REQUEST FOR PROPOSAL (RfP)

Tshwane Policy Review and Recommendations for Integrating Climate Action into Identified Strategic Documents

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

February 21, 2024
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](#).

2. **Summary, Purpose and Background of the Project**

The City of Tshwane forms part of the global local government movement to “bend the curve” and supports the scientific position that global temperature rise should not exceed 1.5 °C above pre-industrial temperatures. In addition, the city is committed to reducing the impacts of climate change on Tshwane’s people and economy by reducing climate vulnerability and promoting climate justice. In response to the international, national, and local concerns regarding the effects of climate change on communities and the economy, and despite the limited access to climate change related funding available for local governments, the City of Tshwane has embraced its responsibility and established a governance structure to guide climate action and to promote effective climate change mainstreaming in the City.

Therefore, the City confirmed its commitment to effectively tackle climate change by establishing a City Sustainability Unit in 2013. The CSU oversees Tshwane’s transformation into a low-carbon, resource-efficient and climate-resilient city. It manages three programmes: (1) Climate mitigation, (2) climate adaptation and resilience, and (3) sustainability support mechanisms (which focus on climate mainstreaming, research, and resource mobilization).
In partnership with C40 Cities, through the Climate Action Implementation Program, the City is implementing two actions (waste and energy related) and an aspect of mainstreaming. The climate mainstreaming action will focus on the systematic integration of climate considerations throughout the city’s identified strategies, governance systems and operations. The goal for mainstreaming is to ensure that every plan, policy, process, person, and action in the city contributes towards achieving the city’s climate goals and building climate resilience.

**Aims and objectives**

A key element that this project will contribute towards is climate policy mainstreaming which aims to ensure that:

- Strategic plans, spatial plans, policies, regulations, and by-laws developed by sector departments align with the goals of reducing GHG emissions and building resilience as well as adaptation capacity as outlined in the Climate Action Plan; and
- Climate actions align with the city’s political, social, and economic development goals.

In line with that, the aim of the project is to design a well-structured approach of identifying, reviewing, and developing recommendations to strategic documents (policies, strategies, by-laws, and SOPs) which need to embed climate action and still ensure that they encourage service delivery in communities.

The following are the objectives of this project:

- To undertake a review of selected existing policies, strategic documents, by-laws and SOPs, and identify gaps related to best practice, legal expectations, City of Tshwane’s climate change priorities, strategies, and South African local government legal framework.
- To ascertain the effectiveness of the existing policies, strategies, by-laws, and procedures in assisting the City to implement the Climate Action Plan and recommend new policies and procedures required to ensure that the city optimally drives the climate change agenda.
- To engage with key stakeholders on the gaps and opportunities for climate action in the prioritised policies, validation of policy recommendations and capacity building on best practices for policy review for effective climate action embedment and implementation.
- To make recommendations (delete, amend, and insert) to selected policies, to strategic documents, by-laws, and SOPs on how the city can embed and mainstream climate change and green economy aspects more effectively.
- Map reporting, updating and review timelines and opportunities when climate considerations could be added to the selected strategic documents, as well as indicate participatory consultation processes where C40/ city departments could contribute towards this goal.
3. Key Activities and Deliverables

The city has approved its Climate Change Plan (CAP) which has become the basis of implementing the climate solutions and interventions. To fully embark on CAP implementation, the city needs to create an enabling environment which will support innovation, local and practical solutions and discourage institutional silos.

The City of Tshwane has existing policies, strategies, plans, and by-laws which are used to guide the operational activities of the city. Some of these documents are outdated or irrelevant to the needs of the current administration and need to be reviewed and aligned to the current dynamics as well as the urgent need for mainstreaming climate change. It has now become necessary to undertake a deep analysis, review of the existing strategic documents, policies, by-laws and SOPS to ensure that they support climate change mainstreaming and are aligned to the City's strategic focus. This activity may further lead to recommendations on the existing policy gaps as well as highlight where the need to develop new policies, strategies, by-laws, and SOPs lie.

Any policy/ by-law/ strategy recommendations must align with the City of Tshwane's key strategic documents, especially the IDP and the Climate Action Plan as well as support the municipality in achieving its core objectives i.e., municipal service delivery. The service provider should further ensure that the process and approach for policy review should follow the City's Guidelines for the development and review of the policies, strategies, and by-laws. This process consists of three key phases: process mapping, analysis, and redesign.

The following is the summary of the potential activities that will be key to a successful policy review process and will be carried out in partnership with relevant city officials, external stakeholders, and C40 Cities:

Project Activities and Outputs

The following project activities need to be undertaken:

Activity 1: Landscape study, policy mapping and selection

1.1 Undertake a high-level study of the City of Tshwane's policy landscape regarding climate action integration.

1.2 Review the list of key strategic documents collated by the City and identify the most suitable methodology for prioritization and selection of policies to be reviewed.

1.3 Select at least four strategic policies for review and highlight the alignment to climate change objectives, as well as the identified gaps regarding climate mainstreaming in the selected policies.
Expected output/deliverables

- Concept note on project approach and methodology
- High level report on the City’s Policy landscape and integration of climate action, including policy prioritisation analysis and justification of the selected policies for review

Estimated task time: 4 weeks

Activity 2: Stakeholder engagements

2.1 Collate list of key stakeholders to be engaged on the selected strategic documents

2.2 Plan and conduct at least two workshops, one internal and one external stakeholder engagement workshop to identify the gaps as well as validation of the recommendations for the selected policies to mainstream climate action.

2.3 Conduct follow up discussions or engagements (interviews, surveys or focus group discussions) when required, to follow up on identified data gaps and solidify the methodology and recommendations. Particularly, engage the Policy Advisor in the Office of the Executive Mayor together with the Policy Development Steering Committee

Expected output/deliverables

- Stakeholder lists
- At least 2 workshops facilitated as well as interviews and focus group discussions where required
- Workshop concept notes, presentations and reports
- Document highlighting the outcomes from interviews and focus group discussions

Estimated task time: 10 weeks

Activity 3: Policy reviews and recommendations
3.1 Identify and draft the most suitable methodology for the policy review process of the selected documents, based on the City’s procedures and lessons from best practice
3.2 Using the agreed upon methodology, make recommendations for integration of climate mainstreaming for the selected policies

3.3 Based on the landscape analysis and policy review process, make recommendations for existing and future policy gaps in Tshwane regarding climate mainstreaming

3.4 Undertake policy validation process with the relevant stakeholders

3.5 Set up an Excel sheet for stock taking and keeping track of policies and city strategic documents regarding recommendations and amendments for climate action

| Expected output/deliverables | • Methodology for policy review  
|                             | • Detailed report on policy review and recommendations  
|                             | • Microsoft Excel sheet for Policy stock taking system  
|                             | • Case study to outline methodology, outcomes and key lessons |

| Estimated task time | 20 weeks |

Activity 4: Project management

4.1 Draft a high-level project inception report including implementation methodology, timelines, anticipated projects needs and risks, among others.

4.2 Coordinate and set up project coordination meetings and engagements as well as the associated reporting

4.3 Deliver high quality project outputs and engagements within a timely manner

4.4 Coordinate all relevant stakeholders to ensure expected contributions and involvement in the project.
### Expected output/deliverables

- Inception report
- Quality outputs as specified for all the activities. Final reports to be submitted as a Microsoft Word document and PDF document
- Action points from project coordination meetings collated in an excel sheet, word document or any other identified platform for tracking progress.
- Project folder on an accessible platform, created and organised for all project related resources and deliverables

### Estimated task time

32 weeks

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### Summary of Activities and Deliverables

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outputs/ Deliverables</th>
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| **Activity 1:** Landscape study, policy mapping and selection | - Concept note on project approach and methodology  
- High level report on the City's Policy landscape and integration of climate action, including policy prioritisation analysis and justification of the selected policies for review |
| **Activity 2:** Stakeholder engagements | - Stakeholder lists  
- At least 2 workshops facilitated as well as interviews and focus group discussions where required  
- Workshop concept notes, presentations and reports  
- Document highlighting the outcomes from interviews and focus group discussions |
<table>
<thead>
<tr>
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<th>Activity 4: Project management</th>
</tr>
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<tbody>
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<td>and deliverables</td>
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**Methodology**

The consultant will propose an appropriate methodology that would best suit the assignment which will include the sampling, data collection tools for various internal and external stakeholders at local and national within the tentative planned period. The consultant will ensure that the principle of inclusion, transparency, participatory people centered process/methods are at the core of the review process and reporting. Amongst others the consultant is expected to employ some of the following data collection, analysis and interpretation techniques but not limited:

- Desk-review of documents: collection and review of existing empirical information using secondary data sources.
- An in-depth Literature/Document Review that will involve desk study analysis and mapping of all relevant material and resources
- Questionnaires and surveys addressed as appropriate to groups of stakeholders at various levels (e.g., community groups, movements, project implementation entities and other stakeholders and partners, etc.)
- Semi-structured Interviews, Key Informative Interviews, focus group discussions and meetings (in person, on-line and telephone) with project officers, departmental representatives, and relevant stakeholders
- Participatory workshops/ to steer the evaluation, review and to discuss findings and recommendations of the policies, strategies, plans, among others

### 3. Proposal Guidelines

Policy review and recommendations is a process that can only succeed if it is supported by various inputs from key internal and external stakeholders during
the early stages of its development. This way it will ensure endorsement and support from the administration. As such, a key focus of policy review and development should have the following considerations:

- To ensure engagements from all relevant departments within the city. Where appropriate external stakeholders can also be included to facilitate their comments as well
- Policy recommendations must be written in clear, concise, and simple language that can easily be understood. Language Services must edit all policy documents
- Unnecessary jargon and terminology must be avoided since it opens the possibility of ambiguity thereby defeating the very object of the Policy
- To generate consistency in the proposed recommendations, there is a need to introduce standardization in terms of their structure as stipulated in the City guideline for the Policy review and development templates. This template sets out the structure which needs to be used by the City departments when reviewing policies/Strategies/by-laws or in developing the new ones. In summary the Policy review process consists of three phases: process mapping, analysis, and redesign.

In addition, the service provider will be required, together with the City of Tshwane, to prioritize the policies that will be reviewed from a list of collated key strategic documents, policies, and by-laws, using an agreed upon methodology. Some of the strategic documents will be from, but not limited to:

- Spatial Development Framework
- Energy and Electricity strategies
- Waste management
- Roads and Transport
- Housing and Human settlement
- Water and Sanitation
- Supply Chain Management
- Environmental Management
- Building and Group property

**Specific Guidelines**

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **15 March 2024, 16h00 SAST**. 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 and completion of tasks;
• 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.
• Examples of past work;
• List of key personnel who would be working on the contract, their job titles and cvs
• Information on Data Protection. 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 familiarly, and ability to comply, with Directive 95/46/EC and the forthcoming General Data Protection Legislation

You must include adequate information about how your costs were calculated to enable evaluation of cost reasonableness.

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 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 Service Provider Agreement

[These terms and conditions are accepted as drafted by the majority of our suppliers and we reserve the right to penalise your bid on the basis of non-acceptance of terms. If you do wish to include any requested amendments with your proposal, please do not mark up the document in tracked changes but
provide a separate document for review setting out clearly your rationale for the change.

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.

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4. **RfP and Project Timeline**

Below are proposed RfP timelines

**RfP Timeline:**

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Request for Proposals sent out</td>
<td>15 February 2024</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>29 February 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>6 March 2024</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>15 March 2024</td>
</tr>
<tr>
<td>All potential suppliers notified of outcome</td>
<td>29 March 2024</td>
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<tr>
<td>Project inception meeting</td>
<td>5 April 2024</td>
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**Project timeline**

The final project timeline will only be decided in the project initiation and planning phases once the winning Supplier is selected. However, below are indications of key timelines to consider for the proposal.
### Project Timeline

<table>
<thead>
<tr>
<th>Project Timeline</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>The project initiation phase must be completed by</td>
<td>5 April 2024</td>
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<tr>
<td>Project planning phase must be completed by</td>
<td>29 April 2024</td>
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<tr>
<td>Project implementation phase is expected to be completed by</td>
<td>18 November 2024</td>
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<tr>
<td>The project is due to run until</td>
<td>29 November 2024</td>
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### 5. Proposal Evaluation Criteria

Proposals will be evaluated against the following criteria and weighting:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td><strong>Robustness of the project delivery proposal</strong> and ability to meet the requirements of the listed activities and other key recommendations for effective project implementation. In addition, the proposal should respond to the projects outlined aims and objectives as well as proposed methodology in this document.</td>
<td>30%</td>
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<tr>
<td><strong>Technical Expertise</strong>: Capability, experience, and availability of the proposed team</td>
<td>30%</td>
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<tr>
<td>- Should have relevant experience in developing, drafting, and reviewing policies in line with relevant South African government/local government legislation including and general Legal and Financial legislative Framework.</td>
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<td>- An experience in climate change mainstreaming, working with municipalities and/or other levels of South African government and multi- stakeholder liaison</td>
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<td>- Individuals and/or companies must demonstrate maximum capacity/competencies according to their role/expertise based on the project objectives.</td>
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<td>- Applying participatory methodologies to reviews or any other related processes</td>
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<td>- Excellent analytical skills.</td>
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<td>- Expertise and experience developing and delivering climate change workshops and engaging with African city leaders</td>
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</tbody>
</table>
● Excellent track record of technical writing, editing, verbal communication skills in English and report writing of high-level documents.
● Excellent knowledge of the National, Provincial, and local government legislations, policies, strategies, plans.
● Proven project management skills

**Cost considerations** measured by:

- 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

<table>
<thead>
<tr>
<th>Equity and ethical alignment considerations:</th>
<th>10</th>
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<tbody>
<tr>
<td>C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community. Organisations that are based in the global south are strongly encouraged to apply.</td>
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6. **Project Budget**

The budget proposal must be presented in South African Rand. The service cost must include all taxes and applicable fees. Proposals should not exceed the proposed limit of **USD 25,250**.

Payment of the services will be linked to on-time, quality outputs delivery and approval by C40 and the city team. The cost of conducting workshops such as venue and catering will be covered directly by C40 and therefore should not be included in the budget. Further payment details will be negotiated with the successful bidder.

Payment will be made according to meeting project milestones as approved by the C40 point of contact. If travel is expected for this work, estimated expenses are to be included in the budget. All travel is to be pre-approved by the C40 point of contract prior to incurring the cost.

All proposals must include proposed costs to complete the tasks described in the project scope, including all VAT and taxes. Costs should be stated as one-time or non-recurring costs or monthly recurring costs. All costs incurred in connection with the submission of this RFP are non-refundable by C40.

7. **C40 Policies**

C40 expects third parties to able to abide by these C40 policies
8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **15 March at 16h00 SAST (GMT +2)**: to Neema Afwande, Senior Procurement & Programme Officer, CAIAFRICA@C40.ORG.

All questions related to this RFP by potential bidders should be directed by email to caiafrica@c40.org by **29 February 2024**. Anonymised responses to questions will be provided [here](#) before the Q&A period closes.

Please check the link and website regularly for updates and before submitting to ensure that you are aware of any important changes.

**Disclaimer**

C40 will not accept any liability or be responsible for any costs incurred by Potential Suppliers in preparing a response for this RFP.

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.