ALEXKOR
SOC LIMITED
(Reg. No. 1992/006368/30)
Incorporated by Act No 116 of 1992

ALEXKOR RMC JV

Orange Road
Private Bag X5
ALEXANDER BAY
8290

Tel. : +27 (027) 831 8300
Fax : +27 (027) 831 1910

RMC
Richtersveld Mining Company
(Reg. No. 2006/034807/07)

RFQ NO: 25/2026-2027 **Date: 09 June 2026**

REQUEST FOR QUOTATION: SERVICE PROVIDER TO LEAD TURN AROUND STRATEGY SESSION WITH ALEXKOR AND PSJV BOARD AND MANAGEMENT

Dear Sir/Madam,

1. Alexkor requests your price quotation proposal for the item(s) specified in this request for quotation (RFQ).

2. Your quotation proposal should be submitted on or before **15 June 2026 at 16H00** to the email below.

   Email address: tenders@alexkor.co.za

3. Quotation(s) proposal should be sent by email to the email address given above.

3.1. It is the exclusive responsibility of the bidders to ensure that the email containing the quotation reaches the above address before the time and date indicated in paragraph 2. Proposals/quotations received after the above-mentioned closing time or deadline will be rejected.

4. Quotations should remain valid for a period of 60 days after the deadline date specified for submission.

5. Quotation(s) should be sent by completing the price schedule below, but the terms and conditions specified in the RFQ will take precedence over any terms and conditions stated in your quotation.

6. Quotations shall give a comprehensive description of the proposed service and or items supplied.

7. **The rates quoted should be fixed for the duration of the agreed period and should not be subject to adjustment on any account**.

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8. The purchaser will award the contract to the bidder whose quotation has been determined to be substantially responsive to the stated RFQ requirements.

8.1 Notwithtanding the above, Alexkor RMC PSJV reserves the right to accept or reject any quotation(s) and to cancel the bidding process or reject all quotation at any time prior to the award of the contract.

9. The normal payment terms of Alexkor RMC PSJV is 30 days upon satisfactory delivery of goods or services and acceptance thereof by Alexkor RMC PSJV.

10. The successful provider will be the one scoring the highest points.

11. No quotations will be considered from persons in the service of the state.

12. Bidders will be evaluated using the following criteria:

EVALUATION STAGES WILL BE FOLLOWED:

- STAGE 1- SUBMISSION OF MANDATORY DOCUMENTS (SEE BELOW)
- STAGE 2- FUCTIONALITY ASSEMENTS
- STAGE 3 - THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2022 WILL BE APPLIED AND THE 80/20 PREFERENCE POINTS SYSTEM WILL BE APPLICABLE

POINTS FOR PRICE: 80 POINTS

SPECIFIC GOALS: 20 POINTS

TOTAL POINTS: 100 POINTS

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The specific goals allocated points in terms of this rfq	Source document required as evidence	Number of points allocated (20)
Black owned (51% or more black ownership)	BBBEE certificate/ Sworn Affidavit	5
Black women(51% or more women ownership)	BBBEE certificate/ Sworn Affidavit	2
Black youth (51% or more youth ownership)	BBBEE certificate/ Sworn Affidavit	2
People with disability(20% or more disabled people ownership)	BBBEE certificate/ Sworn Affidavit	1
Northern Cape -10 points Other province -5 points	Proof of business address	10
TOTAL		**20**

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

14. We look forward to receiving your quotation and thank you for your interest in supplying/servicing Alexkor RMC PSJV

All prices must be VAT INCLUSIVE and <u>quotation must include all costs.</u>

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15. SCOPE OF WORK/SERVICE

The successful service provider to facilitate the Alexkor PSJV five-day strategic planning session to be held from ***30 June 2026 to 3 July 2026*** in **Cape town** with approximately of 25 people in attendance.

The participants will include the Alexkor Board members, PSJV Board members and Alexkor PSJV Management.

The Service Provider will be required to undertake the following in alignment with the existing Alexkor Corporate Strategy, Shareholder Compact, and governance frameworks:

- Conduct a one-day planning session with the Board Chairperson and Strategy and Organizational Performance Specialist and General Mine Manager, to align the objective of the strategy and its outcome
- Engage with designated Alexkor representatives to understand expectations and align objectives for each engagement.
- Review relevant Alexkor strategic documents, performance reports, sector, intelligence and policy frameworks where required.
- Develop facilitation methodologies, agendas, presentations and engagement tools to support structured dialogue and decision-making.
- Align the existing Organisational Strategy with the Corporate Plan, Shareholder Compact, Annual Performance Plan, Growth Strategy, and Strategic Risk Register, ensuring full compliance with legislative requirements.

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- Lead the board and Management in the strategic sessions so that you manage the expectations of the board members and management to achieve successful turnaround strategy for the organization
- Provide practical guidance to Management and the Board on methodologies that will activate strategic initiatives and unlock growth opportunities in the mining and resources sector.
- Assess the impact of Alexkor's Master Plan on the organisational strategy and recommend implementation approaches that support the company's long-term growth trajectory.
- Undertake a comprehensive assessment of Alexkor's existing organisational structure and provide evidence-based recommendations, consistent with practices in state-owned enterprises, to enhance operational efficiency, strengthen governance, and ensure effective alignment with the company's strategic objectives.
- Apply the Utility of the Future (UoF) framework, SWOT, PESTEL and Problem and solution tree analysis to provide a comprehensive analysis of Alexkor's operating environment, ensuring that the organisation's strategic direction is informed by current trends, future scenarios, and best practice benchmarks.
- Develop an Environmental, Social, and Governance framework or SWOT, PESTEL and Problem and solution tree analysis and reporting mechanism tailored to Alexkor operations.
- Develop and align balance scorecard approach to manage strategic performance of outcomes

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- Identify areas of non-performance or challenges and propose corrective measures for the next business cycle.
- Facilitate a risk assessment session to reassess risks, controls, and action plans for the 2026/27 financial year, including emerging risks and alignment with industry trends. Compile a detailed risk assessment report containing Alexkor's Strategic Risk Register.
- Conduct and develop evidence based assessment using PESTEL, SWOT, stakeholder mapping and other relevant analyses to strengthen Alexkor's Corporate Plan.
- Research mining sector deliverables, design, align and confirm Alexkor's Vision, Mission, impact statement, outcome to outputs and outputs indicators
- Identify planning tools to develop corporate plan/ Strategic plan and assist the board and management to decide.
- Guide Alexkor on strategy maturity horizons and provide reasoning for the chosen horizon.
- Develop a strategy session report
- Identify key challenges facing Alexkor
- Align outcomes to Mid-Term Development Priorities and National Development Plan
- Develop programmes and purposes
- Provide technical editing, formatting and consolidation support until documents are finalised for approval by Alexkor governance structures.
- Develop goals and strategic pillars and initiatives to overcome strategic goals.

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- Compile Comprehensive Corporate plan
- Presentable strategic deliberations documents with comments from both the board and Management
- Concise report with achievable summarised strategic pillars with pointers to growth and development
- A report document that is aligned with good corporate reporting as governed by PFMA, MHSA and King V code and other legislations
- Consolidate agreed outcomes into Alexkor planning templates where required.

Design and facilitate structured team-building activities during workshops and strategy sessions to:

- Strengthen collaboration between Board and Management.
- Build trust and cohesion across governance, compliance, and operational teams.
- Enhance communication and problem-solving skills.
- Use case studies, simulations, and role-play to embed strategic thinking and accountability.
- Document outcomes and link them to measurable performance indicators.

Align the existing Organisational Strategy with the Annual Performance Plan, Shareholder Compact, Growth Strategy, and Strategic Risk Register, and present the close-out reports to the Board and Management.

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Evaluation Criteria

The services provider must score at least 75 points or more out of 100 points on technical/functionality to qualify for the next phase.

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Criteria	Requirements	Evidence to be Submitted	Points Allocation	Total Points
1. Company Profile & Experience Contactable reference letters from previous **public sector clients** as evidence of previous related work for strategy planning and development successfully completed. NB: The Reference Letter(s) must not be older than 5 years, must be on the letterhead of the previously serviced client and should reflect at least the name of the client, title of the related work conducted, year(s) conducted and completed, contactable reference name and contact details, and be signed by the appropriate delegate.	Completed projects for Strategy sessions and Review, Strategy Planning Facilitation, Strategy Plans Finalisation, and conducting of risk assessments and growth strategies within the mining sector, SOEs, or public entities.	• Company profile with founding date • Reference Letters	**30 Points** - 5 or more reference letters **20 Points** - 4 reference letters **10 Points** - 3 reference letters	**30**

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The Reference Letter should indicate the quality of the service rendered. ***NB: Alexkor may contact the listed references to validate the information contained in this letter.*** ***Should any unfavourable feedback be received, it will be taken into account in the scoring process above. Responses to reference check requests may be provided within three (03) business days from the date of request. If Alexkor does not receive a response within this timeframe, the corresponding reference letter will be scored zero (0).***				

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3. Methodology and Approach: Bidder must provide clarity and an effective approach to facilitation of the strategic session. • The bidder should demonstrate knowledge of strategic planning principles, tools, and best practices and how he/she will assist management translate strategic goals into actionable plans. • Bidder must demonstrate understanding of organisations context, mission, and objectives of Alexkor, this should include the awareness of the organization's mandate, stakeholders, and operating environment. • Indicate how the facilitator will synthesize information and present findings effectively.	Detailed methodology covering strategy review, PESTEL, SWOT, Problem and solution tree, risk assessment, organisational design review, and implementation planning.	• Methodology document (max 15 pages) • Sample frameworks/tools • Work plan with timelines	**40 Points-** Comprehensive, innovative, tailored to mining/public sector context. **30 Points** - Covers all frameworks, clear but less innovative **20 Points** - Generic methodology	**40**

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4. Key Personnel and Qualifications *Bidders must attach relevant certified copies of highest qualifications/ certificate. Certification may not be older than 6 months. Uncertified qualification/professional certificates will not be accepted as authentic. Foreign qualifications are required to be accompanied by a SAQA evaluation.*	Facilitator and team qualifications. Master's degree or equivalent in Strategy, Business Management, Governance, Mining Economics, Risk Management, or related field. Professional registrations as a facilitator will be advantageous. (NB on the proposal the Facilitator must be indicated)	• CVs of lead facilitator and team • Copies of qualifications	**30 Points** Facilitator =15 years' experience, Master's, strong multidisciplinary team **25 Points -** Facilitator 10–14 years' experience, Master's degree, adequate team **10 Points –** Facilitator 5 - 9 years' experience, Bachelor's degree, limited team.	**30**

Total = 100 Points

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Checklist for Required Documentations:

Mandatory Administrative Required Documents for submission:

Document description	Attached [Yes/No]
1. Quotation **NB:** On Supplier Letter Head	
2. Valid BBBEE Certificate or Sworn Affidavit	
3. Latest copy of CSD registration from National Treasury not older than 1 month	
4. Valid Tax Clearance Certificate/ SARS Pin	
5. Declaration of Interest Form **(SBD 4)**	
6. CIPC documents	
7. Company profile	

Yours Faithfully,

Thabiso Mabelebele

Strategy and Organizational Performance Specialist

Date: 09 JUNE 2026

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BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest1 in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	**Identity Number**	**Name of State institution**

1 the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....

.....

3 DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

3.1 I have read and I understand the contents of this disclosure;

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

3.3 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 consortium2 will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.4 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.

3.5 There have been no consultations, communications, agreements or

---

2 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.

arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.6 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.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....	.....
Signature	Date
.....	.....
Position	Name of bidder