

**TENDER NO.: E/02/14-15**  
**PUBLIC PRIVATE PARTNERSHIP FOR THE DEVELOPMENT, DESIGN,**  
**FINANCE, MAINTENANCE AND OPERATION OF A NEW DISTRICT**  
**REGIONAL LANDFILL SITE, INCLUDING ALTERNATIVE WASTE**  
**TREATMENT TECHNOLOGY:**  
**MUNICIPAL FINANCE MANAGEMENT ACT SECTION 33 INFORMATION**  
**STATEMENT**

## **1. OBJECTIVE**

Duly authorised by Council a resolution made in 2006, the Garden Route District Municipality (GRDM) hereby made public its intention to enter into a Municipal Public Private Partnership (Municipal PPP) with a private partner, willing to invest in the financing, design and construction of the Regional Waste Disposal Facility and thereafter operate and manage the proposed Garden Route Waste Disposal Facility for a period of ten (10) years. This will include the provision of a hazardous waste cell and management of hazardous waste, bulk transportation of waste, chipping of green waste, the crushing of building rubble and related works as well as alternative waste treatment technologies. The alternative waste treatment technologies will only be incorporated on a no additional cost basis to the Project.

The proposed Municipal PPP Agreement is for a period of more than three (3) years and impose financial obligations on GRDM for more than three (3) years, and because the right to finance, design, construct, operate and manage the GRDM Regional Waste Disposal Facility will vest in a Private Partner until the end of the agreement period after which the municipal function will revert back to the GRDM, the GRDM must therefore comply with Section 33 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (Municipal Finance Management Act); Regulation 6(2) of the Municipal Finance Management Act Municipal Public-Private Partnership Regulations published under Government Notice R309 in Government Gazette 27431 of 1 April 2005 (Municipal PPP Regulations), Section 4(3) of the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA) as well as Section 21A of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (Municipal Systems Act).

The objective of this Information Statement is to inform the community and any other interested parties and stakeholders of the proposed Municipal PPP agreement and granting of rights regarding the Project.

## 2. INVITATION

Members of the local community and any other interested parties are invited to submit to the GRDM comments or representations in respect of the proposed Municipal PPP Agreement and granting of the right to a Private Partner to perform the Project for a period of at least ten (10) years and seven (7) months.

The proposed Municipal PPP Agreement and an information statement summarising the GRDM's obligations in terms of the proposed contract can be inspected at the GRDM's head and satellite offices and the GRDM's local municipal libraries during the official hours of operation of these offices and libraries for a period of thirty (30) days from the date this notice is published.

## 3. PROCEDURE FOR GIVING COMMENTS

Any such comments or representations in respect of the proposed Municipal PPP agreement and the granting of the mentioned rights in terms of this agreement must be submitted in writing **before 12:00, 03 November 2019 in a sealed envelope clearly endorsed "STAKEHOLDER COMMENTS ON THE PROPOSED AGREEMENT FOR A MUNICIPAL PUBLIC PRIVATE PARTNERSHIP FOR THE DEVELOPMENT, DESIGN, FINANCE, MAINTENANCE AND OPERATION OF A NEW DISTRICT REGIONAL Waste Disposal Facility, INCLUDING ALTERNATIVE WASTE TREATMENT TECHNOLOGY BULK TRANSPORT AND RELATED WORKS FOR THE GARDEN ROUTE DISTRICT MUNICIPALITY IN THE MOSSEL BAY AREA"** and addressed to: Municipal Manager, GRDM, P.O. Box 12, George, 6530 and to be deposited in the Tender box in the foyer of the GRDM District Municipal Offices at 54 York Street, George. The following information is to be provided by individuals and / or organisations submitting comments and must be clearly stated in the submission.

Individuals	Organisations
Full names and surname	Full registered name of organisation
Identity number	Registration number
Full physical address	Physical address of organisation
Full postal address	Full postal address of organisation
Landline number	Full names and surname of person action on behalf of organisation
Mobile number	Identity number of person acting on behalf of organisation
Facsimile number	Position of person acting on behalf of organisation
E-mail address	Extract of resolution authorising person to act

Individuals	Organisations
	on behalf of the organisation in the matter
	Landline number
	Mobile number
	Facsimile number
	e-mail address

Written enquiries for clarification (not comments) can be directed to Mr Morton Hubbe e-mail: [morton@gardenroute.gov.za](mailto:morton@gardenroute.gov.za) and must be submitted at least five (5) working days before the closure date.

Any person who wishes to submit comments or representations in respect of the proposed contract who cannot write will be assisted by the GRDM Communication Section at 54 York Street, George.

## 4. PROJECT BACKGROUND

The GRDM is situated on the south-eastern coast of the Western Cape Province and comprises of the following local municipal areas, namely: Bitou Local Municipality (Bitou), Knysna Local Municipality (Knysna), George Local Municipality (George), Mossel Bay Local Municipality (Mossel Bay), Hessequa Local Municipality (Hessequa), Kannaland Local Municipality (Kannaland) and Oudtshoorn Local Municipality (Oudtshoorn). Bitou, Knysna, George and Mossel Bay are currently disposing their waste at the PetroSA landfill site, as it is not affordable and economically viable for each of these local municipalities to develop their own waste disposal facility. In addition, the Western Cape Department of Environmental Affairs and Development Planning has issued a directive that waste licences will no longer be issued for waste disposal facilities other than for regional waste disposal facilities which is to serve more than one local municipality. The design, construction, operation and management of a regional waste disposal facility is therefore required to replace the service currently being provided by the PetroSA landfill site, which is running out of landfill airspace at a rapid rate. PetroSA indicated that it would not provide waste disposal services to the GRDM local municipalities in future.

Local and district municipalities are assigned various powers and functions, as defined in Sections 156 and 229 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) (Constitution). The functions and powers as well as the division thereof between district and local municipalities are described in section 156(1) read with section 155(3)(c) of the Constitution and is given effect to in Sections 83 and 84 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) (Municipal Structures Act). Section 83 of the Municipal Structures Act

requires that a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its areas by:

- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;
- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Section 84(1)(e) and (p) of the Municipal Structures Act states the core functions of district municipalities are amongst others solid waste disposal sites, in so far as it relates to:

- the determination of a waste disposal strategy;
- the regulation of waste disposal;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district; and
- the imposition and collection of taxes and levies relating to the above-mentioned functions.

The GRDM, has endeavoured, within the framework of the legislation, to exercise its bestowed functions and powers to establish, operate and control (regulate) a regional landfill for the use of the GRDM local municipalities for the benefit of their respective local communities. Bitou, Knysna, George and Mossel Bay (the participating local municipalities) will be the initial participating local municipalities, and Hessequa, Kannaland and Oudtshoorn may join in the Project at a later stage.

The bulk municipal services to be provided in the case of this Project allows for the development of an equitable, accessible, effective, financially sustainable and environmentally sound waste disposal facility within the GRDM area of jurisdiction. The project also incorporates the provision of;

- a hazardous waste cell for the safe disposal of hazardous waste;
- bulk waste transportation;
- chipping of green waste;
- crushing of building rubble; and

- alternative waste treatment technologies but only if the alternative waste treatment technologies can be incorporated on a no additional cost basis.

The bulk waste transportation, chipping of green waste and the crushing of building rubble are elective services and can be elected by the respective participating local municipalities.

The GRDM aims to establish a regional waste disposal site that serves its area of jurisdiction and that fully complies with the Waste Licence conditions, the Minimum Requirements for Waste Disposal by Landfill document published by DWAF in 1998 (hereinafter referred to as the "Minimum Requirements"), and the National Norms and Standards for Disposal of Waste to Landfill (Regulation 636 published in Government Gazette No. 36784 of 23 August 2013) published under section 7(1)(c) of the National Environmental Management: Waste Act No. 59 of 2008. An Environmental Impact Assessment (EIA) has been performed for the proposed new regional landfill site to be situated within the Mossel Bay area of jurisdiction. Three potential sites were identified (near PetroSA, situated north-west along the R327 to Herbertsdale). The best option was selected, and the land has been purchased by the GRDM. It is furthermore prescribed that the landfill site must be managed in terms of national and provincial environmental legislation, regulations, norms and standards and policies and procedures as well as the associated best practices for the management of such facilities and associated services.

The envisaged Project includes bulk municipal services as defined in the Municipal Systems Act. Therefore, the provisions of Chapter 8 of the Municipal Systems Act apply. To ensure that the Project development process and that it can be delivered within the ambit of the law, the GRDM has performed an assessment in terms of the provisions of Chapter 8 of the Municipal Systems Act, more specifically Sections 76, 77 and 78.

Section 76 describes the mechanisms for municipal service delivery, which is divided into internal and external mechanisms. Section 77 describes the occasions when a municipality must review and decide on the appropriate mechanism to provide a municipal service in the municipality or a part of the municipality. These occasions are called "trigger events". Implementing a new municipal service is a "trigger event" in terms of the provisions of Section 77 of the Municipal Systems Act. The project is to include new bulk municipal services to be rendered by GRDM, hence the provisions of Sections 76 and 78 of the Municipal Systems Act were triggered.

Section 78 of the Municipal Systems Act describes the criteria and process for deciding on mechanisms to provide municipal services. When a municipality has in terms of Section 77 of the Municipal Systems Act to decide on a mechanism to provide a municipal service in the municipality or a part of the municipality, or to

review any existing mechanism, it must first undertake an internal mechanism assessment in terms of the provisions of Section 78(1) of the Municipal Systems Act on the internal mechanisms described in Section 76 of the Municipal Systems Act. The internal mechanism assessment to determine whether GRDM is to perform the municipal services of the Project themselves was completed in September 2011.

Based on recommendations made in the internal mechanism assessment report and in compliance with the Municipal Systems Act, the GRDM continued with the assessment of external mechanisms to provide it with the full spectrum of internal and external mechanism available to it. The applicable external mechanisms as described in Section 76 of the Municipal Systems Act were assessed in terms of the criteria provided in Section 78 of Municipal Systems Act. One of the external mechanisms available to GRDM and evaluated with respect to external delivery mechanisms was municipal service partnerships, where the Project is provided and operated on behalf of the GRDM by a private partner company for a specific agreement period.

The Municipal Systems Act Section 78(3) (external mechanisms) assessment was completed on 30 March 2012 tabled and approved at the GRDM Council meeting held on 30 May 2012. Based on the findings of the Section 78 external mechanism assessment and the powers and functions assigned to district municipalities, the GRDM has indicated their interest to enter into a Municipal PPP with a private partner, willing to enter into a long-term contractual arrangement with a private partner in respect of the proposed GRDM Regional Waste Disposal Facility Project. The arrangement will be for a defined contractual period as indicated above, after which all the Project facilities and assets are to be handed back to the GRDM.

The process of procuring a private party through a Municipal PPP is governed by Section 120 of the Municipal Finance Management Act as well as the Municipal PPP Regulations described above. As part of the regulation of the process, the South African National Treasury has issued specific requirements which must be addressed if a Municipal PPP is pursued. One of the primary requirements was to conduct a feasibility study for the proposed Garden Route Regional Waste Disposal Facility, which was done and approved by the GRDM Council taking cognisance of the views and recommendations of national and provincial treasury departments. The GRDM Council approved the feasibility study and next steps to procure a private party on 02 April 2013.

To give effect to the above GRDM Council resolution a competitive Municipal PPP procurement process as prescribed in Chapter 11 of the Municipal Finance Management Act, the Municipal PPP Regulations and the GRDM Supply Chain Management Policy with the aim of entering into a Municipal PPP Agreement for the execution of the Project was commenced. After finalisation of the two-stage

bidding process, a preferred bidder and a reserve bidder was selected and after their announcement, the final Municipal PPP agreement terms and conditions was negotiated.

## **5. SUMMARY OF PROCUREMENT PROCESS TO DATE**

On 29 August 2014 GRDM invited, on an open advertised basis, bidders in a Request for Qualification (RfQ) document to submit bids to be pre-qualified. Ten (10) submissions were received. Of the ten (10) submissions received, four (4) bidders were pre-qualified after assessment of their technical competencies. All four (4) bidders were considered as capable service providers from a technical perspective to execute a Project of this nature and extent.

The four (4) pre-qualified bidders were provided with a Request for Proposal (RfP) document, on 11 March 2015, in terms of which they were to provide proposals for the establishment of a regional waste disposal facility for the GRDM in the Mossel Bay area, including alternative waste treatment technology options and bulk waste transport, chipping, building rubble crushing and hazardous waste services.

A bidders' briefing was held on 17 and 18 March 2015 where all four (4) bidders were present. A presentation was made, and site visits were facilitated for all four (4) bidders.

The second bidders briefing was held on 19 June 2015. Three (3) of the four (4) bidders were present with the one (1) submitting an apology.

All questions raised in the bidder meetings or thereafter by any of the bidders, as well as the replies of GRDM thereto, were reduced to writing and embodied in seven (7) addendums to the RfP document. At close of tender on 31 July 2015, three (3) bids were received. The fourth company sent a letter prior to the RfP closing date to inform GRDM that they will not be submitting a bid.

A technical evaluation meeting was held on 08 September 2015. The three (3) Bidders were furthermore provided with an opportunity to present their proposals to the GRDM on 22 September 2015 at which time questions were put to these Bidders by the Bid Evaluation Committee where clarity on certain matters were required.

On 28 January 2016 a Treasury Views and Recommendations (TVR): IIB was requested but was not granted because of the budgetary non-commitment of the participating local municipalities to defray the unitary fee of the Project.

The matter was successfully addressed implementing amongst others the following strategies:

- A process was implemented to fast track the development and implementation of the GRDM: District Waste Management Policy.
- A process was implemented to fast track the implementation of the Eden District Municipality: District Waste Management By-Law, which was promulgated on 01 September 2017 in the Province of the Western Cape: Provincial Gazette Extraordinary 7818.
- GRDM and the transaction advisor went at length to explain to participating local municipalities their role in the process and the importance of having the regional waste disposal facility ready to receive waste upon the discontinuation of disposing of waste at PetroSA.
- GRDM implemented a Briefing Note process to endeavour to reduce the total cost of the Project.
- Budgetary provision commitments for the Project by the participating local municipalities and GRDM were finalised.
- The RfP document made provision for a selection of services that were separately priced and participating local municipalities were provided with the choice to elect services, which they did.

As mentioned above the GRDM embarked on a Briefing Note process to endeavour to reduce the total cost of the Project. Therefore, Addendum 8 followed by Addenda 9 to 12, were issued to the three (3) bidders to provide revised pricing by the 3<sup>rd</sup> of February 2017. All three (3) bidders responded within the allocated time. All the conditions of the original tender documentation, and any other official tender notifications and documentation as well as the original proposals submitted by the bidders, remained valid except for the amendments as addressed in Addenda 8 to 12.

## **5.1 EVALUATION CRITERIA**

The evaluation process was subject to the provisions of the Preferential Procurement Framework Policy Framework Act, 2000 (Act No. 5 of 2000) (PPPFA).

The GRDM's Supply Chain Management Policy, as well as the relevant regulations regarding the procurement and implementation of a Municipal PPP project, which requires other criteria, was also taken into consideration to determine the optimum value-for-money. This includes costs, prices, risk transfer, quantity, quality and general benefits to the GRDM. The optimum value-for-money consideration was covered as part of the functionality and price evaluations in terms of the PPPFA.

The selection of a preferred bidder was based on the comparison of the level of value-for-money; affordability; the transfer of technical, operational and financial risk



to the private party; Broad-Based Black Economic Empowerment; Project deliverability and general benefits to the GRDM with regards to the stated Project objectives.

This evaluation was conducted in the following categories:

- financial;
- legal; and
- technical.

## **5.2 EVALUATION COMMITTEES**

The evaluation process to identify a preferred bidder and reserve bidder followed the legislative prescribed process according to the Municipal Finance Management Act: Municipal Supply Chain Management Regulations published on the 30<sup>th</sup> of May 2005, the GRDM Supply Chain Management Policy and other relevant preferential procurement legislation and regulations.

## **6. BRIEFING NOTE PROCESS**

The objective of the Briefing Note Evaluation process was to assess the response of bidders to the Briefing Note documentation consisting of Addenda 8 to 12, which is a continuation of the bid evaluation process. The Briefing Note process gave rise to technical adjustments which in turn gave rise to adjustments in the financial modelling. As the outcome thereof had to be considered *inter-alia* to establish whether the responses to the Briefing Note by the three (3) bidders would influence the scores achieved in the technical, legal and financial evaluations in the bid evaluations report dated the 7<sup>th</sup> of October 2015, all three (3) bidders' responses were again evaluated with no change in the position of the three (3) bidders.

The Bid Evaluation Committee resolved on 27 October 2017 that Interwaste (Pty) Ltd be appointed as the preferred bidder and Averda (Pty) Ltd be appointed as the reserve bidder.

The revised TVR: IIB report was submitted to National Treasury and the Western Cape Provincial Treasury on 22 November 2017. Positive letters of support were received from National Treasury and the Western Cape Provincial Treasury on 28 March 2018 and 01 February 2018, respectively.

The bidders were advised on 09 April 2018 of the outcome of the adjudication process. All three (3) bidders accepted the adjudication outcomes. The invitation to negotiation letter was forwarded to the preferred bidder on 26 April 2018 and this

leads to the commencement of the negotiation process.

## **7. THE AGREEMENT**

### **7.1 KEY DRIVER**

The key drivers of the Municipal PPP agreement are the need to:

- secure private sector funding for the development of the Project;
- secure private sector capacity and expertise for the design and construction of the waste disposal facility and related facilities;
- secure focussed management for the operations and maintenance of the Project for the term of the agreement;
- be affordable to GRDM;
- transfer financial, operational and technical risk to the private party;
- obtaining value for money and ensuring affordability; and
- develop local skill in compliance with the regulatory requirements of the Project.

### **7.2 KEY OUTCOMES**

The key outcome sought is cost effective and efficient waste disposal service delivery by taking steps to ensure:

- specialised waste disposal, transportation, chipping and crushing as well as management services on an on-going basis which complies to all legislation, regulations and norms and standards; and
- asset preservation over the longer term.

### **7.3 SCOPE**

The scope of work addresses the financing, design, construction, operation and maintenance of the GRDM Regional Waste Disposal Facility, bulk waste transportation for George, chipping of green waste for George and Mossel Bay, building rubble crushing for George and Mossel Bay, safe disposal of hazardous waste and associated services and related works in the jurisdiction of GRDM. It includes capital infrastructure planning, development and provision.

The private partner will report directly to the GRDM and be paid by the GRDM. The private partner will have no engagement with the community.

## **7.4 TERM**

It is planned that the agreement will become effective 01 January 2020, or as soon thereafter as is procedurally possible.

The agreement term is for a period of at least 10 (ten) years (operations period) and seven (7) months (development period), taking into consideration the key drivers and outcomes sought, proposed risk transfer, the protection of the capital investment which will be made by the private partner for the benefit of all residents of the GRDM, and the desire to have local employees skilled and trained during the process.

## **7.5 RISK TRANSFER**

The GRDM will transfer the responsibility of the financing, design, construction, operation and maintenance of the GRDM Regional Waste Disposal Facility, bulk waste transportation for George, chipping of green waste for George and Mossel Bay, building rubble crushing for George and Mossel Bay, safe disposal of hazardous waste and associated services and related works to the private partner.

The private partner will be given the right of use and responsibility to operate and maintain the GRDM Regional Waste Disposal Facility and chipping of green waste, building rubble crushing for George and Mossel Bay, safe disposal of hazardous waste and associated services and related works in the jurisdiction of the GRDM during the agreement period. It will also have the obligation to safeguard the assets.

The GRDM will retain very limited financial risk and only as far as it relates to interest rate and exchange rate risk up to commencement date and fuel cost and annual Bargaining Council remuneration agreement risks throughout the Project. The technical and financial risk associated with planning for and executing infrastructure development regarding the Project will be transferred to the private partner.

The GRDM will be required to execute its oversight functions and regulatory role as the relevant authority, including setting of tariffs, policies and by-laws for waste disposal services delivery and once the Waste Disposal Facility is certified as ready to accept waste, to make monthly unitary payments to the private partner for the asset provided, management and services it is to provide for the duration of the agreement.

The agreement provides for annual planning, regular reviews and will provide for termination and step-in rights of the GRDM in the event of non-performance. The penalty regime, and dispute resolution procedures will incentivise the parties to work together to find solutions to any challenges that may arise during the term of the agreement.

## **7.6 REMUNERATION MODEL**

The private partner will be paid a monthly unitary fee to undertake the Project. The unitary fee for the provision of the general landfill site as well as for the operation of the general waste landfill site will reflect the costs reasonably associated with the rendering of the service, including the costs of financing (capital and interest), construction, operating, maintenance and administration costs. The unitary fee has a fixed and variable fee component where the variable fee is based on the measured value of the volume / tonnage of the waste transported and / or disposed of. The initial annual unitary fee (fixed and variable portion) is R 40 492 265.00 (excluding VAT) (including a rehabilitation fund contribution of R12.00 per tonne calculated at an estimated annual waste volume of 102 000 tonnes per annum (8 500 tonnes per month). This equates to R 396.98 (excluding VAT) per tonne. These amounts provide airspace for a 12-year period and an annual waste volume safety margin of 10% per annum (i.e. the available annual air space is 10% more than the 102 000 tonnes indicated above).

General waste disposal tariffs at the City of Cape Town Vissershok Landfill site, which handles much higher volumes than the GRDM Regional Landfill site, is R483.57 (excluding VAT) per tonne for the 2018/2019 municipal financial year.

It is therefore evident that the GRDM general waste disposal cost per tonne is very competitive and it complies with all the latest environmental requirements.

Penalties to the payment mechanism will be imposed where the performance does not meet the key performance indicators.

The provision of the hazardous waste facility, bulk waste transportation, chipping of green waste and the crushing of building rubble are all separately priced.

As indicated alternative waste treatment technologies will be implemented at no additional cost.

## **7.7 VALUE FOR MONEY AND AFFORDABILITY**

Based on the competitive bids received, the pass-through cost of the Municipal PPP agreement will be more than the current cost for waste disposal at the PetroSA Landfill for the initial participating local municipalities. The reason for this being that waste has been disposed of to date at a very favourable rate at the PetroSA waste disposal facility but this facility has now reached the end of its life. The current PetroSA rates also do not reflect any capital costs of construction or rehabilitative costs of the PetroSA site. In establishing value for money in the present legislative framework and licencing conditions, it is more relevant to compare the unitary payments due in terms of the Municipal PPP Agreement with other newly and

compliant waste disposal facilities. The unitary fee also includes the capital cost of a hazardous waste facility, which will lead to substantial saving to hazardous waste producers in the GRDM area as these wastes no longer have to be transported to Cape Town or Port Elizabeth. Further, the new GRDM Regional Waste Disposal Facility will be developed within the ambit of much stricter environmental legislation than was the case for existing waste disposal facilities.

Although there will not be a direct cost saving on the current operations and maintenance budget for waste management, there will be other benefits inclusive of:

- Skills development and retention;
- Assurance of supply of suitably designed and constructed airspace and protection of the environment;
- Operational optimisation – focussed management will optimise operations to ensure on-going effectiveness and efficiency;
- Asset preservation – the capital cost of the project will be significant, and it requires focussed management to ensure that the use of the assets is optimised; and
- The benefit of having a regional hazardous waste disposal facility.

The discussion under remuneration model above indicates that the rate per tonne is very competitive with other existing sites managed according to legislative requirements.

About affordability, the GRDM and the initial participating local municipalities budgeted accordingly for the expense associated with the transaction. An appropriate District Waste Management By-Law has also been implemented by GRDM to implement its powers and functions regarding the ownership and provision of a disposal facility and associated services.

## **7.8 IMPACTED EMPLOYEES**

The GRDM has no current staff directly associated with waste disposal, so no jobs will be lost as result of the Municipal PPP arrangement, and in fact several new employment opportunities during construction and ongoing operation and management will be created in the GRDM area as a result. Since GRDM will be responsible for the management of the Municipal PPP Agreement they will have to appoint a suitable project officer and if necessary additional support staff to fulfil this function.

## **8. CONTRACT MANAGEMENT**

One of the requirements of the PPP procurement process is to have a PPP Agreement Management Plan. Such a plan has been developed and will form an integral part of the Council approval and National and Provincial Treasury as well as line departments' Views and Recommendations process.

## **9. NEXT STEPS**

Members of the local community and other interested persons are invited to submit to the GRDM their comments or representations in respect of the proposed Municipal PPP Agreement and the granting of the right to manage the asset as set out above.

The GRDM will finalise the agreement with the preferred bidder and will solicit and receive the views and recommendations of stakeholders, including national and provincial Treasuries, national department responsible for local government (Department of Cooperative Governance and Traditional Affairs) and the Department of Environmental Affairs.

The agreement and all comments and views received relevant to the Municipal PPP Agreement will be assessed and included in the report to be presented to Council for the final decision as to whether to enter into the Municipal PPP Agreement.