



REQUEST FOR PROPOSAL (RfP)

Training of Mini-Garden Site Operators in the City of Ekurhuleni

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
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-Sawyers of Freetown, Sierra Leone. Three term Mayor of New York City Michael R. Bloomberg serves as President of the C40 Board of Directors, which is responsible for operational oversight. A nine-person management team, led by Executive Director, Mark Watts, leads the day-to-day management of C40. C40's three core strategic funders are Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania.

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

2. Background, Programme, Introduction and Project

2.1 Background

The City of Ekurhuleni Metropolitan Municipality (CoE; “the City”) is home to a population of over 4 million people. The CoE is an important industrial and logistics hub in the Gauteng Province, South Africa. Through the implementation of the Growth and Development Strategy 2055 (GDS 2055), the City aims to achieve becoming a “delivering, capable, sustainable” city by 2055. The City of Ekurhuleni is situated in the Eastern region of the Gauteng Province and is bordered by the metropolitan municipalities of Johannesburg and Tshwane. The City spreads over 15.6% of Gauteng's land mass (1,975km²). It is the fourth largest (by population) of the eight metropolitan municipalities in South Africa. The City of Ekurhuleni was established as a metropolitan municipality during the restructuring of local government in 2000, and consists of nine towns namely Alberton, Benoni, Boksburg, Brakpan, Edenvale, Germiston, Kempton Park, Nigel, Springs, and 17 townships, including the well-known townships of Tembisa, Daveyton, Kwa-Thema, and Katlehong.

As part of its strategy, the City has prioritised responding to climate change through various initiatives, including the development of a Green City Action Plan (GCAP). The plan identifies actions including city-level policies, investments, and planning strategies — that can help the City meet its climate mitigation and sustainability targets.

Specific targets pursued in the Green City Action Plan, which are aligned with the City's existing Ekurhuleni + Challenge 2030 targets, are as follows:



- 25% reduction in fossil fuel energy use.
- 20% reduction in private fossil fuel vehicle kilometres travelled.
- 50% reduction in waste sent to landfill.
- 20% improvement in water security.
- 20% reduction in greenhouse gas emissions.

The City has committed to prioritising waste action plans as detailed in their GCAP to dramatically reduce the amount of waste disposed and reduction of greenhouse gases (GHG) emissions at landfill sites. Through the Pathway Towards Zero Waste, the City has committed to providing a cleaner, healthier, more resilient, and inclusive environment by providing timely, city-wide waste collection, treating at least 30% of organic waste, and reducing waste disposal emissions by at least 30% by 2030.

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. C40 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 Ekurhuleni 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.

C40 Cities is supporting the City of Ekurhuleni in closing collection gaps, improving residual waste disposal solutions, reducing organics from disposal, and creating and upskilling jobs in the waste sector. Following consultations with the City officials, there is a need to build the capacity of mini-garden site operators in managing garden waste. This will enhance the efforts towards the C40-supported installation of information boards in the mini-garden sites to guide optimal operations.



2.3 Introduction

Within the City of Ekurhuleni, there are five landfill sites that the city operates, two recycling facilities, seven transfer stations, and about 31 mini-garden sites (where communities dispose of their garden waste). Some of the mini-sites are operated by the City and serviced by private service providers/ co-operatives. It should be noted that in four out of five landfill sites, there are informal waste reclaimers that collect recyclable materials. However, a recent trend has been noted where waste reclaimers are moving from landfill sites to transfer stations. To accelerate organic waste diversion from final disposal, it is essential to optimize the waste management facilities, train actors in the waste value chain and enhance their awareness.

C40 and the CoE recently undertook a Waste Characterisation and Quantification Study with Mass Flow Analysis, and a high-level analysis of potential interventions in the City to reduce organic waste disposal. These studies are made available for consultation and guidance for interested parties. Some findings from the Waste Characterisation and Quantification Study in the City of Ekurhuleni (6 June, 2023) that directly relate to this request include:

- All the garden sites accept general mixed waste, although it is understood that they were originally meant to be solely for garden waste.
- Residents dispose of general mixed waste at the mini-garden sites due to the collection service delivery backlog.
- The large skips designated for green waste in the mini-garden sites contained general mixed waste.
- All sites require updated information boards. Information boards at all the entrances were faded.
- As a minimum and first step that can be immediately implemented, the garden waste sites and drop-offs should only accept separated and clean garden waste. The separate waste must be kept in separate form in the designated skips and not mixed due to space constraints or poor management.
- Garden waste must be collected separately and not mixed in the collection vehicle.
- Garden waste is easily composted, which is a relatively low-tech option that presents job creation opportunities; but it should be outsourced in a localised manner.

2.4 The Project



2.4.1 Description

Informed by the findings of previous studies, the City has taken initiative to optimize operations at the mini-garden sites. Through the support from C40, 15 information boards have been installed in 15 mini-garden sites. To complement these efforts, the operators at the mini-garden sites need to be trained to achieve optimal operations at the mini-garden sites. Consequently, the City of Ekurhuleni can lead a historical opportunity to make significant contributions to avoid the worst impacts of climate change for this generation and deliver local benefits to their communities.

As a start, the City will train 60 operators (General Assistance) of the mini-garden sites to proficiently manage the facilities. Training of the mini-garden site operators will enhance their capacity to effectively run and manage the activities in the facilities. They will be empowered to efficiently operate the mini-garden sites so that segregation and sorting of garden waste in the City is optimally streamlined.

The appointed Trainer is required to employ the 'Training-of-Trainers' model whereby the participants trained in this project will be empowered to train other colleagues going forward. Each trainee will be awarded a certificate on completion of the training.

2.4.1.1 Inception (Deliverable 1)

A project inception is to be conducted with the City and C40 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.

2.4.1.2 Training of Mini-Garden Site Operators (Deliverable 2)

Develop and execute a training guide for operators of the mini-garden sites. The training will be on sustainable management of the mini-garden sites. The service provider is required to award a certificate of completion to the trainees.

There being about 10 staff deployed to each of the mini-garden sites in the City, the project envisages 60 trainees. The City Project Team will nominate the trainees. The training will be achieved by undertaking the following tasks:

- Development of a training guide covering recovery of garden waste, maintaining garden waste in a sorted manner, processing of organic waste and off-taker opportunities for garden waste. The detailed content to include but not limited to:
 - Definitions including organic solid waste.
 - Rationale for appropriate organic waste management.
 - Waste composition.
 - Sources of organic waste.
 - Organic waste opportunities and potential.
 - Organic waste collection and transportation.
 - Sorting of municipal solid waste.
 - Identification, management, and processing of organic waste.
 - Sustainable initiatives on organic waste management
 - Processing of organic waste relevant to the City context
 - Organic waste composting and other appropriate technologies suitable for organic waste management.
 - Trade in organic waste products including local off-takers of organic waste as well as standards for use.
- Conduct 8 hours training and document training outcomes and key lessons learned. In order to avoid halting operations at the mini-garden sites, in consultation with the City arrange for an appropriate schedule for participants in a feasible number of days.
- Provide a training information kit for reference to each trainee.
- Facilitate the training in a manner that ensures that training is well articulated and understood by all trainees. Include demonstrations amongst other techniques.
- Arrange catering for all participants (including tea, coffee, light lunch, crockery, and cutlery; among other needs; the meals must be vegetarian).
- Award each participant who has dully completed the training course with a certificate.



2.4.1.3 Project Completion (Deliverable 3)

- Project close-out report (deliverable 3.1) 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 3.2) with the C40 and City project team.

2.4.2. Project Monitoring and Evaluation

- Fortnight progress meetings with the project team including the Service Provider, the City and C40.



3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **5:00pm SAST [September] [16th], 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. 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;
- 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 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.

- Examples of past work;
- 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 [C40 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 C40 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 the name and description of the organisations being contracted.

4. RfP and Project Timeline

RfP Timeline:

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<i>Task</i>	<i>Due Date</i>
<i>Request for Proposals sent out</i>	<i>[Aug] [22], 2025</i>
<i>Questions submitted to C4O</i>	<i>[Sep] [5], 2025</i>
<i>C4O responds to questions</i>	<i>[Sep] [10], 2025</i>
<i>Deadline for receiving Offers</i>	<i>[Sep] [16], 2025</i>
<i>Clarification of Offers</i>	<i>[Sep] [17], 2025 - [Sep] [18], 2025</i>
<i>Evaluation of Proposals</i>	<i>[Sep] [19], 2025 - [Sep] [26], 2025</i>
<i>Presentation on Proposals</i>	<i>[Sep] [29], 2025</i>
<i>Selection decision made</i>	<i>[Sep] [30], 2025</i>
<i>All Potential Suppliers notified of outcome</i>	<i>[Oct] [1], 2025</i>

Project Timeline

<u>Task</u>	<u>Due Date</u>
The project initiation meeting (deliverable 1.1) must be completed by	[Oct][7], 2025
Draft Inception Report (deliverable 1.3) must be submitted by	[Oct][13], 2025
Commenting on draft Inception Report (deliverable 1.3) must be completed by	[Oct][21], 2025
Planning phase (deliverable 1.2) must be completed by	[Oct][27], 2025
Final Inception Report (deliverable 1.3) must be submitted by	[Oct][28], 2025
Training (deliverable 2) must be completed by	[Nov] [11], 2025
Draft Training Report (deliverable 3.1) must be submitted by	[Nov][12], 2025

<u>Task</u>		
Commenting on the draft Training Report (deliverable 3.1) must be completed by	[Dec] 2025	[2],
Final Training Report (deliverable 3.1) must be submitted by	[Dec] 2025	[2],
Project Close-out meeting (deliverable 3.2) must be completed by	[Dec] 2025	[2],

**C4O
CITIES**

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; including integrated solid waste management, waste segregation and sorting, organic waste treatment, organic product off-taking, training delivery as well as familiarity with the local environment in South Africa, especially Ekurhuleni. Demonstrated past and existing similar works to this project. 	40 %
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"> 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 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. The proposed budget should include training facilitation expenses such as training material, conferencing, catering (minimum of one lunch and two coffee provisions), 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 C40.

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 24,000**. The table below highlights the basis of payments.

Component	Payment
After finalising the contract from both parties & satisfactory submission of the Inception Report.	40%
Satisfactory delivery of the Training and Final Report, Presentation, Professionally Designed Summary report (English), and Project Closure meeting.	60%

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 [September] [16] 2025 at 5:00pm SAST:
Patricia K'Omudho; Technical Advisor: pkomudho@c40.org



Copy the email below on all communications regarding this RfP.
Phumelele Makhanya; Regional Advisor; 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, C40 reserves the right to promote the establishment of consortium relationships or request potential suppliers refine their submission after receipt.

Disclaimer

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.