



REQUEST FOR QUOTES (RfQs)

Training Dakar City Officials on Sustainable Waste Management

C40 Cities Climate Leadership Group, Inc.
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United States of America

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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-Sawyerr of Freetown, Sierra Leone. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40’s three core strategic funders are Bloomberg Philanthropies, the Children’s Investment Fund Foundation (CIFF) and Realdania.

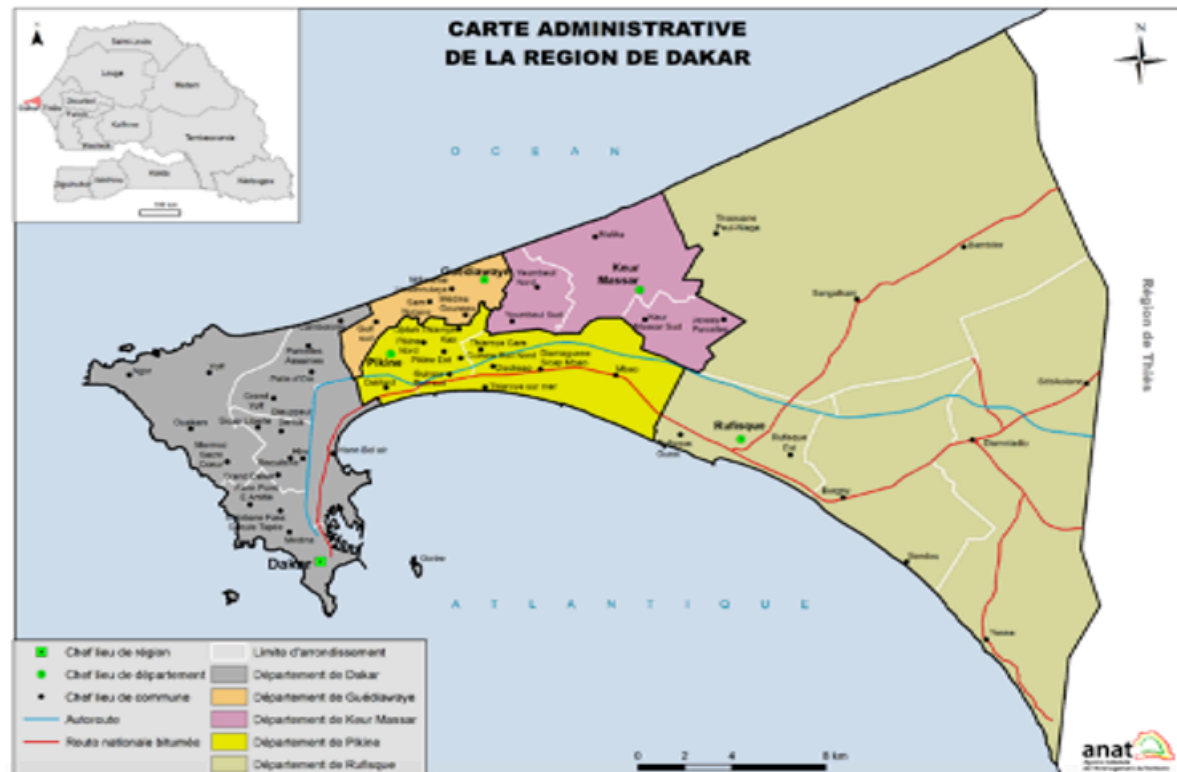
To learn more about the work of C40 and our cities, please visit our [Website](#), or follow us on [Twitter](#), [Instagram](#), [Facebook](#) and [LinkedIn](#).

2. Background, Situational Analysis, Project Purpose and Description

2.1 Background

Dakar is the westernmost part of Senegal and Africa. It shares its eastern border with the Thiès region and is surrounded by the Atlantic Ocean on its north, south, and west sides. The city of Dakar is one of the five administrative divisions that make up the Dakar region. Guédiawaye, Pikine, Keur Massar, and Rufisque are the other four.

Graphique 1-2 : carte du découpage administratif de la région avec ses départements et communes



Source : rapport conférence territoriale 2022

Image 1: Administrative Units of Dakar

In these departments, the population is unevenly distributed, with the city of Dakar accounting for more than a third (36.5%) of the region's inhabitants in 2021, totaling 1,438,727 people (SES Dakar, 2021). The population is predominantly young, with a slight female predominance (50.4% women compared with 49.6% in Dakar in 2021). In recent years, Dakar has experienced rapid population growth, which is an important factor for authorities to consider in delivering quality public services in various sectors. This includes solid waste management, where the generated quantities have significantly increased - with the Dakar region, increasing from 475,000 tons in 2008 to 893,000 tons in 2018. The rapid demographic growth, combined with the small area of the city of Dakar (79 km²), contributes to land pressure. Dakar has one of the highest population densities in the country, with 18,212 inhabitants per square kilometre. This limited land availability is one of the many challenges to expanding waste treatment and disposal facilities. All waste produced by the city is disposed of outside the city limits at the Mbeubeuss landfill.

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 Dakar 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 Dakar 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 a Project Preparation Assessment for the Establishment of Organic Waste Processing Facilities. Subsequently, C4O in collaboration with the City will be working on training the City officials on sustainable waste management. This will go a long way in empowering the City to divert organic waste from final disposal and dramatically reduce methane emissions.

2.3 Situational Analysis

Dakar is home to more than 83% of the country's industrial and commercial enterprises, 80% of its infrastructure and services, and contributes 68% of the national GDP. In 2022, Dakar was responsible for 4,320,990 tonnes of carbon dioxide equivalent (tCO_{2eq}). In its Territorial Energy Climate Plan ([PCET 2021-2025](#)), the City of Dakar has committed to significantly reduce its greenhouse gas emissions and make Dakar a smart and low-carbon city for inclusive and resilient development by 2050.

Emissions from the waste sector accounted for 18% of the total emissions of the city of Dakar in 2022. This sector generates a lot of methane (CH₄), having a global warming potential (GWP) 27 times higher than CO₂. In the solid waste sub-sector, there is an urgent need for action to improve the management of organic waste, the main source of emissions.

In Dakar, numerous challenges, including growing waste volumes, lack of sorting at source, and a limited circular economy culture, pose obstacles to effective waste management. Structural issues like stakeholder coordination, functional data, and sustainable financing mechanisms further complicate the situation. Despite these challenges, intervening in this area holds significant potential co-benefits, such as emission reduction, job creation, enhanced soil fertility, increased city resilience, improved living conditions, better air quality, and strengthened community cohesion. It is in this context that the City of Dakar has joined the global initiative launched by the C4O in 2023, "Transforming waste management in African and Indian cities to reduce and avoid methane emissions."

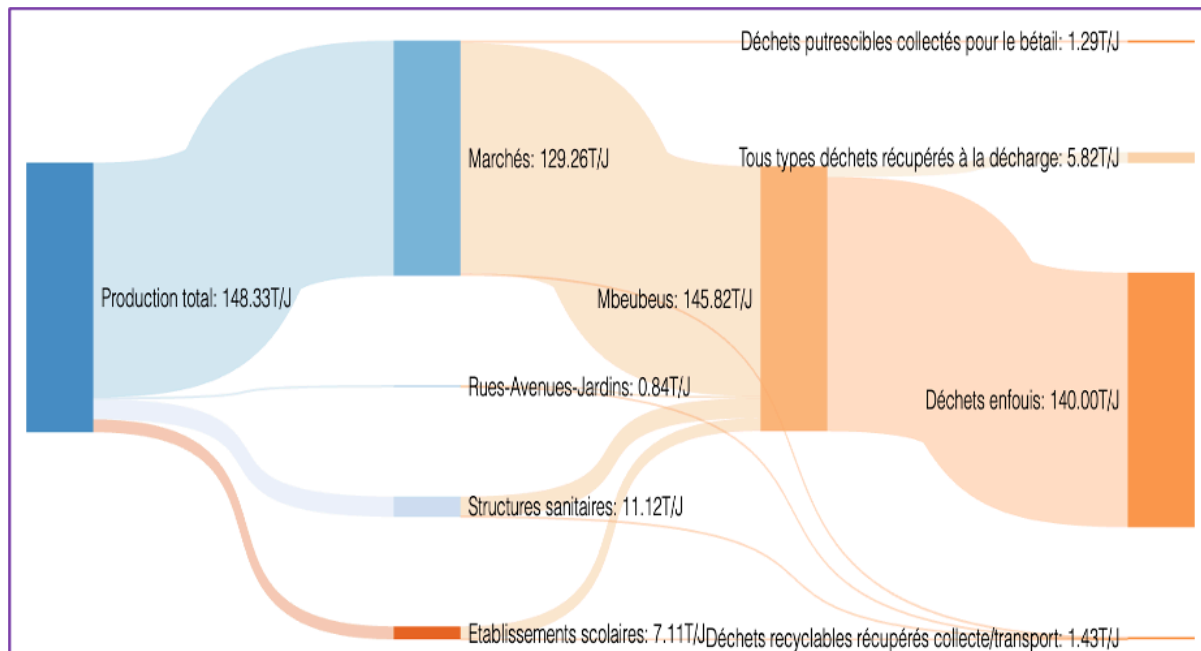
In 2022, the city of Dakar generated 1426 tons of waste per day, of which 856 tons came from households and 570 tonnes from the non-residential sector ([WaCT report, 2022](#)).

Public establishments such as schools, public markets, hospitals and public spaces are bulk waste generators. Dakar's first ambition is to substantially improve waste management in these establishments. To take full advantage of the opportunities, C4O is supporting the city of Dakar to conduct a Two-Season Waste Composition and Mass Flow Analysis Study that will inform decision making. The key results from the dry Season Study are highlighted below indicate the significant quantity of organic waste that needs to be diverted from final disposal.

Table 1: Waste Composition in Public Establishments during dry season

Origin of waste	Total production (Kg/day)	Contribution (%)	Composition of waste							
			Organic		Recyclable		Fine Materials		Residual waste	
			Kg/d	%	Kg/d	%	Kg/d	%	Kg/d	%
<u>Markets</u>	129,255	87.1	6 4,827.5	50.15%	36,241	28.04%	7,759	6%	1,470	1.14%
<u>Streets-Avenues-Gardens</u>	842.2	0.6	338.6	37.79%	192.1	21.43%	244.7	27%	20.9	2.84%
<u>Hospitals</u>	7,640	5.2	3,687	48.26%	2,628	34.4%	419	5.48%	141	1.84%
<u>Other health facilities</u>	3,478	2.3	679	19.5%	1,715	49.3%	270	7.8%	82	2.3%
<u>Schools</u>	7,110	4.8	2,306	32.4%	2,527	35.5%	1,533	21.6%	103	1.4%
TOTAL	148,325	100	71,828	37.62 %	43,304	33.734%	10,226	13.576%	1,815	1.80%

Image 2: Mass Flow Analysis in Public Establishments



The Study recommendations below give more reason to build the capacity of city officials accordingly.

- Establishment of organic waste treatment facilities such as composting and biogas plants.
- Development of Public–Private Partnership (PPP) models that would enhance optimal organic waste treatment facilities.
- Rationalisation of the city budget and mobilisation of external funds to support sustainable organic waste treatment initiatives.

2.4 The Project

2.4.1. Introduction

The prospective procured technical expertise is expected to train the City officials on sustainable waste management. The intention is to improve decision-making and prepare to execute organic waste recovery projects. The City officials need to possess the necessary skills to ensure the operation of organic waste recovery infrastructure, including composting and biogas production units.

Following consultations with the City officials, the following information gathered should guide development of the prospective curriculum.

- The prospective trainees:
 - Are responsible for cleanliness and sanitation, planning and sustainable development, green space development, urban development, and statistics.
 - Most of them hold positions as office heads or division heads.

- o 62% have less than one year of experience in waste management, and only 27% have received training in this area.
- The topics of interest are has highlighted below:
 - o Operational management of waste treatment facilities
 - o Economic models for sustainable waste management
 - o Environmental communication and awareness techniques
 - o Project planning and management in the environmental field
 - o Waste data management and use
 - o Institutional framework and responsibilities of the City of Dakar in waste management
 - o Introduction to Organic waste treatment techniques (composting, biogas)
- The City officials are interested in acquiring the following skills:
 - o Environmental and health risk management
 - o Development of waste management strategies and policies
 - o Waste data analysis including categorisation, composition, and characterisation as well as management.
 - o Optimisation of collection operations.
 - o Environmental project design and monitoring
 - o Management of public-private partnerships
 - o Communication and awareness
- The preferred pedagogical format is a mix of:
 - o Theoretical lessons
 - o Practical workshops (exercises, role-playing)
 - o Case studies (examples of successful projects)

2.4.2. Purpose

Following consultations with Dakar City officials, C40 is seeking a service provider to deliver training on sustainable waste management. The training should be organized around the delivery timelines with targeted trainees and expected content.

2.4.3 Description

The training should be executed within three days. In consultation with the city officials, recruit 25 participants as follows:

- 10 from the Directorate of Technical Services, including the Division of Cleanliness and Sanitation and the Division of Green Spaces
- 5 from the Directorate of Planning and Sustainable Development
- 5 from the Directorate of Urban Development
- 5 who will be deployed to manage and operate prospective organic waste processing facilities.

General Objective: Strengthen the city officials' capacity to sustainably manage organic waste.

Specific Objectives:

- Understand the institutional framework and planning principles in waste management.
- Master the technical and operational aspects of organic waste recovery facilities.
- Develop skills in sustainable organic waste management.
- Develop skills in resource mobilization for sustainable organic waste management.
- Develop skills in communication to enhance sustainable organic waste management.

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 with all the relevant stakeholders to strategize on execution of this project (deliverable 1.1).
- Work Planning (deliverable 1.2) to consult widely in finalising the training curriculum and development of the inception report.
- 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 and training curriculum.

2.4.3.2 Development of a Training Guide (Deliverable 2)

The consulting entity in consultation with the city officials is required to develop a detailed training guide that includes and not limited to:

- Training content material in a format that will be reference material to the trainees after the training.
- A detailed training schedule covering 3 consecutive days.
- Mode of assessment of knowledge and skill uptake.

2.4.3.3 Execution of the Training (Deliverable 3)

The consulting entity is required to execute the training as provided in the Training Guide to include and not limited to:

- Training sessions
- Assessment

2.4.3.4 Project Completion (Deliverable 4)

- Project close-out report (deliverable 4.1) that captures the entire process from inception to completion including the Training Guide, recording of execution of the training and recommendations to the City based on assessment of the outcome.
- 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 4.2) with the C40 and City project team.

2.4.4 Project Monitoring and Evaluation

- Weekly progress meetings with the project team including the Service Provider, the City and C40.
- Submission of reports for the project deliverables.

3. Proposal Guidelines

This Request for quotes represents the requirements for an open and competitive process. Quotes will be accepted until **5:00pm GMT [May] [21], 2025**. Any quotes received after this date and time will not be accepted. All quotes should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.

The quote should give C40 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 C4O 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

C4O 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 [C4O'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 quote needs to subcontract any work to meet the requirements of the quote, this must be clearly stated. All costs included in the quote must be all-inclusive of any outsourced or contracted work. Any quotes

which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

4. RfQ and Project Timeline

RfQ Timeline:

<i>Task</i>	<i>Due Date</i>
Request for Quotes sent out	April 29, 2025
Questions submitted to C4O	7 May, 2025
C4O responds to questions	May 14, 2025
Deadline for receiving Offers	May 21, 2025
Clarification of Offers	May 22 – May 26, 2025
Evaluation of Quotes	May 26 – May 28, 2025
Selection decision made	May 29, 2025
All Potential Suppliers notified of outcome	May 30, 2025

Project Timeline

<i>Task</i>	<i>Due Date</i>
The project initiation meeting (deliverable 1.1) must be completed by	June 3, 2025
Draft Inception Report (deliverable 1.3) must be submitted by	June 16, 2025
Commenting on draft Inception Report (deliverable 1.3) must be completed by	June 20, 2025
Project planning phase (deliverable 1.2) must be completed by	June 25, 2025
Final Inception Report (deliverable 1.3) must be submitted by	June 27, 2025
Draft Training Guide (deliverable 2) must be submitted by	July 4, 2025
Commenting on draft Training Guide (deliverable 2) must be completed by	July 11, 2025
Final Training Guide (deliverable 2) must be submitted by	July 18, 2025
Training Execution (deliverable 3) must be completed by	July 25, 2025

<i>Task</i>	<i>Due Date</i>
Draft Training Report (deliverable 3) must be submitted by	August 6, 2025
Commenting on draft Training Report must be completed by	August 13, 2025
Final Training Report (deliverable 3) must be submitted by	August 27, 2025
Project Close-out meeting (deliverable 5.2) must be completed by	September 3, 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"> • Technical expertise and experience of the bidder across relevant key areas; delivering training, Operational management of waste treatment facilities, Integrated Solid Waste Management, Waste data management, Institutional framework and responsibilities of the City of Dakar in waste management and Environmental Health among other relevant fields. • Familiarity with the local environment in Senegal, especially Dakar. • Demonstrated past and existing similar works to this project. 	40 %
Robustness of the project delivery quote: 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"> • 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. • Efficiency: Examination of proposed project management approach, resource allocation, and timelines. • Effectiveness: Assessment of appropriateness and viability of chosen methods and tools to achieve the objectives. 	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	10 %

Evaluation criteria	Percentage
in the team member constitution but also in the manner of executing past works.	

Please note: Quotes should be written in English or French, saved in pdf format, and should not exceed 10 pages of text. Reference material may be placed in annexes. Individual CVs should not exceed 2 pages.

6. Project Budget

All quotes must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. The proposed budget should include training facilitation expenses such as training material, conferencing, catering (minimum of one lunch and two coffee provisions), transportation for daily attendance (a minimum of XOF 10,000 daily) as well as any other relevant training needs (the City has offered a training venue). Any other foreseen costs such as subsistence and unforeseen costs should be covered in the proposed budget as contingency or as appropriate. Essentially, all expenses due to the execution of the project should be provided for in the proposed budget. 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 RfQ 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 10,000**. The table below highlights the basis of payments.

Component	Payment
After finalising the contract from both parties & satisfactory submission of Inception Report.	25%
Satisfactory submission of the Training Guide	35%

Satisfactory delivery of the Training, submission of the professionally designed Final Training Report, Summary report 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 quote to the email address below by [May] [21] 2025 at 5:00pm GMT:

Patricia K'Oumudho; Technical Advisor: pkomudho@c4o.org

Copy email below on all communications regarding this RfQ.

Papa Idrissa Diene; City Advisor; idiene@c4o.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 RfQ. Responses submitted will be accessible by all C4O staff and external evaluators (if any).

Neither the issue of the RfQ, 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 RfQ should be interpreted as a commitment by C4O to award a contract to a Potential Supplier as a result of this procurement, nor to accept the lowest price or any tender.