REQUEST FOR PROPOSALS (RFP)

Development and implementation of support mechanisms for Small and Micro-Enterprises (SMEs) working on organic waste management in Addis Ababa City

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

6th October 2023
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. The UCAP CAI 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 15 cities in 3 regions 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.
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.

Climate Action Implementation (CAI) objectives

2.1 Purpose of the UCAP CAI Programme

The CAI Africa Programme is looking for a consultant or a consultancy firm/consortium to develop an implementation plan and roadmap for the selected waste priority high-impact action in the City of Addis Ababa. This will include outlining:

1. The support required for the acceleration/scale-up of existing composting operations in the different sub-cities and woredas in Addis Ababa.
2. Capacity-building and awareness-raising activities to support the implementation of the waste action.
3. A pilot project (and city-wide expansion plan) for the City to implement in 2024-2025 to take up the recommendations of the study.
3. Overview

3.1 Addis Ababa City

Addis Ababa City has an estimated population of 3.3 million and is considered a major metropolitan city by any developing country's standards. One of the major challenges the City has faced over the years has been the development and implementation of an adequate and sustainable solid waste management system. In the presence of this challenge, the huge amount of solid waste generation in the City and its solid waste management practices are a significant contributor to greenhouse gas (GHG) emissions, and as such, waste management was highlighted as a priority in the City’s Climate Action Plan (CAP), which was launched in 2021.

The city’s CAP aims to build a carbon-neutral and resilient city by 2050 - in which Addis Ababa signed up to C40’s ‘Deadline 2020’, pledging to reduce GHG emissions to net zero by 2050. The Climate Action Plan developed a list of 14 priority mitigation and 20 adaptation actions that were selected through a process that included reviewing existing plans and strategies; developing an emissions inventory report and a review of the city’s climate vulnerability and risk to hazards; analysis of future emission trends and climate risks; through a series of discussions and workshops with key stakeholders. These were used to identify and prioritise suitable responses to the challenges of reducing emissions and managing climate risk. In the waste sector, the priority mitigation actions were:

- #M1: Campaign to promote the waste hierarchy
- #M2: Construction of composting facilities
- #M4: Enhance Landfill Management and Install Gas Capture Facilities

3.2. Solid Waste Management

The primary method of waste treatment in Addis Ababa is disposal at the 56-year-old Koshe landfill site, which is already at maximum capacity (i.e. no landfill airspace left). However, there is also a significant amount of waste that is disposed of illegally in open spaces, ditches and rivers due to insufficient waste collection and a lack of information/awareness at the community level.

Solid waste collection in Addis Ababa is conducted by waste collectors’ associations of small and micro enterprises (SMEs) that are coordinated and managed by the Addis Ababa Cleansing Management Agency (AACMA). There is no formal separate organic
waste collection method but there is some organic waste sorted out at the household level for household compost production, with some transported for enterprises to produce compost and the remaining large amount of organic waste collected from households and transported with other mixed waste to the landfill.

The proposed plan for supporting the SMEs in implementing the organic waste diversion into composting in Addis Ababa is broken down into four phases. The ultimate aim is to (i) provide support for Small and Micro-Enterprises (SMEs) in organic waste diversion while fostering sustainable growth, and (ii) assist the AACMA in meeting some of their goals and targets with regards to the diversion of (organic) waste.

### 3.3. Selected priority high-impact waste action for Addis Ababa City

The City of Addis Ababa - through a collaborative and extensive city engagement process - selected activities that can support the SMEs that are engaged in organic waste diversion, improvement and the expansion of the composting activities of organic waste across the city as the high-impact waste action.

For a more detailed description of the priority action, please access the concept note [here](#).

### 4. Project Scope

#### 4.1. Project Aim

The purpose of this work is to develop a support package, implementation plan, interventions and methods to provide support for the scaling up of the SMEs that are engaged in organic waste management - including composting and the composting value chain - in Addis Ababa City.

#### 4.2 Objectives

The primary objectives of this project are as follows:

1). To co-create a support package with the SMEs and the compost market (and any other identified stakeholders)

2). Development of an implementation plan for the support of SMEs, and implementation of associated interventions

3). Scale-up of interventions (including an organic waste diversion plan which integrates various treatment options including decentralized facilities and centralized solutions)
4.3 Key activities and deliverables expected from the consultants about the objectives of this scope of work

This section outlines the main activities and deliverables that are expected as part of this work. The work conducted must result in a final output that provides a clear outline of the steps that need to be taken by the CAI Programme over the next 2.5 years (till December 2025) to support the implementation of the Addis Ababa priority waste action.

This is envisaged to be done in four phases, of which the first phase has already been completed by the AACMA. The four phases are summarised below and elaborated thereafter:

- **Phase 1: Understanding SMEs and the Market.**
- **Phase 2: Co-creation of a support package with the SMEs and the market (and any other identified stakeholders).**
- **Phase 3: Development of implementation plan for support, and implementation of interventions thereof.**
- **Phase 4: Scaling up of interventions (including an organic waste diversion plan which integrates various treatment options including decentralized facilities and centralised solutions).**

**Phase 1: Understanding the SMEs and the market**

The first phase of the work entailed gaining a comprehensive understanding of the SMEs and the market for compost and other products from organic waste. This groundwork was completed by the AACMA internal team and is available here. The desktop study gives background on organic waste management, and associated support required by SMEs operating in waste management in Addis Ababa, to guide the subsequent phases of work.

**Phase 2: Collaborative support package development (20 working days/160 hours)**

The focus of this work is to use the Phase 1 outcomes (as well as any other available information) to collaboratively design a support package that addresses the needs of both the SMEs and the City.
Activities/Deliverables

- **Participatory workshop to prepare for stakeholder engagement**
  This workshop will primarily involve City and C40 officials, where the outcomes of Phase 1 will be shared and used as a platform to initiate discussions, and validate understanding of the challenges and opportunities, prepare for participatory planning and develop a stakeholder engagement plan.

- **One-on-one surveys, interviews and focus group sessions**
  Following on from the stakeholder engagement plan, surveys, interviews and focus group sessions will be held with relevant stakeholders, (including SME management and workers, city, sub-city and woreda officials, off-takers of compost and other organic products to get deeper insights into their experiences, challenges, individuals perspectives and aspirations that will guide the development of a support package better suited to their needs. Focus group sessions are expected to allow for dynamic discussions, and encourage open dialogue on various aspects of waste diversion. Feedback from these groups will guide the development of appropriate interventions and solutions.

- **Workshop with SMEs and off-takers**
  In collaboration with AACMA and relevant City departments, this workshop is expected to bring together SMEs, off-takers and other key stakeholders in an interactive session that will provide a platform for brainstorming, idea sharing, and co-creation of solutions. The outcomes from the workshop will include the identification, listing and prioritisation of challenges, opportunities and associated interventions based on their potential impact as well as the feasibility of intervention.

- **Detailed implementation plan and roadmap**
  A detailed implementation plan and roadmap will be drawn up, and this will include specific actions, strategies, and milestones for addressing challenges, enhancing organic waste diversion practices, and promoting sustainable growth within the SME sector.

- **Indicators and targets for monitoring and evaluation**
  In collaboration with stakeholders, the consultant will establish measurable goals and indicators to evaluate the effectiveness of interventions

- **Timelines and responsibilities**
  A transparent timeline for each phase of intervention as well as assignment of roles and responsibilities will be done to ensure smooth implementation.
  By engaging stakeholders, SMEs, and off-takers in a participatory process, Phase 2 aims to create a support package that reflects the collective wisdom, insights and aspirations of
the various parties, while fostering ownership, alignment and ultimately a higher likelihood of successful implementation.

| Expected outputs/ deliverables | ● Two stakeholder workshops  
  ○ Development of workshop material (including workshop agenda, and presentation)  
  ○ Workshop report  
  ● Report on one-on-one surveys, interviews and focus group sessions  
  ● A report detailing the following aspects:  
    ○ List of challenges faced by SMEs and prioritised/ranked based on their potential impact and feasibility of intervention (incorporating feedback from stakeholders)  
    ○ Implementation plan and roadmap (including an outline of specific actions, strategies, and milestones for addressing challenges, enhancing organic waste diversion practices, and promoting sustainable growth within the SME sector)  
    ○ Costing for the implementation activities  
    ○ Monitoring and evaluation plan to evaluate the effectiveness of interventions developed and delivered  
    ○ Timelines and responsibilities |

**Phase 3: Implementation of support interventions (30 days/240 hours)**

This phase of work aims to deliver the support highlighted in the previous phase. This may include procurement of services and goods, training programs, education and awareness campaigns to provide direct or indirect support to SMEs and drive the growth of the sector. (Although some of the activities here are expected to be included as part of the original scope, interventions such as procurement of equipment will be funded separately from the payment from this RFP).

**Activities /Deliverables**

- **Appointment of a service provider (if necessary)**  
  A critical step is selecting a qualified service provider who can provide support to the program, and execute the interventions effectively. This provider should preferably have a proven track record in waste management, composting, and capacity building for SMEs. Their expertise will be pivotal in driving successful implementation.
• **Execution of implementation plan**
  The implementation plan developed in Phase 2 will serve as the blueprint for this stage. The service provider will carry out the actions outlined, which may include procuring necessary equipment to improve composting quality and capacity. Regular communication and coordination between the city, stakeholders, and the service provider will be essential.

• **Infrastructure development**
  Depending on the needs identified, the support package may include the provision of physical infrastructure and equipment aimed at improving the efficiency and output of organic waste processing facilities (including, but not limited to composting), waste collection practices and storage facilities. Infrastructure support should be designed with scalability and long-term viability in mind.

• **Capacity building and training program**
  Enhancing the capabilities of SMEs working on organic waste management through targeted training programs is one of the key outcomes from this phase with the ultimate goal of empowering SMEs with skills to sustainably manage organic waste and grow their revenue and income. This will be done through workshops and training sessions, and include the following aspects:
  - Creating training materials to support the program (which may include technical aspects on composting, business skills, marketing etc)
  - Identification and training of the trainers
  - Development of a plan for monitoring and evaluating the effectiveness of the capacity-building program (including recommendations on implementing a continuous improvement plan based on the evaluation results).

| Expected outputs/deliverables | • Terms of reference for appointment of a service provider and appointment thereafter
|                             | • Procurement plan (including infrastructure and equipment)
|                             | • Capacity building programme with detailed content and structure
|                             |   ○ Training material
|                             |   ○ Training programme for trainers and stakeholders |

**Estimated task time:** 30 days/240 hours
Phase 4: Scaling up for broader impact (10 days/80 hours)

The final phase of the work will focus on recommendations for scaling up the interventions for broader impact.

Activities/Deliverables

- Developing a detailed implementation plan - outlining activities, timelines, responsibilities and dependencies.
- Deliver a continuous monitoring and evaluation plan that will aid in tracking performance indicators to ensure that the expansion maintains or surpasses the desired outcomes.
- Outline activities and interventions regarding city-wide financial and budget planning for organic waste diversion and composting.
- Identifying and outlining the processes for obtaining all necessary approvals for project implementation.
- Identifying resources and potential funding opportunities to support the expansion, ensuring that both short-term and long-term financial sustainability are considered.
- Identifying successful interventions and practices for broader impact within waste management for scaling up at the city level.
- Identification of potential risks, and mitigation strategies to manage the risks.
- Outlining processes for data collection and analysis, to support evaluation of impact and recommendations for scaling up.

The consultant will be required to develop an elaborate implementation roadmap for 2023-2025, with sub-actions and estimated costs to enable the implementation of waste composting action and extend beyond 2025 for Addis Ababa.
Expected output/deliverables

- Roadmap for implementation of the pilot project, with a final report outlining:
  - Resourcing requirements, including a cost-benefit analysis
  - Potential operational model(s) (technical, financial and business case), including City financial and budget planning for organic waste diversion and composting
  - Permitting and approval processes and timelines
  - Identification of potential site operators (SMEs/cooperatives etc)
  - Capacity building activities
  - Outline of timelines, roles and responsibilities and offtake (marketing plan)
  - Stakeholder/public engagement processes and timelines
  - Education and awareness raising programme with a clear strategy
  - Education and awareness materials for distribution
  - Implementation programme for education and awareness programme
  - Monitoring and Evaluation plan
  - Clear method of successful interventions and practices to achieve broader impact within the waste management ecosystem.
  - Risk identification and mitigation strategy

Estimated task time: 10 days/80 hours

Summary of activities, deliverables and timelines

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

<table>
<thead>
<tr>
<th>Main activity</th>
<th>Key tasks</th>
<th>Timelines</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception meeting</td>
<td>Preparation of detailed work plan</td>
<td>9th November 2023</td>
<td>• Detailed work plan of delivery</td>
</tr>
</tbody>
</table>
### Main activity

<table>
<thead>
<tr>
<th>Workshop 1: Internal stakeholder engagement workshop</th>
<th>Key tasks</th>
<th>Timelines</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Addis Ababa waste workshop 1                        | 15th January 2024 | • Workshop slide deck template  
• Draft gaps and needs assessment report |

<table>
<thead>
<tr>
<th>Workshop 2: External stakeholder engagement workshop And training for the SMEs and city officials</th>
<th>Key tasks</th>
<th>Timelines</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Addis Ababa waste workshop 2                                                                   | 30th March 2024 | • Workshop slide deck template  
• Draft gaps and needs assessment report |

<table>
<thead>
<tr>
<th>Final Gaps &amp; needs assessment report</th>
<th>Key tasks</th>
<th>Timelines</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Collation of material from and stakeholder engagement in both workshops                      | 30th June 2024 | • Both English and Amharic version of final gaps and needs assessment template  
• Final action specific gaps and needs assessment report English and Amharic |

Editing, formatting and presentation of electronic files should be of a consistent, professional and publishable standard. All documentation to be shared with the city or other external partners should only feature C40’s name and logo; successful bidders may not use their 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 **31st October 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 details 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. Submissions 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 work 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 a maximum of one page per person.
- Brief description of technical expertise and experience on relevant topics – specifically waste, climate change, local government and just transition
- Examples of previous relevant work related to project preparatory work, design and development of 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 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. For your reference, the contract will be completed based 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. In addition, if this is submitted as a consortium, full details of the constitution of the consortium as well as the expected availability and contribution of each of the members of the consortium must be submitted with the proposal. 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 Waste Technical Advisor. 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 a detailed monitoring and evaluation plan (which may include weekly or bi-weekly project meetings, email updates etc).

6. RFP Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>10 October 2023</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>20 October 2023</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>24 October 2023</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>31 October 2023</td>
</tr>
<tr>
<td>Evaluation of proposal</td>
<td>02 November 2023</td>
</tr>
<tr>
<td>Successful suppliers notified of outcome</td>
<td>06 November 2023</td>
</tr>
<tr>
<td>Inception meeting</td>
<td>09 November 2023</td>
</tr>
<tr>
<td>Agreed scope and methodology</td>
<td>23 November 2023</td>
</tr>
</tbody>
</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 approachability 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>30%</td>
</tr>
<tr>
<td>Value for money</td>
<td>30%</td>
</tr>
<tr>
<td>Equity and ethical alignment considerations: C40 is looking to appoint an organisation that shares our values</td>
<td>10%</td>
</tr>
</tbody>
</table>
and is grounded in the context of the local community. Consideration will focus on:

- location of organisations (preference will be given to locally based organisations),
- organisations with black ownership (as defined in the B-BBEE Act)
- organisations with women and youth ownership

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. 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. The cost for workshops should exclude the cost of catering and venue hire, these costs will be covered by the UCAP CAI Programme Workshop Budget. All budgets are to be prepared in USD. 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, that C40 does not pay contractors more frequently than once per month.

8.1 Payment schedule:

<table>
<thead>
<tr>
<th>Component and activity</th>
<th>Deliverables</th>
<th>Milestone payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception meeting &amp; development of a detailed work plan</td>
<td>● Detailed work plan of delivery</td>
<td>10%</td>
</tr>
</tbody>
</table>
| **Component 1: Waste action gaps and needs assessment workshops** | ● Workshop slide deck template & other relevant materials  
● Stakeholder mapping and list  
● Draft gaps and needs assessment report | 40%               |
| Workshop 1: Internal stakeholders  
Workshop 2: External stakeholders | | |
| **Component 2: Final gaps and needs assessment report** | ● Final gap and needs assessment report (docx) | 50%               |

9. Compliance with C40 Policies

C40 expects third parties to be able to abide by these C40 policies
10. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by **17h00 East African Time (EAT), 31st October 2023** to Neema Afwande, Senior Procurement and 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.

11. 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.