

Request for Proposal (RfP)

Technical assistance for training module
development and cooperative structuring in
Monrovia, Liberia

C40 Cities Climate Leadership Group, Inc.

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United States of America

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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	3
4. RfP and project timeline	5
5. Proposal evaluation criteria	6
6. Project budget	7
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 Monrovia 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:

Monrovia generates approximately 1,200 tons of solid waste daily, with less than 23% collected formally by SMEs, CBEs, and the Monrovia City Corporation (MCC). The MCC is launching the Informal Waste Workers Integration and Resource Recovery Program (IWWIRRP) to formally integrate informal waste workers into the municipal waste management strategy. The long-term goal is to transition to an inclusive circular economy model, increasing waste diversion from landfills by 45% by 2030, and improving working conditions and income stability for waste pickers.

To achieve this, C40 Cities is seeking a consultant to **develop a structured capacity building programme and facilitate the formation of worker cooperatives to register informal workers** that will further support the city of Monrovia in working towards an inclusive circular economy model, increasing waste diversion from landfills, and improving working conditions and income stability for waste pickers.

Objectives:

The primary objective of this consultancy is to build the capacity of informal waste workers operating at the Stockton Creek Transfer Station and the Fiamah transfer station. The consultant will develop structured training modules in waste handling, health & safety, basic financial literacy, and cooperative governance & entrepreneurship, and provide direct support to help these workers organize into registered cooperatives.

The core objectives are:

- **Capacity Building Modules Development:** Develop practical, low-literacy-friendly and comprehensive training modules on the integration of informal waste workers for the City of Monrovia. These modules should cover, at least, health & safety, waste segregation, basic financial literacy, and cooperative governance.
- **Deliver Capacity Building Sessions:** Deliver and facilitate 4 in-person capacity-building training sessions using the developed training modules.
- **Formation of Cooperatives:** Develop formal governance structures and registration process to establish recognized waste worker cooperatives that will align and collaborate within the city of Monrovia's waste management value chain.

3. Proposal guidelines

Proposed Scope of Work

Activities:

- 1. Training Modules Development:** Develop practical, low-literacy-friendly training modules focused on the integration of informal waste workers, covering health & safety, waste segregation, basic financial literacy, and cooperative governance. This will include the definition of contents, methodologies, activity calendar, and the resources necessary for its implementation.
- 2. Launch of training:** Activity that convenes the informal waste pickers to be trained to celebrate the opportunity and get an official introduction to the content to be covered.
- 3. Deliver Training:** Facilitate 4 in-person capacity-building training sessions with the following context.
 - **Target Audience:** Approximately **40 informal waste workers** identified from the Center Street and Fiamah sites.
 - **Format & Duration:** Each of the 4 sessions should be designed as an interactive workshop (approx. 2 hours) delivered on-site or at a nearby accessible location provided by the MCC, prioritizing practical demonstrations over theoretical lectures. The Consultant must include in their budget the refreshments for all participants in each training session, as well as transportation tickets.
 - **Session Breakdown:** (1) Health & Safety and PPE Use, (2) Waste Handling & Segregation, (3) Basic Financial Literacy, (4) Introduction to Worker Cooperatives & Governance.
- 4. Cooperative Formation:** Support workers in establishing formal governance structures and registering as recognized waste worker cooperatives with the following context.
 - **Target:** Formation and registration of at least 2 distinct cooperatives (e.g., one for the Center Street site, one for the Fiamah site).
 - **Support Provided:** Following the foundational training in Session 4, the consultant will draft localized cooperative bylaws, structure leadership elections, assist with the legal registration process with local authorities, and establish basic financial management protocols.
 - **Format:** A series of 3-4 working group meetings with elected worker representatives to finalize governance documents.
- 5. Evaluation & Scale-up Input:** Assess the impact of the training and cooperative formation to feed data and lessons learned and provide recommendations for the city's broader scale-up strategy.

Deliverables:

- 1. Inception report with training methodology:** Drafted inception report that includes the developed methodology for finalizing training modules, delivery, and formation of cooperatives.

2. **Training Modules:** Finalized curriculum/manuals covering health & safety, waste handling, financial literacy, and cooperative governance tailored to Monrovia's informal waste sector.
3. **Training Delivery and Evaluation Report:** Documentation of the 4 training sessions, including attendance sheets, participant feedback, and knowledge assessments. Includes a formal assessment at the end of each training class. This evaluates participants' learning, the fulfillment of the established objectives, and overall program satisfaction.
4. **Cooperative Registration Packs:** Drafted guidelines, governance structures, and proof of submitted registration documents for at least 2 newly formed cooperatives.
5. **Final Report:** A summary report outlining lessons learned, challenges, and recommendations for scaling the model citywide.

Proposal Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until 5pm GMT, 06 October 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 Monrovia 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	16 September 2026
Questions submitted to C40	24 September 2026
C40 responds to questions	29 September 2026
Deadline for receiving Offers	06 October 2026, 5pm GMT
Clarification of Offers	07 October 2026 - 09 October 2026
Evaluation of Proposal	12 October 2026 - 15 October 2026
Selection decision made	16 October 2026
All Potential Suppliers notified of outcome	19 October 2026

Project timeline	Due date
The project initiation phase must be completed by	06 November 2026
Project planning phase must be completed by	18 November 2026
Project implementation phase is expected to be completed by	23 April 2027
The project is due to run until	07 May 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 Monrovia, 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%
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Robustness of the project delivery and capacity of the team: The proposals will be evaluated based on the consultancy's demonstrated ability to deliver a

. This includes prior experience in similar projects. Additionally, the proposal should outline a clear and structured methodology, highlighting how they plan to complete the development of the guideline and data architecture and collection methodology, and their approach for facilitating the validation of the draft guideline and database design through the Informal Waste Picker Forum. 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 **\$10,000 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, 06 October 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.