

**KRUGERSDORP GAME RESERVE
REDEVELOPMENT PROJECT**

REQUEST FOR PROPOSALS

**ISSUED BY
MOGALE CITY LOCAL MUNICIPALITY
INVITATION FOR A PRESTIGIOUS PUBLIC-PRIVATE
PARTNERSHIP OPPORTUNITY
FOR THE REVITALIZATION, EXPANSION, FINANCING,
MANAGEMENT, AND OPERATION OF THE RENOWNED
KRUGERSDORP GAME RESERVE (KGR)**





Mogale City

Local Municipality

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MANAGEMENT, AND OPERATION OF THE RENOWNED
KRUGERSDORP GAME RESERVE (KGR)**



REQUEST FOR PROPOSALS		
Suitably qualified and experienced Bidders are hereby invited to bid for the requirements of Mogale City Local Municipality (MCLM), for the refurbishment, expansion, financing, operations and management, of the Krugersdorp Game Reserve.		
RFP NUMBER:	ES (EDS) 03/2026	
BID DESCRIPTION:	Request for Proposal (RFP) for a prestigious public-private partnership opportunity for the revitalization refurbishment, expansion, financing, operations and management, of the Krugersdorp Game Reserve.	
COMPULSORY BRIEFING AND SITE VISIT SESSION DATE AND ADDRESS:	Friday 21 st of November 2025 Rustenburg Rd, Waterval 174 IQ Mogale City 1739	
BID CLOSING DATE AND TIME	Thursday 22 nd of January 2026 11h00	
BID VALIDITY PERIOD	180 calendar days (commencing from the Bid Closing Date)	
BID DOCUMENTS SUBMISSION ADDRESS:	Bid boxes are situated at the reception desk of the Supply Chain Management Unit, situated on the upper level of the West Wing of Mogale City Local Municipality Civic Centre Cnr Commissioner & Market Street Krugersdorp 1740	
WHERE BIDS CAN BE DOWNLOADED	Tenders < Mogale City (www.mogalecity.gov.za) e-Tenders (www.e-tenders.gov.za)	
KEY CONTACT PERSON	Mengie Hlatshwayo Manager: Tourism Department: Economic Development Services Mogale City Local MCLM Tel: 011 668 0607 Mobile: 081 351 2928 (tourism@mogalecity.gov.za)	Dr Isaac Salagae Chief Director: Project Development Gauteng Infrastructure Financing Agency Tel: 011- 290 6641 Cell: 072 784 0343 i.salagae@gifa.co.za

Notice to Bidders for the Krugersdorp Game Reserve (KGR) Project

Mogale City Local Municipality (**MCLM**) has provided this Request for Proposal (**RFP**) for the development and management of tourism facilities in the Krugersdorp Game Reserve (**KGR**). All information shared through this document or during subsequent communications (**the Information**) is provided in good faith to assist potential Bidders in preparing their Proposals.

It is important to note that all costs incurred by Bidders and associated entities (such as contractors or operators) during the Proposal process will be their own account. MCLM is under no obligation to accept any submitted Proposal, and while this RFP outlines the anticipated process and timelines, MCLM reserves the right to amend, delay, or terminate the process without bearing any liability for incurred costs.

This RFP is available electronically at no cost, no hard copies will be available. It must be used solely for the purpose of this procurement and should not be used for any other reason. Bidders are required to adhere to the procurement guidelines, taking full responsibility to familiarise themselves with all relevant South African laws and regulations concerning Public-Private Partnerships (PPP) and the specific requirements of this project.

Important Notes:

Bidders will be evaluated holistically, considering their overall technical submissions. By submitting a Proposal, Bidders confirm that they have thoroughly reviewed the authority and mandate of MCLM in managing the KGR project and are familiar with all applicable legal frameworks.

MCLM and its advisors are not responsible for providing any advice, including without limitation, legal or investment advice, and any recipient of this RFP must independently evaluate the project, seeking professional advice where necessary.

While every effort has been made to ensure the accuracy of the Information provided, neither the MCLM nor its advisors will be held responsible for any inaccuracies or omissions. Should the Bidder detect any inaccuracies or require further information, it is the Bidder's sole responsibility to seek clarification. Consequently, any shortcomings in the RFP cannot be attributed to inaccuracies in the Information provided. Bidders are encouraged to thoroughly review all documents and perform their due diligence to ensure their submissions meet all necessary requirements and standards.

MCLM reserves the right to amend or withdraw this RFP at any time without prior notice. Furthermore, MCLM may accept or reject any Proposal received, at its discretion.

Any attempt to offer gifts or incentives to public officials or project advisors will result in immediate disqualification from the procurement process and may result in blacklisting.

All information remains the property of MCLM and must be returned upon request. Proposals submitted in response to this RFP must remain confidential and will only be reviewed by those directly involved in the procurement process.

PART A MANDATORY MUNICIPAL BIDDING DOCUMENTS

Registration on the Central Suppliers' Database

1. In accordance with the National Treasury Instruction Note, all suppliers of goods and services to the State must be registered on the Central Suppliers' Database (CSD).
2. Prospective suppliers are required to self-register on the CSD website: www.csd.gov.za.
3. Should a business be registered on the CSD and it is later discovered that false or incorrect information was provided, MCLM reserves the right to:
 - i. cancel the RFP or any contract awarded to such supplier; and
 - ii. hold the supplier liable for any damages incurred if a less favourable RFP is accepted or alternative arrangements are made.

The above principles also apply if a supplier fails to update its information on the CSD to reflect changes in particulars or circumstances.

IMPORTANT: If the supplier is not registered on the CSD at the closing time of the RFP, the supplier will be disqualified during the RFP evaluation process.

DECLARATION

I, _____

[FULL NAME OF BIDDER OR AUTHORISED REPRESENTATIVE

WITH CSD Registration Number:

Hereby declare that:

- i. I am aware of the contents of the Central Suppliers' Database with respect to the Bidder's details and registration information.
- ii. The information provided is accurate, complete, and up to date as of the date of submitting this bid.
- iii. I understand that providing false, outdated, or incorrect information may result in:
 - a. Disqualification of this RFP from the bidding process; and/or
 - b. Cancellation of any contract awarded based on this bid.

ON THIS _____ DAY OF _____ 2026

CONTENTS TABLE

PART A MANDATORY MUNICIPAL BIDDING DOCUMENTS.....	6
PART B: FORWARD MATERIAL.....	533
REQUEST FOR PROPOSAL FOR PRESTIGIOUS PUBLIC-PRIVATE PARTNERSHIP OPPORTUNITY FOR THE REVITALIZATION REFURBISHMENT, EXPANSION, FINANCING, OPERATION AND MANAGEMENT, OF THE KRUGERSDORP GAME RESERVE	533
1. Glossary and definitions.....	533
2. Purpose	Error! Bookmark not defined. 56
3. Purpose of the RFP	576
4. Evaluation of Proposal:	577
4.1 Stage 1: Mandatory and Administrative Compliance (Stage 1)	577
4.2 Stage 2: Functional evaluation (Stage 2):	577
4.3 Stage 3: Financial Proposal and Specific Goals.....	578
5. Contents of Proposals.....	588
5.1 Envelope 1: Mandatory Compliance documents and Technical Proposal	588
5.1.1 Mandatory and Administrative compliance.....	588
5.1.2 Essential Returnable Documents	59
5.1.3 Mandatory Returnable Bid Documents and must be attached to Envelope 2 – non- submission will lead to disqualificatioion.....	600
5.1.4 Proportional Scoring Matrix for Technical Proposal in Envelope 1	611
5.2 Envelope 2: Specific Goals and Pricing.....	622
6. Bid Opening Process.....	633
7. Bid Evaluation Methodology	633
7.1 Envelope 1: Compliance and Technical Proposal	633
7.2 Envelope 2: PPP Financial Offer and Specific Goals	633
7.3 Awarding of the Project.....	633
8. Bid Bond.....	633
9. PART C: PROJECT DESCRIPTION.....	644
9.1 Krugersdorp Game Reserve: History, project description and reciprocal duties and responsibilities.....	644
9.2 Conservation.....	666
9.3 Nature-Based Tourism.....	666
10. The PPP Opportunity	666

11.	Particulars of the opportunity to refurbish, expand, finance and operate and manage the Krugersdorp Game Reserve	6868
11.1	Infrastructure	688
11.2	Furniture, Fixtures, and Equipment.....	68
11.3	Utilities.....	68
11.4	Linen	69
11.5	Safety Analysis	6969
11.6	Infrastructure Maintenance	6969
11.7	Life Cycle Maintenance	69
11.8	Tourism Operations.....	69
11.9	Integration of External Infrastructure	69
11.10	Tourism Marketing	69
11.11	Development of New Infrastructure	69
11.12	Development Potential and Infrastructure Requirements for Krugersdorp Game Reserve (KGR).....	700
11.12.1	Development of Site Potential.....	700
11.12.2	Present Infrastructure	70
11.12.3	Roads and Tracks.....	700
11.12.4	Access and Parking	700
11.13	Support Infrastructure	700
11.13.1	Water.....	700
11.13.2	Electricity.....	700
11.13.3	Waste Management.....	700
11.13.4	Communications.....	700
11.13.5	Guest Activities	711
	Conclusion	711
12.	Value for Money Objectives.....	711
12.5	Accommodation and Lodge Minimum Development Specifications	711
13.	Project Objectives	733
13.1	General scope.....	733
13.1.1	Scope of work	733
13.1.2	Specific responsibilities	733
13.1.3	Key Project Components.....	733
14.	PPP Agreement.....	744
15.	Value-for-Money Objectives	755
15.1	Value for money to the municipality	755

15.2	KGR Beneficiation Scheme and Commercialisation Strategy Objectives.....	755
15.3	Financial Potential and Revenue Opportunities at KGR.....	755
15.4	Facilities and Market Expansion Potential	766
15.5	Expanded Visitor Markets:.....	766
15.6	Diverse Facilities and Experience Offerings:	766
15.7	Revenue Diversification:.....	766
16.	Project Assets	777
16.1	Immovable Assets	777
16.2	Biological Assets	777
16.3	Disclaimer Regarding Government Regulations and Future Plans for the Lion Enclosure.....	777
PART D PROJECT STRUCTURE AND EVALUATION CRITERIA		78
17.1	Structure of the Project.....	78
17.1.1	Phase 1: Expansion and Refurbishment Stage	78
17.2	Key Elements of the PPP Agreement	79
18.	PPP fees	79
18.1	PPP Fee Offer (Two Components)	79
18.1.1	Fixed fee offer	79
18.1.2	Variable fee offer:	79
18.2	Broad Evaluation Criteria for Assessing the Most Competitive PPP Fee Offer.....	80
18.3	Concession Fee Terms.....	81
18.3.1	Duration	81
18.3.2	Review and Adjustments	81
18.3.3	Employees:	81
Employees currently employed by the MCLM at the KGR will be absorbed within the municipality		81
19.	ENVELOPE 1: COMPLIANCE AND TECHNICAL PROPOSAL AND EVALUATION CRITERIA	822
19.1	Technical Project Team Experience (20 points)	822
19.2.	Operations and Management Team Experience (20 points)	855
19.2.1	Hotel Operations Manager	855
19.2.2	Qualification Assessment	855
19.2.3	Experience Assessment:	866
19.2.4	Game Reserve Manager	866
19.2.5	Qualification Assessment:	8686
19.2.6	Relevant Experiences	87

19.3 Company / Consortium Project Related Experience (30 points)	87
19.4 Business, Operational and Design Plan	89
19.4.1 Purpose of the Business, Operational, and Design Plan.....	89
19.4.2 Requirements for the Business, Operational, and Design Plan.....	89
A Business Plan:	89
B Operational Plan:.....	89
C Design Plan:	89
19.5 Environmental Considerations:.....	90
19.6 Evaluation Criteria	90
19.7 Financing and Capital Plan.....	900
Requirements for the Financing and Capital Plan	900
A Capital Needs and Sources:	911
B Cash Flow Forecast:.....	911
C Realism and Soundness of Financial Model:	911
19.8 Evaluation of the Financing and Capital Plan	911
19.9 Methodology and Approach (Maximum 20 points).....	922
19.10 Risk Plan.....	955
20. ENVELOPE 2: Price (PPP Fee Offer) and Specic Goals	955
The fee offer will consist of two components:	955
20.1.1 Fixed fee offer	955
20.1.2 Variable fee offer:	96
20.2 Broad Evaluation Criteria for Assessing the Most Competitive PPP Fee Offer.....	96
20.3 Specific Goals (20 or 10 Points).....	96
Overall Evaluation and Scoring	97
Consolidation of Points:	97
PART E SCHEDULES AND ANNEXURES	98
ANNEXURE 1: NOTICE AND INVITATION TO BID.....	98
ANNEXURE 2: GENERAL RULES OF THE BIDDING PROCESS	99
ANNEXURE 3: IDENDITY OF BIDDERS SPECIAL PURPOSE VEHICLE (SPV)	101
ANNEXURE 4: SITE LOCATION	1033
ANNEXURE 5: CLARIFICATIONS AND BRIEFING NOTES PROTOCOL	1044
Briefing Notes	1044
Questions from MCLM	1044
Questions from Bidders.....	1044
ANNEXURE 6: SITE VISITS AND DUE DILIGENCE	1055

ANNEXURE 7: BID SUBMISSION AND EVALUATION REQUIREMENTS.....	107
Contents of bid submissions	107
ANNEXURE 8: TECHNICAL SCORECARD CRITERIA.....	110
Envelope 1 (Section 14 of this RFP)	107
Envelope 2 (Section 15 of this RFP)	107
How the bids will be opened.....	107
Incomplete bids.....	107
Bid evaluation methodology	108
Bid Responsiveness to Mandatory Requirements:	108
Functionality Evaluation:	108
ANNEXURE 8A PREFERENC POINTS	142
80/20 Preference Point System:.....	142
90/10 Preference Point System:.....	14242
Formulae for Price Evaluation	14343
Specific Goals	14343
Thresholds and Advertisements	14343
For income-generating contracts, the evaluation reverses:	14343
Deadlock in Scoring	14444
Remedies.....	14444
ANNEXURE 8B TRIGGERING THE BAFO SCORING	145
ANNEXURE 9: Bond (bid and maintenance bond).....	1466
ANNEXURE 10: SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT.....	148
ANNEXURE 11: PROHIBITION OF RESTRICTED PRACTICES.....	149
ANNEXURE 12: BIDDING PROCESS TIMETABLE	1500
ANNEXURE 13: PROCUREMENT TEAMS, EVALUATION COMMITTEES AND THEIR ROLES	1511
ANNEXURE 14: IMPORTANCE OF PUBLIC PARTICIPATION IN THE KGR REDEVELOPMENT PROJECT	153
Compliance with Mogale City Local MCLM (MCLM) Requirements.....	155
Submission of Follow-up Proposals and Presentations	155
Consent for Personal Information Processing	155
Opportunity to Remedy Missing Documents or Non-Compliance	155
BIDDER'S INFORMATION.....	156

**PART A
INVITATION TO BID**

MBD 1

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF MOGALE CITY LOCAL MUNICIPALITY

BID NUMBER:	ES (ESD) 03/2026	CLOSING DATE:	22 JANUARY 2026	CLOSING TIME:	11:00
DESCRIPTION	Suitably qualified and experienced bidders are hereby invited to bid for the requirements of Mogale City Local Municipality (MCLM), for the refurbishment, expansion, financing, operations and management, of the Krugersdorp Game Reserve.				
THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (MBD7).					

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX
SITUATED AT (STREET ADDRESS)

CNR. COMMISSIONER & MARKET STREET				
CIVIC CENTRE				
MOGALE CITY				
KRUGERSDORP				
1740				
SUPPLIER INFORMATION				
NAME OF BIDDER				
POSTAL ADDRESS				
STREET ADDRESS				
TELEPHONE NUMBER	CODE		NUMBER	
CELLPHONE NUMBER				
FACSIMILE NUMBER	CODE		NUMBER	
E-MAIL ADDRESS				
VAT REGISTRATION NUMBER				

TAX COMPLIANCE STATUS	TCS PIN:		OR	CSD No:	
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]	Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT ☐ Yes ☐ No		
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED? ☐ Yes ☐ No [IF YES, ANSWER PART B:3]		
TOTAL NUMBER OF ITEMS OFFERED			TOTAL BID PRICE		SUBMIT IN A SEPARATE ENVELOPE LABELLED FINANCIAL PROPOSAL
SIGNATURE OF BIDDER			DATE		
CAPACITY UNDER WHICH THIS BID IS SIGNED					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:			TECHNICAL CLARIFICATION QUERIES MAY BE DIRECTED TO:		
DEPARTMENT/ DIVISION	Supply Chain Management		ES (EDS) - Economic Services – Economic Development Services GIFA -Gauteng Infrastructure Financing Agency		
E-MAIL ADDRESS	SCMEnquiries@mogalecity.gov.za		(tourism@mogalecity.gov.za) i.salagae@gifa.co.za		

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:										
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION. 1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED) OR ONLINE 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.										
2. TAX COMPLIANCE REQUIREMENTS										
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS. 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS. 2.3 APPLICATION FOR THE TAX COMPLIANCE STATUS (TCS) CERTIFICATE OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA. 2.4 FOREIGN SUPPLIERS MUST COMPLETE THE PRE-AWARD QUESTIONNAIRE IN PART B:3. 2.5 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID. 2.6 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER. 2.7 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.										
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS										
<table style="width: 100%; border: none;"><tr><td style="width: 80%;">3.1. IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?</td><td style="width: 20%; text-align: right;">☐ YES ☐ NO</td></tr><tr><td>3.2. DOES THE ENTITY HAVE A BRANCH IN THE RSA?</td><td style="text-align: right;">☐ YES ☐ NO</td></tr><tr><td>3.3. DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?</td><td style="text-align: right;">☐ YES ☐ NO</td></tr><tr><td>3.4. DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?</td><td style="text-align: right;">☐ YES ☐ NO</td></tr><tr><td>3.5. IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?</td><td style="text-align: right;">☐ YES ☐ NO</td></tr></table> IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	3.1. IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO	3.2. DOES THE ENTITY HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO	3.3. DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO	3.4. DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO	3.5. IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	☐ YES ☐ NO
3.1. IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO									
3.2. DOES THE ENTITY HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO									
3.3. DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO									
3.4. DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO									
3.5. IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	☐ YES ☐ NO									

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

DATE:

ADVERTISED IN: The Star
PUBLISHING DATE: 4 November 2025
RFP NOTICE: ES (EDS) 03/2026

MOGALE CITY LOCAL MUNICIPALITY

Bidders are hereby invited for the following Office: Economic Services: Economic Development Services.

RFP NO: ES (EDS) 03/2026

SUITABLY QUALIFIED AND EXPERIENCED BIDDERS ARE HEREBY INVITED TO BID FOR THE REQUIREMENTS OF MOGALE CITY LOCAL MUNICIPALITY (MCLM), FOR THE REFURBISHMENT, EXPANSION, FINANCING, OPERATIONS AND MANAGEMENT, OF THE KRUGERSDORP GAME RESERVE.

Compulsory Briefing Session and Compulsory Site Visit Session will be held on Friday 21 November 2025 at 10:00am, Rustenburg Rd, Waterval 174 IQMogale City 1739.

No virtual compulsory briefing and compulsory site visit sessions will be available.

Adjudication: 80/20 or 90/10

Bidders will be evaluated using Functionality evaluation criteria of **170** points (phase 2A & phase 2B) of which the service provider is required to score as follows:

- Phase 2A minimum of 49 points out of 70 points (70%) must be achieved to proceed to phase 2B
- Phase 2B minimum of 70 points out of 100 points (70%) must be achieved to proceed to be considered for Price and Specific Goals.

Bidders will be evaluated using either the 80/20 or 90/10 preference point system which awards 80/90 points for Price and 20/10 points for Specific Goals in accordance with PPPFA 2022 Goals as per table below:

The specific goals allocated points in terms of this bid	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the bidder)	Number of points claimed (80/20 system) (To be completed by the bidder)
Categories of historically disadvantaged persons (African, Indian & Coloured).	5	10		

(Central Supplier Database Summary Report will be utilised to verify Categories of historically disadvantaged persons of enterprise)				
Gender (Woman owned enterprises)	5	10		
(Central Supplier Database Summary Report will be utilised to verify woman ownership of enterprise)				

Documents Collection: Documents can be downloaded from the e- tender portal at www.etenders.gov.za and www.mogalecity.gov.za.

Bidding Procedure Enquiries: scmenquiries@mogalecity.gov.za

Technical Enquiries: tourism@mogalecity.gov.za and/or i.salagae@gifa.co.za

Documents available: As from **Tuesday 4 November 2025** on www.etenders.gov.za and www.mogalecity.gov.za

Closing date: Thursday 22 January 2026

Time: 11:00

Bid Box: 01

Venue of Bid Box: Bid boxes are situated at the reception desk of the Supply Chain Management Unit, situated on the upper level of the West Wing of Mogale City Local Municipality Civic Centre, Corner Commissioner and Market Streets in Krugersdorp.

A. MANDATORY DOCUMENTS

(IF NOT PROVIDED, THE BID WILL BE INSTANTLY DISQUALIFIED)

1. Attendance of Compulsory Briefing Session and Compulsory Site Visit Session and signing the attendance registers. No proposal will be considered from bidders who did not attend the Compulsory Briefing Session and Compulsory Site Visit Session and completed the attendance registers.
2. Submit Central Supplier Database (CSD) Registration Report or Summary Report
3. Authority of Signatory must be completed and signed in case of a business not sole proprietor or one-person business or board of director's resolution authorizing signature to sign off the bid documents.
4. Bidders must submit a Bid Bond of R200,000.00 from a bank or financial institution in the form attached hereto as Annexure [9] as financial assurance of their commitment to this process.
5. Mogale City Local Municipality will not accept any bid document with missing pages.

FAILURE TO ADHERE TO ANY OF THE ABOVE WILL RESULT IN THE PROPOSAL NOT BEING FURTHER EVALUATED.

B. ESSENTIAL DOCUMENTS

(NO AWARD WILL BE MADE IF ANY OF THE INFORMATION/DOCUMENTATION LISTED BELOW IS NOT COMPLIED WITH OR SUBMITTED).

6. Completed and signed Municipal Bidding Documents:
 - 6.1. MBD 1: Invitation to Bid.
 - 6.2. MBD 4: Declaration of Interest.
 - 6.3. MBD 5: Declaration for Procurement above R10 Million (Vat Included)
 - 6.4. MBD 6.1: Preferential Points Claims Form in terms of the Preferential Procurement Regulation 2022.
 - 6.5. MBD 6.2: Local Content Declaration Document
 - 6.6. MBD 8: Declaration of Bidders Past Supply Chain Management Practices.
 - 6.7. MBD 9: Certificate of Independent Bid Determination.

NOTE: The above documents must be submitted on the official and original forms of Mogale City Local Municipality and must not be re-typed or scanned or completed electronically i.e. must not be typed in. Municipal Bidding Forms must be completed in black ink, handwritten. Proposals completed in pencil or any erasable pen will be regarded as invalid.

MUNICIPAL RATES AND TAXES OR MUNICIPAL SERVICE CHARGES

7. The bidding entity and its director(s) must submit Municipal Rates and Taxes account which is not older than three (3) months / ninety (90) days in arrears at the time of the closing date.
8. If the bidding entity and its director(s) does not have a Municipal Rates and Taxes account, it must submit a Municipal Service Charges Statement (water statement or electricity statement or refuse removal statement or sewerage statement).
9. If the bidding entity and its director(s) does not own a property it must submit a valid lease agreement which has the address of the business or Rental Statement which is in the name of the business or director(s).
10. If the Bidding Entity and its director(s) operates from Informal settlement and does not have a Municipal Rates Account,
 - 10.1. The bidding entity and its director(s) must submit Confirmation on Municipality / Metro letterhead signed and stamped by the ward Councillor or delegate/tribal authority with contact details which is not older than three (3) months.
11. If the bidding entity and its director(s) operates from parents' place or any other place and is not responsible for Municipal account / Services.
 - 11.1. The bidding entity and its director(s) must submit an original Sworn Affidavit by the property owner.
12. If the bidding entity and its director(s) is in the process of acquiring new property, which property has not yet been transferred to its name, a letter from the conveyancing attorney(s) must be submitted.

13. If the bidding entity and its director(s) submit a Municipal Account which is in the name of the Trust Account, and original Sworn Affidavit from the Trustees must be furnished explaining that factor/relationship.
14. If the bidding entity's director(s) submit a Municipal Account in the name of the other spouse, an original Sworn Affidavit explaining the relationship/fact must be submitted.

C. <u>TENDER CONDITIONS</u> (FAILURE TO COMPLY WITH THESE CONDITIONS SHALL RESULT IN DISQUALIFICATION)

15. All suppliers of good & services are urged to register in the National Treasury web based Central Suppliers Database with Effect from 1 July 2016.
16. As per National Treasury Instruction No.4 A of 2016/2017 National Treasury Supplier Database, organs of state must ensure that suppliers awarded business with the State are registered on the CSD prior to award letter/purchase order/signed contract being issued.
17. Bids by joint ventures are to be accompanied by the Document Formation of the joint venture, duly registered and authenticated by a Notary Public or other official deputized to witness sworn statements. This document must define precisely the conditions under which the joint venture will function, the period for which it will function, the persons authorized to represent and obligate it, the address for correspondence, the participation of several firms forming the joint venture and any information necessary to permit a full appraisal of its functioning, including a clause to the effect that the members of the joint venture are jointly and severally bound.
18. No electronic signature will be accepted in the bidding document. The bidder's signature must always be signed by hand in black ink.
19. No late proposal will be accepted.
20. Telefax or e-mail bids will not be accepted.
21. All proposals must be submitted on the official and original forms and must not be re-typed or typed or scanned. Proposals must only be submitted on the bid documents as provided by Mogale City Local Municipality
22. Proposals must be completed in black ink, handwritten and must not be typed.
23. The use of tipp-ex is not allowed on the proposal documents.
24. Proposal completed in pencil will be regarded as invalid proposals.
25. No page(s) must be removed from the original proposal document.
26. Requirements for sealing, addressing, delivery, opening and assessment of proposals are stated in the proposal document.

27. The highest or any proposal will not necessarily be accepted, and Mogale City reserves the right to accept the proposal in whole or in part.
28. Mogale City Local Municipality reserves the right to appoint and not to appoint.
29. The validity period for this proposal is hundred and eighty days (180) days.
30. Mogale City Local Municipality reserve the right to negotiate a fair market related price with recommended bidder after a competitive bidding process or price quotations.
31. All proposal prices must be inclusive of VAT for all registered VAT vendors.

REGISTRATION AS A VAT VENDOR

- 31.1 Non-VAT vendors do not have to include VAT in their bid prices, however they must submit bids for contracts that would, if successful, take their annual turnover above the threshold of R 1 million must include VAT in their price quoted and must therefore immediately upon award of the contract, register with the South African Revenue Service (SARS) as VAT vendors.
- 31.2 The award of contract would be (for non-VAT vendors who included VAT in their prices) conditional pending the successful bidder submitting proof of registration as VAT vendor with SARS within 21 days of award.
- 31.3 In all instances where the bidder has excluded VAT from the prices quoted, if the bidder is successful, the letter of contract will clearly state that the price at which the contract is awarded is exclusive of VAT and that VAT will not be added on at any stage after the contract has been signed.
- 31.4 The successful bidder will have to absorb the adverse financial implications of not including VAT in the price quoted.

32. All bid prices must be in RSA currency and inclusive of Value Added Tax (VAT).
33. Proposals will be opened immediately after the closing date and time at the reception desk of the Supply Chain Management Unit, situated on the upper level of the West Wing of the Mogale City Local Municipality Civic Centre, Corner Commissioner and Market Streets in Krugersdorp
34. No bids will be accepted from persons in the service of state as it is defined in the Municipal Finance Management Act and Regulations.
35. The supply Chain Management Policy of Mogale City Local Municipality allow persons aggrieved by decisions or actions taken by the municipality in the implementation of its supply chain management system, to lodge within fourteen (14) days of the decision or action a written objection or complaint to the municipality against the decision or action.
36. Proposal documents may be downloaded from e-tender portal at www.etenders.gov.za as well as www.mogalecity.gov.za.

OFFICE OF THE MUNICIPAL MANAGER



DECLARATION OF BIDDER/S MUNICIPAL ACCOUNT(S)

NAME OF BIDDING ENTITY.....

Declaration in terms of paragraph 38(1)(d)(i) of the Supply Chain Management Policy of the MCLM irrespective of the contract value of the bid:

NB: Please not that this declaration must be completed and signed by all bidders

- (i) I, the undersigned hereby declare that the signatory to this bid document; is duly authorised and further declare:
- (ii) That the bidding entity as well as all its directors /shareholders must submit Municipal account which is not more than three (3) months in arrears or valid lease agreement which is in the name of the business and or the directors.
- (iii) That the copy of the lease agreement/municipal account in the name of the bidding entity and Lessee will only be accepted if water and lights are part of lease payment.
- (iv) I acknowledge that should it be found that any Municipal Rates and Taxes or Municipal charges as set out in (ii) above are in arrears for more than three (3) months, the bid will be rejected and MCLM may take such remedial action as is required, including the rejection of the bid and/or termination of the contract. (Unless if the bidder has attached proof of the payment arrangement of the arrears to the bid document as at the closing date of the submission of bids)
- (v) The following account/s of the bidding entity has reference:

Municipality

Account number

.....

.....

(NB: if insufficient space above, please submit on a separate page)

- (vi) If the Bidding Entity operates from home/ family place / director's place or any other place and is not responsible for Municipal account, the bidder must sign **Declaration of Municipal Account**.

	Yes	No
➤ Bidding entity who operates from informal settlement		
NB: if yes, the Bidding Entity operates from informal settlement and is not responsible for Municipal account/services; <u>The bidder must submit confirmation on Municipality/Metro letterhead signed and stamped from the ward councilor/delegate.</u>		
➤ Bidding entity who operates from a property owned by a director / member / partner		
Bidding entity who operates from somebody else's property (non-Rental paying) N.B: If yes, attach confirmation affidavit of the property owner confirming who is responsible for payment of water and lights.		
➤ Bidding entity who rent premises from a landlord N.B: Attach valid lease agreement or Rental statement		
Other (Please specify)		

Signed at this day20.....

Name of Duly Authorised Signatory (Please print)

.....

Authorised Signature:

As witness: 1

2

- (vii) If the Bidding Entity operates from home/ family place and is not responsible for municipal account, the bidder must submit Sworn Affidavit. **(Applicable to Joint Venture/Consortium only)**

	Yes	No
➤ Bidding entity who operates from informal settlement		
NB: if yes, the Bidding Entity operates from informal settlement and is not responsible for Municipal account/services. <u>the bidder must submit confirmation on Municipality/Metro letterhead signed and stamped from the ward councilor/delegate.</u>		
➤ Bidding entity who operates from a property owned by a director / member / partner		
1.		
2.		
➤ Bidding entity who operates from somebody else's property (non-Rental paying) N.B: If yes, attach confirmation affidavit of the property owner confirming who is responsible for payment of water and lights.		
➤ Bidding entity who rent premises from a landlord N.B: Attach a valid lease agreement duly signed by both the lessor and the lessee		
Other (Please specify)		

Signed at this day 20.....

Name of Duly Authorised Signatory (Please print)

Authorised Signature:

As witness: 1

2



MBD 4

DECLARATION OF INTEREST

1. No bid will be accepted from persons in the service of the state¹.
2. Any person, having a kinship with persons in the service of the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons connected with or related to persons in service of the state, it is required that the bidder or their authorised representative declare their position in relation to the evaluating/adjudicating authority.
- 3 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

3.1 Full Name of bidder or his or her representative:.....

3.2 Identity Number:

3.3 Position occupied in the Company (director, trustee, hareholder²):.....

3.4 Company Registration Number:

3.5 Tax Reference Number:.....

3.6 VAT Registration Number:

3.7 The names of all directors / trustees / shareholders members, their individual identity numbers and state employee numbers must be indicated in paragraph 4 below.

3.8 Are you presently in the service of the state? **YES / NO**

3.8.1 If yes, furnish particulars.

.....
.....

¹MSCM Regulations: "in the service of the state" means to be –

(a) a member of –

- (i) any municipal council;
- (ii) any provincial legislature; or
- (iii) the national Assembly or the national Council of provinces;

(b) a member of the board of directors of any municipal entity;

(c) an official of any municipality or municipal entity;

(d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);

- (e) a member of the accounting authority of any national or provincial public entity; or
(f) an employee of Parliament or a provincial legislature.

² Shareholder” means a person who owns shares in the company and is actively involved in the management of the company or business and exercises control over the company.

3.9 Have you been in the service of the state for the past twelve months? **YES / NO**

3.9.1 If yes, furnish particulars.....

3.10 Do you have any relationship (family, friend, other) with persons in the service of the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

3.10.1 If yes, furnish particulars.

.....
.....

3.11 Are you, aware of any relationship (family, friend, other) between any other bidder and any persons in the service of the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

3.11.1 If yes, furnish particulars

.....
.....

3.12 Are any of the company’s directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.12.1 If yes, furnish particulars.

.....
.....

3.13 Are any spouse, child or parent of the company’s directors trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.13.1 If yes, furnish particulars.

.....
.....

3.14 Do you or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company have any interest in any other related companies or business whether or not they are bidding for this contract. **YES / NO**

3.14.1 If yes, furnish particulars:

.....
.....

4. Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	State Employee Number

.....
Signature

.....
Date

.....
Capacity

.....
Name of Bidder



MBD 5

DECLARATION OF PROCUREMENT ABOVE R10 MILLION (VAT INCLUDED)

**FOR ALL PROCUREMENT EXPECTED TO EXCEED R10 MILLION (VAT INCLUDED),
BIDDERS MUST COMPLETE THE FOLLOWING QUESTIONNAIRE:**

- 1 Are you by law required to prepare annual financial statements for auditing?

- 1.1 if yes, submit audited annual financial statements for the past three years or since the date of establishment if established during the past three years.

.....

YES/NO

.....

.....

- 2 Do you have any outstanding undisputed commitments for municipal services towards a municipality or any other service provider in respect of which payment is overdue for more than 30 days?

YES/NO

- 2.1 If no, this serves to certify that the bidder has no undisputed commitments for municipal services towards any municipality for more than three months or other service provider in respect of which payment is overdue for more than 30 days.

- 2.2 If yes, provide particulars.

.....

.....

.....

- 3 Has any contract been awarded to you by organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract?

YES/NO

3.1 if yes, furnish

.....

.....

4 Will any portion of goods or services be sourced from outside the Republic, if so, what portion and whether any portion of payment from the municipality / municipal entity is expected to be transferred out of the Republic?

YES/NO

4.1 If yes, furnish particulars

.....

.....

CERTIFICATION

I, THE UNDERSIGNED (NAME)

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS CORRECT.

I ACCEPT THAT THE STATE MAY ACT AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all bidders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE BID AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to bid:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 The applicable preference point system for this bid is the 90/10 or 80/20 preference point system.

1.3 Points for this bid (even in the case of a bid for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 The maximum points for this bid are allocated as follows:

	POINTS
PRICE	80/90
SPECIFIC GOALS	20/10
TOTAL POINTS FOR PRICE AND SPECIFIC GOALS	100

1.5 Failure on the part of a bidder to submit proof or documentation required in terms of this bid to claim points for specific goals with the bidder, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“bid”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive bidding process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money bided for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“bid for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).
- (f) **“comparative price”** means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;
- (g) **“consortium or joint venture”** means an association of person for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract;
- (h) **“contract”** means the agreement that results from the acceptance of a bid by an organ of state;
- (i) **“EME”** means an Exempted Micro Enterprise as defined by Codes of Good Practice issued in terms of section 9 (1) of the Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- (j) **“Firm price”** means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, the execution of the contract;
- (k) **“functionality”** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;
- (l) **“non-firm prices”** means all prices other than “firm” prices;
- (m) **“person”** includes a juristic person;
- (n) **“QSE”** means a Qualifying Small Enterprise as defined by Codes of Good Practice issued in terms of section 9 (1) of the Broad- Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- (o) **“rand value”** means the total estimated value of a contract in South African currency, calculated at the time of the bid invitations, and includes all applicable taxes and excise duties;
- (p) **“sub-contract”** means the primary contractor’s assigning, leasing, making out work to, or employing, another person to] support such primary contractor in the execution of part of a project in terms of the contract
- (q) **“total revenue”** bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9 (1) of the Broad-Based Economic Empowerment Act and promulgated in the Government Gazette on 9 February 2007;
- (r) **“trust”** means the arrangement through which the property of one person is made over

or bequeathed to a trustee to administer such property for the benefit of another person.

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1 POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 or 90/10

$$P_s = 80(1 - \frac{P_t - P_{min}}{P_{min}})$$

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

or

$$P_s = 90(1 - \frac{P_t - P_{min}}{P_{min}})$$

$$P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

P_{min} = Price of lowest acceptable bid

3.2 FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 or 90/10

$$P_s = 80(1 + \frac{P_t - P_{max}}{P_{max}})$$

$$P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$$

or

$$P_s = 90(1 + \frac{P_t - P_{max}}{P_{max}})$$

$$P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$$

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{max} = Price of highest acceptable tender

4 POINTS AWARDED FOR SPECIFIC GOALS

4.1 In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the bid. For the purposes of this bid the Bidder will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this bid:

4.2 In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the bid documents, stipulate in the case of—

(a) an invitation for bid for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable bid will be used to determine the applicable preference point system; or

(b) any other invitation for bid, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable bid will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the bid and points claimed are indicated per the table below.

Note to bidders: The bidder must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this bid	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the bidder)	Number of points claimed (80/20 system) (To be completed by the bidder)
Categories of historically disadvantaged persons (African, Indian & Coloured). (Central Supplier Database Summary Report will be utilised to verify Categories of historically disadvantaged persons of enterprise)	5	10		
Gender (Woman owned enterprises) (Central Supplier Database Summary Report will be utilised to verify woman ownership of enterprise)	5	10		

3. DECLARATION WITH REGARD TO COMPANY/FIRM

3.1 Name of company/firm:.....

3.2 VAT registration number:.....

3.3 Company registration number:.....

3.4 TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One person business/sole propriety
- ☐ Close corporation
- ☐ Company
- ☐ (Pty) Limited

[TICK APPLICABLE BOX]

3.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

.....

3.6 COMPANY CLASSIFICATION

- ☐ Manufacturer
 - ☐ Supplier
 - ☐ Professional service provider
 - ☐ Other service providers, e.g. transporter, etc.
- [TICK APPLICABLE BOX]

3.7 MUNICIPAL INFORMATION

Municipality where business is situated:

Registered Account Number:

Stand Number:.....

3.8 Total number of years the company/firm has been in business:.....

3.9 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contribution indicated in paragraph 7 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution

5. **PREVIOUS EXPERIENCE**

Provide the following information on relevant previous experience (indicate specifically projects of similar or larger size and/or which is similar with regard to type of work).

DESCRIPTION	VALUE (R, VAT EXCLUDED)	YEAR(S) EXECUTED	REFERENCE		
			NAME	ORGANIZATION	TEL NO

5.1. PROVIDE INFORMATION ON KEY STAFF YOU INTEND UTILIZING ON THIS CONTRACT, SHOULD IT BE AWARDED TO YOU.

NAME	POSITION IN YOUR ORGANIZATION	QUALIFICATIONS	EXPERIENCE

5.2. INFRASTRUCTURE AND RESOURCES AVAILABLE TO EXECUTE THIS CONTRACT

5.2.1 PHYSICAL FACILITIES

DESCRIPTION	ADDRESS	AREA (M²)

5.3. PLANT AND EQUIPMENT

Description: Plant and equipment owned (or to be rented)	Number of units

5.4 LIST OF SHAREHOLDERS BY NAME, POSITION, IDENTITY NUMBER, CITIZENSHIP, HDI STATUS AND OWNERSHIP AS RELEVANT.

Name	Date/Position Occupied in Enterprise	ID Number (please attach certified copies of ID's	Date RSA Citizenship obtained	HDI	Women	Disabled	Youth (person not older than 35 years of age)	% of business/ enterprise owned
							Total	100%

5.6. LIST OF SHAREHOLDERS BY NAME, PERCENTAGE (%) OF BUSINESS/ENTERPRISE OWNED, RESIDENTIAL ADDRESS.

FULL NAME	IDENTITY (ID) NUMBER (PLEASE ATTACHED CERTIFIED COPIES OF ID'S)	% OF BUSINESS/ ENTERPRISE OWNED	RESIDENTIAL ADDRESS



6. AUTHORITY FOR SIGNATORY

Please note that the sole proprietors or “one person business” are not required to submit an official and duly signed authority of signatory.

Signatories for close corporations and companies shall confirm their authority by signing on behalf of the company/firm **by attaching to this page** a duly signed and dated copy of the relevant resolution of their members or their board of directors, as the case may be.

An example for a company is shown below:

Printed on company letterhead:

“ By resolution of the board of directors passed on _____ 20 _____

Mr _____

has been duly authorized to sign all documents in connection with the bid for

Bid _____ No _____

and any Contract, which may arise there from on behalf of

SIGNED ON BEHALF OF THE COMPANY _____

IN HIS CAPACITY AS _____ CAPACITY AS _____

DATE: _____

SIGNATURE OF SIGNATORY: _____

AS WITNESSES: 1 _____

2 _____

7. I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the Specific Goals



indicated in paragraph 7 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- (i) The information furnished is true and correct.
- (ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.
- (iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- (iv) If the Specific Points has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution

.....
SIGNATURE(S) OF BIDDER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....

MBD 6.2

LOCAL CONTENT DECLARATION DOCUMENT

Before completing this declaration, bidders must study the General Conditions, Definitions, Directives applicable in respect of Local Content as prescribed in the South African Bureau of Standards (SABS) approved technical specification number SATS 1286:2017 and the Guidance



on the Calculation of Local Content together with the Local Content Declaration Templates [Annex C (Local Content Declaration: Summary Schedule), D (Imported Content Declaration: Supporting Schedule to Annex C) and E (Local Content Declaration: Supporting Schedule to Annex C)].

1. The local content (LC) expressed as a percentage of the bid price must be calculated in accordance with the SABS approved technical specification number SATS 1286: 2017 as follows:

$$LC = [1 - x / y] * 100$$

Where

- x is the imported content in Rand
y is the bid price in Rand excluding value added tax (VAT)

Prices referred to in the determination of x must be converted to Rand (ZAR) by using the exchange rate published by South African Reserve Bank (SARB) at 12:00 on the date of advertisement of the bid as indicated in paragraph 4.1 below.

The SABS approved technical specification number SATS 1286:2017 is accessible on <http://www.thedtic.gov.za/sectors-and-services-2/industrial-development/industrial-procurement/> at no cost.

2. The stipulated minimum threshold(s) for local production and content (refer to Annex A of SATS 1286:2011) for this bid is/are as follows:

Item No.	Description of services, works or goods	Stipulated minimum threshold
1.	Textile	100%
2.	Base and Mattress	90%

3. Does any portion of the goods or services offered have any imported content?

(Tick applicable box)

YES		NO	
-----	--	----	--



3.1 If yes, the rate(s) of exchange to be used in this bid to calculate the local content as prescribed in paragraph 1.5 of the general conditions must be the rate(s) published by SARB for the specific currency at 12:00 on the date of advertisement of the bid.

The relevant rates of exchange information is accessible on www.reservebank.co.za

Indicate the rate(s) of exchange against the appropriate currency in the table below (refer to Annex A of SATS 1286:2011):

Currency	Rates of exchange
US Dollar	
Pound Sterling	
Euro	
Yen	
Other	

NB: Bidders must submit proof of the SARB rate (s) of exchange used.

4. Where, after the award of a bid, challenges are experienced in meeting the stipulated minimum threshold for local content the dtic must be informed accordingly in order for the dti to verify and in consultation with the AO/AA provide directives in this regard.

LOCAL CONTENT DECLARATION

(REFER TO ANNEX B OF SATS 1286:2011)

LOCAL CONTENT DECLARATION BY CHIEF FINANCIAL OFFICER OR OTHER LEGALLY RESPONSIBLE PERSON NOMINATED IN WRITING BY THE CHIEF EXECUTIVE OR SENIOR MEMBER/PERSON WITH MANAGEMENT RESPONSIBILITY (CLOSE CORPORATION, PARTNERSHIP OR INDIVIDUAL)

IN RESPECT OF BID NO.

ISSUED BY: (Procurement Authority / Name of Institution):

.....

NB

- 1 The obligation to complete, duly sign and submit this declaration cannot be transferred to an external authorized representative, auditor or any other third party acting on behalf of the bidder.
- 2 Guidance on the Calculation of Local Content together with Local Content Declaration Templates (Annex C, D and E) is accessible on <http://www.thedtic.gov.za/sectors-and-services-2/industrial-development/industrial-procurement/> Bidders should first complete Declaration D. After completing Declaration D, bidders should complete Declaration E and then consolidate the information on Declaration C. Declaration C should be submitted with the bid documentation at the closing date and time of the bid in order to substantiate the declaration made in paragraph (c) below. Declarations D and E should be kept by the bidders for verification purposes for a period of at least 5 years. The successful bidder is required to continuously update Declarations C, D and E with the actual values for the duration of the contract.

I, the undersigned, (full names),

do hereby declare, in my capacity as

of(name of bidder entity), the following:

(a) The facts contained herein are within my own personal knowledge.

(b) I have satisfied myself that:



the goods/services/works to be delivered in terms of the above-specified bid comply with the minimum local content requirements as specified in the bid, and as measured in terms of SATS 1286:2017; and

(c) The local content percentage (%) indicated below has been calculated using the formula given in clause 3 of SATS 1286:2017, the rates of exchange indicated in paragraph 4.1 above and the information contained in Declaration D and E which has been consolidated in Declaration C:

Bid price, excluding VAT (y)	R
Imported content (x), as calculated in terms of SATS 1286:2011	R
Stipulated minimum threshold for local content (paragraph 3 above)	
Local content %, as calculated in terms of SATS 1286:2011	

If the bid is for more than one product, the local content percentages for each product contained in Declaration C shall be used instead of the table above.

The local content percentages for each product has been calculated using the formula given in clause 3 of SATS 1286:2011, the rates of exchange indicated in paragraph 4.1 above and the information contained in Declaration D and E.

(d) I accept that the Procurement Authority / Institution has the right to request that the local content be verified in terms of the requirements of SATS 1286:2017.

(e) I understand that the awarding of the bid is dependent on the accuracy of the information furnished in this application. I also understand that the submission of incorrect data, or data that are not verifiable as described in SATS 1286:2017.

SIGNATURE: _____

DATE: _____

WITNESS No. 1 _____

DATE: _____

WITNESS No. 2 _____

DATE: _____



Annex C

Note: VAT to be excluded from all calculations

Pula		EU		GBP	
------	--	----	--	-----	--

Signature of tenderer from Annex B

Date:

[illegible]

Summary

**This total must correspond with
Annex C - C 21**

Summary

(D32) Total imported value by tenderer

Summary

(D45) Total imported value by 3rd party

Summary of payments

Local value of
payments

**This total must correspond with
Annex C - C 23**

(E1)	Tender No.					Note: VAT to be excluded from all calculations
(E2)	Tender description:					
(E3)	Designated products:					
(E4)	Tender Authority:					
(E5)	Tendering Entity name:					

[illegible]

This total must correspond with Annex C - C24

48



MBD 8

MOGALE CITY LOCAL MUNICIPALITY

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Municipal Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by municipalities and municipal entities in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be rejected if that bidder, or any of its directors have:
 - a. abused the municipality's / municipal entity's supply chain management system or committed any improper conduct in relation to such system;
 - b. been convicted for fraud or corruption during the past five years;
 - c. willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - d. been listed in the Register for Bid Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).
- 4 **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
4.1.1	If so, furnish particulars:		
4.2	Is the bidder or any of its directors listed on the Register for Bid Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Bid Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes ☐	No ☐



4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court of law outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes ☐	No ☐
4.3.1	If so, furnish particulars:		
Item	Question	Yes	No
4.4	Does the bidder or any of its directors owe any municipal rates and taxes or municipal charges to the municipality / municipal entity, or to any other municipality / municipal entity, that is in arrears for more than three months?	Yes ☐	No ☐
4.4.1	If so, furnish particulars:		
4.5	Was any contract between the bidder and the municipality / municipal entity or any other organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ☐	No ☐
4.7.1	If so, furnish particulars:		

CERTIFICATION

**I, THE UNDERSIGNED (FULL NAME)CERTIFY THAT
THE INFORMATION FURNISHED ON THISDECLARATION FORM TRUE AND CORRECT.I
ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE
TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.**

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder



MBD 9

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

RFP NUMBER: ES(EDS) 03/2026- FOR A PRESTIGIOUS PUBLIC-PRIVATE PARTNERSHIP OPPORTUNITY FOR THE REVITALIZATION REFURBISHMENT, EXPANSION, FINANCING, OPERATIONS AND MANAGEMENT, OF THE KRUGERSDORP GAME RESERVE in response to the invitation for the bid made by: **MOGALE CITY LOCAL MUNICIPALITY**

(Name of Municipality / Municipal Entity)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign, the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder
6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;



- (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- ³ **Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.**
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder



PART B: FORWARD MATERIAL

REQUEST FOR PROPOSAL FOR A PRESTIGIOUS PUBLIC-PRIVATE PARTNERSHIP OPPORTUNITY FOR THE REVITALIZATION REFURBISHMENT, EXPANSION, FINANCING, OPERATIONS AND MANAGEMENT, OF THE KRUGERSDORP GAME RESERVE

Issued by: Mogale City Local Municipality (MCLM)

1. GLOSSARY AND DEFINITIONS

The following terms are defined as indicated below, and related expressions shall carry equivalent meanings —

AA/AO	Accounting Officer / Accounting Authority
Affordable	The financial commitments to be incurred by the MCLM in terms of the PPP Agreement can be met by funds.
Applicable Law	All policy, legislation, regulations, by- laws, directives applicable to the Project, the Private Party and the MCLM
Bidder	an entity, joint venture or consortium that submits a Bid Proposal.
Black Enterprise	An enterprise that is at least 50.1% beneficially owned by Black People and in which Black People have substantial management control. Such beneficial ownership may be held directly or through other Black Enterprises.
Black People	African, Coloured, Indian and Chinese South African Citizens.
Briefing Note	A circular between the Bidder and the MCLM clarifying issues or comments prior to submission of Proposals.
CIPC	Companies and Intellectual Property Commission
Commercial Close	The date of signature of the PPP Agreement, and if signed on different dates, the last of such dates.
Consortium	A, combination, or group (as of companies) formed to undertake an enterprise beyond the resources of any one member
Constitution	<i>Constitution of the Republic of South Africa, 108 of 1996</i>
CSD	Central Supplier Database
CV	Curriculum Vitae
EME	Exempted Micro Enterprise
Equity	Any and all issued shares (or to be issued) in the authorised share capital of the Private Party, the entire amount standing to the credit of the share premium account and the principal of any and all loans made by shareholders of the Private Party, whether or not such loans are evidenced by written agreements, debentures or other documentation.

Financial Close	The date on which the last of the conditions precedent in the PPP Agreement is fulfilled, or waived, as the case may.
Fixed PPP Fee	[R120 000 (one hundred and twenty) thousand Rand per month payable by the Private Party to the MCLM from the commercial operations date.
GIFA	Gauteng Infrastructure Financing Agency
Government	Government of South Africa constituted in terms of the Constitution; any one or more of all three branches or spheres of government: national, provincial or municipal;
GPG	Gauteng Provincial Government
Lenders	A financial institution that will provide financing to the Private Party in various capacities and in respect of various types of debt provided by them, under any financing agreements.
Management Control	means, in relation to any enterprise, the ability to direct or cause the direction of the business and management policies or practices of that enterprise;
MCLM	Mogale City Local Municipality
Member	In respect of a Bidder bidding in terms of a joint venture or consortium, each member thereof;
MFMA	<i>Municipal Finance Management Act 56 of 2003</i>
MSA	<i>Municipal System Act 32 of 2000</i>
NEBOSH	National Examination Board in Occupational Safety and Health
PFMA	<i>Public Finance Management Act 1 of 1999</i>
PPP	Public-private partnership, as defined in the Treasury Regulations
PPP Agreement	The agreement to be entered into between or amongst the MCLM and the private party.
PPP Fees	The Fixed PPP Fees and the Variable PPP Fees.
PPPFA	<i>Preferential Procurement Policy Framework Act 5 of 2000</i>
PPR 2022	<i>Preferential Procurement Regulations, 2022</i>
Preferred Bidder	The Pre-qualified Bidder who, following evaluation of its Proposal in Proposal to the RFP is selected by the MCLM as the party with whom to conclude a PPP Agreement;
Private Party	The successful Bidder who is awarded the right to undertake the Project and conclude the PPP Agreement with the MCLM
Project	The refurbishment, expansion, financing, operations and management, of the Krugersdorp Game Reserve.
Proposal	The Proposal submitted by a Bidder in response to this RFP.



RDP	Reconstruction and Development Programme ¹
Reserve Bidder	A Bidder appointed for consideration in the event of failure of negotiations with the Preferred Bidder
RFP	This Request for Proposals.
SARS	South African Revenue Services.
Site(s)	The Krugersdorp Game Reserve — according to the latest SG Diagrams & Database — comprises 7 different properties, namely: Ptn 61 Sterkfontein 173 IQ Ptn 58 Sterkfontein 173 IQ Ptn 97 Sterkfontein 173 IQ Ptn 59 Sterkfontein 173 IQ Ptn 8 Waterval 174 IQ RE/2 Waterval 174 IQ Ptn 56 Waterval 174 IQ [See map contained in ANNEXURE 4: Note that the KGR Boundary Fence is depicted in black and the KGR in relation to the farm properties (in yellow) is depicted in green.]
South Africa	Republic of South Africa
Specific Goals	Specific goals are defined in the regulations to mean specific goals as contemplated in section 2(1)(d) ² of the PPPFA which may include contracting with people or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme (RDP)
SPV	Special Purpose Vehicle
Subcontractors	The parties with whom the Private Party concludes subcontracts in respect of the Project including any construction subcontractor(s), and the operations sub-contractor(s)
Tourism Sector Codes	the BBBEE Sector Codes on Tourism
Treasury Regulation	the Municipal PPP Regulations promulgated in terms of the MFMA

¹ Government Gazette No. 16085 dated 23 November 1994.

² The goals in Section 2(1)(d)(i) may be broken down in the following:

- (a) Contracting with persons or categories of persons historically disadvantaged on the basis of race (black people);
- (b) Contracting with persons or categories of persons historically disadvantaged on the basis of gender (women);
- (c) Contracting with persons or categories of persons historically disadvantaged on the basis of disability (persons living with disabilities).



Variable PPP Fee	The fee offered by the Bidder to be paid to the MCLM, in addition to the Fixed PPP Fee.
VAT	Value Added Tax

2. INTRODUCTION

MCLM invites Proposals from suitably qualified and experienced Bidders for a turnkey solution for the refurbishment, expansion, funding, management and operation of a concession area within the Krugersdorp Game Reserve. This Request for Proposals presents a unique opportunity for a private sector partner to contribute to sustainable eco-tourism, while generating long-term revenue through the responsible management of the natural and commercial assets of KGR.

The KGR redevelopment project is procured as a Public-Private Partnership initiative aimed at revitalising and commercialising the reserve within Mogale Local City Municipality. **MCLM** shall determine the private sector partner through a procurement process and appoint the private partner responsible for upgrading, expanding, funding, managing, and operating KGR's tourism, lodging, and recreational facilities under a 25-year concession.

MCLM is mandated to attract private sector investment into critical infrastructure projects in the Mogale municipal area. This RFP is for the appointment of a private partner for the redevelopment, operation, and maintenance of the tourism facilities at the KGR. The Project aims to enhance the KGR's infrastructure, create employment, uplift the local community and promote sustainable tourism.

KGR is situated in the western part of the Gauteng province and offers a variety of attractions for local and international tourists. It is home to a diverse range of fauna and flora and is a popular destination for wildlife enthusiasts. The development of tourism infrastructure will focus on enhancing the KGR's natural assets, improving visitor experience, and ensuring the long-term sustainability of the KGR.

By entering into a PPP Agreement with a Private Party, MCLM aims to generate additional revenue through PPP fees paid by the Private Party, allowing MCLM to focus on its core mission of conservation. The Project is expected to be developed by the Private Party in strict compliance with MCLM's environmental and supply chain objectives and Applicable Law.

In line with MCLM's objectives, there will be a strong emphasis on implementing Specific Goals to promote transformation and economic development, with a particular focus on benefiting local communities surrounding the KGR.



3. PURPOSE OF THE RFP

The purpose of this RFP is to allow the MCLM to pre-qualify and assess interested parties and select a preferred Bidder. The process will be conducted openly and transparently to ensure that the goals of the KGR project are met, while MCLM achieves its value-for-money objectives.

4. EVALUATION OF PROPOSALS:

The evaluation of proposals will occur in three stages: (Stage 1 and Stage 2 will be submitted in Envelope 1)

Stage 1: Mandatory and Administrative Compliance (Stage 1)

The initial stage of the evaluation process will be strictly focused on assessing the general compliance of the Bidder's submission. This involves verifying whether the Bidder has submitted all mandatory and administrative compliance documents as outlined in Part A of this RFP. Only Proposals that fully meet these pre-qualification requirements will proceed to the next stage of evaluation.

Proposals that fail to include the required mandatory documents will be deemed **non-compliant and disqualified** from further consideration. No requests for missing documents will be made, and non-compliant Proposals will be excluded from further evaluation for Bidders not meeting the qualification criteria.

Stage 2: Functional Evaluation (Stage 2)

In the second stage of the evaluation process, the technical Proposals submitted by Bidders who pass Stage 1 will be assessed for functionality.

This stage focuses on the Bidder's ability to meet the specific technical and operational requirements of the Project as detailed in Part D of this RFP. Evaluators will use the comprehensive criteria outlined in Annex 8 to score Proposals objectively.

Stage 2 evaluation will be conducted in two phases

Stage 2a – In order to assess the Bidders' skills and experience, the skills and experience of the project team will be assessed as well as the relevance and track record of similar projects. Bidders need to score at least 70% or more in this phase to proceed to Stage 2(b) of the functionality evaluation. Bidders scoring below 70% will not be considered for further evaluation.

Stage 2b – Only Bidders passing Stage 2a of the functionality stage will be assessed in phase 2b of the functionality assessment. During Stage 2b Bidders will be assessed on the robustness of the business, operations, and design plans, as well as environmental and risk management strategies. Only Proposals that achieve the minimum functionality threshold of 70% or above in Stage 2b will proceed to the next stage of the evaluation process. Bidders scoring below 70% will not be considered for further evaluation.

Stage 3: Financial Proposal and Specific Goals

In the third and final stage of the evaluation process, the second envelope (Envelope II) will be opened for Bidders who have successfully met the minimum functionality threshold in Stage 2.



Stage 3 evaluation will focus on assessing the Bidder's proposed commercial offering and specific goals.

The Stage 3 evaluation will also consider the Bidder's performance in terms of Specific Goals. Detailed criteria for this stage are outlined in Section 15 of the RFP and further elaborated in Annexure 8. The outcomes of this stage will determine the final scoring and ranking of Bidders for selection.

5. CONTENTS OF PROPOSALS

The following information must be read in conjunction with the contents of Part D and Annexure 8 of this RFP

All communication and correspondence related to this Bid/RFP process must be conducted and documented in English.

This RFP employs a Two-Envelope Bidding Process, requiring Bidders to submit two sealed envelopes together within a single outer sealed envelope, as follows:

5.1. Envelope 1: Mandatory Compliance documents and Technical Proposal

The first envelope must contain only the original non-financial components of the Proposal, clearly labelled "Compliance Documents and **Technical Proposal Envelope 1**" on the exterior.

5.1.1 Mandatory and Administrative compliance

Item	Description
1	Cover Page
1.1	Name of Bid and Bid Number
1.2	Bidder Information
1.3	Company Name
1.4	Contact Details
1.5	Date of Submission
2	Bidder must submit Central Supplier Database (CSD) Registration Report or Summary Report
3.	Bidders must submit a Bid Bond of R200,000.00 from a bank or financial institution in the form attached hereto as Annexure [9] as financial assurance of their commitment to this process.
4.	Bidders must attend a compulsory briefing session and compulsory site visit session to be held at KGR on Friday 21 st of November 2025

Item	Description
5.	Joint Venture or Consortium Agreements: For entities bidding together, a joint venture or consortium agreement must be submitted, along with the relevant company documents resolutions of each Member.
6.	Bidders in the consortium are required to indicate their commitment to incorporating a SPV to undertake the Project, if appointed (signed off by a designated member of the Consortium) and provide an outline of the structure of the SPV and details as indicated in Annexure 3.

Table 1: Cover Page requirements and mandatory requirements

5.1.2 Essential Returnable Documents

The following Bid documents are essential bid documents and are required to be attached to envelope 1: **“Technical Proposal”**

Item	MBD Document	Description
1	MBD 1	Invitation to Bid
2	MBD 4	Declaration of Interest
3	MBD 5	Declaration for Procurement above R10 million (Including VAT)
4	MBD 6.1	Preference Points Claims Form in Terms of Preferential Procurement Regulation 2022
5	MBD 6.2	Local Content Declaration
6	MBD 8	Declaration of Bidder's Past Supply Chain Management Practices
7	MBD 9	Certificate of Independent Bid Determination

Table ii: Mandatory compliance documents



5.1.3 Mandatory Cost Proposal must be attached to Envelope 2 – non-submission will lead to disqualification.

The is required to submit a cost proposal in envelope 2 labelled “Financial Proposal and Specific Goals” which is aligned the proposed technical proposal.

Financial Cost proposal must be cross-referenced to the sections in the Technical Proposal

Envelope 1: Layout and Contents of Bid Proposal

Envelope 1: Mandatory Compliance and Technical Proposal	
Item	Description
1.	Cover Page
	Title: Mandatory Compliance and Technical Proposal
	Bidder Name and Details
	Date of Submission
2.	Table of Contents
	<i>(Includes page numbers for all sections)</i>
3.	Mandatory Compliance Documents (<i>Table i above</i>)
4.	Technical proposal
4.1.	Technical Project Team Experience
4.2.	Business Operations Team Experience
4.3.	Company/Consortium Project-Related Experience
4.4.	Business, Operations, and Design Plan
4.5	Financing and Capital Plan
4.6	Methodology and Approach (Inclusive of Environmental Plan)
4.7	Risk Plan



5.1.4 Proportional Scoring Matrix for Technical Proposal in Envelope 1

Envelope 1 will be proportionally weighted, converting the total score to a percentage for each of the two phases of the Stage 2 evaluation. (See below)

ITEM	ORIGINAL POINTS	PROPORTIONAL WEIGHT (%)
	(Out of 70 + 100)	
Stage 2a		
Technical Project Team Skills and Experience (Bidders must attached CV's of team members indicating their experience and qualifications)	20	28,6%
Business Operation Project Team Skills and Experience (Bidders must attached CV's of team members indicating their experience and qualifications)	20	28,6%
Company/Consortium Project-Related Skills and Experience (Bidders must attach the profile of the companies/consortium members as well as relevant reference letters as evidence)	30	42,9%
	70	
Minimum score to pass Phase 2a is 70% (49/70)		
Stage 2b		
Business, Operations, and Design Plan (Plan to be inserted as per the criteria outlined in annexure 8)	45	45,0%
Financing and Capital Plan (Plan to be inserted as per the criteria outlined in annexure 8)	25	25,0%
Methodology and Approach (Methodology and Approach to be inserted as per the criteria outlined in annexure 8)	20	20,0%
Risk Plan (Bidders are required to provide a detail Risk Plan in accordance with the criteria as outlined in annexure 8)	10	10,0%
	100	100,0%
Minimum score to pass Stage 2b is 70% (70/100)		

Table iv: Proportional scoring matrix for Envelope 1



Envelope 2: Financial Proposal and Specific Goals

The second envelope must contain the Bidder's financial capital plan and Specific Goals and Pricing submission and be labelled "**Financial Proposal**" on the exterior.

The contents of the envelopes are outlined below and must be organised in a logical and clear manner, separated or demarcated using appropriate section dividers or similar tools to reflect the structure detailed below.

Table iii: Content contained in Envelope I and II respectively

Item	Description
	Envelope 2: Financial Proposal
1.	Cover Page
	Title: Financial Proposal
	Bidder Name and Details
	Date of Submission
2.	Table of Contents
	<i>(Includes page numbers for all sections)</i>
3.	Price Proposal (PPP Fee Offer)
4.	Specific Goals
	<i>Supporting documents, schedules and annexures submitted</i>

IMPORTANT NOTES:

Each envelope has distinct focuses:

- i. Envelope 1 evaluates the compliance, technical and operational capacity of the Bidder.
- ii. Envelope 2 focuses on financial feasibility, pricing, and specific goals compliance.
- iii. Bidders must ensure proper organisation with labelled divider tabs for easy navigation by evaluators.
- iv. Use consistent formatting across both envelopes for professional presentation.
- v. Proposals must be submitted by hand at MCLM offices and contain an electronic PDF-version of both envelope 1 and envelope 2 of proposal on two (2) USB drives which must be submitted together with the hardcopy.
- vi. All Proposals submitted must remain valid for 180 calendar days from the Bid Closing Date unless extended officially by MCLM.
- vii. By submitting the Proposal, the Bidder acknowledges and accepts all terms and conditions outlined in the RFP and Applicable Law.



6. BID OPENING PROCESS

In line with the Two-Envelope Bidding Process, Envelope 1 (**Technical Proposal**) and Envelope 2 (**Financial Proposal and Specific Goals**) must be submitted separately and clearly marked envelopes upon submission.

Technical proposal envelope (envelope 1) will be opened first and evaluated. Those securing less than the minimum score will be disqualified and will not proceed to stage 2.

Envelope 2 will remain sealed and securely stored by MCLM until the evaluation of Envelope 1 is fully concluded. This ensures that the technical evaluation is conducted impartially, without any influence from the contents of the Financial Proposals.

Bidders that secured the minimum points for stage 1, their financial proposal envelopes (envelope 2) will be opened in public. Bidders that passed stage 1 will be notified by e-mail (scmenquiries@mogalecity.gov.za) 5 days in advance of the date, time and venue of the opening of financial proposal envelopes of shortlisted bidders.

7. BID EVALUATION METHODOLOGY

7.1 Envelope 1: Compliance and Technical Proposal

Envelope 1 will be opened first and evaluated by the Bid Evaluation Committee. Only Proposals that achieve a minimum weighted score of 70% in the technical functionality will qualify to proceed to the next phase. Proposals failing to meet this threshold will be considered non-responsive.

7.2 Envelope 2: PPP Financial Offer and Specific Goals

Envelope 2 will remain sealed and will only be opened for Proposals that meet the 70% threshold in the technical evaluation. The evaluation of Envelope 2 will consider the Bidder's PPP financial offer (fee offer), and the Specific Goals to promote transformation and economic development.

7.3 Awarding of the Project

The Project will be awarded to the Bidder whose Proposal complies with all requirements, meets the evaluation criteria, and is deemed acceptable to be recommended by the Bid Evaluation Committee, supported by the Bid Adjudication Committee and awarded by the Accounting Officer.

8. BID BOND

Bidders must submit a Bid Bond of R 200,000.00 from a bank or financial institution in the form of Annexure [9] as financial assurance of their commitment to the Project. The Bid Bond must remain valid until replaced by a Performance Bond upon the Project's commencement. Unsuccessful Bidders will have their Bid Bonds refunded after verification, while forfeiture applies under specific conditions, including withdrawal or misrepresentation during the bid process.

9. PART C: PROJECT DESCRIPTION

9.1 Krugersdorp Game Reserve: History, project description and reciprocal duties and responsibilities

Krugersdorp Game Reserve is a 1,500-hectare game reserve owned by Mogale City Local MCLM, situated in the central-western part of the municipality's area within Gauteng Province, South Africa. The reserve is bordered by the N14 to the north and the R24 (Rustenburg Road) to the south. MCLM, along with Merafong Local Municipality and Rand West City Local Municipality, forms part of the West Rand District Municipality (WRDM).

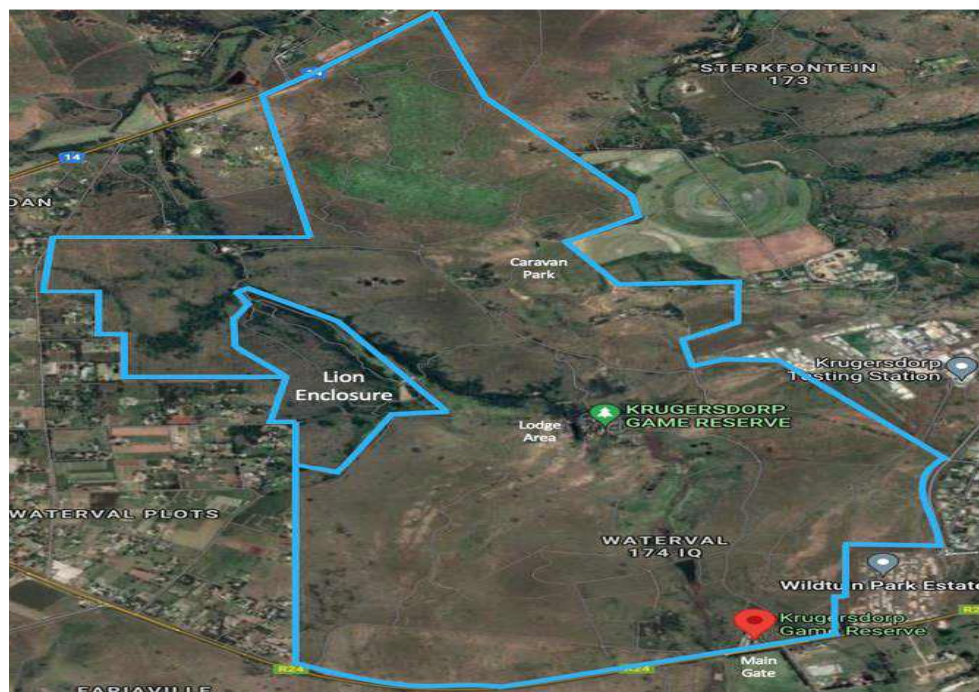


Figure 1: Aerial View of the Krugersdorp Game Reserve.

The district is located on the southwestern edge of Gauteng Province and is home to the renowned Cradle of Humankind World Heritage Site. Situated within an hour's drive from O.R. Tambo International Airport, it is highly accessible from major Gauteng centres and borders the Northwest Province. This ideal location makes it a popular destination for day visitors and weekend getaways, especially due to its proximity to the extensive Gauteng market.

The Krugersdorp Game Reserve conservation area was established in 1963 through a land donation from Harmony Gold Mines to the Krugersdorp Municipality, with the stipulation that it remains a nature reserve in perpetuity. Currently, the reserve holds a level 2 protection status, meaning it is a formally proclaimed area governed by relevant legislation and a management plan focused on biodiversity conservation as a primary objective.

The reserve also boasts a 100-hectare enclosed lion sanctuary, which garners significant interest despite minimal marketing. Facilities at KGR include a restaurant, accommodations, conference spaces, a caravan park, and various outdoor amenities. It provides terrain suitable for adventure



activities such as a 4x4 track, running trails, and mountain biking. The reserve's landscape features a drainage corridor with notable natural attractions, including wetlands, waterfalls, and deeply fissured valleys.

The reserve's wildlife contributes both to its tourism appeal and ecological value, enhancing the conservation efforts within the area. Although considered to have moderate scenic value, KGR is rich in biodiversity and tourism assets, providing a catalyst for job creation, economic opportunities, and broader economic benefits. Given its close proximity to Gauteng and the World Heritage Site, the reserve has considerable potential to attract tourists. Supported by well-developed infrastructure and accessible via major national roads, KGR has the capability to appeal to a diverse market.

Through strategic collaborations with both private and public tourism stakeholders, KGR could tap into a broad, varied market. These partnerships should aim to boost tourist volumes to Mogale City, ultimately strengthening the reserve's market position. This can be achieved through a mix of marketing activities, both above and below the line. The potential market includes both domestic and international tourists across various segments, with opportunities to contribute to edu-tourism, mining tourism, agri-tourism, and ecotourism sectors. Additionally, the reserve has the potential to promote responsible tourism and advance sustainable development principles by fostering environmental stewardship and conservation.

KGR is also surrounded by numerous attractions within a 25-kilometer radius, including:

- i. Helivate Helicopter Services (2.7 km)
- ii. Delporton, Krugersdorp Flying Club (5.4 km)
- iii. Boer War Blockhouse (6.1 km)
- iv. Blougat Municipal Nature Reserve (6.1 km)
- v. Paardekraal Monument (6.5 km)
- vi. Nirox Sculpture Park (8.5 km)
- vii. Sterkfontein Caves, Cradle of Humankind (9.8 km)
- viii. Silverstar Casino (10.7 km)
- ix. Walter Sisulu National Botanical Gardens (12.1 km)
- x. Roodepoort Country Club (13.7 km)
- xi. Westgate Shopping Mall (14.4 km)
- xii. Maropeng a'Afrika (14.6 km)
- xiii. Wonder Cave (15.6 km)
- xiv. Kagiso Township (17.2 km)



- xv. Orient Airfield, Magaliesburg (20.7 km)
- xvi. Kloofendal Municipal Nature Reserve (22.2 km)
- xvii. Harmony Doornkop Gold Mine (24.8 km)

Until recently, KGR was operated through a lease agreement between MCLM and a private organisation (**the organisation**). However, this lease was terminated due to the reserve's lack of commercial operation and increasing neglect. Recognising tourism as a key economic growth driver, the district has prioritised this sector within its Integrated Development Planning framework, particularly as a strategy to diversify the economy in anticipation of potential mining closures.

Through a Public-Private Partnership, MCLM stands to generate additional revenue via concession fees paid by the Private Party under a formal PPP Agreement. This project will support MCLM in achieving key strategic objectives, specifically in bolstering the local economy and enhancing the reserve's role as a premier conservation and tourism destination.

9.2 Conservation

The primary mandate of the organisation is to conserve South Africa's biodiversity, landscapes, and associated heritage assets through a system of national parks.

9.3 Nature-Based Tourism

The organisation played a crucial role in promoting South Africa's nature-based tourism, or ecotourism, targeting both international and domestic markets. The ecotourism pillar within the business structure generates self-sustaining revenue from commercial operations, which is essential to supplement municipal funding for conservation management.

A key component of the ecotourism pillar is the Commercialisation Strategy, which, through the implementation of Public-Private Partnerships, aims to reduce delivery costs, enhance service levels by focusing on core business, and leverage private capital and expertise.

Additionally, it seeks to expand tourism offerings and generate further revenue to support conservation efforts and build public engagement.

10. THE PPP OPPORTUNITY

It is intended that by MCLM entering into the PPP with a Private Party, MCLM may be able to generate additional revenue through PPP fees paid to MCLM by the Private Party, while enabling MCLM to focus on its core activity of conservation.

The details of the way the proposed PPP Fee payable to MCLM will be assessed and determined is outlined in Annexure 8 of this document

It is intended that the project will be developed by the Private Party in compliance with strict environmental standards required by the municipality. In keeping with the MCLM's objectives, particular attention will be paid to the implementation of Specific Goals.

The Bidders will be provided the opportunity to assess the sites. It should be noted that the opportunity will require all necessary environmental approvals and hence a Basic Assessment or EIA might be required. These must be prepared for certain prescribed activities, or activities that

might affect designated areas such as a national park and must be prepared by an independent consultant. Given the financial cost and time required, EIAs will only be undertaken by the successful Bidder.

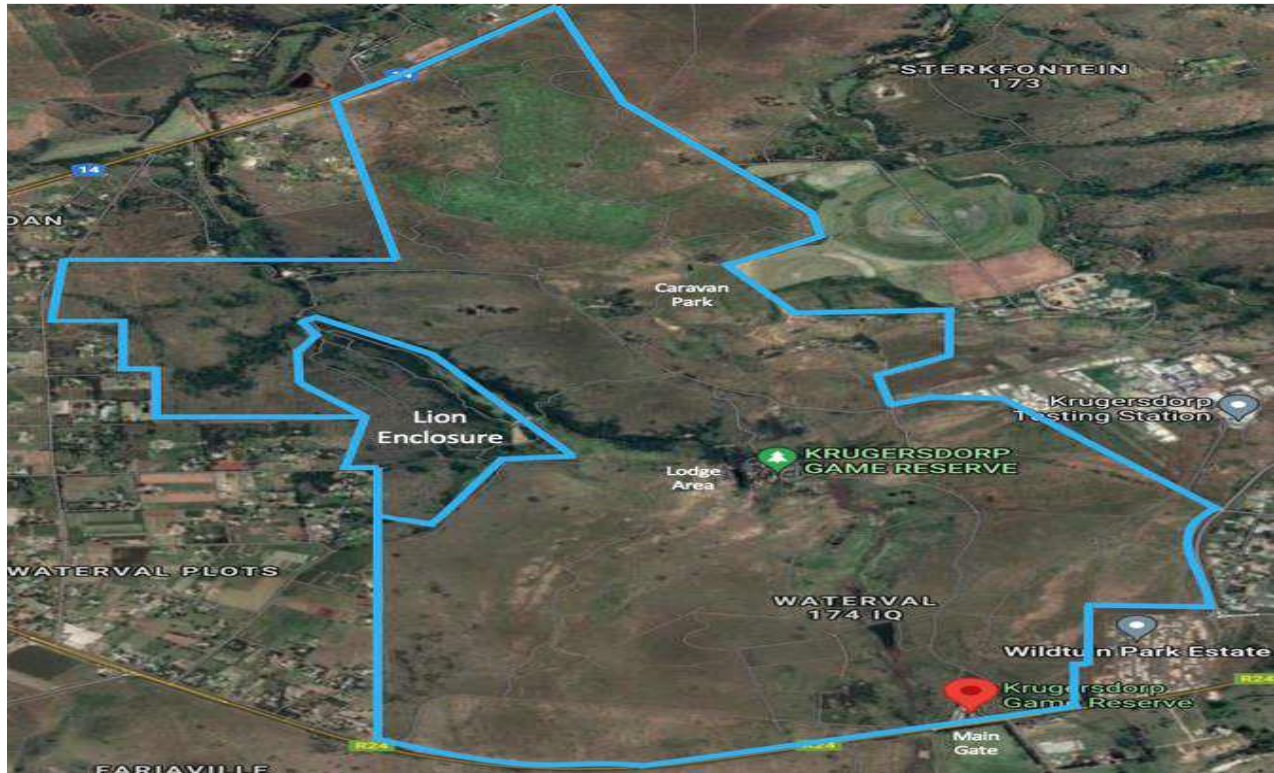


Figure 2: The Krugersdorp Game Reserve Site

All areas within the KGR will be made available to the Private Party for upgrade, operation, and management. The responsibility for managing biodiversity, including both fauna and flora, will be the responsibility of MCLM. The private Party will be responsible for maintaining the fencing and access control to the Lion Enclosure within the KGR whilst MCLM will continue to take responsibility for the lion feeding and animal welfare.

Bidders will have the opportunity to assess the Site in terms of existing infrastructure, access, carrying capacity, water resources, flora and fauna, electricity supply, and telecommunications. As part of their Proposals, Bidders must include a comprehensive development and design plan for the Site. Bidders should note that, if successful, their detailed Proposals may still require a full Environmental Impact Assessment (EIA) for any planned developments. EIAs are mandatory for certain activities that may impact designated areas and must be conducted by the Private Party based on its proposed activities in relation to the Project



11. PARTICULARS OF THE OPPORTUNITY TO REFURBISH, EXPAND, FINANCE AND OPERATE AND MANAGE THE KRUGERSDORP GAME RESERVE

The Krugersdorp Game Reserve offers a unique opportunity for a Private Party to upgrade, renovate, and operate its facilities, with a specific focus on enhancing tourism infrastructure, functionality, and guest experience. The Private Party will be responsible for evaluating, refurbishment, upgrading, and maintaining key aspects of the KGR, as outlined below:

11.1 Infrastructure

The Private Party must evaluate all tourism-related infrastructure (refer to the inventory list) within KGR and renovate or upgrade it to a functional, fit-for-purpose state for tourism. Upgrades are required for the following, but not limited to:

- i. Entrances and exits
- ii. Accommodation facilities, including chalets and lodges
- iii. Conference facilities
- iv. Main pools, paving, and seating areas
- v. Support facilities, such as kitchens, bars, and lounges
- vi. Key and main roads
- vii. Perimeter fencing
- viii. Recreational facilities, including shops, picnic spots, and caravan parks
- ix. Internal fences, partitions, and cages
- x. Trails and tracks
- xi. Ablution facilities
- xii. Sponsored facilities (e.g., Land Rover spot)
- xiii. Other amenities and spaces within the Site

11.2 Furniture, Fixtures, and Equipment

The Private Party is required to replace or refurbish furniture in accommodation facilities to ensure they are appropriate for use. This includes updating fixtures within accommodation and communal areas, replacing or repairing equipment necessary for 11.3 infrastructure maintenance, and updating signage as required.

11.3 Utilities

The Private Party must ensure the availability and functionality of essential utilities including water, electricity, and sewerage. Renewable or alternative utility solutions should be considered where feasible.



11.4 Linen

All bedding, curtains, and other accommodation-related linens must be replaced to meet quality and comfort standards.

11.5 Safety Analysis

The Private Party is responsible for assessing and implementing all necessary health and safety measures within the Site, ensuring they align with tourism standards and conservation objectives.

11.6 Infrastructure Maintenance

An infrastructure maintenance program must be developed and implemented, covering monthly, quarterly, and annual maintenance tasks. This will be a core component of the annual infrastructure maintenance budget.

11.7 Life Cycle Maintenance

The Private Party must plan and budget for long-term maintenance within the Asset Management Plan to be developed by the Private Party, ensuring the sustainability of all assets.

11.8 Tourism Operations

The Private Party is expected to operate the Site efficiently and cost-effectively to maximise revenue potential, leveraging all available assets and resources.

11.9 Integration of External Infrastructure

Any integration of external infrastructure must be seamless and align with KGR's operational and business objectives.

11.10 Tourism Marketing

All tourism marketing initiatives are the responsibility of the Private Party, who will promote KGR as a premier destination.

11.11 Development of New Infrastructure

The Private Party may propose the development of new infrastructure, ensuring that construction does not disrupt daily operations of the existing facilities. All Applicable Law must be complied with. New infrastructure may include facilities like accommodation rooms, conference spaces, lounge areas, restaurant areas (for exclusive lodge use), retail spaces, and pool areas. New developments should align with KGR's objectives, providing comfortable yet low-impact facilities.



11.12 Development Potential and Infrastructure Requirements for Krugersdorp Game Reserve (KGR)

11.12.1 Development of Site Potential

MCLM has identified the KGR as an ideal location for peripheral development, particularly for a 3–4-star lodge with private, secluded guest accommodations. New infrastructure within the reserve should be designed with sensitivity to the surrounding landscape, minimising visual impacts to ensure an attractive and private guest experience that aligns with the reserve’s natural setting.

11.12.2 Present Infrastructure

KGR’s existing infrastructure provides a strong foundation for development and expansion. The Private Party is encouraged to assess and improve these facilities to meet modern operational requirements and enhance the overall guest experience.

11.12.3 Roads and Tracks

Existing roads and tracks within KGR should be evaluated and upgraded where necessary. These pathways are essential for guest access, game drives, and operational efficiency, so enhancements should prioritise durability and accessibility.

11.12.4 Access and Parking

Guest parking and entry points should be planned to ensure secure and safe access to the KGR. Parking areas should be designed with measures to protect guests from wildlife, maintaining a balance between accessibility and safety.

11.13 Support Infrastructure

11.13.1 Water

Potable water is available on-site, although the Private Party should assess the quality and quantity of underground sources. If borehole extraction is required, a permit must be obtained from the Department of Water Affairs and Forestry (DWAf).

11.13.2 Electricity

Although electricity is available, the site may require a backup generator due to the potential unreliability of ESKOM’s supply. The existing generator may need an upgrade or replacement to meet the KGR’s power needs.

11.13.3 Waste Management

MCLM will provide waste disposal services at agreed-upon rates, ensuring proper waste management within the KGR.

11.13.4 Communications

Telecommunications and cellular signals are accessible but may vary in strength across the KGR. Further testing is recommended to ensure reliable connectivity, which is essential for both operational purposes and guest convenience.



11.13.5 Guest Activities

The Private Party is encouraged to develop site-specific activities that offer guests a unique and immersive experience while minimising environmental impact. Self-driven game drives in private vehicles will be permitted, while eco-tourism activities could include guided day and night game drives in open 4x4 vehicles, hiking trails, and other approved eco-friendly experiences. All activities should be accompanied by qualified guides and approved by MCLM to ensure both safety and alignment with conservation goals.

Conclusion

By taking advantage of these opportunities to refurbish, expand, finance, operate and manage the KGR facility, the Private Party has the potential to significantly enhance the tourism experience within the reserve. These initiatives will contribute to sustainable practices, generate revenue, and further support MCLM's conservation objectives, creating a balanced and mutually beneficial partnership.

12. Value for Money Objectives

The Value-for-Money objectives for this Project are designed to ensure sustainable growth and development for MCLM and the surrounding community. Key objectives include:

- 12.1 **Revenue Generation for MCLM**: Generating a consistent revenue stream for the MCLM through concession fees from the Private Party.
- 12.2 **Assessment in targeting achievement of Specific Goals to promote transformation and economic development**
- 12.3 **Tourism Promotion**: Enhancing Krugersdorp's appeal as a premier tourism destination, attracting both local and international visitors to boost the local economy.
- 12.4 **Support for Krugersdorp as a Destination**: Elevating Krugersdorp's profile as a desirable destination, driving regional tourism growth and positioning it as a key attraction within the Gauteng Province.
- 12.5 **Accommodation and Lodge Minimum Development Specifications**

To ensure a high standard of visitor experience, the following minimum development specifications are required for the accommodation and lodge facilities:

- i. **Accommodation Capacity**: The number of guest and staff beds should align with the approved design. While essential staff housing will form part of the lodge footprint, non-essential staff accommodation should be based in Krugersdorp to support the town.
- ii. **Conference Facilities**: Conference spaces must be able to accommodate up to 250 delegates. Some delegates may be accommodated in Krugersdorp, benefiting local businesses.
- iii. **Restaurant**: The lodge should offer both à la carte and buffet dining options, providing a variety of meal choices for guests.
- iv. **Room Service**: Provision of in-room dining services for guest convenience.



- v. **Cocktail Bar:** A dedicated cocktail bar to enhance the guest experience with a selection of beverages.
- vi. **Outdoor Cultural Entertainment & Dining Area (Boma):** An open-air boma area for cultural entertainment and dining, providing an immersive South African experience.
- vii. **Pool:** A swimming pool for guests to relax and enjoy during their stay.
- viii. **Special Features:** Unique amenities such as a viewing deck or bird hide to offer guests an enhanced nature experience.
- ix. **24-Hour Reception & Lobby:** Round-the-clock reception services with a welcoming lobby area.
- x. **Porter Service:** A porter service for assisting guests with luggage and orientation.
- xi. **Housekeeping Services:** Daily housekeeping to maintain room and facility cleanliness and comfort.
- xii. **Laundry/Dry Cleaning Services:** Laundry facilities, including dry cleaning, for guest convenience.
- xiii. **Internal & External Communication Systems:** Comprehensive communication infrastructure for effective internal and guest communication.
- xiv. **Television Services (TV/M-Net/DSTV):** Access to television services, including satellite channels, in guest rooms.
- xv. **Air-Conditioning:** Air-conditioning units for climate control in guest accommodations and common areas.
- xvi. **Safety & Security:** Robust security measures to ensure guest and staff safety within the premises.
- xvii. **Recognised Operating System and Software:** Implementation of industry-standard operating systems and software for efficient management.
- xviii. **Business Centre Facilities:** A business centre with necessary facilities for corporate guests, including workstations, internet access, and printing services.

These specifications are intended to create a well-rounded, high-quality tourism experience that attracts guests while meeting the operational and revenue-generating goals of MCLM. The Private Party is encouraged to incorporate these elements into the lodge design and ensure alignment with MCLM's value-for-money and conservation objectives.



13. Project Objectives

13.1 General scope

The successful Bidder will refurbish, finance, manage and operate designated areas within the Krugersdorp Game Reserve (Site) for a 25-year period.

Primary objectives include:

- Conservation of the natural environment within the KGR.
- Promotion of eco-friendly tourism.
- Development of tourism infrastructure, including accommodation and recreational facilities.
- Long-term sustainability and revenue generation in alignment with the environmental and commercial goals of the MCLM.

13.1.1 Scope of work

- Refurbishment of existing facilities, designing of optional additional facilities, construction of optional additional facilities, and operating visitor accommodation facilities (eco-lodges, camping sites, etc.).
- Developing and maintaining tourist activities such as guided wildlife tours, educational programs, and adventure activities.
- Enhancing road infrastructure, signage, and utilities within the reserve.

13.1.2 Specific responsibilities

- Ensure adherence to environmental and conservation laws.
- Provide comprehensive visitor services, including food, retail, and recreational activities.
- Develop marketing and promotional activities to attract tourists to the KGR.

13.1.3 Key Project Components

- **Concession Area:** The concession area within the Krugersdorp Game Reserve will include the following as per the site description in annexure 4:

The Krugersdorp Game Reserve — according to the latest SG Diagrams & Database comprises 7 different properties, namely:

- Ptn 61 Sterkfontein 173 IQ
- Ptn 58 Sterkfontein 173 IQ
- Ptn 97 Sterkfontein 173 IQ
- Ptn 59 Sterkfontein 173 IQ
- Ptn 8 Waterval 174 IQ
- RE/2 Waterval 174 IQ
- Ptn 56 Waterval 174 IQ
- All the above areas will be included in the Project as part of the Site, including land designated for accommodation, recreational use, and conservation purposes.



- **Operations:** The Private Party will be responsible for the day-to-day operations of the Site, ensuring compliance with all Applicable Law.
- **Sustainability:** The Private Party must incorporate sustainable practices, including energy-efficient facilities, water conservation methods, and wildlife management strategies.
- **Financial Requirements:** The Bidder must outline the financial feasibility of their Proposal, including projected revenues, investment plans, and financial sustainability.

14. PPP Agreement

The selected successful Bidder will enter into a PPP agreement with MCLM. The PPP agreement will outline the terms and conditions of the refurbishment, possible upgrade, management and operation of the Krugersdorp Game Reserve concession area. The term of the concession, investment commitments, revenue-sharing mechanisms, and environmental stewardship obligations will be clearly defined in the contract.

The Project will be executed as a PPP in line with the MFMA and the relevant Treasury Regulations governing Municipal PPPs.

Municipal PPPs are regulated by the MFMA, the Municipal Systems Act, and Treasury Regulations. The definition of a municipal PPP aligns with that in the Treasury Regulations under the Municipal Finance Management Act (MFMA). In this case, the KGR project fits within the definition of a PPP, as it involves outsourcing specific functions of the reserve to a private party, who will manage those responsibilities on behalf of the MCLM.

The draft PPP Agreement is included in this RFP (**Appendix A**). MCLM reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. MCLM shall not incur any liability whatsoever in exercising any rights in this paragraph or otherwise granted in this RFP, PPP Agreement or available under Applicable Laws

Bidders are required to mark-up the attached draft PPP Agreement and attach the marked-up PPP Agreement in the bid proposal. Bidders are requested attach a list of all the proposed mark-ups and the rationale for the proposed changes or revisions. It must however be noted that the extent of the mark-ups may adversely affect the bid proposal.



15. Value-for-Money Objectives

15.1 Value for money to the municipality

The value-for-money objectives for the KGR project are aligned with the strategic goals of the MCLM. Establishing these objectives early in the project is essential, as they provide the benchmarks for evaluating the project's feasibility, procurement, and ongoing management phases. These objectives will also serve as performance indicators during the lifecycle of the PPP agreement to assess the success of the project.

The Value-for-Money Objectives for the KGR project include:

- revenue generation for the MCLM through optimised concession fees and potential increases in entry and conservation fees.
- promoting Specific Goals, creating job opportunities, and fostering the development of local communities and land claimants.
- enhancing tourism by diversifying products and markets, with a focus on reaching untapped audiences and markets not currently served by the facilities at KGR.
- maximising the utilisation of prime assets, with a commitment to maintaining and improving the standard of facilities and infrastructure, where necessary, within the existing footprint.
- protecting and conserving biodiversity at KGR.
- preserving cultural and heritage resources within the reserve.

15.2 KGR Beneficiation Scheme and Commercialisation Strategy Objectives

- Demonstrate a commitment to promoting sustainable socio-economic transformation in the tourism sector, aim to expand opportunities for local communities and stakeholders to benefit from commercial activities within KGR. The Project seeks to create a harmonious relationship between commercial operations and the neighbouring communities, promoting a synergistic existence. Specific goals for this initiative are captured in this RFP document.
- Bidders must clearly demonstrate how they will meet the Preferential Procurement requirements, including timelines and targets as specified in Annexure 8.
- In line with MCLM's obligations and objectives, as articulated in the Beneficiation Scheme and Commercialisation Strategy policies, and in accordance with relevant preferential procurement policies and legislation, particular focus will be placed on the Bidder's commitment to promote transformation and economic development. The Proposal should respond to the stipulated Specific Goals, with emphasis on Specific Goals targeting socio-economic transformation for local communities adjacent to the KGR.

15.3 Financial Potential and Revenue Opportunities at KGR

At its peak, KGR attracted significant foot traffic from families, sports teams, and visitors attending high-profile events, including major games and tournaments. The reserve averaged between R100,000 to R300,000 in revenue per weekend, underscoring its popularity as a prime destination for local tourism. With its combination of attractions – from the hotel, caravan park, conference centre and diverse facilities – KGR represents a substantial business opportunity. Such revenue potential demonstrates that the redevelopment of KGR is a lucrative endeavour with the capability to deliver sustainable returns. Additionally, with the appropriate upgrades and enhanced marketing efforts, there exists substantial room for revenue growth, particularly from expanded



accommodations, events hosting, and new revenue streams, such as specialised tour packages, wildlife experiences, and premium dining options.

15.4 Facilities and Market Expansion Potential

KGR's existing infrastructure includes diverse amenities, positioning it as a versatile and comprehensive destination. These facilities, which include an existing hotel, caravan park, conference areas, and wildlife viewing platforms, present multiple revenue-generating opportunities that can be further developed to attract a wider market. The vision for KGR involves transforming it into a premier, one-stop destination that caters to a range of visitor needs, making it suitable for family outings, international tourists, and corporate events alike.

15.5 Expanded Visitor Markets:

Domestic and International Tourists: Proximity to Gauteng and the Cradle of Humankind offers accessibility to both local and international visitors. Targeted marketing campaigns can attract European and other foreign tourists, who seek unique safari and eco-tourism experiences.

Weddings and Events: The potential to develop dedicated wedding venues within the reserve offers a niche market, appealing to couples seeking scenic, nature-based wedding locations. Similarly, multiple conference sites could cater to business events, seminars, and team-building activities, driving weekday revenue.

Luxury and Eco-Conscious Travelers: Incorporating upscale, environmentally friendly accommodations like tented lodges or eco-cabins can attract high-end tourists interested in sustainable tourism.

15.6 Diverse Facilities and Experience Offerings:

Multiple Event and Activity Venues: The reserve can be enhanced to include various wedding and event spaces, capable of hosting gatherings from intimate ceremonies to large corporate retreats. Conference sites and breakout areas are already part of the reserve's potential, and expanding these to support flexible usage will broaden KGR's appeal.

Nature and Wildlife Experiences: As an ecologically rich area, KGR offers wildlife viewing and bird-watching opportunities. The addition of walking trails, elevated canopy walkways, and themed educational programs in collaboration with local ecological groups can enhance visitors' experience, particularly for families and school groups.

Caravan Park and Camping Facilities: Upgrading and expanding the caravan park and camping areas allow KGR to cater to adventure tourists and families seeking outdoor experiences, particularly on weekends and during holiday seasons.

15.7 Revenue Diversification:

By positioning KGR as a "one-stop-shop" destination with offerings from luxury lodges to eco-friendly accommodations, the reserve has the potential to appeal to a wide demographic. This diversity in visitor experience can maximize occupancy and drive higher revenue from both short-term and extended visits.



With these enhancements, KGR can be transformed into a multifaceted destination that meets the needs of today's tourists while preserving its ecological heritage. The project offers an exceptional opportunity for Bidders to be part of a significant redevelopment effort that not only contributes to sustainable tourism but also supports local economic growth through job creation and increased tourism traffic.

16. Project Assets

The project consists of two distinct categories of assets:

16.1 Immovable Assets

These include the land and infrastructure within the Krugersdorp Game Reserve (KGR), referred to as the "Site(s)" in this RFP's glossary. Bidders are required to detail their plans for maintaining these immovable assets in line with all applicable laws and regulations. This includes compliance with *Treasury Regulation 10* and the *Asset Management Framework* as issued by National Treasury. Bidders should demonstrate how they will develop, manage, preserve, and enhance the site's infrastructure, ensuring it remains fit for purpose throughout the concession period.

16.2 Biological Assets

These consist of the wildlife at the KGR. Ownership, management and caretaking of these biological assets, including the game and other fauna, will remain vested with the State, represented by the MCLM. Bidders should understand that while they may be involved in managing the reserve's operations, the biological assets remain under State ownership, and any activities related to these assets must comply with the relevant environmental and wildlife legislation and all Applicable Law.

Bidders are expected to submit a clear plan outlining how they will maintain and manage the immovable assets, while cooperating with the MCLM on the conservation and oversight of the biological assets.

16.3 Disclaimer Regarding Government Regulations and Future Plans for the Lion Enclosure

The South African government has recently introduced new regulations aimed at ending the captive breeding and commercial exploitation of lions. These measures reflect a national commitment to promoting conservation and sustainable use of South Africa's iconic wildlife, including lions, elephants, rhinos, and leopards. The revised Policy position, approved by Cabinet, mandates that all captive lion facilities gradually phase out operations and cease breeding lions in captivity for commercial purposes. This aligns with South Africa's goal of safeguarding wild lion populations and protecting biodiversity for future generations.

In light of this policy, MCLM will begin the process of exiting the captive lion industry at the KGR. As a result, all Bidders are required to address this development in their Proposals. Specifically, each Bidder must outline a plan for repurposing the existing lion enclosure, proposing innovative ideas for the space once the lions are relocated. This is a crucial aspect of the Proposal evaluation, as it aligns with MCLM's conservation objectives and the overarching government policy on sustainable wildlife management. Proposals that include comprehensive future plans for the lion enclosure and demonstrate alignment with conservation principles will be given strong consideration.



PART D PROJECT STRUCTURE AND EVALUATION CRITERIA

17.1 Structure of the Project

The KGR redevelopment Project will be delivered through a Public-Private Partnership, with the Private Party responsible for the, refurbishment, expansion, financing, operations, and management of the reserve over a long-term concession period of 25 years, as a turnkey solution. The Project will be carried out in two distinct phases, ensuring that KGR becomes a sustainable, modern, and profitable operation while continuing to support conservation efforts and tourism within Mogale City.

17.1.1 Phase 1: Expansion and Refurbishment Stage

The first phase of the project focuses on the refurbishment, expansion and financing (or simply, “the refurbishment stage”) of the existing infrastructure within the Krugersdorp Game Reserve to meet modern operational, health, and safety standards. This includes but is not necessarily limited to:

- The refurbishment of existing buildings, fences, and visitor facilities to comply with health, safety, and operational requirements.
- Infrastructure upgrades to support the long-term viability of the reserve, such as upgrading roads, utilities, and visitor accommodations.
- Environmental conservation measures to ensure that any construction activities support and do not negatively impact the biodiversity and ecological balance of the reserve.

The Private Party will be fully responsible for financing, designing, and executing all refurbishments and possible expansion construction activities within this phase.

17.1.2 Phase 2: Operations and Management Stage

Once the refurbishment and possible expansion stage is complete, the Project will move into the second phase, which entails the long-term operation and management of the KGR by the Private Party for a total concession period of 25 years (including the Phase 1).

The primary responsibilities of the Private Party during this phase 2 include:

- Managing the day-to-day operations of the KGR, including tourism activities, game management, and ensuring visitor safety and satisfaction.
- Maintaining the infrastructure to ensure high standards of quality, safety, and compliance with environmental and tourism regulations.
- Implementing strategic initiatives to increase the profitability and long-term sustainability of the reserve, such as marketing campaigns, service diversification, and improved visitor experiences.
- Enhancing the reserve’s contribution to local economic development, including job creation and community upliftment.



17.2 Key Elements of the PPP Agreement

The Project's PPP structure will be governed by a PPP agreement, which includes the following elements:

- **Concession of the Site:** The Site, known as the Krugersdorp Game Reserve, will be made available to the Private Party for the duration of 25 years. The land and any associated immovable assets (such as buildings) will remain under the ownership of MCLM. Any infrastructure improvements made during the concession will revert to the MCLM at the end of the concession period.
- **Two Phases of the Project:** The Private Party is expected to undertake the Project in two phases—first, the refurbishment, expansion and upgrading of the existing infrastructure (Phase 1), followed by the management, operation, and maintenance of the KGR (Phase 2).
- **Concession Payments:** The Private Party will make regular concession payments to MCLM for the use of the land and infrastructure. These payments will be negotiated as part of the PPP Agreement and will reflect the value derived from the operations of the KGR.
- **Revenue Generation:** The Private Party will generate income through tourism activities, visitor fees, conservation programs, and other revenue-generating initiatives within the reserve.
- **Ownership and Management of Biological Assets:** While the Private Party will manage the operations of the KGR, the ownership and oversight of biological assets, including the game and other wildlife, will remain vested in the State through MCLM. The Private Party will be responsible for the day-to-day care and sustainable management of these assets, ensuring compliance with all applicable conservation and environmental regulations.

18. PPP fees

In the context of the KGR redevelopment Project, PPP Fees refer to the payments made by the Private Party to MCLM for the right to operate, manage, and maintain the reserve during the agreed Concession period.

18.1 PPP Fee Offer (Two Components)

The PPP Fee Proposal will be evaluated based on a total of 80 or 90 points. The fee offer will consist of two components:

18.1.1 Fixed fee offer

These are predetermined, regular payments (monthly, quarterly, or annually) that the Private Party agrees to pay at a minimum to the MCLM throughout the concession period. This fee provides MCLM with a predictable and stable revenue stream. The minimum fixed fee offer determined by the municipality is fixed at **R120 000.00** per month for year one (1) of the operations. This fixed fee offer will be adjusted annually by CPI for the rest of the 25-year concession period.

18.1.2 Variable fee offer:

The Bidders will be scored on a variable PPP fee (expressed as a percentage of aggregate gross revenue annually.)



The total PPP fee will be the pre-determined Fixed fee (as indicated in 18.1.1 above) **plus** the Variable PPP Fee offered by the Bidder as indicated in 18.1.2 above.

18.2 Broad Evaluation Criteria for Assessing the Most Competitive PPP Fee Offer

The PPP Fee Proposal will be evaluated based on a total of 80 or 90 points. This scoring, based on the preference point system as indicated in Annexure A, will consider the variable PPP fee. The criteria below outline the evaluation framework:

The Bidder must commit to paying the Fixed PPP Fee, and the Variable PPP Fee (in an amount proposed by the Bidder) shall be included in the PPP Agreement if accepted by MCLM. **Bidders Must sign off the proposed PPP fee offer.**

Year	Number of Guest Beds (1)	Occupancy (2)	Average Rate (3)	Forecasted Rooms Revenue (4 = 2×3×365×1)	Other Revenue (5)	Gross Revenue (6 = 4 + 5)	Variable PPP Fee Commitment (7 = % × 6)
1							
2							
3							
4							
5							
6-25							

Table: Projection of Variable Fees Payable to MCLM

Important Notes

Purpose: This projection provides a clear, year-by-year breakdown of the Bidder's fee commitment to MCLM

Fee structure: The Variable PPP Fee is calculated as a percentage of the Gross Revenue for the applicable project year.

Escalation: Any fixed fee must be adjusted annually by CPIX or another inflation-linked index to maintain its real value over time.

The Committed Concession Fee: Will be the total of the predetermined fixed fee plus the calculated Variable Fee offer from the Bidder.

Revenue Maximisation: Bidders are encouraged to propose a variable fee additional to the fixed fee to maximise the municipality's revenue while ensuring a stable income stream.

Tie-Breaking Mechanism:

- (1) If two or more tenderers score an equal total number of points, the contract must be awarded to the tenderer that scored the highest points for specific goals.



- (2) If functionality is part of the evaluation process and two or more tenderers score equal total points and equal specific goal points the contract must be awarded to the tenderer that scored the highest points for functionality.
- (3) If two or more tenderers score equal total points in all respects, the award must be decided by drawing of lots or toss of a coin or any random selection method to determine the recommended bidder, whether computerized or not. The method selected should be documented and recorded for audit purposes.

18.3 Concession Fee Terms

18.3.1 Duration

The Private Party will pay concession fees throughout the entire concession period of 25 years. This includes the time taken for both phases of the project (construction and refurbishment, followed by ongoing operations and maintenance).

18.3.2 Review and Adjustments

Concession fees may be subject to periodic review and adjustments to account for inflation, changing market conditions, or shifts in the operational capacity of the reserve.

18.3.3 Employees:

Employees currently employed by the MCLM at the KGR will be absorbed within the municipality

In summary, concession fees represent the payments the Private Party will make to MCLM over the course of the 25-year concession period. These fees ensure that MCLM receives financial benefits from the Private Party's use of the land and infrastructure, while the Private Party earns revenue from operating the reserve. The exact structure and amount of the concession fees will depend on the terms of the agreement and the financial Proposal submitted by the Private Party.



19. ENVELOPE 1: COMPLIANCE AND TECHNICAL PROPOSAL AND EVALUATION

CRITERIA

This section must be read together with Annexure 8 to this RFP

In the second stage of the evaluation process, the technical Proposals submitted by Bidders will be assessed for functionality.

This stage focuses on the Bidder's ability to meet the specific technical and operational requirements of the project. Evaluators will use the comprehensive criteria outlined in Annexure 8 (Envelope 1) to score Proposals objectively.

The Stage 2 evaluation will be conducted in two phases.

Phase 2a – In order to assess the Bidders' skills and experience, the skills and experience of the project team will be assessed as well as the relevance and track record of similar projects. Bidders need to score at least 70% or more in this phase to proceed to phase 2 of the functionality evaluation.

Phase 2b – Only Bidders passing phase 2a of the functionality stage will be assessed in phase 2 of the functionality assessment. Bidders will be assessed on the robustness of the business, operations, and design plans, as well as environmental and risk management strategies. Only Proposals that achieve the minimum functionality threshold of 70% or above will proceed to the next stage of the evaluation process.

Phase 2a

19.1 Technical Project Team Experience (20 points)

The evaluation of the Technical Project Team Experience will be based on two primary criteria: skills (qualifications) and relevant experience. These factors are essential in assessing the team's ability to deliver the project successfully.

Technical Project Team: Skills (Qualifications) and Experience

The Bidder is required to submit CVs and qualifications for the proposed core construction team responsible for Phase 1 of the KGR redevelopment Project. The team will be evaluated based on their educational background and post-qualification experience. The ideal team should include the below listed key personnel, each holding the specified degree or certification and recognition or membership with the appropriate regulatory or industry body in South Africa or internationally. One (1) point will be awarded to the inclusion of each of the 10 Technical experts in the technical team. Another full point is awarded for possessing 10 or more years of the relevant experience, 0.5 points shall be awarded for 5 to 9 years of relevant experience and 0.25 points for less than 5 years' experience. (Maximum points = 20)

To receive points in this category, the Bidder must submit copies of the relevant qualifications or certificates for each expert. Each qualification will contribute one point to the technical scoring.



1. Project Manager

Acceptable Qualifications:

Bidders must also supply evidence of Project Managers registration with SACPCMP.

- i. BCom in Project Management
- ii. BCom in Business Management
- iii. BBA (Bachelor of Business Administration) in Project Management
- iv. PMP (Certified Project Management Professional), National Diploma, or Higher Certificate

2. Civil Engineer

Acceptable Qualifications:

Bidders must also supply evidence of Civil Engineers registration with ECSA.

- i. BEng or BSc Eng in Civil Engineering.

3. Electrical Engineer

Acceptable Qualifications:

Bidders must also supply evidence of Electrical Engineers registration with ECSA.

- i. BEng or BSc Eng in Electrical Engineering.

4. Mechanical Engineer

Acceptable Qualifications:

Bidders must also supply evidence of Mechanical Engineers registration with ECSA.

- i. BEng or BSc Eng in Mechanical Engineering.

5. Structural Engineer

Acceptable Qualifications:

Bidders must also supply evidence of Structural Engineers registration with ECSA.

- i. BEng or BSc Eng in Structural Engineering.



6. **Architect 1 (Commercial / Industrial/Building / Urban / Restoration / Project) or Structural Designer / Urban Planner**

Acceptable Qualifications:

Bidders must also supply evidence of Architects registration with SACAP.

- i. BAS (Bachelor of Architectural Sciences)
- ii. BEng (Architecture), BSc (Architecture)
- iii. BSc (Urban and Regional Planning)
- iv. National Diploma or Higher Certificate in Urban Planning or Urban Design.

7. **Architect 2 (Landscape / Green Design / Interior) or Interior Designer / Urban Designer**

Acceptable Qualifications:

Bidders must also supply evidence of Architects registration with SACAP.

- i. BAS (Bachelor of Architectural Sciences)
- ii. BEng (Architecture), BSc (Interior Design)
- iii. B Des, or National Diploma
- iv. Higher Certificate in Interior Design.

8. **Quantity Surveyor or Town Planner**

Acceptable Qualifications:

Bidders must also supply evidence of Quantity Surveyor or Town Planners registration with SACQSP for Quantity Surveyor or SACPLAN for Town Planner.

- i. BSc in Quantity Surveying,
- ii. BTech in Quantity Surveying
- iii. BSc in Town and Regional Planning
- iv. BTech in Town and Regional Planning
- v. National Diploma in Urban and Regional Planning

9. **Health and Safety Manager or SHEQ Officer**

Acceptable Qualifications:

Bidders must also supply evidence of Health and Safety Manager or SHEQ Officers registration with SAIOSH.

- i. Certificate in Health and Safety Management for Construction
- ii. NEBOSH Environmental Management Certificate
- iii. NEBOSH Certificate in Fire Safety, NEBOSH International Diploma
- iv. SHEQ Management course



10. Environmentalist

Acceptable Qualifications:

Bidders must also supply evidence of Environmentalist registration with SACNASP.

- i. BSc in Environmental Studies
- ii. BTech in Environmental Health
- iii. National Diploma in Environmental Health.

19.2. Operations and Management Team Experience (20 points)

19.2.1 Hotel Operations Manager

The evaluation criteria will consider both the level of formal qualifications and the relevant professional experience in the field.

19.2.2 Qualification Assessment

The qualification (preferably in Hospitality Management) will be assessed according to the following scale:

Qualification	NQF level	Points
Advanced Postgraduate Qualification	9-10	5 points
Postgraduate Qualification	Level 8	4 points
Bachelor's Degree, Advanced Diploma, or Postgraduate Certificate	Level 7	3 points.
National Diploma or Higher Certificate	Level 5-6	2 points
National Senior Certificate or Basic Education	Level 1-4	1 point

The desired and equivalent qualifications (i.e. "similar field") for the Hotel Operations Manager include degrees such as:

1. Bachelor of Hospitality Management (BHM)
2. Bachelor of Business Administration in Hotel Management (BBA)
3. Bachelor of Science in Hotel Administration (BSc)
4. Bachelor of Arts in Hospitality Management (BA)
5. Bachelor of Commerce in Business Management (BCom)
6. Bachelor of Commerce in Supply Chain Management (BCom)
7. Higher Certificate in Hotel or Hospitality Management / Event Management / Operations Management



19.2.3 Experience Assessment:

Relevant professional experience will also be evaluated as follows:

10+ years of experience:	5 points
5 - 10 years of experience:	3 points
2 - 5 years of experience:	2 points

Points will be awarded based on the highest level of qualification and years of experience held by the candidate. Candidates are required to submit certificates, CVs, and relevant documentation to verify their qualifications and professional experience accurately.

This combined approach ensures that both educational background and practical expertise are considered in the selection process.

19.2.4 Game Reserve Manager

For the role of Game Reserve Manager, both formal qualifications and relevant experience are essential criteria for evaluation. Candidates will be scored based on the highest level of qualification they possess as well as their years of relevant professional experience. Points will be awarded according to the following scale:

19.2.5 Qualification Assessment:

The qualification (preferably in Wildlife Management) will be assessed according to the following scale:

Qualification	NQF level	Points
Advanced Postgraduate Qualification	9-10	5 points
Postgraduate Qualification	Level 8	4 points
Bachelor's Degree, Advanced Diploma, or Postgraduate Certificate	Level 7	3 points.
National Diploma or Higher Certificate	(Level 5-6	2 points
National Senior Certificate or Basic Education	Level 1-4	1 point

The desired/equivalent qualifications for the Game Reserve Manager include degrees such as:

- i. BSc in Wildlife Management
- ii. BSc in Wildlife Conservation
- iii. BSc in Wildlife Biology
- iv. BSc in Environmental Science
- v. BSc in Conservation Biology
- vi. BSc in Tourism Management
- vii. BSc in Zoology
- viii. BSc in Biology
- ix. BSc Botany
- x. National Diploma or Certificate relevant to ecosystems management



Candidates must submit copies of their relevant qualifications or certificates for verification and point scoring purposes.

19.2.6 Relevant Experiences

The experience criteria will be evaluated based on the number of years of relevant professional experience as follows:

10+ years of experience:	5 points
5 - 10 years of experience:	3 points
2 - 5 years of experience:	2 points

Applicants are required to submit CVs and supporting documentation to verify both their educational background and practical experience. This approach ensures that candidates with a robust academic foundation and substantial field experience are recognised and prioritised in the selection process.

19.3 Company / Consortium Project Related Experience (30 points)

This criterion assesses the Bidder's experience and track record in delivering comparable projects, with a focus on the following:

- i. Construction of Similar Infrastructure: Projects valued at over R20 million, completed or ongoing within the last 10 years or during the existence of the company/consortium.
- ii. Refurbishment of Similar Infrastructure: Projects valued at over R20 million, completed or ongoing within the last 10 years or during the existence of the company/consortium.
- iii. Operating Tourism Facilities and Services: Demonstrable Proven knowledge and experience of operating tourism facilities and services

Reference Letters/Completion Certificates: Relevant and signed reference letters or completion certificate from project owners or sponsors that verify the Bidder's role in similar projects, particularly for construction, refurbishing or operating tourism facilities. Reference letters or completion certificate should confirm project profitability and relevance to the terms of reference.



Scoring Breakdown

Relevant experience and track record. Bidders must provide Reference letters or completion certificates from clients/project owners/clients for each of the categories below. No points will be awarded if the reference letter / completion certificate do not correspond to the terms of reference and not signed by the respective project owner/sponsor, does not appear on the relevant official letterhead of the project owner/sponsor, is not dated and includes the details of a contact person.

Relevant Experience and Track Record in Construction infrastructure

5 projects:	10 points
4 projects:	8 points
3 projects:	6 points
2 projects:	4 points
1 project:	2 points

Relevant Experience and Track Record in Refurbishment of infrastructure:

5 projects:	10 points
4 projects:	8 points
3 projects:	6 points
2 projects:	4 points
1 project:	2 points

Reference Letters or Completion Certificates:

Bidders are required to submit reference proving experience in operating tourism facilities and services. A maximum of 10 points can be awarded based on these reference letters or completion certificate.

5 reference letters or completion certificates:	10 points
4 reference letters or completion certificates:	8 points
3 reference letters or completion certificates:	6 points
2 reference letters or completion certificates:	4 points
1 reference letter or completion certificates:	2 points

Total for Phase 2a = 70 (Bidders are required to score a minimum of 70% to proceed to Phase 2b of the functionality evaluation). Bidders scoring below 70% will not proceed to Phase 2b functionality evaluation.



Phase 2b

19.4 Business, Operational and Design Plan

19.4.1 Purpose of the Business, Operational, and Design Plan

The Business, Operational, and Design Plan provides a comprehensive framework for assessing the Bidder's understanding of the Project, their operational strategies, and proposed designs. The evaluation ensures that the Bidder's Proposal adheres to sound business principles applicable to tourism projects and aligns with the specifications and objectives outlined in this RFP. This Plan enables the evaluation committee to assess the credibility and feasibility of the Bidder's approach to executing the Project.

19.4.2 Requirements for the Business, Operational, and Design Plan

Bidders are required to submit a detailed Business, Operational, and Design Plan in accordance with the format provided in Section 3 of the RFP. This Plan must address the following key components:

A Business Plan:

- i. Outline the business strategy, including the operational framework and management structures.
- ii. Demonstrate alignment with generally accepted business principles and MCLM's objectives.
- iii. Provide clear and actionable plans for achieving profitability and sustainability.

B Operational Plan:

- i. Detail the operational approach for managing the proposed tourism facilities and services.
- ii. Highlight measures to ensure cost-effectiveness, efficiency, and compliance with relevant tourism standards.
- iii. Include an overview of staff management, maintenance schedules, and safety protocols.

C Design Plan:

The Design Plan must provide sufficient detail to enable evaluation of the proposed infrastructure's functionality, aesthetics, and environmental impact. It should include:

- i. A map showing the location of the Project Site, including the Lodge Access Road and Park-and-Ride Facility.
- ii. Conceptual and layout drawings of all structures, facilities, and associated infrastructure.
- iii. Descriptions of building materials and additional efforts to minimise visual and environmental impacts, such as lighting and landscaping.
- iv. Sketch drawings illustrating the appearance, theme, internal and external décor, soft furnishings, signage, and gardening.
- v. Information on the location of lightning arrestors and radio masts, along with strategies to minimise their visual impacts.



19.5 Environmental Considerations:

- i. Demonstrate how the development aligns with Responsible Tourism Standards and the KGR Design Principles and Guidelines.
- ii. Highlight measures to minimise the development's footprint, prioritising environmentally friendly designs.
- iii. Include acknowledgment that all developments will be subject to Environmental Impact Assessments (EIA) and compliance with all legislative requirements, such as Water Use Licenses (WULA).

19.6 Evaluation Criteria

The Business, Operational, and Design Plan will be evaluated based on the following criteria:

Credibility and alignment with accepted business principles (e.g., operational feasibility and sustainability).

Environmental sensitivity and adherence to Responsible Tourism Standards.

Design quality, including minimal visual impact and alignment with KGR's objectives.

Clarity and completeness of the Plan in addressing all specified elements.

By fulfilling these requirements, Bidders can demonstrate their commitment to delivering a well-rounded, environmentally sensitive, and economically viable solution that aligns with MCLM's strategic goals for the Krugersdorp Game Reserve.

Maximum points: 45 (See detail scores in Annexure 8)

19.7 Financing and Capital Plan

Purpose of the Financing and Capital Plan

The Financing and Capital Plan forms a critical component of the bid evaluation process. It is designed to assess the Bidder's financial capability to successfully execute and sustain the proposed Project. This Plan evaluates the adequacy of the Bidder's financial arrangements and their ability to secure the necessary financing and capital investment. Additionally, it provides insight into the Bidder's proposed financial structure, including sources of funds, terms of financing, and cash flow sustainability over the term of the PPP Agreement.

Requirements for the Financing and Capital Plan

Bidders are required to prepare and submit a comprehensive Financing and Capital Plan in accordance with the format provided below.

The following key elements must be included:



A Capital Needs and Sources:

- i. Clearly specify the total capital investment required for the Project.
- ii. Identify the sources of financing, which may include:
- iii. Own capital: Indicate the portion of the capital financed through the Bidder's equity.
- iv. Grants: Specify any grant funding being pursued or secured.
- v. Loans: Provide details of proposed loans, including:
- vi. Expected amount.
- vii. Terms (e.g., interest rate, repayment period, and security/collateral arrangements).
- viii. Confirm whether the required financing has already been secured and provide proof of secured financing, such as commitment letters or term sheets.

B Cash Flow Forecast:

Submit a detailed cash flow forecast (net of VAT) for the proposed duration of the PPP Agreement. The forecast should:

- i. Present year-on-year projections of revenues, operating costs, capital expenses, and debt service.
- ii. Include key assumptions underpinning the financial model, such as inflation rates, market demand, and cost escalation.
- iii. The cash flow forecast may be presented in a spreadsheet format of the Bidder's choice but must include all essential data points outlined in the schedule below.

C Realism and Soundness of Financial Model:

The submitted Financing and Capital Plan will be used to determine the soundness and realism of the Bidder's financial strategy and model.

It should demonstrate that the Bidder has conducted thorough financial planning and that their financial assumptions align with the Project's operational and commercial realities.

19.8 Evaluation of the Financing and Capital Plan

The Financing and Capital Plan carries a **weight of 25 points** in the functional section of the bid evaluation scoring system. The evaluation will consider:

- i. The adequacy of capital resources and financing arrangements.
- ii. The feasibility and reliability of the cash flow forecast.
- iii. The overall robustness of the financial structure and assumptions presented.

Failure to submit a comprehensive and compliant Financing and Capital Plan will result in the Bidder receiving a low or zero score for this component, significantly affecting their overall evaluation.



By meeting these requirements, Bidders can demonstrate their financial readiness and commitment to the successful implementation of the Project, thereby strengthening their bid submission.

Item	Start-	Year 1	Year 2	Year 3	Year 4	Year 5
Cash inflows						
Owners' capital						
Loans received						
Grants received						
Cash from sales and other operating revenue						
Cash from other sources						
Total cash inflow (A)						
Cash outflows						
Project costs and start-up expenses						
Salaries, wages and staff expenses						
All other operating costs and expenses						
Loan repayments						
Infrastructure upgrades/Building additions/ internal décor etc.						
Replacement of equipment and vehicles						
Total cash outflow (B)						
Net cash flow						
[A – B] before PPP fees and tax						

Table: Proposed Cashflow Table

19.9 Methodology and Approach (Maximum 20 points)

This section assesses the Bidder's ability to develop and present a clear, innovative, and practical approach for delivering the project. Maximum points are awarded for detailed, actionable, and measurable plans that align with project goals and demonstrate innovation, sustainability, and community benefits.

Proposed Work Plan (Maximum: 5 Points)

This criterion evaluates the Bidder's ability to provide a detailed roadmap for project delivery.

The Bidder submits a comprehensive Gantt chart or timeline covering 100% of project activities, clearly linked to project objectives. The work plan includes resource allocation, milestones, and contingency measures, demonstrating flexibility for delays or changes.	5 points
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The Bidder provides a Gantt chart or timeline covering at least 75% of project activities, linked to objectives. The plan outlines resource allocation and milestones but has minor gaps in contingency planning.	4 points
The Bidder submits a timeline covering at least 50% of project activities. It includes basic resource allocation and milestones but lacks contingency measures or full alignment with objectives.	3 points
The timeline covers 30%–50% of project activities, with resource allocation and highlighted deliverables, but it shows inconsistencies in approach or timing.	2 points
A basic outline of at least one activity or milestone is submitted but lacks alignment to objectives or resources.	1 point

Innovation, Products, and Activities (Maximum: 5 Points)

This criterion rewards Bidders for proposing innovative solutions that directly address project goals.

The Bidder proposes at least two innovative and state-of-the-art methodologies, tools, or technologies, addressing all project objectives. Measurable benefits, such as a 20% improvement in efficiency or sustainability, are included.	5 points
The Bidder proposes at least one innovative methodology, tool, or technology, addressing most project objectives with partial alignment to measurable outcomes.	4 points
The Bidder presents a tailored approach to address at least two project objectives. While understanding critical requirements, the plan lacks significant innovation.	3 points
The Bidder describes a generic approach with minimal alignment to project objectives, without requiring innovation.	2 points
The Bidder proposes at least one activity or methodology, but it shows no alignment to project objectives or measurable improvements.	1 point

Environmental Plan (Maximum: 5 Points)

This criterion assesses the Bidder's strategy for sustainability and environmental management.

The Bidder provides a comprehensive environmental plan covering habitat management, species conservation, sustainable tourism, and waste management. The plan includes measurable strategies (e.g., a 50% reduction in waste through recycling) and clear implementation timelines.	5 points
The environmental plan addresses at least three components (e.g., habitat management, sustainable tourism, and waste management) with partially measurable strategies and timelines.	4 points

The plan covers at least two components (e.g., species conservation and waste management) but may lack detailed timelines or measurable strategies.	3 points
A basic environmental plan addressing at least one component (e.g., habitat management) is submitted, with no measurable strategies or implementation timelines.	2 points
The Bidder references one environmental aspect (e.g., species or waste management) without actionable strategies or timelines.	1 point

Community Upliftment and Skills Transfer Plan (Maximum: 5 Points)

This section evaluates the Bidder's plan to contribute to community development and skills enhancement.

A detailed plan is submitted for community upliftment and skills transfer, with specific initiatives for local employment, training programmes, and measurable long-term benefits. The plan aligns with project goals, includes timelines, and focuses on Labour-Intensive Construction (LIC) methods, EPWP goals, and training/job creation.	5 points
A structured plan includes at least two specific initiatives (e.g., training programmes or local engagement activities) and shows alignment with project goals. It includes implementing half of the project through LIC methods and EPWP workers but lacks detail on collaboration or long-term strategies.	4 points
A basic plan for community involvement includes at least one initiative for skills transfer or employment. It partially aligns with project goals but lacks measurable outcomes. A quarter of the project is implemented through LIC methods, with minimal EPWP coordination.	3 points
Minimal information is provided, with general statements about local engagement and no specific initiatives or measurable benefits. A small portion of the project is implemented through LIC methods, and EPWP involvement is acknowledged but poorly integrated.	2 points
At least one community-related aspect is referenced, but no clear plan or actionable strategies for upliftment or skills transfer are provided. LIC methods and EPWP considerations are absent.	1 point



This evaluation ensures that Bidders present a clear and innovative approach while addressing critical aspects like environmental sustainability, risk management, and community development.

19.10 Risk Plan

Risk Identification and Mitigation Plan (Maximum: 10 Points)

This section evaluates the Bidder's ability to manage project risks.

A comprehensive risk assessment identifies financial, operational (inclusive of demand risk), environmental, and safety risks, with detailed mitigation strategies that are actionable and proactive. Evidence of previous successful risk mitigation efforts is included.	10 points
Most major risks are identified, with reasonable mitigation strategies provided. Minor risks may not be covered, but the plan demonstrates a clear understanding of challenges and solutions.	8 points
At least 50% of potential risks are identified, with basic mitigation strategies proposed. Gaps in risk coverage are acknowledged but demonstrate a general understanding of project requirements.	6 points
Some risks are identified, but mitigation strategies are vague or limited. Significant gaps exist in addressing potential risks or ensuring project stability.	4 points
At least one risk is identified, but the mitigation plan lacks actionable strategies, alignment with objectives, or sufficient detail.	2 points

Total for Phase 2b = 100 (To qualify for further consideration in the bidding process, Bidders are required to score a minimum of 70% to proceed to the Price and Specific Goals (envelope 2) evaluation. Bidders scoring below 70% will not proceed to the Price and Specific Goals evaluation.

20. ENVELOPE 2: Price (PPP Fee Offer) and Specific Goals

20.1 PPP Fee Offer (80/90 Points)

The PPP Fee Proposal will be evaluated based on a total of 80 points.

The fee offer will consist of two components:

20.1.1 Fixed fee offer

These are predetermined, regular payments (monthly, quarterly, or annually) that the Private Party agrees to pay at a minimum to the MCLM throughout the concession period. This fee provides MCLM with a predictable and stable revenue stream. The minimum fixed fee offer determined by the municipality is fixed at **R120 000.00** per month for year one (1) of the operations. This fixed fee offer will be adjusted annually by CPIX.



20.1.2 Variable fee offer:

The Bidders will be scored on a variable PPP fee (expressed as a percentage of aggregate gross revenue annually.)

The total PPP fee will be the pre-determined Fixed fee (as indicated in 23.3.1 above) **plus** the variable fee offered by the Bidder as indicated in 23.3.2 above.

20.2 Broad Evaluation Criteria for Assessing the Most Competitive PPP Fee Offer

The PPP Fee Proposal will be evaluated based on a total of 80 points. This scoring, based on the preference point system as indicated in Annexure A, will consider the variable PPP fee. The criteria below outline the evaluation framework:

The Bidder hereby warrants its commitment to paying a minimum PPP Fee, and the Variable PPP Fee shall be included in the PPP Agreement if accepted by MCLM.

Year	Number of Guest Beds (1)	Occupancy (2)	Average Rate (3)	Forecasted Rooms Revenue (4 = 2×3×365×1)	Other Revenue (5)	Gross Revenue (6 = 4 + 5)	Variable PPP Fee Commitment (7 = % × 6)
1							
2							
3							
4							
5							
6-25							

Table: Projection of Variable Fees Payable to MCLM

20.3 Specific Goals (20 or 10 Points)

The Specific Goals accounts for 20 or 10 points of the total evaluation

The specific goals allocated points in terms of this bid	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the bidder)	Number of points claimed (80/20 system) (To be completed by the bidder)
Categories of historically disadvantaged persons (African, Indian & Coloured). (Central Supplier Database Summary Report will be utilised to verify Categories of historically disadvantaged persons of enterprise)	5	10		
Gender (Woman owned enterprises) (Central Supplier Database Summary Report will be utilised to verify woman ownership of enterprise)	5	10		



Overall Evaluation and Scoring

Only Bidders who meet the minimum threshold of 70% in the technical evaluation (Envelope 1) will be evaluated in stage 3, Envelope 2, for pricing and scoring on Specific Goals. The Bidder with the highest combined score for pricing and Specific Goals will generally be considered the preferred Bidder.

Consolidation of Points:

The PPP Fee Offer will account for 80 points of the total score. The Specific Goals will account for 20 points. The Bidder with the highest consolidated score across all categories will be considered the preferred Bidder.

RFP document ends



PART E SCHEDULES AND ANNEXURES

ANNEXURE 1: NOTICE AND INVITATION TO BID

1. **The MCLM invites interested and qualified parties to respond to this Request for Proposals (RFP) for a prestigious public-private partnership opportunity for the revitalization refurbishment, expansion, financing, operations and management, of the Krugersdorp Game Reserve**
2. Any bidding procedure queries or clarification regarding this RFP may be directed to: scmenquiries@mogalecity.gov.za Any technical queries or clarifications regarding this RFP may be directed to

Mengie Hlatshwayo Manager: Tourism Department: Economic Development Services Mogale City Local Municipality Tel: 011 668 0607 Mobile: 081 351 2928 tourism@mogalecity.gov.za	Dr Isaac Salagae Chief Director: Project Development Gauteng Infrastructure Financing Agency Tel: 011- 290 6641 Cell: 072 784 0343 i.salagae@gifa.co.za
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3. A compulsory briefing meeting will take place at 10h00, **21 November 2025** at the Krugersdorp Game Reserve: Rustenburg Rd, Waterval 174 IQMogale City 1739. All potential Bidders are required to attend.
4. A compulsory Site visit will take place immediately after the compulsory briefing meeting 10h00, **21st of November 2025** at the Krugersdorp Game Reserve: Rustenburg Rd, Waterval 174 IQMogale City 1739. All potential Bidders are required to attend.
5. The deadline for submission of Proposals is 11h00 on 22nd of January 2026. Late submissions will not be considered.
6. We encourage all interested Bidders to ensure their Proposals meet the requirements outlined in the RFP and look forward to receiving your Proposals.



ANNEXURE 2: GENERAL RULES OF THE BIDDING PROCESS

1. This RFP replaces all previous communication from MCLM to Bidders regarding this PPP opportunity, as well as the rules and conduct of the bidding process.
2. No verbal communication with any staff member or advisor from the MCLM or its advisors shall change, clarify, or add to the terms and conditions outlined in this RFP. Bidders should only rely on written changes, additions, or clarifications from the designated Project Officer of MCLM, which will be shared with all Bidders. Email communications from the MCLM to Bidders will be considered official written communication.
3. MCLM reserves the right to adjust the timeline, or to amend, supplement, or clarify any part of this RFP at any time. The agency also retains the right to cancel the bid process without prior notice and may disqualify any Bidder as outlined in this RFP. MCLM will not be held liable for exercising any of these rights or for any actions taken in accordance with the laws of the Republic of South Africa.
4. The bidding process will be conducted in accordance with, and governed by, the laws of the Republic of South Africa.
5. All bids, correspondence, and documents related to this RFP must be submitted in English.
6. By submitting a Proposal, Bidders acknowledge their full understanding and acceptance of all the terms and conditions outlined in this RFP, the PPP Agreement, and all applicable laws of the Republic of South Africa.
7. Bidders are solely responsible for any costs, expenses, or losses incurred in preparing and submitting their Proposals and during any and all stages of the procurement process. MCLM will not compensate Bidders for any such expenses, regardless of the outcome.
8. The draft PPP Agreements is included in the proposal documents. MCLM reserves the right to modify, amend, or clarify this agreement at any time. No liability will be assumed for exercising these rights or for any actions taken in accordance with South African law.
9. Each Bidder must appoint a Legal Representative authorised to act on behalf of the Bidder through an official mandate. This representative must be present during the opening of the financial documents.

10. Bids involving any individual or entity that:

- has been blacklisted by the National Treasury for tender defaults.
- appears on the Disqualified Director's Register's
- is involved in any legal proceedings related to concession tenders.
- has been found guilty of fraud or corruption-related offences

will be rejected.

11. Bidders are expected to conduct themselves with the highest level of integrity and honesty in all dealings with MCLM. Any misrepresentation in the Proposal may result in the rejection of the Proposal.
12. Bidders are invited to submit their Proposals for consideration as the preferred Bidder, subject to the terms and conditions set out in this RFP.
13. MCLM reserves the right to award or select a Preferred Bidder from the submitted Proposal and may also appoint one or more Reserve Bidder/s if the Preferred Bidder is disqualified or the parties cannot conclude the PPP Agreement.
14. In the event that the MCLM cannot reach an agreement with either the Preferred or Reserve Bidder/s, MCLM reserves the right to seek a new private party or restructure the procurement process at its discretion.
15. Lenders and B-BBEE material suppliers may support more than one Bidder, provided that strict information barriers and competition laws are respected. No other entities, advisors or individuals may be involved with multiple Bidders without prior written consent from the MCLM.



ANNEXURE 3: IDENTITY OF BIDDERS SPECIAL PURPOSE VEHICLE (SPV) CONSTITUTIONAL INFORMATION

1. To minimise risks for all stakeholders, prospective Bidders must commit to establishing a Special Purpose Vehicle (SPV) if selected as the Preferred Bidder exclusively for this Project. The SPV must consist of registered legal entities; individuals are not permitted to establish an SPV. The primary objective of the SPV is to implement and operate the Project. All entities with shareholding and roles within the SPV must also be disclosed. Non-compliance with this requirement may result in the Proposal being deemed non-responsive and/or disqualified.

The following details must be included in the respect of each Member of a Consortium of JV that will holds shares in the SPV:

- (a) Name, address, telephone numbers, and email address) of the Member, including its trading name if different from the registered name.
 - (b) A list of Directors, Partners, or Trustees and their responsibilities.
 - (c) Place of registration.
 - (d) Registration number.
 - (e) Memorandum and Articles of Association (or equivalent constitutive documents).
 - (f) Shareholders Agreement, Partnership Agreement, Joint Venture or Consortium Agreement, or Trust Deed.
 - (g) Direct shareholders, joint venture partners, or beneficiaries, including the percentage of shareholding or beneficial interest to held by each Member of the SPV. If multiple classes of shares or funding will exist, specify the percentages for each.
2. Bidders can be individual companies, unincorporated joint ventures, or trusts. The Bidder must meet the operational and financial criteria set out in this document.
 3. Public institutions are specifically excluded from submitting Proposals, but they participate in the Bid as a service provider of a Bidder, provided that:
 - i. Approval is obtained in advance from the relevant ministry responsible for the public entity.
 - ii. The involvement of the public entity is pre-approved by the MCLM through a third-party agreement.
 - iii. Services provided by the public entity are made available to all Bidders.
 - iv. The provision of such services is legally permissible.
 - v. Proposals must clearly outline the structure of the proposed SPV, including shareholders, their roles, and responsibilities. The equity, ownership, and directorships of each shareholder should also be listed.
 4. Given the potential capital investment required, Bidders must demonstrate their ability to secure financing and provide security in the form of a bank guarantee in the form attached hereto as Annex 15. MCLM reserves the right to request additional information or documentation from Bidders at any time.



5. In cases where a Bidder consists of multiple parties, no shareholder in one entity may hold shares in another entity bidding for this PPP opportunity during the tender process.
6. If the Preferred Bidder is an unincorporated entity or consortium, it must establish a Private Party with the sole purpose of undertaking the PPP opportunity. Members of the consortium must become shareholders in the Private Party no later than 15 business days before the anticipated PPP Agreement signing date. Certified copies of incorporation documents and the share register must be submitted no later than 10 business days before the signing.
7. No replacement, withdrawal, or admission of new members (or their equivalents in a Private Party) is allowed after the Proposal Submission Date without prior approval from the Institution.
8. Any Bidder or member wishing to make changes to membership must submit a written request to MCLM, outlining the relevant circumstances that have arisen since the Proposal Submission Date, along with supporting documentation.
9. MCLM reserves the right to request additional information concerning any membership change and will assess its impact. The Bidder requesting the change will be responsible for covering any costs incurred by MCLM, payable on demand. MCLM reserves the right, in its sole and absolute discretion to reject any request for change in Membership without incurring any liability.
10. Apart from an approved change in Membership, Bidders may not alter any aspect of their submission after the Bid Submission Date.

ANNEXURE 4: SITE LOCATION



The Krugersdorp Game Reserve — according to the latest SG Diagrams & Database — comprises 7 different properties, namely:

1. Ptn 61 Sterkfontein 173 IQ
2. Ptn 58 Sterkfontein 173 IQ
3. Ptn 97 Sterkfontein 173 IQ
4. Ptn 59 Sterkfontein 173 IQ
5. Ptn 8 Waterval 174 IQ
6. RE/2 Waterval 174 IQ
7. Ptn 56 Waterval 174 IQ

All the above areas will be included in the Project as part of the Site.



ANNEXURE 5: CLARIFICATIONS AND BRIEFING NOTES PROTOCOL

5.1. Briefing Notes

- During the RFP process for the Project, MCLM may issue Briefing Notes to provide further instructions, clarifications, updates to the programme, or other essential information for Bidders. These Briefing Notes will be sequentially numbered for easy reference and will be considered part of the RFP documentation. Any reference to the RFP will include all updates, amendments, or variations communicated through these Briefing Notes. Bidders are responsible for ensuring their Proposals take into account all such Briefing Notes.
- The Briefing Notes will be sent to all potential Bidders using the contact details provided during compulsory briefing session meeting or at the time of RFP documentation receipt by the potential Bidder. After submission, they will be sent to the Authorised Representative of the Bidder. Bidders must confirm receipt of the Briefing Notes within 48 hours of receiving them.

5.2. Questions from MCLM

- At any point during the RFP process, MCLM may ask Bidders to respond to written questions in order to clarify aspects of their Proposals. These questions will be sent to the Authorised Representative of the Bidder, who must respond in writing within 48 working hours of receiving the questions unless the MCLM approves an extension request.
- As per the National Treasury PPP Manual, the PPP procurement allows for clarification during evaluation so that the evaluation reflects a full understanding of each proposal.
- Clarification will involve written questions and responses. The questions will refer to a specific element of the proposal and will not solicit any change to the proposal. The response will be vetted before being accepted as a clarification. If the response sets out a change to the proposal, it will be set aside and its contents ignored Questions from Bidders

5.3. Questions from Bidders

- Bidders may submit written queries or general questions to MCLM at any time during the RFP process, up until **16h00 on 12 DECEMBER 2025**, which will be the cut-off date for submitting clarification questions. After this deadline, MCLM will not accept, consider, or respond to any further queries from Bidders.
- While MCLM will make every effort to respond to requests for clarifications in a timely manner, it cannot guarantee responses within a specific timeframe. MCLM also reserves the right to decline to respond to any specific query or question at its discretion. All clarifications issued by MCLM will be communicated through Briefing Notes and circulated to all Bidders.



ANNEXURE 6: COMPULSORY SITE VISITS AND DUE DILIGENCE

1. The Compulsory Site Visit and Due Diligence process is being organised for potential Bidders with the following objectives:
 - 1.1 To provide all potential Bidders the opportunity to gather the necessary information to present informed and competitive Proposals for the Project, including an understanding of the physical facilities.
 - 1.2 This Site visit will form part of the due diligence process and should be attended by Bidders or their duly authorised representatives, with a maximum of five participants per Bidder.
 - 1.3 To ensure equal access to information for all Bidders.
2. Due Diligence site information will be provided to Bidders via a site visit to the Project Site on 21st of November 2025, immediately after compulsory briefing session meeting.
3. All interested Bidders must avail themselves on the 21st of November 2025 for this compulsory site visit which will take place immediately after the compulsory briefing session meeting.
4. Attendance at the compulsory site visit will inform Bidders of potential challenges and opportunities that may impact the feasibility studies they conduct. This will also help ensure the accuracy of viability assessments for the KGR facility.
5. Please note that travel and accommodation costs for the site visit will be the sole cost and responsibility of the Bidders.
6. Each Bidder shall be solely responsible for conducting its own due diligence investigation of the KGR investment opportunity, the proposed PPP Agreement terms, and all related matters. Neither KGR, MCLM, nor any of their respective officers, employees, agents, or advisers makes any representation or warranty, express or implied, concerning any aspect of the PPP opportunity, except for the representations and warranties that will be set out in the final PPP Agreement.
7. No verbal agreement, conversation, or clarification with any officer, employee, or adviser of KGR or MCLM, shall modify or affect any terms or conditions of this RFP. Only written amendments, supplements, or clarifications from the duly authorised Project Officer of MCLM, circulated to each Bidder, should be relied upon. For the purposes of this section, communications sent via electronic mail from authorised staff of MCLM shall be deemed as written communications.



8. Contact for Due Diligence-related Matters: The principal contact at KGR for all matters relating to the Due Diligence process will be:

Ms Mengie Hlatshwayo (MCLM Tourism Manager)

Telephone: 011 668 0607

Mobile: 081 351 2928

e-mail: tourism@mogalecity.gov.za



ANNEXURE 7: BID SUBMISSION AND EVALUATION REQUIREMENTS

Contents of bid submissions

- Proposals and all related correspondence and documents must be submitted in English.
- Each Proposals must contain all the necessary information for MCLM, to evaluate the financial aspects, PPP Fee offer, Specific Goal compliance, and the functionality capabilities of the Bidder. Bidders are required to submit two sealed envelopes in accordance with the instructions provided below.

Envelope 1 (Section 14 of this RFP)

- The first envelope shall be clearly marked “*Technical Proposal: Functionality*” on the outside and shall contain all the original non-financial aspects of the submission (“Functionality”).

Envelope 2 (Section 15 of this RFP)

- The second envelope shall be clearly marked “Financial Proposal and Specific Goals” on the outside.
- By submitting a bid, the Bidder acknowledges that they are fully aware of and understand all the terms and conditions set out in this RFP and under the applicable laws of the Republic of South Africa, and that they accept these terms and conditions.

How the bids will be opened

- Proposals will be opened in public by MCLM SCM officials in the presence of bidders as soon as the period for submission of proposals has expired.
- MCLM Supply Chain Management officials will separate Envelopes 1 and 2 from all submitted bids. The unopened financial envelopes will be secured and kept in safekeeping until they are opened.
- The technical envelopes will be opened by MCLM Supply Chain Management officials in the presence of MCLM Project Officer, internal auditors and bidders.
- The names of received proposals will be read out by MCLM Supply Chain Management officials
- MCLM Supply Chain Management officials shall date stamp the proposal and all enclosures related to the technical proposal. Technical offers will be evaluated and scored according to the procedure outlined in Paragraphs 14 to **insert relevant reference**.

Incomplete bids

- The bid evaluation committee, in consultation with its financial and legal advisors, will check Envelope 1 of each bid to confirm whether all required documentation, as specified in the RFP, has been correctly submitted.
- If a Proposal is unclear, the bid evaluation committee may, but is not obliged to, request clarity from the Bidder. Such requests will be made in writing. No substantial changes to the Proposal will be asked for or allowed, except where there is a **clear mistake in the Proposal**.



- MCLM reserves the right to disqualify any incomplete bid or a bid that requires clarification without requesting additional information from the Bidder.
- MCLM shall not be liable to reimburse Bidders for any costs and/or damages incurred during the preparation of bid submissions, in the event of cancellation, disqualification, suspension, modification, or delay of the tender.

Bid evaluation methodology

- MCLM has established two tiers of evaluation committees in accordance with *National Treasury's Practice Note Number 6 of 2004*. This includes the Bid Evaluation Committee (BEC), and the Bid Adjudication Committee. The BEC will be supported by the Transaction Advisors in the form of a Technical Assessment Committee providing technical advice. The evaluation process for this RFP will also consider the *Preferential Procurement Policy Framework Act (PPPFA) and the Preferential Procurement Regulations, 2022*.
- The bid evaluation will be conducted using a two-envelope system, and bids will be assessed on three main elements: Functionality and Compliance, Pricing Proposal and Specific Goals Commitment.
- Envelope 1 (original) is for functionality and compliance, which will be opened first. Bidders must score at least 70% for functionality to proceed.
- Envelope 2, containing the Pricing Proposal and Specific Goals, will only be opened and evaluated if the Bidder meets the minimum threshold set out in Paragraph 15 above.

The bid evaluation process will proceed through the following stages:

Bid Responsiveness to Mandatory Requirements:

- In the first stage of evaluation, MCLM will assess whether each Proposal is responsive to the mandatory and administrative requirements specified in the RFP.
- Failure by a Bidder to adequately respond to any RFP requirement may negatively affect the evaluation of the Proposal and may result in disqualification.
- MCLM reserves the right to reject any non-responsive Proposal without entertaining requests for alteration, modification, substitution, or withdrawal.

Functionality Evaluation:

- The minimum overall threshold to pass the two Functionality Stages (Stage 2a and 2b) is 70% for each of the two stages.
- Bids that do not meet the threshold will be marked unacceptable and will not proceed to the next stage of evaluation.

Pricing Proposal and Specific Goals

The final evaluation will follow the 80/20 or 90/10 Preference Points System, as prescribed by the PPPFA and PPPFA Regulations, 2022. 80/90 points will be allocated for Bid Price (Concession Fee Offer), and 20/10 points will be allocated for the Specific Goals to promote transformation and economic development.



FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20	or	90/10
$P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) \text{ or } P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$		

Where

- P_s = Points scored for price of tender under consideration
- P_t = Price of tender under consideration
- P_{max} = Price of highest acceptable tender

POINTS AWARDED FOR SPECIFIC GOALS

In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this proposal the bidder will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this proposal:

In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the proposal documents, stipulate in the case of—

- (c) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (d) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.



ANNEXURE 8: TECHNICAL SCORECARD CRITERIA

Envelope 1 (Consist of 2 phases) – Phases 2a and 2b.

Technical Proposal		Scoring (Phase 2a)			Maximum points
1	Technical Project Team Experience - Skills - Relevant experiences				20
		Resource	Relevant qualifications and professional registration.	CV: number of years' experience	
		<u>Construction Project Manager</u> Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with SACPCMP) i. BCom in Project Management ii. BCom in Business Management iii. BBA (Bachelor of Business Administration) in Project Management iv. PMP (Certified Project Management Professional), National Diploma, or Higher Certificate	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point	
		<u>Civil Engineer</u> Acceptable Qualifications:	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point	



		(Bidders must also supply evidence of team member's registration with ECSA)		1.5 – 4 years: 0.25 Point		
		i. BEng or BSc Eng in Civil Engineering.				
		<u>Electrical Engineer</u> Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with ECSA)	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		i. BEng or BSc Eng in Electrical Engineering.				
		<u>Mechanical Engineer</u> Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with ECSA):	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		i. BEng or BSc Eng in Mechanical Engineering.				
		<u>Structural Engineer</u> Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with ECSA)	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		i. BEng or BSc Eng in Structural Engineering.				
		<u>Architect 1</u> (Commercial / Industrial/Building / Urban / Restoration /	1 Point	10 or more years: 1 Point		



		Project) or Structural Designer / Urban Planner Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with SACAP) i. BAS (Bachelor of Architectural Sciences) ii. BEng (Architecture), BSc (Architecture) iii. BSc (Urban and Regional Planning) iv. National Diploma or Higher Certificate in Urban Planning or Urban Design.		5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		<u>Architect 2</u> (Landscape / Green Design / Interior) or Interior Designer / Urban Designer Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with SACAP) i. BAS (Bachelor of Architectural Sciences) ii. BEng (Architecture), BSc (Interior Design) iii. B Des, or National Diploma iv. Higher Certificate in Interior Design.	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		<u>Quantity Surveying / Town Planner</u>	1 Point	10 or more years: 1 Point		



		Acceptable Qualifications: (Bidders must also supply evidence of team members' registration with SACQSP for the QS and SACPLAN for the Town Planner) i. BSc in Quantity Surveying, ii. BTech in Quantity Surveying iii. BSc in Town and Regional Planning iv. BTech in Town and Regional Planning v. National Diploma in Urban and Regional Planning		5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		<u>Health and Safety / SHEQ</u> Acceptable Qualifications: (Bidders must also supply evidence of team member's registration with SAIOSH) i. Certificate in Health and Safety Management for Construction ii. NEBOSH Environmental Management Certificate iii. NEBOSH Certificate in Fire Safety, NEBOSH International Diploma iv. SHEQ Management course	1 Point	10 or more years: 1 Point 5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point		
		<u>Environmental</u> Acceptable Qualifications:	1 Point	10 or more years: 1 Point		



		(Bidders must also supply evidence of team member’s registration with SACNASP) i. BSc in Environmental Studies ii. BTech in Environmental Health iii. National Diploma in Environmental Health.		5 – 9 years: 0.5 Point 1.5 – 4 years: 0.25 Point										
		<u>RELEVANT EXPERIENCE</u> Bidders must attach CVs referencing the Qualifications and professional registration of each expert to gain the specified points. The CVs will be evaluated on the basis of similar project experience and number of years’ experience. One (1) point will be awarded to the inclusion of each of the 10 Technical experts in the technical team. Another full point is awarded for possessing 10 or more years of relevant experience, 0.5 points shall be awarded for 5 to 9 years of relevant experience and 0.25 points for less than 5 years’ experience. (Maximum points = 20) (10+10) To receive points in this category, the Bidder must submit copies of the relevant qualifications or certificates for each expert. <i>NB: MCLM reserves the right to verify or conduct due diligence as per S28 (e) of SCM policy on submitted qualifications or certificates for each technical expert.</i>												
2	Business Operation Project Team Experience - Skills - Relevant experiences	Skills (Qualifications) 2.1 <u>Hotel Operational Manager</u> <table><tr><td>Qualification type</td><td>Corresponding NQF level</td><td>Points</td></tr><tr><td></td><td></td><td></td></tr></table>					Qualification type	Corresponding NQF level	Points					
Qualification type	Corresponding NQF level	Points												



	<table><tr><td>Advanced post graduate qualification in Hospitality management or similar field</td><td>9-10</td><td>5 points</td></tr><tr><td>Postgraduate qualification in Hospitality management or similar field</td><td>8</td><td>4 points</td></tr><tr><td>Bachelor's degree or advanced diploma or post graduate certificate in Hospitality management or similar field</td><td>7</td><td>3 points</td></tr><tr><td>National diploma or higher certificate in Hospitality management or similar field</td><td>5-6</td><td>2 points</td></tr><tr><td>National senior certificate/basic education</td><td>1-4</td><td>1 point</td></tr></table>	Advanced post graduate qualification in Hospitality management or similar field	9-10	5 points	Postgraduate qualification in Hospitality management or similar field	8	4 points	Bachelor's degree or advanced diploma or post graduate certificate in Hospitality management or similar field	7	3 points	National diploma or higher certificate in Hospitality management or similar field	5-6	2 points	National senior certificate/basic education	1-4	1 point	5	20
		Advanced post graduate qualification in Hospitality management or similar field	9-10	5 points														
		Postgraduate qualification in Hospitality management or similar field	8	4 points														
		Bachelor's degree or advanced diploma or post graduate certificate in Hospitality management or similar field	7	3 points														
		National diploma or higher certificate in Hospitality management or similar field	5-6	2 points														
	National senior certificate/basic education	1-4	1 point															
	2.2 Relevant Experience (Hotel Operations)																	
	10 + years of experience: 5 Points 5 - 10 years of experience: 3 Points 2 – 5 years of experience: 2 Points																	
	2.2 Game Reserve Manager																	
	<table><tr><th>Qualification type</th><th>Corresponding NQF level</th><th>Points</th></tr><tr><td>Advanced post graduate qualification in Wildlife Management or similar field</td><td>9-10</td><td>5 points</td></tr></table>		Qualification type	Corresponding NQF level	Points	Advanced post graduate qualification in Wildlife Management or similar field	9-10	5 points										
Qualification type	Corresponding NQF level	Points																
Advanced post graduate qualification in Wildlife Management or similar field	9-10	5 points																



		Postgraduate qualification in Wildlife management or similar field	8	4 points	5	
		Bachelor's degree or advanced diploma or post graduate certificate in Wildlife management or similar field	7	3 points		
		National diploma or higher certificate in Wildlife management or similar field	5-6	2 points		
		National senior certificate/basic education in Wildlife management or similar field	1-4	1 point		
		<i>NB: Copies of the relevant qualification(s) or certificate(s) are required for point scoring purpose</i>				
<u>2.3 Relevant Experience (Game Reserve Manager)</u>						
• 10 + years of experience: 5 Points • 5 - 10 years of experience: 3 Points • 2 – 5 years of experience: 2 Points • Less than 2 years: 1 point						
<i>NB: CV of the relevant expert is required for point scoring purpose. The desired and similar qualifications are set out fully in Section 14 of this RFP</i>						
3	Company / Consortium Project Related Experience	<u>Relevant experience and track record in construction in excess of R20m (Attach reference letters/completion certificates as evidence)</u>				
	3.1 Construction of similar infrastructure in excess of R20m per project completed	• 5 listed relevant projects: 10 Points • 4 listed relevant projects: 8 Points				



	or ongoing for the last 10 years or during the consortium/company's existence.	• 3 listed relevant projects: 6 Points • 2 listed relevant projects: 4 Points • 1 listed relevant project: 2 Points	10	
	3.2 Refurbishment of similar infrastructure in excess of R20m per project completed or ongoing for the last 10 years or during the consortium/company's existence.	<u>Relevant experience and track record in refurbishment in excess of R20m (Attach reference letters/completion certificates as evidence)</u> • 5 listed relevant projects: 10 Points • 4 listed relevant projects: 8 Points • 3 listed relevant projects: 6 Points • 2 listed relevant projects: 4 Points • 1 listed relevant project: 2 Points	10	30
	3.3 Proven knowledge and experience of operating tourism facilities and services Reference letters / completion certificates indicating successful completion of a project signed by the respective project owner/sponsor for work similar	<u>Relevant experience and track record in tourism operations. (Attach reference letters/completion certificates as evidence)</u> • 5 relevant reference letters: 10 Points • 4 relevant reference letters: 8 Points • 3 relevant reference letters: 6 Points • 2 relevant reference letters: 4 Points • 1 relevant reference letter: 2 Points	10	



	(relating to the experience referred to in the terms of reference of construction/ refurbishing or operating the tourism facilities. [See 3.1, 3.2 and 3.3 above.) The reference letters/Completion Certificates must be on the project owner's /sponsor's official letterhead.	(No points will be awarded if the reference letter / completion certificate does not correspond to the terms of reference outlined in 3.1, 3.2 and 3.3) above and not signed by the respective project owner/sponsor), does appear on the relevant official letterhead of the project owner/sponsor, is not dated and does not include the details of a contact person)				
Total for Phase 2a = 70 (Bidders are required to score a minimum of 70% to proceed to Phase 2b of the functionality evaluation). Bidders scoring below 70% will not proceed to Phase 2b functionality evaluation.						70
	Technical Proposal	Scoring (Phase 2b)			Maximum points	
4	Business, Operations and Design Plan 4.1. Business Plan	Business strategy and operational framework	- Fully outlines a comprehensive business strategy. (actions and decisions the SPV plans to take to reach its goals) - Includes a clearly defined operational framework and detailed management structures. - Demonstrates full alignment with MCLM objectives and accepted business principles. - Provides specific examples or documentation illustrating how objectives will be achieved	5 points	15	



			• Business strategy is detailed but lacks minor elements in the operational framework or management structures. • Demonstrates strong alignment with MCLM objectives but lacks specific evidence or examples for execution.	4 points		45
			• Outlines a partially developed business strategy. • Lacks some key details in the operational framework or management structures. • Demonstrates partial alignment with MCLM objectives but lacks clarity on specific execution steps.	3 points		
			• Presents a rudimentary business strategy. • The operational framework is incomplete or generic, with insufficient detail. • Shows weak or indirect alignment with MCLM objectives.	2 points		
			• Strategy is vague or incomplete. • Operational framework is poorly defined or missing critical components. • Lacks alignment with MCLM objectives and accepted business principles.	1 point		
		Plans for Profitability and Sustainability	• Provides actionable and credible strategies with detailed steps for profitability.	5 points		



4.2 Operation Plan		- Clearly integrates sustainability measures aligned with Responsible Tourism Standards. - Includes realistic and well-supported financial projections demonstrating feasibility.		15
		- Strategies are mostly actionable and credible, with minor gaps in detail. - Sustainability measures are included but lack robust evidence or integration. - Financial projections are realistic but not comprehensive.	4 points	
		- Presents general plans for profitability but lacks actionable details. - Sustainability measures are included but are not fully credible or actionable. - Financial projections are limited or weak but present some basis for feasibility.	3 points	
		- Plans for profitability and sustainability are unclear or incomplete. - Sustainability measures are mentioned but poorly developed or unsupported. - Financial projections are weak, unsupported, or lacking detail.	2 points	



			- Plans for profitability and sustainability are vague or unrealistic. - Does not address Responsible Tourism Standards effectively. - Financial projections are missing, unsupported, or not aligned with the strategy.	1 point		
		Alignment with Tourism Standards and MCLM Objectives	- Demonstrates full alignment with Responsible Tourism Standards and MCLM's strategic goals. - Clearly outlines how all principles and objectives will be met through actionable steps. - Includes specific references to how the Proposal adheres to tourism-specific principles.	5 points		
			- Strong alignment with Responsible Tourism Standards and MCLM objectives. - Provides actionable steps but lacks minor detail in addressing all strategic goals. - Shows good understanding of tourism-specific principles with minor gaps in execution.	4 points		
			- Shows partial alignment with Responsible Tourism Standards or MCLM objectives. - Lacks depth in addressing all strategic goals.	3 points		



4.3 Design Plan		Provides some reference to tourism-specific principles but lacks comprehensive detail.		15	
		- Demonstrates limited alignment with Responsible Tourism Standards or MCLM objectives. - The Proposal is unclear or superficial in addressing tourism-specific principles. - Fails to provide actionable or specific steps for strategic alignment.	2 points		
		- Minimal or no alignment with Responsible Tourism Standards or MCLM objectives. - Fails to address key principles or strategic goals effectively.	1 Point		
	Operational Framework and Efficiency	- Provides a comprehensive and detailed operational framework. (set of rules, procedures, and guidelines that determine how the SPV will operate – inch customer service) - Includes well-defined cost-effectiveness measures, efficiency mechanisms, and compliance with all relevant tourism standards. - Supports framework with specific examples or actionable plans for implementation.	5 points		



			- Framework is detailed but missing minor components related to efficiency or cost-effectiveness. - It demonstrates strong compliance with most tourism standards but lacks full clarity on specific measures.	4 points		
			- Framework is partially developed or lacks clarity in multiple areas. - Addresses some efficiency measures but lack actionable detail. - Demonstrates partial compliance with tourism standards.	3 Points		
			- Framework is rudimentary or incomplete. - Limited evidence of cost-effectiveness or efficiency measures. - Compliance with tourism standards is vague or indirect.	2 points		
			- Framework is vague, incomplete, or poorly defined. - No emphasis on cost-effectiveness or compliance with tourism standards.	1 Point		
		Workforce Management and Safety Protocols	- Includes a comprehensive staff management plan with specific roles and responsibilities. - Outlines robust safety protocols in detail, covering all potential risks.	5 Points		



			Provides a well-defined and actionable maintenance schedule with timelines.			
			- Plan includes clear staff management and safety protocols but lacks minor elements or depth in maintenance scheduling. - Addresses most potential risks but lacks detailed contingency plans.	4 points		
			- Includes general staff management and safety protocols but lacks specific details or actionable elements. - Maintenance schedule is incomplete or poorly explained.	3 Points		
			- Staff management and safety protocols are poorly developed or insufficiently detailed. - Maintenance schedule is mentioned but not actionable.	2 points		
			- Minimal or no attention to staff management, safety protocols, or maintenance schedules. - Key elements are missing or poorly defined.	1 Point		
		Plans for Profitability and Sustainability	- Provides actionable and credible strategies for profitability and sustainability. - Integrates sustainability measures aligned with Responsible Tourism Standards. - Includes realistic and well-supported financial projections with detailed assumptions.	5 Points		



			- Strategies are mostly actionable and credible but missing minor details or specificity. - Sustainability measures are addressed but lack integration into the overall plan. - Financial projections are realistic but not fully supported with data.	4 points		
			- General plans for profitability and sustainability are included but lack actionable details. - Sustainability measures are mentioned but are not credible or supported. - Financial projections are weak or lack comprehensive data.	3 Points		
			- Plans are unclear or incomplete, lacking actionable strategies for profitability or sustainability. - Sustainability measures are poorly developed or generic. - Financial projections are weak, unsupported, or vague.	2 points		
			- Plans are vague or unrealistic, with no clear pathway to profitability or sustainability. - Financial projections are missing, unsupported, or not aligned with the strategy.	1 Point		



		Design Functionality and Visual Appeal	- Provides fully detailed conceptual and layout drawings with comprehensive explanations. - Drawings focus on functionality, usability, and visual appeal, showcasing innovative and practical design elements. - Includes clear annotations or examples to demonstrate alignment with the intended use of the space.	5 points		
			- Drawings are detailed and functional but missing minor elements related to usability or aesthetics. - Visual appeal is addressed but lacks refinement or comprehensive integration with functionality.	4 points		
			- Drawings are partially detailed, with limited focus on functionality or aesthetics. - Usability or visual appeal is addressed superficially but not integrated into the overall design.	3 Points		
			- Drawings are vague or incomplete, with only basic attention to functionality or visual appeal. - Usability is poorly addressed, and visual appeal lacks clarity or depth.	2 points		
			Minimal or no attention to infrastructure functionality, usability, or aesthetics.	1 Point		



			Drawings are missing or fail to communicate the intended design effectively.			
		Environmental Sensitivity and Visual Impact of design	- Includes extensive and actionable strategies to minimise visual and environmental impacts. - Thoughtfully selected materials, landscaping, and lighting align with Responsible Tourism Standards and environmental best practices. - Proposals demonstrate innovation and integration of environmentally friendly measures.	5 Points		
			- Addresses visual and environmental impacts effectively but lacks minor details or innovative approaches. - Materials, landscaping, and lighting plans are included but not fully aligned with best practices.	4 points		
			- Includes basic strategies for reducing visual or environmental impacts but lacks depth or thoroughness. - Limited attention is given to specific elements like materials, landscaping, or lighting.	3 Points		
			- Plans are vague or incomplete, with superficial attention to environmental sensitivity. - Materials, landscaping, or lighting are mentioned but lack detail or specificity.	2 points		



			- Minimal or no attention to environmental sensitivity or visual impact. - Key elements, such as materials and landscaping, are missing or poorly addressed.	1 Point		
		Compliance with Responsible Tourism Standards	- Fully aligns with Responsible Tourism Standards, KGR guidelines, and legislative requirements. - Includes evidence of compliance with Environmental Impact Assessments (EIAs), Water Use Licenses (WULAs), and other necessary regulations. - Demonstrates integration of these standards into the operational and design plans.	5 Points		
			- Aligns with tourism standards and guidelines but lacks minor elements of compliance. - Legislative requirements are addressed but lack clarity in implementation.	4 points		
			- Shows partial alignment with tourism standards or guidelines. - Some legislative requirements are mentioned but lack supporting evidence or detailed planning.	3 Points		
			Minimal alignment with Responsible Tourism Standards, KGR guidelines, or legislative requirements.	2 points		



			Key elements are vaguely addressed without actionable plans.			
			- Minimal or no alignment with tourism standards, KGR guidelines, or legislative requirements. - Missing or poorly defined compliance measures.	1 Point		
5.	Finance and Capital Plan	This table outlines the specific components of the Financing and Capital Plan that will be evaluated and how scores will be allocated based on the quality and completeness of the submission. Bidders should use the table to ensure their submission meets the highest standards by addressing the following:				



			- Capital needs and sources are clearly defined but partially supported by documentation (e.g., some funding sources are unverified). - Contingency plans are vague or underdeveloped.	7 Points	10	25
			- Capital needs are identified but lack specificity (e.g., ranges instead of exact amounts). - Limited documentation for funding sources or evidence of unverified commitments.	6 Points		
			- Capital needs and sources are partially clear, with significant gaps in specificity or documentation. - No contingency plan provided.	5 Points		
			- Capital needs are vaguely outlined, with insufficient clarity on funding sources. - Documentation is sparse or unreliable.	4 Points		
			- Capital needs and sources are mentioned but lack specificity and supporting details. - Funding sources appear speculative or unsupported.	3 Points		
			Capital needs and sources are poorly defined, with minimal supporting evidence.	2 Points		
			Capital needs and funding sources are mentioned in passing but lack meaningful detail or substantiation.	1 Point		
		Cash Flow Forecast	- Provides a comprehensive and realistic forecast covering all elements (revenues, operating costs, capital expenses, debt service). - All assumptions are clearly stated, supported by data, and aligned with operational realities. - Includes sensitivity analysis or scenario planning.	10 Points		



			- Forecast is detailed and realistic but lacks minor elements, such as full sensitivity analysis. - Most assumptions are robust, with minor gaps in clarity.	9 Points	10	
			- Forecast is mostly complete and realistic, but some elements (e.g., capital expenses or debt service) are less detailed or supported. - Assumptions are well-founded but not thoroughly explained.	8 Points		
			- Forecast is detailed but lacks depth in key components like operating costs or debt service. - Assumptions are reasonable but not explicitly aligned with operational realities.	7 Points		
			- Forecast is general but includes most key elements. - Assumptions are broadly reasonable but lack specificity or data support.	6 Points		
			- Forecast is incomplete or vague, missing key components like capital expenses or debt service. - Assumptions are generic and lack robust justification.	5 Points		
			- Forecast is overly simplistic, with limited attention to key financial elements. - Assumptions are weak and lack connection to operational realities.	4 Points		
			- Forecast is poorly constructed, with unrealistic or unsupported assumptions. - Key components are mentioned but lack explanation or detail.	3 Points		
			Forecast is vague, incomplete, or unrealistic, with assumptions that are poorly defined.	2 Points		



			Forecast is superficial, with minimal detail or thought given to assumptions.	1 Point	5																					
		Realism and Soundness	- Financial model demonstrates fully robust assumptions, backed by market data and operational analysis. - Feasibility is high, and the model includes contingency measures.	5 Points																						
			Model is realistic and detailed, but minor gaps exist in assumptions or feasibility.	4 Points																						
			Model is partially realistic but includes weak or unsupported assumptions.	3 Points																						
			Model is vague or overly simplistic, with assumptions lacking credibility.	2 Points																						
			Model is unrealistic, incomplete, or invalid.	1 Point																						
	6.Methodology and Approach	<table><tr><th colspan="2">METHODOLOGY AND APPROACH</th><th>25 points</th><th></th></tr><tr><th>Criteria</th><th colspan="2">Evaluation Description</th><th>Points</th></tr><tr><td>Proposed Work Plan</td><td colspan="2">The Bidder must submit a detailed Gantt chart or timeline covering 100% of project activities, clearly linked to objectives. The work plan must include resource allocation, milestones, and contingency measures for delays, demonstrating flexibility for changes.</td><td>5 points</td></tr><tr><td></td><td colspan="2">The Bidder must submit a Gantt chart or timeline covering at least 75% of project activities, linked to objectives. The work plan must outline resource allocation and milestones but may have minor gaps in contingency planning.</td><td>4 Points</td></tr><tr><td></td><td colspan="2">The Bidder must submit a timeline covering at least 50% of project activities. It must include basic resource allocation and</td><td>3 Points</td></tr></table>			METHODOLOGY AND APPROACH		25 points		Criteria	Evaluation Description		Points	Proposed Work Plan	The Bidder must submit a detailed Gantt chart or timeline covering 100% of project activities, clearly linked to objectives. The work plan must include resource allocation, milestones, and contingency measures for delays, demonstrating flexibility for changes.		5 points		The Bidder must submit a Gantt chart or timeline covering at least 75% of project activities, linked to objectives. The work plan must outline resource allocation and milestones but may have minor gaps in contingency planning.		4 Points		The Bidder must submit a timeline covering at least 50% of project activities. It must include basic resource allocation and		3 Points	5	
METHODOLOGY AND APPROACH		25 points																								
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Proposed Work Plan	The Bidder must submit a detailed Gantt chart or timeline covering 100% of project activities, clearly linked to objectives. The work plan must include resource allocation, milestones, and contingency measures for delays, demonstrating flexibility for changes.		5 points																							
	The Bidder must submit a Gantt chart or timeline covering at least 75% of project activities, linked to objectives. The work plan must outline resource allocation and milestones but may have minor gaps in contingency planning.		4 Points																							
	The Bidder must submit a timeline covering at least 50% of project activities. It must include basic resource allocation and		3 Points																							



			milestones but lacks contingency measures or full alignment with objectives.		5	20
			The Bidder must submit a timeline covering 30%-49% of project activities with resource allocation. The work plan must highlight some deliverables but shows inconsistencies in approach and timing.	2 Points		
			The Bidder must submit a basic outline of at least one activity or milestone but with no clear alignment to objectives or resources.	1 Point		
		Innovation, Products and Activities	The Bidder must propose at least two innovative and state-of-the-art methodologies, tools, or technologies directly addressing all project objectives. The Proposal must include measurable benefits (e.g., a 20% improvement in efficiency or sustainability).	5 Points		
			The Bidder must propose at least one innovative methodology, tool, or technology addressing most project objectives. The Proposal must describe partial alignment to measurable outcomes.	4 Points		
			The Bidder must propose a tailored approach to address at least two project objectives. The approach must demonstrate an understanding of critical project requirements but lack innovation.	3 Points		
			The Bidder must describe a generic approach with minimal alignment to objectives. No innovative elements are required.	2 Points		
			The Bidder must propose at least one activity or methodology but with no alignment to project objectives or measurable improvements.	1 Point		
		Environmental Plan	The Bidder must provide a comprehensive environmental plan covering habitat management, species conservation, sustainable tourism, and waste management. The plan must	5 Points		



			include measurable strategies (e.g., achieving a 50% reduction in waste through recycling) and clear implementation timelines.		5	
			The Bidder must provide an environmental plan addressing at least three components (e.g., habitat management, sustainable tourism, and waste management). The plan must include partially measurable strategies and timelines.	4 Points		
			The Bidder must submit an environmental plan covering at least two components (e.g., species conservation and waste management). The plan may lack detailed timelines or measurable strategies.	3 Points		
			The Bidder must describe a basic environmental plan addressing at least one component (e.g., habitat management). No measurable strategies or implementation timelines are required.	2 Points		
			The Bidder must reference one environmental aspect (e.g., species or waste management) but without actionable strategies or timelines.	1 Point		
		Community Upliftment and Skills Transfer Plan	The Bidder must submit a detailed plan for community upliftment and skills transfer, outlining specific initiatives for local employment, training programs, and measurable long-term benefits for the community. The plan must demonstrate a strong commitment to social responsibility by aligning with project goals and including implementation timelines and measurable outcomes. The plan includes implementing a larger portion of the project through Labour-Intensive Construction (LIC) methods, specific initiatives supporting EPWP goals, detailed coordination with EPWP contractors, and complementary training or job creation efforts.	5 Points	5	



			The Bidder must submit a structured plan for community upliftment with at least two specific initiatives (e.g., training programs or local engagement activities). The plan must show alignment with project goals and include measurable short-term outcomes, though it may lack detail on long-term strategies. Includes implementing a half portion of the project through Labour-Intensive Construction (LIC) methods and EPWP workers in operational plans but lacks specific initiatives for collaboration or job creation.	4 Points		
			The Bidder must outline a basic plan for community involvement, including at least one initiative for skills transfer or employment opportunities. The plan must demonstrate partial alignment with project goals but lacks depth or measurable outcomes. The plan includes implementing a quarter portion of the project through Labour-Intensive Construction (LIC) methods and recognises EPWP presence but provides minimal information on coordination or community benefits.	3 Points		
			The Bidder must provide minimal information about community upliftment, such as general statements about local engagement, with no specific initiatives or measurable benefits described. It implements a small portion of the project through Labour-Intensive Construction (LIC) methods and mentions EPWP involvement but fails to integrate or coordinate effectively.	2 Points		
			The Bidder must reference at least one community-related aspect but fail to provide a clear plan or actionable strategies for upliftment or skills transfer. No portion of the project will be implemented through Labour-Intensive Construction (LIC) methods and there is no acknowledgement or inclusion of EPWP considerations.	1 Point		



7.Risk Plan	Identified risk and mitigation and community upliftment with skills transfer plan	The Bidder must provide a comprehensive risk assessment that identifies financial, operational, environmental, and safety risks. For each risk, the Bidder must propose detailed and specific mitigation strategies that are actionable, proactive, and aligned with project objectives. The plan must also include evidence of previous successful risk mitigation efforts (e.g., case studies or examples).	10 Points	10
		The Bidder must identify most major risks and provide reasonable mitigation strategies for each. While minor risks may not be covered, the overall plan must demonstrate a clear understanding of potential challenges and feasible solutions.	8 Points	
		The Bidder must identify at least 50% of potential risks and propose basic mitigation strategies. The plan must acknowledge gaps in risk coverage but still demonstrate a general understanding of project requirements for risk management.	6 Points	
		The Bidder must identify some risks but provide limited or vague mitigation strategies. The plan must show significant gaps in addressing potential risks or ensuring project stability.	4 Points	
		The Bidder must include at least one identified risk, but the mitigation plan must lack actionable strategies, alignment to project objectives, or sufficient detail.	2 Points	
	Total for Phase 2b = 100 (Bidders are required to score a minimum of 70% to proceed to the next stage (Price and Specific Goals. Bidders scoring below 70% will not proceed to the Cost Proposal and Specific Goals Stage (Envelope 2))			



Proportional Scoring Matrix for Envelope 1

Envelope 1 will be proportionally weighted, converting the total score to a percentage for each of the two phases of the Stage 2 evaluation. (See below)

Item	Original Points	Proportional Weight (%)
	(Out of 70 + 100)	
Phase 2a		
Technical Project Team Skills and Experience	20	28,6%
Business Operation Project Team Skills and Experience	20	28,6%
Company/Consortium Project-Related Skills and Experience	30	42,9%
	70	
Minimum score to pass Phase 2a is 70% (49/70)		
Phase 2b		
Business, Operations, and Design Plan	45	45,0%
Financing and Capital Plan	25	25,0%
Methodology and Approach	20	20,0%
Risk Plan	10	10,0%
	100	100,0%
Minimum score to pass Phase 2b is 70% (70/100)		



Envelope 2

PRICE			
	PPP FEE OFFER	80 / 90 points	
	AND		
	SPECIFIC GOALS	20 / 10 points	
	Criteria	Evaluation Description	Points
The PPP fee Proposal is scored out of 80/90 points. The PPP Fee Proposal will be evaluated based on a total of 80/90 points. <u>The fee offer will consist of two components:</u> 1. Fixed fee offer These are predetermined, regular payments (monthly, quarterly, or annually) that the Private Party agrees to pay at a minimum to the MCLM throughout the concession period. This fee provides MCLM with a predictable and stable revenue stream. The minimum fixed fee offer determined by the municipality is fixed at <u>R120 000.00 per month</u> for year one (1) of the operations. This fixed fee offer will adjusted annually by CPIX. 2. Variable fee offer: The Bidders will be scored on a variable PPP fee (expressed as a percentage of aggregate gross revenue annually.) The total PPP fee will be the pre-determined Fixed fee (as indicated in no 1 above) <u>plus</u> the variable fee offered by the Bidder as indicated in 2 above. Broad Evaluation Criteria for Assessing the Most Competitive PPP Fee Offer			



The PPP Fee Proposal will be evaluated based on a total of 80 points. This scoring, based on the preference point system as indicated in Annexure A, will consider the variable PPP fee. The criteria below outline the evaluation framework:
The Bidder hereby warrants its commitment to paying a minimum PPP Fee, and the Variable PPP Fee shall be included in the PPP Agreement if accepted by MCLM.

The minimum PPP fee which will be adjusted annually by CPIX is as follows:

	PER MONTH (EXCL VAT)	PER ANNUM (EXCL VAT)
1.Fixed Fee	R120 000.00 *	R1 440 000.00 *
2.Variable Fee (Proposed % of Gross Revenue	*	*
Total PPP Fee	1 + 2	1 + 2

Warranty

The Bidder hereby warrants its commitment to paying a minimum PPP Fee, and the Variable PPP Fee shall be included in the PPP Agreement if accepted by MCLM.

Year	Number of Guest Beds (1)	Occupancy (2)	Average Rate (3)	Forecasted Rooms Revenue (4 = 2×3×365 ×1)	Other Revenue (5)	Gross Revenue (6 = 4 + 5)	Variable PPP Fee Commitment (7 = % × 6)	Minimum Rental (8)	Committed Concession Fee (9 = higher of 7 or 8)
1									
2									



3										
4										
5										
6										

Table: Projection of Fees Payable to MCLM



SPECIFIC GOALS	20/10 POINTS
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Bidders are hereby informed that both the **80/20** and **90/10** preference point systems will be applied, subject to the value of the Proposal. The applicable system will be determined based on the total estimated contract value as follows:

- **80/20 System:** This scoring system will apply to tenders with a value of up to R50 million (inclusive of all applicable taxes).
- **90/10 System:** Should the tender value exceed R50 million, the 90/10 scoring system will apply.

The specific goals allocated points in terms of this bid	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the bidder)	Number of points claimed (80/20 system) (To be completed by the bidder)
Categories of historically disadvantaged persons (African, Indian & Coloured). (Central Supplier Database Summary Report will be utilised to verify Categories of historically disadvantaged persons of enterprise)	5	10		
Gender (Woman owned enterprises) (Central Supplier Database Summary Report will be utilised to verify woman ownership of enterprise)	5	10		

Per PRR 2022, specific goals selected from the RDP document may either be based on what the tenderer has achieved (current status) or may be future oriented, in other words, what the tenderer must achieve at the end of the contract. Allocation and claiming of points based on future deliverables or undertakings must form part of the contract to ensure that the points claimed for the undertakings made under the Specific Goals are included in the Project deliverables.

Examples of acceptable documentation include sworn affidavits or CIPC ownership certificates for ownership-related goals, and skills development plans for human resource development, which may be incorporated into the contract if the tenderer is successful.



ANNEXURE 8A: PREFERENCE POINT SYSTEM

Application of the 80/20 or 90/10 Preference Point System

The Preferential Procurement Regulations (PPR) 2022 set out the guidelines for evaluating tenders based on price and specific goals. The applicable preference point system is determined by the estimated value of the tender / bid Proposal and is applied as follows:

80/20 Preference Point System:

- i. Applicable to bid Proposals with a Rand value equal to or below R50 million (inclusive of all applicable taxes).
- ii. Points for price: A maximum of 80 points is awarded to the bid Proposal with the lowest acceptable price, and higher prices score fewer points proportionately.
- iii. Points for specific goals: A maximum of 20 points is allocated based on the specific goals set out in the tender document.

90/10 Preference Point System:

- i. Applicable to bid Proposals with a Rand value above R50 million (inclusive of all applicable taxes).
- ii. Points for price: A maximum of 90 points is awarded to the tender with the lowest acceptable price, and higher prices score fewer points proportionately.
- iii. Points for specific goals: A maximum of 10 points is allocated based on the specific goals set out in the tender document.

Formulae for Price Evaluation

The points for price are calculated using the following formulas:

$$Ps = 80 \left(1 + \frac{Pt - Pmax}{Pmax} \right)$$

Where

Ps = Points scored for price of tender under consideration;
Pt = Price of tender under consideration; and
Pmax = Price of highest acceptable tender.

90/10 preference points system for income generating contracts, disposal and leasing of state assets with a Rand value above R 50 million, inclusive of all applicable taxes:

$$Ps = 90 \left(1 + \frac{Pt - Pmax}{Pmax} \right)$$

Where:

Ps = Points scored for price of tender under consideration;
Pt = Price of tender under consideration; and
Pmax = Price of highest acceptable tender.

Specific Goals

Points for specific goals, as defined in Section 2(1)(d) of the Preferential Procurement Policy Framework Act (PPPFA), are added to the price score. Specific goals include:

1. Promoting participation by historically disadvantaged individuals (e.g., black people, women, persons with disabilities).
2. Advancing socioeconomic objectives outlined in the Reconstruction and Development Programme (RDP), such as job creation and skills development.

The total score is the sum of points for price and specific goals, rounded to the nearest two decimal places. The tender with the highest total score is recommended for award.

Thresholds and Advertisements

When there is uncertainty regarding the preference point system to apply, tenders must be advertised with a provision for either the **80/20** or **90/10** system. The lowest acceptable tender determines which system applies:

- i. If the lowest acceptable tender is **≤ R50 million**, the 80/20 system applies.
- ii. If the lowest acceptable tender is **> R50 million**, the 90/10 system applies.

For income-generating contracts, the evaluation reverses:

- i. If the highest acceptable tender is **≤ R50 million**, the 80/20 system applies.
- ii. If the highest acceptable tender is **> R50 million**, the 90/10 system applies.

Deadlock in Scoring

In case of a tie in total points:

- i. If two or more proposals score an equal total number of points, the contract must be awarded to the proposal that scored the highest points for specific goals
- ii. If functionality is part of the evaluation process and two or more proposals score equal total points and equal specific goal points the contract must be awarded to the bidder that scored the highest points for functionality.
- iii. If two or more proposals score equal total points in all respects, the award must be decided by drawing of lots or toss of a coin or any random selection method to determine the recommended bidder, whether computerized or not. The method selected should be documented and recorded for audit purposes.

Remedies

- (1) Upon detecting that a tenderer submitted false information regarding a specific goal, or any other matter required in terms of these PPPR 2022 and MCLM SCM policy which will affect or has affected the evaluation of a tender, Mogale City Local Municipality will:
 - a) inform the tender; accordingly, and
 - b) give the tenderer an opportunity to make representations within 7 days as to why:
 - (i) the tender submitted should not be disqualified or, if the tender has already been awarded to the tenderer the contract should not be terminated in whole or may be terminated in whole or in part; and
 - (ii) if the successful tenderer subcontracted a portion of the tender to another person without disclosing it, the tenderer should be penalized up to a maximum of 10 percent of the value of the contract.
- (2) After considering the representations referred to in paragraph 1(b), the Municipality may, if it concludes that such false information was submitted by the tenderer:
 - i) Disqualify the tenderer or terminate the contract in whole or in part; and
 - ii) If applicable, claim damages from the tenderer.

This preference point system ensures fairness, transparency, and alignment with South Africa's procurement objectives.



ANNEXURE 8B TRIGGERING THE BAFO SCORING

a) MCLM reserves the right after submission of Proposals to undertake a **BAFO (Best and Final Offer)**.

- i. If a BAFO is undertaken, all affected Bidders will be notified in writing about the BAFO process, specifying the criteria or sections for which revised submissions are required.

b) **Scoring BAFO Proposals**

- i. Revised submissions will be evaluated against the **original scoring framework**.
- ii. Areas specified in the BAFO notification will receive additional weight or emphasis to reflect the focus on specific improvements.

c) **Adjusted Scoring Framework**

The BAFO scoring will be as follows:

Scoring Adjustments

CRITERIA	ORIGINAL POINTS	BAFO RE-EVALUATION WEIGHTING	DESCRIPTION
PPP Fee Offer	80/90	60%	Adjust scores based on refinements in variable or minimum PPP fee Proposals.
Technical Proposal	-	20%	Assess technical clarifications or enhancements provided during the BAFO phase.
SPECIFIC GOALS	20/10	15%	Evaluate changes or improvements in compliance, locality, and specific goals.
Commercial Offering	5	5%	Reassess additional commercial elements such as ROI, bankability, and risk management.

Final Selection The Bidder with the highest score after BAFO re-evaluation will be appointed as the Preferred Bidder.



ANNEXURE 9: SECURITY

Bond (bid and maintenance bond)

1. At the time of submitting its Bid, each Bidder must submit a "Bid Bond in the form attached below:

ACCEPTABLE WORDING OF BID AND MAINTENANCE BOND

To: Mogale City Local Municipality

[Name of bidder] ("the bidder") is to submit to MCLM a bid to enter into PPP agreement with MCML for the purpose of the refurbishment, upgrade, finance, management and operations of the Krugersdorp Game Reserve within the Mogale City Local Municipality.

And you require the bidder to include in the bid a bond for the amount of R 200,000 (Two hundred Thousand Rand); And we have agreed to give you such a bond. We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 200,000 (Two hundred Thousand Rand), upon any or all of the following occurrences:

- **any material misrepresentation made by the bidder in its bid submission or any other information and documentation submitted by it under the request for qualifications or the request for proposals;**
- **the withdrawal or modification of its bid during the period of bid validity;**
- **Any default or breach by the Private Party during the term of the agreement; and • Any event caused by the Private Party that resulted in losses to Mogale City Local Municipality. The bond is valid from Bid Submission until the expiry of the PPP Agreement. This shall be governed by the laws of the Republic of South Africa.**

SIGNATURE AND SEAL Name of bank_____

Address_____

Date_____

- 
2. The Bid shall be for the amount of R200 000 (two hundred thousand Rand).
 3. Bid Bonds must be valid from Bid Submission until awarding of bid to preferred bidder.
 4. The Bid Bonds of all Bidders other than the Private Party shall be returned to them following signature by MCLM of the PPP Agreement.
 5. Any of the following shall be grounds for the forfeiture of a Bidder's Bid Bond:
 - 5.1 any material misrepresentation made by the Bidder in its Proposal, or any other information and documentation submitted by it pursuant to this RFP;
 - 5.2 the withdrawal or modification of its Proposal during the period of validity;
 - 5.3 failure by the Preferred Bidder to conclude the PPP Agreement or reach Financial Close
 - 5.4 Any event caused by the Bidder that results or may result in losses to MCLM.
 6. The Bond shall be called on demand by MCLM in the event that one or more of the circumstances described at paragraph 7 above has occurred.
 7. Exercising its rights under the Bid Bond shall not preclude MCLM from pursuing any other remedies it may have against the Bidder under the laws of South Africa.
 8. The Private Party will be required in furnish a Maintenance Bond in accordance with the provisions in the draft PPP Agreement.



ANNEXURE 10: SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

1. The Private Party will be sent a letter of award to notify them that they are the Preferred Bidder for the opportunity. After the receipt of this letter, the Private Party will have 30 business days or as per the MCML's discretion to clarify any outstanding issues regarding the PPP Agreement. Thereafter, MCLM will provide the Private Party with final PPP Agreement, whereupon the Private Party will have 15 business days from receipt of the final PPP Agreement to sign and submit it to MCLM to be countersigned.
2. Failure to meet any of these timelines or any time period set out in **ANNEXURE 12** below may result in cancellation of the award to the Preferred Bidder. In such cases, MCLM reserves the right to award the contract to the Reserve Bidder.
3. There will be no PPP Fees payable before the Operations Commencement Date, as defined in the PPP Agreement.

ANNEXURE 11: PROHIBITION OF RESTRICTED PRACTICES

1. In accordance with section 4(1)(b)(iii) of the *Competition Act, 89 of 1998*, as amended, agreements between entities, concerted practices by entities, or decisions made by associations of entities are prohibited if they involve parties in a horizontal relationship and if a Bidder or subcontractor is involved in collusive bidding or bid rigging.
2. Should there be reasonable grounds or evidence suggesting that a Bidder or contractor has engaged in such restrictive practices, the MCLM may refer the matter to the Competition Commission for investigation. This could lead to the imposition of administrative penalties as outlined in the Competition Act.
3. If a Bidder or subcontractor is found guilty of the restrictive practices referred to above by the Competition Commission, the MCLM reserves its right to take whatever action is deemed feasible. This could include, but is not limited to, invalidating the Bid, terminating any agreements concluded pursuant to the RFP, either in full or in part, restricting the Bidder, Member or subcontractor from conducting business with the public sector for up to ten years, and/or claiming damages from the Bidder Member or subcontractor involved.



ANNEXURE 12: BIDDING PROCESS TIMETABLE

Stage	Action	Date
Stage 1: RFP: Pre-Bid and Submission	Compulsory briefing session	21 November 2025
	Compulsory Site visit	21 November 2025
	Last day for Bidder to ask clarifying questions	12 December 2025
	Submission deadline	22 January 2026
Stage 2: Nomination of Preferred Bidder	Shortlisted Bidders contacted	March/April 2026
	Due diligence on Bidders	March/April 2026
	Shortlisted Bidders invited to present/interview	April/May 2026
	Issue of Letter of Award	April/May 2026
Stage 3: Negotiations	Negotiation plan with timetable agreed between Bidders and committees	April/May 2026
	Contract negotiations and management	April/May 2026
	Finalise PPP and complete all legal due diligence	May/June 2026
	Commercial Close	May 2026
Stage 4: Close out		
	Financial close	May 2026

ANNEXURE 13: PROCUREMENT TEAMS, EVALUATION COMMITTEES AND THEIR ROLES

Overview

The evaluation of Proposals submitted at the RFP stage for the Krugersdorp Game Reserve (KGR) Redevelopment Project will be carried out by the Bid Evaluation Committee (BEC) and the Bid Adjudication Committee (BAC) of Mogale City Local MCLM (MCLM). Supporting the BEC and BAC, a range of co-opted teams with distinct responsibilities will assist during the evaluation process. Each team member will be nominated in writing by the Accounting Officer (AO).

Team Composition and Responsibilities

1. Technical Evaluation Team (TET)

The TET will focus on the technical aspects of the procurement process, supporting the BEC and BAC with technical assessments and input. Key areas of expertise within the TET include Technical, Financial, Legal, Procurement, and Specific Goals. The TET will:

- i. Verify bid completeness and compliance.
- ii. Conduct detailed evaluation and scoring of each bid.
- iii. Prepare clarification notes and a recommendation within each discipline.
- iv. Consider a Best and Final Offer (BAFO) process if needed.
- v. Select and justify the preferred and reserve Bidders.
- vi. Present findings and scores to the BEC for further deliberation.

2. Bid Evaluation Committee (BEC)

The BEC consolidates the TET's reports into a single evaluation report, conducting a further evaluation of bid submissions. The BEC's role includes:

- i. Receiving and accepting the TET's technical evaluation reports.
- ii. Reviewing completeness and compliance determinations.
- iii. Interrogating the TET report and performing a comprehensive bid assessment.
- iv. Making recommendations regarding a BAFO process if required.
- v. Preparing a report and recommendation for the BAC on the bid award.



3. Bid Adjudication Committee (BAC)

The BAC is responsible for reviewing and making decisions on the BEC's recommendations. Its functions include:

- i. Reviewing the consolidated report from the BEC.
- ii. Making a recommendation to the AO for the final award.

4. Accounting Officer (AO)

The AO has the authority for final decision-making in the procurement process. Responsibilities include:

- i. Considering and approving the BAC's recommendation.
- ii. Making the final award to the Preferred Bidder.
- iii. Referring recommendations back to the BEC or BAC if reconsideration is needed.

5. Probity Auditors

Appointed in conjunction with Provincial Treasury, probity auditors may be engaged to ensure a transparent, fair, and competitive process throughout the evaluation phase.

6. Negotiation Team

Comprising members from the Project Steering Committee, the Negotiation Team will be tasked with negotiating with the Preferred Bidder to finalise the PPP Agreement.



ANNEXURE 14: IMPORTANCE OF PUBLIC PARTICIPATION IN THE KGR REDEVELOPMENT PROJECT

Public participation is a crucial aspect of the Krugersdorp Game Reserve (KGR) Redevelopment Project, as it ensures that all interested and affected parties are engaged in the decision-making process. Meaningful public involvement not only enhances transparency and accountability but also fosters a sense of ownership and support among stakeholders. The following table outlines the key stakeholders involved in the public participation process, the timing of their involvement, and the rationale for their engagement.

Table: Key Stakeholders and Public Participation Phases

Stakeholders	Timing and Purpose
Organised Labour	Engaged from the inception of the project. Labour consultations are necessary to address any potential impact on employment and to incorporate organised labour's views on the Section 78(3) / 120(4) Feasibility Study Report (FSR). Further engagement is scheduled to obtain and document their comments.
Community	Community and other Interested and Affected Parties (I&APs) are consulted from the start of the Section 78(3) / 120(4) Feasibility Study regarding external service delivery mechanisms. Community feedback is collected via meetings, notices, and media, and recorded in minutes. Additionally, public notice will be provided in accordance with MFMA Section 33 before executing the PPP agreement.
Department of Cooperative Governance and Traditional Affairs (CoGTA)	Engaged to ensure that the project aligns with broader governance frameworks and regulations at both provincial and local levels. CoGTA's guidance is integral to maintaining regulatory compliance throughout the project.
National Treasury	NT Views and Recommendations will be obtained for key project approvals, including TVRIIA, TVRIIB, and TVRIII.
Provincial Treasury (PT)	PT's views are sought after the feasibility study's completion. PT representatives also attend project steering committee (Steerco) meetings, offering oversight and guidance. PT's recommendations will be obtained for key project approvals, including TVRIIA, TVRIIB, and TVRIII.



Stakeholders	Timing and Purpose
General Public	Once the Council reaches a decision on the project, a stakeholder notification will be issued to inform the public. This step ensures that the general public is aware of the project's progress and outcomes.

External Consultations

In addition to the core stakeholders listed, there are several other external stakeholders whose input is necessary for the project's success. These consultations help ensure that the project adheres to national, provincial, and municipal regulations and aligns with the needs and expectations of the broader community. Regular consultation with stakeholders, particularly during key stages such as feasibility studies, tender evaluations, and final project approvals, strengthens the project's credibility and facilitates smoother implementation.

Public Participation Process

Throughout the project, stakeholder engagement will be facilitated through:

- i. **Public Meetings:** To provide project updates and gather feedback.
- ii. **Media and Public Notices:** Ensuring wider community awareness and transparency.
- iii. **Formal Consultations:** With labour unions, government departments, and regulatory bodies to adhere to legal and compliance requirements.
- iv. **Documentation of Feedback:** All feedback and concerns raised by stakeholders will be documented and considered in project planning and decision-making.

Conclusion

Public participation is essential to the KGR Redevelopment Project's success, as it builds trust and accountability, ensuring that the project is responsive to the needs and expectations of the community and other stakeholders. The structured engagement with each stakeholder group strengthens the project's legitimacy and supports sustainable development aligned with the MGLM's vision.



ACKNOWLEDGEMENTS, TERMS AND CONDITIONS FOR BIDDING

Compliance with Mogale City Local MCLM (MCLM) Requirements

Bidders acknowledge that as the private party to the Public-Private Partnership (PPP) for the Krugersdorp Game Reserve (KGR), they are obligated to comply with all the requirements set forth by the MCLM. These requirements encompass various legal, operational, and municipal standards, which may change from time to time, with or without prior notice. It is the responsibility of the Bidder to remain informed and ensure full adherence to the MCLM's standards throughout the project lifecycle.

Submission of Follow-up Proposals and Presentations

Bidders acknowledge and consent to the submission of additional or follow-up Proposals and presentations, as and when required by MCLM. This may occur during any phase of the bidding process, including after the initial Proposal submission. Furthermore, Bidders who have been successfully shortlisted may be invited to participate in an interview or make a formal presentation to the evaluation committee, demonstrating further details of their Proposal, approach, and capabilities.

Consent for Personal Information Processing

Bidders agree and consent to the processing of their personal information in accordance with the provisions of the Protection of Personal Information Act, No. 4 of 2013 (POPIA). Personal data will be processed only to the extent necessary for the purpose of evaluating the bid and conducting the procurement process. The evaluation committee and any other relevant parties will handle all personal data with confidentiality and in compliance with applicable privacy regulations.

Opportunity to Remedy Missing Documents or Non-Compliance

In the event that a Bidder fails to submit a required document or does not fully comply with a specified requirement, they may be granted an opportunity to rectify this. Bidders may receive a written notice from the evaluation committee detailing the missing documents or areas of non-compliance, and they will be given a period of 10 business days to submit the outstanding information or comply with the necessary requirements. Failure to remedy these deficiencies within the given timeframe may result in disqualification from further participation in the bidding process.

This annexure outlines the key acknowledgements and terms under which the bidding process will be conducted. Bidders are urged to carefully review and understand these conditions to ensure compliance and a smooth, transparent engagement in the tender process.



BIDDER'S INFORMATION

Waiver of Legal Remedies

Each Bidder and its members must submit a letter confirming that they have irrevocably waived any right to seek an injunction, prohibition, or restraining order against KGR to halt or restrain the bidding process or any related proceedings. However, this waiver does not affect the Bidder's right to legally question its disqualification or the rejection of its Bid through appropriate administrative or judicial channels, provided such actions do not involve a restraining order or injunction.