

Request for Proposal (RfP)

Supporting City of Cape Town's Solar Lighting for Informal Settlements Initiative

C40 Cities Climate Leadership Group, Inc.

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New York, NY 10017

United States of America

4 March 2026

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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 fuel use while increasing urban climate resilience and equity.

The current co-chairs of C40 are Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyer of Freetown, Sierra Leone; three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board. C40's work is made possible by our two strategic funders: Bloomberg Philanthropies and Realdania.

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

2.1. South Africa Clean Energy Project:

The South African Clean Energy Project Phase 2 aims to accelerate the South African Just Energy Transition through enabling implementation, delivering actions, building City leadership and supporting scaling through strategic energy sector South-South collaborations. This is a two year project supporting the five C40 South African cities (City of Cape Town, City of Ekurhuleni, eThekweni Municipality, City of Johannesburg and City of Tshwane). This project will advance South African C40 Cities' capabilities to lead the transition to clean and reliable energy systems by increasing the uptake of renewable energy. The grant will be used to capacitate cities to drive the just energy transition by leveraging transformational regulatory and market reforms and accelerate decarbonisation through expanding implementation of onsite and offsite clean energy sources. Through South-South collaboration, the program will support scaling of city-level climate action by sharing lessons and technical expertise on energy efficiency, demand management, and renewable energy deployment.

The primary objectives are to equip these cities to:

- Improve climate governance in cities: Reduce regulatory complexity, increase technical capacity, and unlock financing constraints to enable implementation of effective and inclusive energy actions.
- Accelerate renewable energy adoption: By enabling planning, procurement, and with technical assistance to support the transition to clean energy sources, municipalities can accelerate decarbonisation, advance implementation efforts, and achieve JET-IP goals, ensuring equitable outcomes for all. Cities will actively shape energy markets through harnessing and influencing regulatory reforms and participating in electricity markets.

- Build inclusive energy systems and strengthen municipal leadership: Through inclusive planning, community engagement, and public participation, the programme will promote public support and stakeholder collaboration. Integrated approaches to grid infrastructure and affordability will help ensure fair access to clean energy, while managing grid defection risks, maintaining cross-subsidisation, and expanding service to informal settlements. Enhanced governance and capacity building efforts will support municipal leadership in delivering equitable, climate resilient energy solutions.
- Support scaling through strategic sector collaborations: Through South-South collaboration, the program supports scaling of city-level climate action by sharing lessons and technical expertise on energy efficiency, demand management, and renewable energy deployment.

2.2. Overview of City of Cape Town:

The City of Cape Town is a coastal city situated in South Africa's Western Cape province. Over 4.8 million people live in Cape Town, making it the second most populous metropolitan municipality in South Africa. By 2030, it is projected to reach 5.1 million residents. The City, like many South African cities, is vulnerable to the impacts of climate change and also faces a number of challenges such as high carbon emissions, energy insecurity, rapid urbanisation, and energy poverty.

The City of Cape Town has adopted two crucial strategies that seek to ensure the city addresses climate change impacts, strengthens energy security, and reaches carbon neutrality by 2050. These documents—the **Climate Action Plan** and the **2050 Energy Strategy**—clearly outline the roadmap for how the City aims to achieve climate resilience. Both strategies prioritize the growth of renewable energy, focusing on a goal to move toward a 100% clean electricity supply as quickly as opportunities allow, while supporting utility reform and mitigating load shedding. One of the City's key priorities is extending essential services and safety to approximately 80,000 households in informal settlements currently living without electricity or public lighting. By addressing this gap through clean energy innovation, the City can directly tackle energy poverty while advancing its broader commitment to a sustainable, carbon-neutral future. While the City aims to mitigate these challenges, traditional high-mast lighting is often not viable due to land tenure issues on contested land or wetlands, technical constraints in high-density layouts, and the difficulty of recovering operational costs. Furthermore, rising infrastructure theft and vandalism increase the costs of operating grid tied public lighting. The City is considering the role decentralized, resilient solutions might have in addressing the above mentioned issues.

In alignment with the City's goal to harness new energy supply, **solar public lighting** has emerged as a vital strategic alternative. Early results from a pilot in Marikana demonstrate that solar solutions offer rapid deployability, potential to improve safety, and significantly lower operational costs. To transition from this pilot to a citywide scale, the City now requires a comprehensive institutional, procurement, financial, and operational model. This framework will ensure that solar lighting becomes a sustainable pillar of the City's energy system, directly supporting the transition to a carbon-neutral and inclusive city by 2050.

2.3. Objectives:

This RfP is seeking to appoint a service provider to deliver on the following objectives:

The primary objective is to **develop an integrated operational, financial, and procurement framework for solar public lighting, specifically tailored for informal settlements facing technical, legal, and grid-access constraints**. This assignment is designed to address the service-delivery gap in areas where traditional grid-connected infrastructure is not feasible due to complex spatial and regulatory deadlocks, such as settlements located on wetlands, floodplains, or land with contested tenure.

The goal is to move beyond the limitations of ad-hoc lighting pilots by establishing a standardized, financially sustainable model that provides a clear pathway for the future scaling of solar public lighting across South Africa's major metropolitan areas. In developing the integrated toolkit and framework, the following critical factors must be taken into consideration:

- i) **Anchor Site:** The City of Cape Town serves as the primary validation site to refine technical delivery models, financial logic for Eskom-supplied areas, including cost responsibility, funding sources, and viability implications where municipalities do not control electricity supply. This includes "security-by-design" principles to mitigate vandalism and theft.
- ii) **Cross-Metro Blueprint:** The framework is explicitly designed for cross-metro scalability, ensuring it acts as a universal toolkit to navigate public lighting infrastructure deadlocks, including constraints related to grid access, land tenure, regulatory approvals, and contested ownership common to Johannesburg, Tshwane, Ekurhuleni, and eThekweni.
- iii) **Final Deliverable:** A decision-ready toolkit, comprising strategic guidelines and procurement templates that empower metropolitan municipalities to transition from grid-reliant approaches to resilient, solar-powered public lighting solutions that are operationally viable in informal and low-income settlement contexts characterized by grid access constraints, contested or unclear land tenure, regulatory and permitting limitations, and elevated operational, maintenance, and security risks.

2.4. SCOPE OF WORK

WORK PACKAGE 1: Global South Benchmarking & Informing Models

Purpose: Anchor the framework in proven Global South best practice.

Key Activities:

- Synthesis of market-ready public lighting technologies and delivery archetypes currently deployed in comparable Global South contexts, to inform realistic tender specifications, procurement pathways, and indicative budgeting considerations for municipalities (without undertaking vendor-specific assessments or cost estimation).
- Desktop review of relevant Global South urban public lighting programs in comparable low-income and informal contexts, preferably in C40 global south cities.

- Synthesis of lessons on institutional arrangements, delivery and procurement models (including Lighting-as-a-Service, ESCO-style, and utility-led approaches), financing mechanisms, asset protection and vandalism mitigation strategies, and long-term operations and maintenance (O&M) approaches.

Deliverables

- Global South case study snapshot brief summarizing transferable institutional, delivery, financing, and O&M models that could be adapted by South African metropolitan municipalities.

WORK PACKAGE 2: Cross-Metro Informal Settlement Typologies Lighting Prioritization & Suitability Framework

Purpose: To enable metropolitan municipalities to determine where solar public lighting is considered an ideal solution for unlit informal settlements. Specific focus will be on the City of Cape Town, and will include engagement with the various department representatives within the City of Cape Town i.e. Informal Settlements department, Sustainable Energy Markets department and the Electricity Generation & Distribution department.

Key Activities:

- Synthesis and mapping of informal settlement typologies across Cape Town, considering settlement form, service context, and supply constraints, to assess suitability for solar public lighting solutions. Using the identified typologies, reference the other South African Metros to determine applicability (i.e. eThekweni, Ekurhuleni, City of Johannesburg, Tshwane).
- Definition of decision criteria to ensure solar public lighting aligns with longer-term informal settlement upgrading and service-delivery pathways, including alignment with Informal Settlement Upgrading Partnership Grant (ISUPG) pipelines and other related initiatives. Criteria will consider land tenure status, settlement density, environmental constraints, and the distinction between Eskom- and City-supplied electricity areas.
- Development of a well-defined informal settlement-to-alternative lighting-technology decision matrix to guide technology selection across varying settlement conditions.
- Application of the decision matrix to the City of Cape Town context to assess local applicability and constraints.
 - Shortlisting of two informal settlements within Cape Town to demonstrate application of the framework and principles developed under this work package.

Deliverables

- Cape Town Solar Public Lighting Applicability Guide, including typologies, decision criteria, and comparative insights mapped across the four metros listed above.
- Settlement-to-technology decision matrix to support technology selection in informal settlement contexts.
- Shortlisting of two City of Cape Town informal settlements as illustrative case studies.
- Brief note summarising the high-level business case for emerging smart lighting technologies, including implications for energy efficiency and O&M.

WORK PACKAGE 3: Replicable Procurement & Contracting Framework

Purpose: Assessment of procurement and service-based models with validation from relevant City of Cape Town departments as a reference point.

Key Activities:

- Synthesis of lessons from the City of Cape Town's Water and Sanitation Department on the use of service-based delivery models, and assessment of their potential applicability to solar public lighting.
- Identification and assessment of 2–3 procurement models (e.g. service-based, hire-and-maintain, asset-light models), including Lighting-as-a-Service (LaaS) and other performance-based service contracts, where appropriate. Research procurement and ownership models in order to inform recommendations on lower-risk options from a municipal perspective, considering financial, contractual, operational, performance, and asset-ownership risks.
- Development of indicative, non-binding terms of reference (ToR) clauses, performance indicators, and high-level risk allocation principles, including illustrative payment mechanism options.
- High-level alignment check against the Municipal Finance Management Act (MFMA) and municipal Supply Chain Management (SCM) norms.

Deliverables

- Procurement Model; Service-Based Models Assessment Note

A concise assessment of 2–3 applicable procurement and service-based delivery models for solar public lighting (including Lighting-as-a-Service and performance-based contracts), drawing on Global South examples and validated through engagement with relevant City departments (e.g. Water and Sanitation).
- Indicative ToR & Performance Framework Annex outlining example terms of reference clauses, high-level performance indicators, risk allocation principles, and illustrative payment mechanism options, aligned with MFMA and municipal Supply Chain Management (SCM) norms.
- City Validation Summary Note

A short note capturing inputs, considerations, and constraints identified through engagement with City departments, including relevance, risks, and applicability to the lighting sector. This should include research on ownership and strategic approach to best own or supply the lighting systems.

WORK PACKAGE 4: High-Level Financial & Tariff Logic

Purpose: To provide clear, defensible financial narratives to support municipal decision-making on solar public lighting in informal settlement contexts, building on and validating existing analyses.

For the avoidance of doubt, “high-level” refers to indicative financial logic, key cost drivers, tariff and funding implications, and comparative scenarios to support strategic municipal decision-making. This work package will not include site-specific costing, detailed engineering inputs, or investment-grade financial modelling.

Key Activities:

- Review and synthesise existing cost and financial analyses comparing solar public lighting and high-mast/grid-connected lighting (including prior work undertaken by GreenCape), to validate assumptions and identify implications for current decision-making.
- High-level, illustrative comparison of life-cycle costs and value drivers for solar versus value drivers for conventional lighting across different settlement typologies.
- Development of indicative financial and service-delivery scenarios, including potential funding and blending options (e.g. national grants, municipal capital budgets, and service-based delivery models).
- Assessment of financial and tariff implications across City-supplied and Eskom-supplied electricity areas.
- Articulation of affordability and cross-subsidy considerations, aligned with Just Energy Transition (JET) principles and municipal equity objectives.

Deliverables

- Financial & Tariff Logic Brief synthesising and validating existing cost analyses (including prior GreenCape work) and presenting high-level lifecycle cost comparisons, indicative funding and service-delivery scenarios, and affordability considerations aligned with Just Energy Transition (JET) principles.
- Decision-Maker Summary Note distilling key financial trade-offs, risks, and implications for solar versus conventional lighting across City- and Eskom-supplied areas.

WORK PACKAGE 5: Future-Proofing, Operations, Maintenance & Local Capacity Principles

Purpose: To ensure solar public lighting is treated as a service, with sustainable operations, resilient asset management, and locally embedded capacity over the system lifecycle.

This work package will consider technical attributes of lighting solutions at a principles and typology level (including efficiency, durability, reliability, lifespan, and O&M implications), informed by benchmarking and operational experience. It will not develop detailed product specifications, OEM comparisons, or engineering-ready designs.

Key Activities:

- Definition and recommendation of operations and maintenance (O&M) principles compatible with existing municipal depot structures, including a high-level gap analysis where new technologies or service models are introduced; outline what are existing or anticipated challenges and mitigation measures that could be adopted to ensure successful implementation and long term sustainability. This will consider organisational readiness, internal buy-in, and operational implications.
- Identification of stakeholder engagement considerations to support long-term operability, including internal City departments, maintenance teams, and local communities, with an indicative engagement roadmap (no direct engagement under this TA).
- Identification of skills development, SMME participation, and inclusive local economic participation pathways associated with each delivery or service model scenario identified under earlier work packages.
- Proposal of a small set of simple, fit-for-purpose monitoring indicators to support operational oversight and performance tracking. This should include relevant benchmarks such as lighting performance hours, that can be included in tender specifications.
- Conceptual design of community-anchored asset stewardship approaches, including the potential role of local community-based organisations or cooperatives in first line maintenance and asset protection, aimed at reducing vandalism and theft. (Conceptual only; no community engagement undertaken).
- Provide recommendations on “security-by-design” principles, defining high-level technical requirements to improve asset resilience, including tamper-resistant enclosures, appropriate mounting configurations, and wireless (copper-free) solar system designs to mitigate key infrastructure theft risks.

Deliverables

- **Operations, Social Ownership & Local Capacity Framework**
A principles-based framework outlining sustainable O&M approaches, institutional readiness considerations, skills and SMME pathways, and community-anchored stewardship concepts.
- **Technical Resilience & Anti-Theft Design Principles Note**
A concise technical note setting out “security-by-design” and asset-resilience principles applicable to solar public lighting in informal settlement contexts.

WORK PACKAGE 6: Consolidation & Validation

Purpose: To validate the relevance and applicability of the framework across South African metropolitan municipalities and consolidate outputs into a coherent, decision-ready toolkit that supports internal municipal decision-making (including option comparison, trade-offs, and procurement pathway selection), without extending to site-specific design or implementation planning.

Key Activities:

- Convening of one virtual cross-metro consolidation and validation workshop to test applicability, assumptions, and usability of the framework across different metropolitan contexts.
- Incorporation of feedback and refinement of all work package outputs into a single, integrated solar public lighting toolkit framed for informal settlements.

Deliverables

- **Consolidated Solar Public Lighting Toolkit for Low-Income and Informal Settlement Contexts**
A consolidated, user-oriented toolkit bringing together decision frameworks, procurement archetypes, financial logic, O&M principles, and resilience considerations developed across the study.
- **High-Level Funder Positioning Note**
A concise narrative outlining how metropolitan municipalities could leverage the toolkit and framework to mobilize future funding, including:
 - An overview of relevant national grant mechanisms mapped out with their limitations and opportunities, based on study findings;
 - Risks and opportunities associated with different funding approaches (e.g. grants, blended finance, service-based models); and
 - Considerations for long-term financial and operational sustainability.

Explicit Exclusions

The following areas are excluded from the scope of works:

- Detailed engineering or lighting design
- Direct community engagement or consultation
- Pilot projects or implementation activities
- City-specific rollout or investment plans
- Site visits or field-based assessment

3. Proposal guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **23:59 SAST 18 March 2026**. 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:

- A summary of your understanding of the project and scope of work.
- Description of your proposed approach and methodology for delivering the scope of work, including analytical, comparative, and decision-support methods aligned with the work packages.
- Information about the organisation's commitment to equity, diversity and inclusion and ethical alignment with C40 (including B-BBEE rating and certificate).
- List of key personnel who would be working on the contract, their job titles and responsibilities on the project. Please include relevant experience and expertise and limit CVs to a maximum of one page per person.
- Brief description of technical expertise and experience on relevant topics.
- Examples of previous relevant work in relation to this thematic and technical area of focus.
- Tax compliance certificate.
- Risk analysis and mitigation plan.
- Proposed timeline of implementation

A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of the project team needs to be included in the submission. **Please note:** Proposals should be written in English, saved in pdf format and should not exceed 12 pages of text. Reference material may be placed in annexes.

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. The work will be completed on the [C40 Standard Services Contract](#).

[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 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 timelines

RfP timeline	Due date
RfP publication date	4 March 2026
Questions submitted to C40	11 March 2026
C40 responds to questions	13 March 2026
Deadline for receiving Offers	18 March 2026, 23:59 SAST
Evaluation of Proposals	23 March 2026 - 01 April 2026
Appointment and regret notifications	3 April 2026
Inception meeting	13 April 2026

Project timeline	Due date
The project initiation phase must be completed by	17 April 2026
Project end date is expected to be completed by	28 February 2027

5. Proposal evaluation criteria

Upon receipt of proposals, C40 and the City team will evaluate the proposals against the following criteria (see Annexure for evaluation criteria breakdown). The contract will be offered to the bidder with the highest overall score.

Project teams must submit the following documents in response to the scope of works as project outlined in the RFP:

1. Proposed programme of works including deliverables and outputs
2. Interpretation of brief including project approach; methodology and market engagement strategy.
3. A summary of expertise and experience of personnel across relevant topics and focal geography.
4. Highlighted work experience relevant to this project.
5. Risk analysis and mitigation plan for the project itself
6. A full, detailed project budget breakdown of deliverables and costs inclusive of taxes and hours allocated to tasks per project team member and daily rates of the project team needs to be included in the submission.

Proposals will be evaluated against the following criteria.

Evaluation criteria	Weighting
Technical Expertise & Benchmarking - Proven experience in informal settlement infrastructure or public lighting in low-income contexts. - Demonstrated experience navigating and advising on municipal procurement processes, including innovative or alternative procurement approaches suitable for small-scale, decentralised infrastructure (e.g. framework contracts, panel appointments, pilot-to-scale models, or procurement within MFMA constraints). - Practical understanding of municipal supply-chain management (SCM) requirements and the ability to design implementable procurement pathways for solar lighting interventions in informal settlement contexts. - Experience supporting municipalities to de-risk procurement for non-traditional technologies or service-based delivery models (e.g. solar as-a-service, maintenance-inclusive contracts, performance-based specifications). Key Personnel Experience (assessed via CVs) Bidders must nominate a core team and submit CVs demonstrating the following minimum experience: Project Lead / Team Leader Minimum 10 years' relevant professional experience, including at least 5 years working with municipalities or public sector entities on	30%

Evaluation criteria	Weighting
infrastructure, energy, or urban service delivery projects. Demonstrated experience leading multi-disciplinary advisory assignments. Solar / Public Lighting Technical Specialist Minimum 7 years' experience in solar PV, stand-alone solar systems, or public lighting design and deployment, including experience in off-grid or decentralised systems. Experience in informal settlement or low-income contexts will be advantageous. Municipal Procurement / SCM Specialist Minimum 7 years' experience advising on or implementing municipal procurement processes, including experience navigating MFMA and SCM requirements. Demonstrated experience structuring innovative or alternative procurement models (e.g. service-based models, panel frameworks, performance-based specifications). Informal Settlement / Urban Systems Specialist Minimum 5 years' experience working in informal settlements, low-income urban environments, or community-based infrastructure programmes. Experience in community engagement, asset stewardship, or local capacity models will be advantageous. Team Composition and Equality Diversity and Inclusion (EDI) Consideration Roles may be combined where appropriate, provided minimum experience thresholds are met. Diversity, equity and inclusion within the proposed team — including representation of historically under-represented groups across senior and technical roles — will be considered as part of the Key Personnel assessment.	
Framework & Decision Logic - Clear approach to creating a settlement-to-technology decision matrix based on land tenure, density, and supply constraints. - Technical understanding of the distinction between Eskom- and City-supplied electricity areas, including implications for power supply arrangements, metering, tariff structures, connection standards, and municipal control, with particular focus on the City of Cape Town. - Alignment with Just Energy Transition (JET) principles and municipal equity objectives.	25%
Procurement & Financial Insight - Capability to assess service-based models (Lighting-as-a-Service, ESCO-style) and link them to MFMA/SCM norms. - Ability to conduct lifecycle cost comparisons between solar lighting and conventional lighting. - Experience in extracting lessons from other municipal departments (e.g., Water and Sanitation) for infrastructure delivery.	20%

Evaluation criteria	Weighting
Resilience & Local Capacity - Quality of the proposed approach to security-by-design (tamper-resistance, copper-free designs). - Depth and credibility of the bidder's approach to Equity, Diversity and Inclusion (EDI), including: - meaningful inclusion of local SMMEs and/or community-based enterprises; - opportunities for local employment, skills transfer, or community stewardship models; and - demonstrated experience working in low-income or marginalised urban contexts. - Logic for monitoring indicators to support long-term operational oversight.	15%
Project Management & Toolkit - Ability to consolidate diverse outputs into a single, user-oriented toolkit. - Experience in drafting donor-ready narratives for mobilizing grant or blended finance. - Adherence to project constraints, specifically the explicit exclusions (e.g., no site visits or detailed engineering).	10%

6. Project budget

The proposal should indicate a cost break-down structure, outlining the costs for each component of the analysis (based on the break-down of deliverables in Section 3). All costs included in the proposal must be all-inclusive, including any VAT, copyright or bank fees, transportation, venue charges, translation etc. Costs should be stated as one-time or recurring costs. C40 does not pay contractors more frequently than once per month. A budget of **\$35,000 USD** is available including all taxes and other 'hidden' costs. Bids must not exceed this value.

Payment schedule

Payment	Deliverables	Amount
Milestone one	Inception report	30%
Milestone two	Progress report task	30%
Milestone three	Final project report	40%

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 be 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 **one copy of their proposal** to the email address below by 23:59 SAST **18 March 2026**:

Kausar Khan - Renewable Energy Technical Advisor
kkhan@c40.org

CC:
Tintswalo Mathe - Knowledge Sharing Manager
tmathe@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.