REQUEST FOR PROPOSAL (RFP)

Business Case Development for the Diversion of Organic Waste at the Tshwane Fresh Produce Market and a selected Garden Waste Site

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

26 February, 2024
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 co-chaired by Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyerr of Freetown, Sierra Leone. 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

2.1 The UCAP Climate Action Implementation (CAI) Program

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 aims at providing technical assistance and capacity building to seven metropolitan cities across the region to enable climate change mainstreaming and action implementation of two key sectors: (i) waste and (ii) energy & buildings. In South Africa, the CAI programme will work with the Cities of Johannesburg and Tshwane to steer such implementation of actions in the mentioned sectors.

This programme focuses on the 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.

2.2 Overview of the City of Tshwane

The City of Tshwane ("COT") is a democratic developmental metropolitan government. The City of Tshwane Metropolitan Municipality was established on 5th December 2000 and houses the administrative capital of South Africa. COT’s vision is “to sustainably enhance the quality of life of all people in Tshwane through a developmental system of local government and by rendering efficient, effective and affordable services”. The climate action planning and implementation process is spearheaded by the City Sustainability Unit (CSU), a specialist unit in the Office of the Executive Mayor, working with key sectoral departments and agencies (transport, waste, energy, buildings, among other sectors) to implement identified priority actions.

In supporting the vision, the leadership of COT has committed to support the climate change program and the promotion of a green economy. This has resulted in the development of progressive and transformative strategies and policy frameworks, particularly related to climate change. This has included a Strategic Framework for the Transition to a Green Economy, a Green Building Policy and By-law, a Sustainable Financing Strategy, a Sustainable Procurement Strategy, a Climate Response Strategy and more recently their Climate Action Plan (CAP).
The CAP includes a total of ten outcomes (with 36 programmes and 52 actions) that together will deliver a net-zero carbon and climate-resilient city by 2050. The COT has also completed a greenhouse gas inventory and projected emissions to 2050, a climate risk and vulnerability assessment, and prioritized actions.

2.3 Selected high impact waste action for the COT

The selected waste action focuses on “Diversion of organic waste from landfill, focusing on (i) chipped/shredded garden waste (ii) waste from fresh produce markets (with a primary focus on organic waste component) and (iii) strategy for broader organic waste (medium-long term).”

According to the City’s GHGEI, the waste sector is the third-largest emitter of GHG emissions in Tshwane. The City has low rates of waste diversion and recycling and as a result, the majority of waste is disposed of in landfills. Moreover, the waste composition study that informed the GreenHouse Gas Inventory states that approximately 42% of city-wide waste is organic (28.9% garden waste and 13.3% from food and other organic waste), forming the largest fraction of the solid waste that is generated in the municipality. Organic waste is also the third highest emitting source of GHG emissions due to methane emitted during its decomposition process in landfill sites, resulting in the need to prioritise the diversion of organic waste from landfill actions as a critical action for the City to meet the GHG targets for 2050.

2.4 Key outcomes from the Gaps and Needs Assessment process.

A gaps and needs assessment was conducted in 2022-2023. Various gaps were identified within Tshwane's organic waste management space. These insights enable the City to have a sound understanding of what needs to be improved and inspire ways of how to strengthen future organic waste management initiatives. The main outcomes from the gaps and needs study were broken down into the following focus areas:

- internal human resources and capacity building
- external stakeholder engagement and participation
- technology and infrastructure availability
For additional information, please find here the link to the Gaps and Needs Assessment and the Landscape Analysis study for your reference:

2.5 Purpose of the call for proposals

C40 cities is looking for a consultant or a consortium of consultants to support the business case development for the diversion of organic waste at the Tshwane Fresh Produce Market and selected garden waste site(s) as well other activities specified in section 3.2 of this document.

Consultants are expected to use the Gaps and Needs assessment, the landscape analysis study as well as other existing and new research conducted to make practical recommendations, and produce bespoke outputs that consider the local context, socioeconomic and political priorities as well as most relevant references/examples.

The C40 team will act as liaisons between the appointed consultants and city teams. The consultant will facilitate calls and meetings as stated in the work plans and as needed.

3. Project scope

The scope of this work is guided by the outcomes of the gaps and needs assessment that was completed in 2023.
3.1. Project and objectives

The aim of this work is to build on the outcomes of the gaps and needs study, and develop a business case for the diversion of organic waste, with an initial focus on garden waste and Tshwane Fresh Produce Market waste.

The main objective of this assignment is to develop an implementable business case for the diversion of garden waste and market waste in the City of Tshwane. The business case must, among other things, outline the justification for exploring further the proposed route for diverting waste, including technology/practical considerations, market analysis, cost and benefit analyses, return on investment (if relevant), payback period and other financial and economic considerations.

3.2 Key activities and deliverables

**Activity 1: Business case development for diversion of organic waste from landfill at the Tshwane Fresh Produce Market (TFPM) and a Garden waste site**

The aim of this activity is twofold: (i) to allow the consultant to familiarise themselves with the local waste management context as well as the outcomes of the work that has been done so far, and (ii) for the refinement of the outputs from the gaps and needs study where necessary, (iii) develop two business cases.

The consultant is expected to propose a shortlist of different business cases for the diversion of garden and market waste, and through a process of technical analysis and stakeholder engagement, select two of the business cases that will then be elaborated for the City of Tshwane.

Therefore, the key activities of this project are to:

- **Activity 1.1** Propose a shortlist of potential business cases for the diversion of garden waste from the City’s garden waste sites and fresh produce markets (including criteria that will be used to evaluate the business cases)
- **Activity 1.2** Review of the garden waste and market waste value chains that were produced in the Gaps and Needs Assessment study and refine accordingly as well as cover any gaps.
  - (validate) current pathways for garden and market waste management in Tshwane (including sources, types and quantities of organic waste, modes of collection and transport, public and private facilities - both intermediate and final processing sites (types, location, processing capacities etc), market/offtake for current
products etc); stakeholder mapping (roles and responsibilities of the different stakeholders)

**Activity 1.3** Develop business cases for diversion of (i) garden waste (using at least one garden site as a basis/case study, with a view to expanding across the City) and (ii) market waste from TFPM with the view of expanding to other markets in the city.

<table>
<thead>
<tr>
<th>Expected output/deliverables</th>
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<tbody>
<tr>
<td>• Short list options and prioritisation of business case (including criteria for shortlisting and prioritisation)</td>
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<tr>
<td>• Development of a complete business case for each of (i) diversion of garden waste, and (ii) diversion of market waste from TFPM</td>
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<tr>
<td>• Conceptualisation of a pilot project</td>
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<tr>
<td>• Value chain mapping for at least one garden waste site and Tshwane Fresh Produce Market</td>
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<tr>
<td>• Stakeholder map for the identified garden waste sites and Tshwane Fresh Produce Market, including (but not limited to) the following:</td>
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<tr>
<td>○ major sources/producers of organic waste (including both market and garden waste)</td>
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<td>○ major processors of organic waste</td>
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<td>○ market (off takers) for products from organic waste</td>
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<td>• Report and slide deck on outcomes</td>
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**Activity 2: Development of policy guidelines to accelerate market waste and garden waste diversion from landfill in Tshwane**

The focus for this section of work is to develop clear policy guidelines for the implementation of diversion initiatives for market waste and garden waste in the City of Tshwane.

**Activity 2.1** Identify key policies, bylaws and regulations that impact organic waste management and highlight implications to the proposed business cases and future initiatives on organic waste diversion in Tshwane (update from gaps and needs study)

**Activity 2.2** Provide recommendations for additional enabling policies (and guidelines) that will support the implementation of organic waste diversion in the City of Tshwane
**Activity 2.3** Engage key identified stakeholders to the project through interviews, focus group discussion and workshops. The number and types of engagements should be specified in the project proposal.

**Activity 2.4** Develop a guideline for organic waste diversion at the city’s Fresh Produce Markets and garden waste sites.

| Expected output/deliverables | ● Technical report, outlining:  
| | ○ Relevant laws, policies, and regulations/acts in favour of the envisaged action technology.  
| | ○ Bottlenecks, threats, and opportunities  
| | ○ Recommendations on update of existing or implementation of new bylaws  
| | ○ Key organic waste diversion policies (municipal and national) and highlighting linkages to municipal development and planning frameworks and processes (including IDP, IWMP and budgeting processes)  
| | ○ Guidelines for implementation of interventions at garden waste sites and TFPM (including upstream and downstream interventions).  
| | ● Stakeholder engagement report  
| | ○ this can include a mix of one-on-one engagements, surveys, questionnaires, focus groups, workshops or any other form of stakeholder engagement as proposed by the consultant and agreed to with the C40 and City teams |

**Activity 3: Phased implementation plan for organic waste diversion for at least one of the selected business cases**

The consultant is expected to develop a clear implementation plan for the City of Tshwane, with a phased approach in order to allow for a systematic and manageable rollout.

**Activity 3.1:** Development of a detailed plan for the selected business cases which includes (but is not limited to) the following elements:

- Waste audit - this will include review of available literature, as well as waste characterisation and quantification at the TFPM and at least one garden waste site, and subsequent extrapolation across the City.
● Regulatory and policy considerations - this will ensure (i) the alignment of the implementation plan with the City's planning processes, (ii) compliance with existing waste management (and other relevant) regulations at a local, provincial and national level
● Stakeholder engagement
● Budget and resources required, including technical specifications for intervention
● Project team resourcing and requirements
● Risk assessment and mitigation
● Timelines and milestones.

The design of the implementation plan should include elements such as (i) clear definition of scope and activities, (ii) criteria for the specific phased approach, (iii) strategies for data collection and management, monitoring and evaluation, and clear recommendations on reporting plans to decision makers.

| Expected output/deliverables | ● Phased implementation plan (including capacity building and awareness raising) |

4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **16h00 SAST (GMT +2), March 20, 2024.** Any proposals received after this date and time will not be considered. 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;
- The type of engagements that will be undertaken to ensure well informed and consultative processes
- Proposed timeline of implementation and completion of tasks (including estimated time input required for each activity);
- 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.
- Examples of past work;
List of key personnel who would be working on the contract, their job titles and cvs

Information on Data Protection. C40 is subject to the European Union and United Kingdom data protection regulations and the winning proposal must ensure its continued compliance. If a successful proposal will require that you process or control personally identifiable information (PII), please describe your familiarity, and ability to comply, with Directive 95/46/EC and the forthcoming General Data Protection Legislation

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 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.]

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.

**Project Manager**

A supervisor, supported by a technical advisor, from C40 will both oversee the project and be an active partner. The successful bidder is expected to foster close and constructive working relations with them as the project supervisors for this contract. The project supervisors will also facilitate the review and approval of each product by the city team, who will be represented by an appointed representative.

All deliverables and change requests will need to be approved by the project supervisors and the appointed city representative.

5. **RFP and Project Timeline**

**RFP Timeline:**

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>26 February 2024</td>
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<tr>
<td>Questions submitted to C40</td>
<td>6 March 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>8 March 2024</td>
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<tr>
<td>Deadline for receiving Offers</td>
<td>20 March 2024</td>
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<tr>
<td>All potential suppliers notified of outcome</td>
<td>28 March 2024</td>
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<tr>
<td>Inception meeting</td>
<td>5 April 2024</td>
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<tr>
<td>Project close-out</td>
<td>13 December 2024</td>
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6. **Proposal Evaluation Criteria**

Below is the evaluation criteria that C40 will use to evaluate the proposal

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Robustness of the project delivery proposal and ability to meet the outlined activities and project requirements</td>
<td>30%</td>
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Value for money: demonstration of how your project proposal will achieve the best possible outcomes with the available resources, and how you will measure and report on those outcomes  

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<tr>
<th>Specific Technical Expertise.</th>
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<tr>
<td>• Project management experience. The Supplier will be working on a project as part of a multidisciplinary team. The successful applicant will need to demonstrate their capacity to manage such a complicated project and provide a plan for reporting on the progress of this project that will last the duration of the contract.</td>
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<tr>
<td>• The successful applicant will need to demonstrate in-depth knowledge of waste management in South African cities as well as experience with developing waste related business cases and pilot project implementation.</td>
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<tr>
<td>• Quality of Staffing Proposal. The successful applicant will need to have team members with suitable experience and qualifications to address the elements of the scope that are regulated activities. Team members should be available to execute allocated tasks.</td>
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<tr>
<th>Equity and ethical alignment: C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community. A percentage of the evaluation will focus on these factors, organisations that are based in the global south are strongly encouraged to apply.</th>
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</table>

7. Project Budget

The budget proposal must be presented in South African Rand. The service cost must include all taxes and applicable fees. Proposals should not exceed the proposed limit of **USD 30 000 (Thirty thousand dollars)**.

Payment of the services will be linked to on-time, quality outputs delivery and approval by C40 and the city team. The cost of conducting workshops such as venue and catering will be covered directly by C40 and therefore should not be included in the budget. Further payment details will be negotiated with the successful bidder.
Payment will be made according to meeting project milestones as approved by the C40 point of contact. If travel is expected for this work, estimated expenses are to be included in the budget. All travel is to be pre-approved by the C40 point of contract prior to incurring the cost.

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

7. **C40 Policies**

C40 expects third parties to 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](#)

8. **Submissions**

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **20 March at 16h00 SAST (GMT +2)**: to Neema Afwande, Senior Procurement & Programme Officer, [caiafrica@c40.org](mailto:caiafrica@c40.org).

All questions related to this RFP by potential bidders should be directed by email to [caiafrica@c40.org](mailto:caiafrica@c40.org) by the 23rd of February 2024. Anonymised responses to questions will be provided [here](#) before the Q&A period closes.

**Please check the website and the responses to questions regularly for updates and before submitting to ensure that you are aware of any important changes.**

**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.