



INVITATION FOR EXPRESSIONS OF INTEREST (EOI): PUBLIC – PRIVATE PARTNERS FOR THE CO-DEVELOPMENT AND OPERATIONS OF THE MITTAH SEPEREPERE INTERNATIONAL CONVENTION CENTRE (MSICC)

PROPOSAL NO: NCEDA/EOI - 001

ELIGIBILITY	:	The Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) invites Expressions of Interest (EOIs) from qualified private sector partners to co-develop and operate the Mittah Seperepere International Convention Centre (MSICC). This initiative aims to elevate the centre's operational excellence and position the MSICC as a premier meeting, incentives, conferences, and exhibitions (MICE) destinations in Southern Africa.
DUTY STATION:	:	Kimberley.
CONTRACT PERIOD:	:	Subject to the Request for Proposal Phase
REPORT TO	:	The Chief Executive Officer, Northern Cape Economic Development, Trade and Investment Promotion Agency, South Africa or designated official.
APPOINTMENT BY	:	Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA).

REFERENCE

: MSICC Expression of Interest MSICC: A Call for Private Partnership & Tourism Growth

Executive Summary

The Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) invites expressions of interest (EOIs) from qualified private sector partners to co-develop and operate the Mittah Seperepere International Convention Centre (MSICC). The goal is to elevate the centre's operational excellence with strategic location intended to unlock tourism potential, and position the MSICC as a premier meeting, incentives, conferences, and exhibitions (MICE) destination in Southern Africa. This initiative is firmly rooted in the National Treasury PPP Toolkit for Tourism, ensuring compliance with a robust regulatory framework designed to foster transparent and successful public-private collaborations.

This EOI, informed by successful public private partnerships (PPP) both internationally and within South Africa, demonstrates the transformative power of structured investment and localized development. It presents a compelling opportunity for expansion, enabling the MSICC to compete with best-in-class global MICE destinations by incorporating complementary hospitality developments (targeting a 100-bed spectrum offering) and curated business and tourism experiences. This expansion will further enhance Kimberley's positioning as the "City of Firsts" by leveraging typical tourism PPP products such as accommodation and heritage and culture offerings, as outlined in the Toolkit.

Key Highlights

- Private sector involvement is critical to enhance MSICC's sustainability, regional competitiveness, and tourism alignment, with a focus on achieving "value for money" as defined by the PPP Toolkit for Tourism. This means delivering a net benefit to NCEDA in terms of cost, quality, quantity, or risk transfer.
- Proven PPP models like Build Operate Transfer (BOT) offer mutual benefit for NCEDA, communities, and investors. The EOI encourages proposals that clearly articulate how their chosen model will ensure capital leverage, appropriate risk transfer, and community inclusion.

- The project benefits from a geostrategic location directly adjacent to one of South Africa's leading tourist attractions, the Kimberley Big Hole, boosting destination branding and enabling integrated heritage and activity-based tourism experiences.
- Proposals must comprehensively address infrastructure upgrades, financial sustainability, risk transfer, and local employment, all of which will be rigorously evaluated against the core PPP tests of affordability, value for money, and appropriate risk transfer.
- Expansion potential includes the integration of lodging facilities, hospitality services, and experience-based tourism products. This aligns with the Toolkit's concept of "integrated precinct development" (e.g., under a Lease Develop Operate model).

1. Background and Strategic Intent

Situated in Kimberley, the capital of the Northern Cape, the MSICC was inaugurated in 2012 as a multipurpose convention venue with capacity for up to 2,500 delegates. Located near prominent 4-star accommodation and directly adjacent to the Kimberley Big Hole, the centre is a provincial asset primed for strategic repositioning.

NCEDA's vision is to unlock the MSICC's future value through private sector innovation, operational efficiency, and inclusive development that aligns with the Provincial Growth and Development Strategy (PGDS) and Northern Cape Tourism Authority's Destination Strategy. This vision is explicitly aligned with the core objectives of the National Treasury PPP Toolkit for Tourism, which aims to leverage private sector participation and foster job creation and skills development within the local economy.

2. Scope and Requirements

Interested parties must submit comprehensive proposals that demonstrate how they will co-develop and operate the MSICC while achieving NCEDA's strategic objectives and adhering to PPP best practices. Proposals must:

- Present a viable operating model (e.g., Build Operate, Maintain and Transfer (BOMT), Build Operate Own (BOO) over the concession period, Design Build, Lease Develop Operate, Management Contract / Service Level Agreement (SLA)). Proposers must articulate a strong

rationale for their preferred model, demonstrating how it best ensures capital leverage, risk transfer, and community inclusion as key benefits of PPPs.

- Include detailed infrastructure enhancements. This encompasses the financing, design, construction, operation, and maintenance of facilities for a specified period, ensuring high standards of "Design Excellence" for all proposed upgrades and new developments.
- Provide a comprehensive financial plan. This plan must demonstrate the affordability of the PPP for NCEDA, ensuring that financial commitments can be met by designated funds or future budgetary projections. It should detail investment inflows from equity, Development Finance Institutions (DFI) support, and blended finance, alongside robust revenue generation from event hosting, catering, parking, and co-branded activities. Proposals must show how profit-sharing or lease-based mechanisms will reduce NCEDA's fiscal exposure and contribute to the overall "value for money" proposition.
- Create clear employment and SMME development opportunities. Proposals are expected to outline detailed plans for achieving targets across key Black Economic Empowerment (BEE) indicators, including ownership, employment equity, skills development, preferential procurement, and enterprise development, in alignment with the Tourism BEE Charter and Scorecard. A strong emphasis must be placed on local employment and the inclusion of youth, women, and historically disadvantaged communities.
- Outline risk allocation strategies. Proposals must present a detailed risk matrix that identifies project-specific risks (e.g., market demand, operational, environmental, political), explains proposed mitigation measures, and clearly allocates these risks between the private party and NCEDA. The proposal should demonstrate how the private party will assume substantial financial, technical, and operational risks for optimal value for money.
- Align with South African PPP regulatory frameworks, in collaboration with Provincial Treasury, Department of Roads and Public Works, and Department of Economic Development and Tourism. This explicitly refers to adherence to the National Treasury PPP Toolkit for Tourism, the Public Finance Management Act (PFMA), and Treasury Regulation 16, ensuring the establishment of appropriate systems, standards, and contracting terms.

3. Strategic Contracting Models

Proposed frameworks for partnership must clearly articulate how the chosen model will support the MSICC's objectives, considering the advantages and ideal use cases as defined by the PPP Toolkit for Tourism:

• Build Operate, Maintain and Transfer (BOMT):

- Description: Private party finances, upgrades, and operates MSICC for a fixed term, then transfers it back to NCEDA.
- Advantages: Shifts capital and operational risk to the private partner; encourages infrastructure renewal; retains long-term public ownership.
- Ideal Use Case: Redevelopment and expansion of MSICC with a 20–30 year concession, aligned with MICE and tourism growth.

Build Own Operate (BOO):

- Description: Private entity finances, builds/upgrades, owns, and operates MSICC for the concession term.
- Advantages: Full operational and investment responsibility on the private party; long-term performance incentive; high innovation potential.
- Ideal Use Case: Commercialization of MSICC as a flagship regional conferencing and tourism destination.

Design Build / Design Build Operate (DB/DBO):

- Description: Private party designs and builds infrastructure; may also operate it under DBO.
- Advantages: Fast-tracks infrastructure development; leverages private sector design efficiency; optional phased operations.
- Ideal Use Case: Targeted facility upgrades (e.g., digital systems, green features) with optional outsourced operation.

• Lease Develop Operate (LDO):

- Description: NCEDA leases MSICC to a private partner who invests in upgrades and operates over a long term.

- Advantages: Monetizes public asset; encourages integrated precinct development; attracts hospitality investment.
- Ideal Use Case: Development of a full hospitality precinct including hotels, retail, and tourism offerings, particularly relevant for the Big Hole Precinct integration.

Management Contract / SLA:

- Description: Private operator manages MSICC on behalf of NCEDA for a fee; no ownership or capital role.
- Advantages: Low risk; suitable for short-term use or pilot testing; enables operational benchmarking.
- ◦ Ideal Use Case: Interim operations while assessing PPP readiness or scaling to a larger PPP model.

These models will ensure **capital leverage, appropriate risk transfer, and community inclusion**, which are fundamental benefits of PPPs.

4. Integration of Global and Local Best Practices

Proposals should benchmark and explicitly integrate lessons from successful infrastructure PPPs:

- Design Excellence (e.g., Cape Town International Convention Centre expansion): Proposals must demonstrate how their architectural and functional designs for MSICC facilities, including the new hospitality offering, will achieve world-class standards, enhance user experience, and ensure long-term aesthetic and operational quality, similar to how the CTICC boosted MICE competitiveness.
- Community Integration (e.g., Maropeng Visitors Centre, Gauteng): Proposals should detail how the project will actively involve local artisans, integrate local history, and utilize local services to drive genuine community-led tourism growth, ensuring direct and tangible benefits for communities in the vicinity of the MSICC and Big Hole Precinct.
- Operational Efficiency (e.g., Sun International partnership, North West Province): Proposals should outline robust operational models that optimize resource utilization, streamline processes, and integrate various leisure and conferencing components to boost regional GDP and enhance profitability, drawing on successful strategies seen in integrated resort developments.

5. Local Case Studies: Development Anchors

Proposals should specifically demonstrate how they will apply insights from these Northern Cape development anchors to the MSICC and Big Hole Precinct project:

- **Sol Plaatje University Precinct Revitalisation (Kimberley):** Prospective bidders should detail how the MSICC project will lead to wider inner-city rejuvenation, similar to the SPU project, by drawing in local suppliers and creating sustainable job opportunities within the urban design framework that integrates accommodation, academic, and conferencing facilities.
- **Go Ghaap Route & Mining Heritage Tourism (John Taolo Gaetsewe District):** Proposals can mirror the success of destination storytelling by anchoring MSICC event experiences with heritage tours and cultural immersion opportunities linked to Kimberley's "City of Firsts" narrative and the Big Hole's mining legacy. This should involve linking infrastructure development to these unique tourism offerings.
- **Prieska Power Reserve (Pixley Ka Seme District):** Prospective bidders should showcase how their financial plans blend innovation with social impact, including concrete strategies for skills development for local youth and women, providing a template for comprehensive socio-economic benefit for the MSICC project.
- **Carnarvon Astronomy Tourism Development:** Proposals should demonstrate the viability of specialized venue offerings linked to place-based experiences, potentially exploring unique MICE events or tourism products that leverage Kimberley's historical and natural attractions, like how Carnarvon developed astro-tourism initiatives.

6. Financial Structure and Shared Value Design

Proposals must offer a financially robust plan that explicitly addresses the core PPP financial tests:

- **Investment inflow from equity, DFI support, and blended finance:** The plan must detail the proposed funding structure, demonstrating how the private party will assume and/or deal

with anticipated-sizeable financial risks. Proposals should indicate potential DFI involvement and how blended finance mechanisms will enhance project viability and attractiveness.

- **Revenue from event hosting, catering, parking, advertising, and co-branded activities:** The financial plan should project comprehensive revenue streams, ensuring a clear business model for both the private party and the institution.
- **Profit-sharing or lease-based mechanisms that reduce NCEDA's fiscal exposure:** These mechanisms must be designed to deliver a "net benefit to the institution" (value for money), ensuring that the project provides benefits beyond just monetary returns, such as asset upgrades, operational efficiencies, and risk transfer. The plan must also demonstrate the affordability of the PPP for NCEDA, confirming that the institution can meet its financial obligations.
- **Circular economic integration:** Proposals should detail how local suppliers, catering services, and event staff will be prioritized, explicitly outlining targets for preferential procurement from Localisation with horizontal and vertical integration of opportunities to Micro, Small and Medium Enterprises (MSMEs).

7. Employment and Socioeconomic Impact

Key deliverables in this section must be granular and aligned with the **Tourism BEE Charter and Scorecard**:

- **Skills development for event management, security, cleaning, audiovisual operations, and hospitality:** Proposals must commit to concrete skills development programs, specifying the percentage of payroll spend on accredited training and the number of learnerships, with clear targets for black employees and black learners.
- **Targeted inclusion of youth, women, and historically disadvantaged communities:** Proposals should provide specific numerical and percentage targets for black people, black women, and local people in ownership, strategic representation (board of directors, executive management), and employment equity across all staff levels, adhering to the 2014 Tourism BEE Scorecard targets.
- **SMME participation in supply chains and maintenance contracts:** Proposals must detail specific targets for preferential procurement from BEE-compliant companies, with a

significant percentage allocated to local BEE-compliant SMMEs. Plans for enterprise development, including enhanced revenue/cost savings for black-owned SMMEs, must also be detailed.

- Corporate Social Investment (CSI): Proposals should outline commitments for CSI spend from post-tax profits towards education, community programs, job creation, training, health, and conservation, ensuring alignment with municipal integrated development plans for tangible local community benefit.

8. Legal and Institutional Compliance

The proposed MSICC PPP will adhere strictly to South Africa's robust regulatory framework for public-private partnerships. Compliance is mandatory with:

- Public Finance Management Act (PFMA): This Act governs financial management in the public sector, ensuring accountability and efficient use of resources.
- PPP Manual and Toolkit (National Treasury): This EOI and the subsequent PPP process will be guided by the practical guidelines and standardized procedures outlined in the National Treasury PPP Toolkit for Tourism, which makes the PPP process relevant to the specific characteristics of the nature and heritage tourism industry. The Toolkit ensures the establishment of appropriate systems, standards, and contracting terms in compliance with the PFMA and Treasury Regulation 16.
- Treasury Regulation 16: This regulation provides precise and detailed instructions for PPPs, defining a PPP and setting out the phases (inception, feasibility, procurement, PPP agreement management) and key tests (affordability, value for money, appropriate risk transfer).
- Municipal Finance Management Act (where applicable).
- Endorsements and collaboration with the Northern Cape Provincial Treasury, Department of Roads and Public Works, and Department of Economic Development and Tourism are crucial for ensuring full regulatory compliance and seamless execution.

9. Benchmarking and Evaluation Framework

Proposals will be evaluated based on the following criteria, with significant emphasis on demonstrating the core PPP tests:

The Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) is inviting Expressions of Interest (EOI) from qualified private sector partners to co-develop and operate the Mittah Seperepere International Convention Centre (MSICC) and integrate it with the surrounding Big Hole Precinct. This initiative aims to elevate the MSICC's operational excellence, unlock tourism potential, and position it as a premier meeting, incentives, conferences, and exhibitions (MICE) destination in Southern Africa.

This EOI is explicitly guided by the National Treasury PPP Toolkit for Tourism, ensuring adherence to the Public Finance Management Act (PFMA) and Treasury Regulation 16. It prioritizes achieving "value for money" and robust "risk transfer" for the public sector, while also fostering significant Black Economic Empowerment (BEE) and Small, Medium, and Micro Enterprise (SMME) development.

Evaluation Criteria

Criteria	Weight
Feasibility of Model	25%
Financial Sustainability	20%
Infrastructure Innovation	15%
Employment & Skills Development	15%
Risk Transfer Mechanism	10%
Regulatory Compliance	15%

10. Submission Guidelines

Interested parties must submit the following:

- Company profile and relevant experience in similar PPP, hospitality, or convention centre developments.
- Indication of preferred partnership model(s) and rationale.
- High-level proposed approach to operationalisation, expansion, and sustainability.
- Indicative capital appetite and timeline alignment.
- Compliance with applicable South African PPP Framework and Treasury Regulations.
 - **Language:** English

- **Deadline:** 19 December 2025
- **Validity period:** 92 days
- **Format:** PDF or DOCX, no more than 50 pages
- **Enquiries:** tenders@nceda.co.za

Conclusion

The MSICC stands at a strategic inflection point. With the right operating model and private sector expertise, it can be reimagined as a worldclass MICE venue and a catalyst for economic growth in the Northern Cape. This EOI is more than a call for partnership it is an invitation to cocreate a legacy asset that celebrates history, community, and enterprise.

COMPLIANCE DOCUMENTS

- SBD 4 - Bidders' documents
- SBD 1 – Invitation to bid

All enquiries can be directly forwarded to myself.

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For Supply Chain related enquiries Contact:

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Closing date: 19 December 2025

Closing time: 11h00

PROPOSALS MUST BE HAND DELIVERED OR COURIERED TO

Quinn House, Ground Floor
20 -22 Villiers Street
Kimberley
8300

Or **Email:** tenders@nceda.co.za