



REQUEST FOR PROPOSALS (RfP)

“Feasibility Analysis and Support for the Fleet Renewal of EMASEO EP on Zero Emission Sanitation and Waste Collection Vehicles in Quito (Ecuador)”

**8 April 2024
(deadline extended)**

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

REQUEST FOR PROPOSALS (RfP)

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1. About 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-Sawyers 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. Project Background

The Laneshift Programme is a joint effort between C40 Cities and The Climate Pledge (an initiative co-founded by Amazon and Global Optimism) to achieve carbon neutrality in the urban transportation of goods and services. It does so by rethinking the routes and e-trucks current availability vehicles used in six targeted Latin American cities: Curitiba and Rio de Janeiro (Brazil); Quito (Ecuador); Medellín and Bogotá (Colombia); and Mexico City (Mexico), and four Indian cities (Mumbai, Delhi, Punjab and Bangalore).

The partnership aims to phase out diesel freight vehicles, envisioning cleaner and healthier air for millions in some of LATAM's largest cities. Beyond localised benefits, the initiative targets a reduction in greenhouse gas emissions, supports the creation of green jobs, and lays the foundation for a sustainable and inclusive transition.

2.2. Support from the C40 Laneshift to Freight Decarbonisation in Quito

In the current context of heightened environmental awareness, the freight transport sector in LATAM is compelled to embrace eco-friendly practices. Fleet electrification emerges as a pivotal strategy to curb pollutant gas emissions, steering the region toward cleaner and more efficient mobility. Through a collaborative approach involving public enterprises, manufacturers, impacted communities, and financial institutions, Laneshift, together with C40 Cities and its partners, aspires to amplify its impact.

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The initiative aims to set in motion a market transformation that extends far beyond the participating cities and regions, delivering enduring benefits. Crucially, the initiative emphasises equity, ensuring that the transition to electric freight is inclusive and benefits diverse communities.

C40 Cities is working together with the city of Quito by supporting the city's freight decarbonization goals through the inclusion of a zero-emission fleet in the sanitation and waste collection services procured by EMASEO EP. As such, C40 cities is seeking for a specialised consultancy to give clear guidelines to EMASEO EP in the renovation of their new electric sanitation and waste collection fleet.

2.3. Project Aim, Scope, and Specifications

C40 is looking for a specialised consultancy to support the transition to zero emission fleet in Quito's Metropolitan Public Waste Management Company EMASEO EP - company who does the sweeping and solid waste collection - considering their technical, administrative, social and infrastructure requirements and opportunities, as well as identifying potential co-benefits generated by this transition.

The objectives of the consultancy are detailed below:

- 1. Diagnosis of current and future operation and technical need analysis.** Provide an initial analysis of the technical needs and costs for diverse typologies of waste collection services provided by EMASEO EP, considering operational, social, territorial and infrastructure analysis;
- 2. Market Study (technical specifications / prices).** Understand the financial, market, legal, operational, and social requirements that EMASEO needs to make the electric fleet acquisition project viable;
- 3. Economic and Financial Modelling.** Create the financial (TCO) and institutional (sources of payment/guarantees) modelling of the full tender against different business model scenarios, identify possibilities for alternative business models and financial alternatives;
- 4. Legal Analysis and Support for the Basis of Procurement.** Development of criteria for the elaboration of the bidding conditions and proposal; as well as of the standards and/or technical regulations in the country and city.

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2.4. Project Scope of Work, Deliverables and Activities

The successful bidder must accomplish the following deliverables:

Activities	Sub-activities	Deadline	Products
<p>1. Diagnosis of current and future operation & technical needs analysis</p>	<p>1.1. Elaborate an analysis of the technical needs of EMASEO EP's waste collection services vehicles (operational, costs, fleet, infrastructure, territorial, social, etc.), considering the following services and vehicle typologies:</p> <ul style="list-style-type: none"> i) Curbside Collection: Rear Loading Vehicle. ii) Underground Collection: Rear Loading Vehicle with lifter iii) Larger Producers: Front-end loader and Ampliroll vehicle. <p>1.2. Characterise EMASEO's fleet, evaluating vehicle typology and flow volumes, operational planning, labour force, carbon footprint, type of services (collection and sweeping), mapping of the main waste collection points and access corridors, among others.</p> <p>1.3. Collect key demographic information and disaggregated data on personnel working in waste collection services and operating EMASEO's fleet, considering socioeconomic data to inform EMASEO's demographic and labour patterns, with a focus on equity, diversity, and inclusion.</p> <p>1.4. Conduct a preliminary analysis of employment trends, identify training needs and opportunities in view of EMASEO's fleet renewal, considering number of people employed, the type of training they currently have and require, among others, under a focus on good green jobs and just transition, with an equity, diversity, and inclusion scope.</p>	<p>May-Jul (3 months)</p>	<p>P1.a Report with the analysis of the technical needs of EMASEO EP's waste collection services vehicles (fleet and operation), considering the typology of vehicles, carbon footprint, zoning of collection points and transfer stations, and EMASEO workstations (together with demographic information and flow mapping). This includes sub-activities 1.1. and 1.2.</p> <p>P1.b Develop technical note and data sheets for each of the vehicle typologies with their respective characteristics for the market study (consider editable annexes such as GIS data, flow maps, databases, infographics, etc).</p> <p>P1.c. Technical note with analysis of current social diversity (gender, age, race, ethnicity, socio-economic status, educational level, disability) in EMASEO operation by roles (e.g., those who drive, do maintenance, helpers, etc.), existing staff skills associated with employment trends by role, identification of training opportunities associated with new roles or types of jobs generated.</p> <p>P1.e. Executive summary with the analysis of the sub-activities carried out as strategic input for the prioritisation and implementation of the market study (this includes an annex of the roadmap for required actions for EMASEO EP to be ready for the reception of the electric vehicles).</p>

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Activities	Sub-activities	Deadline	Products
<p>2. Market Study (technical specifications / prices)</p>	<p>2.1. Identify technical specifications and costs (investments, driver and maintenance training programme, operating costs) based on previous analysis and conduct research with manufacturers to evaluate chassis typology, after-sales service, implements and power take-off against EMASEO EP's technical specifications and current market offer.</p> <p>2.2. Conduct an assessment of the viability of energy infrastructure needs and strategic recharge points in depots, as well as actions to be considered by EMASEO EP, for proper maintenance of the fleet, infrastructure, tools, personnel training, etc.)</p> <p>2.3. Assessment of the city's capacity to meet the training needs necessary for the transition, costs, and articulation opportunities to carry them out, based on the results of product P1.c. from activity 1.</p> <p>2.4. Develop a roadmap with the prioritisation of the technology adoption process for EMASEO based on its technical feasibility for the development of business models.</p>	<p>May-Jul (3 months)</p>	<p>P2.a. Market study with the available offer for EMASEO's fleet needs, including costs, purchase alternatives, adoption, contact with manufacturers and considering as annexes the updated technical data sheets of the vehicles.</p> <p>P2.b. Preliminary identification of main energy infrastructure needs in EMASEO EP depots and its potential for energy supply, and criteria for its charging strategy.</p> <p>P2.c. Executive summary with the evaluation of the best available technologies for EMASEO, considering their respective technical pre-feasibility (regulatory, operational, social, financial); the city's capacity to supply the required training within the transition, considering existing staff; and the technical feasibility roadmap for EMASEO for the adoption of these technologies. This includes all sub-activities.</p>
<p>3. Economic & Financial Modelling</p>	<p>3.1. Financial (TCO) and institutional (sources of payment/guarantees) modelling of the full tender against different business model scenarios; carry out an analysis of the costs associated with the electrification of EMASEO's vehicle fleet, considering aspects such as the purchase of the vehicles, installation of charging infrastructure, operational and maintenance costs, as well as capacity building costs (TCO should be done in 7 and 15 years), internal rate of return, and the break-even point (year) should be indicated.</p> <p>3.2. Sensitivity analysis on factors that may influence the total cost and benefits, showing changes in variables such as: maintenance costs, energy costs, operating costs, and variation in the financial conditions (financial expenses) of the business models analysed.</p> <p>3.3. Identify possibilities for alternative business models (purchase, leasing, renting, public-private partnerships, etc.) and financing (equity, debt,) for the provision of the vehicles, and conduct a financial feasibility analysis for each business model identified, considering upfront costs, operating expenses, long-term benefits, cash flows and financial alternatives.</p>	<p>Jul-Sep (3 months)</p>	<p>P3.a Report with the results of financial modelling and sensitivity analysis in the different scenarios, including variables, sources of information, projections of the different costs at 7 and 15 years, including a spreadsheet with information from the financial model developed to perform the calculations. This report covers sub-activities 3.1. and 3.2.</p> <p>P3.b. Financial viability and business model report with clear recommendations on the most suitable business model for the specific needs and objectives of EMASEO EP, including legal viability of the acquisition of the fleet for the city. It should include the analysis of risks associated with the proposed contractual conditions for the procurement of zero emission vehicles and provide concrete mitigation strategies for the identified risks. This report covers sub-activities 3.3, 3.4. and 3.5.</p>

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Activities	Sub-activities	Deadline	Products
	<p>3.4. Assessment of contracting financial conditions (delivery times, payment methods, guarantees, etc.), and carry out an analysis of risks associated with the proposed contractual conditions, identifying possible challenges, and proposing mitigation strategies, including legal risks.</p> <p>3.5. Develop concrete strategies and proposals for collaboration with identified investors and financial institutions.</p>		
<p>4. Legal Analysis and Support for the Basis of Procurement</p>	<p>4.1. Legal analysis of the standards and/or technical regulations in force on the regulation of vehicle homologation in the country and development of a roadmap on the processes to be considered by the manufacturers that have the type of vehicles required by EMASEO.</p> <p>4.2. Development of criteria for the elaboration of the bidding conditions, define key issues to achieve a successful tender (number of fleet, payment conditions, guarantees, delivery times, risk mitigations, contracting model, conditions for access to technical service, maintenance, infrastructure, tools, personnel training, etc.), and support with Terms of References development (technical annexes).</p>	<p>Jul-Sep (2 month)</p>	<p>P4.a. Technical notes of the vehicle homologation regulations considering the technical pre-feasibility analysis of the vehicle typologies required by EMASEO.</p> <p>P4.b. Technical note of the criteria and guidelines for bidding conditions and proposal (including technical annexes).</p>

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2.5. Project Specifications

2.5.1. Project team

The working team for the present consultancy should minimally be composed of the following specialists:

- **Project Manager.** The winning bidder must appoint a project manager to lead the staff and maintain a close and constructive working relationship with C40's main point of contact. The project manager will be engaging in regular catch-up and follow-up meetings and will speak on behalf of the team's deliverables upon approval by C40's main point of contact.
- **Vehicle specialist** Background in mechanical engineering or related field, with experience on electric vehicles, as well as rear loading, front end and Ampliroll vehicles.
- **Logistic analyst.** Background in transportation engineering, logistics, or a related field, specifically in the context of freight transport. Experience in identifying needs for the routes related to vehicle specifications.
- **Economist/Financial Analyst.** Strong background in economics, finance, or a related field, expertise in fleet management and the logistics of freight operations, experience in calculating and analysing Total Cost of Ownership (TCO) for different types of vehicles.
- **Policy Specialist.** Robust understanding of policy and regulation frameworks in Quito, as well as contracting in the public sector.
- **Social Specialist** With previous experience in Good Green Jobs, Just transition, and/or capacity building, as well as in depth knowledge of equity, diversity and inclusion.

Please note that in case the consultancy is not based in Ecuador, it is important to have in the working team a local focal point in Quito to facilitate conversations and meetings in-person with the city.

2.5.2. Language

All deliverables should be written in Spanish. Catch-up and follow-up meetings with the city may be conducted in Spanish, and in English if necessary since the C40 staff is spread across different regions worldwide. The proposals should mention the team's proficiency in English.

2.5.3. Documentation

When preparing documentation, please use the C40 templates unless otherwise instructed. The documents should be provided in a format that is compatible with the software used by both C40 and the cities. The presentation and formatting of electronic files should be consistent, professional, and suitable for publication, thus under approval of C40's main point of contact. If sharing documentation with cities or external partners, please only include the C40 name and logo. Permission from the C40 team is required to use their name and logo. Unless given written permission from C40, winning bidders may not use their own name or logo. All project information, reports, and intellectual property will remain the property of C40.

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3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. This Request for Proposal is specifically for firms/ consortiums to apply and not individual consultants. **Proposals will be accepted until Friday, 26 April 2024 at 11:59 pm Ecuador Standard Time (GMT-5).** 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;
- Professional experiences and expertise in the sector (ex. examples of past work or references of similar projects in the region)
- Proposed timeline of implementation (include time frame for your tasks and completion of the project)
- 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;
- List of key personnel who would be working on the contract and their job titles;
- Information about fees, including adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

3.1. Requirements for Proposals

To ensure fairness, we kindly ask that proposals be limited to 15 pages, excluding a cover page/letter and attachments. Your submissions should be in PDF and Microsoft Word formats, with margins of less than one inch and a text size of at least 10 points. We appreciate your attention to these requirements and look forward to reviewing your proposals. Please send your proposal with the following content:

- 1. Workplan & Timeline:** Bidders are expected to provide a workplan and timeline that outlines the approach to the project, including task sequencing and milestones. This section helps in assessing the bidder's project management capabilities. Bidders should describe their risk management approach, including identifying potential risks and assumptions made during project planning. Mitigation strategies should also be outlined, and details on how a risk assessment will be conducted should be provided.
- 2. Management Plan & Key Staff:** The proposal should explain how the bidder intends to collaborate with the C40 team and different regional stakeholders. The proposal should include details of the organisation and project team members, with each person's roles, relevant experience, and expertise. This includes defining roles and responsibilities, reporting procedures, change request processes, issue escalation mechanisms, and acceptance criteria.

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- 3. Diversity and Inclusion Commitment:** Bidders must include a chapter in the proposal document explaining how they will incorporate this component into the consultancy.
- 4. Budget:** Bidders must present an itemised budget in USD for each project task. The budget should outline hourly rates of personnel involved as well as an estimate of hours for each person. The budget is all-inclusive, covering any outsourced or contracted work, as well as any taxes.
- 5. Attachments:**
 - a. Key Staff and Consultants CVs:** In attachment, the bidder should include a brief CV of key staff. The limit for CVs should be two pages per person.
 - b. References:** The proposal should include at least two recent references of similar technical work. This section evaluates the bidder's track record and previous client satisfaction, and technical expertise in the country or region.
 - c. Outsourcing or Contracting:** If the bidder plans to outsource or contract any work to meet project requirements, the proposal must explicitly state this. Furthermore, all costs included in the proposal should encompass any outsourced or contracted work. The proposal should also include the names and descriptions of the contracted organisations.

Bidders in Quito may receive additional points, while bidders outside Quito are encouraged to find a local partner to reduce travel costs and carbon emissions.

3.2. 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.

3.3. 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](#).

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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.

3.4. 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.

3.5. Proposal Evaluation Criteria

All proposals will be evaluated by a selection panel composed by C40 Staff. Proposals will be assessed based on how inclusion, diversity, and equity criteria is integrated into the work plan, reflected in the composition of key personnel and expertise, demonstrated in past experiences and references, cost considerations, among others.

We wholeheartedly encourage all potential suppliers, including individuals and corporations, and alliances between companies, to participate in this process. Diversity in various aspects such as organisational size, age, nationality, gender identity, sexual orientation, majority/minority ownership and control, physical or mental ability, ethnicity, and diverse perspectives is highly valued and welcomed in proposals submitted to collaborate with us. Proposals will be evaluated against the following criteria:

Criteria	Weighting
Work Plan. Robustness of the project delivery proposal and ability to meet the requirements listed. The successful applicant will need to demonstrate their capacity to manage the scope of the project.	20%
Management Plan & Key Staff. Clear project governance and management, team members with suitable experience and qualifications to address the elements of the scope, and timeline of activities implementation and deliverables.	20%
Technical Expertise & References. The successful applicant will need to have experience in scope-related projects and robust knowledge of regional and local context.	20%
Diversity and Inclusion Commitment. The proposal clearly mainstream C40's E, D & I policies (e.g. by proposing collecting sex-disaggregated data, by incorporating inclusion into the analyses, assessments and deliverables, gender-balanced team and roles, etc.)	10%
Budget. Provide specific cost reasonableness budget items and cost breakdown, and minimise the cost of resources used / spending less.	30%

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3.6. RfP Timeline

RFP Timeline	Due Date
Request for Proposals sent out	Tues., 8 April 2024
Questions submitted to C40	Fri., 12 April 2024
Answers provided by C40	Tues., 17 April 2024
Previous Deadline for receiving Offers	Sun., 21 April 2024
Deadline Extension for receiving Offers	Fri., 26 April 2024
Evaluation of Proposals	29 April - 3 May 2024
Selection decision made	Mon., 6 May 2024
All Potential Suppliers notified of outcome	Wed., 8 May 2024

4. Project Budget

Proposals budget must be submitted in USD, including taxes, all applicable administrative fees, and included expenses associated with using software of any kind. **Proposals should fall in the range between USD \$140,000-\$170,000.** Please share the cost breakdown of each activity in the itemised budget. It should be noted that payment for services is subject to the delivery and approval of each product.

5. C40 Policies

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

- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)

6. Submissions

Each bidder must submit 1 copy of their proposal in Spanish to the email addresses below by **Friday, 26 April 2024 at 11:59 pm Ecuador Standard Time (GMT-5)**. Please note that any bids received after the deadline will not be considered and will be returned to the sender.

Gabriel Tenenbaum

Head of Zero Emission Vehicles, Latin America

gtenenbaum@c40.org

Gabriela de la Torre

Senior Programme Manager, Zero Emission Freight, Latin America

gdelatorreros@c40.org

Estefanía Guzmán Rincón

Inclusive Climate Action Research and Policy Manager, Zero Emission Freight, Latin America

erincon@c40.org

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Anonymised responses to questions will be provided here ([link](#)) when the Q&A period closes. The FAQs will close a few days before the submission date.

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.