 2055. The City of Ekurhuleni is situated in the Eastern region of the Gauteng Province and is bordered by the metropolitan municipalities of Johannesburg and Tshwane. The City covers 15.6% of Gauteng's land mass (1,975km²). It is the fourth largest (by population) of the eight metropolitan municipalities in South Africa. The CoE was established as a metropolitan municipality during the restructuring of local government in 2000 and consists of nine towns, namely Alberton, Benoni, Boksburg, Brakpan, Edenvale, Germiston, Kempton Park, Nigel, Springs, and 17 townships, including the well-known townships of Tembisa, Daveyton, Kwa-Thema, and Katlehong.

As part of its development strategy, the City has prioritized responding to climate change through various initiatives, including the development of a Green City Action Plan. The plan identifies actions including city-level policies, investments,

and planning strategies — that can help the City meet its climate mitigation and sustainability targets.



Specific targets pursued in the Green City Action Plan (GCAP), which are aligned with the City's existing Ekurhuleni + Challenge 2030 targets, are as follows:

- 25% reduction in fossil fuel energy use
- 20% reduction in private fossil fuel vehicle kilometres travelled
- 50% reduction in waste sent to landfill
- 20% improvement in water security
- 20% reduction in greenhouse gas emissions

The City has committed to prioritizing waste action plans as detailed in the GCAP with the intention of reducing the amount of waste disposed of at landfills and dumpsites, and reducing generation of the associated greenhouse gases (GHG) emissions. Through the Pathway Towards Zero Waste, the City has committed to providing a cleaner, healthier, more resilient, and inclusive environment by providing timely, city-wide waste collection, diverting at least 30% of organic waste, and reducing waste disposal emissions by at least 30% by 2030.

3. Summary

The consultant or a consultancy firm/consortium is expected to develop a comprehensive action plan with a time horizon of 5-10 years to inform an implementation plan for improving the city's waste management with politically and economically feasible and technically adequate projects and the development of sustainable waste infrastructure, in consideration of the outcomes of the previous deliverables (characterization, mass-flow, budget / financial analysis) and in view of reducing methane gas emissions from the solid waste sector operations, including landfill gas and organic waste management.

3.1 Purpose

This Request for Proposal seeks a consultant (also referenced to as a Service Provider) to provide a technical, and financial model for developing sustainable waste management infrastructure in consideration of the outcomes of the previous deliverables that maximises organic waste management alternatives that reduce disposal to landfill or dumpsites..

4. Project

C40 proposes the following activities to be delivered by the development of a comprehensive analysis of the project implementation pipeline to inform an implementation plan for sustainable waste infrastructure, to be outlined further in the consultant's submission to this Request for Proposal (RFP).



4.1 Project activities and expected outcomes

The consultant will perform tasks including but not limited to:

- Review existing documentation and realign CoE Waste Characterisation and Quantification Study and formulate the waste business model.
- Outline a waste separation at source model for the City and establishment of waste processing facilities and their potential location according to generation amounts and geographical concentrations..
- Identify and Analyse existing waste management and other urban projects (i.e. greening, landscaping, landfilling, road construction) and opportunities listed within the Cities Climate Action Plan and other relevant planning and policy documents where actions in the waste management system could be connected, for example, as potential users for compost and compost-like byproducts.
- Understanding of current waste management processes and financial costs.
- Analyse potential waste projects and opportunities emergent from Waste Characterization and Quantification Study (Deliverable 1) and Budget and Financial Analysis (Deliverable 2) that can deliver improvements in the waste management system with a focus on improving waste operations, reducing costs, increasing efficiency, reducing waste generation, increasing diversion, treatment, and recycling, create or improve jobs, reduce waste disposal, improve air quality, provide an offtake for potential waste treatment by-products, etc.
- Identify technologies and associated processes that are best suited for the results received from Waste Characterization and Quantification Study and conduct an assessment of potential site locations aligned with financial resources and organic waste availability.
- Conduct a cost-benefit analysis based on the results of the Budget and Financial Feasibility Analysis.
- Develop an Action Plan that the city could implement in the next 5-10 years related to waste management with a high-level estimate of benefits, including CAPEX / OPEX cost impact and other aforementioned parameters.
- Ensure that estimations regarding revenues from by-products sale are backed up by existing projects in a similar context in the country, region, or globally. All revenue projections from waste management projects will be closely reviewed.
- Reflect on the Strategies for the C40 Business model, project funding, and project commissioning (including the Cities Finance Facility) as well as other funding sources that might be opportunities for supporting the City.
- Formulate a business model deemed most suitable on the basis of the above studies {Waste Characterization and Quantification Study (Deliverable 1) and Budget and Financial Feasibility Analysis (Deliverable 2)}

4.2 Project Meetings

- Kick-off meeting with C40 project team and CoE project team.
- Bi-weekly update meetings and progress meetings with the C40 project team and CoE project team (and other meetings as necessary).

- Project close-out meeting.



4.3 Final Deliverables

- Kick-off meeting report.
- Comprehensive project implementation pipeline to inform an implementation plan for sustainable waste infrastructure development. Projects listed may include dumpsite closure, biogas, and land recovery plans; Waste sorting and treatment infrastructure (informal and formal waste workers), with particular attention to organics treatment, etc.
- Project close-out report.

5. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5 pm SAST, 17 February 2023**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs, and detail on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

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

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity, and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in 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.

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 accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but provide a separate document for review setting out clearly your rationale for the change.

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 the organisations being contracted.

6. RfP and Project Timeline

Project deliverables:

(Please note that these dates are to be used as a guide and are subject to change).



Activity	Timeline
Kick-off meeting	10 March 2023
Submission of kick-off report	15 March 2023
First Interim Progress report	14 April 2023
First commenting period (through stakeholder workshop)	17-21 April 2023
Draft Final Report	12 April 2023
Final Report and Closeout meeting	24 May 2023

All proposals are due no later than 17 February 2023. Any proposals received after this date and time will not be considered.

Evaluation of proposals will be conducted from the submission deadline to COB SAST 24 February 2023. If additional information or discussions are needed within this window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than COB SAST 3 March 2023. Notifications to bidders who were not selected will be completed by 8 March 2023.

Project timeline:

RFP Timeline	Due Date
Request for Proposals sent out	20 January 2023
Questions submitted to C40	8 February 2023
C40 responds to questions	10 February 2023
Deadline for receiving Offers	17 February 2023
Evaluation of Proposal	20-24 February 2023
Contracting period and all potential suppliers notified of outcome	27 February – 3 March 2023
Inception meeting to agree on scope and methodology	10 March 2023

7. Proposal Evaluation Criteria



The proposed project team should have the following experience and expertise:

- Advanced university degree in engineering or other relevant disciplines.
- Demonstrated experience /working knowledge in project development, engineering, finance, and other relevant disciplines
- Relevant qualifications and demonstrate a proven track record of profound experience in projects related to this assignment, specifically in waste management in South Africa
- A minimum of eight (8) years of experience in the field as well as in the function of leading a team regarding the similar assignment.
- The prospective consultant must have completed similar work with national/provincial/ local government with a proven track record of profound experience in projects related to this assignment, specifically in project development and waste management in South Africa.

All project team members must be included in the proposal. Appointed service providers shall not delegate, subcontract or assign all or any portion of the services to any third party without obtaining prior written permission from an authorized representative of C40 Cities.

The proposals will be evaluated against the criteria in the table below. The contract will be offered to the bidder with the highest overall score.

Evaluation criteria	Weighting in Percentage
Expertise and experience in project development, management, and finances	30 %
Expertise and experience in development of pre-feasibility studies	25%
Interpretation of brief and quality of proposal	25 %
Project management, work approach, methodology and timeline	10 %
Value for money	10 %

8. Project Budget

Total project costs (incl. VAT and other 'hidden' costs) should not exceed **ZAR 250,000.00**

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or

non-recurring costs or monthly recurring costs. Pricing should be listed for each of the following items in accordance with the format below. All costs incurred in connection with the submission of this RFP are non-refundable by C40.



9. 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](#)

10. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **17 February 2023 at 5 pm SAST**:

- Phumelele Makhanya, pmakhanya@c40.org
- Jess Kavonic, jkavonic@c40.org

Anonymised responses to questions will be provided here ([link](#)) when the Q&A period closes.

Disclaimer

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for 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 Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.