

MINISTRY OF HOUSING AND LANDS

Date: 06 October 2026

Dear All,

Request for Proposals MHL/RFP 01/2026-2027: Provision of Transaction Advisory Services for the design, finance, construction and operation of a new high rise mixed-use building under Build Operate Transfer

Please refer to the above tender.

We are hereby informing bidders that

1. EXTENSION OF CLOSING DATE:

The closing date has been extended to the following date and time: 13.30 hours, Wednesday 21st October 2026 (Mauritius time).

2. NEW SUBMISSION

In case a bidder submits a revised proposal, it should be clearly indicated in the email:

“Please consider the new submission following clarifications.”

3. Any inconvenience caused is much regretted,

Clarification No 1

Sr. No.	Pg. No.	Reference	Description	Clarification required/suggestion	Response from Ministry
1	1	2.1 Background Documentation and Preparatory Work	The transaction advisor will have to become familiar with all background documentation and preparatory work conducted to date by GOM and other Agencies in connection with or relating to these Projects. The legal and policy framework for the projects includes the (a) BOT Projects Act (b) CIA Act	Requesting the client to share such relevant background documents with the Consultants at this stage. This would keep us informed on the issues currently being faced and accordingly formulate our Approach and Methodology section. Such relevant background documents and information for the project could include Project Concept Note, Preliminary Assessment Report, Pre-feasibility Report, Feasibility Report, or similar other documents.	No additional background information is available

Sr. No.	Pg. No.	Reference	Description	Clarification required/suggestion	
			(c) Town and Country Planning Act (d) Building and Land Use Planning Act (e) Environment Protection Act. (f) Planning and Development Act (g) Energy Efficiency Act (h) Mauritius Fire and Rescue Service Act and Fire safety regulations (i) Occupational Safety and Health Act (j) All relevant/applicable permits and permissions, such as Outline Planning Permission, Planning Policy Guideline (PPG), etc. (k) All relevant clearances from Road Development Authority (RDA), Traffic Management and Road Safety Unit (TMRSU), Central Water Authority (CWA), Central Electricity Board (CEB), Wastewater Management Authority (WMA), etc.		
2	2	3. Terms of Reference Stage 1: Project Structuring 3.1	This component shall include the following tasks: (i) Verifying Needs Assessment; (ii) Site Review and Technical Scan; (iii) Develop the Output Specifications; (iv) Legal Scan; (v) Defining the roles and responsibilities of the private party and the Government and their Contractual relationship; (vi) Carrying out a financial analysis to evaluate the “affordability” of the project. This includes determining the additional financial impact to be borne by Government by implementing the project under BOT, for instance the amount over and above the existing rent being paid by the Ministry;	Based on the description of the tasks and the proposed timeline for the same, we understand that the Consultant is required to undertake a high-level scan of the project need, the project site, the technical and legal aspects associated with the project, and develop high-level output specifications, roles and responsibilities of the parties, and assess highlevel affordability of the project. Please confirm. Further, in a typical PPP project, along with the affordability of the project for the Contracting Authority, the financial feasibility of the project to the private developer also needs to be assessed. Requesting the client to confirm if such financial	Confirmed

Sr. No.	Pg. No.	Reference	Description	Clarification required/suggestion	
			(vii) Carrying out a Value for Money Analysis; and (viii) Marketing of the Project to ensure sufficient interest of high calibre private partners to bid for the Project.	feasibility assessment is to be undertaken by the Consultant. Finally, requesting the client confirm if any feasibility assessments for the opportunity has already been undertaken by the client in the past. If YES, can the corresponding documents be shared with the Consultant to inform our bid preparation.	Yes, Confirmed No feasibility assessment undertaken
3	2	3. Terms of Reference Stage 1: Project Structuring	Marketing of the Project to ensure sufficient interest of high calibre private partners to bid for the Project.	While we understand that the Consultant would support the Contracting Authority in organizing and delivering Marketing exercise, we assume that the costs incurred on organising such Market Sounding event such as those on printing the marketing material, venue and logistics costs for the workshop to be organized, the travel cost for the Contracting Authority and its delegation to the venue(s) and similar other costs would be borne by the Client / Contracting Authority, and need not be factored in the costing and hence the Financial Proposal Quote by the Consultant. Please confirm.	Confirmed
4	2	3. Terms of Reference Request for Proposals (RFP)	The transaction advisor must prepare RFP documentation in accordance with best international practice and the BOT Projects Unit template. The RFP document must contain the following sections: • An introduction and project background: the project description including the proposed project structure; • the output specifications of the Project; • project milestones; • instruction to bidders; • form of contract; • bid forms; and • any other relevant sections.	Based on the details provided on the procurement documentation to be prepared, we understand that the private developer for the proposed project would be procured through a single stage (RFP stage) bidding process, and there would not be any Pre-qualification (RFQ stage). Please confirm. .	Confirmed. However a market sounding exercise maybe carried out if required.
5	3	3. Terms of Reference Approval	The transaction advisor must compile all the documentation necessary for the Ministry of Housing and Lands to obtain the necessary	We understand that the Transaction Advisor (i.e., the Consultant) is required to provide the relevant support related to document compilation to the Contracting Authority to facilitate approval of the	Confirmed

		f bidding documents			
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Sr. No.	Pg. No.	Reference	Description	Clarification required/suggestion	
			approvals to enable the procurement process to begin.	bidding documents. However, seeking the approvals of the bidding document, and any other transaction approvals would not be the primary responsibility of the Transaction Advisor (i.e., the Consultant). Please confirm.	
6	4	3. Terms of Reference 3.3.5 BOT agreement negotiations and BOT agreement management plans	The transaction advisor shall assist the Ministry of Housing and Lands during negotiations with the bidders. This shall involve preparing suitable negotiations teams, categorizing issues appropriately, developing timelines for completion, and planning negotiation tactics and processes for reaching agreement. The transaction advisor shall ensure that all agreements reached are incorporated into all the financial, commercial and legal documentation, and must assist with drafting the necessary and related correspondence. The transaction advisor must have the comprehensive legal and technical expertise to assist the Ministry of Housing and Lands in negotiating the BOT agreement. The transaction advisor will be responsible for compiling the necessary submissions for obtaining the approval of the Ministry of Housing and Lands. The draft terms of the agreement must be submitted to the Ministry for approval. The transaction advisor shall, in close coordination with the Ministry of Housing and Lands, draft a comprehensive BOT agreement management plan for the latter.	We understand that the Transaction Advisor (i.e., the Consultant) would be required to prepare a BOT agreement management plan for the Ministry of Housing and Lands. The actual agreement management would be undertaken by Ministry of Housing and Lands and the Transaction Advisor (i.e., the Consultant) would have no role to play in such actual management. Please confirm.	Confirmed
7	4	3. Terms of Reference 3.3.6 BOT agreement signature, close-out report, case study and financial closure	The transaction advisor shall help the Ministry of Housing and Lands with all functions related to signing the final agreement and shall also compile a comprehensive close-out report and case study. The close-out report shall be a confidential document of the Ministry of Housing and Lands and shall also be lodged with the BOT Projects Unit. The case study shall become a public document, made available on the BOT Projects Unit website.	We understand that the scope of work for the Transaction Advisor would conclude upon signing of the Final BOT Agreement, and upon submission of the Project Close-out Report and the Case Study. Please confirm.	Confirmed

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			The transaction advisor shall exit the Contract upon receipt of the Success Fee of Three Million Rupees (MUR 3,000,000) exclusive of VAT at the time of Financial closure, to be paid by the Private Developer.		
8	6	5. Transaction Advisor Skill, Experience, Remuneration, Timetable and Management 5.1 Necessary transaction advisor skills and experience	(c) Technical Experts Technical Experts shall be registered professionals with their relevant councils and hold at least 10 years post-graduation experience. The Experts shall have relevant expertise in Building design, Engineering, Quantity Surveying and Green Building design and construction of at least one high rise project.	We request you to clarify the criteria for high rise projects, i.e how many floors/what height.	High rise project refer to project of 8 floors or more.

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9	7	5. Transaction Advisor Skill, Experience, Remuneration, Timetable and Management 5.2 Remuneration schedule and disbursement arrangements	The total sum budgeted for remuneration of professional services under these terms of reference is capped at Twelve Million Rupees (MUR 12,000,000), exclusive of VAT for the fixed fee, and Three Million. Rupees (MUR 3,000,000), exclusive of VAT, for the success fee, split on the following basis: <table><tr><td>FIXED FEE</td></tr><tr><td>Inception Report: 5% of Lump Sum Draft</td></tr><tr><td>Structuring Report: 25%</td></tr><tr><td>Final Structuring Report: 10% Draft</td></tr><tr><td>RFP documentation: 30% Final RFP documentation: 10%</td></tr><tr><td>Evaluation, Award, Signature of Agreement and BOT Agreement Management Plan: 15% of Lump Sum</td></tr><tr><td>Submission of case study and close-out report : 5% of Lump Sum</td></tr><tr><td>SUCCESS FEE</td></tr><tr><td>Upon Financial Close:</td></tr><tr><td>MUR 3,000,000 exclusive of VAT (to be paid by the selected private party)</td></tr></table>	FIXED FEE	Inception Report: 5% of Lump Sum Draft	Structuring Report: 25%	Final Structuring Report: 10% Draft	RFP documentation: 30% Final RFP documentation: 10%	Evaluation, Award, Signature of Agreement and BOT Agreement Management Plan: 15% of Lump Sum	Submission of case study and close-out report : 5% of Lump Sum	SUCCESS FEE	Upon Financial Close:	MUR 3,000,000 exclusive of VAT (to be paid by the selected private party)	We understand that the Success Fee for the project would be paid upon achievement of Financial Closure. However, Financial Closure is an obligation of the selected private developer and is not necessarily under the control of the Transaction Advisor (i.e., the Consultant). Hence, we request the client to consider paying the Success Fee on the signing of the BOT/ Concession Agreement between Ministry of Housing and Lands and the private developer for the project.	Request not entertained
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11	7	5. Transacti on Advisor Skill, Experience, Remuneration, Timetable and Management 5.2 Remuneration schedule and disbursement arrangements	The total sum budgeted for remuneration of professional services under these terms of reference is capped at Twelve Million Rupees (MUR 12,000,000), exclusive of VAT for the fixed fee, and Three Million. Rupees (MUR 3,000,000), exclusive of VAT, for the success fee, split on the following basis: FIXED FEE Inception Report: 5% of Lump Sum Draft Structuring Report: 25% Final Structuring Report: 10% Draft RFP documentation: 30% Final RFP documentation: 10% Evaluation, Award, Signature of Agreement and BOT Agreement Management Plan: 15% of Lump Sum Submission of case study and close-out report : 5% of Lump Sum SUCCESS FEE Upon Financial Close: MUR 3,000,000 exclusive of VAT (to be paid by the selected private party)	Based on the level of effort expected to be expended by the Consultant, the payment schedule is relatively back ended. To align the payment schedule with the efforts of the Consultant, we request the client to consider the following payment schedule: FIXED FEE Inception Report: 10% of Lump Sum Draft Structuring Report: 30% Final Structuring Report: 20% Draft RFP documentation: 20% Final RFP documentation: 10% Evaluation, Award, Signature of Agreement and BOT Agreement Management Plan: 5% of Lump Sum Submission of case study and close-out report : 5% of Lump Sum SUCCESS FEE Upon signing of the concession agreement: MUR 3,000,000 exclusive of VAT (to be paid by the selected private party)	Request not entertained
12	7	5. Transacti on Advisor Skill, Experience, Remuneration, Timetable	The successful bidder will be remunerated in Mauritian Rupees or the equivalent in United States Dollar for Companies not based in Mauritius.	We request clarification on the rate of conversion and when it will be decided.	The exchange rate to be used during evaluation will be 7 days prior to closing date as indicated at paragraph 6.4.2.

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13	8	5. Transaction on Advisor Skill, Experience, Remuneration, Timetable and Management 5.3 Proposed Time Table	<table><tr><th>Project Milesto</th><th>Due Date</th></tr><tr><td>Inception Report</td><td>Within 2 weeks from CD</td></tr><tr><td>Draft Project Structuring</td><td>Within 12 weeks from CD</td></tr><tr><td>Comments from Ministry of</td><td>Within 2 weeks after submission of Structuring Report</td></tr><tr><td>Final Project Structuring Report</td><td>Within 2 weeks after comments from Ministry of Housing and Lands</td></tr><tr><td>Submission of draft RFP</td><td>Within 6 weeks from Ministry of Housing and Lands approval</td></tr><tr><td>Comments from Ministry of</td><td>Within 2 weeks after submission of draft RFP</td></tr><tr><td>Submission of Final RFP</td><td>Within 2 weeks from comments from Ministry of Housing and Lands</td></tr><tr><td>Expected Tender Period</td><td>12 weeks</td></tr><tr><td>Evaluations, Signature of BOT</td><td>12 weeks</td></tr></table>	Project Milesto	Due Date	Inception Report	Within 2 weeks from CD	Draft Project Structuring	Within 12 weeks from CD	Comments from Ministry of	Within 2 weeks after submission of Structuring Report	Final Project Structuring Report	Within 2 weeks after comments from Ministry of Housing and Lands	Submission of draft RFP	Within 6 weeks from Ministry of Housing and Lands approval	Comments from Ministry of	Within 2 weeks after submission of draft RFP	Submission of Final RFP	Within 2 weeks from comments from Ministry of Housing and Lands	Expected Tender Period	12 weeks	Evaluations, Signature of BOT	12 weeks	Based on our experience of having delivered similar PPP Transaction Advisory assignments in various other African countries and globally, the engagement timelines and the proposed delivery schedule is highly aggressive and unrealistic to undertake the depth of assessment required to structure the projects in an informed manner. Based on international best practices followed by multilateral agencies like the World Bank, requesting the client to consider following assignment delivery timelines and schedule: <table><tr><th>Project Milesto</th><th>Due Date</th></tr><tr><td>Inception Report</td><td>Within 1 month from CD</td></tr><tr><td>Draft Project Structuring</td><td>Within 5 months from CD</td></tr><tr><td>Comments from Ministry of</td><td>Within 1 month after submission of Structuring Report</td></tr><tr><td>Final Project Structuring Report</td><td>Within 1 month after comments from Ministry of Housing and Lands</td></tr><tr><td>Submission of draft RFP</td><td>Within 2 months from Ministry of Housing and Lands approval</td></tr><tr><td>Comments from Ministry</td><td>Within 1 month after submission of draft RFP</td></tr></table>	Project Milesto	Due Date	Inception Report	Within 1 month from CD	Draft Project Structuring	Within 5 months from CD	Comments from Ministry of	Within 1 month after submission of Structuring Report	Final Project Structuring Report	Within 1 month after comments from Ministry of Housing and Lands	Submission of draft RFP	Within 2 months from Ministry of Housing and Lands approval	Comments from Ministry	Within 1 month after submission of draft RFP	Request not entertained
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			Agreement and BOT Agreement Management Plan Case Study and Close Out 2 weeks after	Housing and Lands Submission of Final RFP Within 1 month from comments from Ministry of Housing and Lands Expected Tender Period 5 months Evaluations, Signature of BOT Agreement and BOT Agreement 5 months Case Study and Close Out 1 month after	
14	8	5. Transaction Advisor Skill, Experience, Remuneration, Timetable and Management 5.4 Management of transaction advisor	The success fee will be paid by the selected private party.	We understand that the Success Fee would be paid by the Contracting Authority to the Transaction Advisor (i.e., the Consultant), and the same shall be recovered by the Contracting Authority from the private party or private parties directly pay the Success Fee to the Transaction Advisor would result in a conflict of interest. Hence, requesting the Client to consider revising this clause	This item may be discussed further with the selected bidder after the Structuring Phase.
15	12	6.3.2 The Technical Proposal shall contain	The detailed curriculum vitae and experience of the lead advisor, as well as, of his or her proposed personnel should be provided in the prescribed format at Appendix C.	We believe that Appendix C is required to be submitted only for the proposed experts and supporting staff on the Consultant team and not for the consultancy firm. Kindly confirm	Confirmed
16	13	6.3.3 The Financial Proposal as per I shall include the proposed remuneration for	VAT must be specified as a separate total for each of the feasibility study and BOT procurement stages. While VAT will be paid pro rata for each delivery item in each stage of the assignment, it should be indicated as a total sum per stage for purposes of this submission. Please note that the fee quote is exclusive of VAT.	We understand that for evaluation purposes, the quote exclusive of VAT shall be considered. However, there is no mention of withholding tax in the RFP if it needs to be quoted separately similar to VAT. Kindly clarify. We would like to highlight that the applicability of withholding tax and corresponding rate would differ for each bidder,	The fees quoted shall be exclusive of VAT but inclusive of all other taxes.

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		professional fees as follows:		subject to the base country of operations, depending on the Double Tax Avoidance Agreement between Mauritius and the Bidder's country. Therefore, while the Bidders may be required to submit their estimate of all taxes, including VAT and withholding tax, these need not be considered for evaluation purposes to create a level-playing field across the bidders. Further these bidder estimates of taxes and other charges could be discussed and finalized during the contract negotiations stage with the Winning Bidder.																																													
17	14	6.4 Bid evaluation 6.4.1 Bid evaluation criteria	The technical proposal will be evaluated according to the criteria and thresholds set in the technical scorecards, as follows: <table><tr><th colspan="2">Technical proposal</th><th colspan="2">Maximum points</th></tr><tr><td>1</td><td>Financial analysis and project finance</td><td></td><td rowspan="3">30</td></tr><tr><td></td><td>- Skills</td><td>20</td></tr><tr><td></td><td>- Relevant experience</td><td>10</td></tr><tr><td>2</td><td>Legal</td><td></td><td rowspan="3">10</td></tr><tr><td></td><td>- Skills</td><td>2</td></tr><tr><td></td><td>- Relevant experience</td><td>8</td></tr><tr><td>3</td><td>Technical skills appropriate to the Project</td><td></td><td rowspan="3">20</td></tr><tr><td></td><td>- Skills</td><td>4</td></tr><tr><td></td><td>- Relevant experience</td><td>16</td></tr><tr><td>4</td><td>Experience as lead expert</td><td></td><td>10</td></tr></table>	Technical proposal		Maximum points		1	Financial analysis and project finance		30		- Skills	20		- Relevant experience	10	2	Legal		10		- Skills	2		- Relevant experience	8	3	Technical skills appropriate to the Project		20		- Skills	4		- Relevant experience	16	4	Experience as lead expert		10	The evaluation criteria provided in the Technical Scorecard do not clearly distinguish between the marks assigned to the Firm Credentials and Experience, the Expert credentials and Experience, the Project Appreciation, and the Approach and Methodology. Accordingly, we request the client to consider the following Technical Proposal Evaluation Criteria: <table><tr><th>Evaluation Criteria</th><th>Weightage</th></tr><tr><td>Specific experience of the Transaction Advisor (Lead Firm and Associate Firms) relevant to this engagement (i.e., PPPs and Healthcare sector)</td><td>25%</td></tr><tr><td>Comprehension of the Project Scope and Adequacy of</td><td>15%</td></tr></table>	Evaluation Criteria	Weightage	Specific experience of the Transaction Advisor (Lead Firm and Associate Firms) relevant to this engagement (i.e., PPPs and Healthcare sector)	25%	Comprehension of the Project Scope and Adequacy of	15%	Request not entertained
Technical proposal		Maximum points																																															
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				5	Involvement of local (Mauritian) counterpart		8	<table><tr><td>Approach and</td><td></td></tr><tr><td>Relevant Experience and Expertise of the Expert Team</td><td>60%</td></tr><tr><td>Contractual</td><td>15%</td></tr><tr><td>Financial Expert</td><td>15%</td></tr><tr><td>Technical Experts</td><td>15%</td></tr><tr><td>Lead Expert</td><td>15%</td></tr><tr><td>Total</td><td>100%</td></tr></table>	Approach and		Relevant Experience and Expertise of the Expert Team	60%	Contractual	15%	Financial Expert	15%	Technical Experts	15%	Lead Expert	15%	Total	100%	
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				6	PPP procurement and structuring: Relevant experience and track record of the firm		6																
				7	Negotiations: Relevant experience and track record of the financial, legal and technical experts		4																
				8	Quality of Project comprehension demonstrated in proposals		6																
				9	Quality of proposed work plan, Project management approach and timetable for the Project		6																
					Total technical points		100																
					Minimum threshold for technical		60																
18	16	Appendix A	Project description				We understand that the Transaction Advisor is required to undertake a high-level technical scan, and is not required to carry out any tests such as soil investigation, topography, etc. Please confirm. Further, we understand that if the Transaction Advisor is required to undertake such specialist studies, the cost associated with these tests shall be borne by Ministry of Housing and Lands, in addition to the agreed transaction advisor's fees. Please confirm.		Confirmed														

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				We understand that a detailed master planning and cost estimation by the Transaction Advisor would not be required, and only conceptual plan with indicative costs would suffice for the Project Structuring analysis. Please confirm.	
19	-	General	Extension of contract duration and payments thereof	What is the duration of the assignment in weeks? Kindly provide for mechanism for payment wherein the duration of the contract execution gets extended for reasons beyond the control of the transaction advisor	An indicative timetable is provided at Paragraph 5.3. The payment of the contract will be based on deliverables and will not be time based.
20	-	General	Conflict of Interest	Please confirm if by providing PPP Transaction Advisory services, particularly by our Technical Partners, will they be conflicted from providing Design, Construction, and Engineering services for the same project representing the private developer	Confirmed