

Request for Proposals

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CITIES



Business case for the diversion of garden waste in the City of Johannesburg

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

9 November 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.

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

About the UCAP CAI Africa Programme

The Climate Action Implementation (CAI) Africa Programme is part of a new, broader UK Government-funded Urban Climate Action Programme (UCAP). The programme 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 South Africa, the CAI programme will work with the City of Johannesburg and the City of Tshwane.

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 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. City of Johannesburg

3.1. Overview

The City of Johannesburg

The City of Johannesburg Metropolitan Municipality is South Africa's largest and fastest-growing city. It is the capital of Gauteng Province, the smallest and wealthiest of South Africa's nine provinces. The Metropolitan Municipality was formally created in 2000 as the result of a merger of five independent metropolitan local councils.

The Directorate of Air Quality and Climate Change and Energy within the Environment and Infrastructure Services Department (EISD) is responsible for coordinating and advancing the City's climate change agenda.

The City of Johannesburg launched its ambitious [Climate Action Plan](#) in 2021. The city aims to be a net-zero emission & climate-resilient city by 2050. The Climate Action Plan focuses on 10 priority areas for action to tackle both adaptation and mitigation. To mitigate climate change impacts, the City will focus on affordable clean energy, optimising energy efficiency in buildings, green transport, and improving waste management and water supply and treatment.

The Climate Action Plan has prioritised improved waste management and diversion of waste from landfill sites as one of its key priorities.

The City's CAP objectives are as follows:

- By 2030, per capita municipal solid waste generation has been reduced by at least 15%. The volume of municipal solid waste sent to landfills or incinerated has been reduced by at least 50%, and at least 70% of waste is diverted away from landfills and incineration, compared to 2016.
- By 2050, 100% of solid waste will be diverted from landfills and the remaining methane emissions from waste will be captured.

3.2. Priority high-impact actions

Selected high-impact priority energy action for the City of Johannesburg

The City of Johannesburg - through a collaborative and extensive city engagement process - has selected the following energy action from the [Climate Action Plan](#) for implementation under the CAI Africa programme.

Priority high-impact waste action:

Developing a programme to divert organic waste (with an initial focus on garden waste, with potential for expanding to market and other organic wastes) from landfill to compost.

A synopsis of the project can be found [here](#)

3.3 Building on the gaps and needs assessment

The scope of this assignment builds on work that has been conducted in the city to advance the diversion of garden waste (green organic waste) from landfills. An assessment report for gaps and needs for the project has already been concluded and encompassed the following:

- Preliminary stakeholder mapping
- Stakeholder engagement to understand roles and responsibilities in the garden and organic waste value chains and fostering collaboration and buy-in crucial to the success of any waste management initiatives
- Mapping and understanding the garden waste value chain within the City
- Legal and regulatory assessment
- Financial and business models considerations and recommendations
- Development of an implementable project roadmap

Some of the key findings from the Assessment indicated that the City needs to focus on:

- I. **Improved Coordination between Pikitup and City Parks:** The Assessment reveals the need to enhance coordination between Pikitup, the CoJ's main waste management entity, and City Parks, the entity responsible for managing municipally owned green spaces. This coordination is essential to ensure that waste generated by City Parks is sustainably disposed of, reducing the organic waste footprint.
- II. **Public-Private Sector Collaboration:** Minimal coordination between the CoJ's public sector stakeholders and the private sector has been identified. This underscores the necessity for improved public-private sector coordination to develop stronger garden waste management projects, leveraging the expertise and resources of both sectors.
- III. **Awareness and Education:** The Assessment highlights a critical need to raise awareness among the general public and public sector stakeholders regarding the significance of sustainable organic waste management. This includes educational initiatives and campaigns to promote responsible waste disposal practices and the benefits of organic waste diversion, as well as promoting products from organic waste.
- IV. **Effective Planning for Composting Projects:** the CoJ should focus on systems and processes to ensure more effective planning for waste diversion projects - including composting projects. Lessons from past

failures, such as the Panorama garden site, highlight the importance of proper infrastructure, equipment maintenance planning, and a commercialisation strategy to make composting initiatives successful.

- V. **Exploring Alternative Funding Sources:** Financial constraints have hindered the development of sustainable garden waste management projects. The CoJ should explore alternative funding sources to diversify its funding streams, ensuring the availability of resources for critical initiatives.

The gaps and needs assessment and stakeholder engagement led to the identification of **two business model options for garden diversion in the city of Joburg, with a third option being a hybrid of the first two.**

Business model option 1: Diverting garden waste to private garden/organic waste processing companies

The City partners with established composting companies (private sector) to ensure that garden waste is processed into high-quality compost, reducing the burden on landfills and promoting sustainable waste management practices. This approach not only supports the CoJ's environmental goals by reducing waste but also contributes to economic growth and job creation by fostering collaboration with local private enterprises and creating job opportunities.

Business model option 2: Own composting, at the city level including reopening the Panorama Garden Site

The city processes its garden waste into compost at its facilities. In the past, the city ran a composting pilot program at the Panorama garden site and there is potential to revive that programme and also expand the programme to other garden sites.

Business model option 3: Diverting garden waste to the private sector as well as own composting, at the city level (combination of Option 1 and Option 2).

In option 3, the city can apply a combination of both options 1 and 2 based on location, transport and ease of operations.

4. Project scope

The CAI Africa Programme seeks the services of a consultant to expand the three business models above into three business cases for garden waste diversion in the City of Johannesburg.

This contract aims to present the most viable business case and provide an evidence base that will assist the city in the decision-making process for the implementation of garden waste diversion.

The business cases should address the following aspects for all three business model options:

- Detailed business model description
- Business model objectives
- Problem statement
- Market assessment
- Benefits for the city (financial, environmental, socio-economic and other)
- Cost-benefit analysis
- Cost and revenue estimate (investment and operational costs)
- Provide a high-level budget, an estimate of the whole-of-life costs of the business model and its financial benefits
- Risk analysis
- High-level Implementation plan
- Stakeholder analysis
- Legal and regulatory compliance
- Procurement considerations
- Infrastructure considerations (cost /ownership)-incl transport)
- Resources required for the city to implement
- Business model recommendations for decision-makers

4.1 Aim

The project aims to support the City of Johannesburg by developing a strong and implementable business case (s) for garden waste diversion in the city, based on the selection of the most viable business models and cases.

4.2 Project specification

The consultant will work in close collaboration with among others - the City of Joburg Waste Department (under EISD), climate change and air quality (under EISD), PIKITUP and City Parks and Zoo. The consultant will also work in close collaboration with C40 cities. The consultant will also collaborate and consult external stakeholders and other city and government departments.

The business cases should provide both advantages and disadvantages for the city to adopt a specific business model, including demonstrating the climate and business impact of inaction.

4.3 Key activities and deliverables

The guideline below presents expectations of the output types expected - but please note bidders are expected to propose their own clear methodology for developing the business cases as part of their proposal, where the final activities and deliverables will be finalised and agreed on during the inception phase of the work.

Phase 0 Project inception

- Inception meeting- including discussion and agreement on the methodology, timelines and final deliverables.
- Inception meeting presentation.
- Inception meeting report.

Phase 1 Define and refine the scope of the garden waste diversion business model options

- What does each business model option look like?
- Who are the different stakeholders and roles/responsibilities?
- What does implementation look like (policy and regulatory aspects for implementation)?

Phase 2 Evaluate the options

- Evaluate how the options will deliver the city's climate, social, financial and any other objectives.
- Identify and quantify the benefits of each option taking into account the strategic, environmental, financial and societal value created and the risks.
- Financial considerations including revenue and operational cost model.

Phase 3 Develop a high-level implementation strategy

Create the implementation plan for the garden waste diversion option detailing how to achieve the business objectives, the resources needed (initial investment and maintenance costs), technical specifications of required equipment and estimated market value, the project team, who will be accountable for each milestone, and how to mitigate the project risks. This should also take into consideration the City-level planning processes and documentation (such as Integrated Development Planning, Integrated Waste Management Planning, etc)

Phase 4 Develop recommendations and final report

- Elaborate on the recommended option

- Create the business case documents and present the business case recommendation to the city leadership

Expected outputs/deliverables

- Three detailed business cases for garden waste diversion in the city of Joburg.
- Recommendations report for decision-makers

5. Project management

The project will require close collaboration and excellent communication with C40 and COJ. The following project management meetings are proposed:

- Inception meeting
- Short weekly check-in meetings/report (30 minutes with a smaller group) to report on progress, challenges, and plans for the week and to communicate assistance needed.
- Longer 1-hour project management meetings with the full project team every month.
- Ad-hoc project team meetings as needed to resolve issues and review deliverables
- Project close-out meeting

The service provider should allocate sufficient time to prepare for, attend and minute these meetings.

<p>Expected output/deliverables</p>	<ul style="list-style-type: none"> • Inception meeting presentation • Inception meeting report • Project management meeting notes • Weekly progress updates • Workshops - for each workshop required: <ul style="list-style-type: none"> ○ Aim and objectives ○ Agenda and invitation ○ Slide deck ○ Attendance register ○ Workshop feedback survey ○ Workshop report • Detailed business case for garden waste diversion • Project close-out meeting
<p>Estimated timeline</p>	<p>March 2024 - September 2024</p>

6. Project duration

Total duration: 07 Months
Expected start: March 2024
Expected end: September 2024

7. Project team requirements

The ideal project team for this assignment will have a well-experienced project lead to coordinate across different expertise areas - including waste management, municipal support, business case development and project management, liaise with the C40 and City project management teams and ensure the timely delivery of high-quality outputs.

Consortia are welcome to bid for this work however all project team members must be included in the proposal. C40 will not take responsibility for contracting or coordinating across the different entities, this will be the responsibility of the project lead assigned to the consulting team. Local expertise is critical for the successful delivery of this assignment.

8. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **31 January 2024, at 08h00 SAST**. 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 developing and presenting the business case.
- Information about the organisation's commitment to equity, diversity, inclusion and ethical alignment with C40 (including B-BBEE rating and certificate)
- 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 energy/renewable energy, waste, climate change, local government and just transition
- Examples of previous relevant work/projects about 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 the 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.

9. Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement by 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.

10. 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 are 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.

11. RfQ timeline

RFP Timeline	Due Date
Request for Proposals sent out	<i>09 November 2023</i>
Questions submitted to C40	<i>18 November 2023</i>
C40 responds to questions	<i>22 November 2023</i>
Deadline for receiving Offers	<i>31 January 2024</i>
Successful Suppliers notified of the outcome	<i>16 February 2024</i>
Inception meeting	<i>01 March 2024</i>

12. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria and weighting:

Evaluation Criteria	Weighting (%)
Project delivery approach proposed, including project management approachability to deliver outputs on time and quality	35
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	35
Value for money	20
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. Consideration will focus on: <ul style="list-style-type: none"> • 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 	10

13. Project budget

The maximum cost payable for all project deliverables is **USD 25,000**. Note that all costs should be included (taxes, etc.), as the budget above represents the total

amount available. Costs associated with catering and venue hire for workshops will be covered by C40.

The proposal should indicate a cost breakdown structure, outlining the costs for each component of the project (i.e. preliminary scoping, exchanges, and resources, etc.). All costs included in the proposal must be all-inclusive, referring to any VAT, copyright or bank fees, etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month. All costs incurred in connection with the submission of this RfP are **non-refundable** by C40.

14. Compliance with C40 Policies

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

- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- C40 Non-Staff Travel and Expenses Policy - if applicable - [Here](#)

14. Submissions

Each bidder must submit 1 copy of their proposal to the email address below by **31 January 2024, at 08h00 SAST** to Neema Afwande, Senior Procurement & Programme Officer, 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.

15. 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.