REQUEST FOR PROPOSAL (RfP)

# Organic Waste Management Strategy for Mumbai
# &
# Feedstock Procurement Plan for a planned Organic Waste Processing Facility

C40 Cities India Pvt Ltd.
501 and 502, 5th Floor Eros Corporate Tower ,
New Delhi, Delhi,
India - 110019

April 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-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.

## 1.1 Transforming Cities Waste Management Programme

Inefficiently managed waste is a major source of greenhouse gas (GHG) emissions across the globe. Considering that cities are primarily responsible for managing solid waste, this programme aims to support cities in implementing sustainable waste management solutions. This presents a unique opportunity to dramatically reduce and avoid methane emissions while also contributing toward cleaner, healthier, more resilient, and inclusive cities.

This programme seeks to support the city of Mumbai to accelerate the delivery of the Pathway Towards Zero Waste. Guided by the waste hierarchy, this programme is aligned with global good-practice and strategic recommendations made by science, technical, policy and advocacy organisations, prioritising closing collection gaps and developing the alternative treatment infrastructure, given the latest findings on the limited efficacy of landfill gas management systems produced by satellite monitoring.

Supporting cities positioned for action, this programme will build on existing political commitments through a combination of on-the-ground technical assistance, data gathering, capacity building, project development support, and peer-to-peer sharing. Additionally, catalytic capital opportunities will be provided to cities, offering essential tools and data to: a) Empower decision-making, b) Improve waste management operations, and c) Divert food/organic waste from disposal to avoid and reduce methane emissions. These focus areas are selected to provide targeted support required to enable cities to accelerate the delivery of the C40 Pathway's 2030 targets, aligning the ambition and implementation strategy with the Global Methane Pledge.

**Programme Targets:**

- Providing timely, city-wide waste collection
- Treating at least 30% of organic waste
- Reducing waste disposal emissions by at least 30%

This programme would be a modular and scalable phased effort to enable supported cities to contribute towards the Global Methane Pledge goals and significantly reduce their methane emissions by 2030, while laying out a replicable playbook and roadmap to begin phasing out organics disposal and deploy an operational and financing model that can be replicated across the globe.

The programme aims to provide intensive support to strengthen data baseline and its management, build technical and operational capacity amongst stakeholders, and support the implementation of pilot projects and a citywide deployment schedule, achieving highly visible wins, accelerating action and positioning them on the C40 Pathway Towards Zero Waste.

## 1.2 Background of Solid Waste Management in Mumbai

### Waste Generation Overview

- The city of Mumbai is divided into 7 administrative zones and 24 wards which cumulatively generate about **7000 tonnes per day (TPD)** of municipal solid waste. Brihanmumbai Municipal Corporation (BMC) is responsible for collecting, transporting, treating & disposing the collected waste using the existing SWM infrastructure across the city.
- About **70-80%** of the **waste collected** in the city is **organic in nature.**
- The waste collection is managed by about **700 vehicles** cumulatively covering **1455 routes** as shown in the table below:

| S.no | Vehicle Type (as records) | Routes | Vehicles |
|---|---|---|---|
| 1 | Big Compactor (10 Ton) | 683 | 438 |
| 2 | Large Compactor (12 Ton) | 7 | 6 |
| 3 | Dumper (20 Ton) | 21 | 11 |
| 4 | Mini Compactor (5 Ton) | 608 | 197 |
| 5 | Closed Body Vehicles (25 Ton) | 109 | 28 |
| 6 | Stationary Compactor with Prime Mover (15 Ton) | 27 | 10 |
| | **Total** | **1455** | **690** |

**Waste Primary and Secondary Transportation Mapping**

- **Primary Transportation:** About **1450 vehicle trips** transport the collected waste from wards to the 4 RTSs operational in the city and to the centralised processing/ disposal facilities.
- The **4 Refuse Transfer Stations** in Mumbai have a cumulative capacity of **1850 TPD** (Gorai 300 TPD, Versova 300 TPD, Kurla 650 TPD, Mahalaxmi 600 TPD).
- Crucial to note that all wards also transport a certain amount of waste directly to the Kanjur centralised waste processing facility, without routing the waste through RTS.
- Apart from these RTS(s), there are 46 Dry Waste Collection Centers (DWCC) across the city for ensuring recovery of recyclables.
- **Secondary Transportation:** About **100 vehicle trips** transport waste from RTSs to the processing/disposal facilities as part of the secondary transportation system.

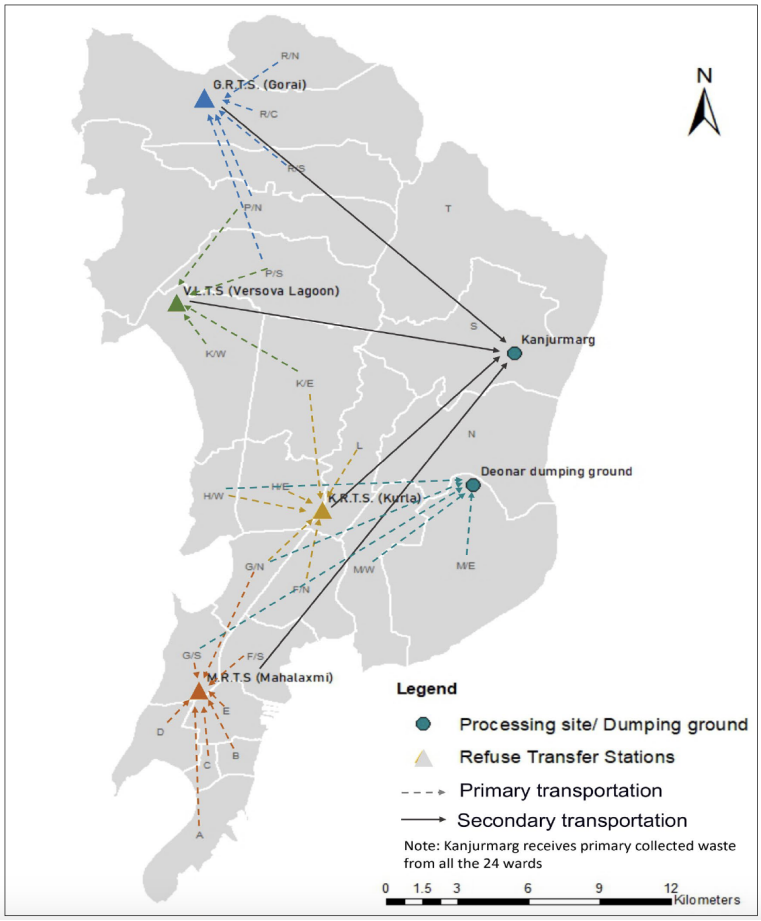


Figure a: Primary and Secondary Transportation of Municipal Solid Waste in Mumbai

## Waste Processing

- The city has established an integrated waste processing facility at Kanjur, catering to about 5500 TPD. The facility comprises three processing centres, i.e., a Material Recovery Facility, Composting Facility, and a Bioreactor Landfill.
- Additionally, about 800 TPD of waste is sent to Deonar for controlled disposal.

- The city is in the process of establishing new facilities to manage approximately 1,600 TPD, including 2 biomethanation plants of 500 TPD each and a waste-to-energy plant of 600 TPD.

## 2. Purpose of RFP

Context

- Mumbai, with a population of approximately 18 million, generates around **7,000 tonnes of waste per day (TPD).** The Brihanmumbai Municipal Corporation (BMC) collects this waste daily, primarily in a mixed form, and transports it to facilities at Kanjur and Deonar.
- Currently, about **60% of this waste** is transported directly from wards to a **single processing site at Kanjur**, while around **5% is sent to the Deonar dumpsite.**
- Roughly **35% of the waste** is **routed** through four **operational Refuse Transfer Stations (RTSs)**—Mahalaxmi, Kurla, Gorai, and Versova, further reaching Kanjur Processing Facility.
- With ever increasing quantities of waste in Mumbai, it is **critical to assess the efficiency** of existing infrastructure and also identify the gaps & challenges that need to be addressed to achieve optimal resource recovery.
- The limited number of RTSs for a metro city like Mumbai places a significant burden on the waste collection system, creating logistical challenges and possible inefficiencies that need to be assessed.
- With this context, it is considered worthwhile to **review the network of RTSs and assess its expansion needs**, identifying strategic locations and approaches for expansion to enhance resource utilization and improve time efficiency in the collection process.
- Additionally, the **operational efficiency** of RTSs and Dry Waste Collection Centers (DWCCs) need to be reviewed and improved. Enhancements to these facilities will boost recovery of recyclables and ensure a cleaner organic waste stream for further processing.
- Also, the current collection system relies heavily on **compactor vehicles** for both primary and secondary transportation. This results in highly compacted waste being collected that hinders secondary sorting and often adversely impacts the quality of organic waste feedstock for further processing.
- Optimizing vehicle routes and deploying appropriate vehicle types will also be critical to minimizing operational inefficiencies, reducing fuel consumption, and lowering emissions.

With this context, the RFP has been developed with the following approach under consideration:

- The **highly organic composition** of municipal solid waste in Mumbai underscores the need for a **dedicated strategy** to manage the **city's largest waste stream—organic waste.**

- Addressing this challenge presents a **significant opportunity to reduce methane emissions by diverting organic waste from landfills**, contributing directly to climate mitigation goals, while also reducing management costs from reduced moisture and leachate generation and opening the possibility for increased recycling rates.
- Effective management of organic waste requires a **comprehensive approach** that addresses **all aspects of the waste management value chain**—starting from **waste generation** mapping and source separation **to collection, secondary infrastructure planning, efficient transportation system, waste processing, and final disposal.**
- **Additionally,** it is crucial to align with the city's existing efforts. The city has planned to establish organic waste processing facilities, and ensuring that high-quality organic waste is transported to these facilities is essential for their long-term successful operation.
- Therefore, the RFP is designed to cover **two distinct deliverables** based on the critical aspects mentioned above: **(1) an Organic Waste Management Strategy and (2) a Feedstock Procurement Plan** for upcoming organic waste processing facilities.

## (1) Organic Waste Management Strategy for Mumbai

- The strategy will outline the existing organic waste management scenario in Mumbai and further provide guidance on contextual city-level planning to ensure optimal resource allocation and identify actionable solutions that can help the city transition toward sustainable waste management practices.
- This is expected to present:
    - Detailed assessment and action plan for optimizing waste collection and transportation route plans and vehicle deployment for both primary and secondary transportation in the city to reduce inefficiencies and operational costs.
    - Plan to enhance secondary infrastructure performance by optimally upgrading and/or expanding facilities, including RTSs and MRFs, to meet growing demand.
    - A Projects Pipeline that clearly presents recommendations and a timeline for execution, including infrastructure projects to manage the city's organic waste, with a vision to achieve at least 30% optimal treatment by 2030, integrating the city's existing plans along with other supporting infrastructure and actions to enable the successful implementation of this strategy. This includes actions for upgraded and new RTS facilities, advanced communication and regulatory activities, monitoring performance indicators, and an enabling

environment for potential off-takers based on different organic waste processing solutions.

- This comprehensive approach will guide targeted actions, reduce strain on the existing collection and transportation system, and help the city achieve its waste diversion and resource recovery targets.

### (2) Facility specific feedstock procurement plan

- To translate the broader city-level strategy into action, it is crucial to develop a dedicated facility-level feedstock procurement plan to establish a proof of concept for effective organic waste diversion. This plan would ensure that pure organic waste is optimally sourced from the most strategically crucial areas/ geographies within the city and diverted to the planned organic waste processing facility, enabling it to operate at maximum efficiency. This shall include:
    - Identification of specific wards or clusters of wards, in consultation with BMC officials, to target major organic waste generators that will serve as key sources of feedstock and ensure optimal facility operation.
    - Development of a dedicated waste collection and transportation system tailored to the facility's feedstock requirements, ensuring a consistent supply while presenting a clear vehicle deployment plan with specified vehicle requirements.
    - Establishment of a monitoring system to track the performance of the feedstock procurement plan, along with an actionable implementation roadmap for its effective execution.

Overall, with the above two deliverables focused on prioritizing improved waste collection and transportation plans at the city level, optimizing secondary infrastructure, and enhancing vehicle logistics, this work will help the city enhance resource recovery, reduce greenhouse gas emissions, and build a more resilient waste management framework. Additionally, it will establish a proof of concept and present an approach for a scalable and replicable model of organic waste management.

## 3. Scope of Work

The purpose of this Request for Proposal (RfP) is to solicit proposals from consultancy firms or consortiums (individuals are not eligible) to develop an **Organic waste management strategy for Mumbai,** along with a **Feedstock procurement plan** for planned **organic waste processing facilities** in the city.

The project will leverage the comprehensive datasets available with the city to assess the current status of organic waste in Mumbai, including its management

practices and the overall waste collection and transportation system.

The Scope of Work of two distinct deliverables is as below:

<table>
<tr><th colspan="2">Deliverable A : Organic Waste Management Strategy</th></tr>
<tr><td rowspan="2">Activities</td><td>

1. Overview of Organic Waste Management in the city
   - Assess organic waste generation trends in the city based on available datasets.
   - Conduct a high-level review of the city's existing initiatives and efforts for optimal organic waste management across areas, including waste operations, infrastructure setup, and governance, while also identifying associated challenges.
   - Provide background on the existing waste collection and transportation system, including details on dedicated organic waste collection vehicles and secondary infrastructure (RTS and Dry waste collection centres). Include insights on their efficiency and the challenges within the system.
   - High-level assessment on the status of organic waste processing in the city (both centralized and decentralized), including details on facilities' current operational status and efficiency. Basis the assessment, recommend a timeline of interventions aimed at advancing organic waste processing in the city and meet defined targets in near term, mid- term, and long term scenarios.
   - In addition to leveraging existing datasets, conduct stakeholder consultations with relevant BMC officials, concessionaires, ground-level workers, and relevant NGOs/CSOs to accurately document findings on the areas mentioned above.

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<tr><td>

2. Strategy for collection and transportation
   - Conduct review of existing city level waste collection and transportation operations based on datasets available with the city, including the GPS maps of route plans.
   - Conduct a comprehensive analysis of vehicle utilization and trip efficiency at the city level, as well as at the zone/ward level as practically relevant.
   - Identify gaps, challenges, and inefficiencies in the current

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| | collection and transportation plan and system overall, followed by opportunities for improvement.<br>○ Assess waste collection and transportation challenges faced by the concessionaires, different categories of waste generators, ground level workers etc. to report on practical difficulties in waste collection at ground level. Ground level surveys and stakeholder consultations are needed to gather insights for this.<br>○ Provide clear recommendations to enhance efficiency of the waste collection and transportation system and to address the challenges identified above, focusing on time and cost-effectiveness; this includes a clear set of actions to achieve optimized route plans and vehicle deployment that brings utmost efficiency in waste collection and transportation processes of the city.<br>This shall also focus on achieving the diversion of organic waste for the upcoming waste processing facilities across the city and develop plans for supplying high quality feed stock to existing and planned treatment facilities.<br>**(A more detailed feedstock procurement plan for this purpose is planned as Deliverable B of this RFP)**<br>Use GPS tools to present the proposed actions and their impact through maps and/or infographics. Ensure that communication with the BMC regarding the identified strategies and actions is clear and consistent, enabling them to implement the actions with a comprehensive understanding of the required resources and anticipated outcomes.<br>○ All strategies, actions, and recommendations presented as part of the activity must be categorized into a timeline (near-term, mid-term, and long-term). Each category must include a plan of action, specifying the steps, processes, and stakeholder requirements necessary for effective execution of the proposed recommendations. The findings and recommendations from this activity shall provide the necessary support to the city in advancing its micro-routing plans.<br>○ Additionally, expected impacts of the actions/ |

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| | recommendations suggested shall be detailed out, including environmental and economic benefits, emission reductions, job creation, improved air quality, health benefits etc. as relevant. |
| | **3. Strategy for Advancing/Augmenting RTSs and MRFs**<br>○ Assess the current capacity and operational efficiency of RTSs and MRFs (including the Dry Waste Collection Centres) using secondary data and on-ground survey to identify gaps, challenges, and areas for improvement.<br>○ Review the city's past and ongoing efforts to enhance the efficiency of RTSs and MRFs, extract key lessons, and incorporate these insights into the development of the strategy here.<br>○ Conduct consultations with key stakeholders including BMC officials, concessionaires, contractors, workers etc. to build comprehensive understanding on the above aspects.<br>○ Based on the above, provide recommendations to enhance the performance of existing facilities and develop a strategic plan that outlines the need, possibilities (such as land and resource availability, BMC's priorities, etc.), and a pathway for expanding the RTS and MRF network. This should include the addition of new facilities as necessary, identifying ideal locations in the city, and other measures to achieve greater efficiency in the system.<br>○ All strategies, actions, and recommendations presented as part of the activity must be categorized into a timeline (near-term, mid-term, and long-term). Each category must include a detailed implementation plan, specifying the steps, processes, and stakeholder requirements and roles necessary for effective execution of the proposed recommendations.<br>○ Additionally, expected impacts of the actions/ recommendations suggested shall be detailed out, including environmental and economic benefits, emission reductions, job creation, improved air quality, health benefits etc. as relevant. |
| **Output** | ● Report for each of the 3 sub-activities part of this deliverable. |

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| | • Final Organic Waste Management Strategy encompassing findings, analysis, recommendations emerging from all 3 activities combined and presenting a timeline of recommendations to be executed by the city for implementing this overall strategy. This shall include a detailed projects pipeline that the city needs to implement based on the findings of the 3 sub-activities.<br><br>All reports to be professionally designed and formatted |
| **Outcome** | • Comprehensive plan enabling BMC to optimize secondary infrastructure, streamline the waste collection and transportation system, implement advanced route planning and vehicle deployment, and enhance waste processing. These efforts will result in reduced transportation costs, lower emissions, faster waste collection cycles, and an overall improvement in the waste management system. |
| **Deadline** | Refer section 4.2 below |

**Additional information and support from city and C40 for Deliverable A**

- C40 will support seamless collaboration between the consultants and BMC, ensuring access to relevant datasets, organizing discussions with senior leadership, and providing necessary support throughout the development of the strategy.

| **Deliverable B: Feedstock Procurement Plan for a dedicated organic waste processing facility** (Contextual feedstock procurement plan for a facility in alignment with the city level strategy developed under Deliverable A) | |
|---|---|
| **Activities** | **1. Feedstock Procurement Plan for a dedicated organic waste processing facility : 1000 TPD of Biomethanation Facility at Deonar**<br><br>Building on the recommendations, strategies, and actions identified in Deliverable A, this deliverable focuses on applying them at a micro level by developing a contextual, actionable organic waste diversion plan for a dedicated facility that offers high-impact benefits and contributes to achieving systemic efficiency.<br><br>The city is in the process of establishing two biomethanation |

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| | processing facilities, each with a capacity of 500 TPD at Deonar. This deliverable primarily aims to develop an actionable plan that ensures high-quality organic feedstock is received at these facilities in the most optimal manner by targeting strategic ward(s) (geographies) and waste generators.<br>○ **Targeted Collection Areas and Waste Generators**: Identify and target the most strategic ward or clusters of wards and the major organic waste generators within these areas to be the primary source of pure organic waste for the planned facilities at Deonar, in consultation with BMC and C40 team. Conduct a thorough analysis to assess the availability and purity of organic waste from these areas, ensuring the waste meets the quantity and quality requirements for the planned processing facility as defined by the BMC.<br>○ This process will include conducting a waste quantification analysis by leveraging secondary datasets along with firsthand insights from primary sample surveys. Additionally, a waste composition analysis will be carried out by collecting samples and sorting them into different waste streams to assess the quality and potential percentage of organic waste that can be sourced from the identified waste generators. This will help accurately determine the potential quantity of organic waste that can be diverted from specific ward(s) and generators.<br>○ Conduct a ground-level reconnaissance survey to understand their perspectives, challenges, willingness to participate, and potential solutions to ensure their full participation and coordination in the plan's implementation.<br>○ **Feedstock Diversion Strategy**: Develop a strategy for the diversion of organic waste from these targeted wards and identified generators to the processing facility. This shall focus on maximizing the capture of pure organic waste, minimizing contamination from non-organic materials, and ensuring that the feedstock is suitable for the processing technology adopted at the planned facility by BMC.<br>○ **Optimized Waste Collection and Transportation System**: Based on the identified waste sources, develop a dedicated waste collection and transportation system tailored to the |

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| | feedstock requirements of the organic waste processing facilities. This will streamline waste sourcing, provide clear and detailed route maps for transporting organic waste to the facility, and ensure a consistent supply of feedstock as required. The approach will also need to leverage existing waste collection routes and vehicles to optimize resource utilization and ensure a smooth transition to the newly developed collection and transportation plan.<br>○ The plan shall ensure that it adopts the most cost-effective and time-efficient approach. GIS tools to be leveraged to plan routes that minimize travel time and distance.<br>○ **Vehicle Deployment and Planning**: Design an efficient vehicle deployment plan for the collection and transportation system as designed above. This will include clearly identifying specifications of the vehicles to be used for the purpose; including design/type, size, quantity, waste collection method, trip schedules, and shift planning as needed. The plan needs to ensure that the transportation system operates efficiently, minimizes costs, and maximizes resource utilization.<br>○ **Cost and Resource Estimates:** Provide detailed cost estimates for implementing the proposed collection and transportation plan. This should include expenses related to vehicle procurement (if required), fuel consumption impacts, and additional human resource requirements. Additionally, the analysis should outline suitable operational modalities, such as city-owned fleets or third-party-operated models (e.g., contractor-owned vehicles with per-kilometer compensation), ensuring cost-effectiveness and efficiency.<br>○ **Continuous Monitoring and Adjustment**: Develop a monitoring mechanism to track the performance of the feedstock procurement system, ensuring that the supply of organic waste remains consistent and that contamination levels are lowest and in alignment to standards agreed & accepted by the BMC and facility. Also, providing strategies for adjustments to the plan as required to address changing waste generation patterns or operational challenges.<br>○ Develop a detailed roadmap for operationalizing the |

| | |
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| | feedstock procurement plan, clearly outlining the necessary steps and processes, along with the roles of all relevant stakeholders, to ensure effective execution. This roadmap should cover all aspects of implementation, including governance (approvals, processes, resource planning, and staff requirements), operations (modifications to collection and routing systems), budgetary provision requirements, monitoring systems, and catalytic activities such as source-separation programs for targeted generators to ensure the plan is effectively implemented. |
| **Output** | • An actionable **Feedstock Procurement Plan** for an upcoming Biomethanation facility at Deonar and roadmap for its implementation<br>Report to be professionally designed and formatted |
| **Outcome** | • Strategy to ensure a consistent, high-quality organic feedstock supply to the biomethanation facilities, enabling most optimal performance and yield from these facilities. |
| **Deadline** | Refer section 4.2 below |

### 2.2 Study process

This work will be anchored by the **C40 Cities in partnership with the BrihanmumbaiMunicipal Corporation (BMC).** The process of conducting the study needs to be participatory and shall involve engagement with relevant stakeholders at various levels. This will include close engagement with officials of the BMC, various concessionnaires appointed by BMC, NGOs/CSOs working in the SWM sector, and team members of C40 Cities.

The assignment will kick off in **May 2025**. Detailed project timelines are given under section 4 in this RFP. The appointed consultant needs to optimally plan for managing resources, budgeting expenses, and ensuring timely report delivery.

Each report / findings will be presented to the city officials & C40 Cities team, and their comments must be addressed by the consultant. The revised version, incorporating their feedback, will then be considered the final approved deliverable for payment.

The consultations to be conducted as part of the deliverables, as outlined in the

scope of work, will be solely the responsibility of the appointed consultant. While C40 and BMC may attempt to hold these consultations at one of BMC's offices, if this is not feasible due to competing timelines, the consultant will be responsible for arranging an alternative venue.

The bidders should suggest their initial proposal for the scope of work, timeline and key deliverables based on the Scope of Work described in this RfP. This response will constitute the standard for what C40 can expect to find in the detailed project plan in terms of resources, breadth of scope and timeline.

### 2.3 Meetings

The consultant's team needs to be available for the meetings (physical and virtual) as and when required.

- Kick-off meeting with C40 project team and concerned BMC officials and other concessionaires.
- Weekly project update meetings. In the case of a physical meeting, the consultant needs to arrange for the same.
- Other meetings as necessary for the study.
- Project close-out meeting, with presentation on the final findings.

## 3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until ***6 pm IST, May 2nd, 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's Team, 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:

- Relevant information about the service provider and contact details
- A timeline indicating the different stages, milestones, proposed approach, and detailed work plan to deliver the outlined objectives, along with adequate C40 review periods and stakeholder consultations, should be included.
- An overview of expertise and experience on the topic of waste management including references to previous work on implementation of SWM related projects in India, especially Mumbai or Maharashtra would be preferable.
- The firm/consortium will require an onground team / office in Mumbai
- Details of the organisation and proposed project team – please include relevant experience and expertise and limit CVs to two pages per person; clearly indicate the project lead, the role of each team member and

whether the person will be stationed in Mumbai.

- **Please refer section 3.1 for the requirements regarding the project team**
- Work approach and coordination with C40's Team, specifying required input and resources
- Clear cost break-down structure and explanation of expenses - please see Section 6 "Project budget" for more details.
- Any risks and assumptions made in planning this work - where risks are identified, appropriate alternatives and mitigation strategies should be outlined.
- At least two recent references with phone and email contact details.
- Confirmation of adherence to C40's terms and conditions.
- Any additional deliverables and/ or information relevant to this tender

All documentation should be provided in an editable and portable document format, compatible with computer software used by BMC and C40 cities. Editing, formatting, and presentation of electronic files should be of a consistent, professional, and publishable standard.

Please note: Proposals should be written in English, saved in pdf format and should not exceed 15 pages of text. Reference material may be placed in annexes. Individual CVs should not exceed 2 pages.

Contract terms and conditions will be negotiated upon the selection of the winning bidder for this RfP. All contractual terms and conditions will be subject to review by C40's legal department and will include scope, budget, schedule and other necessary items pertaining to the project.

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness. The costs must be provided in USD.

**C40 may choose to conduct proposal discussion calls** with shortlisted consultants to ask more detailed questions about the proposed approach, expertise, and to clarify any remaining questions.

**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 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

**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.

### 3.1 Project Management Team Structure:

1) Team Leader with 10+ years of experience
2) Project Manager with 8+ years experience
3) 2 Assistant Project Manager with 5+ years experience
4) 2- 3 Research Associates as required with 3+ years of experience

**Note:** Except team leader, the rest of the team members must be based in Mumbai during the entire period of this study.

## 4. RfP and Project Timeline

### 4.1 RfP Timeline:

| RFP Timeline | Due Date |
|---|---|
| Request for Proposals published by C40 | 7 April 2025 |
| Pre-bid queries submission<br>(Read section 8 below for more details) | 23 April 2025 |
| Deadline for Proposal submission | 2 May 2025 |
| Evaluation of Proposal & Discussion calls with shortlisted consultants | 2- 15 May 2025 |
| All Potential Suppliers notified of outcome | 16 May 2025 |
| Onboarding of consultant | 23 May 2025 |

### 4.2 Project delivery timelines and payment terms

| Project Timeline | Due Date | Payment<br>(Upon final report approval) |
|---|---|---|
| **DELIVERABLE A** | | |
| **Report for Activity 1:**<br>Overview of Organic Waste Management in the city | 20 June 2025 | 10% |
| **Combined Report for Activity 2 and Activity 3:**<br>Strategy for collection and transportation and advancing RTS(s) and MRF(s) | Draft: 21 July 2025<br>Final: 7 Aug 2025 | 20% |
| **Final Deliverable A:**<br>**Organic Waste Management Strategy** | Draft: 1 Sep 2025<br>Final: 15 Sep 2025 | 20% |

| DELIVERABLE B | | |
|---|---|---|
| **Report for Activity 1:** Feedstock procurement plan for an upcoming Biomethanation facility (s) and roadmap for its implementation | Draft: 27 Oct 2025<br>Final: 17 Nov 2025 | 35% |
| **Presentation to BMC City officials & C40 Cities Team on above activity** | 21 Nov 2025 | 15% |

*Please note this schedule might change while finalising the contract.

## 5. Proposal Evaluation Criteria

Submissions will be evaluated against the following criteria:

| Evaluation criteria | Percentage |
|---|---|
| Robustness of the project delivery proposal: The project delivery approach proposed, including project management approachability to deliver quality outputs on time. | 35% |
| Technical Expertise: The bidder's expertise and experience in similar projects including, developing city-wide strategies and action plans, especially in the areas of waste transportation and collection system planning, RTS and MRF operations, developing waste processing scenarios, localising strategy, conducting feasibility studies and developing detailed project report for small scale organic waste processing facilities etc. | 35% |
| Value for money:<br>● Economy: Assessment of the cost efficiency & budget consciousness of the proposals - Consideration of whether the proposal costs align with the expected outcomes & deliverables<br>● Efficiency: Examination of proposed project management approach, resource allocation, and timelines<br>● Effectiveness: Assessment of appropriateness and viability of chosen methods and tools to achieve the objectives | 20% |

| Evaluation criteria | Percentage |
|---|---|
| Equity and ethical alignment considerations: The successful consultant 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

The proposal should indicate a cost break-down structure, outlining the costs for each component. All costs included in the proposal must be all-inclusive, including any VAT/GST, copyright or bank fees, transportation, venue charges, tools & equipment if any, translation etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month.

A budget of **USD 90,000** is available including all taxes and other 'hidden' costs. Bids must not exceed this value. All types of costs to be included in all expenses, and identify what support they need from the city.

All costs incurred in connection with the submission of this RfP are non-refundable by C40.

## 7. C40 Policies

C40 expects third parties to  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 addresses below by 6:00 PM IST on or before **2nd May 2025.**

**Dhiraj Santdasani, Technical Adviser, Waste and Methane dsantdasani@c40.org**

**CC: Dipti Salvi, Senior Manager, Waste and Methane, Mumbai.**
**dsalvi@c40.org**

Any pre-bid queries must be submitted to the above email address until **6:00 PM IST on 23rd April 2025.**

C40 Cities will make every possible effort to provide anonymized responses to the questions received within 7 days of receiving the question(s).

Anonymised responses to questions will be provided here (link)

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.

## 9. Terms and Conditions

C40 Cities Climate Leadership Group reserves the right to change or cancel the above requirements at any time, without incurring any liability towards any interested party and/or any obligation to inform any interested party of the grounds for its action. All costs incurred in connection with the submission of this RFP are non-refundable by C40 Cities Climate Leadership Group.

**Confidentiality and Non-Disclosure:**
All data shared during the course of this project will be considered confidential and proprietary information. The appointed consultant and its representatives shall not disclose, publish, quote, or use any of the provided data for any purpose other than this study and for the explicit consumption of C40 and Brihanmumbai Municipal Corporation. This obligation of confidentiality extends to all individuals involved in the project and shall remain in effect both during and after the completion of the project. Any breach of this confidentiality clause may result in legal action and the termination of the agreement**.**

**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.