

Call for Proposals

Turning Waste into Jobs | Support to community-based waste management and the establishment of an enabling framework for a Public Private People Partnership (PPPP) in low-income areas and informal settlements in Kisumu, Kenya

January 2021

Reference: CFP/1-2021-PSUP-KISUMU
Size of Grant: Up to 90.000 USD
Published: 25 January 2021
Submission Deadline: 15 February 2021, 05:00 PM, East Africa Time
Submission: Applicants shall submit their CFP response by email until the specified deadline above to the attention of Anna Sobczak to this E-mail address: anna.sobczak@un.org. Please **submit the financial proposal and the technical proposal in two separate emails using** the following e-mail subjects:

- 1) For the Technical Proposal: 'CFP/1-2021-PSUP-KISUMU - TECHNICAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
- 2) for the Budget / Financial Proposal: 'CFP/1-2021-PSUP-KISUMU – FINANCIAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'

Instruction to applicants

1. Proposals received after the above deadline will not be considered.
2. Proposals and accompanying documents submitted to a different email addresses will not be considered. Any clarification queries and correspondences should be sent by email.
3. Proposals failing to provide the requested information will be disregarded.
4. Applicants shall submit their CFP response by email until the specified deadline above to the attention of Anna Sobczak to this E-mail address: anna.sobczak@un.org. Please submit the financial proposal and the technical proposal in two separate emails using the following e-mail subjects:
 - For the Technical Proposal: 'CFP/1-2021-PSUP-KISUMU - TECHNICAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
 - for the Budget / Financial Proposal: 'CFP/1-2021-PSUP-KISUMU – FINANCIAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
5. All prices must be in USD
6. The proposal language is English

Purpose of the Call for Proposals

The purpose of the Call for Proposals is to solicit proposals from interested non-profit and/or civil society organizations to support the project 'Turning Waste into Jobs | Support to community-based waste management and the establishment of an enabling framework for a Public Private People Partnership (PPPP) in low-income urban areas in informal settlements in the City of Kisumu, Kenya' in contribution to the Sustainable Development Goal 11 for Cities, Target 1 "By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums".

Applicant organizations should wish to participate in UN-Habitat operation and be able to contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving the common objectives of the project as outlined below and subsequently agreed in an Agreement of Cooperation.

This call for proposals is addressing organizations that are specialized in the area of community mobilization, capacity building in the use of community managed funds and in community-based waste management. The projects overall goal is to demonstrate quick win-win and business potential and explore opportunities to develop and deploy a low-cost and innovative method to waste management creating a positive social-economic impact in informal settlements. We want to explore a feasible model for public private partnership for the waste sector between the local government, communities and the private sector implementing an innovative business case that supports the improvement of living conditions in urban poor and informal settlements through job creation and improved waste management.

Applications from local non-profit and civil society organizations are highly encouraged. International organizations are highly encouraged to partner with local partners.

Project Key Information

UN-Habitat Programme:	Participatory Slum Upgrading Programme (PSUP)
Lead Organization Unit:	Land, Housing & Shelter Section; Urban Practices Branch
Region/Country:	City of Kisumu, Kenya
Project:	Turning Waste into Jobs
Maximum proposed value:	Up to 90.000 USD
Project Partners:	The City of Kisumu and the private sector
Anticipated start date:	1st March 2021
Estimated duration of project:	6 Months until 31st Aug 2021

About UN-Habitat

UN-Habitat, the United Nations agency for human settlements, helps the urban poor by transforming cities into safer, healthier, greener places with better opportunities where everyone can live in dignity. UN-Habitat works with organizations at every level, including all spheres of government, civil society and the private sector to help build, manage, plan and finance sustainable urban development. Our vision is cities without slums that are livable places for all, which do not pollute the environment or deplete natural resources. At the dawn of a new urban era, with most of humanity now living in cities, UN-Habitat is at the frontline of the battle against fast growing urban poverty and the scourge of climate change that is caused by poorly planned urbanization and threatens the lives and livelihoods of entire cities and communities. As the United Nations gateway for cities, UN-Habitat is constantly improving its focus and responsiveness to the aspirations of cities and their residents. Please visit the UN-Habitat [here](#).

About the Participatory Slum Upgrading Programme (PSUP)

The United Nations Human Settlements Programme (UN-Habitat) together with the European Commission (EC), and the Secretariat of the African, Caribbean and Pacific Group of States (ACP) entered a tripartite partnership to address the challenge of slums in the Africa, Caribbean and Pacific Countries through the launch of the Participatory Slum Upgrading Programme (PSUP) in 2008. The PSUP is funded by the European Commission (EC) and slum upgrading projects are implemented through the PSUP and with co-financing contributions from the ACP partner governments. The PSUP implements strategies, policies and projects to address the widespread and chronic urban poverty in slums and informal settlements, in contribution to the Sustainable Development Goal 11 for Cities, Target 1 “By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”.

One of the Programme’s strategic objective is to strengthen global partnerships and policy dialogue for participatory slum upgrading and prevention in all ACP countries with the involvement of global private sector partners. Its primary focus is to integrate slums communities into the urban fabric by addressing tenure security, increasing access to land and basic services, improving infrastructure and mobility and strengthening economic links.

Recognizing the key role played by the private sector in all areas of development, engaging the business community is critical to the realization of the SDGs. Even though approx. 60% of urban populations in Africa live in informal settlements, the economic importance of this large market remains untapped. For this reason, the PSUP is taking the first steps towards matching private sector innovations with the needs in informal urban settlements and slums.

Please visit the Participatory Slum Upgrading Programme (PSUP) [here](#). Download the PSUP Brochure [here](#).

What are we looking for?

In this call for proposals, UN-Habitat is looking for an implementing partner from national and international non-profit and/or civil society organizations that can **manage and deliver an innovative approach to community-based waste management and to the establishment of a Public Private People Partnership (PPPP) in low-income urban areas in informal settlements in the City of Kisumu in Kenya**. We are looking for a partner experienced in the area of **community mobilization and participation, participatory methods, capacity building in the use of community managed funds and in community-based waste management**.

Applications from local non-profit and civil society organizations are highly encouraged. International organizations are highly encouraged to partner with local partners.

The projects overall goal is to demonstrate a quick win-win and business potential and explore opportunities **to deploy a low-cost and innovative organizational model to waste management** creating a positive social-economic impact in informal settlements. We want to establish **a model for public private people-centered partnership for the waste sector between the local government, communities and the private sector implementing an innovative business case** that supports the improvement of living conditions in a selected urban poor and informal settlements through job creation and improved waste management. The project will support livelihoods recovery for the urban poor that are affected by the Covid-19 pandemic. While the private sector partner will implement their innovative business model the non-profit sector partner shall bring additional value in form of expertise, skills transfer and experience in sustainable job creation in the waste sector.

Interested applicants should present their portfolio and experience in the above areas. The grant provided will be up to 90.000 USD including operational and administrative cost.

Main Activities and Outputs

The implementing partner will be undertaking the following main activities highlighted in blue in the below project logframe (but not limited to):

Outcomes and Activities:	Indicators:	Responsible Partner:	Timeplan					
			M	A	M	J	J	A
Outcome 1: A viable and sustainable community-based waste collection system and an enabling environment for the replication and sustainable growth of the waste collectors' network in new locations is established.								

Stakeholder Identification, Data Collection and localized market study to inform the project planning

Activity	Description	Indicators	Responsible Partner	M	A	M	J	J	A
Activity 1.1	Identification of target settlements with enough plastic waste generation and of target communities	Project Location(s) specified	Private Sector Partner / UN-Habitat						
Activity 1.2	Stakeholder Identification, Identification of communities & Data Collection: Provide links to sources of plastics such as waste picker associations, garbage collection groups, youth groups, manufacturing associations: Identification of communities Gather and provide preliminary data on community profile and on existing waste pickers to reach critical numbers for a waste picker network, i.e. how many people, how can we mobilize them), Organize workshops to understand how waste pickers work and how they are organized.	Project Stakeholders identified with supporting Data	City of Kisumu / UN-Habitat / UN-Habitat's IP						
Activity 1.3	Use the Waste Wise Cities Tool (WACT Application) to establish a baseline in terms of waste generation, collection and recovery rates at city level. Moreover, the tool allows to map actors of the waste chain, formal and informal, and identify infrastructure gaps.	Baseline Data Collected	UN-Habitat Waste Wise Cities / UN-Habitat's IP						

Establishment of community waste collection structures & recycling infrastructure & training

Activity	Description	Indicators	Responsible Partner	M	A	M	J	J	A
Activity 1.4	Mapping of Areas to identify locations and number of Waste Trading Centers and register waste pickers	Locations of trading centers mapped in the project locations and waste pickers registered	Private Sector Partner						
Activity 1.5	Define requirements for the Trading Centers (Size, Layout, Access, Appropriate Location)	Trading Centers are specified	Private Sector Partner						
Activity 1.6	Opening the Trading Center (Recruit local staff, setting up TC equipment, Rent for 6 months, Legal approvals, Launch Event of the TC)	Waste Trading Centers opened	Private Sector Partner						
Activity 1.7	Participatory community-based training and planning	Communities trained in waste collection	Private Sector Partner / UN-Habitat / UN-Habitat's IP						
Activity 1.8	Provision of tools to informal waste pickers	Tools to registered waste pickers provided	Private Sector Partner / UN-Habitat / UN-Habitat's IP						
Activity 1.9	Achieving Productivity (Scouting for suppliers and buyers, transport of goods to Nairobi, making the trading centers self-sufficient)	Waste Trading Centers operational and self-sufficient	Private Sector Partner						

Outcome 2: Improved livelihoods for informal settlements residents as a result of a sustainable business model for formal job creation for waste pickers.

Stakeholder Mobilization

Activity 2.1	Liaison with the country / county government: Support to Authorities to make sure that the needs of the communities are reflected in national and regional development plans. Create appropriate Gov. funds to economically support the work of waste pickers. Cooperate with County Gov. to facilitate the connection between waste pickers associations, the recycling industry and producers.	Formal approvals received and Government support provided (legal and/or financial)	UN-Habitat						
Activity 2.2	Explore support / partnership with other UN agencies such as ILO, FAO, UN Environment, other partners focused on waste management, working poor and informal economies such as WIEGO, World Bank and International Solid Waste Association (ISWA), representatives from the civil society such as waste pickers' organizations (e.g. Global Alliance of Waste Pickers; Platforms like 'Alliance to End Plastic Waste')	Support from line organizations for the project mobilized (legal, financial, promotional)	UN-Habitat / UN-Habitat's IP						
Activity 2.3	Planning Workshop with Community and Government to endorse project plan (Local community and all relevant stakeholders well informed of the pilot Project activities through workshops with community for value proposition). Involve all relevant stakeholders relevant for waste management. Representatives from all stakeholder groups need to be included in the decision-making process in order to facilitate the transition to a circular economy and to set up new ways of collaboration with waste pickers. Elaborate the the conditions for a PPPP and formation of waste pickers' association / organization for the CMF. Define what the CMF should fund (social protection, equipment, child education, loyalty programme (collection of points for protective equipment and other), <i>COVID livelihoods support</i>) and if Gov. can contribute funds.	Project Plan agreed with the government and target communities	Private Sector Partner / UN-Habitat / UN-Habitat's IP						

Establishment of community-managed waste collection system and capacity building

Activity 2.4	Support to Authorities to make sure that the needs of the communities are reflected in national and regional development plans. Create appropriate Gov. funds to economically support the work of waste pickers. Cooperate with County Gov. to facilitate the connection between waste pickers associations, the recycling industry and producers.	EPR regulation of the government is agreed on to support the community managed fund.	UN-Habitat / UN-Habitat's IP						
Activity 2.5	Community Organization / Election and Registration of Project Steering Committee (RCs elected, representatives endorsed and registered with authorities)	A project steering committee is formed	UN-Habitat / UN-Habitat's IP / Private Sector Partner						
Activity 2.6	Capacity Building Community Managed Funds (CMF): Training to community-based organizations in the establishment and management of the CMF	CMF Training to communities carried out	UN-Habitat / UN-Habitat's IP						
Activity 2.7	Capacity Building Waste Management: Co-Training with the private sector partner to community-based organizations on the utilization of the CMF for communal waste management (UN-Habitat) and on waste collection, sorting and recycling management	Waste management training to communities carried out	Private Sector Partner / UN-Habitat / UN-Habitat's IP						
Activity 2.8	Establishment of the CMF (Community Managed Fund) based on the results from community workshop through the community for the community for waste collectors.		UN-Habitat / UN-Habitat's IP						

Activity 2.9	Scope and establish conditions for formation of waste pickers' association and PPPP: Provide links to sources of plastics such as waste picker associations, garbage collection groups, manufacturing associations; Elaborate introduction of waste collection fees for the collection service to ensure sustainability of the waste centers; Basic financial analysis to assess economic sustainability of the centers, that could generate income from sale of recyclables and the collection of waste collection fees.	A Draft PPPP is proposed	Private Sector Partner / UN-Habitat / UN-Habitat's IP / City of Kisumu UN-Habitat Waste Wise Cities - Lead: UNHAB IP							
Activity 2.10	Capacity building towards PPPPs through effective co-training with the private sector partner; The WACT application foresees a stakeholder's workshop to discuss the results of its application, discuss challenges, opportunities and possible solutions to fill the identified gaps;	Training and Workshops on PPPP establishment carried out with Gov and communities and the private sector partner	Private Sector Partner / UN-Habitat / UN-Habitat's IP UN-Habitat Waste Wise Cities							
Activity 2.11	Support the formalization of the PPPP draft	A PPPP model for the Waste Trading Centers is defined and prepared for a potential 2nd project stage.	Private Sector Partner / UN-Habitat / UN-Habitat's IP / City of Kisumu							

Eligibility Criteria

The applicant's response should provide complete information and documents as outlined below. The proposal failing to fulfil this eligibility criteria will be considered as non-responsive.

Criteria	Submission Details/ Documents Required
Legal Status	<input type="checkbox"/> Certificate of registration/incorporation i.e., <input type="checkbox"/> Proof of registration in Country of Origin. <input type="checkbox"/> Proof of registration of Country of operation <input type="checkbox"/> Proof of country operational presence
Organization profile and details	<input type="checkbox"/> Clear organization profile and structure of the organization indicating: <input type="checkbox"/> Organization's vision, mission and objectives <input type="checkbox"/> Management structure <input type="checkbox"/> Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent document <input type="checkbox"/> Proof of membership to professional associations if any
Financial Capacity	<input type="checkbox"/> Audited company financial statements (balance sheet and income statement) and auditors report for the last two years
Exclusive bank account	<input type="checkbox"/> Is the organization willing and able to have a separate bank account for the funds provided by UN-Habitat?
Integrity and Governance	<input type="checkbox"/> The organization should complete and submit a signed Partner Declaration Form (Annex A) <input type="checkbox"/> Provide the profiles of the Chairperson of the Board of Directors, Head of the Organization and Chief of Finance

Selection Criteria and Proposal Evaluation

A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the Technical Proposal (comprising of technical capacity, financial and administrative management capacity, and the technical proposal) being completed prior to any Financial Proposal being opened and compared. Applicant's submission of technical proposal and accompanying documents submitted in template Annex B and financial proposal in Annex C will be evaluated using the below criteria.

Criteria	Submission Details/ Documents Required
1. Technical capacity (Score Weight 20%)	
<p>1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project? Has it managed in the past projects of similar technical complexities and financial size? Is the project linked with the core business of the implementing partner?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> List of projects executed in the last 2 years (value, location, donors, nature of projects, execution stage – completed or ongoing). <input type="checkbox"/> Demonstrate how the experiences in past projects are relevant in the execution of the current proposal <input type="checkbox"/> References from past donors
<p>1.2 Does the organization have qualified technical staff with the experience and the technical skills required by the project? What is the staff size, type, qualification and education background?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CVs of key management staff, technical and non-technical staff that will be involved on the project <input type="checkbox"/> How many technical staff do you have in the concerned Country for implementing the project? Is there reasonable assurance that such technical staff required by the project will continue to be available as needed in the Project?
<p>1.3 Does the organization have a clear and strong link with an identifiable constituency relevant to the targeted population of the project? Does the organization impact on the targeted population and on the issues? Does it have strong presence in the field and for how long? Does it have adequate capacity to work in key areas/regions where the proposed field activities will be implemented?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted population.
<p>1.4 Does the organization possess adequate physical facilities, office equipment, transport, etc. to implement the activities?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide location and list of office facilities, vehicles and office equipment locally available to implement the project.
<p>1.5 Does the organization have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures...)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide formal project monitoring policies and procedures
2. Financial and administrative capacity (Score Weight 10%)	
<p>2.1 Has the organization been in operation over a period of at least 2 years to demonstrate its financial sustainability and relevance?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> State the years of operation <input type="checkbox"/> Financial statements for the last 2 years

<p>2.2 Does the organization have qualified staff in Finance? Is the current accounting system computerized and does have the capacity to collect and provide separate financial reports on the activities executed under the Agreement of Cooperation? Does it have systems and practices to monitor and report whether the project deliverables and expenditures are within agreed time and budget? Does it have minimum segregation of duties in place (separation between project management, finance/accounting and executive office)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CVs of key finance and accounting staff <input type="checkbox"/> Description and key features and controls of the accounting system used <input type="checkbox"/> Organization structure/ Organogram
<p>2.3 Does the organization have the capacity to procure goods and services on a transparent and competitive basis?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally.
<p>2.4 Does the organization have formal procedures and controls to mitigate fraud such as multiple signature signatories on bank accounts, reporting and prosecution of incidences of fraud?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Describe anti-fraud controls and provide formal procedures
<p>2.5 Does the organization have capacity to provide in-kind, financial, personnel contribution as UN-Habitat Implementing Partner in this present project? Please give details of contribution nature and size.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Describe nature and value of contribution (in-kind or cash). The applicant must submit in-kind contribution proposal in the template provided in Annex C – Budget Template.
<p>3. Financial Proposal (Score Weight 20%)</p>	
<p>3.1 Is the budget for each component of the activity to be performed by the Implementing Partner</p> <ul style="list-style-type: none"> (i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/over estimation) (ii) justifiable/well supported and (iii) accurate and complete 	<ul style="list-style-type: none"> <input type="checkbox"/> Budget Proposal (Annex C) - The applicant must submit a budget proposal in the template provided in Annex C (Budget Template - Financial Proposal)
<p>4. Technical Proposal (Score Weight 50%)</p>	
<p>4.1 The technical proposal is sound and responds adequately to the specifications and requirements and is assessed on a comparative basis against the below criteria. A High-quality portfolio of similar projects that the applicant implemented in the area of activities of the project logframe, i.e. waste management, community work, participatory methods, community funds, community mobilization and organization and capacity building in community management of community-based projects is to be submitted. For every below category 5% points are allocated each. Mandatory Fail/Pass Criteria are marked with (*):</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Technical Proposal Document (Annex B) – The applicant must submit a technical proposal using the template provided in Annex B.
<p>4.1.1 Stakeholder Identification, Identification / Registration of Beneficiaries & Data Collection (socio-economic and infrastructure data)</p>	
<p>4.1.2 Experience in community mobilization and participation*</p>	
<p>4.1.3 Experience in community-based management and community Organization *</p>	
<p>4.1.4 Experience in the design and carrying out of community planning workshops and using participatory planning methods *</p>	

4.1.5	Experience in providing training / capacity building to community-based organizations *	
4.1.6	Experience in innovative approaches to community-based waste management, establishment of community-based waste collection management and waste collection infrastructure *	
4.1.7	Establishment and community-based management of Community Funds *	
4.1.8	Experience in training / capacity building in Waste Management	
4.1.9	Experience in working with national & local governments and community-based organizations and/or associations in Kenya *	
4.1.10	Experience in working with the private sector and/or establishment of a Public Private People Partnership (PPPP) in low-income urban areas in informal settlements * (if in the waste sector extra 5 points will be given on this category)	
4.1.11	Capacity to implement the project in the agreed timeframe of 6 months *	
4.1.12	Link with existing/ongoing projects or initiatives of similar nature	

Notes

1. Interested Organizations must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc).
2. The CFP and accompanying documents must be received in accordance with instructions provided. CFP submitted to a different email address other than the specified one will not be considered.
3. CFP from applicants failing to provide the complete information to fulfill the basic eligibility criteria will be considered non-responsive.
4. CFP received after the above deadline will not be considered
5. Organizations will be selected in accordance with the procedure set out in the UN-Habitat IP Management policy and Standard Operating Procedures.
6. CFP from applicants failing to provide the requested information will be disregarded.
7. This CFP does not entail any commitment on the part of UN-Habitat, either financial or otherwise. UN-Habitat reserves the right to accept or reject any or all Proposals without incurring any obligation to inform the affected applicant(s) of the grounds.
8. All prices must be in USD
9. The technical proposal will be evaluated based on that is responds adequately to the specifications and requirements of the call for proposals. All proposals will be assessed on a comparative basis against the criteria specified in the call for proposals document.
10. **Along with this technical proposal please submit a high-quality portfolio of similar projects that the applicant implemented in the area of activities of the project logframe, i.e. waste**

management, community work, participatory methods, community funds, community mobilization and organization and capacity building in community management of community-based projects. **We have specified mandatory experience which must be demonstrated marked with an (*) in the call for proposals under 'Selection Criteria and Proposal Evaluation'. Please submit any relevant supporting documents verifying your organizations experience in the required areas.**

11. A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the Technical Proposal (comprising of technical capacity, financial and administrative management capacity, and the technical proposal) being completed prior to any Financial Proposal being opened and compared. Applicant's submission of technical proposal and accompanying documents submitted in template Annex B and financial proposal in Annex C will be evaluated using the criteria specified in the call for proposals.
12. Only successful applicant organizations will be notified.
13. **We highly encourage applications from women and youth group organizations from local non-profit and civil society organizations.**
14. **International organizations are highly encouraged to partner with local partners.**

How to Submit the Proposal

Applicants shall submit their CFP response by email until the specified deadline above to the attention of Anna Sobczak to this E-mail address: anna.sobczak@un.org. Please **submit the financial proposal and the technical proposal in two separate emails using** the following e-mail subjects:

- 1) For the Technical Proposal: 'CFP/1-2021-PSUP-KISUMU - TECHNICAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
- 2) for the Budget / Financial Proposal: 'CFP/1-2021-PSUP-KISUMU – FINANCIAL PROPOSAL - NAME OF APPLICANT ORGANIZATION''

Annexes

Download key documents:

1. Full text of this [Call for Proposals](#)
2. Annex A - [Partner Declaration Form](#)
3. Annex B - [Technical Proposal](#)
4. Annex C - [Budget Template / Financial Proposal](#)

For more information contact

Anna Sobczak

E-mail address: anna.sobczak@un.org, unhabitat-psup@un.org