



**Consulting for Sustainable Solutions (Pty) Ltd (CSS) was established in early 2014 to increase capital flows into sustainable infrastructure in South Africa.** Regulatory uncertainty coupled with emerging technologies, industries, customers and business models often pose challenges to banks and other financiers in realising business opportunity in sustainable development. CSS solves these challenges through a combination of specialist sector knowledge, superior analytical capability and extensive financial modelling and research expertise.

**Affordable housing finance is currently our primary sector focus area.** Within this sphere, we specialise in designing and implementing financial models for resource-efficient affordable housing, recognising that the utility burden is highest near the base of the pyramid. Our services include financial product design, property loan structuring, and deal making with development finance partners. Experience includes:

- Support for negotiation and implementation of a R120m facility for sustainable affordable housing development (funded jointly by Nedbank and SA's Green Fund)
- Performing a feasibility study on green property loans and home loans in SA for an international development finance institution
- Developing the investor and property developer business case for resource-efficient affordable housing for the Green Building Council of South Africa
- Analysing the utility burden on both landlord and tenant in a social housing development, providing recommendations for reduction
- Modelling the impact of an energy and water retrofit in a social housing development for the WWF.

We also specialise in analysing and developing social housing business models, including financial modelling and policy advisory. Social housing responds to the critical need for integration in SA's cities through providing accessible rental accommodation near urban centres to lower income households. Research conducted for the National Association of Social Housing Organisations includes:

- Analysing the financial sustainability of various types of social housing institutions (SHIs)
- Defining SHI business life stages, articulating business opportunities and needs together with appropriate public support
- Analysing various forms of public support, including financial modelling of the fiscal burden
- Developing an operational performance benchmarking tool for SHIs based on their life stage, to assist the industry with measurement, improvement and recognition.

**Our secondary sector focus area is clean energy,** articulating the opportunity and developing appropriate business and financing models. Our experience includes:

- Developing a pioneering shared-savings business model for corporate energy efficiency on behalf of a multinational manufacturing company, including negotiation of enabling financial partnerships and setting up and managing a local subsidiary to deliver on the value proposition
- Negotiating large scale energy efficiency product sales contracts linked to residential mass roll out initiatives under the Eskom IDM programme
- Developing individual banking deal and product opportunities (carbon finance, solar water heater finance, etc) with banking business units
- Providing research to support the clean-energy investment strategy of a pan-African private equity fund
- Conducting research on the critical role of utility scale renewable energy in achieving a low-carbon energy mix by 2030 for WWF, evaluating retirement funds as a crucial additional source of funds.

Founding director Megan Sager has 12 years of experience in strategy consulting and business development, business leadership, and policy research. She trained as a development economist with Master's degrees from both the Universities of Oxford (MSc Economics for Development) and Stellenbosch (MCom Economics cum laude). In 2016, she completed the UCT course on Housing Finance for Sub-Saharan Africa, offered in conjunction with the Wharton School (University of Pennsylvania).

CSS is based in Cape Town, serving clients throughout South Africa and abroad. As an Exempt Micro-Enterprise, the company is proud to be a Level 4 B-BBEE contributor and empowering supplier.



**Megan Sager**  
Founding Director

