DRAFT TERMS OF REFERENCE FOR THE DEVELOPMENT OF A COMPREHENSIVE AND BANKABLE BUSINESS CASE FOR [INSERT DETAILS OF PROJECT i.e. x buildings, public lighting, WWTP] IN [INSERT DETAILS OF PUBLIC INSTITUIONS]

CHECKLIST PRIOR TO ISSUING TERMS OF REFERENCE

A comprehensive and bankable business case for energy efficiency projects should be developed utilizing accurate and reliable data. It is therefore important that [Public Institutions] prior to issuing terms of reference for development of business cases should assess whether the required data is available. The following checklist contains the minimum data requirements needed to prepare a comprehensive business case that will facilitate decision making.

Project	Minimum Data and Information
1. Public Buildings	• Site ID & Name of building • Site/Building description • Building owner • District/area • Address • Number of operating days per year • Site annual energy use • Metering • Billing authority • Tariff • Annual energy cost • Energy governing factor • Energy governing factor value • Number of floors • Single or multiple occupancy • Year of construction • Building plan approval date • Occupancy certificate date • Year of last major renovations • Climatic (Energy) zone SANS 10400 XA:221 • Cadastral information (ERF infor)
	• Occupied floor area of full-time staff and operating hours • Occupied floor area of remote working staff/temporary • Occupancy/operating hours and days for full time staff • Occupancy/operating hours and days of remote staff/temporary staff
	• Electrical appliances, wattage and operating hours • Lighting, wattage and operating hours • Cooling, wattage and operating hours • Heating, wattage and operating hours
	• Grid electricity annual consumption – at least 10 months kWh reading • Onsite RE annual generation consumption – at least 10 months kWh reading • Maximum demand • Liquid fuel annual consumption – at least 10 months tank readings in litres • Gas annual energy consumption – at least 10 months inventory readings in tonnes • Annual energy consumption of all sources for tenants of multiple occupancy building • Energy used for, no of units, watts, time of use/operating hours
2. Public lighting	• Street name • Public light number • Physical condition of existing public lighting system • Description of metering and control system (as relevant) • Type of Lamp and wattage • Type of Fixture • Monthly electricity bills of the individual public lighting circuits for the past 12 months (as relevant) • Height of poles • Distance between poles • GPS Coordinates of each pole

	• Operational Hours • Electricity cost (kWh) and Tariff Category • Location of public light
3. Waste-water treatment plants	• Site ID • Site description • District/Area • Site type • Site category – i.e. waste water treatment plant, water purification or pump station • Address • Equipment Type • Process • Treatment Type • Location • Nameplate hp or KW • Motor Efficiency • Motor Full Load Amperage (FLA) • Average Motor Operating Current • Wet weather operation • Dry weather operation • Peak dry weather operation • Emergency operation • Run-time per day • Run-time per month • Run-time per year • Average Load Factor (%) • Average Electric Load (KW) • Estimated Annual Energy Use (kWh/Yr) • Estimated Annual Operating Costs

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ACRONYMS AND ABBRECIATIONS

BBBEE	Broad Based Black Economic Empowerment (BBBEE)
DMRE	Department of Mineral Resources and Energy
EEDSM	Energy Efficiency and Demand Side Management Programme
EEPBIP	Energy Efficiency in Public Buildings and Infrastructure Programme
EnPC	Energy Performance Contracting
EPC	Energy Performance Certificate
ESCOs	Energy Service Company
GHG	Greenhouse Gas
JV	Joint Venture
PPPFA	Preferential Procurement Policy Framework Act
PSC	Project Steering Committee
SOEs	State-Owned Entities

1 BACKGROUND

1.1. South Africa's Greenhouse Gas (GHG) emissions are high, in both absolute and per capita terms and this is mainly due to a primarily coal-based electricity supply industry, combined with a prevalent inefficient use of energy across many sectors. Moreover, the country is experiencing electricity supply shortages and has a high unemployment rate. Energy efficiency is referred to as the 'first fuel' due to its multiple benefits, which can contribute meaningfully to reducing these challenges at the lowest cost.

1.2. Public infrastructure, such as buildings, public lighting and water/ waste-water treatment plants, owned by and/or managed by municipalities, provinces, national government and State-Owned Entities (SOEs), contribute to the country's GHG emissions.

1.3. Despite potential financial savings and energy and emission reductions that could be achieved through the implementation of demand-side energy efficiency interventions, uptake and implementation to date has been limited. This is due to a range of factors including capacity and resource constraints, limited awareness of opportunities, a lack of comprehensive and accurate data on existing energy use, split incentive considerations, government procurement complexities, and access to finance.

1.4. To address these challenges and to fast track the large-scale roll out of energy efficiency across public institutions, the Department of Mineral Resources and Energy (DMRE), have developed the Energy Efficiency in Public Buildings and Infrastructure Programme (EEPBIP).

1.5. The objective of the EEPBIP, which commenced in 2019, is to reduce GHG emissions in South Africa by catalysing an energy efficiency transformation within the public-sector environment. This will be achieved through the provision of appropriate technical and financial support, and a programmatic approach to identifying, developing, financing and implementing energy efficiency interventions in a consistent and replicable manner.

1.6. The EEPBIP aims to build on existing public sector programmes, including the municipal Energy Efficiency and Demand Side Management Programme (EEDSM). The latent energy efficiency investment potential of the public

sector can support a rapid and sustainable growth of the local Energy Service Company (ESCO) market and stimulate energy efficiency implementation across all sectors of society.

1.7. Energy Efficiency projects developed through the EEPBIP will be implemented by ESCOs via an Energy Performance Contracting (EnPC) model with public sector entities. The intention is to establish shared savings contracts, with the ESCO providing the required debt and equity and recouping their investment through the savings achieved.

1.8. It is in this context that [insert details of Public Institution] is inviting potential service providers with expertise and experience in identifying and developing comprehensive and bankable energy efficiency business cases for projects in public sector [buildings, public lighting and water/waste-water treatment plants]. The business case should also include requirements and technical specifications of the proposed technologies to inform the procurement process for the appointment of an ESCO to implement the identified intervention(s).

2 PROJECT RATIONALE

2.1. A major barrier to the large-scale roll-out of energy efficiency in public sector buildings and infrastructure is that, despite the extensive opportunities often identified, comprehensive business cases, including detailed and accurate baseline energy usage, and basic technical and financial, are rarely developed for public sector projects. This information is needed to identify viable energy efficiency opportunities, quantify their savings potential, and secure finance.

2.2. This activity seeks to address this barrier by appointing a specialised consultancy to develop a project business case that provides ESCOs and financial institutions with sufficient information to assess projects for investment. The business case must be based on pre-collected energy audit data and the initial project concept developed by the [insert details of Public Institution], which will be supplied to the successful service provider on appointment. If data gaps from the energy audit and developed baselines are identified, the appointed service provider will be expected to take reasonable steps to help the Public Institution collect additional data and /

or propose options to ensure the business case is based on accurate and reliable energy and financial data. The attached template (**Annexure A)** is provided as a guide for the structure of the business case. This can be amended as required to suit the project requirements, subject to approval by [insert details of Public Institution].

2.3. In addition to the financial information, the business case must include socio-economic and carbon emission data to further support the implementation of the proposed interventions. All three spheres of the South African government are committed to addressing the countries developmental challenges and complying with its international climate change commitments.

3 PROJECT OBJECTIVES

3.1. The appointed consultant is to develop a bankable business case. This should be realized through the following sub-objectives:

3.1.1. Conduct a thorough technical assessment and review of the available energy, financial and socio-economic data collected through energy audits, electricity accounts, reports, financial statements, invoices etc and any other prefeasibility studies. The energy baseline must be reviewed to ensure that it is up to date, accurate and reliable.

3.1.2. Address missing data that impacts materially on the business case.

3.1.3. Identify potential energy efficiency interventions in [public buildings, public lighting and water/waste-water treatment plants: delete as applicable] that can be recommended for implementation, as well as their specifications.

3.1.4. Conduct financial, socio-economic and environmental modelling to establish viability of the proposed interventions.

3.1.5. Develop a comprehensive and bankable business case in line with the Energy Efficiency in Public Buildings and Infrastructure Business Case template attached as **Annexure A.** Equipment specifications that can be used by [insert details of Public Institution] when procuring potential ESCOs for implementation of recommended interventions to be included.

4 SCOPE OF WORK

The public institution must provide a high-level overview of the facilities e.g. the facility is a 10-storey office building with xm² and occupied by 600 staff. It has centralised AC, five elevators, a server room, underground parking. This is to allow the consultant to estimate the level of effort required and price the proposal to develop the business case.

The appointed service provider will be expected to undertake the following activities –

4.1. Develop an inception report detailing the methodologies that will be used to respond to the main and specific objectives of the assignment.

4.2. Conduct an in-depth assessment and review of the available data collected through energy audits, historical electricity accounts, reports and financial data and any prefeasibility studies. The activity should be realised through the following sub-activities:

4.2.1. Conduct in person and virtual meetings with relevant public institution personnel.

4.2.2. Analyse the accuracy and reliability of the collected data and information and identify any missing data and information.

4.2.3. Conduct in person and virtual meetings with relevant public sector personnel to address the missing data and information and agree on timeframe for the [insert details of Public Institution] to provide such data, and / or information.

4.3. Compile an energy consumption baseline or adjust existing energy consumption baseline report with the collected data and information.

4.4. Based on the energy baseline developed or adjusted in line with section 4.3, identify and recommend energy efficiency investment projects in [public buildings / public lighting / and/or water, waste-water treatment plants: delete intervention(s) not applicable]. This may include a bundled project of multiple facilities to establish a large-scale project that would be attractive to investors or could include multiple disaggregated projects that may be smaller to ensure access and interest from SMEs. The business case should include recommendations of technology requirements and specifications, supported by financial modelling. The following indicators although not exhaustive should be included in the analysis – Capital

Investment (Capex), Operational and Maintenance Costs, Net Present Value (NPV), Dynamic payback period, Internal Rate of Return (IRR), Site Energy costs, first year saving, GHG savings, totals jobs, and jobs per million. In doing so, the business case must consider how best to integrate with existing and planned infrastructure activities to allow for system integration and avoid developing multiple reporting and monitoring systems which will add complexity to daily operations.

4.4.1. Identify potential energy efficiency interventions in [public buildings, public lighting and water/waste-water treatment plant: delete intervention not applicable].

4.4.2. Conduct financial and socio economic-environmental modelling to establish viability of identified potential interventions.

4.4.3. Develop a detailed report on recommended interventions including recommended technologies and requirements.

4.4.4. Prepare a list of equipment specifications to be used in the project procurement documents.

4.4.5. Assess how the recommended project will be integrated with existing activities in the [insert details of Public Institution], especially regarding monitoring.

4.5. Develop a comprehensive and bankable business case in line with the Energy Efficiency and Public Buildings and Infrastructure Programme business case template attached as **Annexure A.**

5 OUTPUTS AND DELIVERABLES

No.	Activities	Deliverables	Timeframe
1. Develop an inception report detailing the methodologies that will be used to respond to the main and specific objectives of the assignment.	1.1. Kick off meeting with all key stakeholders.	Inception Report.	2 Weeks
	1.2. Draft inception report presented at PSC.		
	1.3. Final inception report incorporating all stakeholder inputs.		
2. Conduct a technical assessment and review of the available data collected through energy audits, reports and	2.1. Consultation with public institutions to collect all the available data and information.	Analytical report confirming the accuracy of data and/or	2 weeks after approved inception report

financial data and any prefeasibility studies.	2.2. Analysis of the available data and information.	identifying all the energy data and financial data gaps.	
	2.3. Conduct in person and virtual meetings with relevant public sector personnel to address the missing data and information and agree on timeframe for the Public Institution to provide such data, and / or information.		
3. Develop and/or adjust energy consumption baseline.	3.1. Compile energy consumption baseline or adjust existing baseline report.	Energy consumption Baseline report or adjusted baseline report.	2 weeks after endorsed technical report
4. Identify and recommend potential energy efficiency in public buildings, public lighting and water/waste-water treatment plant.	4.1. Identify potential energy efficiency in public buildings, public lighting and water/waste-water treatment plant interventions.	Report with recommended feasible energy efficiency in public buildings, public lighting and water/waste-water treatment interventions.	2 weeks after approved baseline report [institution to revise the timeline based on the type and size of the facilities]
	4.2. Conduct financial and socio economic-environmental modelling to establish viability of identified potential interventions.		
	4.3. Develop a detailed report on recommended interventions including recommended technologies and requirements and specifications to be used in the procurement of potential ESCOs.		
	4.4. Assess how the recommended project will be integrated with existing activities in the [insert details of Public		

	Institution], especially regarding monitoring.		
5. Develop a comprehensive and bankable energy efficiency in public buildings and infrastructure business case in line with the business case template attached as **Annexure A**.	5.1. Draft a comprehensive and bankable business case that includes the following – 1) site information, 2) project technical description, 3) financial data, 4) risk analysis, 5) institutional requirements, and 6) economic development impacts	Bankable energy efficiency in public buildings and infrastructure business case in line with the template.	3 weeks after report recommending feasible interventions [institution to revise the timeline based on the type and size of the facilities]
	5.2. Present the draft business case to the Public Institution and PSC.		
	5.3. Produce a final comprehensive and bankable business case incorporating inputs from public institution representative and PSC and developed in line with the template attached as **Annexure A.**		

6 DURATION

6.1. From commencement to the end, this project will take a total of [3 months: institution to revise the duration based on the type and size of the facilities] and it is expected that some of the deliverables listed on section 4 above should be grouped and delivered simultaneously.

7 PAYMENTS

7.1. The service provider(s) to be appointed to render the services required for this assignment will be procured through [insert details of Public Institution].

7.2. The successful service provider will be contracted to [insert details of Public Institution] for the duration of the assignment and the [insert details of Public Institution] will be responsible for financial and contract management. The payment will not be processed upfront to a successful service provider.

7.3. Payments(s) will only be processed in accordance with the delivered services (i.e. certified/approved deliverables and milestone) as agreed upon by both parties in line with the payment schedule and upon receipt of an original invoice that is based on an approved deliverable. The 30-day period (maximum time set for settlement of invoices) will be counted after all the required documents have been submitted to the [insert details of Public Institution].

7.4. The payment schedule will be negotiated with the recommend service provider prior to parties concluding the service level agreement (SLA).

8 PROJECT MANAGEMENT

8.1. Project Director/Champion

8.1.1. The project director will be the [Public Institution to specify the relevant portfolio of the official].

8.2. Project Management Team

8.2.1. The project manager who will be responsible for managing the implementation of all the activities described in this document will be [Public Institution to specify details of the project manager]. The project manager will be the contact person for all [insert details of Public Institution]-consultant interactions and report will be through the project director.

8.2.2. A senior member will be nominated as the leader of the team of consultants that will be contracted by the [insert details of the Public Institution] to carry out the work described by these terms of reference.

8.2.3. A Project Steering Committee (PSC) to support implementation of the project will also be established and will in the main comprise of representatives from [insert details of Public Institution], DMRE, and other relevant departments and institutions to be identified before implementation of the project commences.

8.3. Reporting Requirements and Progress

8.3.1. It is envisaged that the [insert details of Public Institution] will require an initial meeting with successful service provider (s) to agree on the project process and implementation. This will be followed up by an inception workshop with all PSC members for recommending approval

of the inception report by the project director and sharing of experiences.

8.3.2. A plan for progress meetings shall be included in the inception report and will be subject to the [insert details of Public Institution] approval after recommendation from the PSC.

8.3.3. All meetings will be held in [Public Institution to specify location]. Representatives from service provider's organization shall be obliged to attend. Where applicable, conference calls shall be held to facilitate such meetings.

8.3.4. The service provider will provide record of all progress meetings which shall be held at least monthly.

9 CONFIDENTIALITY OF INFORMATION

9.1. [Public Institutions to specify in line with their bid requirements].

10 EVALUATION METHODOLOGY

10.1. Cost

10.1.1. The service provider(s) will be requested to provide a quote regarding the work to be undertaken for this project.

10.1.2. The total cost must be VAT inclusive and should be quoted in South African currency (i.e. Rands).

10.1.3. Detailed costing should be aligned with project activities and project deliverables.

10.2. Company Experience

10.2.1. Service provider(s) should demonstrate at least 5 years track record working on energy projects development, auditing and implementation. This should be supported by five (5) signed reference letters for relevant projects with contact details as proof of the projects executed.

10.2.2. A company profile of the service provider(s) should be provided and if more than one (1) company is involved with the proposal of which the involvement of local service providers is encouraged, profiles for all those companies should be submitted. Details of any joint venture (JV) if there is any should be provided including attaching the JV Agreement between the parties.

10.2.3. Proposals should also indicate available or allocated human resources per project activities.

10.3. Team Leader and Team Members' Experience and Qualifications

The successful service provider(s) shall provide professional experts whose experience and qualifications include but not limited to the following –

10.3.1. Team leader should at least have five (5) years' experience in developing viable energy related projects and implementation thereof. He/she should be an Energy Management Specialist [and have strong expertise developing projects in building/lighting/WWT: institutions to specify depending on the targeted facilities]. Strong project management and business development expertise is also required. He/she should at least have honours degree in electrical engineering, mechanical, environmental science, finance, economics, or other related qualifications. He/she should at least have led five (5) projects that developed and implemented energy projects. Contact details for reference checks in line with the 5 projects should be provided in the CV. Good organization, communication and report writing track record should also be demonstrated. **Copies of certified certificates should be provided.**

10.3.2. At least one (1) of the individual team members should at least be an energy auditor/measurement and verification professional with at least three (3) years' experience in the measurement and verification of energy savings and 3 reference energy projects measured and verified should reflect in the CV. **Copies of certified certificates should be provided**.

10.3.3. At least one (1) of the individual team members should have three (3) years' experience in developing energy efficiency and renewable energy projects and have a certificate or diploma in Energy Management, Project Management or Business Management and 3 reference energy projects developed and implemented should reflect in the CV. **Copies of certified certificates should be provided.**

10.3.4. Both team leader and team member(s) should at least be familiar with South African energy policy including energy efficiency and carbon emissions, reporting and monitoring processes.

10.3.5. Brief CVs of the proposed project team leader and member(s) describing their relevant skills and experience, and roles in the proposed projects must be included in the proposal. **Failure to attach, service provider(s) will forfeit points. Each CV must not exceed 4 pages.**

10.4. Project Plan

10.4.1. Project plan with timelines linked to deliverables and how the intermediate and final outputs regarding how the main and specific objectives of the project will be met.

10.4.2. The proposed methodology on how the project will be conducted should be included and this should include how the required data will be collected.

10.4.3. The relevant stakeholders should be identified and how they will be engaged on the project (i.e. communication strategy and plan) should be part of the project plan.

10.4.4. Management and accountability on the project should be clearly outlined. This should include the personnel roles in relation to the work plan and deliverables.

11 EVALUATION CRITERIA

11.1. The proposals will be evaluated in two phases and partnering with local SMME's is encouraged to support transformation, enterprise development and skills transfer.

11.1.1. **Phase 1:** Bidder(s) will be evaluated based on technical functionality. The minimum threshold for functionality is [institutions to set their minimum threshold……out of 100 points] on technical functionality. Bidder(s) who fail to meet the minimum threshold will be disqualified and will not be evaluated further for price.

11.1.2. Phase 2: Bidder(s) will be evaluated on the 80/20 preference points system [institutions to set out empowerment conditions that will sum to 20 points].

Phase 2: Technical Functionality

1=poor; 2=below satisfactory; 3=satisfactory; 4=good; 5= excellent

No	Criteria (including rating)	Weight	Score
1.	**Company experience** • The bidder(s) experience/track record in energy project development, auditing, implementation, and business development must be supported by five (5) reference signed letters for relevant projects with contact details of the clients as proof of the projects executed. **Note**: If more than one (1) of the listed relevant projects were undertaken for the same client, one (1) letter from the client listing all the projects will suffice. These must be separate i.e different locations. For example, if one (1) client lists three (3) relevant projects then the letter will be scored as three (3) projects instead of one (1) project if all three (3) projects are relevant. **IT SHOULD BE NOTED THAT PROPOSALS THAT ARE UNCLEAR AND DO NOT ADHER TO THE INSTRUCTIONS WILL FORFEIT POINTS.**	**15**	Nonresponsive = 0 1 reference letter = 1 2 reference letters = 2 5 reference letters = 3 6 reference letters = 4 ≥7 reference letters = 5
2.	**Team leader and members experience**	**20**	
	• Team leader must have 5 years' experience in developing viable energy related projects and implementation thereof. He/she must be energy management specialist with strong business development and project management expertise. He/she should have led 5 projects that developed and implemented energy projects. Contact details for reference checks in line with the 5 projects should be provided.	10	≤3 years' experience with 3 projects or less = 1 4 years' experience with 4 projects = 2 5 years' experience with 5 projects = 3 6 years' experience with 6 projects = 4 ≥7 years' experience with ≥7 projects = 2
	• At least one of the individual team members should have 3 years' experience in measurement and verification of energy savings and should have conducted measurement and verification on 3 energy projects.	5	1 year experience with 1 project = 1 2 years' experience with 2 projects = 2 3 years' experience with 3 projects = 3 4 years' experience with 4 projects = 4 ≥5 years' experience with ≥5 projects = 5
	• At least one (1) of the individual team members should have 3 years' experience in developing energy efficiency and renewable energy projects and 3 reference projects to the reflected in the CV to support the experience. **NB: Copies of brief CVs of the proposed project team leader and members describing their relevant skills and experience, and roles in the proposed project must be included. Failure to attach, bidder(s) will forfeit points. Each CV must not exceed 4 pages.**	5	1 year experience = 1 2 years' experience = 2 3 years' experience = 3 4 years' experience = 4 ≥5 years' experience = 5
3	**Qualifications for team leader and members**	**20**	

	• Team leader should at least have honours degree in electrical engineering, mechanical, environmental science, finance, economics, or other related qualifications. **Certified copies of certificates should be attached to the proposal as proof. Failure to attach, bidder(s) will forfeit points.**	10	Diploma/Certificate = 1 Degree = 2 Honours Degree = 3 Master's Degree = 4 PHD Degree = 5
	• At least one (1) of the individual team members should have a certificate in Energy Auditor/Measurement and Verification Professional. **Certified copies of certificates should be attached to the proposal as proof. Failure to attach, bidder(s) will forfeit points.**	5	None certificate = 1 Certificate in Energy Auditor/Measurement and Verification certificate = 5
	• At least one (1) of the individual team members should have certificate or diploma in Energy Management, Project Management or Business Management. **Certified copies of certificates should be attached to the proposal as proof. Failure to attach, bidder(s) will forfeit points.**	5	None certificate = 1 Certificate or diploma in energy management, project management certificate or business management = 5
2.	**Project Methodology and Plan**	**45**	
	• A clear methodology, milestones, and timelines within the duration of the projects. The methodology must outline how the planned work will be carried out showing clearly how each task will logically lead to specific deliverables.	20	No project methodology = 1 Project methodology with milestones = 2 Project methodology with milestones and timelines = 3 Project methodology with activities, milestones, and timelines = 4 Project methodology with logical linked activities, milestones, and timelines = 5
	• Management structure with roles and responsibilities of both team leader and team members.	15	Management structure not provided = 1 Management structure provided = 3 Management structure with roles and responsibilities = 5
	• Partnering with local SMME's to support transformation, enterprise development and skills transfer. **NB: A copy of the company's organogram indicating all team members must be included in the proposal.**	10	No partnering with local SMME = 1 Partnering with local SMME = 3 Partnering with local SMME and more than 2 locals employed= 5

12 FORMAT AND SUBMISSION OF THE PROPOSAL

12.1. [Public Institutions/ to specify in line with their bid requirements]

13 CLOSING DATE

13.1. Proposals must be submitted to [insert details of Public Institution] by a date specified by [insert details of Public Institution] Bid Committee.

13.2. No late bids will be accepted.

14 ENQUIRIES

14.1. All technical enquiries to be directed in writing to the contacts below. All technical telephonic enquiries should be followed or confirmed in writing to enable the technical team to address the as expected.
[insert details of relevant official]

14.2. All administrative bid enquiries to be directed to the following [insert details of relevant person].

Annexure A: Energy Efficiency in Public Buildings and Infrastructure Business Case Template