



MUNICIPAL COUNCIL OF MBABANE

REQUEST FOR INFORMATION (RFI)

Finance, Build, Operate and Transfer (FBOT)

**Development of an Integrated Waste Management Facility
Including Sanitary Landfill Cell 2**

Reference No.: RFI 01-2026/2027

P.O. Box 1
Mbabane
Eswatini

Website: www.mbabane.org.sz

Email: tenders@mbabane.org.sz

Issue Date: 05th October 2026

Closing Date: 05th January 2027; 12:00



Confidentiality Notice

This Request for Information (RFI) is issued solely for the purpose of conducting market sounding and obtaining information from interested organisations regarding the proposed Finance, Build, Operate and Transfer (FBOT) development of Sanitary Landfill Cell 2 at the Municipal Council of Mbabane. This document does not constitute an invitation to tender, request for proposals, or offer capable of acceptance. Participation in this RFI process is entirely voluntary and will not create any contractual relationship between the Municipal Council of Mbabane and any respondent.

Table of Contents

1. INTRODUCTION.....	4
1.1 Purpose of this Request for Information	4
1.2 Objectives of the RFI	4
1.3 Intended Respondents.....	5
2. BACKGROUND	6
2.1 Municipal Profile	6
2.2 Existing Waste Management System	6
2.3 Municipal Solid Waste Profile	7
2.4 Existing Landfill Facility.....	7
2.5 Need for Landfill Cell 2	8
3. PROJECT OVERVIEW	8
3.1 Project Description.....	8
3.2 Project Vision	9
3.3 Project Objectives	9
4. PROJECT COMPONENTS.....	10
4.1 Landfill Cell 2 Construction	10
4.2 Liner System.....	11
4.3 Leachate Collection and Management	11
4.4 Stormwater Management	11
4.5 Landfill Gas Management.....	12
4.6 Internal Roads	12
4.7 Weighbridge.....	12
4.8 Administration and Operations Centre.....	12
4.9 Environmental Monitoring Infrastructure.....	13
4.10 Resource Recovery Facilities	13
5. PROPOSED PUBLIC-PRIVATE PARTNERSHIP (PPP) STRUCTURE	14
5.1 Preferred Delivery Model.....	14
5.2 Indicative Roles	14



5.3 Concession Period.....	14
6. COMMERCIAL STRUCTURE AND INVESTMENT OPPORTUNITY	15
6.1 Investment Opportunity.....	15
6.2 Possible Revenue Sources.....	15
7. FINANCIAL STRUCTURE	17
7.1 Financing Sources	17
7.2 Financial Information Requested	17
7.3 Government Support	18
8. MARKET QUESTIONS.....	18
9. ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) CONSIDERATIONS.....	19
10. RISK ALLOCATION	20
11. INFORMATION REQUESTED FROM RESPONDENTS	21
11.1 Company Information.....	21
11.2 Company Profile.....	21
11.3 Relevant Experience	21
11.4 Financial Capacity.....	21
11.5 Technical Capacity	22
11.6 Local Participation.....	22
12. SUBMISSION REQUIREMENTS	22
13. EVALUATION OF RESPONSES	23
14. INDICATIVE PROCUREMENT ROADMAP	24
15. DISCLAIMER	24
APPENDICES	25



1. INTRODUCTION

1.1 Purpose of this Request for Information

The Municipal Council of Mbabane (MCM) invites responses from experienced private sector organisations, infrastructure developers, engineering firms, waste management specialists, technology providers, investors, consortiums and development finance institutions regarding the development of an integrated waste management facility under a Finance, Build, Operate and Transfer (FBOT) Public-Private Partnership (PPP). While the immediate priority is the development of Sanitary Landfill Cell 2, the Municipality also seeks innovative waste management technologies and alternative treatment solutions that improve sustainability, resource recovery, operational efficiency and circular economy outcomes.

The purpose of this Request for Information (RFI) is to undertake a structured market sounding exercise to better understand the level of market interest, technical capability, financing options, commercial considerations, operational approaches, and innovative technologies available for the successful implementation of this strategic infrastructure project.

The Municipality recognises that the successful delivery of modern waste management infrastructure increasingly depends on effective collaboration between the public and private sectors. Through this RFI, MCM seeks to engage potential partners early in the project development process to ensure that future procurement is informed by current market practices, technological advancements, investor expectations, and sustainable financing models.

This RFI is intended to provide industry participants with sufficient information regarding the proposed project while enabling the Municipality to gather valuable feedback that will inform subsequent project preparation, feasibility assessment, PPP structuring, and procurement documentation.

Participation in this RFI does not constitute prequalification, nor does it confer any advantage or disadvantage in any future procurement process.

1.2 Objectives of the RFI

The objectives of this exercise are to:



- assess private sector appetite for participation in the development of Sanitary Landfill Cell 2;
- obtain information on innovative financing mechanisms suitable for municipal waste infrastructure;
- understand commercially viable Finance, Build, Operate and Transfer (FBOT) structures;
- identify appropriate engineering solutions and operational models;
- assess market views regarding project risks and preferred risk allocation;
- obtain information regarding concession structures and contract durations;
- identify opportunities for resource recovery and circular economy initiatives that maximise resource recovery and minimise landfill dependency.;
- explore opportunities for landfill gas recovery and renewable energy generation;
- understand investor expectations regarding revenue streams and cost recovery;
- obtain recommendations on procurement approaches that maximise competition and value for money;
- identify opportunities for local participation, skills transfer, employment creation and enterprise development.
- Identify innovative waste treatment and disposal technologies suitable for the Municipality which include waste-to-energy, anaerobic digestion, mechanical-biological treatment and advanced recycling technologies.

1.3 Intended Respondents

Responses are invited from organisations with demonstrated experience in one or more of the following areas:

- Municipal solid waste management
- Sanitary landfill design and construction
- Landfill operation and maintenance
- Public-Private Partnerships (PPP)
- Infrastructure finance
- Development finance institutions (DFI)
- Environmental engineering
- Geotechnical engineering
- Renewable energy
- Landfill gas utilisation
- Waste-to-energy technologies
- Recycling and resource recovery
- Composting operations
- Environmental consulting
- Transaction advisory services



Consortium submissions are encouraged where organisations possess complementary expertise.

2. BACKGROUND

2.1 Municipal Profile

The Municipal Council of Mbabane (MCM) is the local authority responsible for providing municipal services within the City of Mbabane, the capital city of the Kingdom of Eswatini. As the country's principal administrative and commercial centre, Mbabane continues to experience steady urban growth, increasing commercial activity, and rising demand for municipal infrastructure and environmental services.

The Municipality is mandated to provide sustainable waste management services that protect public health, conserve the environment, and promote economic development. These responsibilities include waste collection, transportation, recycling initiatives, public space cleansing, environmental health services, and the operation of the municipal sanitary landfill.

The Municipality currently provides waste management services to approximately 62,000 residents, together with government institutions, commercial establishments, industries, educational facilities, healthcare institutions, and other waste generators within the municipal area. Population growth of approximately 1.8% per annum, combined with continued urbanisation and economic expansion, is expected to increase municipal solid waste generation significantly over the coming decades.

2.2 Existing Waste Management System

The Municipal Council currently operates an integrated municipal waste management system comprising:

- Door-to-door waste collection services;
- Communal skip collection services;
- Commercial waste collection;
- Street sweeping and public cleansing;
- Waste minimisation programmes;
- Community recycling initiatives;
- Buy-back recycling centres;
- Green waste composting programmes;
- Public awareness and environmental education initiatives;
- Operation of the Mbabane Sanitary Landfill.

The Municipality continues to promote waste reduction, reuse and recycling in accordance with national environmental objectives and the principles of the circular economy. Existing recycling programmes include recovery of paper, plastics, metals,



glass, used oil and organic waste through partnerships with communities, schools, businesses and private recyclers.

Despite these initiatives, landfill disposal remains the primary method of municipal solid waste management, making the continued availability of compliant landfill airspace critical to maintaining uninterrupted municipal services.

2.3 Municipal Solid Waste Profile

The Municipal Council of Mbabane has undertaken a Waste Wise Cities Tool (WaCT) assessment to establish a baseline of municipal solid waste management performance. The assessment provides valuable information regarding waste generation, collection efficiency, controlled disposal and resource recovery, which informs the planning and development of the proposed Sanitary Landfill Cell 2 project.

Table 1: Key Waste Management Indicators

Indicator	Value
Population Served (WaCT 2025)	61,940
Municipal Solid Waste Generated	42 tonnes/day
Municipal Solid Waste Collected	40 tonnes/day
Collection Coverage	96%
Waste Managed in Controlled Facilities	37 tonnes/day
Controlled Disposal Rate	88%
Per Capita Waste Generation	0.67 kg/person/day
Household Food Waste	0.22 kg/person/day
City Recovery Rate	17%

2.4 Existing Landfill Facility

The Mbabane Sanitary Landfill located at Mahhwala, south of the Mpolonjeni area, occupies approximately 42 hectares, providing significant land area for the phased development of integrated waste management infrastructure. While the current disposal cell is approaching capacity, the overall site presents substantial opportunities for future expansion, resource recovery facilities, renewable energy projects, and other sustainable waste management investments under a long-term Public-Private Partnership (PPP). The landfill serves as the principal disposal facility for municipal solid waste generated within the Municipality.

The existing landfill has been developed and operated as a sanitary landfill incorporating engineered waste disposal practices intended to minimise environmental impacts while protecting groundwater, surface water, air quality and public health.

Current operations include:

- waste reception and inspection;
- controlled waste placement;



- compaction;
- daily cover;
- stormwater management;
- environmental monitoring;
- limited resource recovery activities.

While the facility continues to operate effectively, available landfill airspace within the existing disposal cell is becoming increasingly limited. Without timely expansion, the Municipality faces the risk of insufficient disposal capacity, which could adversely affect service delivery, environmental compliance and public health.

2.5 Need for Landfill Cell 2

The development of Sanitary Landfill Cell 2 represents a strategic infrastructure investment that will ensure the continued provision of environmentally sound waste disposal services for the Municipality over the next decade and beyond.

The proposed expansion seeks to:

- provide approximately 330,000–405,000 cubic metres of additional engineered landfill airspace;
- improve environmental protection through enhanced leachate collection and treatment systems;
- incorporate landfill gas collection infrastructure capable of supporting future energy recovery initiatives;
- improve stormwater management;
- enhance operational efficiency;
- provide infrastructure to support recycling and composting;
- improve climate resilience;
- reduce greenhouse gas emissions;
- support long-term municipal growth;
- create opportunities for private investment and innovation.

In addition to expanding disposal capacity, the project presents an opportunity to transform the landfill into an integrated waste management facility that supports resource recovery, circular economy initiatives, renewable energy generation and sustainable municipal service delivery.

3. PROJECT OVERVIEW

3.1 Project Description

The Municipal Council of Mbabane intends to procure private sector participation for the development of an integrated waste management facility centred on the development of Sanitary Landfill Cell 2 through a Finance, Build, Operate and Transfer (FBOT) Public-Private Partnership (PPP) arrangement. The Municipality welcomes proposals that incorporate innovative technologies, resource recovery systems,



alternative waste treatment processes, renewable energy solutions and other sustainable waste management approaches that enhance environmental performance and long-term financial sustainability. The WaCT assessment conducted by MCM indicates that Mbabane currently generates approximately 42 tonnes of municipal solid waste per day, of which 40 tonnes (96%) are collected, and 37 tonnes (88%) are disposed of in controlled facilities. While collection efficiency is high, only 17% of waste is recovered, highlighting significant opportunities to increase recycling, composting and resource recovery through the proposed integrated waste management facility.

The Municipality seeks to partner with a suitably qualified private sector entity or consortium capable of financing, designing, constructing, operating and maintaining the landfill facility for an agreed concession period before transferring the asset back to MCM in a fully operational condition.

The project is expected to be implemented in accordance with international engineering standards, environmental best practices, applicable legislation of the Kingdom of Eswatini, and recognised industry guidelines for the development and operation of sanitary landfill facilities.

The Municipality encourages respondents to propose innovative engineering, financial and operational solutions that improve environmental performance, maximise resource recovery, reduce lifecycle costs and enhance long-term sustainability.

3.2 Project Vision

The vision of the project is to establish a modern, environmentally sustainable and financially viable waste management facility that serves as a national benchmark for integrated municipal solid waste management in Eswatini.

The completed facility should:

- provide sufficient disposal capacity for future waste generation;
- comply with national environmental legislation and international best practice;
- minimise greenhouse gas emissions;
- maximise diversion of recyclable and organic waste from landfill;
- encourage circular economy initiatives;
- support renewable energy opportunities;
- improve operational efficiency;
- reduce long-term municipal expenditure;
- create employment opportunities;
- encourage private investment in municipal infrastructure.

3.3 Project Objectives

The primary objectives of the proposed development are to:

Infrastructure Objectives

- Construct a fully engineered sanitary landfill cell.



- Extend the operational life of the municipal landfill.
- Improve waste handling efficiency.
- Enhance environmental protection.
- Increase landfill capacity.
- Improve stormwater management.
- Improve access roads and internal circulation.

Environmental Objectives

- Protect groundwater resources.
- Protect surrounding watercourses.
- Reduce uncontrolled leachate generation.
- Capture landfill gas.
- Reduce greenhouse gas emissions.
- Improve biodiversity protection.
- Promote climate resilience.
- Improve environmental monitoring.

Economic Objectives

- Mobilise private sector investment.
- Reduce public capital expenditure.
- Improve cost recovery.
- Generate new revenue streams.
- Increase operational efficiencies.
- Promote local economic development.

Social Objectives

- Improve public health.
- Support local employment.
- Promote skills transfer.
- Encourage participation of local contractors.
- Improve surrounding community wellbeing.

4. PROJECT COMPONENTS

Respondents are requested to consider the development of a comprehensive integrated waste management facility comprising, but not necessarily limited to, the following components.

4.1 Landfill Cell 2 Construction

The proposed works may include:

- Site clearance
- Bulk earthworks
- Excavation
- Cell formation
- Construction of side slopes
- Berm construction
- Access ramps



- Final grading
- Compaction works

Respondents are encouraged to recommend appropriate construction methodologies that optimise airspace utilisation while ensuring long-term structural stability.

4.2 Liner System

The landfill cell should incorporate an engineered lining system designed to minimise the migration of contaminants into the surrounding environment.

Respondents should indicate their preferred liner system including:

- Compacted clay liner
- Geosynthetic clay liner
- HDPE geomembrane
- Geotextiles
- Protection layers
- Leak detection systems
- Quality assurance procedures

Alternative internationally accepted lining systems may also be proposed.

4.3 Leachate Collection and Management

Respondents should propose an integrated leachate management system that includes:

- Collection pipes
- Drainage blankets
- Leachate sumps
- Pump stations
- Storage lagoons
- Treatment facilities
- Monitoring systems
- Emergency overflow measures

Respondents should describe proposed treatment technologies and opportunities for leachate reuse where technically feasible.

4.4 Stormwater Management

The project should incorporate an effective stormwater management system designed to minimise clean water entering the waste mass.

Respondents should provide proposals covering:

- Diversion drains
- Perimeter drains
- Energy dissipation structures
- Culverts
- Sediment traps
- Flood protection measures
- Erosion control

- Climate resilience measures

4.5 Landfill Gas Management

Respondents are requested to provide proposals regarding landfill gas management, including:

- Passive gas venting
- Active gas extraction
- Gas monitoring
- Gas flaring
- Electricity generation
- Gas purification
- Renewable energy opportunities
- Carbon credit opportunities

Where feasible, respondents should indicate the commercial viability of landfill gas-to-energy systems.

4.6 Internal Roads

The project should include all-weather internal roads suitable for heavy-duty refuse collection vehicles.

- Respondents should describe:
- Pavement design
- Drainage
- Road widths
- Turning circles
- Traffic management
- Maintenance requirements

4.7 Weighbridge

Respondents should indicate proposals for:

- Electronic weighbridge
- Weighbridge software
- Automated ticketing
- CCTV integration
- Revenue management
- Data reporting

The Municipality encourages the adoption of digital technologies that improve operational efficiency.

4.8 Administration and Operations Centre

The project may include:

- Administration offices
- Control room



- Staff facilities
- Ablution facilities
- Meeting rooms
- Security office
- Workshop
- Vehicle wash bay
- Fuel storage
- Equipment storage

4.9 Environmental Monitoring Infrastructure

The facility should include infrastructure necessary for environmental compliance.

Respondents should include proposals for:

- Groundwater monitoring boreholes
- Surface water monitoring points
- Gas monitoring wells
- Settlement monitoring
- Weather station
- Environmental laboratory facilities
- Automated environmental monitoring systems

4.10 Resource Recovery Facilities

Respondents are not limited to the components listed below. The Municipality encourages proposals for alternative or complementary technologies that improve waste diversion, resource recovery, environmental performance and commercial viability. These may include, but are not limited to:

- Waste-to-Energy technologies
- Anaerobic digestion
- Material Recovery Facility (MRF)
- Mechanical Biological Treatment (MBT)
- Refuse-Derived Fuel (RDF)
- Advanced recycling and sorting systems
- Organic waste treatment
- Construction and demolition waste recycling
- Plastic recovery technologies
- Digital waste management systems
- Carbon capture and utilisation
- Other innovative technologies that support circular economy principles.

5. PROPOSED PUBLIC-PRIVATE PARTNERSHIP (PPP) STRUCTURE

5.1 Preferred Delivery Model

The Municipality proposes a Finance, Build, Operate and Transfer (FBOT) delivery model. Under this arrangement, the preferred private partner would generally be responsible for:

- arranging project financing;
- undertaking detailed design;
- obtaining agreed approvals;
- constructing the required infrastructure;
- operating and maintaining the facility;
- complying with environmental requirements;
- meeting agreed performance standards;
- transferring the facility to MCM at the end of the concession period.

The Municipality welcomes alternative PPP structures where respondents believe another model would provide superior value for money or improved project bankability.

5.2 Indicative Roles

Municipal Council of Mbabane

The Municipality may be responsible for:

- providing access to the project site;
- facilitating statutory approvals where applicable;
- monitoring contract performance;
- supporting stakeholder engagement;
- regulating service delivery;
- contract management.
- Private Partner

The successful partner may be responsible for:

- project financing;
- detailed engineering;
- procurement;
- construction;
- operation;
- maintenance;
- environmental compliance;
- rehabilitation;
- asset management;
- reporting.

5.3 Concession Period

Respondents are requested to recommend an appropriate concession period and provide justification.

Indicative options include:



- 15 years
- 20 years
- 25 years
- 30 years

Respondents should explain the relationship between concession duration, financing requirements, asset life, and commercial viability.

6. COMMERCIAL STRUCTURE AND INVESTMENT OPPORTUNITY

6.1 Investment Opportunity

The Municipal Council of Mbabane invites experienced private sector organisations to explore opportunities to finance, develop, operate and maintain Sanitary Landfill Cell 2 under a mutually beneficial Public-Private Partnership (PPP). The availability of a 42-hectare landfill site offers investors the opportunity to develop a multi-purpose integrated waste management hub with potential for phased expansion and diversified revenue streams beyond conventional landfill operations

The Municipality recognises that modern waste management infrastructure presents opportunities for long-term commercial investment beyond traditional landfill disposal. Accordingly, respondents are encouraged to identify innovative business models that enhance project sustainability while delivering value for money to the Municipality and improved services to residents.

MCM is particularly interested in proposals that maximise resource recovery, improve operational efficiency, minimise lifecycle costs and generate additional revenue streams to support the financial sustainability of the project.

6.2 Possible Revenue Sources

Respondents are requested to indicate the commercial viability of one or more of the following revenue streams.

A. Landfill Disposal Charges

- Municipal waste disposal
- Commercial waste disposal
- Industrial waste disposal
- Special waste disposal
- Construction and demolition waste
- Respondents should indicate:
- Proposed charging mechanisms
- Expected tariff structure
- Annual revenue potential
- Risks associated with waste volumes



B. Material Recovery

Potential revenues from:

- Paper
- Cardboard
- Plastics
- Glass
- Ferrous metals
- Non-ferrous metals
- Electronic waste
- Wood
- Textiles
- Respondents should identify:
 - Recovery technologies
 - Expected recovery rates
 - Market opportunities
 - Offtake agreements

C. Compost Production

Respondents should indicate opportunities for:

- Green waste composting
- Food waste composting
- Agricultural compost
- Landscaping products
- Soil conditioners

D. Landfill Gas Utilisation

Respondents should comment on:

- Gas collection
- Electricity generation
- Direct gas use
- Carbon offsets
- Renewable energy certificates

E. Carbon Finance

The Municipality wishes to understand opportunities associated with:

- Voluntary Carbon Markets
- Article 6 Carbon Mechanisms
- Verified Carbon Standard (VCS)
- Gold Standard
- Climate finance
- Green bonds



Respondents should indicate whether carbon finance could improve project bankability.

F. Other Revenue Opportunities

Respondents are encouraged to identify additional opportunities including:

- Waste-to-energy
- Solar photovoltaic installations
- Recycling parks
- Industrial symbiosis
- Eco-industrial development
- Environmental education centres

7. FINANCIAL STRUCTURE

The Municipality seeks market feedback regarding suitable financing arrangements. Respondents are requested to provide information on preferred financing structures. Examples include:

- Project Finance
- Corporate Finance
- Build-Own-Operate
- Design-Build-Finance-Operate
- Finance-Build-Operate-Transfer
- Hybrid PPP structures

7.1 Financing Sources

Respondents should identify potential financing sources including:

- Commercial banks
- Development Finance Institutions
- Climate funds
- Infrastructure funds
- Green investment funds
- Export Credit Agencies
- Private equity
- Pension funds
- Sovereign wealth funds

7.2 Financial Information Requested

Respondents should comment on:

- Minimum project size
- Preferred equity contribution
- Debt-equity ratio
- Financing tenure
- Payment flexibility/ Grace period



- Interest assumptions
- Currency preferences
- Inflation assumptions
- Financial close period

7.3 Government Support

Respondents should indicate whether the project would require:

- Minimum revenue guarantees
- Waste supply guarantees
- Availability payments
- Capital grants
- Viability gap funding
- Tax incentives
- Foreign exchange protection
- Political risk guarantees

8. MARKET QUESTIONS

The Municipality requests detailed responses to the following questions.

Section A – Technical

- Is the proposed project technically feasible?
- What engineering improvements would you recommend?
- What landfill design standards should be adopted?
- Would phased development be preferable?
- What liner system is recommended?
- What leachate management system is most suitable?
- Which landfill gas technology should be adopted?
- What equipment would be required?
- What operational innovations should be considered?
- What digital technologies should be incorporated?
- What innovative waste treatment technologies would you recommend for Mbabane?
- Which technologies would reduce reliance on landfill disposal?
- Which circular economy solutions offer the greatest commercial and environmental benefits?
- How can the existing 42-hectare site be optimised as an integrated waste management hub?

Section B – Commercial

- Is the proposed FBOT model appropriate?
- Would another PPP model be preferable?
- What concession period is commercially viable?
- What revenue model is recommended?
- How should tariffs be structured?



- What are the major commercial risks?
- What government support would improve bankability?
- What procurement process is recommended?

Section C – Financial

- Is the project bankable?
- What financing structure is recommended?
- Which financial institutions may be interested?
- What return on investment would typically be required?
- What financial risks exist?
- Would climate finance be applicable?
- What carbon financing opportunities exist?

Section D – Environmental

- What environmental risks should be considered?
- How should leachate be managed?
- How should landfill gas be managed?
- What environmental monitoring should be undertaken?
- What ESG standards should be adopted?
- What climate resilience measures are recommended?

Section E – Institutional

- What institutional arrangements are recommended?
- What regulatory approvals may be required?
- What procurement strategy is recommended?
- What contractual arrangements are preferable?
- What local participation requirements should be included?

9. ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) CONSIDERATIONS

The Municipality is committed to ensuring that the proposed project aligns with international Environmental, Social and Governance (ESG) principles and contributes to sustainable development.

Respondents are requested to demonstrate how their proposed approach would address the following:

- *Environmental*
 - Pollution prevention and control.
 - Climate change mitigation.
 - Climate adaptation and resilience.
 - Efficient use of natural resources.
 - Protection of biodiversity.
 - Sustainable waste management.
 - Greenhouse gas reduction.
 - Circular economy principles.
- *Social*
 - Community health and safety.



- Stakeholder engagement.
- Employment creation.
- Gender equality and inclusion.
- Skills development and technology transfer.
- Local enterprise development.
- **Governance**
 - Corporate governance.
 - Anti-corruption measures.
 - Ethical procurement.
 - Compliance with applicable legislation.
 - Transparency and accountability.
 - Performance reporting.

Respondents should indicate any ESG reporting frameworks they currently apply, such as the Global Reporting Initiative (GRI), IFC Performance Standards, ISO 14001, ISO 45001, or other recognised standards.

10. RISK ALLOCATION

The Municipality recognises that appropriate risk allocation is fundamental to the success of any Public-Private Partnership (PPP). Risks should be allocated to the party best able to manage, mitigate, and control them.

Respondents are requested to comment on the proposed allocation of risks and recommend alternative allocations where appropriate.

Risk Category	Proposed Allocation	Respondent Comments
Site Conditions	Shared	
Design Risk	Private Partner	
Construction Risk	Private Partner	
Cost Overruns	Private Partner	
Delays in Construction	Private Partner	
Financing Risk	Private Partner	
Inflation Risk	Shared	
Exchange Rate Risk	Shared	
Waste Quantity Risk	Shared	
Waste Quality Risk	Municipality	
Regulatory Changes	Municipality	
Environmental Compliance	Private Partner	
Community Relations	Shared	
Occupational Health & Safety	Private Partner	
Technology Failure	Private Partner	
Force Majeure	Shared	
Political Risk	Municipality	

Revenue Collection	Shared	
Asset Condition at Transfer	Private Partner	

Respondents are encouraged to identify any additional project risks and recommend mitigation measures.

11. INFORMATION REQUESTED FROM RESPONDENTS

11.1 Company Information

Respondents are requested to provide the following information:

- Company name
- Country of registration
- Year established
- Registration number
- Physical address
- Postal address
- Website
- Contact person
- Position
- Email
- Telephone

Where responding as a consortium, details of all consortium members and the lead partner shall be provided.

11.2 Company Profile

Provide a brief description including:

Core business activities

- Years of experience
- Number of employees
- Geographic areas of operation
- Annual turnover (optional)
- Ownership structure
- Relevant certifications (e.g. ISO 9001, ISO 14001, ISO 45001)

11.3 Relevant Experience

Respondents should provide details of at least five (5) comparable projects completed within the past ten (10) years.

The information should include:

Project	Country	Client	Capital Value	Technology	Contract Model	Completion Year

11.4 Financial Capacity

Respondents should indicate:

- Ability to finance projects of this nature



- Typical financing structure
- Potential funding partners
- Development finance institution relationships
- Credit rating (if applicable)

11.5 Technical Capacity

Provide information regarding:

- Engineering capability
- Design capability
- Environmental specialists
- Operations team
- Maintenance capability
- Asset management systems
- Digital technologies employed

11.6 Local Participation

The Municipality encourages meaningful local participation.

Respondents should indicate proposed approaches for:

- Employment of local labour
- Skills transfer
- Technology transfer
- Use of local contractors
- Procurement from local suppliers
- Internship programmes
- Graduate development programmes

12. SUBMISSION REQUIREMENTS

Responses should be concise while providing sufficient detail to enable the Municipality to understand the respondent's capabilities and recommendations.

Each submission should include:

1. Executive Summary
2. Company Profile
3. Technical Response
4. Commercial Response
5. Financial Response
6. Environmental and Social Response
7. Relevant Experience
8. Recommendations
9. Supporting Information

The response should preferably not exceed 30 pages, excluding appendices.

Submission Format

Responses should be submitted in PDF format.



Font:

Arial 11 pt

Single spacing

Paper Size:

A4

Language:

English

Submission Method

Electronic submissions shall be sent to:

Procurement Manager

Municipal Council of Mbabane

Email: tenders@mbabane.org.sz cc: nombusom@mbabane.org.sz

Subject: Request for Information – FBOT Development of Sanitary Landfill Cell 2

Clarification Requests

Requests for clarification should be submitted to email: tenders@mbabane.org.sz

no later than ten (10) working days before the submission deadline. All clarification requests shall be sent by email. Responses may be shared with all respondents where appropriate.

Site Visit

The Municipality intends to organise an optional site visit to the existing landfill. Interested organisations should indicate whether they wish to participate.

The Municipality will communicate:

Date

Time

Meeting point

Safety requirements

13. EVALUATION OF RESPONSES

This RFI is not a competitive procurement process. Responses will not be scored or ranked. However, submissions will be reviewed to inform project preparation and procurement strategy.

The Municipality will consider:

1. Demonstrated experience



2. Technical capability
3. Financial capability
4. Innovative approaches
5. Commercial viability
6. Environmental sustainability
7. Risk allocation proposals
8. Value for money
9. Local participation
10. ESG considerations
11. Information obtained may be used in preparing:
12. Feasibility Study
13. PPP Structuring Report
14. Business Case
15. Request for Prequalification (RFQ), if applicable
16. Request for Proposals (RFP)
17. Concession Agreement

14. INDICATIVE PROCUREMENT ROADMAP

The following timetable is indicative and subject to change.

Activity	Indicative Timeline
Issue Request for Information	Month 1
Respondent Clarifications	Month 2
Submission of RFI Responses	Month 2
Review of Responses	Month 3
Market Sounding Meetings	Month 3
Appointment of Transaction Advisor	Month 4
Feasibility Study	Months 4–7
PPP Approval Process	Months 8–10
Issue Request for Proposals	Month 11
Evaluation of Proposals	Months 12–13
Preferred Bidder Appointment	Month 14
Contract Negotiations	Months 15–16
Financial Close	Month 18
Construction Commencement	Month 19

15. DISCLAIMER

This Request for Information (RFI) is issued solely to obtain market information and does not constitute an invitation to tender, request for proposals, or commitment by the Municipal Council of Mbabane to proceed with the proposed project.

The Municipality reserves the right to:

- amend this RFI at any time;



- cancel the RFI process without assigning reasons;
- request additional information from respondents;
- conduct interviews or market sounding sessions;
- invite selected respondents to participate in future consultations;
- use information obtained to develop future procurement documentation.

Participation in this RFI shall not:

- create any contractual relationship;
- confer any rights upon respondents;
- constitute prequalification;
- guarantee participation in future procurement processes.

All costs associated with preparing and submitting responses shall be borne entirely by respondents.

Information submitted may be used by the Municipality in developing future procurement documentation, subject to any confidentiality requirements identified by respondents.

APPENDICES

The following appendices should accompany the RFI:

Appendix A: Response Submission Form

Appendix B: Company Information Form

Appendix C: Relevant Project Experience Schedule

Appendix D: Technical Questionnaire

Appendix E: Commercial and Financial Questionnaire

Appendix F: Risk Allocation Matrix

Appendix G: ESG and Sustainability Questionnaire

Appendix H: Site Visit Registration Form

Appendix I: Declaration of Conflict of Interest

Appendix J: Confidentiality Declaration

Appendix K: Proposed Project Information Sheet

Appendix L: Preliminary Site Layout and Location Map



Appendices to the Request for Information (RFI) Finance, Build, Operate and Transfer (FBOT) Development of Sanitary Landfill Cell 2



Appendix A: Response Submission Form

RFI Reference	
Respondent Name	
Lead Contact	
Email	
Telephone	
Submission Date	
Consortium (Y/N)	
Authorized Signature	



Appendix B: Company Information Form

Company Name	
Registration No.	
Country	
Year Established	
Address	
Website	
Contact Person	
Employees	
Core Business	
ISO Certifications	

Appendix C: Relevant Project Experience Schedule

Provide at least five comparable projects.

Project	Country	Client	Value	Technology	Contract Model	Year

Appendix D: Technical Questionnaire

Describe proposed landfill technology.

- Response _____

Recommended liner system.

Response _____

Leachate management.

Response _____

Gas management.

Response _____

Construction methodology.

Response _____

Phasing.

Response _____

Digital technologies.

Response _____



O&M approach.

Response

Innovation.

Response

Major technical risks.

Response

Appendix E: Commercial and Financial Questionnaire

Preferred PPP model

Response: _____

Concession period

Response: _____

Revenue model

Response: _____

Financing structure

Response: _____

Equity/debt ratio

Response: _____

Expected IRR

Response: _____

Government support

Response: _____

Major commercial risks

Response: _____

Carbon finance potential

Response: _____

Other comments

Response: _____

Appendix F: Risk Allocation Matrix

Risk	Municipality	Private Partner	Comments
Design			
Construction			
Financing			
Demand			
Environmental			
Force Majeure			
Political			
O&M			

Appendix G: ESG and Sustainability Questionnaire

Environmental

Response: _____

Climate resilience

Response: _____

Community engagement

Response: _____

Local employment

Response: _____

Health & Safety

Response: _____

Governance

Response: _____

ESG reporting

Response: _____

Appendix H: Site Visit Registration Form

Organization	
Attendee	
Position	
Email	
Telephone	
Vehicle Registration	
Signature	

Appendix I: Declaration of Conflict of Interest

We declare that neither our organization nor its key personnel have any actual, potential or perceived conflict of interest that could compromise participation in this RFI. If any conflict arises, it will be disclosed immediately.

Name: _____ Signature: _____ Date: _____



Appendix J: Confidentiality Declaration

The Respondent undertakes to keep all information received from the Municipal Council of Mbabane confidential and to use it solely for the purposes of responding to this RFI.

Name: _____ Signature: _____ Date: _____



Appendix K: Proposed Project Information Sheet

Project Title	
PPP Model	
Estimated Capital Cost	
Concession Period	
Technology	
Financing Sources	
Revenue Streams	
Implementation Period	
Key Risks	
Additional Notes	

Appendix L: Preliminary Site Layout and Location Map

Insert the following in the final RFI:

- Site location map
- Aerial photography
- Preliminary landfill layout
- Access roads
- Utilities
- Environmental features

Disclaimer

This tender document and the information contained therein is provided "as is" and the Eswatini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representations or warranties with regard thereto. Portions of the information may be incorrect or not current. Any person or entity that relies on any information obtained from this tender document does so at own risk. The ESPPRA expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, suitability to task, non-infringement, compatibility, security, and accuracy. The ESPPRA furthermore disclaims any warranty towards the accuracy, correctness, reliability, and timeliness of the publishing of content. Furthermore, no warranty, expressed or implied, is given this tender document is free of viruses, trojans, bombs, time-locks or any other data or code which have the ability to corrupt or affect the operation of any computer system it is used on. The ESPPRA cannot accept any responsibility for any loss, disruption, or damage to any of your data or computer system which may occur whilst using this tender document.

