



## REQUEST FOR PROPOSAL (RfP)

Policy Journey to Integrate Informal Waste Workers in municipal  
sustainable waste management systems

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

22 April, 2025

Deadline for submission:  
12 May, 2025



## 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. Summary, Purpose and Background of the Project

**About the Inclusive Climate Action Programme:** The C40 Inclusive Climate Action (ICA) Programme supports cities in developing and delivering local climate policies and initiatives that drive mitigation and adaptation, co-designed in an inclusive way, addressing structural inequalities and delivering equitable impacts that support climate justice while advocating for global and national change that allows cities to go further in achieving a just transition.

**About the Bloomberg Cities Idea Exchange:** A first-of-its-kind initiative to accelerate the spread of successful civic solutions between cities around the world. The Bloomberg Cities Idea Exchange brings together curious city leaders, proven and promising ideas, and the supports municipalities need to adapt what's worked in other places and deliver impact back home.

### **Project:**

C40 seeks a consultant or group of consultants to develop a practical Policy Journey to guide cities through the key steps to integrate informal waste workers into municipal waste management systems, creating better job opportunities and improving waste collection efficiency by fostering collaboration and strong partnerships between cities and informal waste workers.

## Background of this project:

The [Integrating Informal Waste Workers](#) working group, launched in February 2025, is designed to support cities in engaging informal workers to improve waste management, build resilience and improve livelihoods. This initiative, part of the [Bloomberg Cities Idea Exchange](#) (BCIE) program, brings together both **C40 and non-C40 cities** to establish strong, collaborative partnerships with the informal waste sector creating good, green jobs, boosting recycling rates, moving towards zero waste and delivering a just transition that leaves no one behind. Participating city staff will receive tailored assistance to design and implement needs assessments, awareness raising and coalition building campaigns, engagement strategies and social dialogues, training packages, and inclusive hiring practices, among others.

It is estimated that 15–20 million people in the world work as informal waste workers (IWWs). The ILO indicates that an estimated 4 million workers are formally employed in the waste management and recycling industry, meaning that informal workers make up the bulk of the industry. These workers' lack of recognition and integration into official waste management systems leads to dangerous working conditions and inefficient collection and recycling practices.

The integration of informal workers is a critical policy challenge for a just transition globally. The recognition and acknowledgment of IWW's contributions to waste management form pivotal initial steps inherent to any policy that aims for equitable stakeholder participation and a just transition.

IWWs actively combat pollution and climate change, managing approximately 60 per cent of the world's plastic waste collected for recycling, and thus actively contributing to a more circular economy. This significantly reduces greenhouse gas emissions and prevents plastics and waste from causing environmental and public health issues like drain blockages, flooding, and poor sanitation. IWWs not only bring the benefits of collecting solid waste at source and separating recyclables, but they also improve land use, preserving and extending green areas, improving water courses and preventing floods. Additionally, their contributions protect marine life by preventing waste from being ingested by fish and livestock, as well as preventing harmful open burning practices in dumpsites and underserved communities. Finally, the benefits of IWWs work ensure basic sanitation and the human right to a clean environment for all urban communities.

Moreover, IWWs play a critical role in addressing the challenges of poverty by working to feed families and communities. While contributing to the economy, the environment and public health, IWWs are creating their own livelihoods and providing crucial income for households.

Despite their significant social, economic, and environmental contributions, IWWs constitute the most vulnerable and exploited stakeholders within waste value chains. They are frequently excluded from formal labour markets and marginalized due to the stigmatization of waste and poverty. Most of them operate as self-employed workers but without recognition as workers and, as a result, without labour rights. They tend to earn inadequate incomes under

hazardous and precarious working conditions, and are often economically exploited.



Climate emergency has further exacerbated social, economic and spatial inequalities. Also, policy and investment responses to climate change can negatively impact the lives and livelihoods of workers in informal employment if they are not developed with the right equity and inclusion considerations.

Keeping these challenges and needs in mind, cities can play a critical role in building more inclusive and sustainable waste management solutions and practices that reduce emissions, improve the urban environment, contribute to a circular economy and move towards zero waste. Cities can advance a fair and equitable transition, with informal waste workers at its centre, strengthening livelihoods and building resilience.

### **Summary & purpose of this project:**

Cities, working together with IWW organisations, can design and implement solutions to address these challenges through participatory approaches and inclusive policies that recognise the contributions and needs of informal workers, integrating them into formal support systems, and providing targeted assistance to enhance IWWs' resilience, livelihoods, and well-being.

The overall aim of the Policy Journey is to empower mayors and city officials to advance the integration of IWWs in municipal waste management through the development of inclusive policies, programmes and processes. The Policy Journey will guide cities along the journey to integrate informal waste workers, providing practical policy recommendations, tools and brief actual examples cities can adopt for the different steps of this process..

Cities and local governments can institute inclusive processes for integrating informal waste workers and their organisations into participatory planning of sustainable waste management. Local governments can formally integrate IWWs into solid waste management by granting access to recyclable materials, formalising partnerships and issuing contracts, as well as providing equipment and sorting facilities. Cities can also catalyse inclusive processes by opening channels of dialogue with waste workers, establishing multi-stakeholder platforms for participatory planning and social dialogue, and strengthening cooperatives/associations and micro enterprises to enable them to enter new niches. Providing training to waste workers' organisations to help them meet requirements for accountability and service delivery may also be a necessary component of integration. Likewise, city officials may require training to interact with waste pickers as legitimate partners.

The preparation of the Policy Journey should build on the supplier's own expertise, literature review of existing resources, and interviews with stakeholders and experts in the field.

Some of the key resources related to this topic published by C40 Cities include:



- [Inclusive waste management in cities](#) (2023) - Analysis and recommendations for city-led actions to making waste management value chains more inclusive, green, and socially just
- [C40 Waste policy explorer](#) (2023)
- [City Stories](#): Strengthening partnerships with informal workers to deliver a just transition
- [Informality and green transition](#) (Just Transition & Good Green Jobs: Issue Briefs for Cities)
- Working Paper: [Just Transition Applications in the Informal Waste Sector](#)
- [How to support informal workers and economies in a just transition](#)
- [City Stories](#) - Strengthening partnerships with informal workers to deliver a JT
- [C40 Pathway Towards Zero Waste](#) - Commitment by C40 member cities to substantially reduce emissions in the sector through a set of high impact actions
- [How to manage food and organic waste in Global South cities](#) - Includes reflections about the role of the informal sector in a key area of action for the organization

Key steps to be considered for the policy Journey may, among others, include:

- Internal city capacity building
- Participatory Needs Assessment
- Registration of informal waste workers
- Public Awareness Campaigns and Coalition Building
- Developing IWW engagement policy frameworks and Engagement Strategies
- Strengthening IWW organisations
- Building informal workers' capacities and skills
- Social Dialogues
- Assessing and addressing climate change impacts on workers - adaptation and resilience measures
- Issuing Municipal contracts
- Financial aspects of support such as compensations to IWWs and finding resources in city's budget or other sources
- Promoting Safeguards, Social Insurance and Protection measures
- Frameworks and data tools to monitor and evaluate environmental and social and economic co-benefits of integrating IWWs, including contribution to sustainable waste management system and recycling rates.

The overall aim of the guide is to empower mayors and city officials to advance on the integration of IWWs in municipal waste management through the development of inclusive policies, programmes and processes through policy recommendations, tools and practical examples from cities who have already tested these solutions around the globe.

## Deliverables and timeframe

In addition to the deliverables outlined below, the successful bidder will be responsible for creating and maintaining project timelines.

**C4O**  
**CITIES**

Deliverable	Description	Deadline
<b>D.0.1 Methodology and work plan</b>	<p>Design the detailed methodology and define a work plan following the kick-off call with the C4O team.</p> <p><b>Outputs:</b></p> <ul style="list-style-type: none"><li>• Detailed methodology report</li><li>• Detailed work plan</li></ul>	w/o 9th June
<b>D.0.2 Initial scoping report</b>	<p><b>Report on initial findings from desk review &amp; proposed skeleton for the Policy Journey</b></p> <p>The desk-based review should include clear evidence and understanding of:</p> <ul style="list-style-type: none"><li>• Selection and justification of the phases/steps to be included in the Policy Journey and initial policy options and recommendations available for cities</li><li>• Potential city examples and brief case studies across regions: Available evidence and examples of relevant, proven policies, measures and levers cities can use to address each of the steps.</li><li>• Proposed list and questions to engage and consult key stakeholders and experts</li></ul> <p><b>Output:</b></p> <ul style="list-style-type: none"><li>• Word document format</li><li>• In English (British)</li><li>• max 15 pages</li></ul>	w/o 7th July
<b>D.1 First draft of Policy Journey</b>	<p><b>First full draft of Policy Guide for C4O review</b></p> <ul style="list-style-type: none"><li>• Should allow at least two rounds of feedback from C4O team and key stakeholders</li></ul> <p>The draft should include:</p> <ul style="list-style-type: none"><li>• Intro and context making a clear case for why integrating informal waste workers</li></ul>	w/o 25th Aug

	<p>is a key strategy for cities to improve sustainable waste management systems and advance the just transition</p> <ul style="list-style-type: none"> <li>• Policy options, tools, and recommendations available for cities to advance the steps to integrate informal waste workers</li> <li>• Brief leading, practical examples of proven policies, measures and levers cities can use to address each of the steps (with good regional coverage).</li> </ul> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>• Word document format</li> <li>• In English (British)</li> <li>• max 40 pages</li> </ul>	<div>C40 CITIES</div>
<b>D.2 Final Policy Guide</b>	<p><b>Final report of the Policy Guide</b></p> <ul style="list-style-type: none"> <li>• Should allow at least two rounds of feedback from C40 team and key stakeholders</li> </ul> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>• Word document format</li> <li>• In English (British)</li> <li>• max 40 pages</li> <li>• Copy edited</li> </ul>	w/o 13th Oct
<b>D.3 Dissemination</b>	<p><b>1 webinar</b> – to present the policy guide to city officials participating in the BCIE-Integrating Informal Waste Workers working group</p> <ul style="list-style-type: none"> <li>• Should allow at least one round of feedback from C40 team</li> </ul> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>• Slide deck</li> <li>• In English (British)</li> </ul>	w/o 20th Oct

### 3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5pm EST, May 12th, 2025**. 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, and it should be no longer than 10 pages (including CV's). 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;
- Proposed timeline of implementation;
- Project management methodology
- List of key personnel who would be working on the contract, their job titles, and resumes of proposed key personnel in the standard C40 CV Template (max 2 pages per each member)
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;
- 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.

You must include adequate information about how your costs were calculated for each deliverable 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 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.

### **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 Services Contract](#)

These terms and conditions are non-negotiable. Organisations unable to accept them as drafted should not submit bids in connection with this opportunity.



If C40 is unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second highest Potential Supplier.



### Subcontracting

If the organisation submitting a proposal needs to subcontract any work to meet the requirements of the proposal, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

## 4. RfP and Project Timeline

<b>RFP Timeline</b>	<b>Due Date</b>
Request for Proposals sent out	<i>April 22, 2025</i>
Questions submitted to C40	<i>May 5, 2025</i>
C40 responds to questions	<i>May 7, 2025</i>
Deadline for receiving Offers	<i>May 12, 2025</i>
Clarification of Offers	<i>May 13-15, 2025</i>
Evaluation of Proposal	<i>May 19, 2025</i>
Selection decision made	<i>May 20, 2025</i>
All Potential Suppliers notified of outcome	<i>May 21, 2025</i>

<b>Project Timeline</b>	<b>Due Date</b>
The project initiation phase must be completed by	<i>June 13, 2025</i>
Deliverable 1 is expected to be completed by	<i>Aug 25, 2025</i>
Deliverable 2 is expected to be completed by	<i>Oct 13, 2025</i>
The project is due to run until	<i>Nov 10, 2025</i>

## 5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting	C4O CITIES
Demonstrated expertise in local level policy analysis, as well as experience on key topics for this piece of work (i.e. integrating informal waste workers) are represented across all team members involved	30%	
Robustness of the project delivery proposal and ability to meet objectives	30%	
Project management, work approach, and timeline	20%	
Cost effectiveness of the proposal	10%	
Alignment with C40 Diversity and Inclusion values*-	10%	

\*Please refer to C40's Equity, Diversity and Inclusion Statement for information on this assessment criteria. C40 believes strongly that 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.

## 6. Project Budget

Total proposed project costs (incl. VAT and other 'hidden' costs) should not exceed **20,000 USD**.

The provider is asked to consider this budget and provide adequate information about how the proposal costs are calculated (with itemised detail) to enable assessment of cost reasonableness.

- The budget should clearly demonstrate how much time will be spent by one or more team members working on the project. Who will be spending what time on each of the deliverables.
- Please also include copy editing in the budget.
- Please include deliverable - and payment milestones within the budget breakdown.

Payment will be made according to meeting project milestones as approved by the C40 point of contact.

Travel is not expected for this work therefore there will be no additional travel costs or expenses paid unless 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 be able to abide by these C40 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 **May 12, 2025 at 5pm EST**:

Please submit to: **Connor Muesen** , Cities Idea Exchange Manager,  
([cmuesen@c40.org](mailto:cmuesen@c40.org)).

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

### Disclaimer

This RFP is dependent on grant availability. C40 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 C40 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 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.