Requesting Office: Magalies Water	
Contact Person: Dineo Mphasane	
Contact Numbers: 014 597 4636	
Facsimile:	**RFQ – 10028277**
E-mail address: centralised email address quotations@magalieswater.co.za	

DATE ISSUE: 08 SEPTEMBER 2026

CLOSING DATE**: 11 SEPTEMBER 2026**

PLACE OF DELIVERY**: Magalies Water**

For More information/query email or call: quotations@magalieswater.co.za or 014 597 4636

Item No.	THE APPOINTMENT OF A SENIOR PROGRAMME DIRECTOR AND BLENDED FINANCE TRANSACTION LEAD FOR MAGALIES WATER STRATEGIC BULK WATER INFRASTRUCTURE PROJECTS
	*See attached Specifications

1. **Submission of Quotations**
   RFQ Number must always be stated on the quotation.

   Quotations should be submitted on or before the Request for Quotation Deadline **Date by no later than 12h00** to the email below. Email: quotations@magalieswater.co.za,
   No hand delivered quotations will be accepted, all quotations to be submitted to the email indicated on the RFQ.

2. **Selection of Qualifying Quotation**

   The selection of the qualifying quotation will be at Magalies water's sole discretion.
   Magalies Water does not bind itself to accept any particular Quotation.

3. **Documents required**

ADMINISTRATIVE REQUIREMENTS:

Requesting Office: Magalies Water	
Contact Person: Dineo Mphasane	
Contact Numbers: 014 597 4636	
Facsimile:	**RFQ – 10028277**
E-mail address: centralised email address quotationsfw@magalieswater.co.za	

- Quotation must have CSD vendor number or CSD report
- Quotation must have RFQ reference number
- Completed and signed Declaration of Interest Form (SBD4)
- Quotation with validity period should be a minimum of 30 days or more from the date of issue.
- Quotation with physical address, date, contact details and banking details.

Requesting Office: Magalies Water	
Contact Person: Dineo Mphasane	
Contact Numbers: 014 597 4636	
Facsimile:	**RFQ – 10028277**
E-mail address: centralised email address quotations@magalieswater.co.za	

MANDATORY REQUIREMENTS:

- Quotation must be line with the specification.
- Quotations received after the closing date will not be accepted.

***NB All non-responsive bids will be rejected.**

4. EVALUTION OF QUOTATION

All Quotations with a rand value equal to or below R50 million, will be evaluated in terms of the PPR 2022 using the 80:20 Preference point system.

CRITERIA	POINTS
Price	80
Specific goals	20
TOTAL	**100 points**

Specific goal	**Number of points (80/20 system)**	**Means of verification**
Blackpeopleownership equity	5	Central Supplier Database (CSD) report
Women equity	3	Central Supplier Database (CSD) report
Youth equity	2	Central Supplier Database (CSD) report
Disability	2	Medical certificate or (CSD)
Promotionofsmall businesses Medium- 2 Points Small- 3 Points Micro- 4 Points	4	1. Central Supplier Database (CSD) report for transactions from rand value to R500 000.00. 2. Signed Financial Statements for transactions above R500 000.00

Other- 0 Points		
Locality Within 100km radius of where goods/service is required	3	Proof of address (tribal authority letter/ Lease agreement accompanied by municipal rates invoice/statement)
Military Veterans (MVA)	1	MVA force number/CSD
Total	**20**	

5. TERMS & CONDITIONS

5.1. Quotations received after the closing date will not be accepted.
5.2. All costs to be included in the quotation.
5.3. Delivery must take place at the specified place.
5.4. Quotations to be valid for a minimum of 30 days or more from date of issue.
5.5. The Government Procurement General Conditions of Contract shall apply.

1. INVITATION

Magalies Water hereby invites suitably qualified and highly experienced individuals or consulting firms to submit quotations for the provision of Programme Leadership, Transaction Management and Blended Finance Coordination Services for strategic water infrastructure projects currently being developed through a blended finance funding model.

The successful service provider will function as the Programme Director and Transaction Lead on behalf of Magalies Water and will be responsible for driving all activities required to achieve bankability, market readiness, commercial close and financial close.

The appointment is intended to provide Magalies Water with a dedicated senior resource capable of coordinating all internal and external stakeholders, advisors and service providers involved in the funding and implementation process.

2. PROJECT BACKGROUND

Magalies Water is implementing strategic bulk water supply infrastructure programmes, including:

- Pilanesberg Phase II Bulk Water Supply Scheme.
- Moretele North / Klipvoor Bulk Water Supply Scheme.
- Associated regional bulk water infrastructure initiatives.

Magalies Water has already appointed specialist:

- Financial Advisors;
- Legal Advisors;
- Technical Advisors; and
- Other specialist consultants.

Despite the appointment of these advisors, a need has been identified for a dedicated senior programme leader to coordinate and direct all project development activities, ensure integration of advisor outputs, manage stakeholders and drive the projects through to Financial Close.

The appointed resource will work directly with Magalies Water executive management and all relevant departments, while coordinating engagements with:

- Infrastructure Finance South Africa (IFISA);
- Department of Water and Sanitation (DWS);
- National Treasury;
- Municipalities;
- Mining companies;
- Commercial off-takers;
- Development Finance Institutions;
- Potential lenders and investors;
- Transaction advisors; and
- Other stakeholders.

3. PURPOSE OF THE APPOINTMENT

The objective of this appointment is to obtain an experienced Programme Director / Transaction Lead who will:

- Serve as the central point of leadership for the programme.
- Support Magalies Water's Executive Management.
- Integrate all workstreams.
- Drive decision-making and issue resolution.
- Manage strategic stakeholder engagements.
- Coordinate advisor deliverables.
- Manage programme governance.
- Lead fundraising and market engagement activities.
- Drive lender engagements.
- Ensure achievement of Commercial Close and Financial Close.

3.1 Service Level Agreement and Performance Management

The successful bidder shall be required to enter into a formal Service Level Agreement (SLA) and Performance Agreement with Magalies Water prior to commencement of services.

The SLA and Performance Agreement shall:

- Clearly define the scope of services and responsibilities.
- Establish key deliverables and milestones.
- Define reporting requirements.
- Include measurable Key Performance Indicators (KPIs).
- Define timelines for the achievement of programme milestones.
- Establish mechanisms for performance monitoring and evaluation.
- Provide for corrective action where performance is found to be unsatisfactory.
- Include provisions for contract termination in the event of persistent non-performance.

Performance shall be assessed quarterly and may be linked to continuation of the contract, contract extensions and incentive payments where applicable.

The appointment shall be performance-based, with the achievement of critical programme milestones, including stakeholder coordination, market sounding, lender engagement, fundraising activities, Commercial Close and Financial Close, forming part of the Performance Agreement to be concluded between Magalies Water and the successful bidder.

4. REPORTING STRUCTURE

The appointed service provider shall report to:

- Chief Executive Officer (CEO)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Board as and when required

The Programme Director will be expected to operate as an extension of Magalies Water's Executive Team.

4.1 Performance Monitoring

The appointed Programme Director or Consulting Firm shall be subject to ongoing performance monitoring by Magalies Water.

The CEO, CFO and COO shall jointly assess performance against agreed performance indicators contained in the SLA.

Performance reviews shall be conducted:

- Monthly for operational performance;
- Quarterly for contractual performance;
- Annually for overall programme outcomes.

Failure to meet agreed performance targets may result in:

- Corrective action plans;
- Withholding of payments linked to unmet deliverables;
- Reduction in scope;
- Contract termination.

4.2 Independence and Conflict of Interest

The successful bidder shall be required to declare any actual or potential conflict of interest arising from its involvement with any advisor, funder, municipality, contractor, consultant or stakeholder participating in the programme.

The appointed Programme Director shall act in the best interests of Magalies Water at all times and shall maintain independence when coordinating and reviewing the work of technical, financial, legal and other advisors appointed to the programme.

Magalies Water reserves the right to reject any bid where a material conflict of interest is identified.

5. SCOPE OF WORK

5.1 Strategic Programme Leadership

The service provider shall:

- Lead the overall blended finance programme.
- Develop programme execution strategies.
- Drive achievement of key milestones.
- Ensure alignment of technical, legal, commercial and financial activities.
- Monitor progress against programme schedules.
- Escalate strategic issues to Executive Management.

5.2 Transaction Management

The service provider shall:

- Coordinate all activities required for achieving financial close.
- Manage interactions between advisors.
- Ensure lender readiness.
- Oversee due diligence processes.
- Drive fundraising strategies.
- Lead market sounding activities.
- Coordinate submissions to DWS, Treasury and IFISA.
- Support commercial negotiations.
- Coordinate finance agreement negotiations.

5.3 Stakeholder Management

The service provider shall:

Lead engagement with:

- IFISA;
- DWS;

- National Treasury;
- Municipalities;
- Mining Companies;
- Development Finance Institutions;
- Commercial Funders;
- Investors;
- Strategic Water Users;
- Organized Community Structures.

Responsibilities

- Stakeholder mapping.
- Stakeholder engagement plans.
- Stakeholder communication.
- Conflict resolution.
- Executive briefings.

5.4 Internal Coordination

The service provider shall coordinate all relevant Magalies Water departments including:

- Projects and Engineering Services.
- Operations/ Water Services.
- Finance.
- Legal.
- SCM.
- Strategy.
- Risk Management.
- Corporate Services.
- Stakeholder and Communications.

- And any Other department

5.5 Management of Advisors

The Programme Director shall:

- Coordinate Technical Advisors.
- Coordinate Financial Advisors.
- Coordinate Legal Advisors.
- Review advisor outputs.
- Ensure integration of deliverables.
- Track advisor performance.
- Ensure project deadlines are met.

5.6 Governance and Reporting

The service provider shall:

- Establish governance structures.
- Prepare Executive Management reports.
- Prepare Board reports.
- Prepare Steering Committee reports.
- Manage programme risks.
- Monitor action plans.
- Manage RFIs.
- Coordinate programme information management.
- Ensure consistency of project information.

5.7 Financial Close Management

The service provider shall:

- Develop a Financial Close Roadmap.
- Manage lender due diligence processes.
- Manage Conditions Precedent.
- Coordinate funding negotiations.
- Drive commercial close.
- Drive financial close.
- Serve as Magalies Water's primary interface with prospective lenders and funding institutions.
- Lead coordination and closure of lender RFIs.
- Chair programme integration and financial close readiness meetings.

6. MINIMUM MANDATORY REQUIREMENTS

Failure to meet any of these requirements will result in disqualification.

Individual Resource

Must possess:

- Relevant Bachelor's Degree in Engineering, Finance, Economics, Commerce, Accounting, Law, Infrastructure Development, Project Management, Built Environment, or other related fields relevant to infrastructure financing and programme management.
- Postgraduate qualification in Engineering, Finance, Economics, Commerce, Law, Infrastructure Development or Project Management.
- Registered professional status with a recognised statutory or professional body relevant to the discipline of the proposed lead resource, including but not limited to:
-
    - Engineering Council of South Africa (ECSA)
    - South African Council for the Project and Construction Management Professions (SACPCMP)
    - South African Institute of Chartered Accountants (SAICA)
    - CFA Institute

- Legal Practice Council (LPC)
- Project Management Institute (PMI)

Preferred Qualifications

- MBA.
- MBL.
- Master's Degree.
- PMP Certification.
- MSP Certification.
- PRINCE2 Practitioner.
- CFA.
- CA(SA).
- Pr Eng/Pr Tech (ECSA)

The proposed lead resource shall be available for the duration of the assignment and shall not be substituted without prior written approval from Magalies Water.

7. EXPERIENCE REQUIREMENTS

The proposed lead resource must demonstrate:

Mandatory

Minimum 15 years relevant experience in:

- Infrastructure programme management.
- Infrastructure finance.
- Project finance.
- Public sector infrastructure.
- Large capital projects.

Transaction Experience

The resource must have:

- Led at least three infrastructure transactions exceeding R1 billion each.

- Successfully participated in at least three projects that reached Financial Close.
- Demonstrated experience with blended finance structures.
- Experience working with DFI funding.
- Experience with lender due diligence.
- Experience engaging National Treasury and DWS.

Sector Experience

Preference will be given to candidates with experience in:

- Water Sector.
- Bulk Water Infrastructure.
- Municipal Infrastructure.
- Energy.
- Transport.
- PPP Projects.

8. KEY DELIVERABLES

The successful service provider must provide:

- Programme Governance Framework.
- Integrated Programme Plan.
- Stakeholder Engagement Strategy.
- Financial Close Strategy.
- Monthly Progress Reports.
- Executive Dashboard Reports.
- Advisor Coordination Reports.
- Risk Registers.
- Market Sounding Reports.
- Fundraising Reports.
- Commercial Close Report.

- Financial Close Report.
- Lessons Learnt Report.
- Signed Service Level Agreement and Performance Management Plan within 30 days of appointment.
- Quarterly Performance Assessment Reports.
- Annual Performance Review Report.
- Programme Recovery Plan (where required)
- Integrated Master Programme Schedule
- Stakeholder Engagement and Communication Plan
- Financial Close Readiness Assessment Reports
- Monthly Issues and Decision Register
- Monthly RFI Tracking and Close-Out Report.
- Quarterly Programme Risk Review Reports
- Lender Engagement Strategy and Tracker
- Data Room Governance and Information Management Framework

9. DURATION OF APPOINTMENT

The appointment shall be for an initial period of twelve (12) months. Magalies Water may extend the appointment subject to satisfactory performance, budget availability and project requirements until Financial Close is achieved.

9.1 Pricing Structure

Bidders shall submit a detailed pricing proposal indicating:

- Monthly professional fees;
- Daily rates where applicable;
- Reimbursable expenses;
- Any proposed milestone-based payments;
- Any success fee linked to Commercial Close or Financial Close.

The total budget must remain valid for the duration of the appointment.

Magalies Water reserves the right to negotiate the final fee structure with the preferred bidder.

9.2 Administrative Compliance Requirements

The following documents must be submitted and failure to provide any mandatory document may result in disqualification:

- CSD Registration Report;
- Signed SBD 4 Declaration of Interest;
- Signed SBD 6.1 Preference Points Claim Form;
- Certified qualifications;
- Professional registration certificates where applicable;
- Company registration documents;
- Authority to sign quotation;
- Joint Venture Agreement (where applicable).

Note: If a bidder is a Consortium, Joint Venture, Prime Contractor with Subcontractor(s), or in Partnership, the documents listed above to be submitted for each Consortium/ JV/ Partnership member or Prime Contractor and Subcontractor(s).

10. PERFORMANCE MANAGEMENT FRAMEWORK

The successful service provider shall enter into a Performance-Based Contract with Magalies Water.

The Performance Agreement shall include, at a minimum, the following Key Performance Indicators:

KPI	Weight
Programme Governance and Coordination	15%
Stakeholder Engagement Management	15%
Advisor Coordination and Integration	15%
Timely Closure of RFIs and Action Items	10%
Quality of Executive and Programme Reporting	10%
Achievement of Project Milestones	15%
Management of Funding and Lender Engagements	10%
Progress Towards Commercial Close and Financial Close	10%

Total	**100%**

The service provider shall achieve a minimum performance rating of 75% during each assessment period.

Where the service provider achieves:

Performance Rating	**Outcome**
Above 90%	Excellent Performance
80% - 89%	Good Performance
75% - 79%	Acceptable Performance
Below 75%	Improvement Plan Required
Below 60%	Contract Review and Possible Termination

Evidence submitted by bidders shall be used for scoring purposes. Magalies Water reserves the right to verify qualifications, project experience, references and claimed achievements. Failure to provide satisfactory proof may result in a score of zero being awarded for the relevant evaluation criterion.

11. FUNCTIONALITY EVALUATION

Only bidders scoring **70 points or more out of 100** on functionality will proceed to Price and Preference Point evaluation.

FUNCTIONALITY CRITERIA

Criterion 1: Qualifications and Professional Registration (15 Points)

Description	**Points**
Relevant Bachelor's Degree	5
Relevant Bachelor's Degree plus relevant professional registration	10
Relevant Bachelor's Degree, postgraduate qualification and professional registration	15

- **Criterion 2: Relevant Infrastructure Programme and Transaction Management Experience (30 Points)**
- Experience will be assessed based on the CV of the proposed lead resource and supported by appointment letters, client reference letters, completion certificates or similar documentary evidence demonstrating participation in infrastructure programme management, project finance, infrastructure finance, public infrastructure delivery or blended finance transactions.

Years Experience	Points
15 - 17 years	10
18 - 20 years	15
21 - 25 years	20
More than 25 years	30

Criterion 3: Financial Close Experience (20 Points)

Bidders must submit appointment letters, practical completion certificates, transaction reference letters, client confirmation letters or equivalent documentary evidence confirming participation in projects that achieved Financial Close.

Transactions Reaching Financial Close	Points
1 Transaction	5
2 Transactions	10
3 Transactions	15
4 or More Transactions	20

Criterion 4: Similar Infrastructure Project Experience (15 Points)

Evidence shall include appointment letters, reference letters, project completion certificates or client confirmations indicating project value and the role performed by the proposed lead resource.

Infrastructure Projects with a Minimum Capital Value of R1 Billion	Points

1 Project	5
2 Projects	10
3 or More Projects	15

Criterion 5: Methodology and Implementation Approach (10 Points)

Evaluation based on:

- Understanding of assignment.
- Proposed methodology.
- Risk management strategy.
- Stakeholder management strategy.
- Financial close strategy.
- Programme management approach.

Assessment	Points
Poor	0-2
Good	3-6
Excellent	7-10

Assessment	Description	Points
Poor	Limited understanding of assignment, methodology not aligned to scope, significant gaps identified	0-2

Fair	Basic understanding demonstrated but methodology lacks sufficient detail and implementation plan	3-4
Good	Adequate understanding of assignment, methodology addresses most requirements and identifies key risks	5-6
Very Good	Comprehensive methodology with clear implementation framework and stakeholder engagement approach	7-8
Excellent	Exceptional understanding, comprehensive methodology, detailed implementation plan, risk mitigation and financial close strategy fully articulated	9-10

Criterion 6: Stakeholder and Funding Institution Engagement Experience (10 Points)

Evidence shall be assessed based on project references, reference letters, appointment letters, client confirmations and information contained in the proposed lead resource CV.

Experience	**Points**
Limited experience dealing with DFIs, Treasury and DWS	3
Moderate experience with funding institutions and government stakeholders	6
Extensive experience managing lender, DFI, Treasury and DWS engagements for major infrastructure projects	10

TOTAL FUNCTIONALITY SCORE

100 Points

Minimum qualifying score: 70 Points

12. PRICE AND PREFERENCE POINTS

Bidders who achieve a minimum of 70 points for functionality will be evaluated further in terms of:

- Price: 80 Points
- Specific Goals/Preference: 20 Points

Total = 100 Points

12.1 Price Evaluation

Price will be evaluated in accordance with the Preferential Procurement Regulations and the 80/20 Preference Point System.

The following formula will be applied:

Ps = 80 x (1 - (Pt - Pmin)/Pmin)

Where:

Ps = Points scored for price

Pt = Price of bidder under consideration

Pmin = Lowest acceptable tendered price

12.2 Specific Goals Evaluation

Specific Goals shall contribute a maximum of 20 points and shall be allocated as follows:

Specific goal	Number of points (80/20 system)	Means of verification
Black people ownership equity	5	Central Supplier Database (CSD) report
Women equity	3	Central Supplier Database (CSD) report
Youth equity	2	Central Supplier Database (CSD) report
Disability	2	Valid documentary proof recognised under the PPPFA Regulations and reflected on the CSD where applicable.
Promotion of small businesses Medium- 2 Points Small- 3 Points Micro- 4 Points Other- 0 Points	4	Signed Financial Statements
Locality Within 100km radius measured from where goods/service is required	3	Proof of address (Municipal rates, invoice or statement of account, tribal authority letter or Lease agreement accompanied by municipal rates invoice/statement)
Military Veterans (MVA)	1	MVA force number/CSD
Total	20	

Documentary proof must be submitted together with the bid.

13. REQUIRED RETURNABLE DOCUMENTS

The bidder must submit:

- Company Profile.
- Detailed CV of proposed Programme Director.
- Certified qualifications.
- Professional registrations.
- Proof of similar assignments.
- Contactable references on .
- Detailed methodology.
- Pricing proposal.
- Project implementation plan.
- Minimum of three contactable client references for projects of a similar nature and complexity.
- Completion certificates, appointment letters or signed reference letters for projects claimed under functionality evaluation.
- For all projects claimed under functionality evaluation, bidders must submit supporting evidence in the form of completion certificates, appointment letters, financial close certificates, signed client reference letters or equivalent documentary proof. Failure to provide supporting evidence may result in zero points being awarded for the relevant criterion.

14. EXPECTED OUTCOME

At the end of the assignment, the Programme Director shall have successfully supported Magalies Water in:

- Coordinating all stakeholders.
- Managing all advisors.
- Improving programme governance.
- Resolving project bottlenecks.
- Managing lender engagements.
- Completing market sounding.
- Completing fundraising activities.

- Achieving Commercial Close.
- Achieving Financial Close.
- Positioning the projects for successful implementation.