Public Procurement Framework for the Municipal Procurement of Renewable Energy Assets

UK PACT

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SALGA
Inspiring service delivery

SEA SUSTAINABLE ENERGY AFRICA

About This Report

Public Procurement Framework Guide

May 2025

This guide supports South African municipalities in procuring renewable energy projects to reduce costs, enhance resilience, and contribute to a just energy transition aligned with national climate goals. It provides a practical framework covering legal, institutional, technical, financial, and procurement aspects necessary for successful municipal renewable energy implementation.

Developed through collaboration with South African municipalities and informed by international best practice, this guide draws on local legislation and stakeholder insights. It includes tools for readiness assessment, procurement planning, contracting, and financing, with a focus on community partnerships and inclusive ownership models.

This report was authored by **Itumeleng Morosele** and reviewed by **Sinawo Sigalelana**, both from **Sustainable Energy Africa**. It was developed under the **UK PACT (Partnering for Accelerated Climate Transitions**) programme in partnership with the **South African Local Government Association (SALGA)**, and other key stakeholders.

Disclaimer:

The content of this guide is provided for informational purposes only. While every effort has been made to ensure accuracy, Sustainable Energy Africa and its partners do not accept liability for any errors or omissions or for any loss or damage arising from the use of this information. Users should seek professional advice tailored to their specific circumstances.

Executive Summary

South Africa's electricity system is changing, with more municipalities looking to generate renewable energy. This shift is driven by the need to reduce bulk purchases, thus bringing down municipal costs; show leadership in support of national emissions reduction goals – or related local targets; and enable resilience during loadshedding. Furthermore, Just Energy Transition commitments emphasise the importance of a fair and inclusive transition that leaves no one behind, especially vulnerable and low-income communities. This prompts municipalities to explore potential renewable energy project partnerships with local communities to steer efforts towards affordable and reliable energy. Recent trends highlight the growing adoption of municipal generation for self-consumption through rooftop and ground-mounted solar photovoltaic systems. There are many models, depending on the goals of a municipality and municipalities face challenges in developing and implementing their own renewable energy projects.

This **Public Procurement Framework Guide** provides a comprehensive, step-by-step approach to help municipalities prepare for and successfully procure renewable energy projects. It offers practical tools, resources, and guidance on key areas, including:

- Understanding the legal and financial requirements.
- Developing institutional and technical readiness.
- Exploring community ownership of renewable energy.
- Navigating the procurement and financing process.

Insights from engagements with municipalities that have undergone the process reveal that building institutional readiness is the cornerstone of effective renewable energy procurement. Municipalities must, amongst others:

- Clearly define their motivations for undertaking renewable energy projects.
- Secure political and management support.
- Develop adequate capacity and acquire the right skills.
- Ensure financial viability to self-fund projects or secure external funding.

To support this process, the guide also includes templates for contracts and funding guidance to help municipalities implement renewable energy projects efficiently. By following this framework, municipalities can strengthen their readiness and drive successful renewable energy projects that contribute to a more resilient and sustainable energy future.

Table of Contents

Executive Summary 3

Table of Contents 4

Public Procurement Framework Guide Objectives 5

Background 6

Legal and Regulatory Framework 8

Section 1: Municipal Own Generation 'Readiness' Evaluation Criteria 9

Section 2: Building Institutional Readiness 12

2.1. Renewable Energy Policy 13

2.2. Integrated Development Planning 14

2.3. Strategic Electricity and Energy Planning 15

Section 3: Feasibility Process 16

Section 4: Procurement Process 18

Section 5: Project Financing 23

Resources 24

Public Procurement Framework Guide Objectives

This Public Procurement Framework Guide was developed as part of the UK PACT-funded, South African Local Government Association (SALGA)- led Municipal Own Generation Programme, to support South African municipalities in procuring renewable energy projects. It is in response to the need to build the technical, legal, and financial capacities of local government to harness renewable energy.

The Guide was developed in a 'learning by doing' collaboration with three South African municipalities. Additionally, it was fed into by international best practices and insights from South African municipalities that have implemented renewable energy generation projects.

The Guide –

- outlines legislative frameworks for municipal own generation in South Africa,
- outlines elements necessary to build technical and financial institutional readiness as a steppingstone to successful procurement,
- offers holistic solutions to address common challenges associated with the procurement process,
- identifies the various funding avenues available for municipal renewable energy projects, and
- offers a set of contracting templates and guidelines for the procurement process.

Background

Municipal Own Generation refers to electricity generation projects that are owned and operated by a municipality, typically using renewable energy sources like solar PV. These projects fall under the broader category of **Social Ownership**, as the assets are owned on behalf of the public and intended to serve public needs (see Figure 1). Municipalities, as government closest to the people, are well-placed to drive local renewable energy generation, leading inclusive energy transitions at the local level.

Social ownership refers to "a wide diversity of ownership models, including state ownership at different levels (for example, municipalities), employee ownership, co-operative ownership, citizen ownership of equity in private companies or vehicles, individual ownership, and collective ownership (and management)."

(National Economic Development and Labour Council, 2022, p.21)

In South Africa, municipalities can have dual roles: as electricity customers and as electricity utilities. The distinctions, motivations and level of engagement with renewable energy are detailed in Table 1 on the next page.

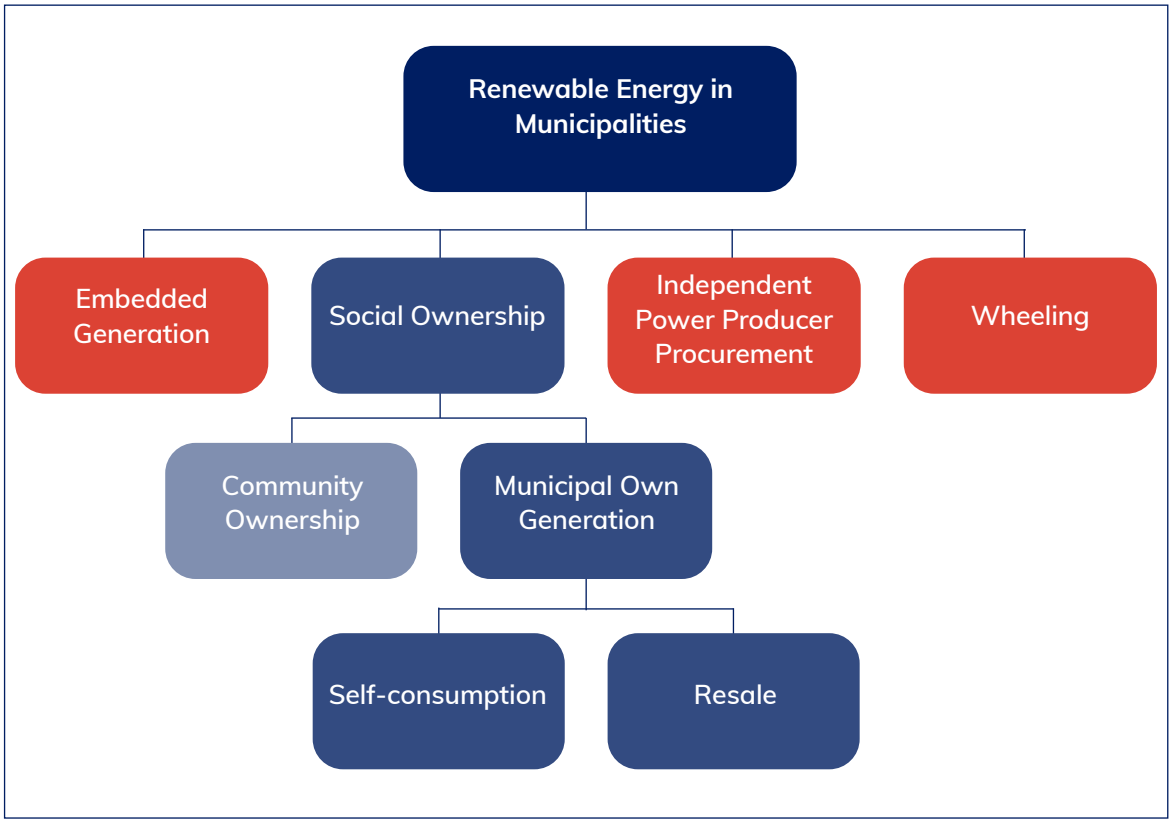

Figure 1: Overview of municipal engagement with renewable energy

Table 1: Municipal engagement with renewable energy

	Engagement with renewable energy	Motivation
Municipality as an electricity customer The municipality purchases electricity from the national grid, from Eskom or Independent Power Producers, to meet the energy demand of customers.	Own consumption on municipal building / facility	Offsetting consumption. Reducing bulk purchases, thus bringing down municipal costs. Leadership in the energy transition (local responses to climate change).
	Own consumption for municipal facilities - mini utility scale to meet demand (with Battery Energy Storage System)	Resilience for key services during loadshedding. Reducing Notified Maximum Demand.
Municipality as a utility The municipality owns and operates the local distribution system, responsible for the distribution, maintenance, and sometimes generation of electricity.	Own generation for resale – commercial production of energy	Contribution to national capacity. Price buffering for future potential market price volatility.
	Own generation for energy resilience	Investing in own generation capacity for load shedding management[1]

1 As with the City of Cape Town Steenbras Pumped Storage Scheme where the municipality's system generates electricity during peak times or during high stages of load shedding.

Legal and Regulatory Framework

Table 2: Legal and Regulatory Framework for municipal own generation

Regulation / Policy	
Constitution of RSA, 108 of 1996	Sets out the powers of municipalities in Sections 156 (Powers and Functions of Municipalities) and 229 (Municipal Fiscal Powers and Functions) as read with Schedule 4 Part B and Schedule 5 Part B.
Municipal Systems Act, 32 of 2000 (MSA)	Defines the role of municipalities as service providers and assigns to municipalities the right to determine the service provider that will distribute electricity in their boundaries. It further provides the mechanisms for the provision of municipal services by an external party through service delivery agreements. Requires municipalities to follow integrated development planning (IDP) and service delivery planning. Municipal own generation must be aligned with the IDP and must align with the municipal Integrated Energy Plan and energy strategies. It further requires that new energy generation follow the process outlined in Section 78 of the Act, including feasibility studies and stakeholder engagement.
Municipal Systems Finance Management Act, 56 of 2003 (MFMA)	Outlines conditions for municipal spending on capital projects, including appropriation in the annual budget, approval by council, and confirmation of funding sources. It further provides conditions and processes for municipalities to enter contracts imposing financial obligations for longer than three years. Municipal own generation projects involving capital investment or power purchase agreements (PPAs) must follow MFMA procurement procedures. Section 33 of the Act requires National Treasury oversight when entering long-term contracts with financial implications.
Electricity Regulations Act, 4 of 2006 (ERA) Electricity Regulations Amendment Act, 28 of 2007 (ERAA)	Provides the electricity distribution mandate and authority functions to municipalities. Municipalities are given the right to develop policies, draft by-laws, set tariffs, decide how electricity services are provided and regulate provision of these services. It requires any entity generating or trading electricity to obtain: – a generation licence, unless exempted, and – permission to operate within the broader national electricity system, including compliance with codes and standards. ERAA makes provision for the unbundling of Eskom and participation of the private sector in the electricity Wholesale market.

Regulation / Policy	
New Generation Regulations, 2011 (published as GNR. 399 in Government Gazette No. 34262, 4 May 2011)	Provides guidelines for the procurement of new generation by organs of state including from Renewable Energy sources, and requirements for Power Purchase Agreements.
Licensing Exemptions under Schedule 2 of the ERA (2022)	Outlines exemptions for the licensing of certain generation facilities. Municipal own generation projects under 100MW that are: – not connected to the national transmission system, and – intended for own use or sale to a single customer via wheeling may qualify for this exemption **but must be registered with the National Energy Regulator of South Africa (NERSA).**
NERSA Guidelines	The NERSA is responsible for registering generation projects, approving tariffs, and issuing generation licenses. Municipalities must engage with NERSA to: – register exempt projects, – approve proposed retail electricity tariffs, and – ensure alignment with the Electricity Pricing Policy and Cost of Supply guidelines.

Municipal Own Generation 'Readiness' Evaluation Criteria

Evaluating municipal readiness is a crucial first step in the municipal own generation lifecycle. It must first be established what a municipality hopes to achieve through 'own generation' and whether a municipality is in a viable position to develop and implement a renewable energy project considering capacity, technical, legal, and financial constraints.

The proposed indicators of municipal readiness for renewable energy projects are outlined in Figure 2 below.

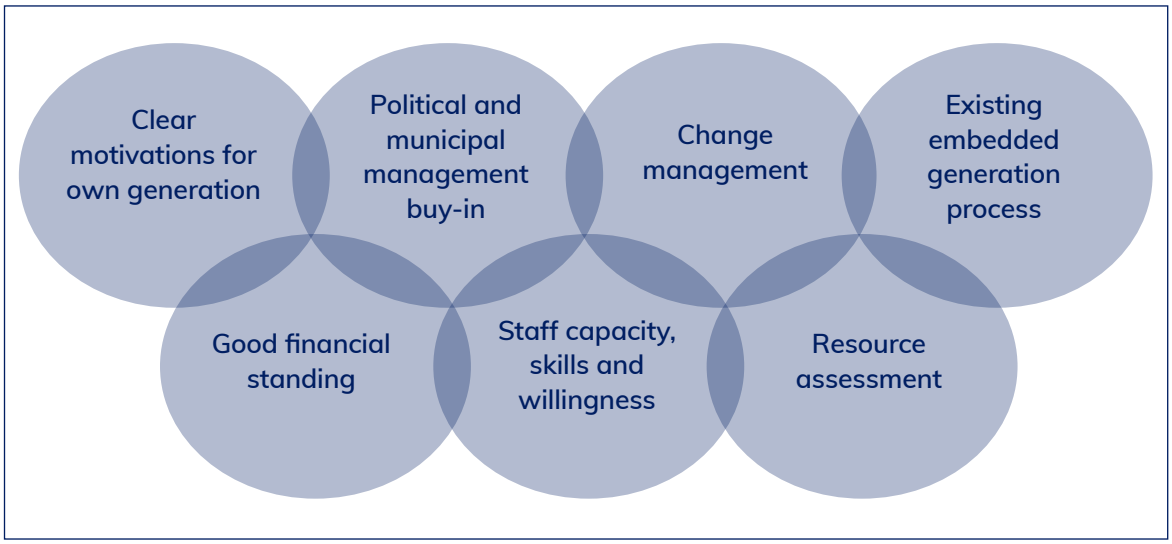

Figure 2: Indicators of municipal readiness for renewable energy projects

i. Clear motivations

Why does the municipality want to generate its own electricity?

This allows for the determination of the appropriate approach, such as the size of the system and the availability of resources to implement the project. Motivations may vary from offsetting their own consumption to reduce electricity costs and demonstrate climate leadership - *as an electricity customer*; to reducing reliance on Eskom (i.e., varied sources of supply) and building resilience in the wake of loadshedding and / or even Load Management towards reducing peak and offering customers a lower cost service – *as a utility.*

ii Financial stability

Can the municipality fund the project or secure external funding?

Efforts should be directed towards achieving financial viability **before** the development of renewable energy projects.

A municipality should ideally:

- ensure optimum revenue collection and management of Eskom bills, and
- have energy losses not exceeding 12% or have processes in places to reduce and maintain the energy losses (as per the National Energy Regulator of South Africa Cost of Supply Framework and Pricing Methodology for Electricity Distributors in South Africa, 2023).

iii Political and municipal management buy-in

Is there alignment across municipal departments?

Ensure that all levels of management across all municipal departments have been consulted on and agree on the implementation of renewable energy. This reduces potential pushbacks from critical stakeholders, hindering project success.

As these are long-term projects, with long payback periods on investment and long contracts, it is vital that political commitments are properly recorded in council decisions.

iv Staff capacity and willingness to undertake work

Are there skilled personnel to manage the project?

Ensure that the current staff complement is both sufficient and skilled to undertake work associated with the project. If under-capacitated, are there plans to hire or outsource additional capacity?

v Change management

Is the municipality ready to adapt procurement and operational processes?

Given the complex nature of own generation projects, ensure that there are measures in place and staff willingness to accommodate and manage changes to current methods and practices. Existing municipal contracting approaches such as General Conditions of Contract (GCC) for public procurement may not always be sufficient to minimize municipal risk when procuring renewable energy assets. Bespoke GCC or alternative contracting approaches and the introduction of new job titles in the municipal organogram may be required.

vi Resource assessment

Is there enough space, network capacity, and infrastructure?

Ensure that all essential elements are available and capable of accommodating the planned project. In the procurement of solar photovoltaic (PV) assets, is there available rooftop space and / or municipal land to establish a facility? Equally crucial is an assessment of the network and its capacity to accommodate the integration and penetration of renewable energy.

vii Existing embedded generation processes for network integration of renewable energy, e.g. small-scale embedded generation.

Is there awareness of processes and requirements for the integration of embedded generators on the network and potential impacts?

These pre-requisites for embarking on own generation projects are essential for building in-house readiness and capacity for successful procurement. An ideal municipal own generation project implementation environment is one with:

- good revenue collection,
- relatively low energy losses,
- capable staff to lead,
- available resources, and
- a well-maintained network infrastructure to house additional capacity.

Section 2

Building Institutional Readiness

2.1. Renewable Energy Policy

What is a Renewable Energy Policy?

A Renewable Energy Policy is a set of guidelines, principles and rules created to promote the use of renewable energy sources. Within a municipality, the Policy serves to outline the motivation – why the municipality wishes to engage with renewable energy development – and the various approaches it will take to achieve this, such as the renewable technologies that it intends to adopt. It should ensure consistency in approach, identify responsibility for enforcing the policy and manage any potential risks.

Additionally, it displays commitment to creating sustainable and resilient municipalities, harnessing environmental and socio-economic benefits presented by renewable energy technologies. This clear statement of intent provides comfort to potential investors and community groups.

Why develop a Renewable Energy Policy in municipalities?

- Emphasise municipal commitment to national climate change mitigation efforts by diversifying the electricity mix
- Create and encourages the development of an enabling environment for the development and implementation of renewable energy projects
- Boost internal and external investment in renewable energy projects
- Ensure municipal management and public support in renewable energy project development through extensive stakeholder engagement

A template Renewable Energy Policy[2] has been developed for use by municipalities. It includes guiding principles, plans and processes for own generation, small-scale embedded generation, embedded generation for systems larger than 1MW, electricity wheeling, municipal IPP procurement, and Just Transition commitments.

2 Visit **https://www.sseg.org.za/** to access the template Renewable Energy Policy

2.2. Integrated Development Planning

What is an Integrated Development Plan?

The Integrated Development Plan (IDP) is the strategic planning instrument that guides and informs all planning, budgeting, management and decision-making. The IDP goes through rigorous stakeholder engagement to ensure that the needs of communities are addressed through future development plans.

Why incorporate renewable energy projects into municipal IDP?

- An opportunity to present projects to stakeholders and ensure buy-in. Furthermore, establish the importance and benefits of implementing renewable energy projects.
- Motivate the upfront capital costs associated with renewable energy projects
- Ensure resource allocation for project implementation.

Once in the IDP, it is necessary to ensure that projects included in the IDP make their way into the Service Delivery and Budget Implementation Plan (SDBIP).

2.3. Strategic Electricity and Energy Planning

What is Strategic Electricity and Energy Planning?

Strategic energy planning is a vital element of sustainable development, playing a critical role in achieving long-term economic growth, environmental sustainability, and social well-being.

The aims of an Electricity and Energy Plan are to:

- Empower municipalities to deliver reliable, cost-effective energy that is both sustainable and environmentally friendly.
- Establish long-term energy vision and mission, along with clear goals and targets aimed at increasing energy capacity, enhancing grid resilience and strengthening, and boosting energy efficiency.
- Speak to the implementation of policies and regulations that support the municipality's energy vision and mission and encourage innovation and technology transfer.
- Encourage the reduction of greenhouse gas emissions through expanding renewable energy use, thus improving air quality, bolstering energy security, and generating jobs and economic opportunities within the renewable energy sector.

- Enhance the resilience of local communities to energy disruptions.

Energy strategies need to be evidence based. The key technical studies for the development of energy strategies in municipalities include:

- determining the energy baseline,
- undertaking needs and resource assessments, and
- developing energy plans with associated projects (such as own renewable energy) **to achieve a least-cost and socially just energy mix.**

These studies must provide a broad direction for the municipality within which specific projects can be selected for implementation.

Feasibility Process

What is project feasibility?

Once a municipality has identified an own generation project listed in its energy plan and a part of the modelled future least-cost municipal energy mix, a feasibility exercise may commence. The purpose of a feasibility study is to:

- Determine the viability of a project considering legal, environmental, technical, and financial factors.

Regulation 5(3) of the 2020 Amendment of Electricity Regulations on New Generation Capacity (2011) states that a feasibility study must be conducted for the procurement of new generation capacity. These studies are a requirement for utility scale generation projects, especially when external funding is being sought.

Proposed Feasibility Process

Elements proposed in the National Treasury PPP Manual were utilized to develop a customized municipal own generation feasibility process (Figure 3 and Table 3).

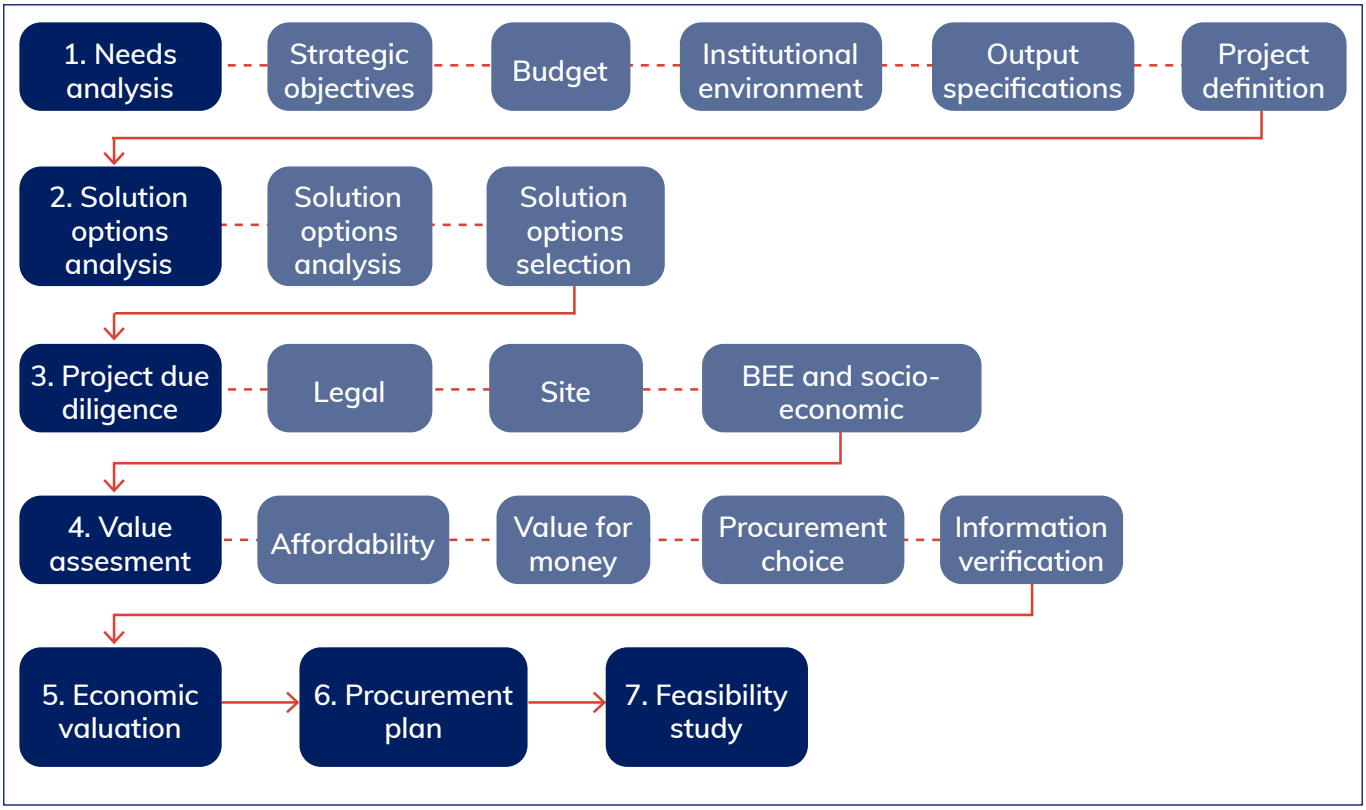

Figure 3: Proposed Feasibility Process

Table 3: Feasibility Process elements

Feasibility Study Element	Purpose
Needs Analysis	***What problem does the project solve?*** Gives definition to the proposed project, preparing the way for the solution options analysis in Stage 2, which explores the range of possible solutions to meeting the identified needs. Refer to Table 1 and Section 1 on municipal motivations.
Solutions Options Analysis	***What are the best technical and financial choices?*** Sets out the range of possible technical, legal and financial options for delivering the required service to the output specifications, allowing the institution to weigh up the options and make a choice.
Project Due Diligence	***Have all potential risks and challenges been assessed?*** Aims to uncover any issues in the preferred solution option that may significantly impact on the proposed project.
Value Assessment	***Does the project provide the best value for money?*** It enables the institution to determine whether the chosen procurement method is the best procurement choice for the project.
Economic Valuation	***Is the project cost-effective?*** Testing the economic viability of the project. Given our national commitments to a just energy transition, this should include the socio-economic and local economic and environmental benefits.
Procurement Plan	***Does the municipality have the capacity and budget?*** To demonstrates that the municipality has the necessary capacity and budget to undertake the project.

Procurement Process

What is the Procurement Process?

The procurement process follows the conclusion of the project feasibility exercise and aims to demonstrate that the municipality has the necessary capacity and budget to undertake the procurement of the renewable energy assets. It involves acquiring the goods, services and works needed to complete the project. The Municipal Service Delivery and PPP Guideline stipulate that a procurement plan must contain at least the following:

- A **project timetable** for the key milestones and all approvals which will be required for project implementation.
- Confirmation that **sufficient funds** in the municipality's budget are available.
- A list of any **potential challenges to the project** and a discussion on how these will be addressed by the project team and adviser.
- The **best procurement practice and procedures** suited to the project type and structure. This should include any municipal policy relating to local procurement and/or preference for social or community products or services.
- The **governance processes** to be used by the municipality in its management of the procurement, especially regarding decision-making.
- The **project stakeholders** and the extent of their involvement in the external option.
- The **project team** with assigned functions.
- **Categories of information** to be made available to bidders and how such information will be developed.
- A list of **required approvals** from within and outside the municipality.
- A **Gantt chart of the procurement process**, including all approvals and work items necessary for obtaining these approvals (for procurement documentation as well as, for example, the land acquisitions and environmental studies to be procured by the municipality).
- **Contingency plans** for dealing with deviations from the timetable and budgets.
- The **bid evaluation** process and teams.
- An appropriate **quality assurance process** for procurement documentation.

- The means of establishing and maintaining an appropriate **audit trail** for the procurement.
- Appropriate **security and confidentiality systems**, including confidentiality agreements, anti-corruption mechanisms, and conflict of interest forms to be signed by all project team members.

Equally important is the consideration of Just Energy Transition commitments to promote local and community-based renewable energy projects. This includes initiatives where communities collectively invest in and own renewable energy systems to provide environmental and economic benefits to its people. Community-Municipal partnerships can be useful for scaling up renewable energy to build local ownership and long-term sustainability. Examples of these partnerships include:

Key elements of the Just Energy Transition:

- **Decarbonisation**
- **Job creation & economic diversification**
- **Social inclusion & equity**
- **Governance & participation**

- **Co-development of projects** – combining community and municipal ownership where the municipality provides infrastructure and resources (like land and grid access) and the community invests via a cooperative or trust and helps in the management and operation of the asset.
- **Public-Community-Partnerships** – the community and municipality formally partner for shared ownership and risk. This ensures that the municipality gets clean electricity while building local economic development.
- **Local Energy Policy and Procurement Frameworks** – such as allowing the wheeling or export of electricity to the municipal grid.

Contracting Models for Municipal Own Generation

Three contracting models can be considered for municipal own generation procurement, namely:

1. Build-Own-Operate-Transfer (BOOT)
2. Build-Transfer-Operate (BTO)
3. Design-Build-Operate (DBO).

Table 4: Contracting models for municipal own generation procurement

BOOT	BTO	DBO
Contractor designs, constructs, and operates the facility.	Contractor designs and builds the facility.	Contractor designs, builds, and operates the facility.
The Contractor finances the project.	The Municipality finances the project.	The municipality finances the project.
Ownership transfers from the Contractor to the municipality at the end of the contract (i.e., at the end of operation)	Ownership transfers from the Contractor to the municipality at the end of the contract construction period, and the Contractor operates the asset at a fee.	The municipality retains ownership of the facility throughout the duration of the contract.

Municipalities are often keen to explore Public-Private Partnerships (PPP) under the BOOT model for reasons including:

- Not having to carry the burden of securing funding for the project.
- Shifting all risks associated with planning, financing, operating, and maintaining the facility to the Contractor.

However, note the common challenges encountered with pursuing a PPP for own generation projects:

- Limited exploration within the municipal space
- High likelihood of being blocked by trade unions
- High costs for a Contractor to assume all risks
- Time consuming to manage and monitor

To reduce risks associated with the construction and operation of the own generation asset, the DBO contracting model is proposed for the following reasons:

- A single contractor to design, build, and operate the asset ensures that they (the DBO Contractor) remain liable for any defects that may arise during facility operation
- Makes way for simplified operations throughout the facility's life
- Reduces the load of handling and managing multiple contracts for the facility, especially when there are municipality capacity constraints

Contracting Templates

Under the Programme, municipalities are provided the following contracting templates[3] for the procurement of own generation assets:

1. A DBO Contract - FIDIC Conditions of Contract for Design, Build and Operate Projects (Gold Book), as amended by the particular conditions
2. An Engineering, Procurement and Construction (EPC) Contract - FIDIC conditions of contract for EPC/Turnkey Projects (Silver Book) as amended by the Particular Conditions
3. An Operation and Maintenance (O&M) Contract - General Conditions (National Treasury, Government Procurement: General Conditions of Contract), as amended by the special conditions

Why FIDIC?

Municipalities commonly utilise the General Conditions of Contract (GCC) form for engineering and construction work contracts. For the execution of own generation projects, the Fédération Internationale des Ingénieurs-Conseils ("FIDIC") Conditions of Contract are the most ideal and were utilised for both the DBO and EPC contracts as they:

- provide a clear framework for managing the project, which reduces the risk of disputes and misunderstandings between the parties (i.e., the Municipality and Contractor).
- ensure that the project is completed on time and within budget because the contract outlines the timeline and cost of the project.
- anticipate and cater for numerous scenarios that are commonly present or most likely to arise in the execution of own generation projects.

3 Visit **https://www.sseg.org.za/** to access the contracting templates

Table 5: Contracting templates developed for municipal own generation procurement

DBO Contract	EPC Contract	O&M Contract
FIDIC Gold Book Contract conditions for new, built-from-scratch projects.	FIDIC Silver Book / Turnkey Contract conditions.	National Treasury, Government Procurement: General Contract conditions.
Single contracting entity (DBO Contractor) to design, construct and operate asset over an agreed period.	EPC Contractor fully responsible for the design, engineering and construction of the facility, while the municipality is not involved in day-to-day project management.	For when a municipality decides to procure its own generation asset by using an EPC Contract.
Asset transferred to municipality at the end of operational period.	Asset transferred to the municipality at the end of construction for operation and maintenance.	The municipality pays the operator a fee for operation and maintenance services.

Note that DBO contracts would likely work better for larger, utility-scale projects where a Contractor is assigned to operate and maintain the asset, whereas EPC and O&M contracts would be ideal for smaller systems where the municipality is able to assume operation and maintenance responsibility until the asset's end-of-life.

Project Financing

Financing own-generation projects presents a significant challenge for municipalities. The procurement of renewable energy assets is highly capital-intensive, often making self-funding unfeasible, particularly for utility-scale generation. As a result, municipalities frequently turn to external financing mechanisms to partially or fully fund these renewable energy initiatives.

Municipal own generation projects can be funded through:

- municipal budget allocation
- external funding (donor funding and loans)
- a combination of both

Municipal Coffers

Municipal budget allocation for the procurement of own generation projects requires a strong financial standing and a well-maintained balance sheet. As outlined in Section 1, municipalities must optimize revenue collection, effectively manage debt, and implement plans to reduce energy losses.

External Funding or Public-Private Partnerships (PPPs)

Where a private entity shares costs and risks of procuring renewable energy assets.

A memorandum[4] has been produced to address funding concerns for own generation projects. The document outlines viable financing structures for municipalities, potential funders to be approached, and the legal framework governing municipal funding.

4 Visit **https://www.sseg.org.za/** to access the memorandum regarding financing structures

Resources

These resources[5] are designed to complement the PPF Guide, providing additional support to municipalities in procuring their own generation assets.

1. DBO Contract - FIDIC Conditions of Contract for Design, Build and Operate Projects (Gold Book), as amended by the conditions
2. Engineering, Procurement and Construction (EPC) Contract - FIDIC conditions of contract for EPC/Turnkey Projects (Silver Book) as amended by the Particular Conditions
3. Operation and Maintenance (O&M) Contract - General Conditions (National Treasury, Government Procurement: General Conditions of Contract), as amended by the special conditions
4. Municipal Own Generation Legal Landscape Report
5. Memorandum on Financing Structures and Potential Funders

5 Visit **https://www.sseg.org.za/** to access the Public Procurement Guideline Resource Pack