



## REQUEST FOR PROPOSAL (RfP)

Development of the eThekweni Organic Waste Strategy and  
Implementation Plan for Organic Waste Treatment

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

C40 is a network of nearly 100 mayors of the world’s leading cities, who are working to deliver the urgent action needed right now to confront the climate crisis, and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before.

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-Sawyer 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. Background, Situational Analysis, Project Purpose and Description

### 2.1 Background

eThekweni is a city in the province of KwaZulu-Natal situated within the east coast of South Africa. It is the third largest city in South Africa and is home to the busiest port in the African continent. The City is bordered by the Indian Ocean to the east, with a warm Agulhas current that brings in balmy weather all year round and is dwarfed by the Drakensberg Mountain range in the west. It is a sunny seaside city, attracting over a million tourists per annum.

eThekweni is rich in cultural diversity, a melting pot with a diverse population where the predominantly spoken languages are Zulu and English. The City is an economic hub that is home to South Africa’s sugar industry and is a centre for diversified commercial activity. The eThekweni Municipality covers an area of 2,556 km<sup>2</sup> with a

population of 4 million. 20% live in informal and rural dwellings, poorly serviced in terms of environmental and waste management.

eThekweni Municipality provides waste management services to the City's households and businesses. The growing population in the City results in increasing urbanisation and consumption, which contributes to the increasing volumes of solid waste and the impacts of climate change. The main solid waste disposal sites in eThekweni are the Bisasar Road, Mariannhill, Lovu and Buffelsdraai landfills, with the Buffelsdraai landfill being the largest in the municipal area.

The vision for eThekweni is to become the most compassionate and liveable city by 2030. To achieve this vision, the city's waste management needs to transition from waste management to "resource management". This requires a shift in perception, recognizing waste as a valuable resource rather than a disposable material. Traditional solutions are no longer viable, prompting the exploration of alternative and innovative approaches to prolong the lifespan of existing waste management facilities.

Currently, the City is faced with challenges regarding limited landfill space. Noting that there are delays with implementing its western regional landfill resulting in increased transportation costs, this has further necessitated reviewing the current waste minimisation activities and promoting separation at source mechanisms with a focus on organic waste diversion. The current transportation costs of managing the waste to landfill sites in the city's extreme outskirts are unsustainable and warrant reducing the amount of waste transported through alternative options. Moreover, commissioning and operating new landfills is a significant cost to local government and is often resisted by communities neighbouring potential sites.

## **2.2 The Transforming Cities Waste Management Programme**

Organic waste (food waste and other biodegradable waste) comprises between 30% and 60% of the total municipal solid waste generated in African cities, and this organic waste is responsible for up to 20% of city greenhouse gas emissions, primarily as methane from landfills and dumpsites. In terms of city powers and transformational potential, action to reduce organic waste disposal represents an immense opportunity to reduce methane emissions and deliver significant local benefits on public health, sanitation, and job creation.

According to the latest [International Panel for Climate Change \(IPCC\) Report](#), addressing methane emissions is the single fastest and most effective way to address current global warming. African cities have a unique opportunity to contribute to this global mission by implementing sustainable waste management systems. C4O is working with cities to dramatically reduce current and future emissions by strategically engaging political leadership. To deliver the most impactful waste management priorities captured in their respective Climate Action Plans, while also building technical, institutional, and operational capacity in the supported cities.

The Transforming Cities Waste Management Programme looks into supporting cities to transform city waste management whilst reducing methane emissions. The Programme provides the City of eThekweni with the preliminary tools needed to establish sustainable waste management systems and the foundational requirements to get to the pathway toward zero waste. Cities are high-impact change agents and improving waste management is a key opportunity for cities to reduce methane emissions, and a key priority for mayors, as shown in the [Pathway Towards Zero Waste](#).

C4O Cities will support the City of eThekweni in closing collection gaps, improving residual waste disposal solutions, phasing out organics from disposal, and creating and upskilling jobs. The programme has supported the City in executing a Waste Composition Study, Mass Flow Analysis and Development of a Monitoring Tool Project. Subsequently, C4O in collaboration with the City will be working on developing a strategy and implementation plan that identifies potential interventions to reduce waste generation, improve diversion and treatment of organic waste, consequently reducing waste disposal through establishment of organic waste treatment alternative options.

## **2.3 Situational Analysis**

Waste disposal contributes a significant percentage of city-wide emissions. However, the sector presents a number of opportunities to reduce emissions in other sectors while improving local water and air quality, fostering entrepreneurship and creating jobs and innovations in the economy. Furthermore, an emphasis on reusing, reducing, and recycling has significant benefits in the carbon emissions embedded in products' supply chain in addition to direct benefits in reduced costs, energy intensity and emissions compared with manufacturing from new resources.

The new recycling and waste minimisation models advocate for the diversion, treatment and recycling of waste in order to increase the lifespan of landfills, reduce emissions and provide potential jobs with intention to stimulate the local economy. Development of markets and empowerment of Small, Medium and Micro Enterprises (SMMEs) and communities will ensure continuity and sustainability of the waste sector. Public-private partnerships (PPPs) will play a key role in providing financial and non-financial support.

National Framework Municipal Waste Management services are governed by the South African Constitution (Act 108 of 1996), which provides the foundation for environmental regulation and policy. The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2). In addition, the National Environmental Management Waste Act (Act no. 59 of 2008) reforms the law regulating waste management and provides a legislative framework addressing all the steps in the waste management hierarchy. The Act is implemented through the National Waste Management Strategy and Operation Phakisa: Chemicals and Waste Economy. Convened by the Department of Forestry, Fisheries and the Environment (DFFE), Operation Phakisa engaged extensively with stakeholders to

provide enabling legislation to promote waste beneficiation, economic transformation, and job creation through the waste sector.

Responding to the challenge, eThekweni has implemented a range of measures to improve efficiencies in the waste sector as highlighted below ([Durban Climate Action Plan, 2019](#)).

- Waste separation at source by adopting the use of specialised refuse bags for each waste type. Cleansing and Solid Waste (CSW) currently has about 23 recycling centres in the municipality that are easily accessible by residents.
- Education and awareness programmes to promote the reduction, recycling and reuse of waste.
- Two landfill gas-to-energy projects at Bisasar Road and Mariannhill landfill sites.

C4O supported the city of eThekweni to undertake a two-season Waste Composition Study, Mass Flow Analysis and Development of a Monitoring Tool. The Study concludes that there is a potential 80% of the waste that Cleansing and Solid Waste can divert to save on air space and promote organic waste recovery initiatives. The prospective Organic Waste Diversion Strategy and Implementation Plan should thus guide on actualizing this as well as reducing the quantity of waste generated from source.

The comparative chart below shows the comparison between the waste generator categories sampled in terms of organic waste, recyclable waste and non-recyclable waste. The chart indicates that there is great potential for organic waste diversion from the landfill.

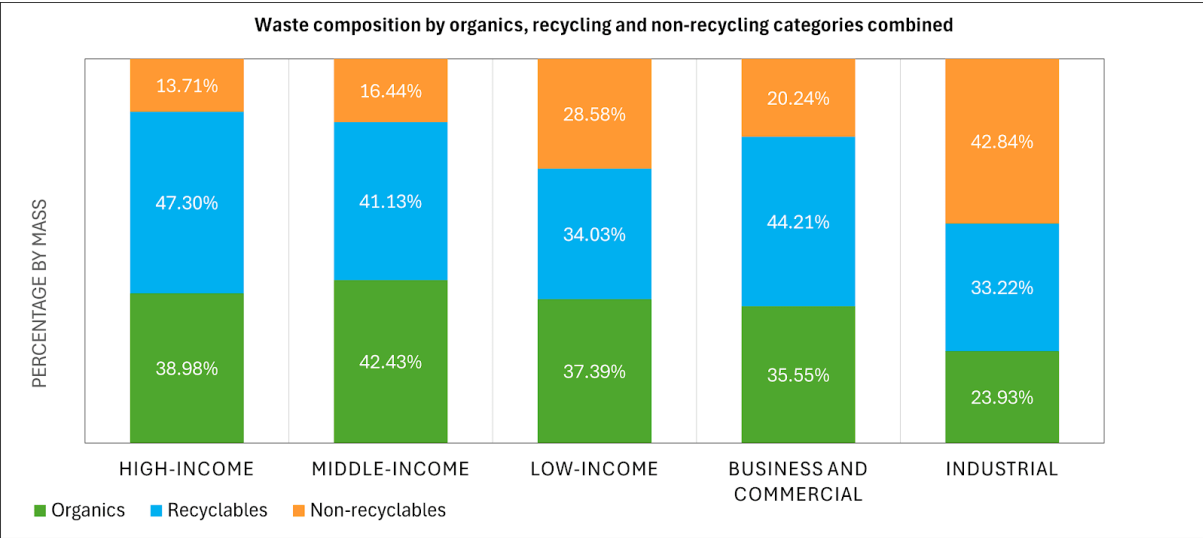


Image 1: General Waste Streams by Generator Categories.

Other findings from the study that are relevant to the prospective works are as highlighted below.

- Public awareness on source segregation is required to leverage on the 38% organic waste stream from the total waste generated. The other general streams are 42% recyclables and 20% non-recyclables. Effective segregation at source is required to recover valuable organic material.
- The study recommends a phased approach to divert organic waste from source and landfills to reduce GHGs; starting with recovery and then treatment with an initial focus on the low hanging fruit options.
- Organic waste treatment solutions will need to be assessed in terms of their individual conditions, including space availability, feedstock availability, population proximity, potential off-take arrangements, cost, spatial citing, and environmental impact.
- According to the findings that food waste is the main component of the organic waste from business, commercial, and industrial establishments, it can be separated for use in biogas plants or other treatment alternatives.
- The study did not find any large-scale organic waste diversion initiatives but spotted a few small-scale ventures that need to be looked into further for consideration of a decentralised organic waste diversion model.

eThekwini's immediate vision in this context is for eThekwini/Durban to transition the business from waste management to "resource management". As a result, onus has to be placed on changing the perception of waste being an alternative valuable resource.

eThekwini needs to reduce, reuse and recycle more. The Strategy development process should purpose to build on the Cleansing and Solid Waste (CSW) vision of seeing waste as the valuable resource to reduce the waste pressure increasing as the City grows. The Strategy to be developed has to be aligned with the City's [Integrated Development Plan](#) (IDP) and the [National Waste Management Strategy](#), to ensure that the waste master planning strategy document provides a new approach with radical, incremental change in how to better manage eThekwini's waste.

The expectation is to receive a product that will enable CSW to take decisive action in diverting organic waste from landfill and upstream; reduce greenhouse gas emissions and improve the waste business as a utility service provider.

## 2.4 The Project

### 2.4.1. Introduction

The prospective procured technical expertise is expected to develop essential components of an Organic Waste Diversion Strategy and Implementation Plan in close collaboration with C40 and the City of eThekwini. Through a circular economy approach, the consulting entity will focus on waste reduction, feedstock procurement, progressively developing waste treatment capacity, utilizing

strategies and identifying high impact opportunities in the near, mid and long-term as well as identifying policies, campaigns and other types of supporting actions to ensure the sustainability, local compatibility and robustness of the implementation of the Strategy.

The Organic Waste Diversion Strategy should be framed within the [City's Climate Action Plan](#) and [Integrated Waste Management Plan](#), the objectives of the [Pathway Towards Zero Waste](#) and other relevant local, regional and national commitments. Essentially, the Strategy goals are as highlighted below.

- Reduce organic waste disposal to landfills by 30% by 2030 in a progressive, sustainable, and equitable way.
- To assess the current status quo of data baseline, actions, planned interventions, relevant stakeholders, local enablers, and barriers for the successful implementation of this Strategy.
- To aggregate objectives, plans, commitments, and strategies from other related documents, as well as outputs, lessons learned and conclusions from other studies and support provided to the City into this Strategy to create a consistent framework for urban interventions.
- Establish near (1-3y), mid (5-10y) and long-term (10+y) actions that contribute to achieve and sustain the ultimate goal.
- When developing the strategy, the consultant shall ensure that existing infrastructure can be leveraged to reduce costs, and maximise performance, for example, using existing collection routes and waste management facilities to develop organic waste treatment projects or reusing existing landfill gas utilization infrastructure to process biogas from anaerobic digestion.
- To identify a pipeline of actions, projects, and policies in those timeframes, including recommendations for feedstock sources, project location, logistical needs, policy and campaigning requirements, educational activities, and budget adjustments required to successfully achieve them.
- To estimate the impacts and benefits of these actions in terms of cost, GHG reductions, recycling performance, byproducts generated, landfill congestion, job creation, health, air quality, and other co-benefits.
- To spatially represent low hanging fruit options of the potential organic waste generators/sources with possible technology and deliver a potential organic diversion that is quantified with estimates based on scoping assessments.
- To provide life cycle costing model for each proposed option in form of business case assessment for informed decision making. It is noted that the solid waste business is not profit generating and a balance of operating costs to revenue potential is expected.
- Overall, the development of this strategy will provide an implementation roadmap for the city with estimated timelines, costs and impacts to improve their waste management system, reduce GHG emissions, increase material recovery, reduce waste disposal, extend landfill operational lifetimes and reduce their operational expenses, create good green jobs and deliver a cleaner, healthier, and more inclusive city to all its residents.



At the end of the development of the Strategy, the consulting entity shall develop an Implementation Plan for a demonstration project. This will be part of the infrastructure development timeline to kickstart the implementation of the Strategy. The demonstration project and implementation plan should be designed in a way that it can be implemented in a period of 6 to 12 months; and be a scalable component of the near term recommended actions.

## 2.4.2. Purpose

Following consultations with eThekweni City officials, C40 is seeking a service provider/ consortium (not individuals) to develop the eThekweni Organic Waste Diversion Strategy and Implementation Plan. The development of the Strategy and Plan should be organized around delivery timelines with possible interventions in the near, mid and long-term; ultimately provide a detailed design for the establishment of a sustainable organic waste treatment facility.

## 2.4.3 Description

The Organic Waste Diversion Strategy should enhance the City of eThekweni capacity to significantly reduce its environmental footprint, improve public health, and create a more sustainable future for its residents. The Strategy should provide specific guidance and actions based on improved data, good practice and co-benefits estimations to plan its delivery. The development of the Strategy should include recommended actions, projects, and policies that capture the following areas among others that will come up in the works:

- **Source Reduction and Waste Minimization:**
  - Implement public awareness campaigns on waste reduction and composting.
  - Promote food waste reduction initiatives in households and businesses.
  - Support community gardens and urban agriculture.
- **Improved Collection and Segregation:**
  - Establish efficient organic waste collection systems, including curb-side pickup and community drop-off points.
  - Provide clear guidelines and training for residents on waste segregation.
- **Colocation of Organic Waste Processing Facilities:**
  - Identify suitable locations within existing infrastructure and waste management locations to minimize disruption to logistic operations, transportation costs, and environmental impact and develop business plan financial projections.
  - Prioritize anaerobic digestion and composting technologies for organic waste treatment.
  - Explore opportunities for co-digestion of organic waste with other waste streams (e.g., sewage sludge).
  - Consolidate scenario analysis by ensuring flexibility of computing different iterations on a continual basis. These are to allow for “what if” scenarios analysis so as to support Cleansing and Solid Waste (CSW) to make informed decisions on the Strategy.

- Conduct a system analysis to be iterated and presented in a graphical format, preferable on a Geographic Information System (GIS) or similar, to facilitate ease of data input and visual representation of the various simulation calculations. This tool approach is required by Durban Solid Waste (DSW) to mitigate tedious calculations and work smart with efficiency.
- **Resource Recovery and Utilization:**
  - Produce high-quality compost for agricultural and horticultural use from clean organic waste streams.
  - Generate biogas for energy production and vehicle fuel.
  - Recover nutrients from wastewater treatment and organic waste for fertilizer production.
- **Policy and Regulatory Framework:**
  - Review existing waste management bylaw and propose revisions from a policy perspective to compliment the strategy
  - Develop and implement comprehensive organic waste management regulations.
  - Establish partnerships with the private sector and community organizations.
- **Financial Considerations:**
  - Provide financial incentives and support for organic waste recycling and composting businesses.
  - Undertake rapid capital investment and financial appraisals in form of high-level business cases. The outputs from the scope will support Cleansing and Solid Waste (CSW) in competing for capital support through the City's Capital Investment Committees with a credible pipeline of projects. The works must also be presented to a level that will take technology selection for structured finance outside the municipal fiscal system such as green financing for integrated finance options with consideration to demonstrate Return on Investment (RoI)

The Implementation Plan for a sustainable organic waste treatment facility should provide the following details:

- A detailed professional plan for the construction of the facility.
- A breakdown of the financial implication.
- A procurement plan.
- A detailed schedule for the works.
- A collection targeted strategy/plan for the organic waste feedstock.
- An organic product off-taking plan.
- A detailed description of stakeholder roles and responsibilities.
- Standard Operating Procedures for optimal functioning of the facility.
- Operations and maintenance plan.
- Regulatory compliance and permit plan.
- Risk Management plan.
- Monitoring and evaluation plan.

To enhance the Implementation Plan Development process, the City is required to avail the following resources to the consulting entity as well as other data and information relevant to the works.

- Site layout map in proximity to utilities, services and environmental resources.
- Route maps including pathways from organic waste feedstock points.
- Staff inventory describing the numbers and competencies available to work in the facility.
- Fleet capacity available to manage logistical and technical operations.

### **2.4.3.1 Inception (Deliverable 1)**

A project inception is to be conducted with the City and C4O culminating in the following:

- Inception Meeting that will be delivered through an in-person workshop with all the relevant stakeholders to strategize on execution of this project (deliverable 1.1).
- Work Planning (deliverable 1.2) to consult widely in development of the inception report as well as establish a multi-stakeholder Project Steering Committee (PSC).
- Submission of the Inception Report (deliverable 1.3) that contains a detailed project plan outlining overall approach, process, Key Performance Indicators (KPI's), outcomes, deliverables, methodology, resources to be deployed, timeframes, budget as well as the road map outlining how the process of developing the Strategy and Implementation Plan will unfold. It must include the established multi-stakeholder Project Steering Committee (PSC) description and structure.

### **2.4.3.2 Near-Term Strategy Formulation (Deliverable 2)**

The consulting entity is required to provide:

- The status quo of organic waste diversion initiatives from bulk organic waste generators.
- Identify multi-sectoral stakeholders of bulk organic waste generators. Engage the stakeholders to enhance their capacity in enabling organic waste diversion and to keep their endeavours aligned to the City's strategic direction. Provide recommendations for continuous and regular comprehensive stakeholder engagements through workshops, seminars, trainings and other appropriate means.
- Organic Waste Diversion Strategy focus on bulk organic waste generators; leveraging on existing waste management facilities for co-location. Recommend optimal route maps for the transportation of organic waste feedstock from the source to processing points.
- Based on the organic waste feedstock available and other relevant determinants, recommend with justification the most feasible treatment option and alternatives.
- Conduct an impact assessment for each intervention recommended in the Strategy.

- Based on the system analysis, develop a simulation model that factors in all cost parameters, logistics in the waste value chain (noting that transportation is a major cost driver for DSW); and provide a triple bottom line assessment (financial, environmental and social) for developing the Strategy. The scenarios will not be limited to airspace diminishing and resulting diversion of waste flows to facilities, but also facility closures, establishment of new facilities, waste beneficiations and treatment etc.
- Near-Term Strategy Report.

### **2.4.3.3 Mid-Term Strategy Formulation (Deliverable 3)**

The consulting entity is required to provide:

- The status quo of organic waste diversion initiatives from non-household medium to minimal organic waste generators.
- Identify multi-sectoral stakeholders of non-household medium to minimal organic waste generators. Engage the stakeholders to enhance their capacity in enabling organic waste diversion and to keep their endeavours aligned to the City's strategic direction. Provide recommendations for continuous and regular comprehensive stakeholder engagements through workshops, seminars, trainings and other appropriate means.
- Organic Waste Diversion Strategy focus on non-household medium to minimal organic waste generators. Recommend optimal route maps for the transportation of organic waste feedstock from the source to processing points.
- Based on the organic waste feedstock available and other relevant determinants, recommend with justification the most feasible treatment option and alternatives.
- Conduct an impact assessment for each intervention recommended in the Strategy.
- Based on the system analysis, develop a simulation model that factors in all cost parameters, logistics in the waste value chain (noting that transportation is a major cost driver for DSW); and provide a triple bottom line assessment (financial, environmental and social) for developing the Strategy. The scenarios will not be limited to airspace diminishing and resulting diversion of waste flows to facilities, but also facility closures, establishment of new facilities, waste beneficiations and treatment etc.
- Mid-Term Strategy Report.

### **2.4.3.4 Long-Term Strategy Formulation (Deliverable 4)**

The consulting entity is required to provide:

- The status quo of organic waste diversion initiatives from household waste generators.
- Identify multi-sectoral stakeholders of household waste generators. Engage the stakeholders to enhance their capacity in enabling organic waste diversion and to keep their endeavours aligned to the City's strategic direction. Provide recommendations for continuous and regular comprehensive stakeholder engagements through workshops, seminars, trainings and other appropriate means.

- Organic Waste Diversion Strategy focus on household waste generators. Recommend optimal route maps for the transportation of organic waste feedstock from the source to processing points.
- Based on the organic waste feedstock available and other relevant determinants, recommend with justification the most feasible treatment option and alternatives.
- Conduct an impact assessment for each intervention recommended in the Strategy.
- Based on the system analysis, develop a simulation model that factors in all cost parameters, logistics in the waste value chain (noting that transportation is a major cost driver for DSW); and provide a triple bottom line assessment (financial, environmental and social) for developing the Strategy. The scenarios will not be limited to airspace diminishing and resulting diversion of waste flows to facilities, but also facility closures, establishment of new facilities, waste beneficinations and treatment etc.
- Long-Term Strategy Report.

### **2.4.3.5 Implementation Plan Development (Deliverable 5)**

The consulting entity is required to provide:

- An in-person workshop with all relevant stakeholders to strategize on the development of the implementation plan.
- A detailed professional plan for the construction of the facility. This should include engineering designs, technical drawings with clear specifications and Bill of Quantities. Based on the size of the site available and the possible organic waste processing capacity, determine the configuration of the facility.
- A financial implication breakdown. This should include capital, operational, maintenance, revenue and contingency estimates. Consider minimal cost implications to the City by exploring sustainable funding alternatives.
- A procurement plan with details of resources required for the establishment and operationalization of the facility. Include a schedule, activities and logistics required to acquire all resources including materials and equipment.
- A detailed schedule for the design, construction to operationalization of the facility.
- A collection plan for the organic waste feedstock that includes a route map. It is expected that the identified feedstock will be clean, homogenous organic waste from the bulk generators. Capitalize on the nearest sources of organic waste to minimize transportation costs. Facilitate agreements for the supply of organic waste feedstock.
- An organic product off-taking plan. Facilitate agreements for the uptake of organic products.
- A detailed description of stakeholder roles and responsibilities. To necessitate regular and consistent stakeholder engagement, provide a plan that includes capacity building and training content that will guide:
  - Segregation of organic waste at source and subsequent sorting.
  - Operation and maintenance of the organic treatment facility.
- Operations and maintenance plan to include and not limited to:
  - Standard Operating Procedures for optimal functioning of the facility.

- Routine tasks.
- Inspection schedule.
- Safety and emergency procedures.
- Regulatory compliance and permit plan that details all legal requirements for construction and operationalization of the facility.
- Risk Management plan that details mitigation measures.
- Monitoring and evaluation plan for the construction and operationalization of the facility that details key performance indicators and reporting mechanisms.
- A detailed report on the implementation plan for a sustainable organic waste treatment facility that includes recommended scale-up of the initiative. This report should enable the City to appoint a concessioner who will establish the facility accordingly and make necessary measures for the subsequent scale-up in the mid-term and long-term periods.

#### **2.4.3.6 Project Completion (Deliverable 6)**

- Project close-out report (deliverable 6.1) that captures the entire process from inception to completion including the near, mid and long-term Organic Diversion Strategy, Implementation Plan and recommendations to the City on their optimal execution. This report should suffice as a roadmap for the City to divert organic waste from the landfills.
- The Report should be professionally well designed with a consistent visual identity. It should include an executive summary and a comprehensive report on the activities and outcomes of the tasks completed. Technical reports are to be submitted (in word format, and other associated files e.g spreadsheets; a summary report; 3 pieces of designed hard copies full report; and 5 pieces of designed hard copies executive summary report).
- Project close-out meeting (deliverable 6.2) with the C4O and City project team.

#### **2.4.4 Project Monitoring and Evaluation**

- Fortnight progress meetings with the project team including the Service Provider, the City and C4O.
- Submission of reports for the project deliverables.

### **3. Proposal Guidelines**

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5:00pm SAST [April] [7<sup>th</sup>], 2025**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C4O, clear costs and detail on experience in this area.

The proposal should give C4O evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

- How your quote is responsive to the Evaluation Criteria;

- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Proposed timeline of implementation;
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;
- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues;
- Provide project experience listing with traceable references **on similar works undertaken**– note this will use as part of the quality eligibility screening.

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

Bidders are encouraged to provide additional information relevant to the project. You may include the items as highlighted below.

- Resumes of proposed key personnel in the standard [C40 CV Template](#) ;
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;
- Company history;
- Executive background;
- Information on company size;
- Organisational charts;
- Motivation about collaborating with C40 and supporting the delivery of the Strategy development;
- Description of Corporate Social Responsibility (CSR) or internal guidelines that show the commitment to a healthy and inclusive working environment.

### 3.1 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 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.

## 3.2 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. The work will be completed on the [C4O Standard Services Contract](#).

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 quote, please do not mark up the document in tracked changes but provide [a separate negotiation document](#) for review setting out clearly your rationale for the change.

If C4O 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.

### 3.2.1. 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 the proposal 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.

## 4. RfP and Project Timeline

### RfP Timeline:

<i>Task</i>	<i>Due Date</i>
Request for Proposals sent out	<i>[March] [4], 2025</i>
Questions submitted to C4O	<i>[March] [18], 2025</i>
C4O responds to questions	<i>[March] [25], 2025</i>
Deadline for receiving Offers	<i>[April] [7], 2025</i>
Clarification of Offers	<i>[April] [8], 2025 - [April] [9], 2025</i>
Evaluation of Proposals	<i>[April] [10], 2025 - [April] [18], 2025</i>
Presentation on Proposal	<i>[April] [21], 2025</i>
Selection decision made	<i>[April] [22], 2025</i>
All Potential Suppliers notified of outcome	<i>[April] [23], 2025</i>



## Project Timeline

<i>Task</i>	<i>Due Date</i>
The project initiation meeting (deliverable 1.1) must be completed by	[April][29], 2025
Draft Inception Report (deliverable 1.3) must be submitted by	[May][5], 2025
Commenting on draft Inception Report (deliverable 1.3) must be completed by	[May][14], 2025
Project planning phase (deliverable 1.2) must be completed by	[May][19], 2025
Final Inception Report (deliverable 1.3) must be submitted by	[May][20], 2025
Near-Term Strategy formulation (deliverable 2) must be completed by	[June] [4], 2025
Draft Near-Term Strategy Report (deliverable 2) must be submitted by	[June] [5], 2025
Commenting on draft Near-Term Strategy Report (deliverable 2) must be completed by	[June] [16], 2025
Final Near-Term Strategy Report (deliverable 2) must be submitted by	[June] [20], 2025
Mid-Term Strategy formulation (deliverable 3) must be completed by	[July] [4], 2025
Draft Mid-Term Strategy Report (deliverable 3) must be submitted by	[July] [7], 2025
Commenting on draft Mid-Term Strategy Report must be completed by	[July] [16], 2025
Final Mid-Term Strategy Report (deliverable 3) must be submitted by	[July] [22], 2025
Long-Term Strategy formulation (deliverable 4) must be completed by	[August] [6], 2025
Draft Long-Term Strategy Report (deliverable 4) must be submitted by	[August] [7], 2025
Commenting on draft Long-Term Strategy Report (deliverable 4) must be completed by	[August] [18], 2025
Final Long-Term Strategy Report (deliverable 4) must be submitted by	[August] [22], 2025

<i>Task</i>	<i>Due Date</i>
Implementation Plan Development (deliverable 5) must be completed by	[September] [5], 2025
Draft Implementation Plan (deliverable 5) must be submitted by	[September] [8] 2025
Commenting on draft Implementation Plan (deliverable 5) must be completed by	[September] [17], 2025
Final Implementation Plan (deliverable 5) must be submitted by	[September] [23], 2025
Draft Final Report (deliverable 5.1) must be submitted by	[September] [24], 2025
Commenting on the draft Final Report (deliverable 5.1) must be completed by	[October] [2], 2025
Final Report (deliverable 5.1) must be submitted by	[October] [8], 2025
Project Close-out meeting (deliverable 5.2) must be completed by	[October] [9], 2025

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

## 5. Proposal Evaluation Criteria

Evaluation criteria	Percentage
<ul style="list-style-type: none"> <li>Technical expertise and experience of the bidder across relevant key areas; including solid waste management and planning, organic waste treatment, infrastructure development, data management, economics and finance, public policy, engineering, governance, campaigns and communications, and climate change as well as familiarity with the local environment in South Africa, especially eThekweni.</li> <li>Demonstrated past and existing similar works to this project.</li> </ul>	40 %

Evaluation criteria	Percentage
Robustness of the project delivery proposal: The project delivery approach proposed, including project management approachability to deliver quality outputs on time.	30%
Value for money: <ul style="list-style-type: none"> <li>• Economy: Assessment of the cost efficiency and budget consciousness of the quote - Consideration of whether the quote costs align with the expected outcomes and deliverables.</li> <li>• Efficiency: Examination of proposed project management approach, resource allocation, and timelines.</li> <li>• Effectiveness: Assessment of appropriateness and viability of chosen methods and tools to achieve the objectives.</li> </ul>	20 %
Equity and ethical alignment considerations: The successful candidate should demonstrate commitment to being ethical, equitable, diverse and inclusive. This should be depicted not only in the team member constitution but also in the manner of executing past works.	10 %

## 6. Project Budget

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. Pricing should be listed for each item. All costs incurred in connection with the submission of this RfP are non-refundable by C4O.

All equipment that needs to be procured and budgeted for the implementation of the project will be transferred to the City at no additional cost post project completion. The consultant's equipment shall remain in their property and custody if their cost is not budgeted to the project.

The consulting entity should provide the necessary workforce required to undertake this project. This consulting project team will work in close collaboration with the City officials assigned to the initiative.

### 6.1 Payment Terms

The total project cost should not exceed **USD 100,000**. The table below highlights the basis of payments.

Component	Payment
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After finalising the contract from both parties & satisfactory submission of Inception Report.	20%
Satisfactory delivery of the Near and Mid-Term Organic Waste Diversion Strategy Simulation Models and Reports.	20%
Satisfactory delivery of the Long-Term Organic Waste Diversion Strategy Simulation and Report and Implementation Plan Report	20%
Satisfactory delivery of the Final Organic Waste Diversion Strategy Simulation Models, Report and Implementation Plan Report, Presentation, Professionally Designed Summary report (English), and Project Closure meeting.	40%

## 7. C4O Policies

C4O expects third parties to be able to abide by these C4O policies

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

## 8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by [April] [7] 2025 at 5:00pm SAST:

Patricia K'Omudho; Technical Advisor: [pkomudho@c40.org](mailto:pkomudho@c40.org)

Copy email below on all communications regarding this RfP.

Phumelele Makhanya; Regional Advisor; [pmakhanya@c40.org](mailto:pmakhanya@c40.org)

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

Based on the submissions received, C4O reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

## Disclaimer

C4O will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RfP. Responses submitted will be accessible by all C4O staff and external evaluators (if any).

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 C4O (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.