

Request for Proposal (RfP)

Technical Assistance for financial viability and operational strategy of the Ecopedal Pilot in Quelimane, Mozambique

C40 Cities Climate Leadership Group, Inc.

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Contents

1. C40 Cities Climate Leadership Group Inc.	1
2. Summary, purpose and background of the project	1
3. Proposal guidelines	2
4. RfP and project timeline	5
5. Proposal evaluation criteria	5
6. Project budget	6
7. C40 policies	7
8. Submissions	7

1. C40 Cities Climate Leadership Group Inc.

C40 is a network of nearly 100 mayors of the world’s leading cities 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 limit global heating in line with the Paris Agreement and build healthy, equitable and resilient communities. We work alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to support mayors to halve emissions by 2030 and help phase out fossil use while increasing urban climate resilience and equity.

The current co-chairs of C40 are 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 Board. C40’s work is made possible by our two strategic funders: Bloomberg Philanthropies and Realdania.

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

2. Summary, purpose and background of the project

C40 Cities is working with a group of cities to provide support in engaging informal workers to enhance waste management, build resilience and improve livelihoods.

Many cities around the globe face significant challenges in managing solid waste. Informal waste management workers make up roughly 80% of the 24 million waste workers worldwide. Impressively, informal workers collect between 50% and 100% of a city’s waste, especially in the Global South. The lack of recognition and integration of these workers into official waste management systems leads to dangerous working conditions and inefficient collection and recycling practices.

Integrating informal waste workers improves both job opportunities for informal workers and waste collection outcomes by fostering collaboration between city officials, community leaders, and informal

workers.

C40 Cities is working with the city of Quelimane to advance in the process of integrating informal waste workers in the municipal waste management system with the aim of increasing waste collection and improving the lives of informal workers.

Project:

The City of Quelimane is implementing the Policy for Socio-Labor Inclusion and Formalization of the Recycling Value Chain, anchored by the Ecopedal Pilot Program. This initiative aims to formalize 20 informal waste workers into a recognized cooperative, using cargo bicycles to collect waste in hard-to-reach areas of Posto Administrativo Urbano nº 2.

Having successfully established the legal framework for the "Ecopedalistas," the City now requires specialized technical assistance to ensure the program's long-term financial viability. The newly formed cooperative will require a robust business model and management training to operate autonomously and sustainably.

Objectives:

The main aim of this assignment is to support the city's **Council for Environment and Climate Change** with collaborating and integrating informal waste workers through the formation of the Ecopedal program pilot as a self-sustaining operation.

The core objectives are:

- **Design a Hybrid Business Model:** Develop a financial strategy that combines municipal service fees with revenue from the sale of recyclable materials to cover operating costs (salaries, maintenance, etc.).
- **Institutional Design:** Structure the "Ecopedalistas Cooperative/Association," including its statutes, governance bylaws, and a sustainable remuneration model.
- **Organisational Capacity Building:** Design training to the Cooperative's leadership in business management, basic accounting, and contract negotiation to ensure operational autonomy.
- **Market Linkage & Negotiation:** Facilitate and support the negotiation of long-term purchase and sale contracts with local recycling industries to guarantee stable demand and fair prices through the development educational tools included in the organisational capacity building.

3. Proposal guidelines

Proposed Scope of Work

Activities:

1. **Financial Viability Assessment:** Conduct an analysis of local market prices and projected operational costs for the 20-person pilot, and the city wide expansion of the initiative.
2. **Define the cooperative model:** Draft the Constitution and Statutes of the Ecopedalistas Cooperative, including its statutes, governance bylaws, and a sustainable remuneration

model in consultation with informal waste workers (to co-design the cooperative) and Community Associations (for local buy-in).

3. **Capacity building:** Design and develop training modules and facilitators' guide (Management, Accounting, Negotiation, Governance) and deliver training.
4. **Train the trainer:** Deliver Train the Trainer capacity building sessions for City Officials on the training modules for workers so that the city is equipped to deliver the training, ensuring the sustainability of the project
5. **Market Linkages:** Map local potential recycling buyers and business partners along with educational tools and materials on drafting Commercial Agreements templates (Letters of Intent or Contracts). The educational tools can be included in the capacity building training package above.

Deliverables:

1. **Circular Finance Model - Financial Sustainability report:** Hybrid Business Model & Financial Sustainability Plan (including cost-per-ton analysis) for the 20-person pilot, and the city wide expansion of the initiative.
2. **Cooperative model:** Constitution and Statutes of the Ecopedalistas Cooperative.
3. **Capacity building:** Training modules and facilitators' guide (Management, Accounting, Negotiation, Governance)
4. **Train the Trainer sessions:** Train city officials to ensure that training is delivered to 20 informal waste workers.
5. **Market Linkages:** Mapping of recycling buyers and developing Commercial Agreements templates (Letters of Intent or Contracts).

Proposal Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until *5pm GMT, 14 August, 2026*. 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 be limited to 8 pages, not including a cover page/letter and attachments. All applications must be submitted in both PDF and Microsoft Word formats with margins of at least one inch. Text type must be 11 point or larger. The proposal must be submitted in English.

The proposal must include adequate information about how it responds to the evaluation criteria, assumptions made about the project, risks you have identified, and appropriate mitigation measures. In addition, your proposal also needs to show that the costs were calculated to enable evaluation of cost reasonableness. The proposal should be organised accordingly and should include (but is not limited to) the information below:

1. 1. Organisational Profile and Key Staff

- a. Details of organisation and proposed project team - please include relevant previous experiences and expertise, limiting CVs to one page per person.
- b. Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with [C40's Equity, Diversity and Inclusion Statement](#):

2. **2. Proposed Workplan and Timeline**

- a. Explanation of the proposed approach to the scope of work, breakdown of tasks and detailed timeline of execution.

3. **3. Project Management Plan**

- a. Explanation of how the service provider proposes to work with and involve the city of Quelimane and C40 - key roles and responsibilities, reporting, change requests, escalation of issues, sign-off of work stages and acceptance criteria.

4. **4. Risk Management Approach**

- a. Description of any risks and assumptions made in planning the project, along with appropriate management and mitigation strategies. Details on how a risk assessment would be completed and what it would include.

5. **5. Budget**

- a. Detailed breakdown of costs in USD for each project task.

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

The use of AI-supported tools must be kept to an absolute minimum, and no output (text or visuals) should be produced by AI. Any AI-supported tools used must be clearly outlined and justified in the methodology section. Furthermore, the methodology must explicitly detail how results will be validated and verified using a combination of independent human oversight and cross-referencing with trusted databases/sources. Any data C40 shares is strictly confidential and cannot be shared with any AI tools.

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 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](#). Supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help deliver the goals of the Paris Agreement 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

RfP timeline	Due date
Request for Proposals sent	24 July 2026
Questions submitted to C40	03 August 2026
C40 responds to questions	06 August 2026
Deadline for receiving Offers	14 August 2026, 5pm GMT
Clarification of Offers	17 August 2026 - 21 August 2026
Evaluation of Proposal	24 August 2026 - 28 August 2026
Selection decision made	31 August 2026
All Potential Suppliers notified of outcome	01 September 2026

Project timeline	Due date
The project initiation phase must be completed by	15 September 2026
Project planning phase must be completed by	30 September 2026
Project implementation phase is expected to be completed by	01 February 2027
The project is due to run until	26 February 2027

5. Proposal evaluation criteria

Proposals will be evaluated against the following criteria.

Evaluation criteria	Weighting
Robustness of the project delivery proposal and ability to meet the requirements listed, including a robust project management approach	30%
Capability, experience, diversity and availability of the proposed team - including familiarity with the local context in Quelimane, and understanding of inclusive waste management and city's sustainability and climate action.	30%
Cost-Benefit and Budget	25%
Timeline and Deadlines	10%
Alignment with C40 Goals and Values	5%

Robustness of the project delivery and capacity of the team: The proposals will be evaluated based on the consultancy's demonstrated ability to conduct financial viability assessments, develop constitutions for cooperative models, develop training materials/modules and facilitators' guidelines, deliver training and capacity building workshops, and support market linkages in the form of commercial agreements (letters of intent and/or contracts). This includes prior experience in similar projects. Additionally, the proposal should outline a clear and structured methodology, highlighting how they plan to complete the financial viability assessment, develop and compile cooperative models, training materials, conduct training workshops and facilitate market linkages. The Service Provider should also demonstrate how they intend to comply with relevant data collection and privacy policies.

Capacity of the team: The qualifications of the technical team will also be scrutinized to ensure they have the necessary expertise. The consultancy should demonstrate experience collaborating with government agencies at local and municipal levels. Proposals that demonstrate familiarity with local communities, their needs, and previous social work in the region will be rated higher.

Cost-Benefit and Budget The financial aspect of the proposals will be carefully analyzed to justify the budget in relation to the project's benefits and will favor proposals that include contingency plans and offer long-term cost efficiency and scalability.

Timeline and Deadlines: The ability to deliver the project within the proposed timeline will be a critical factor in the evaluation. Proposals should present a detailed timeline with clear milestones. The track record of the consultancy in meeting deadlines for similar projects will also be considered. A proposal that demonstrates flexibility in adjusting to project needs without compromising deadlines will be particularly valued, ensuring both timely and adaptive project execution.

Alignment with C40 Goals and Values: The proposed solutions contribute to sustainable and inclusive waste management systems in urban areas. Alignment with C40's values of diversity and inclusion.

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 demonstrated in team capacity dedicated to carrying out the tasks.

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.

Total proposed project costs (incl. VAT and other 'hidden' costs, if applicable) should not exceed **\$12,000 USD**.

Payment will be made according to meeting project milestones (deliverable submission) as approved by the C40 point of contact. Travel is not expected for this work; any expenses incurred should be presented in the budget. Budgets should be provided in USD.

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 **one copy of their proposal** to the email address below by 5pm GMT 14 August 2026:

Yaseen Salie, Senior Manager ICA: South Africa (ysalie@c40.org), and

Connor Muesen, Cities Idea Exchange Manager (cmuesen@c40.org)

Anonymised responses to questions will be provided here ([link](#)) when the 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.

Have a concern?

C40 is committed to the highest standards of ethical behaviour. As such, we are committed to being open and responsive to complaints and suggestions on how we can improve from outside the organisation. Please refer to [C40 Complaints Procedure](#) on how to reach us.

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.

