

# NORTH WEST DEVELOPMENT CORPORATION (SOC) LTD



## TENDER DOCUMENT

### TERMS OF REFERENCE (ToR):

**SUITABLE AND EXPERIENCED SERVICE PROVIDERS ARE HEREBY INVITED TO PROVIDE VALUATION AND CONDITIONAL ASSESSMENT OF PROPERTIES FOR THE NORTH WEST DEVELOPMENT (NWDC) (SOC) LTD AND ITS SUBSIDIARY FOR A PERIOD OF (THREE) 3 YEARS**

**TENDER NO: NWDC/CFO028/2019**

**COMPULSORY BRIEFING: Thursday, 26 September 2019  
Time: 10:00 AM**

NWDC (SOC) LTD  
30 James Watt Crescent  
MAHIKENG  
2745

**CLOSING DATE: Tuesday, 15 October 2019  
TIME: 11:00 AM**

**DELIVERY ADDRESS:  
MAHIKENG MMABATHO BRANCH OFFICE:**  
NWDC (SOC) LTD  
30 James Watt Crescent  
MAHIKENG  
2745  
Work: 018 381 3665  
Fax: 086 530 3265

**TENDERER:** \_\_\_\_\_

## TABLE OF CONTENTS

1. PREAMBLE .....	3
2. PURPOSE OF THE BID/TERMS OF REFERENCE .....	3
3. BACKGROUND.....	3
4. PROFILE OF TENDERING COMPANY .....	6
4.2. COMPETENCE REQUIREMENTS .....	7
5. LEGALITIES AND RULES.....	7
6. CONFIDENTIALITY .....	7
7. TECHNICAL EVALUATION CRITERIA.....	8
STAGE 1: SUBMISSION OF FICA DOCUMENTS.....	8
STAGE 2: TECHNICAL/FUNCTIONALITY STAGE:.....	8
STAGE 3: PRICE AND B- BBEE Preferential Procurement Point -2017.....	9
8. SUBMISSION FORMAT .....	9
9. COLLECTION OF BID DOCUMENTS .....	13
10. TENDER VALIDITY PERIOD.....	14
11. COMPULSORY BRIEFING SESSION .....	14
12. SUPPLIER PERFORMANCE MANAGEMENT .....	14
13. NWDC'S RIGHTS.....	14
14. UNDERTAKINGS BY BIDDER.....	15
15. REASONS FOR DISQUALIFICATION.....	15
16. ENQUIRIES .....	16
17. ANNEXURES .....	16

## 1. PREAMBLE

The NWDC's **strategic thrust** is to drive an inclusive strategy towards economic growth and transformation in the Province in line with the Provincial priorities. The NWDC's **purpose** is, therefore, to contribute towards the growth and transformation of the economy by positioning the North West Province as a competitor in South Africa, SADC Region, Africa and the globe in investment attraction.

The NWDC **aims** to demonstrate its leadership by implementing key programmes and providing support for the development of key sectors of the economy in line with the conventional economic and industrial policies of the Province. Key to this aim is the growth of the manufacturing sector, trade and investment facilitation and increased strategic economic infrastructure. The NWDC undertakes to support key Provincial strategies in a manner that ensures successful implementation of those strategies.

## 2. PURPOSE OF THE BID/TERMS OF REFERENCE

The purpose of this bid document is to invite suitable registered property valuers to provide valuation and conditional assessment services of all NWDC properties as per the asset register.

## 3. BACKGROUND

The North West Development Corporation (NWDC) (SOC) Ltd is an established State Owned entity schedule 3D in terms of the Public Financial Management Act (PFMA) No.1 of 1999. The North West Provincial Government (NWPG) holds 100% of the ordinary shares of NWDC. In terms of its mandate, the NWDC is established to assist in driving the economy of the Provincial Government of North West Province by delivering developmental projects efficiently and effectively, development of small businesses and promotion by identifying entrepreneurs and opportunities, providing financial services, business premises, and business support thereby influencing the small business environment positively.

As from 01 April 2015 entities subsidiaries Golden Leopards Resorts( Madikwe ,Bakgatla, Manyane, Cookes Lake, as well as Christiana All Seasons Resort) were transferred from the North West Parks and Tourism Board into the NWDC.

The Corporation's Investment Property Portfolio, which is situated throughout the province, comprises of residential, commercial, industrial parks and shopping complexes. Due to the revised Local Government Demarcation Process, some of these properties are outside the demarcations of the Province, being located in Garankuwa, Babelegi (Gauteng Province), Marapyane (Mpumalanga) and Mothibistad (Northern Cape). The following table indicates the spread of the properties, which includes other properties that fall under tribal authorities.

## Section A: NWDC

DISTRICT AND LOCAL MUNICIPALITIES	TOWNS
Bojanala Platinum District Municipality	Rustenburg, Mogwase, Hebron, Photsaneng
Dr Kenneth Kaunda District Municipality	Potchefstroom
Dr Ruth Segomotsi Mompati District Municipality and Bophirima Districts	Ganyesa, Taung, Pampierstad Mothibistad, Cassell
Ngaka Modiri Molema District Municipality	Mahikeng,Lehurutshe, Atamelang, Itsoseng,
Dr JS Moroka Local Municipality	Marapyane
Lekwa-Teemane Municipality	Christiana
City of Tshwane	Garankuwa, Mabopane,Babelegi

## Section B: GOLDEN LEOPARD RESORTS

Bojanala - Mogwase	Manyane- GLR
Ngaka Modiri Molema	Cookes Lake & Manyane GLR
Bojanala - Moruleng	Bakgatla - GLR
Bojanala - Madikwe	Madikwe River lodge

***NB: After the awarding of the tender to the successful bidder, the NWDC reserves the right to reduce and/or remove properties as listed in the document***

For further information on NWDC, please visit the website at <http://www.nwdc.co.za>

Most of the properties have a lifespan of almost  $\pm 30$  years. In order to ensure maximum returns on these assets and in the interest of continuing the development of this organisation, the NWDC requires an assessment of the state of all its properties to allow NWDC to plan for refurbishing, revitalising and renovating these properties to ensure the continuation of its mandate.

The Contract shall be based on a once-off fee of conditional assessment in year 1 and valuations for a period of three years.

### 3. SCOPE OF WORK

The North West Development Corporation (SOC) Ltd hereby invites service providers from suitably Professional, qualified and experienced Independent Valuer and Assessors for valuations and conditional assessment of the Organisation's properties. The contract period is expected not to exceed three (3) years. The ideal service provider must be registered with the relevant statutory body, experienced and with sound-track record in rendering valuations and conducting conditional assessments for properties in the retail, industrial, commercial and residential sectors for public entities or municipalities and government institutions. In addition, their reports should be acceptable in terms of Audit and Accounting (AG) Standards.

#### 3.1 The scope of work includes and addresses the following:

- 3.1.1 The valuation must comprise of all industrial, retail, commercial and residential properties situated areas as indicated in point number 2 - As per Annexure A – Detailed Asset Register.
- 3.1.2 Detailed step by step approach to be utilised for asserting the value of industrial, retail and commercial properties, is income-capitalisation, while residential properties is comparable sales method.
- 3.1.3 The service provider shall be required to submit valuation reports annually on/before 28 February. The report must entail:
  - 3.1.3.1 Aerial Photograph
  - 3.1.3.2 Measurement for improvements and land
  - 3.1.3.3 Comparable sales for residential valuations
  - 3.1.3.4 Research information for leases, sales statistics, etc. for premises
  - 3.1.3.5 Provide GIS and GPS Co-Ordinates link to NWDC accounting systems (Currently NICOR property System)
  - 3.1.3.6 Stand Number, Physical Address of the Property
  - 3.1.3.7 Title Deed Number
  - 3.1.3.8 Rent Roll per property with tenant names and rental amount
  - 3.1.3.9 Town Planning i.e. zoning, bulk, etc.
  - 3.1.3.10 Deeds information, - restrictive conditions of title
  - 3.1.3.11 Access to property, availability of infrastructure and
  - 3.1.3.12 Any other additional information about the property that may be deemed necessary for the report
- 3.1.4 The service provider shall be fully responsible for the obtainment of all necessary data in the execution of the project.
- 3.1.5 During audits by the Auditor General, service providers, upon request, might be required to avail themselves to provide explanations in terms of calculations and the approach used.
- 3.1.6 When require, the service provider will appear before the Valuation Boards Hearings to address all the valuation disputes and enquiries with municipalities.
- 3.1.7 A comprehensive conditional assessment of properties in terms of:

- 3.1.7.1 Conduct a comprehensive conditional assessment to confirm the Viability, condition and standard (excellent, good, fair and poor) including the cost of proposed repairs of the properties. The report must indicate the extent of the required repairs on the individual property.
- 3.1.7.2 Assessment must also recommend the necessary repairs, refurbishment, renovations and a list of the properties to dispose including recommendations on revised market related rental rates.
- 3.1.7.3 Prepare a risk profile (e.g. OHS, general risks) of all the properties (including tribal and urban areas) and
- 3.1.7.4 Propose investment opportunities for vacant land and properties in line with the market.

3.1.8 An implementation plan for a three (3) year contract with specific details, which will be offered by the successful service provider and will be reviewed annually.

## **4 PROFILE OF TENDERING COMPANY**

4.1 The service providers are required to attach the following to their detailed report of their operations:

- 4.1.1 Background of the company, policies and actual achievements. Breakdown of shareholding percentages in respect of Black Economic Empowerment and previously disadvantaged persons within the company
- 4.1.2 A brief outline of the length of time operating in this industry of Valuation the extent, nature, and area of current operations and approximate numbers of support staff employed within the company that will interact with the NWDC;
- 4.1.3 Experience, Understanding, Relationship, Success, Outcomes, and Achievements with the Auditor General Requirements and Standards (Please provide proof)
- 4.1.4 A list of current contracts held by the company, corporation, division or branch that will be supplying the service as well as telephone and fax numbers of senior persons of such clients who could be contacted for references; (Please provide the proof thereof)
- 4.1.5 The physical address of the office that will be providing the service. A visit to the office may be made by the Bid Evaluation Committee before the contract is awarded to confirm the following :
  - Ownership or lease agreement for premises
  - Resources and assets

- 4.1.6 Full contact details (telephone, fax, cell phone numbers, and email address) of those persons who may be contacted in connection with the Bid Evaluation Committee visit.

## 4.2 Competence Requirements

- 4.2.1 Key features and information of the Organisations shall be identified and interpreted according to legislative requirements practice.
- 4.2.2 Roles and responsibilities of key personnel involved within the organisation shall be identified in line with legislative requirements and agency practice.

## 5. LEGALITIES AND RULES

The proposal received from the bidders will be assessed by the relevant committee for implementation.

- 5.1 The NWDC reserves the right to appoint or not to appoint.

- 5.2 All bidders must include a draft copy of a proposed SLA with their proposal document.

5.2.1 Separate SLA's must be drafted for NWDC and its subsidiaries and shall be for a period of 3 years taking into consideration a % of escalation and

5.2.2 The SLA's shall commence once the procurement process and necessary legalities have been completed.

## 6. CONFIDENTIALITY

A contractual pre-requisite is to comply with the NWDC's Confidentiality Agreements. It must be noted that all company information is confidential. Once appointed, the successful bidder will be expected to enter into a confidentiality agreement with the NWDC.



## 7. TECHNICAL EVALUATION CRITERIA

### STAGE 1: SUBMISSION OF FICA DOCUMENTS

The following compulsory documentation must be submitted with the proposal:

#### FICA REQUIREMENTS AND ADDITIONAL INFORMATION REQUIRED

Authenticated copies are permissible		
No	Document	Checked (√/X)
1.	Company profile	
2.	B-BBEE certificate: Only SANAS or SWORN affidavits shall be accepted.	
3.	Company registration (CIPC) and Company Documents	
4.	Power of Attorney/ Letter of Authority / and/or Resolution Authorizing the Director to sign all the document	
5.	Proof of Audited Financial Statements of 3 latest consecutive years	
6.	Confirmation of Residential Address or Business Address	
7.	SARS Registration and Valid Tax Clearance Certificate must be valid at the time of the submitting this bid document	
8.	VAT registration certificate	
9.	CV, ID Copies and Profile of directors, team members and supporting staff members	
10.	Company organogram with positions	
11.	Draft Service Level Agreement	
12.	Joint Venture Agreement/ Consortium/ Sub Contracting Agreement, signed (where applicable)	
13.	Current and completed contracts with contactable references and values of the contracts	
14.	Audit outcomes of the previous work conducted from the contactable references	
15.	A letter from the bank which stipulates your company's financial risk in terms of low, medium or high in terms of financial standing at the bank i.e. bank rating letter, (not more than 3 months old)	
16.	A proposal indicating the approach	
17.	Project Plan with clear timelines (This must address all the phases of the project)	
18.	SBD 1 - Invitation to Bid	
19.	SBD 2 - Tax Clearance Certificate Requirement	
20.	SBD 3.3 - Price Schedule (Professional Services)	
21.	SBD 4 - Declaration of Interest	
22.	SBD 5 - National Development Planning Programme	



Authenticated copies are permissible		
No	Document	Checked (√/X)
23.	SBD 6.1 - Preference points claim form in terms of the Preferential Procurement Regulations	
24.	SBD 8 - Declaration of Bidders Supply Chain Practices	
25.	SBD9 - Certificate of Independence	

**NOTE:**

- Please tick (√) if available and (X) if not available.
- Tax Clearance Certificate must be valid at the time of submitting this bid document.
- In the case of a Consortium, Joint Venture or Subcontractor, the documents listed above must be submitted for each Consortium/JV member or subcontractor as well as a certified copy of a relevant agreement.
- It must be noted that the evaluation of the proposal will be conducted in line with the scope of work indicated in this document.
- Only SANAS or SWORN AFFIDAVIT B-BBEE certificates shall be accepted.
- Non-submission of the above documents will render this tender invalid.

**STAGE 2: TECHNICAL/FUNCTIONALITY STAGE:**

In order to qualify for the next stage of evaluation, the investor must score a minimum of 75 points.

(A)	(B)	(C)	(D)	(E)
CRITERIA	DESCRIPTION	WEIGHT	FUNCTIONALITY RATING	Portfolio of Evidence (POE)
Company experience in valuation and conditional assessment in	Experience in number of years by the service provider in property valuation and	15	15 points: 8 years and more. 10 points: 4-7 years 5 points: 3 years	Proof of Service Delivered within Number of years in Valuation and

(A)	(B)	(C)	(D)	(E)
CRITERIA	DESCRIPTION	WEIGHT	FUNCTIONALITY RATING	Portfolio of Evidence (POE)
Municipalities, Government departments and state-owned entities.	conditional assessment for state owned entities, constitutional institutions, government departments and municipalities.	15	15 points: All of the above 5 points: State Owned Entities 5 points: Municipalities 5 points: Government Departments and Constitutional Institutions	Conditional Assessment on the client letter head (Testimonials from the company letterheads including the contact person with their contact details)
Registrations with South African Council for the Property Valuers Profession (SACPVP), a statutory body established in terms of the Property Valuers Profession Act, 2000 (Act no. 23 of 2000). SA Property Valuers Association.	Valid Certified copy of a registration certificate from the South African Council for the Property Valuers Profession (SACPVP).	15	15-points–Valid Registration certificate	Valid Registered certificate from South African Council for the Property Valuers Profession (SACPVP)
A detailed delivery approach with time lines.	Detailed process plan on how Conditional Assessment and Valuation of Properties shall be done. The above plan must include all activities to be performed in delivery of the task amongst other, reconciliation of data with the Deeds office, GIS and Aerial Photograph.	25	25 points - detailed delivery approach with time lines. 15 points – Delivery approach without time lines	A Detailed delivery approach with time lines.

(A)	(B)	(C)	(D)	(E)
CRITERIA	DESCRIPTION	WEIGHT	FUNCTIONALITY RATING	Portfolio of Evidence (POE)
Proposed team members with relevant experience and qualifications	<p>The relevant team members and other team assistants should have a minimum of five (5) years' experience and relevant qualifications in the Property Valuation Industry.</p> <p>Submit a general Curriculum Vitae/profile for each of the key personnel, which highlights experience that is relevant. (Structure of Delivery Team)</p>	15	<p>15 points- 15 years relevant experience and a relevant qualification in property assessment and valuations.</p> <p>10 points -10 years relevant experience and a relevant qualification property assessment and valuations.</p> <p>5 points- 5 year's relevant experience and a relevant qualification in property assessment and valuations.</p>	Team members Cv's, certified copy of qualifications and organogram
Assessment of the ability for the service provider to deliver the project within the specified timelines.	Certified Bank Rating letter not more than 3 months old	15	<p>15 points : A – Bank Rating;</p> <p>10 points: B – Bank Rating</p> <p>5 points: C- Bank Rating</p>	Certified Bank Rating letter not more than 3 months old.
	<b>Total Score</b>	<b>100</b>		

**NOTE:** The qualifying minimum score for functionality is 75 points. Service providers that obtain lower than required minimum points on functionality will not be further evaluated.

**STAGE 3: PRICE AND B- BBEE Preferential Procurement Point -2017**

- The North West Development Corporation is not compelled to accept the lowest or any proposal.

Criteria	Description	Price (Points)-	B-BBEE (Points)
Fee to be charged (Price) and B-BBEE Level	80/20 preference point system for acquisition of goods or services for Rand value equal to or above R30 000 and up to R50 million	80	20

**PRICE SCHEDULE**

**Section A: NWDC PROPERTIES**

Year 1	Year 2	Year 3
Valuation Fee –	Valuation Fee	Valuation Fee
*Conditional Assessment Fee -		
Total Vat Incl.	Total Vat Incl.	Total Vat Incl.

**Section B: GOLDEN LEOPARD RESORTS**

Year 1	Year 2	Year 3
Valuation Fee –	Valuation Fee	Valuation Fee
*Conditional Assessment Fee -		
Total Vat Incl.	Total Vat Incl.	Total Vat Incl.

*NB: 1. Conditional Assessment shall be performed in year 1 only. Thereafter, valuations shall be year 2 and year 3 and*

*2. Section A and Section B should be separated in terms of pricing.*

**8. SUBMISSION FORMAT**

- 8.1 The bidder must submit one (1) Original separate proposal (as per below format) and one (1) copy (clearly marked **NWDC/CFO028/2019**) to fulfil the project deliverables.
- 8.2 The sealed envelope must be placed in the tender box marked as **NWDC/CFO028/2019 Valuation and Conditional Assessment of Properties** at the main reception area NWDC

offices Mmabatho Branch: NWDC Building, 30 James Watt Crescent, Industrial Site, Mahikeng, 2745, Telephone number: (018) 381 3665; **by no later than:**

**Date: Tuesday, 15 October 2019; Time 11:00**

- 8.3 The bidder should provide the full legal corporate name of each company/individual identified in this tender document; and the name, title, address, telephone number, facsimile number, and e-mail address of the individual to be contacted with respect to the submission. Include the URLs (website address), if applicable.
- 8.4 Each respondent must complete all the prescribed Standard Bid Document (SBD) as listed in this tender document.
- 8.5 Each respondent must furnish all the regulatory documents and any other information as required.
- 8.6 If a courier service company is to be used for delivery of this tender document, the bid document description must be endorsed on the delivery note/courier packaging and the courier must ensure that documents are placed or dropped into the tender box. **The NWDC will not be held responsible for any delays where tender documents are handed to the NWDC receptionist.**
- 8.7 Service providers will be required to make a formal presentation of their proposal to the relevant committee as and when they will be requested.
- 8.8 No late submission shall be accepted.
- 8.9 Bid documents are late if they are received at the address given in the document; after closing date and time.
- 8.10 Bid documents that are not received by the deadline will not be considered and will be returned to the proposer unopened if the return address has been stated.
- 8.11 No electronic, e-mail or faxed proposals shall be accepted.
- 8.12 The proposer shall carry all costs related to this proposal.

## **9. COLLECTION OF BID DOCUMENTS**

Tender documents are accessible from the National Treasury on e-Tender [www.treasury.gov.za](http://www.treasury.gov.za) and NWDC website [www.nwdc.co.za](http://www.nwdc.co.za). A non-refundable fee of R1000.00 (One thousand rand) will be charged for printing costs for those who cannot download the document.

## **10. TENDER VALIDITY PERIOD**

Responses to this bid document received will be valid for a period of 120 days counted from the closing date of the submission.

## **11. COMPULSORY BRIEFING SESSION**

A COMPULSORY BRIEFING SESSION will be held on Thursday, **26 September 2019**, Time **10:00** at the following address:

**30 JAMES WATT CRESCENT, MAHIKENG, 2745**

## **12. SUPPLIER PERFORMANCE MANAGEMENT**

- 12.1 Supplier Performance Management is viewed by the NWDC as a critical component in ensuring value for money acquisition and good supplier relations between the NWDC and all its suppliers.
- 12.2 The successful bidder shall, upon receipt of written notification of an award, be required to conclude a Service Level Agreement with the NWDC, which will form an integral part of the supply agreement. The agreement will serve as a tool to measure, monitor and assess the supplier performance level and ensure effective delivery of service, quality and value add to NWDC's business.
- 12.3 Bidders are required to comply with the above condition, and provide a scorecard on how their performance is being measured to achieve the objectives of this condition.

## **13. NWDC'S RIGHTS**

- 13.1 The NWDC is entitled to amend any tender conditions, validity period, specifications, or extend the closing date of tenders before the closing date. All tenderers, to whom the tender documents have been issued, will be advised in writing of such amendments in good time.
- 13.2 The NWDC reserves the right not to accept the lowest tender or any tender in part or in whole. It normally awards the contract to the tenderer who proves to be fully capable of handling the contract and whose tender is technically acceptable and/or financially advantageous to the NWDC.
- 13.3 The NWDC reserves the right to award this tender to a purely empowerment company or may award this tender on condition that a joint venture with an empowerment company is formed. This will be added to the criteria when evaluating the tenders.
- 13.4 The NWDC reserves the right to award this tender as a whole or in part without furnishing reasons.

## **14. UNDERTAKINGS BY BIDDER**

- 14.1 The bidder hereby offers to render all or any of the services described in the attached documents to the NWDC on the terms and conditions and in accordance with the specifications stipulated in this tender document (and which shall be taken as part of, and incorporated into, this proposal at the prices inserted therein).
- 14.2 Bid documents submitted by companies must be signed by a person or persons duly authorised thereto by a resolution of a Board of Directors, a copy of which resolution, duly certified be submitted with the Tender.
- 14.3 The Bidder shall prepare for a possible presentation should NWDC require such and the tenderer shall be notified thereof no later than 4 (four) days before the actual presentation date.
- 14.4 The Bidder hereby agrees that the offer herein shall remain binding upon him/her and receptive for acceptance by the NWDC during the validity period indicated and calculated from the closing hour and date of the tender. This proposal and its acceptance shall be subject to the terms and conditions contained in this tender document.
- 14.5 The Bidder furthermore confirms that he/she has satisfied himself/herself as to the correctness and validity of his/her tender response and that the price(s) and rate(s) quoted cover all the work/item(s) specified in the Tender response documents and that the price(s) and rate(s) cover all his/her obligations under a resulting contract and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.
- 14.6 The Bidder hereby accept full responsibility for the proper execution and fulfillment of all obligations and conditions devolving on him/her under this agreement as the principal(s) liable for the due fulfillment of this contract.

## **15. REASONS FOR DISQUALIFICATION**

- 15.1 The NWDC reserves the right to disqualify any bidder, who does any one or more of the following, and such disqualification may take place without prior notice to the offending investor, however, the bidder will be notified in writing of such disqualification:
- 15.2 The Bidder who does not submit a valid and original Tax Clearance Certificate on the closing date and time of the bid;
- 15.3 Bidders who submitted incomplete information and documentation according to the Requirements of this bid document;
- 15.4 Bidders who submitted information that is fraudulent, factually untrue or inaccurate information;
- 15.5 Bidders who received information not available to other vendors through fraudulent means; and/or
- 15.6 Bidders who do not comply with mandatory requirements as stipulated in this bid document



## 16. ENQUIRIES

Enquiries may be directed to the following persons:

Scope/Terms of Reference	Tender Document
A P Rammutle - Assets - NWDC 018 381 3663 <a href="mailto:puler@nwdc.co.za">puler@nwdc.co.za</a>	M Pholoana - SCM NWDC 018 381 3663 <a href="mailto:mmapulap@nwdc.co.za">mmapulap@nwdc.co.za</a>
Steve Kurwara - Assets – GL RESORTS 014 555 1000 <a href="mailto:kurwara.s@goldenleopardresorts.co.za">kurwara.s@goldenleopardresorts.co.za</a>	

## 17. ANNEXURES:

- Annexure A - Immovable Asset Register 2018 /2019
- Annexure B - Rent Roll Register 01 April 2018 to 31 March 2019
- Annexure C - Current Rent Roll April 2019 to 31 August 2019
- Annexure D - Golden Leopards Resorts