

Request for Proposal (RfP)

Feasibility Study for Scaling Up Fresh Produce Cold Storage Facilities in the Nairobi City County

C40 Cities Climate Leadership Group, Inc.

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United States of America

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**C40
CITIES**

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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.

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

Project Background

Nairobi has 65+ gazetted fresh-produce markets, which are the backbone of the city's food system. These markets serve 3.1 million people daily and generate KES 42 billion in annual trade. Yet today, they operate far below their potential: food losses exceed 30–45%, 78% of cooking energy comes from charcoal or kerosene, 400 tonnes of organic waste go unmanaged every day, and 250,000 informal workers lack basic social protection.

Under UCAP CAI Phase I, using FCDO’s support, C40 Cities supported the city of Nairobi in installing and commissioning a municipal Solar Powered Cold Room Facility at City Park Market, a pre-scale up project currently serving 162 traders daily on an 18 kWp solar PV system. This pilot project has already proven what is possible: use of rooftop solar PV to provide cold room cooling for fresh produce, reduced energy costs, zero diesel costs, extended shelf life for fresh produce and an estimated 100 tonnes of organic waste

diverted from landfill each year. This initiative is part of the city’s ongoing efforts to modernize Nairobi’s markets and improve food security for both traders and consumers.

Building on the business case and financial model developed for the pre-scale up project: Solar-powered Cold Storage Facility at City Park Market under UCAP CAI Phase I, the pre-scale up project demonstrated strong technical, operational, and economic viability, forming the foundation for a citywide cold-chain infrastructure network. The cold room demonstrates strong unit economics based on pay-per-use charging for crate storage and steady demand from traders seeking reduced spoilage and improved earnings.

Under UCAP CAI Phase II, the purpose of the energy project is to assess the technical, operational, financial, legal and regulatory feasibility of scaling up cold storage facilities to fresh produce markets in Nairobi City County scrutinizing practical governance frameworks and implementation models that can sustainably work for scale up.

The feasibility study will help the city move beyond a single pilot to create a systemic, climate-resilient city market infrastructure that secures Nairobi’s food supply, boosts the informal economy, and establishes a new, bankable asset class for public and private investment.

Project Scope and Objectives

C40 is currently accepting proposals from consultants or groups of consultants, suppliers to develop a feasibility study to assess the technical, socio-economic, operational, financial, legal and regulatory feasibility of scaling fresh produce cold room facilities across the city of Nairobi. The feasibility study will look into feasible governance frameworks, operation and implementation models that would facilitate the scaling up of such facilities city wide, proposing practical recommendations for the city. Local suppliers based in Nairobi are encouraged to apply. Consultants or consortia with prior experience working with city governments are encouraged to apply.

3. Proposal guidelines

C40 is looking for a consultant or consortium in Nairobi to develop a feasibility study to assess the technical, socio-economic, operational, financial, legal and regulatory feasibility of scaling fresh produce cold room facilities across the city of Nairobi.

Activities and Deliverables

This Scope of Work (SoW) for this assignment will include the delivery of the following key activities and deliverables.

Work Package 0: Inception phase	
Activities	<ul style="list-style-type: none"> ● Inception meeting to discuss objectives and key outputs of the assignment ● Defining clear roles and responsibilities ● Review work plan for this assessment ● Agree on reporting schedules
Deliverables	<ul style="list-style-type: none"> ● A brief inception report ● A detailed work plan
Work Package 1: Demand and load mapping	

Activities	<ul style="list-style-type: none"> ● Assess energy demand currently linked to cooling produce in city markets ● Investigate the demand aggregation across the markets, while considering peak versus off-peak periods in selling demand, waste demand and produce seasonality, to map the catchment, map target customers to assess whether there is sufficient demand to support scaling ● Explore ownership models of all the target markets in the County to determine which ones are owned by City/County ● Map the target markets and categorise them into various typologies (wholesale, retail, informal clusters and aggregator ones) ● Undertake a baseline assessment of existing refrigeration accessibility and utilization of cooling technologies by market vendors ● Map daily and seasonal volumes (kg/day) of products that need cooling and group them into their different types (e.g. fresh produce - fruits, vegetables) ● Determine the current product spoilage rates (%) and the monetary loss per trader/market
Deliverable 1:	Demand load mapping report - tonnes of produce refrigeration load to energy demand

Work Package 2: Socio-economic and equity assessment	
Activities	<ul style="list-style-type: none"> ● Map the potential solar powered cool storage users, who may include traders, aggregators and transporters ● Conduct a needs assessment of the different market groups and assess how they will be affected by the proposed changes (including socio-economic factors such as access, equity, Gender Equality and Social Inclusion (GEDSI)) ● Undertake an assessment on the willingness to pay by the potential users
<p>Work Package 3: Site selection, energy system design & sizing, technology options review for select markets from different Market Tiers</p> <p>From the mapping exercise in Work Packages 1 and 2 above, select 1-2 markets from each Market Tier and extrapolate the data to all relevant markets</p>	
Activities	<ul style="list-style-type: none"> ● Research on existing support infrastructure and other vital factors that can affect the development of the cooling systems- land tenure statuses, grid proximity and reliability, access via transport and sanitation status. ● Quantify the possible cooling and energy needs for the target market(s). <ul style="list-style-type: none"> - the necessary refrigeration volume (measured in m³ and tonnage) for each location, derived from the results of the demand mapping exercise. - the specific refrigeration load (kW) and aggregate daily energy consumption (kWh) per site. ● Assess the solar powered cooling systems' possible feasible options and features. <ul style="list-style-type: none"> - capacity and design - site selection - energy management systems.

	<ul style="list-style-type: none"> - Explore technologies and scale of intervention that can be implemented at scale (ice boxes etc): customised/built in versus prefabricated/modular cold room systems - power and load profiles, solar generation profiles and grid and tariffs structures - CAPEX per m³ installed - efficiency (kWh per tonne cooled) - regularity of servicing intervals and the requisite technical expertise - optimal mix per energy requirement & LCOE metrics per technical configuration <ul style="list-style-type: none"> ● Rank the candidate market sites based on a weighted decision score
Deliverable 3:	Site ranking matrix based on market type, optimal system size per location, technology selection matrix & justified choice per site type

Work Package 4: Operational and technical feasibility	
Activities	<p>Assessing whether current infrastructure, team and institutional capacity is adequate to support scale up</p> <ul style="list-style-type: none"> ● Look at the dependency in getting refrigeration dependency, lead time in refrigeration components and contractor capacity in Nairobi ● Upgrade of Standard Operating Procedures (SOPs). ● Staffing: human capital needs for scale up: upgrade of staffing modules, staffing ratio per facility and at scale, skills required vs skills available locally & user behaviour vis a vis miss use patterns ● Supply chain & logistics: assessing the capacity of suppliers to meet increased demand without compromising quality and the whole ecosystem. ● Supply chain risk and procurement strategies
Deliverable 4:	Operational and technical feasibility report

Work Package 5: Financial, legal and regulatory feasibility	
Activities	<p>Financial and business model design: financial viability assessment</p> <ul style="list-style-type: none"> ● Explore various financing models/mechanisms, their strengths and risks. Financial indicators to be looked at include: NPV, IRR, ROI, pay back periods, and cost-benefit analysis to prove profitability. Assessing whether the return justifies the high risk of scaling ● Investment costs: total capital investment needed, including for land acquisition, construction, machinery and working capital ● Operating expenses (OPEX): labor and maintenance costs

	<ul style="list-style-type: none"> ● Revenue models: determine revenue streams, break-even analysis, revenue projections & the revenue optimizations pathways ● Review of policy and permitting support: regulatory compliance and mapping of the approvals required ● Food safety and public health compliances required ● Assessment of county permitting processes ● Assessment of compliance on the Energy Act & EPRA provisions ● Review of operating, ownership and financial models from other cities with large cold storage facilities
Deliverable 5:	Financial, legal and regulatory feasibility reports & compliance checklists

Work Package 6: Financial feasibility	
Activities	<p>The consultant must work very closely with the city officials to:</p> <ul style="list-style-type: none"> ● Assess the clear operating and ownership structure of the city cold room facilities ● Explore various cold room operation and implementation models at scale including Public-Private-Community Partnership (PPCPs), PPPs etc Research and specify the revenue flow and cost recovery; from trader to NCCG account ● Integration of the programme into the City's annual action plan
Deliverable 6:	Governance model diagram and 2 practical operation and implementation models at scale

Work Package 7: Risk assessment and contingency planning	
	<ul style="list-style-type: none"> ● Financial, operational, technical and supply chain bottlenecks ● Contingency plans ● Assessment of analysis of historical project failures and systemic bottlenecks within the African context. ● Evaluation of past project shortcomings and systemic hurdles within the African context. ● Probability vs impact for each risk.
Deliverable 7:	Risk register & mitigation actions with cost implications

Work Package 8: Support the city with the institutionalization of the Green City Market Guidelines (GCMG) developed under UCAP CAI Phase I

Activities	Support the city with the institutionalization of the Green City Market Guidelines (GCMG) developed under UCAP CAI Phase I
Deliverable 8:	An institutionalised GCMG

Work Package 9: Development of knowledge products and learning materials, capacity building sessions, workshops and awareness raising campaigns	
Activities	<p>The consultant will be required to develop the following knowledge products:</p> <ul style="list-style-type: none"> ● Develop a Case Study documenting the process and key lessons learnt ● Deliver 2 workshops with internal and external stakeholders in the course of delivering this assignment to gather relevant feedback and input for the feasibility study and the institutionalization of GCMG ● Undertake interviews and one-on-one meetings with key stakeholders (city officials, internal and external) to gather critical feedback and input as needed ● Undertake capacity building sessions and awareness raising campaigns
Deliverable 9:	1x case study, 2x workshops, capacity building sessions and awareness raising campaigns

Work Package 10: Workshops Delivery	
Activities	The consultant will be responsible for delivering all workshops stipulated in this assignment and as defined in the Scope of Work (SoW)
Deliverable 10:	<ul style="list-style-type: none"> - All workshop logistics - Preparation of workshop materials (slide decks, briefing notes, attendance sheets, feedback forms etc) - Preparation of stakeholder lists, invitation letters and sending them out - Presentation and facilitation during workshops - Preparation of workshop reports

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **05 July 2026, 23:59 EAT**. Any proposals received after this date and time will not be accepted. All proposals should include clear timetables, how you will work with C40, clear costs and detail on experience in this area.

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

- How your proposal is responsive to the Evaluation Criteria;
- The assumptions you are making about the project;
- Risks you have identified and appropriate mitigation measures;
- Information about your fee;
- Proposed timeline of implementation with a detailed work plan
- Any additional support that you need to make the project a success, including any inputs you will need from third parties or C40 staff;

- Proposed working partnership with C40, including (as applicable) project governance and management, key personnel, key roles and responsibilities, and escalation procedure for issues.

The consultant must include adequate information about how project costs are calculated to enable evaluation of cost reasonableness.

Please also include the following:

- Resumes of proposed key personnel and 3 examples of similar work done
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40;
- Information about your company: Company history; Executive background; Information on company size; Organisational charts; Explanations of their processes;
- References from other similar clients where applicable should be submitted as part of the proposal.
- A detailed work plan
- Project management methodology
- Communications strategy for how you will work with C40
- Information on Data Protection (if it is a system, software or a supplier utilizing personal data like passport number, birthday, address, etc): C40 is subject to the European Union and United Kingdom data protection regulations and the winning proposal must ensure its continued compliance. If a successful proposal will require that you process or control personally identifiable information (PII), please describe your familiarity, and ability to comply, with Directive 95/46/EC and the forthcoming General Data Protection Legislation

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. The methodology used to deliver this assignment 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. C40's terms and conditions are

non-negotiable. C40 reserves the right to penalise your bid on the basis of non-acceptance of the terms and conditions of this assignment.

If a potential bidder wishes to include any requested amendments within their proposal, the bidder should not mark up the document in tracked changes, but provide [a separate negotiation document](#) for review setting out clearly your rationale for the change.

If C40 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	17 June 2026
Questions submitted to C40	21 June 2026
C40 responds to questions	23 June 2026
Deadline for receiving Offers	5 July, 23:59 EAT 2026
Clarification of Offers	6 July - 7 July 2026
Evaluation of Proposal	10 July 2026
Presentation of Proposal	13 July 2026
Selection decision made	14 July 2026
All Potential Suppliers notified of outcome	15 July 2026

Project timeline	Due date
The project initiation phase must be completed by	08 August 2026
Project planning phase must be completed by	15 August 2026
Project implementation phase is expected to be completed by	19 February 2027

Project wrap-up, reporting and close-out. The project is due to run until	19 March
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5. Proposal evaluation criteria

Proposals will be evaluated against the following criteria.

Evaluation criteria	Weighting
Project delivery approach proposed, including project management approach - ability to deliver outputs to time and quality. Experience with Prince2® methodology is preferred.	30%
Technical expertise, experience and knowledge of the bidder on energy - renewable energy, energy efficiency, cold storage and cooling solutions in Kenya and potentially Africa. Including existing work and methods that we can draw on for this work	40%
Value for money (VfM). Cost Reasonableness measured by: <ul style="list-style-type: none"> • Economy: minimising the cost of resources used / spending less • Efficiency: the relationship between the output from goods / services and the resources to produce them • Effectiveness: the relationship between the intended and actual results • Equity: the extent to which services reach the intended recipients fairly 	20%
Equity and ethical alignment considerations: C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community.	10%

Following the evaluation of written submissions, C40 reserves the right to invite a shortlist of the highest-ranked bidders for an interview or technical presentation to further validate their proposals. If conducted, the results of these sessions will be incorporated into the final technical score as outlined in the evaluation criteria. Final award is conditional on the availability of funding.

6. Project budget

The maximum budget available for this work is: USD 65,000 (Sixty-five thousand United States Dollars).

All potential suppliers should provide a budget breakdown of all the tasks and deliverables for this assignment in line with the timelines provided below. Costs should include all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs.

Please include workshop costs as part of the budget breakdown. Workshop costs should include catering, stipend and venue hire costs. These costs will be covered by the supplier. All budgets should be prepared in KES or USD and must not exceed the maximum budget available.

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

Payments will be made after the successful delivery of key project milestones and deliverables and after approval by the C40's point of contact and/or C40 technical regional team as required. Several iterations will be required before finalisation of deliverables. Please note, C40 does not pay contractors more frequently than once per month.

Work Package	Deliverable/s	Timelines
1. WP1: Demand and load mapping	Deliverable 1: Demand and load mapping report	August 2026
2. WP2: Socio-economic and equity assessment	Deliverable 2: Socio-economic and equity assessment & an inclusive climate action needs assessment	
3. WP3: Site selection, energy system design & sizing, technology options review for select markets from different Market Tiers	Deliverable 3: Site ranking matrix based on market type, optimal system size per location, technology selection matrix & justified choice per site type	
4. WP4: Operational and technical feasibility	Deliverable 4: Operational and technical feasibility report	September 2026
5. WP5: Financial, legal and regulatory feasibility	Deliverable 5: Financial, legal and regulatory feasibility reports & compliance checklists	
6. WP6: Governance framework and implementation models at scale	Deliverable 6: Governance model diagram and 2 practical operation and implementation models at scale	

<p>7. WP7: Risk assessment and contingency planning</p>	<p>Deliverable 7: Risk register & mitigation actions with cost implications</p>	<p>December 2026</p>
<p>8. WP8: Support the city with the institutionalization of the Green City Market Guidelines (GCMG) developed under UCAP CAI Phase I</p>	<p>Deliverable 8: Institutionalised GCMG</p>	
<p>9. WP9: Development of knowledge products and learning materials, capacity building sessions, workshops and awareness raising campaigns</p>	<p>Deliverable 9:</p> <ul style="list-style-type: none"> - 1x Case study - 2x workshops - Capacity building sessions - Awareness raising campaigns 	
<p>10. WP10: Workshops Delivery</p>	<p>Deliverable 10:</p> <ul style="list-style-type: none"> - All workshop logistics - Preparation of workshop materials (slide decks, briefing notes, attendance sheets, feedback forms etc) - Preparation of stakeholder lists, invitation letters and sending them out - Presentation and facilitation during workshops - Preparation of workshop reports 	<p>As agreed in the inception meeting and detailed work plan for the project as and when workshops are being delivered</p>

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 **11:59 EAT, 5 July 2026**. Elizabeth Mwangi, Senior Technical Manager, Energy & Resilience, UCAP CAI Programme, Email address: CAIAFRICA@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.

Final award is conditional on the availability of funding.