REQUEST FOR PROPOSAL (RFP)

Phase II:
Assessing the potential and models for deployment of renewable energy and energy efficiency measures in Tshwane’s social housing developments

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

April 29, 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 Realldania.

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

2.1 The UCAP Climate Action Implementation (CAI) Program

The Climate Action Implementation (CAI) Africa Programme is part of a new, broader UK Government funded Urban Climate Action Programme (UCAP) that aims to work with cities in Africa, Latin America and Southeast Asia to implement high-impact, priority climate actions and to integrate climate action into city plans, processes and structures.

In Africa, the CAI programme aims at providing technical assistance and capacity building to seven metropolitan cities across the region to enable climate change mainstreaming and action implementation of two key sectors: (i) waste and (ii) energy & buildings. In South Africa, the CAI programme will work with the Cities of Johannesburg and Tshwane to steer such implementation of actions in the mentioned sectors.

This programme focuses on the policies and projects that can deliver the most significant emissions and risk reduction impact and wider benefits in support of green and just recovery from the COVID-19 pandemic. The programme also aims
to engage other cities across the region to share knowledge and lessons learned on climate action implementation.

![CLIMATE ACTION PLANNING](image)

**Figure 1:** showing the UCAP objectives

### 2.2 Overview of the City of Tshwane

The City of Tshwane ("COT") is a democratic developmental metropolitan government. The City of Tshwane Metropolitan Municipality was established on 5th December 2000 and houses the administrative capital of South Africa. COT’s vision is “to sustainably enhance the quality of life of all people in Tshwane through a developmental system of local government and by rendering efficient, effective and affordable services”. The climate action planning and implementation process is spearheaded by the City Sustainability Unit (CSU), a specialist unit in the Office of the Executive Mayor, working with key sectoral departments and agencies (transport, waste, energy, buildings, among other sectors) to implement identified priority actions.

In supporting the vision, the leadership of COT has committed to support the climate change program and the promotion of a green economy. This has resulted in the development of progressive and transformative strategies and policy frameworks, particularly related to climate change. This has included a Strategic Framework for the Transition to a Green Economy, a Green Building Policy and By-law, a Sustainable Financing Strategy, a Sustainable Procurement Strategy, a Climate Response Strategy and more recently their Climate Action Plan (CAP).
The CAP includes a total of ten outcomes (with 36 programmes and 52 actions) that together will deliver a net-zero carbon and climate-resilient city by 2050. The COT has also completed a greenhouse gas inventory and projected emissions to 2050, a climate risk and vulnerability assessment, and prioritized actions.

2.3 Selected high impact energy action for the COT

As part of the CAI Programme funded by UK Government, the COT is implementing a high impact energy action focussing on **deployment of renewable energy (especially solar technology) to deliver basic energy service to social housing developments in the COT and developing a sustainable strategy/roadmap for integration of small scale RE as part of the city's energy sources.**

The goal of this project is ensuring energy security for residents residing in social housing developments in Tshwane in the face of persistent load shedding and climate change, while promoting energy efficiency, resource efficiency and a transition to renewable energy. The project aims to develop an effective model for renewable energy generation, storage and energy efficiency solutions in social housing developments that is reliable and affordable while engaging all relevant stakeholders from Human Settlements, Housing Company Tshwane (social housing developers), Social Housing Regulatory Authority (SHRA), city officials, development managers, financiers as well as residents to identify suitable RE/EE interventions.

2.4 Key outcomes from Phase I of the project: Gaps & Needs Assessment Process.

The Barefoot Facilitator was contracted last year to facilitate a high level, external workshop on “Solar for Social Housing” as part of completion of the Gaps & Needs Assessment work. The workshop focused on solar home systems technology to deliver basic energy service to social housing developments in the COT and developing a roadmap for integration of small-scale renewable energy as part of the city’s energy sources. Key outcomes from Phase I include (the lists below are not exhaustive and do not encompass all recommendations):

**Engagement with public sector**

- There are 8 social housing institutions active in the COT.
- Tshwane Housing and Human Settlements oversees the provision of a range of government subsidised housing solutions within COT.
The Housing Company Tshwane is a municipal entity of the COT engaged in the development and management of social/rental housing for the benefit of COT residents.

The Social Housing Regulatory (SHRA) includes a requirement that energy efficiency initiatives be implemented in social housing solutions.

The deployment of a robust solar strategy for social housing is constrained by gaps in capacity, competency and competing priorities.

Funding proves a significant challenge as the ecosystem is already significantly constrained, and prevailing financial models do not allow for additional low-risk asset procurement.

There is a need to educate tenants especially in terms of energy usage and savings.

Roll-out of solar is possible but requires strategic buy-in of all stakeholders.

Planning, enforcement and budgeting is required from the COT.

Since landlords play a critical role in asset installation in social housing developments, there is need for increased support for them in these processes and benefits to be accrued.

Fully subsidised (RDP) housing offering ownership for individuals who meet with the criteria of the National Housing Subsidy Scheme etc.

Opportunities for the increased “greening” of social housing projects exist - the policy mechanisms are in place within the SHRA mandate.

**Engagement with private sector**

- Renewable energy solutions have the potential to add a lot of value to social housing projects in addition to the provision of electricity consumption.
- There is an opportunity to optimise the design of the solutions for social housing applications.
- It is important to understand the optimal energy mix - typical solutions offered to the lower end of the market tend to be DC based which while offering energy access is not a direct substitute for traditional grid-based AC energy.
- There is an opportunity to understand the energy requirements.

**Education**

- There is a critical skills shortage in the renewable energy industry. There is a growing need for trained and experienced installers and technicians.
- Collaboration between the private sector and government is critical.
- Effective community engagement is key to mitigate the risks of vandalism and theft.
- There is an opportunity to address skill shortages and unemployment by investing in transferable skills development.
There is a significant gap between theoretical knowledge and practical skill in the renewable energy space.

The consultants are expected to use the Gaps and Needs Assessment Workshop Report and build upon all the key outcomes from the report to achieve the outputs required for Phase II of this work.

2.5 Purpose of the call for proposals

C40 Cities is looking for a consultant or a consortium of consultants to support in assessing the potential and models for deployment of renewable energy and energy efficiency measures in Tshwane’s social housing developments as well other activities specified in section 3.2 of this document.

Consultants are expected to use the Gaps and Needs Assessment Workshop Report and national guidelines, existing research, and best practice to make practical recommendations, and produce bespoke outputs that consider the local context, socioeconomic and political priorities as well as most relevant references/examples.

The C40 team will act as liaisons between the appointed consultants and city teams. The consultant will facilitate calls and meetings as stated in the work plans and as needed.

3. Project scope

The scope of this work is guided by the outcomes of the Gaps and Needs Assessment Work that was completed in 2023.

3.1. Aim and objectives

The main objective of the CAI energy action is to support energy security, affordability and a just transition towards a low carbon to net zero carbon economy for Tshwane, while creating the necessary green jobs for citizens of the city. This action contributes towards achieving Outcome 8 of the city’s Climate Action Plan: An energy-smart and secure city with sustainable access to clean, efficient and affordable energy for all. Specially, the two programs below:

- Programme 2: Plan for renewable energy implementation in Tshwane
- Programme 4: Diversify the energy mix and promote the uptake of clean and small-scale renewable energy
The project will:

- Establish a roadmap and strategy for deploying renewable energy and implementing energy efficiency measures in city-owned social housing developments, highlighting the necessary policy and regulatory measures, finance mechanisms and stakeholder engagement processes as well as the associated benefits for residents, local communities and the city in terms of city revenues.

- Further engage all the relevant stakeholders from social housing developers, city officials, development managers, financiers as well as selected residents on how to advance the strategy and roadmap towards implementation. Moreover, the financiers in particular will provide valuable insights on how the intervention can be scaled to provide sustainable & renewable energy in all social housing developments in Tshwane.

The selected sites for intervention will be both the greenfield and brownfield sites. The brownfield development (existing social housing development) will be key in providing baseline data in terms of energy consumption and cost of energy to households in order to propose suitable energy efficiency solutions. As one of the outcomes, the project will highlight potential interventions in social housing developments in order to achieve a Tshwane Green Home especially for low income households.

The greenfield site (which refers to recently built or social building developments that are not yet built or those under construction) will provide a blank canvas for the incorporation of innovative design and sustainable features right from the beginning carefully factoring in energy efficiency, community energy needs, environmental factors and pave the way for more sustainable social housing developments in Tshwane. This will ensure that more environmentally sensitive construction practices and technologies are adopted in the wake of energy challenges, levels of carbon emissions and growing urban populations in Tshwane.

3.2 Key activities and deliverables

Activity 1. Landscape analysis of social housing energy demand, access and consumption in Tshwane

1. Conduct a review of the social housing landscape in Tshwane, including but not limited to, institutional framework, social housing policy landscape, inventory of existing and planned social housing developments & the different typologies (including the list of buildings per location, size, date of construction, number of units, number of inhabitants, etc), current city
energy expenditure on social housing developments, sustainable practices, among others.

2. Conduct baseline energy assessment of one hundred and fifty (150) households across two separate social housing developments: Using an agreed upon methodology, existing energy bills, energy use surveys, review and analyse social housing households' energy needs and perceptions of energy service. As part of the study, assess:

- Energy needs of social housing households: To gain an understanding of social housing developments households' occupancy rate, basic demographics, education and skills levels, domestic energy uses & costs, inventory of appliances used, factoring in future energy demands, financial impact on households, energy mixes used.
- Assess the energy profile of these buildings. Depending on the data available, do the following:
  - Undertake small number of energy surveys to better understand current energy consumption patterns and 'ideal' consumption patterns (with no resource constraints or without load shedding) and
  - Develop energy profiles based on 2 typologies of buildings.
- Perceptions and attitudes towards alternative energy models: To provide an understanding of social housing residents' perceptions and attitudes towards alternative energy services. This includes areas such as social acceptability, accessibility, safety of alternative energy services and energy efficiency measures by households or residents.
- To understand the level of government services and subsidies that residents are currently receiving or registered for and what the subsidies cover.
- To investigate the effects of the level of energy access on various aspects of life, such as health and well-being, education, economic opportunities, gender dynamics, and overall quality of life.

**Output:** Landscape analysis document of Tshwane's social housing developments & baseline energy assessment study

<table>
<thead>
<tr>
<th>Expected output/deliverables</th>
<th>Landscape analysis document of Tshwane’s social housing developments</th>
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Activity 2: Mapping & reviewing Tshwane’s policy, legal and regulatory landscape with regard to renewable energy deployment and energy efficiency measures in the social housing sector and developing actionable recommendations.

- Assessing the level of effectiveness of existing relevant policies, initiatives and strategies such as (and not limited to) SANS 10400 XA, Net Zero Carbon Building By-law and SSEGs etc to identify gaps and opportunities with regard to increasing the uptake of RE & EE interventions and other sustainability interventions at household level for social housing developments. Additionally, doing comparative analysis and case studies of best policy implementation in other South African Cities.
- Reviewing The National Housing Code (Technical & General Guidelines) for the deployment of renewable energy and energy efficiency measures in Tshwane’s housing sector and how it can be mainstreamed at the city-level.
- Review of energy efficiency and renewable energy intentions/bylaws in building design.

**Output:** Develop (a) actionable recommendations to address identified policy & regulatory gaps and needs including on city building codes, bylaws, EE regulations, social housing policy, and solar deployment; (b) a regulatory checklist for distributed solar deployment. The proposal should build upon learning from projects already implemented and case studies from different cities around the world and South Africa in particular.

| Expected output/deliverables | Develop (a) actionable recommendations to address identified regulatory gaps and needs including on city building codes, EE regulations, social housing policy, and solar deployment; (b) a regulatory checklist for distributed solar deployment. The proposal should build upon learning from projects already implemented and case studies from different cities around the world and South Africa. |

Activity 3: Outline of potential business cases for deployment of renewable energy and renewable energy measures in social housing developments.

- Conduct regulatory and financial analysis to identify financing mechanisms/models and sources to support the deployment across all social housing.
  - E.g. revolving fund, innovative business models such as , but not limited to, PPAs, community energy projects, billing mechanisms, SSEG potential.
● Engage with private property developers and financiers to understand financing models for renewable energy and energy efficiency interventions as well as the technologies deployed in both greenfield and brownfield projects.

● Develop an outline of at least 3 potential business cases for deployment of renewable energy and energy efficiency measures in social housing, exploring how benefits can be shared with residents.

● Explore various incentive models that would work to ensure community buy-in.

**Output:** At least 3 business cases for deployment of renewable energy and energy efficiency measures in Tshwane’s social housing developments.

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<th>Expected output/deliverables</th>
<th>Business cases for deployment of renewable energy and energy efficiency measures in Tshwane's social housing developments</th>
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**Activity 4: Develop a strategy/roadmap for implementing renewable energy and energy efficiency measures in Tshwane’s social housing developments.**

● Conduct a stakeholder engagement with identified relevant stakeholders to agree a list of priority interventions for energy upgrades and a list of RE technologies to explore (Solar PVs, solar water heaters, battery)

● Assess deployment potential of proposed interventions across all social housing. Collaborate with C40’s Benefits Analysis team to provide data for quantifying the benefits of rolling out proposed interventions such as GHG emissions saved, improvements in energy access, bills reductions, jobs created, new revenue for the department, among others.

● Specify timeline for deployment, based on prioritisation of buildings as per identified set of criteria as well as the investments needed, and the key financial indicators such as ROI, NPV, among others.

**Output:** Strategy/roadmap for deployment of renewable energy and energy efficiency measures in Tshwane's social housing developments.

<table>
<thead>
<tr>
<th>Expected output/deliverables</th>
<th>Roadmap for deployment of renewable energy and energy efficiency measures in Tshwane’s social housing developments.</th>
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</table>
4. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **16h00 SAST (GMT +2), May 29, 2024.** Any proposals received after this date and time will not be considered. All proposals should include clear timelines, 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;
- The type of engagements that will be undertaken to ensure well informed and consultative processes;
- Proposed timeline of implementation and completion of tasks (including estimated time input required for each activity);
- 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.

**Project Management**

A supervisor, supported by a technical advisor, from C40 will both oversee the project and be an active partner. The successful bidder is expected to foster close and constructive working relations with them as the project supervisors for this contract. The project supervisors will also facilitate the review and approval of each product by the city team, who will be represented by an appointed representative.

All deliverables and change requests will need to be approved by the project supervisors and the appointed city representative.
5. RFP and Project Timeline

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>29 April 2024</td>
</tr>
<tr>
<td>Questions submitted to C40</td>
<td>11 May 2024</td>
</tr>
<tr>
<td>C40 responds to questions</td>
<td>17 May 2024</td>
</tr>
<tr>
<td>Deadline for receiving Offers</td>
<td>29 May 2024</td>
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<tr>
<td>All potential suppliers notified of outcome</td>
<td>17 June 2024</td>
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<tr>
<td>Inception meeting</td>
<td>24 June 2024</td>
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<tr>
<td>Project close-out</td>
<td>20 December 2024</td>
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6. Proposal Evaluation Criteria

Below is the evaluation criteria that C40 will use to evaluate the proposal

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<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Robustness of the project delivery proposal and ability to meet the outlined activities and project requirements</td>
<td>30%</td>
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<tr>
<td>Value for money: demonstration of how your project proposal will achieve the best possible outcomes with the available resources, and how you will measure and report on those outcomes</td>
<td>30%</td>
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<tr>
<td>Specific Technical Expertise.</td>
<td>30%</td>
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<tr>
<td>• Project management experience. The Supplier will be working on a project as part of a multidisciplinary team. The successful applicant will need to demonstrate their capacity to manage such a complex project and provide a plan for reporting on the progress of this project that will last the duration of the contract.</td>
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</table>
• The successful applicant will need to demonstrate in-depth knowledge of renewable energy projects, policies, energy access and housing in South African cities as well as experience with developing energy related business cases and pilot project implementation.

• Quality of Staffing Proposal. The successful applicant will need to have team members with suitable experience and qualifications to address the elements of the scope that are regulated activities. Team members should be available to execute allocated tasks.

**Equity and ethical alignment:** C40 is looking to appoint an organisation that shares our values and is grounded in the context of the local community. A percentage of the evaluation will focus on these factors, organisations that are based in the global south are strongly encouraged to apply.

### 6.1 Proposal Evaluation Committee:

The proposals shall be evaluated by a committee consisting of the C40 team and representatives from the City of Tshwane.

### 7. 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 35,000 (Thirty five thousand dollars) Only.**

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

- Non-Staff Code of Conduct Policy [here](#)
- Equity, Diversity and Inclusion Policy [here](#)
- C40 Non-Staff Travel and Expenses Policy - if applicable - [Here](#)

8. Submissions

Each Potential Supplier must submit 1 copy of their proposal to the email address below by **29 May 2024 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 **May 11, 2024**. Anonymised responses to questions will be provided [here](#) before the Q&A period closes.

**Please check the website for responses to questions frequently asked.**

**The Website will regularly provide updates before the submission deadline, please keep checking to ensure that you are aware of any important changes related to this RFP.**

**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.