



## REQUEST FOR PROPOSALS

**Ezemvelo KZN Wildlife requests proposals (RFP) to develop, operate and manage Health Spa facilities situated in the Hluhluwe iMfolozi Park for a period of ten (10) years through a Public Private Partnership (PPP) agreement.**

This request for proposals (RFP) for tender number EKZNW 05/2025/26 for the development and operation of Health Spa facilities is issued by Ezemvelo KZN Wildlife in accordance with the guidelines for Public Private Partnerships (PPP) contained in National Treasury's PPP Toolkit for Tourism, and in compliance with *Treasury Regulation 16* issued in terms of the *Public Finance Management Act, 1999*.

<b>RFP NUMBER:</b>	EKZNW 05/2025/26
<b>BID DESCRIPTION:</b>	REQUEST FOR PROPOSAL (RFP) TO DEVELOP, OPERATE AND MANAGE HEALTH SPA FACILITIES AT HILLTOP RESORT SITUATED IN HLUHLUWE IMFOLOZI PARK FOR EZEMVELO KZN WILDLIFE FOR A PERIOD OF TEN (10) YEARS
<b>COMPULSORY BRIEFING SESSION DATE &amp; ADDRESS:</b>	Refer to <b>clause 8</b> (PART D: BIDDING PROCESS TIMELINES)
<b>BID CLOSING DATE AND TIME:</b>	Thursday, 30 April 2026 11h00
<b>BID VALIDITY PERIOD:</b>	180 calendar days (commencing from the Bid Closing Date)
<b>BID DOCUMENTS SUBMISSION ADDRESS:</b>	Ezemvelo KZN Wildlife, Head Office Queen Elizabeth Park 1 Peter Brown Drive, Montrose, Pietermaritzburg 3201, KwaZulu-Natal Province
<b>WHERE BIDS CAN BE DOWNLOADED</b>	1. <a href="http://www.kznwildlife.com/tenders">http://www.kznwildlife.com/tenders</a> 2. <a href="http://www.etenders.gov.za/">http://www.etenders.gov.za/</a>

## IMPORTANT NOTICE

The following Request for Proposals (RFP), incorporating all its documentation and accompanying attachments, is produced by the Ezemvelo KZN Wildlife regarding a business to develop, operate and manage Heath Spa facilities at Hilltop Resort situated in the Hluhluwe iMfolozi Park as a Public Private Partnership (PPP) undertaking.

No representation or warranty, expressed or implied, is made or responsibility of any kind will be accepted by Ezemvelo KZN Wildlife regarding to the accuracy and completeness of this RFP, including any liability in connection with the use by any prospective Bidder of the information contained in this RFP is hereby disclaimed.

The RFP is provided to the prospective Bidder to assist in making his/her own appraisal of the PPP opportunities presented herein and in deciding whether to submit the requested proposal regarding the PPP business opportunity. Thus, this RFP is not intended to serve as the basis for an investment decision on the opportunity, and each recipient shall be expected to make such independent investigation and to obtain such independent advice, as he/she may deem necessary for such an undertaking.

Ezemvelo KZN Wildlife reserve the right to amend or replace any information contained in this RFP at any time, without giving any prior notice or providing any reason.

BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO		TECHNICAL ENQUIRIES MAY BE DIRECTED TO:	
CONTACT PERSON	<b>Mr. Sthabiso Sithole</b>	CONTACT PERSON	<b>Ms. Nokuthula Cele</b>
TELEPHONE NUMBER	<b>033 845 1225</b>	TELEPHONE NUMBER	<b>033 845 1441</b>
FACSIMILE NUMBER	<b>N/A</b>	FACSIMILE NUMBER	<b>N/A</b>
E-MAIL ADDRESS	<b>sitholes@kznwildlife.com</b>	E-MAIL ADDRESS	<b>ncele@kznwildlife.com</b>

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## PART A – BID INTRODUCTION & CONTEXT

### 1. INTRODUCTION

- 1.1 This Request for Proposals ("the RFP") is issued by Ezemvelo KZN Wildlife ("Ezemvelo") according to the Public Private Partnerships ("PPPs") guidelines provided for in National Treasury's Tourism PPP Toolkit, and in compliance with Treasury Regulation 16 issued in terms of the *Public Finance Management Act, 1999 (Act No. 1 of 1999) (as amended)* (PFMA).
- 1.2 Ezemvelo, as part of rolling out its Commercialisation Strategy, has identified several tourism PPP opportunities, of which the development of Health Spa Facilities at Hilltop Resort in the Hluhluwe iMfolozi Park is part of.
- 1.3 Ezemvelo aims to establish a PPP arrangement/agreement with potential Private sector Partner(s) with the purpose of leveraging their capital investment and expertise for the mutual benefit of all parties involved, optimising the use of underperforming assets/enterprises under Ezemvelo's custodianship. This undertaking will allow Ezemvelo to focus on its core mandate of biodiversity conservation and ecotourism promotion. Additionally, a collaborative partnership with the private sector is anticipated to decrease Ezemvelo's reliance on government funding.
- 1.4 In this endeavour, the prospective Private Partner (Bidder) is expected to develop, operate and manage the intended Project in adherence to all applicable environmental regulations and/or rules set out by Ezemvelo. In keeping with Ezemvelo's Commercialisation objectives, particular attention should be given to implementing and promoting broad-based Black Economic Empowerment ("B-BEEE"), with particular consideration of all key stakeholders, including communities adjoining Ezemvelo's protected areas.

#### 1.5 Value-for-Money Objectives

The value-for-money objectives for this project are expected to be aligned with Ezemvelo's Commercialisation and policy at all times. Thus, this is crucial for the prospective Private Partner to set and articulate the Project's objectives at the inception phase of the Project, to provide benchmarks for the feasibility and procurement phases. These objectives, therefore will be used as key performance and success indicators for the Project during management of the PPP Agreement to be entered into between Ezemvelo and Private Partner.

For ease of reference, Value-for-Money Objectives shall refer, but not limited, to the following:

- (a) Optimising revenue generation for Ezemvelo and the Project;
- (b) Improving ecotourism facilities;
- (c) Maximising tourism product offerings;

- (d) Enhancing local community participation in the Biodiversity Economy Value-Chain systems;
- (e) Employment creation and support for Local Economic Development;
- (f) Promotion and support of local economic development;
- (g) Promotion of the industry transformation agenda through application of B-BBEE; and
- (h) Positioning Ezemvelo as a wildlife destination of choice.

## **2. GENERAL RULES OF THE BID**

- 2.1 This RFP takes precedence over any previous communication to prospective Bidders regarding this PPP opportunity, including previous bidding rules and procedures.
- 2.2 Any verbal discussions with Ezemvelo officials should not alter any of the terms and conditions outlined in this RFP. Therefore, Bidders should exclusively depend on written communications, additions, or clarifications from authorized Ezemvelo officials, which may be distributed to all eligible Bidders. Emails sent from Ezemvelo to Bidders will be considered official written communication and/or response.
- 2.3 Ezemvelo reserves the right to modify the Bid schedule or make revisions, additions, or clarifications to the RFP at its discretion. Additionally, Ezemvelo reserves the right to cancel the Bid at any time without advance notice, and may disqualify any Bidder as provided for in this RFP. Ezemvelo shall not be held liable for exercising any rights stipulated in this RFP or granted by the laws of the Republic of South Africa.
- 2.4 The Bid/RFP will adhere to and be governed by all relevant Procurement laws and regulations of the Republic of South Africa.
- 2.5 All communication and correspondence related to the proceedings of this Bid/RFP shall be conducted and documented in English.
- 2.6 Bid submission by the Bidder signifies complete acknowledgment, acceptance, and adherence to all terms and conditions outlined in this RFP, the PPP Agreement, and relevant laws within the jurisdiction of the Republic of South Africa.
- 2.7 The Bidder shall be accountable for all expenses and potential losses arising from his/her preparation and submission of this Bid, as well as their involvement in the Bidding process. Therefore, Ezemvelo will not reimburse any Bidder for such expenses or losses incurred in connection with the outcome of the Bidding process.
- 2.8 A draft PPP Agreement concerning this Project will be provided within this RFQ document. Ezemvelo reserves the right amend, supplement, or clarify the PPP Agreements as necessary.

Furthermore, Ezemvelo shall not be held liable for exercising any rights outlined in this clause, the RFP, PPP Agreements, or under the laws of the Republic of South Africa.

### **3. IDENTITY OF PRIVATE PARTY**

- 3.1 For this endeavour, the Bidder may assume the form of a singular entity or enterprise, or opt for a collaborative arrangement such as a joint venture or a trust, in accordance with the legal recognition provided for by the laws of the Republic of South Africa. Regardless of the form chosen by the Bidder, such an entity or establishment is expected to fulfil all operational and financial requirements and criteria as outlined in this RFP document.
- 3.2 Please be aware that no public entity or institution, whether wholly or partially, is permitted to bid or submit a proposal for this Bid. Thus, this Bid is exclusively reserved for the private sector.
- 3.3 All submission relating to this Bid are to be submitted with a clearly articulated proposed or final structure to be adopted by the entity, clearly outline shareholders' roles and responsibilities, including equity, ownership and directorships held by shareholders.
- 3.4 Each submission must provide a detailed outline of the entity's structure, including clear identification of shareholders and their respective roles and responsibilities. Additionally, the submission should specify the equity, ownership, and directorships held by shareholders. Ezemvelo requires prospective Bidders to establish a Special Purpose Vehicle (SPV) solely for the purpose of this Bidding process. SPVs should comprise legal entities, thus not individuals shall be eligible to constitute an SPV. The SPV's sole objective will be to execute the PPP Project. Furthermore, any parties not serving as shareholders but playing integral roles in the SPV's operation should also be listed. It is expected that the SPV will be legally established before the official signing of the PPP Agreement.
- 3.5 Bidders must also furnish details regarding the ownership structure of the entity(s) composed of the Interested Bidders, along with organograms illustrating the ownership distribution.
- 3.6 Bidders are also required to demonstrate their capacity to secure both debt and equity financing, as well as to offer satisfactory security to Ezemvelo.
- 3.7 When drafting submissions concerning the identity of the Private Party, Bidders are required to structure their submissions as follow:
  - 3.7.1 submit information a detailed in in Section 1B regard the company or enterprise, or a collaborative arrangement such as a joint venture or a trust, its shareholders, partners of beneficiaries; and
- 3.8 Ezemvelo may request, additional information or documentation from Bidder(s) for its evaluation and adjudication processes of this Project.

## **PART B – BID TERMS OF REFERENCE (ToR)**

**BID DESCRIPTION:** REQUEST FOR PROPOSAL (RFP) TO DEVELOP, OPERATE AND MANAGE HEALTH SPA FACILITIES AT HILLTOP RESORT SITUATED IN HLUHLUWE IMFOLOZI PARK.

### **4. PURPOSE**

In line with its Strategic Plan for Commercialization, Ezemvelo invites proposals from eligible Bidders to participate in a Public-Private Partnership (PPP) opportunity for the development of Heath Spa facilities at Hilltop Resort situated in the Hluhluwe iMfolozi Park. The selected Bidder will be granted the concession rights to the aforementioned Project for a duration of 10 years from the commencement of operations.

### **5. BACKGROUND**

Ezemvelo KZN Wildlife is a South African state-owned conservation agency established in terms of the *KwaZulu-Natal Nature Conservation Management Act (Act No. 9 of 1997)* with the mandate of conserving; protecting; controlling, and managing protected areas and their biological diversity, which represents the indigenous fauna, flora, landscapes and associated cultural heritage of the KwaZulu-Natal (KZN) province.

As an aspect of its tourism operations and revenue generation strategy, Ezemvelo has recognized prospects to make certain tourism facilities available to the private sector. This initiative aims to enhance the tourist experience and capitalize on the opportunity to generate additional revenue. However, acknowledging the considerable expertise needed to operate and manage these facilities effectively and efficiently, it has become imperative for them to be operated in collaboration with eligible private sector partners through concession arrangements.

### **6. IMPORTANT GENERAL NOTES**

- 6.1 This RFP overrides all other Ezemvelo KZN Wildlife communications to bidders about this PPP opportunity.
- 6.2 No verbal discussion with any staff or advisor of Ezemvelo KZN Wildlife can change, add to or clarify any of the terms and conditions contained in this RFP. Bidders should only rely on written changes, additions or clarifications from duly authorised staff of Ezemvelo KZN Wildlife, circulated to each bidder. Email communications from Ezemvelo KZN Wildlife to bidders will count as written communications.

- 6.3 Bidders are responsible for all costs related to their bid. Ezemvelo KZN Wildlife will not compensate bidders for any costs, regardless of the outcome of the bid.
- 6.4 Ezemvelo KZN Wildlife may change the timetable in paragraph 12. It may also make other changes to the RFP, or add to it, or provide clarification, at any time. Ezemvelo KZN Wildlife may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP.
- 6.5 Ezemvelo KZN Wildlife will not be responsible for any costs or damages whatsoever if it makes any changes to the bid, cancels the bid, or disqualifies any bidder. Ezemvelo KZN Wildlife will not be responsible for any costs or damages whatsoever if it exercises any other rights as described in this RFP or available to it under the laws of the Republic of South Africa.
- 6.6 The bid is governed by the laws of the Republic of South Africa and this RFP.
- 6.7 The value-for-money objectives for this project are expected to be aligned with Ezemvelo's Commercialisation and policy at all times. Thus, this is crucial for the prospective Private Partner to set and articulate the Project's objectives at the inception phase of the Project, to provide benchmarks for the feasibility and procurement phases. These objectives, therefore will be used as key performance and success indicators of the Project during management of the PPP Agreement to be entered into between Ezemvelo and Private Partner.

For ease of reference, Value-for-Money Objectives shall refer, but not limited, to the following:

- 6.1.1 Optimising revenue generation for Ezemvelo and the Project;
- 6.1.2 Improving ecotourism facilities;
- 6.1.3 Maximising tourism product offerings;
- 6.1.4 Enhancing local community participation in the Biodiversity Economy Value-Chain systems;
- 6.1.5 Employment creation and support for Local Economic Development;
- 6.1.6 Promotion and support of local economic development;
- 6.1.7 Promotion of the industry transformation agenda through application of B-BBEE; and
- 6.1.8 Positioning Ezemvelo as a wildlife destination of choice.



## PART C: THE PPP OPPORTUNITY

### 7. SCOPE OF WORK

The scope of work for the development of Health Spa facilities in the Hluhluwe iMfolozi Park on a Concession basis requires the successful Bidder (Operator) to undertake the following:

- 7.1 The Operator to develop and setup the Heath Spa facilities at their own expense and risk, in consultation with Ezemvelo, ensuring minimal environmental impact.
- 7.2 Ezemvelo aims to expand its tourism market by catering to all clients, including individuals with special needs, thus ensuring universal access to Health Spa facilities to be developed and that Health Spa services should also aim to cater up-market clientele amongst their Spa Treatment services.
- 7.3 Should the Operator propose to offer additional services such as selling related beauty products meeting industry quality standards, then such should be incorporated into the product proposal.
- 7.4 The Health Spa treatment services will be provided from an in-house facility situated in the Hilltop Resort to be converted into a Spa facility as well as to develop a unique Health Spa Treatment facility on an identified site outside the Hilltop Resort in the Hluhluwe iMfolozi Park that will provide a special ambiance for Spa Treatment clientele to include a guided open vehicle game drive from Hilltop Resort.
- 7.5 The daily operating times of the Health Spa Treatment services, including the transport of clients and staff to and from the Health Spa facility, the Hilltop Resort and the entrance gate to the Park, will be limited to the official gate opening and closing times for the Hluhluwe iMfolozi Park.
- 7.6 The Health Spa site must be well secured for guest safety with building infrastructure to be constructed on a “touch the earth lightly” basis that will blend in with the immediate environment to create a special guest experience and to ensure guest comfort with the development to be approved by Ezemvelo.

#### Insurance

The Operator shall have insurance cover (not limited) for the following:

- 7.7 Contents insurance;
- 7.8 Public liability insurance; and
- 7.9 Business Interruption insurance.

- 7.10 Ensure hygienic and proper equipment care and cleanliness of all operational areas. The Operator, therefore, shall adhere to all applicable Occupational Health and Safety Act (Act 85 of 1993) requirements, which make provision for a safe and healthy environment of workers in connection with the use of any plant and machinery, as alluded by the Act. The Act further makes provision for the protection of other people in the workplace other than workers from potential hazards that may arise out of or in connection with activities undertaken by workers.
- 7.11 Provide suitable cleaning materials and only food-grade approved chemicals per the SABS 1828 and SABS 1853 standards. Hence, the Operator undertakes not to sell and/or use any chemicals banned in an environmentally protected area. Such chemicals shall include but are not limited to pesticides, non-biodegradable detergents and cleaning agents.
- 7.12 Comply with provisions of the Consumer Protection Act 2008 (Act 68 of 2008) that affect the Business.
- 7.13 Maintain pest-free Spa Treatment facilities using appropriate sanitation standards, maintenance programs, regular employee training, and observing approved pest prevention practices and protocols.
- 7.14 Adhere to all statutory regulations and, more specifically, those within which Ezemvelo is required to comply. More specifically, adherence to all local, national and international regulations, including minimizing energy and water consumption. Wherever possible, recycle and reuse materials, minimize solid waste generation, not use materials that may cause harm to the environment, and promote internal awareness of environmental issues with employees through training with respect to the environmental policy of Ezemvelo.
- 7.15 The Operator shall pay the PPP Fee to Ezemvelo each month from the commencement of operations, for each month of the Agreement term.
- 7.16 The monthly PPP Fees payable by the Operator to Ezemvelo shall be the higher of the following two figures:
- (a) The Minimum PPP Fee set by Ezemvelo increased annually by CPI; or
  - (b) The Variable PPP Fee (the percentage of gross revenue earned by the Operator)
- 7.17 The Minimum PPP Fee or the Variable PPP Fee will be calculated on the Gross Revenue for the Project operation.
- 7.18 The monthly PPP Fees shall be payable by the Operator to Ezemvelo KZN Wildlife within 7 (seven) Business Days following the end of each month, free of deduction or set-off, to Ezemvelo.

- 7.19 In the event that the PPP Fees paid by the Operator are less than the PPP Fees due to Ezemvelo in the relevant Financial Year (the “Outstanding Fees”); the Operator shall pay the Outstanding Fees to Ezemvelo upon demand.
- 7.20 All PPP Fees or other amounts payable by the Operator to Ezemvelo in terms of the PPP Agreement shall be exclusive of VAT.
- 7.21 The Operator shall, notwithstanding any other provision of this PPP Agreement, not be obliged to pay rental for the period from the signature date up to the contract commencement date, where after PPP Fees will be payable as provided for herein.
- 7.22 Interest shall accrue on all overdue amounts payable in terms of this PPP Agreement as per the Operator’s financial rules and regulations.
- 7.23 Provide working operating expenses for effective and successful operation and management of the Health Spa Facilities on a Concession basis as may be required from time to time.
- 7.24 Undertake regular maintenance and repairs required on the Spa Treatment infrastructure as well as all moveable and unmovable assets and inventory items, terrain and where necessary, replace fixtures and fittings at own expense. Hence, the Operator is expected to be responsible for all maintenance aspects of the Spa Treatment facilities that include light bulbs, electrical fittings, sanitary, tiling, painting and ironmongery that relates to the following:
- (a) Sanitary fittings (basins, sinks, toilets);
  - (b) Wall finishes like painting, tiling, plastering and cladding;
  - (c) Internal floor finishes (tiling, screed, carpets etc.);
  - (d) Electrical (DB and contents and all electrical works e.g. replacing bulbs, bulb fittings and switches). The Operator shall ensure that if there are electrical work to be done that needs a COC, that it should be done by a registered electrician that can issue the certificate;
  - (e) Plumbing (piping, fittings, valves and taps);
  - (f) Geysers replacements if necessary;
  - (g) Waste drainage (all piping included the first fat traps or gullies);
- 7.25 Develop a marketing plan to be submitted to Ezemvelo to be implemented to enhance sales and revenue performance based on factors such as trade area market dynamics and customer demographics.
- 7.26 Implement measures that would reduce and/or mitigate visual impact branding, as may be advised by Ezemvelo.

7.27 Ezemvelo may regularly undertake risk assessments with a specific focus on the following areas:

- (a) Hygiene practices
- (b) Safety practices
- (c) Competency of staff
- (d) Water conservation and sanitation practices around areas of operation
- (e) Pest control methods
- (f) Environmental toxins on the premises
- (g) Standard of all guest and related services infrastructure

7.28 The Operator will be expected to conduct six-monthly hygiene audits at their cost. Thus, the Operator will further be expected to score at least eighty-five percent (85%) on the Hygiene Audit total quality index, which should include at least two (2) swabs analysed in a lab for growth. The auditor should ensure and also verify as part of the hygiene audits that:

7.29 Hand washing facilities and proper cleaning chemicals are available in all guest ablution areas;

7.30 that all reasonable and required pest control measures are implemented.

7.31 All assets, infrastructure, and improvements constructed or installed by the successful bidder during the development of the Health Spa facilities shall, upon completion of the project and approval by Ezemvelo, automatically vest in and be transferred to Ezemvelo at no additional cost.

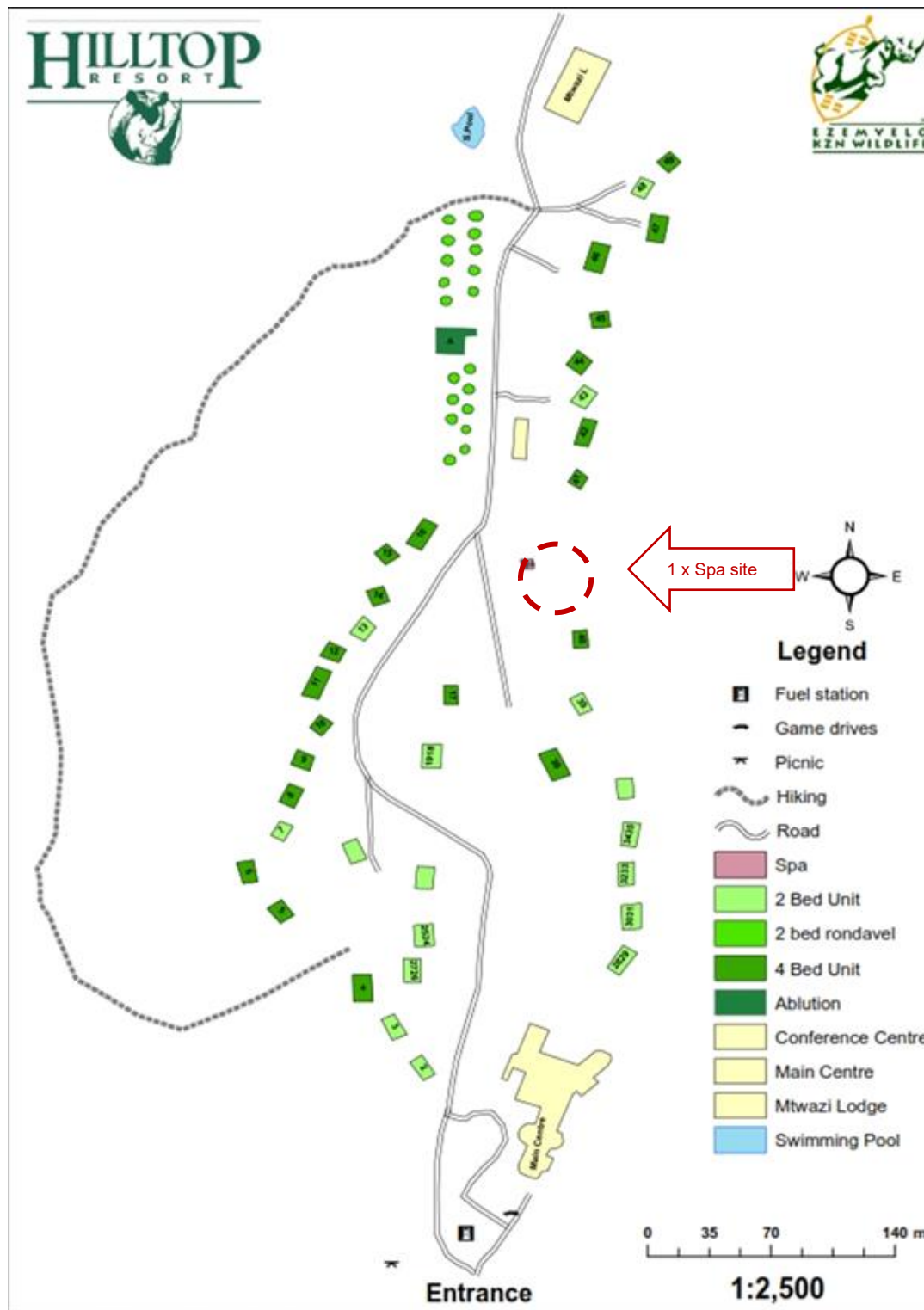
7.32 Areas of operation

- (a) Health Spa Treatment site to be developed. **(GPS coordinates 28°07'08.3"S 32°06'08.1"E)**



(b) In-house Spa Treatment facility located inside the Hilltop Resort. (GPS coordinates 28°05'02.8"S 32°02'40.3"E)

7.33 Ariel view of location



## PART D: BIDDING PROCESS TIMELINES

### 8. BIDDING TIMELINES

The bidding process shall be undertaken according to the estimated timelines provided in the table below. However, Ezemvelo reserve the right to reasonably adjust this schedule as deem necessary. As such, Ezemvelo cannot be held liable for any liabilities that Bidders may encounter while exercising their rights within this bidding process, as outlined in this Bid or under applicable South African laws.

Activities	Dates
Public Advertisement for the Bid at various platforms	<b>Wednesday, 28 January 2026</b>
Availing Bid documents to interested Bidders	<b>Friday, 30 January 2026</b>
Registration for Due Diligence Site Visit (site briefing)	<b>Monday, 02 February 2026 to Friday, 26 February 2026</b>
Due Diligence – <b>Compulsory</b> Site Visit	<b>Friday, 27 February 2026</b>
Submission of comments & clarity questions by Bidders	<b>Friday, 20 March 2026 to Monday, 23 March 2026</b>
Response to Bidders' questions	<b>Monday, 30 March 2026</b>
Virtual clarification meeting (only attendees of compulsory site briefing)	<b>Thursday, 1 April 2026</b>
Bid submissions – closing date	<b>Thursday, 30 April 2026</b>
Bid Evaluation	<b>Friday, 15 May 2026</b>
Bid Adjudication	<b>Friday, 29 May 2026</b>
Bid Award Announcement	<b>Monday, 15 June 2026</b>
Contracts Negotiation	<b>TBD</b>

Activities	Dates
Signing of the PPP Agreement and Service Level Agreement	TBD

### **SITE DUE DILIGENCE**

- 8.1 A site visit for all interested Bidders will be held at Hilltop Resort and the Bush Spa Treatment site on Friday, 27 February 2026 at 11.00 at no cost to Bidders.
- 8.2 For further site due diligence, Bidders may also book **their own site visits** through Ms Nokuthula Cele between the 02 March 2026 and the 06 March 2026, [ncele@kznwildlife.com](mailto:ncele@kznwildlife.com)

### **OTHER DUE DILIGENCE**

- 8.3 Each bidder will be responsible for its own due diligence investigation
- 8.4 of the investment opportunities, environmental compliance requirements, proposed contractual terms and anything else relating to this RFP. Neither Ezemvelo KZN Wildlife nor any of its staff or advisors makes any suggestions or guarantees, directly or indirectly, about anything affecting this RFP, the project site, or the tourism opportunities, except for those set out in 'Annexure 7: Draft tourism PPP agreement'.
- 8.5 Please note that arrangements and covering of expenses for accommodation and travel to the site briefing are the sole responsibility of the prospective Bidder.

## **PART E: BID SUBMISSION**

### **9. SPECIAL INSTRUCTIONS AND NOTICES TO BIDDERS REGARDING THE COMPLETION OF BIDDING FORMS**

PLEASE NOTE THAT THIS BID IS SUBJECT TO TREASURY REGULATIONS 16A ISSUED IN TERMS OF THE PUBLIC FINANCE MANAGEMENT ACT, 1999, THE KWAZULU-NATAL SUPPLY CHAIN MANAGEMENT POLICY FRAMEWORK.

- 9.1 Unless inconsistent with or expressly indicated otherwise by the context, the singular shall include the plural and *visa versa* and with words importing the masculine gender shall include the feminine and the neuter.
- 9.2 Under no circumstances whatsoever may the bid forms be retyped or redrafted. Photocopies of the original bid documentation may be used, but an original signature must appear on such photocopies.
- 9.3 The Bidder is advised to check the number of pages and to satisfy himself/herself that none are missing or duplicated.
- 9.4 Bids submitted must be complete in all respects.
- 9.5 Bids shall be lodged at the address indicated not later than the Closing date and time specified for their receipt, and in accordance with the directives in the bid documents.
- 9.6 Bids submission from Non-Profit Organisations (NPO's), Non-Governmental Organisations (NGO's) and Government Institutions are not allowed and will not be evaluated. Joint Ventures must submit a verified copy of their registered agreement. Proposal from consortiums can only be registered once an award has been granted, thereafter the registered agreement must be submitted.
- 9.7 Each Bid shall be addressed in accordance with the directives in the Bid documents and shall be lodged in a separate sealed envelope, with the name and address of the Bidder, the Bid number and Closing Date indicated on the envelope. The envelope shall not contain documents relating to any Bid other than that shown on the envelope. If this provision is not complied with, such Bid(s) may be considered as invalid and rejected invalid.
- 9.8 All Bids received in sealed envelopes with the relevant Bid numbers on the envelopes are kept unopened in safe custody until the Closing date and time of the Bid. Where, however, a Bid is received open, it shall be sealed. If it is received without a Bid Number on the envelope, it shall be opened, the Bid number ascertained, the envelope sealed and the Bid Number written on the envelope.



- 9.9 A specific box is provided for the receipt of Bids, and no Bid found in any other box or elsewhere subsequent to the Closing Date and time of Bid will be considered.
- 9.10 No Bid sent through the post will be considered if it is received after the Closing Date and Time stipulated in the Bid documentation, and proof of posting will not be accepted as proof of delivery.
- 9.11 No Bid submitted by telefax, telegraphic or other electronic means will be considered.
- 9.12 Bidding documents must not be included in packages containing samples. Such Bids may be rejected as being invalid.
- 9.13 Any alteration made by the Bidder must be initialled.
- 9.14 Use of correcting fluid is prohibited.
- 9.15 Bids will be opened in public as soon as practicable after the Closing Time of the Bid.
- 9.16 **Where applicable**, Bid prices **may** be made public at the time of opening the Bid.
- 9.17 If it is desired to make more than one offer against any individual item, such offers should be given on a photocopy of the page in question. Clear indication thereof must be stated on the schedules attached.
- 9.18 Bidder may **initial each and every page of the Bid document**.
- 9.19 Bid Submissions:
- (a) All Bids for this RFP must be physically submitted to the following address:

**Ezemvelo KZN Wildlife, Head Office**  
**Queen Elizabeth Park**  
**1 Peter Brown Drive**  
**Montrose, Pietermaritzburg**  
**3201, KwaZulu-Natal Province**

- (b) Bid submissions must be made by 11h00 on the Bid submission date
- (c) Submissions made after 11h00 on the Bid Closing Date and Time shall be regarded as invalid, and returned unopened to the Bidder concerned.

## 10. CONTENTS OF SUBMISSION

- 10.1 All communication and correspondence related to the proceedings of this Bid/RFP shall be conducted and documented in English.
- 10.2 Each Bidder's submission must include solely the information essential for Ezemvelo to assess the Bidder's proposal in response to this Bid. This encompasses details regarding the Bidder's Technical/Functionality capabilities, Financials, and Broad-based Black Economic Empowerment (B-BBEE).
- 10.3 Bidders are required to submit their proposals using the **one-envelope system**.
- 10.4 Under the **one-envelope system**, both the **technical proposal** and the **financial (price and preference) proposal** must be included in a **single sealed envelope** clearly marked as follows:

**RFP No:** EKZNW 05/2025/26

**Description:** Develop, operate and manage Health Spa facilities situated in the Hluhluwe iMfolozi Park

**Attention:** Mr Sthabiso Sithole

- 10.5 The envelope must contain all the documents required in this RFP, including:
- 10.5.1 The original of the Bidder Information, in the format provided in **PHASE 2: BID MANDATORY REQUIREMENTS**;
- The original of the Bidder Information, in the format provided in
- 10.5.2 Financing and Capital Plan, in the format provided in **SECTION 1 - BIDDER'S FINANCING AND CAPITAL PLAN**; in the format given in Part F of this document.
- 10.5.3 Business, Operational and Design Plan, in the format provided in **SECTION 2 - BIDDER'S BUSINESS, OPERATIONAL AND DESIGN PLAN**; refer to Part F of this document.
- 10.5.4 Environmental Proposal, in the format provided in **SECTION 3 - BIDDER'S ENVIRONMENTAL MANAGEMENT PROPOSAL**; refer to Part F of this document.
- 10.5.5 Original of a completed Risk Matrix, in the format provided in **SECTION 4 - PROJECT RISK MATRIX** refer to Part F of this document
- 10.5.6 B-BBEE proposal, in the format provided in **B-BBEE PROPOSAL**; refer to section 15 of this document

10.5.7 Additional documents to be submitted:

- (a) The details of the bidder's PPP fee offer, in the format in 'Annexure 6: Draft PPP fee offer (Three Copies);
- (b) A mark-up of the draft PPP agreement, provided in 'Annexure 7: Draft PPP tourism agreement', clearly indicating any amendments that the bidder proposes. (Three Copies)
- (c) An original Bid Bond from a reputable financial institution in a form substantially similar to that set out in Annexure 2 - Acceptable wording of Bid bond;

10.5.8 Bidders are expected to submit an electronic copy containing all sections of the Bid submission, clearly marked, on a USB disk. Sections must be in unedited PDF format, replicating hard copies submitted, for evaluation purposes. It's essential to ensure that the PPP fee offer is not disclosed anywhere in the document submitted on the USB in electronic format.

10.5.9 All information provided in the bid must be valid for 90 business days from the bid date.

10.5.10 Submitting a bid implies that the bidder knows and understands all the terms and conditions set out in this RFP and under the applicable laws of the Republic of South Africa, and that the bidder accepts these terms and conditions.

**10.6 The date and place for submitting bids**

Bids must be submitted to Ezemvelo KZN Wildlife, Head Office Queen Elizabeth Park  
1 Peter Brown Drive, Montrose, Pietermaritzburg 3201, KwaZulu-Natal Province for the attention of the Mr Sthabiso Sithole between the hours of 08h00 am and 16h00 pm on or before the .  
Ezemvelo KZN Wildlife, Head Office  
Queen Elizabeth Park  
1 Peter Brown Drive, Montrose, Pietermaritzburg  
3201, KwaZulu-Natal Province

**10.7 How the bids will be opened**

- a. The bids will be opened by Ezemvelo KZN Wildlife Supply Chain Management at 11h00 on Thursday, 30 April 2026 in the presence of Ezemvelo KZN Wildlife's Internal Auditors and other appropriate officials.
- b. The Bid envelope will be locked away in the safekeeping of the Ezemvelo KZN Wildlife Supply Chain Management until they are needed.

## 10.8 Incomplete bids

- (a) The Bid Evaluation Committee (BEC), in consultation with its financial and legal advisors, will check the Envelope of each bid to see whether the all the documentation that this RFP requires has been submitted correctly.
- (b) If a bid is not complete or something in it is not clear, the BEC may, but is not obliged to, ask bidders for more information. Bidders will receive such requests for more information in writing. No substantial changes to the bid will be asked for or allowed, except if there is a clear mistake in the bid.
- (c) A bid that is not complete or requires clarification may be disqualified without a request for further information.

## 10.9 How the bids will be evaluated and the preferred bidder chosen

- (a) The three main elements of the bid and the one-envelope system
- (b) Bids will be evaluated on three main elements: functionality, BEE and the PPP fee offer.
- (c) Bidders must score at least 75% for functionality and at least 65% for BEE.
- (d) The weighting of the elements.
- (e) Functionality will be weighted at 50% of the overall bid score.
- (f) BEE will be weighted at 10% of the overall bid score.
- (g) The PPP fee offer will be weighted at 40% of the overall bid score.
- (h) The provisions of the *Preferential Procurement Policy Framework Act, 2000* (PPPFA) apply.
- (i) How functionality is evaluated.
- (j) Ezemvelo KZN Wildlife will evaluate functionality in terms of the elements set out in the functionality scorecard below.

Details of the format and information required for each element are contained in annexures 1 to 4.

## PART F: BID EVALUATION

### 11. EVALUATION CRITERIA

Refer to sections 12-17 for detailed evaluation. The evaluation process will be conducted in phases as follows:

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Bids administrative compliance	Mandatory requirements	Functionality Criteria	Price and specific goals
Compliance and completeness of proposal by the set of bid conditions.	Compliance with mandatory requirements.	Bids will be evaluated out of 100 points and bids that scored below 75 points will not be considered for further evaluation.	Bids will be evaluated in terms of Preferential Procurement Regulations, 2022.

#### PHASE 2: BID MANDATORY REQUIREMENTS

Bidders are to provide the required documents as per all mandatory requirements stipulated in this document.

**NOTE:** It is **MANDATORY** for the Bidder to submit relevant documentation in respect of the below and failure to do so will result in the bid being considered as incomplete and **THUS NOT BE EVALUATED**.

No.	Mandatory Requirement
1.	Given that the Project may entail risk to both the preferred Bidder and Ezemvelo, prospective Bidder will be expected to demonstrate their financial capability to undertake the project of this nature beyond reasonable doubt.  Means of verification: 3 years audited financials or independently reviewed financial statements.
2.	In this regard, the successful Bidder can be a single concessionaire with an asset value of at least R3 million, and a minimum Gross Revenue of at least R3.5 million per annum.

	Means of verification: valuation of asset as provided on audited financials or independently reviewed financial statements.
3.	<p>All bidders must have a public liability insurance cover of R10 million or more for related operations within the Republic of South Africa, and a copy of the insurance cover certificate must be submitted or Quotation of the Public Liability insurance will be considered.</p> <p>However, it must be fully applicable before entering into the PPP Agreement with the successful bidder/operator of the project.</p> <p>Means of verification: confirmation of insurance/ or quotation</p>
4.	<p>The service provider must also submit a valid letter of good standing from the office of the Compensation Commissioner as required by the Compensation of Occupational Injuries and Diseases Act (COIDA).</p> <p>The letter must be issued by the Department of Labour and a copy of the valid certificate of compensation of occupational injuries and diseases act (COIDA) must be submitted.</p>

### PHASE 3: FUNCTIONAL EVALUATION

For certainty that the Bidder(s) meet necessary requirements to undertaking this Bid, Ezemvelo would need to satisfy itself that the Bidder has the necessary resources, expertise, and experience for this Bid. Thus, the Bid functionality will be evaluated out of 100 points by using the following points weight categories. All Bids that scored below the 75-point threshold marks in this regard will be eliminated and not considered for further evaluation:

**Table 1:** Weighting on Functional Evaluation

Items	Financial & Capital Plan	Business, Ops and Design Plan	Environmental Management Plan	Risk Matrix
Weight Point for Functionality	30	40	20	10

For ease of evaluation, the following a guideline are provided for expected Technical Proposals.

## **PHASE 4: PRICE AND SPECIFIC GOAL**

The applicable preference point system for this tender is the 80/20 preference point system, applied as follows:

- Points shall be awarded for price is (80) and (20) for specific goals.
- Points claimed must be substantiated by the following valid documents:
- Proof of B-BBEE status level of contributor or BBBEE Certificate /Affidavit (in case of JV, a consolidated scorecard will be accepted)
- Proof of disability letter from medical document from a doctor or other healthcare professional that confirm a person has a disability

In the case of B-BBEE certificates, the bidder must also submit the full verification report which shows the percentage of Black people, Black women and Black Youth ownership.

Ezemvelo KZN Wildlife will evaluate the bidder's BBBEE proposal and will allocate scores according to the methodology and weightings in the BBBEE scorecard (refer to section 15). BBBEE is scored out of 100 points. All B-BBEE definitions used are consistent with those used in the Amended Tourism B-BBEE Sector Code, 2015. Refer to Section 15.

Guidelines for on the application of the preference point system and PPP offer are outlined in Section 16 of this document.

## **12. SECTION 1 - BIDDER'S FINANCING AND CAPITAL PLAN**

Financial and Capital Plan accounts for **30 points** of the total functional section of the Bid evaluation scoring.

For this section, Bidders are required to provide the following economic and financial information:

- 12.1 The most recent Audited or Reviewed Financial Statements for the past three (3) years or more.
  - (a) If qualification criteria are being met by referencing other companies, whether they are current or prospective shareholders or partners, then those companies must provide the same information.
  - (b) If financial criteria are met by privately held companies that do not produce audited or independently reviewed financial statements, or by private individuals, then those companies or individuals must provide a statement of assets, confirmed with ownership certification by a qualified auditor.
- 12.2 Indicate the amount of capital required, and where it will be sourced from (i.e. own capital financing, grants, or loans). Please state the expected amount per sources, including terms of financing (interest rate, repayment period, security etc.) of any proposed loans. Specify whether the necessary financing has been secured, and provide appropriate proof.
- 12.3 Indicate the amounts proposed for capital investment and specifically for the following:
  - (a) Spa Treatment facility inside Hilltop Resort;
  - (b) Spa in the Bush development;
  - (c) Purchase of other business assets, including movable assets to include game drive vehicles.
- 12.4 Recent auditor's report confirming that all the members of the Bidder are solvent and liquid. Should any member of the Bidder not be able to produce Audited financial statements, notarised statement of assets must be submitted.
- 12.5 A cash flow forecast (net of VAT) for the proposed term (number of years) of the PPP Agreement. This may be in a spread sheet format of the bidder's choice, but must at least present the following:



Items	Startup R'000	Y1 R'000	Y2 R'000	Y3 R'000	Y4 R'000	Y5* R'000	
Cash inflows							
Owners' capital							
Loans received							
Grants received							
Cash from sales and other operating revenue							
Cash from other sources							
<b>Total cash inflow (A)</b>							
Cash outflows							
Project costs and startup expenses							
Salaries, wages and staff costs							
All other operating costs and expenses							
Loan repayments							
Infrastructure upgrades/Building additions/ internal décor etc.							
Replacement of equipment and vehicles							
<b>Total cash outflow (B)</b>							
<b>Net cash flow [A – B] before PPP fees and tax</b>							

\*Adapt for the term of the PPP (10 Years)

Assessment of Financial and Capital Plan score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided Audited Financial Statements (or signed-off financial statement of is SMEs). (PoE = Audited Financial Statements or independently reviewed financial statements (or signed-off financial statement of is SMEs))</li> <li>• The Bidder has provided the Project Cash Flow forecast or projections for the duration of the Project. (PoE = Project Cash Flow for the duration of the Project)</li> <li>• The Bidder has provided capital required for the Project including its source(s). (PoE = Details of anticipated Project's Capital Requirement and their sources)</li> <li>• Provided externally sourced-capital contains, but not limited to, interest rate, repayment period, security etc. (PoE = Conditions associated with each externally sourced Capital)</li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided Audited Financial Statements (or signed-off financial statement of is SMEs). (PoE = Audited Financial Statements or independently reviewed financial statements (or signed-off financial statement of is SMEs))</li> <li>• The Bidder has provided the Project Cash Flow forecast or projections for the duration of the Project. (PoE = Project Cash Flow for the duration of the Project)</li> <li>• The Bidder has provided capital required for the Project including its source(s). (PoE = Details of anticipated Project's Capital Requirement and their sources)</li> <li>• Provided externally sourced-capital contains, but not limited to, interest rate, repayment period, security etc. (PoE = Conditions associated with each externally sourced Capital)</li> <li>• Provided externally sourced-capital but DOES NOT contain interest rate, repayment period, security etc.</li> </ul>
	0	<p>The Bidder <b><u>did not comply</u></b> with the above financial requirements by not providing one or more of the following:</p> <ul style="list-style-type: none"> <li>• Audited Financial Statements or <i>independently</i> reviewed financial statements</li> <li>• Forecast Project Cash Flow forecast or projections.</li> <li>• Capital required for the Project including its sources.</li> </ul>

### **13. SECTION 2 - BIDDER'S BUSINESS, OPERATIONAL AND DESIGN PLAN**

Business, Operational, and Design Plan accounts for **40 points** of the total functional section of the Bid evaluation scoring.

For this section, the Bidder is required to provide the following basic information:

#### **13.1 Background of the Bidding Company (*weighs 30 points of this Section*)**

##### **13.1.1 Rationale**

The Bidder to articulate their company, business objectives, concept, including Product and Service being offered.

##### **13.1.2 Current/Previous Operations**

The following to be provided, but should not be limited to:

Size of current/previous operations or the generation of turnover must provide a general description of the Health and/or Beauty Spa business facilities they have operated, including the following:

- (a) Number of functional Health and/or Beauty Spa business facilities operation(s): operate at least one, and;
- (b) geographic location of the Health and/or Beauty Spa business site operations (at least 1 location);
- (c) type of product additional offerings provided to clients; and
- (d) type of customers, i.e. local and international percentage split.

##### **13.1.3 Record of Accomplishment**

- (a) The Bidder's track record on and knowledge of operating Health and/or Beauty Spa business for at least 3 (three) years. The definition "operating" includes ownership, leasing or concession arrangements and management contracts for such products. It will not include employment at a Spa Treatment establishment.
- (b) Professional body / association for operating a Health and/or Beauty Spa business (list any awards, accolades, or ratings).

##### **13.1.4 Operating Standards**

Current/previous operating standards, including outlining of any operations and procedures manuals for similar commercial venture as outlined in this RFP.

### 13.1.5 Management and Employees

In this sub-section, the Bidder is expected to provide the following:

- (a) Current company structure with specific reference to the expertise required for the relevant PPP Opportunity (management of a hospitality and tourism management facility);
- (b) Number of personnel working in the health and/or beauty spa industry and their qualifications;
- (c) Curriculum vitae of shareholders, directors, management, and staff. Specific reference should be made to relevant qualifications and experience that will ensure the safety of tourists and visitors and staff as well as the ability to undertake appropriate premium accommodations services, and other tourism activities such as guided game drives and wilderness trail tours.
- (d) Where skills and experience are lacking, outline the strategy to insource these, as may be required.

Assessment of background of the bidding company score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has demonstrated experience of <b>more than 5 years</b> in operating a Health and/or Beauty Spa business. <i>(PoE = Audited Financial Statements or independently reviewed financial statements (or signed-off financial statement of is SMEs)</i></li> <li>• The Bidder has provided a proof of their business objectives, products and services offering in the Health and/or Beauty Spa business. <i>(PoE = Bidder's Business Profile)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for their existing Health and/or Beauty Spa business. <i>(PoE = Bidder's Standard Operating Procedure (SoP))</i></li> <li>• The Bidder has provided their <u>existing</u> operational structure for their current Health and/or Beauty Spa business (showing Management &amp; Operational staff). <i>(PoE = Bidder's Current Operational Structure or Organogram)</i></li> <li>• The Bidder has provided proof of being registered with a professional body / association for operating a Health and/or Beauty Spa business such as the South African Association of Health and Skincare Professionals (SAAHSP) or similar. <i>(PoE = Copy Certificate of Association Registration)</i></li> </ul>
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	4	<ul style="list-style-type: none"> <li>• The Bidder has demonstrated experience of <b>3-5 years</b> in operating a Health and/or Beauty Spa business. <i>(PoE = Audited Financial Statements or independently reviewed financial statements (or signed-off financial statement of is SMEs)</i></li> <li>• The Bidder has provided a proof of their business objectives, products and services offering in the Health and/or Beauty Spa business. <i>(PoE = Bidder's Business Profile)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for their existing Health and/or Beauty Spa business. <i>(PoE = Bidder's Standard Operating Procedure (SoP))</i></li> <li>• The Bidder has provided their <u>existing</u> operational structure for their current Health and/or Beauty Spa business (showing Management &amp; Operational staff). <i>(PoE = Bidder's Current Operational Structure or Organogram)</i></li> <li>• The Bidder has provided proof of being registered with a professional body / association for operating a Health and/or Beauty Spa business such as the South African Association of Health and Skincare Professionals (SAAHSP) or similar. <i>(PoE = Copy Certificate of Association Registration)</i></li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the above background of the bidding company requirement by not providing one or more of the following:</p> <ul style="list-style-type: none"> <li>• Demonstration of experience of at least 3 years.</li> <li>• Products &amp; services offering in the Health and/or Beauty Spa business.</li> <li>• SoP for their existing Health and/or Beauty Spa business.</li> <li>• Their <u>existing</u> operational structure.</li> </ul>

## 13.2 Operational Vision, Plan, and Service Standards *(weighs 30 points of this Section)*

### 13.2.1 Products / Services / Activities

In this sub-section, the Bidder should provide a detailed description of the products and services envisaged for the proposed business, encompassing, but not limited to, Health and/or Beauty Spa service, and with reference to the following:

- Spa Treatment models – target clientele, décor, rates etc.
- Provision of skin and related treatment products.
- Related tourism activities model (if any) – target audience, activities offered to visitors, rates, the incentive to use.

### **13.2.2 Operating Standards**

In this sub-section, the Bidder should provide proposed Operating Standards for both Spa Treatment facilities, including an outline of the operations and procedures manuals.

### **13.2.3 Proposed Organisational and Staffing Structures**

In this sub-section, the Bidder is expected to provide the following:

- (a) Staff organogram, covering management, and other operational staff members;
- (b) Labour plan, including details of numbers of permanent and part-time staff that will be employed, staff recruitment policies, employment policies and socio-economic goals with employment;

### **13.2.4 Customer Service**

In this sub-section, the Bidder is expected to provide the following:

- (a) Guest/Customer feedback mechanism (measuring tool to determine Customer Satisfaction Levels or Index);
- (b) Guest/Customer complaints or compliments procedure;
- (c) Reservation/ booking policy.

### **13.2.5 Proposed Health & Safety**

In this sub-section, the Bidder is expected to provide the following:

- (a) Hygiene audits – the successful Bidder / Operator agrees to be subjected to and undertake at least one (1) hygiene audit per annum to be undertaken by a qualified hygiene auditor with at least ISO 17025 accreditation. The Operator, therefore, agrees to address all issues that be identified, and attending to recommendations made by the aforementioned auditor. Thus, the Operation is expected to achieve a total rating of 75% and above on the hygiene audit rating. The full report of hygiene audits will be submitted to Ezemvelo for record keeping and compliance monitoring;
- (b) The Operator further agrees to co-operate with Ezemvelo in compiling a monitoring checklist that encompasses all Occupational Health and Safety requirements. The checklist may be used for auditing purposes during the set-up, operation, and management of the entire facility;
- (c) Facilities' Cleaning Procedures;

- (d) Designs of Emergency Handling Plans;
- (e) Safety procedures, with specific reference to managing the safety of visitors and staff.

### 13.2.6 Proposed Distribution Channels

In this sub-section, the Bidder is expected to provide the following:

- (a) Stock handling, storage and rotation procedures; and
- (b) Stock and inventory control measures.

Assessment of operational vision, plan, and service standards score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a comprehensive Business Plan for the <u>proposed</u> Health and/or Beauty Spa business, inclusive of products &amp; services; target clientele; décor; business charging rates. <i>(PoE = Business Plan for the Proposed Health and/or Beauty Spa Business, with products &amp; services; target clientele; décor; business charging rates etc.)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for the <u>proposed</u> Health and/or Beauty Spa business. <i>(PoE = Standard Operating Procedure (SoP) for the proposed Health and/or Beauty Spa business)</i></li> <li>• The Bidder has provided the operational structure for the <u>proposed</u> Health and/or Beauty Spa business (showing Management &amp; Operational staff). <i>(PoE = Bidder's proposed Operational Structure and Organogram)</i></li> <li>• The Bidder has provided their <u>proposed</u> Customer Service Procedures (SoP) covering guest feedback, complaints handling, and reservation/ booking policy. <i>(PoE = Bidder's Proposed Customer Service Procedures (SoP))</i></li> <li>• The Bidder has provided their <u>proposed</u> Health and Safety Procedure covering annual Hygiene audits (check list), Emergency Handling Plans, Facilities' Cleaning Procedures, Safety procedures. <i>(PoE = Bidders proposed Health and Safety Procedure)</i></li> <li>• The Bidder has provided their <u>proposed</u> Stock Handling Policy/Procedure covering stock handling, storage and rotation procedures. <i>(PoE = Bidders proposed Stock Handling Policy/ Procedure)</i></li> </ul>
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	0	<p>The Bidder <b>did not comply</b> with the above operational vision, plan, and service standards requirements (as listed above) by not providing one or more of the following:</p> <ul style="list-style-type: none"> <li>• A comprehensive Business Plan for the <u>proposed</u> business.</li> <li>• A detailed SoP for the <u>proposed</u> business.</li> <li>• Operational structure for the <u>proposed</u> business.</li> <li>• Their <u>proposed</u> Customer Service Procedures (SoP).</li> <li>• Their <u>proposed</u> Health and Safety Procedure.</li> <li>• Their <u>proposed</u> Stock Handling Policy/Procedure.</li> </ul>
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### 13.3 The Operator's Asset Management *(weighs 20 points of this Section)*

The successful Bidder/Operator will be required to purchase their own assets in order successfully operate and manage the Health and/or Beauty Spa services including other possible integrated products such as game view vehicles for the entire concession period as shall be agreed on the PPP Agreement.

Please note that Ezemvelo will avail the Project sites in their current form, hence it will be responsibility of the successful Bidder to redevelop the entire business as per their proposal.

Assessment of Operator's Asset Management score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a detailed Asset Management Plan for the proposed Health and/or Beauty Spa Business, covering, but not limited to, capacity from this undertaking, asset risk management, asset lifecycles, and more.</li> </ul> <p><i>(PoE = Detailed Asset Management Plan, covering, capacity from this undertaking, asset risk management, asset lifecycles, and more)</i></p>
	4	<ul style="list-style-type: none"> <li>• The Bidder has provided a detailed Asset Management Plan for the proposed Health and/or Beauty Spa Business, covering, capacity from this undertaking, asset risk management, and asset lifecycles only.</li> </ul> <p><i>(PoE = Detailed Asset Management Plan, covering, capacity from this undertaking, asset risk management, and asset lifecycles only)</i></p>
	0	<p>The Bidder <b>did not comply</b> with the Operator's Asset Management requirement by not providing a detailed Asset Management Plan for the proposed Health covering, at least: capacity from this undertaking, asset risk management, and asset lifecycles.</p>



### 13.4 Maintenance Plan *(weighs 10 points of this Section)*

The successful Bidder/Operator will be required to submit a detailed maintenance plan for both of the Health and/or Beauty Spa business and related activities as per their submitted proposal for the concession period, as shall be agreed on the PPP Agreement.

Assessment of Maintenance Plan score:

SCORING POINTS	5	<ul style="list-style-type: none"><li>The Bidder has provided a <b>comprehensive</b> Maintenance Plan, covering the business asset items, maintenance lifecycle/ schedules, preventative strategies, and more. <i>(PoE = Detailed Business Maintenance Plan, covering business asset items, maintenance lifecycle, preventative strategies, and more)</i></li></ul>
	3	<ul style="list-style-type: none"><li>The Bidder has provided a Maintenance Plan, covering the business asset items, maintenance lifecycle/ schedules, and preventative strategies only. <i>(PoE = Detailed Business Maintenance Plan, covering business asset items, maintenance lifecycle, and preventative strategies)</i></li></ul>
	0	The Bidder <b><u>did not comply</u></b> with the Maintenance Plan requirements by not providing a maintenance plan covering at least business asset items, maintenance lifecycle, and preventative strategies.

### 13.5 Institutional Depth to Market the Proposed Business *(weighs 10 points of this Section)*

#### 13.5.1 Current Marketing

In this sub-section, the Bidder is expected to provide the following:

- Bidder's existing client base and market penetration strategy (high-level).
- Demonstration on knowledge of the protected areas market.

#### 13.5.2 Understanding of Market for Proposed PPP Opportunities

In this sub-section, the Bidder is expected to provide the following:

- Differentiation strategy.
- Target market demographics (covering geographical, income, nature of the activity, etc.).
- Product branding plans.
- Revenue growth strategy.
- Competitor analysis.

Assessment of Institutional Depth to Market the Proposed Business score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a high-level Marketing and Sales Strategy for the proposed Health and/or Beauty Spa business, covering Customer Analysis, Medium to Long-term Goals; Product Selling &amp; Marketing Channels, and more. <i>(PoE = High-level Marketing and Sales Strategy for the proposed business, covering Customer Analysis, Medium to Long-term Goals; Product Selling &amp; Marketing Channels, and more)</i></li> <li>• The Bidder <b>has demonstrated</b> an understanding of the market segments, identification of target market demographics, plans for product branding, proposed pricing etc. <i>(PoE = Written description of the Marketing and Sales Strategy)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided a high-level Marketing and Sales Strategy for the proposed Health and/or Beauty Spa business, covering Customer Analysis, Medium to Long-term Goals; and Product Selling &amp; Marketing Channels only. <i>(PoE = High-level Marketing and Sales Strategy for the proposed business, covering Customer Analysis, Medium to Long-term Goals; and Product Selling &amp; Marketing Channels, only)</i></li> <li>• The Bidder <b>has not demonstrated</b> an understanding of the market segments, identification of target market demographics, plans for product branding, proposed pricing <i>(PoE = Written description of the Marketing and Sales Strategy)</i></li> </ul>
	0	<p>The Bidder <b><u>did not comply</u></b> with the requirements for the Institutional Depth to Market the Proposed Business, by not having a Marketing and Sales Strategy covering at least:</p> <ul style="list-style-type: none"> <li>• Customer Analysis,</li> <li>• Medium to Long-term Goals; and</li> <li>• Product Selling &amp; Marketing Channels</li> </ul>

## **14. SECTION 3 - BIDDER'S ENVIRONMENTAL MANAGEMENT PROPOSAL**

The Environmental Management Proposal accounts for **20 points** of the total functional section of the Bid evaluation scoring.

Please note that failure to commit to the following undertakings may result in disqualification.

For this section, the Bidder is required to provide the following basic information:

- (a) Confirmation that all legislative requirements, including Environmental Impact Assessment (EIA) Regulations (2014) (as amended), and Basic Assessment Report (BAR) requirements are understood and will be complied with.
- (b) Should the Bidder be successful, they acknowledge to comply with all Ezemvelo's Environmental Guidelines for Private Party Operation within the Ezemvelo protected areas, which may change from time to time.
- (c) The successful Bidder/Operator undertakes to conduct, manage, and carry out the Project and all its related products and services in an environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a protected area.
- (d) The successful Bidder/Operator undertakes to take all reasonable steps in conducting the Project to prevent and limit the occurrence of any environmental or health hazards and to ensure occupational, health and safety of the Private Parties and the public.
- (e) The successful Bidder/Operator acknowledges that Ezemvelo has an active role to play in ensuring Responsible Tourism in all of its protected areas. Ezemvelo will, therefore, require that Private Parties operating in a protected area under its jurisdiction must subscribe to the same standards when operating commercial outlets in a protected area.

### **14.1 Environmental Officer Monitoring Activities *(weighs 15 points of this sub-section)***

For this sub-section, the Bidder is required to provide the following:

- 14.1.1 Acknowledgement by the prospective Bidder/Operator that an Environmental Officer (EO) will be appointed, at the cost to the Operator, for the duration of the agreement (note: this is in addition to the independent EO that conducts audits to ensure compliance against the environmental authorisation). The EO must conduct day-to-day monitoring activities to ensure compliance with all environmental requirements. The EO undertaking the day-to-day monitoring activities should demonstrate previous experience in the field of environmental management and have necessary qualification(s) in the field of nature conservation or environmental management.

- 14.1.2 The prospective Bidder/Operator should demonstrate that they are qualified and has necessary experience and expertise of operating a professional Health and/or Beauty Spa facility or nature conservation for the period no less than three (3) years.

Assessment of Environmental Officer Monitoring Activities score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>The Bidder has provided an Environmental Officer (EO) with a minimum qualification of NQF Level 7 in Nature Conservation or Environmental Management, and operational experience of <b>more than 5 years</b> in Health and/or Beauty Spa or nature conservation sector.</li> </ul> <i>(PoE = CV of the aforementioned EO with relevant qualifications and experience in Health and/or Beauty Spa or nature conservation sector)</i>
	4	<ul style="list-style-type: none"> <li>The Bidder has provided an Environmental Officer (EO) with a minimum qualification of NQF Level 7 in Nature Conservation or Environmental Management, and operational experience of <b>3-5 years</b> in Health and/or Beauty Spa or nature conservation sector.</li> </ul> <i>(PoE = CV of the aforementioned EO with relevant qualifications and experience in Health and/or Beauty Spa or nature conservation sector)</i>
	0	<p>The Bidder <b><u>did not comply</u></b> with the requirements of having an Environmental Officer (EO) with:</p> <ul style="list-style-type: none"> <li>a minimum qualification of NQF Level 7 in Nature Conservation or Environmental Management; and</li> <li>Operational experience of at least <b>3 years</b> in Health and/or Beauty Spa or nature conservation sector.</li> </ul>

## 14.2 Green Operations *(weighs 10 points of this sub-section)*

For this sub-section, the Bidder is required to provide the following:

- 14.2.1 Outline proposed Green Operations Policy and Procedures.
- 14.2.2 Outline a proposed Green Procurement Policy to ensure that all produce, containers, and packaging comes from suppliers that apply sustainability and eco-friendly environmental principles that reduce Waste, conserve water and energy, use less packaging and single-use plastic, and produce Waste that is recyclable as much as possible.

#### Assessment of Green Operations score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided their proposed or existing Green Operations Policy, covering the Green Procurement aspect of the business. (PoE = The Bidder's Green Operational Policy)</li> <li>• The Bidder has provided their Green Operations Procedures (SoP). (PoE = The Bidder's Green SoP)</li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided their proposed or existing Green Operations Policy, covering the Green Procurement aspect of the business. (PoE = The Bidder's Green Operational Policy)</li> <li>• The Bidder has <b>NOT</b> provided their Green Operations Procedures (SoP).</li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the requirement by providing:</p> <ul style="list-style-type: none"> <li>• Their Green Operations Policy; and</li> <li>• Green Operations SoP</li> </ul>

#### 14.3 Environmental Impact *(weighs 15 points of this sub-section)*

For this sub-section, the Bidder is required to provide the following:

- 14.3.1 Describe the anticipated environmental impact that might result during the operations of both facilities.
- 14.3.2 Describe preliminary mitigation measures that demonstrate the types of initiatives/processes that could be implemented to ensure the minimal environmental impact on the site.

#### Assessment of Environmental Impact score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>The Bidder has provided a <u>comprehensive</u> description of the environmental management plan that might result during their operation in the park, covering Air &amp; Water Pollution, Waste Management, and Biodiversity management.</li> <li>(PoE = Written and detailed description of Bidder's operational environmental impact covering Air &amp; Water Pollution, Waste Management, and Biodiversity)</li> <li>The Bidder has provided environmental impact contains mitigation plans per identified environmental impact issues.</li> <li>(PoE = Detailed Environmental Impact Mitigation Plan)</li> </ul>
	3	<ul style="list-style-type: none"> <li>The Bidder has provided a non-comprehensive description of the environmental management plan that might result during their operation in the park, <u>missing</u> one of the following: Air &amp; Water Pollution, Waste Management, and Biodiversity.</li> <li>(PoE = Written and detailed description of Bidder's operational environmental impact missing one of the following: Air &amp; Water Pollution, Waste Management, and Biodiversity)</li> <li>The Bidder has provided environmental impact contains mitigation plans per identified environmental impact issues.</li> <li>(PoE = Detailed Environmental Impact Mitigation Plan)</li> </ul>
	1	<ul style="list-style-type: none"> <li>The Bidder has provided a description of the environmental management plan that might result during their operation in the park, but it is <b>NOT</b> comprehensive.</li> <li>(PoE = Written description and non-comprehensive operational environmental impact)</li> <li>The provided environmental impact does <b>NOT</b> contains mitigation plans per identified environmental impact issues.</li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the environmental impact requirement by not providing, the following:</p> <ul style="list-style-type: none"> <li>Description of the environmental impact that might result during their operation.</li> <li>Environmental impact contains mitigation plans per identified environmental issues.</li> </ul>

#### 14.4 Energy Usage (weighs 15 points of this sub-section)

For this sub-section, the Bidder is required to provide the following:

14.4.1 Describe the energy sources to be used during operation.

14.4.2 Should the Bidder consider using solar energy, then the Bidder should describe how the use of solar energy installations and technology will be implemented during the operation.

- 14.4.3 Outline measures that will be implemented to reduce fossil fuel energy consumption and ensure that operations are energy efficient.
- 14.4.4 Describe the awareness programmes implemented to educate staff and guests on energy consumption.
- 14.4.5 Undertaking that, energy usage will be appropriately measured during operation and initiatives implemented to reduce the usage to optimum levels.

Assessment of Energy Usage score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive Operational Energy Source Plan for their operation, covering, energy sources, awareness programme(s) to educate staff and guests. <i>(PoE = Written description of the Operational Energy Source Plan)</i></li> <li>The provided Operational Energy Source Plan contains or integrates renewable energy (i.e. solar, wind, hydro etc.). <i>(PoE = Written description of the Operational Energy Source Plan with renewable energy)</i></li> </ul>
	4	<ul style="list-style-type: none"> <li>The Bidder has provided a <b>non-comprehensive</b> Operational Energy Source Plan for their operation <b>without</b> energy sources, awareness programme(s) to educate staff and guests. <i>(PoE = Written description of the Operational Energy Source Plan)</i></li> <li>The provided Operational Energy Source Plan contains or integrates renewable energy (i.e. solar, wind, hydro etc.). <i>(PoE = Written description of the Operational Energy Source Plan with renewable energy)</i></li> </ul>
	2	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive the Operational Energy Source Plan for their operation (with awareness programme(s) to educate staff and guests). <i>(PoE = Written description of the Operational Energy Source Plan)</i></li> <li>The provided Operational Energy Source Plan does <b>NOT</b> contain or integrates renewable energy (i.e. solar, wind, hydro etc.).</li> </ul>
	1	<ul style="list-style-type: none"> <li>The Bidder has provided a <b>non-comprehensive</b> Operational Energy Source Plan for their operation (<b>without</b> awareness programme(s) to educate staff and guests). <i>(PoE = Written description of the Operational Energy Source Plan)</i></li> <li>The provided Operational Energy Source Plan does <b>NOT</b> contains or integrates renewable energy (i.e. solar, wind, hydro etc.).</li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the energy use requirements by not providing, the following:</p> <ul style="list-style-type: none"> <li>Operational Energy Source Plan.</li> </ul>

#### 14.5 Water Management *(weighs 15 points of this sub-section)*

For this sub-section, the Bidder is required to provide the following:

- 14.5.1 Describe the awareness programmes that will be implemented to educate both staff and guests on waste management.
- 14.5.2 Outline water conservation, re-use, and recycling measures that will be implemented during operation.
- 14.5.3 Describe the awareness programmes that will be implemented to educate both staff and guests on water consumption.
- 14.5.4 Undertaking that water usage will be measured during operation and initiatives implemented to reduce the usage to optimum levels.

Assessment of Water Management score:

SCORING POINTS	5	<ul style="list-style-type: none"><li>• The Bidder has provided a comprehensive description of their Operational Water Management Plan, covering users' awareness programmes; water conservation, re-use, and recycling measures, <b>and more</b>).</li></ul> <i>(PoE = Written description of the Water Management Plan)</i>
	4	<ul style="list-style-type: none"><li>• The Bidder has provided a comprehensive description of their Operational Water Management Plan, covering users' awareness programmes; water conservation, re-use, and recycling measures <b>only</b>).</li></ul> <i>(PoE = Written description of the Operational Water Management Plan)</i>
	0	<p>The Bidder <b>did not comply</b> with the water management requirements by not providing, the following:</p> <ul style="list-style-type: none"><li>• Their Operational Water Management Plan.</li></ul>

#### 14.6 Waste Management *(weighs 10 points of this sub-section)*

For this sub-section, the Bidder is required to provide the following:

- 14.6.1 Describe the awareness programmes that will be implemented to educate both staff and guests on waste management.
- 14.6.2 Liquid Waste:
  - (a) Describe design management techniques to ensure liquid waste management is economically viable and environmentally sustainable.



- (b) Describe how sustainable waste management principles of avoidance and reduction, re-use, and recycling will be applied to liquid Waste.
- (c) Describe how sewerage will be managed.
- (d) Outline proposed operating procedures for liquid waste management, from source to disposal.

#### 14.6.3 Solid Waste:

- (a) Describe how sustainable waste management principles of avoidance and reduction, re-use, and recycling will be applied to solid Waste.
- (b) Describe measures to eliminate non-recyclable or hazardous packaging or containers (including plastic water bottles and single-use plastics) at the procurement phase.
- (c) Describe measures for the management of storage facilities and how these will remain clean and secured from problem animals.
- (d) Indicate the proposed authorised waste disposal sites that will be used, inside and/or outside of the park, and outline why the usage of the site will be the best environmentally wise option.
- (e) Outline proposed operating procedures for solid waste management, from source to disposal.

#### 14.6.4 Hazardous Waste

- (a) Outline proposed operating procedures for hazardous waste management, from collection to disposal.
- (b) Undertaking that hazardous Waste will be stored and discarded safely and legally.

Assessment of Waste Management score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive description of their Operational Waste Management Plan, covering liquid, solid, and hazardous waste, and disposal mechanisms thereof. <i>(PoE = Written description of the Operational Waste Management Plan, covering liquid, solid, and hazardous waste, and disposal thereof)</i></li> <li>The provided Operational Waste Management Plan outlines awareness programme(s) to educate staff and guests. <i>(PoE = Written description and outlines awareness programme(s) to educate staff and guests)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive description of their Operational Waste Management Plan, covering liquid, solid, and hazardous waste, and disposal mechanisms thereof. <i>(PoE = Written description of the Operational Waste Management Plan, covering liquid, solid, and hazardous waste, and disposal thereof)</i></li> <li>The provided Operational Waste Management Plan, but <b>DOES NOT</b> outline awareness programme(s) to educate staff and guests.</li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the Waste Management requirements by not providing, the following:</p> <ul style="list-style-type: none"> <li>Description of their Operational Waste Management Plan.</li> </ul>

#### 14.7 Pest Control *(weighs 10 points of this sub-section)*

For this sub-section, the Bidder is required to indicate the measures and products used for pest management, considering Ezemvelo's preferred pest control chemicals, integrated pest management plan, and bat management.

Assessment of Pest Control Plan score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive description of their Pest Control Plan, covering measures and eco-friendly products for pest control during their operation. <i>(PoE = Written description of the Pest Control Plan)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>The Bidder has provided a description of their Pest Control Plan, <b>not</b> covering measures and eco-friendly products for pest control during their operation. <i>(PoE = Written description of the Pest Control Plan)</i></li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the Pest Control requirements by not providing, the following:</p> <p>Description of their Pest Control Plan.</p>

#### 14.8 Alien Biota *(weighs 5 points of this sub-section)*

For this sub-section, the Bidder is required to describe proposed measures that will be implemented during construction and operations to reduce the risk of introducing alien biota into the park.

Assessment of Alien Biota Plan score:

SCORING POINTS	5	<ul style="list-style-type: none"><li>• The Bidder has provided a comprehensive Alien Biota Prevention Plan covering measures to be implemented during both the construction and operational phases of the project to minimise the risk of introducing alien species into the park.</li></ul> <i>(PoE = Written comprehensive Alien Biota Prevention Plan)</i>
	3	<ul style="list-style-type: none"><li>• The Bidder has provided a <b>non-comprehensive</b> Alien Biota Prevention Plan.</li></ul> <i>(PoE = Written Alien Biota Prevention Plan)</i>
	0	The Bidder <b>did not comply</b> with the Alien Biota requirements by not providing, the following: <ul style="list-style-type: none"><li>• Alien Biota Prevention Plan.</li></ul>

#### 14.9 Noise and Visual Pollution *(weighs 5 points of this sub-section)*

For this sub-section, the Bidder is required to provide the following:

- 14.9.1 Describe the noise generated and the proposed measures implemented during operations to reduce and minimise noise pollution.
- 14.9.2 Describe the visual impacts of the Spa Treatment facilities and the proposed measures that will be implemented during operations to reduce and minimise visual pollution.

Assessment of Noise and Visual Pollution score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a comprehensive description on how their will manage and reduce noise pollution during their operation. <i>(PoE = Written description of the Noise reductions initiatives)</i></li> <li>• The Bidder has provided a clear and detailed explanation of how they will manage and reduce visual pollution during their operations. <i>(PoE = Written description of the Visual reductions initiatives)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided a comprehensive description on how their will manage and reduce noise pollution during their operation. <i>(PoE = Written description of the Noise reductions initiatives)</i></li> <li>• The Bidder did <b>NOT</b> provide a clear explanation of how they will manage and reduce visual pollution during their operations.</li> </ul>
	2	<ul style="list-style-type: none"> <li>• The Bidder has <b>NOT</b> provided a comprehensive description on how their will manage and reduce noise pollution during their operation.</li> <li>• The Bidder has provided a clear and detailed explanation of how they will reduce visual pollution during their operations. <i>(PoE = Written description of the Visual reductions initiatives)</i></li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the Noise and Visual Pollution management requirements by not providing, the following:</p> <ul style="list-style-type: none"> <li>• Description on how their will manage and reduce noise pollution.</li> <li>• Description on how their will manage and reduce visual pollution.</li> </ul>

## 15 SECTION 4 - PROJECT RISK MATRIX

The Project Risk Matrix accounts for 10 points of the total functional section of the Bid evaluation scoring. The Bidder to provide risk assessment (matrix) of the operation to be undertaken based on their understanding of the business.

Type of risk	General description of risk	Project-specific risk (Please list anticipated risks)	Bidder's mitigation measures	Allocation of risk (Bidder/ Ezemvelo/ shared)
<b>Planning, design and construction</b>	Planning consents may not be acquired or granted; the design may not be fit for the purpose; the project may not be implemented on time and/or within the available budget (i.e., costs might be higher than anticipated).			
<b>Design</b>	The Operator's design may not achieve the required output specifications.			
<b>Rehabilitation</b>	The cost of rehabilitation of the Project site exceeds projected rehabilitation costs.			
<b>Supporting infrastructure</b>	Supporting infrastructure may not be conducive or adequate for optimal operation of the business (inclusive of staff housing).			
<b>Maintenance</b>	The costs of maintenance to required standards may vary from projections, or maintenance may not be carried out.			
<b>Operations</b>	Any factors (other than force majeure) that may impact on operations.			
<b>Sub-contractors</b>	Sub-contractor(s) defaults on their contractual obligations or filing for insolvency.			
<b>Utilities</b>	Project utilities may not be fully available or may cause delays to commence the operation.			
<b>Resource or input</b>	Failure or shortage in the supply of required resources.			
<b>Environmental authorisation</b>	Consent required from the DFFE (where applicable), is not obtained or it may delay the Project operation.			
<b>Environmental</b>	Liability for losses caused by environmental Midmar Damage arising during the Project development			
<b>Environment and heritage</b>	Liability for losses caused by environmental or heritage Midmar Damage factors.			

Type of risk	General description of risk	Project-specific risk (Please list anticipated risks)	Bidder's mitigation measures	Allocation of risk (Bidder/ Ezemvelo/ shared)
<b>Financing</b>	Required CAPEX may not be raised/secured; loans repayments might be difficult; tax obligations may not have been fully considered or may change; fluctuating inflation, interest rates, oil prices and currency fluctuations may affect assumptions.			
<b>Project Over-Run Costs</b>	Actual Project costs may exceed projected costs			
<b>Currency Exposure</b>	Exchange rate fluctuations may impact on the affordability of the Project.			
<b>Inflation</b>	Actual inflation rate may exceed the projected inflation rate.			
<b>Interest rate</b>	Interest rate fluctuations affecting the availability and cost of funding.			
<b>Tax rate change</b>	Changes in applicable tax laws to decrease the anticipated return on investment.			
<b>Availability</b>	The service provided by the Operator may not meet output specifications.			
<b>Force majeure</b>	Unexpected events beyond either party's control.			
<b>Insurance Risk</b>	Substantial increases in insurance premiums and/or costs related to excess payments.			
<b>Insolvency risk</b>	Insolvency of the Operator's Business, including this Project.			
<b>Market, demand, volume</b>	The demand for the product may be less than anticipated.			
<b>Political</b>	Unforeseeable conduct by Ezemvelo or expropriation of the assets, including land in which the Project is being established.			
<b>Third Party claims</b>	Injury or death due to guests visiting your establishment.			

Please provide list of anticipated risk well as the analysis of each risk exposure.

Assessment of Risk Matrix score:

SCORING POINTS	5	<ul style="list-style-type: none"> <li>• The Bidder has allocated <b>more than 80% (20)</b> of risks to themselves.</li> <li>• The Bidder has provided specific risks linked to provided risks types.</li> <li>• The Bidder has provided risk mitigation measures per measures linked to identified risks.</li> </ul>
	4	<ul style="list-style-type: none"> <li>• The Bidder has allocated <b>exactly 80% (20)</b> of risks to themselves.</li> <li>• The Bidder has provided specific risks linked to provided risks types.</li> <li>• The Bidder has provided risk mitigation measures per measures linked to identified risks.</li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has allocated <b>between 60% (15) and 80% (20)</b> of risks to themselves.</li> <li>• The Bidder has provided specific risks linked to provided risks types.</li> <li>• The Bidder has provided risk mitigation measures per measures linked to identified risks.</li> </ul>
	0	The Bidder did not comply with any of the aforementioned requirements.

## 16 B-BBEE PROPOSAL

B-BBEE Proposal accounts for 10 points of the total functional section of the Bid evaluation scoring.

For this section, the Bidder is required to provide the following information with necessary supporting evidence where possible, as prescribed below.

16.1 The Bidder's B-BBEE Proposal will be evaluated, and score its will be assessed based to the methodology and weightings outlined in the *Amended Tourism BBBEE Sector Code, 2015 Targets*.

16.1.1 Bidders anticipating the SPV to qualify as a Large Enterprise (**SPV total annual revenue of R45 million or above**), as defined by the Amended Tourism B-BBEE Sector Code, must complete the Large Enterprise Scorecard.

16.1.2 Bidders anticipating the SPV to qualify as a Qualifying Small Enterprise ("QSE") (**SPV total annual revenue of less than R45 million or above R5 million**), as defined by the Amended Tourism B-BBEE Sector Code, must complete the QSE Scorecard.

16.1.3 Bidders anticipating the SPV to qualify as an Exempted Micro Enterprise ("EME") (**SPV total annual revenue of R5 million or below**), as defined by the Amended Tourism B-BBEE Sector Code, are not required to complete the B-BBEE Scorecard. As part of the Bid, the Bidder must confirm that the anticipated total annual revenue of the SPV will be R5 million or below and confirm the percentage of black ownership in the SPV.

The following is a guide of the submission letter for confirming the above:

"[Name of Bidder] hereby confirms that the total annual revenue anticipated for this PPP opportunity is R5 million or below and will submit a sworn affidavit or certificate issued by the Companies and Intellectual Property Commission on an annual basis to confirm the total annual revenue of the SPV. In the case of total annual revenue exceeding R5 million, [Name of Bidder] will timeously notify Ezemvelo and acknowledges that Ezemvelo may require the SPV to complete the relevant B-BBEE Scorecard and meet the minimum threshold required by Ezemvelo. The SPV commits to [percentage]% of black ownership, which shall be maintained as a minimum throughout the duration of the PPP Agreement."



16.1.4 In terms of the B-BBEE Proposal, Bidders anticipating the SPV to qualify as an EME, articulated in clause 16.1.3 will score as follows:

Black Ownership	B-BBEE Level	B-BBEE Score
100% Black Owned	Level One	100
At least 51% Black Owned	Level Two	95
Less than 51% Black Owned	Level Four	80

Where the SPV's annual revenue exceeds or falls short of the thresholds for a Large Enterprise, QSE or EME, Ezemvelo may require the successful Bidder / Operator to submit a revised B-BBEE Proposal. In this case, a maximum transitional period of one year will be allowed for the SPV to achieve the new targets.

## 16.2 Commitments and Scoring

For Bidders anticipating the SPV to qualify as a QSE or Large Enterprise, the relevant Scorecard must be completed. The Bidder must make commitments in the 'Bid offered' column and insert scores in the far right-hand column of the relevant BBBEE Scorecard below. If the percentage committed to by the Bidder is less than the target, then the score must be weighted accordingly; for example, if the target is 1% and the maximum points to be scored are 5, and the Bidder's commitment is 0.5%, then only 2.5 points will be scored. If the percentage committed by the Bidder is equal to or more than the target, the total points will be scored. These commitments will become binding in the PPP Agreement. Ezemvelo will confirm the scoring on the basis of supporting information provided and may use an accredited B-BBEE rating agency for this purpose.

## 16.3 B-BBEE Scorecard Definitions and Measurements

**16.3.1** All B-BBEE definitions used are consistent with those used in the *Amended Tourism B-BBEE Sector Code, 2015*.

**16.3.2** All measurements of scores are calculated consistently with those used in the *Amended Tourism B-BBEE Sector Code, 2015*.

### 16.3.3 Large Enterprise Scorecard

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	27	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	4	30%		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%		
		Economic Interest	Economic Interest in the entity to which Black People are entitled	4	30%		
			Economic Interest in the entity to which Black Women are entitled	2	15%		
			Economic Interest of any of the following Black Natural Persons in the measured entity.				
			Black Designated Groups; Black Participants in Employee Share Ownership Programmes Black People in Broad Based Ownership Schemes; Black Participants in Cooperatives.	3	3%		
			Black New Entrants	4	10%		
		Realisation Points	Net Value	8	As per Codes		
		Score out of 27					
Management Control	19 (+2 Bonus)	Board Participation	Exercisable Voting Rights of Black Board Members as a percentage of all Board Members	2	50%		
			Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members	1	30%		
			Black Executive Directors as a percentage of all Executive Directors	2	50%		
			Black Female Executive Directors as a percentage of all Executive Directors	1	30%		
		Other Executive Management	Black Executive Management as a percentage of all Other Executive Management	2	60%		
			Black Female Executive Management as a percentage of all Other Executive Management	1	30%		
		Senior Management	Black Employees in Senior Management as a percentage of all Senior Management Targets for Black People must be split according to the Economically Active Population	2	60%		
			Black Female Employees in Senior Management as a percentage of all Senior Management Targets for Black People must be split according to the Economically Active Population	1	30%		
		Middle Management	Black Employees in Middle Management as a percentage of all Middle Management Targets for Black People must be split according to the Economically Active Population	2	75%		
			Black Female Employees in Middle Management as a percentage of all Middle Management Targets for Black People must be split according to the Economically Active Population	1	38%		
		Junior Management	Black Employees in Junior Management as a percentage of all Junior Management Targets for Black	1	80%		

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			People must be split according to the Economically Active Population				
			Black Female Employees in Junior Management as a percentage of all Junior Management Targets for Black People must be split according to the Economically Active Population	1	40%		
		Employees with disabilities	Black Employees with Disabilities as a percentage of all Employees	2	2%		
		Bonus Points	Number of Black Employees with Disabilities over and above the 2% target for Black Employees with Disabilities, as a percentage of all Employees	2	1% (over and above 2% target above)		
	Score out of 19 (+2 bonus)						
Skills Development	20 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Levable Amount	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism subsectors as a percentage of Levable Amount: - Accommodation; - Hospitality and related services; - Travel and related services. Targets for Black People must be split according to the Economically Active Population	5	6%		
			Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People with Disabilities in any of the above three tourism sub-sectors as a percentage of Levable Amount	3	0.3%		
		Learnerships, Apprenticeships, and Internships	Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of total Employees Targets for Black People must be split according to the Economically Active Population	8	3.5%		
			Number of Black Unemployed Learners participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of number of total Employees Targets for Black People must be split according to the Economically Active Population	4	3%		
		Bonus Points	Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme	5	100%		
	Score out of 20 (+5 bonus)						
Enterprise and Supplier Development	40 (+ 2 Bonus)	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition	5	80%		

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			Levels as a percentage of Total Measured Procurement Spend				
			B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	15%		
			B-BBEE Procurement Spend from all Exempted Micro Enterprises based on the applicable BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	15%		
			B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	9	40%		
			B-BBEE Procurement Spend from Empowering Suppliers that are 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	12%		
		Supplier Development	Annual value of all qualifying Supplier Development contributions made by the measured entity as a percentage of the target	10	3% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions made by the measured entity as a percentage of the target	5	0.5% of NPAT		
			Bonus point for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level	1	Yes		
			Bonus point for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity	1	Yes		
	Score out of 40 (+2 bonus)						
Socioeconomic Development	5 (+3 Bonus)	Socio-economic Development	Annual value of all Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
	Score out of 5 (+3 bonus)						
Total Points	111 (+12 Bonus)			111 (+12 Bonus)	Score out of 111		

### 16.3.4 Qualifying Small Enterprise Scorecard

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	26	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	5	30%		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%		
		Economic Interest	Economic Interest in the entity to which Black People are entitled	5	30%		
			Economic Interest in the entity to which Black Women are entitled	3	15%		
			Economic Interest of Black New Entrants or Black Designated Groups	3	3%		
		Realisation Points	Net Value	8	As per Codes		
	Score out of 26						
Management Control	15 (+2 Bonus)	Executive Management	Black representation at Executive Management	5	60%		
			Black Female representation at Executive Management	2	30%		
		Senior, Middle and Junior Management	Black representation at Senior, Middle and Junior Management	6	60%		
			Black Female representation at Senior, Middle and Junior Management	2	30%		
		Bonus Points	Number of Black Employees with Disabilities as a percentage of all Employees	2	1%		
	Score out of 15 (+2 bonus)						
Skills Development	25 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Levable Amount	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism subsectors as a percentage of Levable Amount: - Accommodation; - Hospitality and related services; - Travel and related services. Targets for Black People must be split according to the Economically Active Population	10	3%		
			Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black Females in any of the above three tourism sub-sectors as a percentage of Levable Amount.	9	1.5%		
		Learnerships, Apprenticeships, and Internships	Number of Black People participating in Learnerships, Apprenticeships and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees	6	2.5%		

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
		Bonus Points	Number of Black People absorbed by the measured and/or industry entity at the end of the Learnerships/ internship or Apprenticeship programme	5	100%		
	<b>Score out of 25 (+5 bonus)</b>						
<b>Enterprise and Supplier Development</b>	30	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	8	60%		
			B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	10	30%		
		Supplier Development	Annual value of all qualifying Supplier Development contributions made by the measured entity as a percentage of the target	7	2% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions made by the measured entity as a percentage of the target	5	0.5% of NPAT		
	<b>Score out of 30</b>						
<b>Socioeconomic Development</b>	5 (+3 Bonus)	Socio-economic Development	Annual value of all Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
	<b>Score out of 5 (+3 bonus)</b>						
<b>Total Points</b>	<b>101 (+10 Bonus)</b>			<b>111 (+10 Bonus)</b>	<b>Score out of 101</b>		

### 16.3.5 Supporting information

Bidders are required to provide information to support their commitments, which may include the following (failure to provide supporting evidence may result in the Bidder being penalised during evaluation):

## (a) Large Enterprises

All supporting information relates to the SPV that will be formed for the PPP Opportunity.

16.4 Ownership	Input
<b>1.1 Voting Rights</b>	
(a) Percentage of voting rights in the hands of:	
i. Black People	
ii. Black Women	
<b>1.2 Economic Interest</b>	
(a) Percentage economic interest in the hands of:	
i. Black People	
ii. Black Women	
(b) B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice)	
<b>1.3 Realisation Points</b>	
(a) Net value:	
If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes. ' OR	
If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:	
i. Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)	
ii. Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount	
iii. Anticipated value of the SPV at end of Year 1	
16.5 Management Control	Input
Economically Active Population being applied for calculations (National / Provincial) – if Provincial, please specify province for evaluation purposes (NB: Ezemvelo KZN Wildlife only operate in the KZN province)	
<b>2.1 Board Participation</b>	
(a) Total anticipated number of Board Members	
(b) Anticipated number of voting rights in the hands of the following Board Members:	
i. Black People	
ii. Black Women	
(c) Total anticipated number of Executive Directors	
(d) Anticipated number of:	
i. Black Executive Directors	
ii. Black Female Executive Directors	

<b>2.2 Other Executive Management</b>									
(a) Total anticipated number of Other Executive Management									
(b) Anticipated number of:									
i. Black Executive Managers									
ii. Black Female Executive Managers									
<b>2.3 Management (Senior, Middle and Junior)</b>									
Level of Management	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
Senior Management									
Middle Management									
Junior Management									
<b>TOTAL</b>									
<b>Employees with disabilities</b>									
(a) Total anticipated number of employees anticipated to be on payroll									
(b) Anticipated number of Black Employees with disabilities									
<b>16.6 Skills Development</b>									<b>Input</b>
<b>3.1 Skills Development Expenditure</b>									
(a) Anticipated Leviable Amount (total payroll amount)									
(b) Anticipated Skills Development expenditure									
(c) Anticipated Skills Development expenditure on Black People:									
Skills Development Expenditure (Rands)	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
(d) Anticipated Skills Development expenditure on Black People with Disabilities									
<p><b>Note:</b> Provide an overview on the Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes.</p>									
<b>3.2 Learnerships, Apprenticeships and Internships</b>									
(a) Total anticipated number of employees anticipated to be on payroll									
(b) Participation in Learnerships, Apprenticeships and Internships paid for by the SPV:									



Anticipated Number of Learnerships, Apprenticeships and Internships	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
Employees									
Unemployed Learners									
<b>TOTAL</b>									
(c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship									
<b>16.7 Enterprise and Supplier Development</b>									<b>Input</b>
<b>4.1 Preferential Procurement</b>									
(a) Anticipated Total Measured Procurement Spend in Rands									
(b) Anticipated value of B-BBEE procurement spend (in Rands) with:									
i. Empowering Suppliers									
ii. Empowering Suppliers that are Qualifying Small Enterprises									
iii. Exempted Micro Enterprises									
iv. Empowering Suppliers that are at least 51% Black Owned									
v. Empowering Suppliers that are 30% Black Women Owned									
<b>Note:</b> Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement.									
<b>4.2 Supplier Development</b>									
(a) Anticipated Net Profit After Tax (NPAT) in Rands									
(b) Anticipated value of Supplier Development contributions in Rands									
<b>Note:</b> Where possible, provide planned qualifying Supplier Development contributions / activities.									
<b>4.3 Enterprise Development</b>									
(a) Anticipated value of Enterprise Development contributions in Rands									
<b>Note:</b> Where possible, provide planned qualifying Enterprise Development contributions / activities.									
(b) Bonus point anticipated for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level									
(c) Bonus point anticipated for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity									
<b>16.8 Socio-economic Development</b>									<b>Input</b>
<b>5.1 Socio-economic Development Contributions</b>									
(a) Anticipated value of Socio-economic Development contributions									
<b>Note:</b> Where possible, provide planned qualifying Socio-economic Development contributions / activities.									
<b>Status as a TOMSA levy collector</b>									

(a) If "Yes", the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful.	
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## (b) Qualifying Small Enterprises

All supporting information relates to the SPV that will be formed for the PPP Opportunity.

1. Ownership	Input
<b>1.1 Voting Rights</b>	
(a) Percentage of voting rights in the hands of:	
i. Black People	
ii. Black Women	
<b>1.2 Economic Interest</b>	
(a) Percentage economic interest in the hands of:	
i. Black People	
ii. Black Women	
(b) B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice)	
<b>1.3 Realisation Points</b>	
(b) Net value:	
If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes. ‘ OR	
If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:	
i. Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)	
ii. Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount	
iii. Anticipated value of the SPV at end of Year 1	
2. Management Control	Input
<b>2.1 Executive Management</b>	
(a) Total anticipated number of Executive Management	
(b) Anticipated number of:	

i. Black Employees in Senior, Middle and Junior Management	
ii. Black Female Employees in Senior, Middle and Junior Management	
<b>2.2 Management (Senior, Middle and Junior)</b>	
(a) Total anticipated number of Senior, Middle and Junior Management	
(b) Anticipated number of:	
i. Black Employees in Senior, Middle and Junior Management	
ii. Black Female Employees in Senior, Middle and Junior Management	
<b>2.3 Employees with disabilities</b>	
(a) Total anticipated number of employees anticipated to be on payroll	
(b) Anticipated number of Black Employees with disabilities	
<b>3. Skills Development</b>	<b>Input</b>
<b>3.1 Skills Development Expenditure</b>	
(a) Anticipated Leviable Amount (total payroll amount)	
(b) Anticipated Skills Development expenditure	
(c) Anticipated Skills Development expenditure on Black People	
(d) Anticipated Skills Development expenditure on Black Females	
<b>Note:</b> Provide an overview on the Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes.	
<b>3.2 Learnerships, Apprenticeships and Internships</b>	
(a) Total anticipated number of employees anticipated to be on payroll	
(b) Anticipated number of Black People that will participate in Learnerships, Apprenticeships and Internships paid for by the SPV	
(c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship	
<b>4. Enterprise and Supplier Development</b>	<b>Input</b>
<b>4.1 Preferential Procurement</b>	
(a) Anticipated Total Measured Procurement Spend in Rands	
(b) Anticipated value of B-BBEE procurement spend (in Rands) with:	
i. Empowering Suppliers	
ii. Empowering Suppliers that are at least 51% Black Owned	
<b>Note:</b> Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement.	
<b>4.2 Supplier Development</b>	
(a) Anticipated Net Profit After Tax (NPAT) in Rands	
(b) Anticipated value of Supplier Development contributions in Rands	

<b>Note:</b> Where possible, provide planned qualifying Supplier Development contributions / activities.	
<b>4.3 Enterprise Development</b>	
(a) Anticipated value of Enterprise Development contributions in Rands	
<b>5. Socio-economic Development</b>	<b>Input</b>
<b>5.1 Socio-economic Development Contributions</b>	
(a) Anticipated value of Socio-economic Development contributions	
<b>Note:</b> Where possible, provide planned qualifying Socio-economic Development contributions / activities.	
<b>5.2 Status as a TOMSA levy collector</b>	
(b) If "Yes", the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful.	

### 16.8.1 Milestones and Targets Going Forward

- 16.8.1.1 The B-BBEE Milestones and Targets for the duration of the PPP Term shall be determined by the restructured editions of the Tourism Charter and Scorecard as gazetted from time to time.
- 16.8.1.2 The milestones and targets of the Tourism B-BBEE Charter and Scorecard could thus be amended from time to time and the provisions of this Section and PPP Agreement would be modified accordingly. The Private Party would receive notification of such amendments and be provided a maximum transitional period of one year for the SPV to address the amendments.

### 16.8.2 External B-BBEE Verification

- 16.8.2.1 Following the official signing of the PPP Agreement:
- (a) For SPVs qualifying as Large Enterprises and QSEs (as per Ezemvelo's B-BBEE requirements), the successful Bidder / Operator shall appoint a reputable external verification agency to determine the SPV/s B-BBEE status, as per the B-BBEE Proposal. A copy of such an independent verification certificate shall be provided to Ezemvelo within fifteen (15) days after the end of each Financial Year of the SPV. The B-BBEE Verification Certificate will categorise the SPV/s according to their contribution to BBBEE, as per the requirements of the B-BBEE Proposal.

(b) For SPVs qualifying as EMEs (as per Ezemvelo's B-BBEE requirements), the Private Party shall submit a sworn affidavit or certificate issued by the Companies and Intellectual Property Commission (CIPC) on an annual basis to confirm that the SPV's total annual revenue is within the EME threshold, as per the B-BBEE Proposal, and confirm the SPV's level of Black Ownership. A copy of the such affidavit or CIPC certificate shall be provided to Ezemvelo within fifteen (15) days after the end of each Financial Year of the SPV.

**16.8.2.2** Ezemvelo reserves the right to monitor and audit the Operator's BBBEE status. The Private Party shall co-operate in any monitoring or audit activity and provide Ezemvelo with all information, documents, records and the like to enable Ezemvelo to conduct such audits or any other monitoring activities.

**16.8.2.3** In the event of default by the SPV/s to comply with these provisions and the default is not remedied before the expiry of the period referred to in the notice by Ezemvelo, Ezemvelo will have the right to terminate the PPP Agreement with immediate effect by written notice to the SPV/s.

## 17 PREFERENTIAL PROCUREMENT SPECIFIC GOALS

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT SPECIFIC GOALS

### 1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and;
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 To be completed by the organ of state

- (a) The applicable preference point system for this tender is the 80/20 preference point system.
- (b) 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PPP PRICE OFFER	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a Bidder to submit proof or documentation required in terms of this Bid to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

## **2. DEFINITIONS**

- (a) “tender” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation.
- (b) “price” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) “Rand value” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) “tender for income-generating contracts” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) “The Act” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5

## 2.1 FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

### 2.1.1 POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 or 90/10

$$Ps = 80 \left( 1 + \frac{Pt - P_{max}}{P_{max}} \right) \quad \text{or} \quad Ps = 90 \left( 1 + \frac{Pt - P_{max}}{P_{max}} \right)$$

Where:

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

## 3. POINTS AWARDED FOR SPECIFIC GOALS

3.1 In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

3.2 In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.



Table 1: Specific goals for the tender and points claimed are indicated per the table below.

80/20 preference point system is applicable, corresponding points must also be indicated as such. Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

Formulae for income generating procurement	The specific goals allocated points in terms of this tender	Weight	Number of points claimed (80/20 system) (To be completed by the tenderer)	Proof to be attached to substantiate points
$Ps = 80 \left( 1 + \frac{Pt - P_{max}}{P_{max}} \right)$ <p>Where  Ps = Points scored for price of tender under consideration  Pt = Price of tender under consideration  Pmax = Price of highest acceptable tender</p>	At least 51% owned by black people	10		Proof B-BBEE status level contributor indicating the percentage of black ownership . Or BBBEE Certificate or Affidavit (in case of JV, a consolidated scorecard will be accepted)
	At least 51% owned by black people who are women	04		Proof B-BBEE status level contributor indicating the percentage of black ownership. Or BBBEE Certificate /Affidavit (in case of JV, a consolidated scorecard will be accepted)
	At least 51% owned by black people who are youth.	03		Proof B-BBEE status level contributor indicating the percentage of black ownership. Or BBBEE Certificate /Affidavit (in case of JV, a consolidated scorecard will be accepted)
	At least 51% owned by black people with disabilities.	03		Proof of disability letter from medical document from a doctor or other healthcare professional that confirm a person has a disability

#### DECLARATION WITH REGARD TO COMPANY/SPV

3.3 Name of company/SPV.....

3.4 Company registration number: .....

3.5 TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium/
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ (Pty) Limited

[Tick applicable box]

3.6 I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
  - (a) disqualify the person from the tendering process;
  - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
  - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation.
  - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
  - (e) forward the matter for criminal prosecution, if deemed necessary.
- (f) The functionality of a bid is scored out of 100 points. A bidder must score 75% or more for functionality, or the bid will be disqualified.

#### **4. How BEE is evaluated**

- (a) Ezemvelo KZN Wildlife will evaluate the bidder's BEE proposal (details of the format and information required are in 'Annexure 5: BEE proposal') and will allocate scores according to the methodology and weightings in the BEE scorecard in 'Annexure 5: BEE proposal'.
- (b) BEE is scored out of 100 points. A bidder must score 65% or more for BEE, or the bid may be disqualified. This is the institution's decision.

## 5. How the PPP fee offer is evaluated

- (a) If a bidder meets the minimum thresholds for both functionality and BEE, Ezemvelo KZN Wildlife will evaluate the bidder's PPP fee offer.
- (b) Under the PPP agreement, the PPP fee income to Ezemvelo KZN Wildlife shall be, as per the schedule set out in 'Annexure 6: The PPP fee offer', whichever is higher of:
  - the minimum PPP fee, which is R19,000 per month (increased annually by CPIX)
  - the variable PPP fee (a flat percentage of gross revenue earned by the private party in each project year).
- (c) A PPP fee offer that does not conform to the requirements of 'Annexure 6: The PPP offer' will disqualify the bid.
- (d) The points for the PPP fee offer are calculated using the prescribed price formula in the regulations to the PPPFA. The maximum points will be awarded to the qualified bidder which makes the highest PPP fee offer, and the remaining points being allocated pro rata to the remaining qualified bidders.
  - The PPP fee proposal is scored out of 100 points.

## 6. The overall score

Ezemvelo KZN Wildlife will calculate the overall score of each qualified bid, using the following formula.

$$a*(\text{functionality score}/100) + b*(\text{BBBEE score}/100) + c*(\text{PPP fee score}/100) = d$$

a is the weighting (50%) for functionality

b is the weighting (10%) for BBBEE Specific Goal

c is the weighting (40%) for PPP fee

d is the bidder's overall score

## 7. The preferred bidder

The bidder that receives the highest overall score will be appointed the preferred bidder. The bidder that receives the second-highest overall score will be appointed the reserve bidder.

## **8. Finalising the PPP Agreement**

- 8.1 Ezemvelo KZN Wildlife will negotiate the marked-up PPP agreement submitted by the preferred bidder.
- 8.2 If Ezemvelo KZN Wildlife and the preferred bidder fail to come to agreement on the PPP agreement within six weeks, Ezemvelo KZN Wildlife may withdraw the appointment as preferred bidder and begin negotiations with the reserve bidder.

## ANNEXURE 1: THE PPP FEE OFFER

### Important note to bidders

Bidders must present the PPP fee offer in the form of a letter on the bidder's letterhead as follows, inserting the bidder's name and the percentage of gross revenue for the variable PPP bid as indicated:

To: Ezemvelo KZN Wildlife, Head Office  
Queen Elizabeth Park  
1 Peter Brown Drive  
Montrose, Pietermaritzburg  
3201, KwaZulu-Natal Province

[Name of bidder] hereby commits to pay to **Ezemvelo KZN Wildlife** the higher of:

- (a) the minimum PPP fee and
- (b) the variable PPP fee, expressed as a flat percentage of aggregate gross revenue as defined in the PPP agreement.

The minimum PPP fee is **R19,000** [payable monthly], which will be adjusted annually by CPIX.

The variable PPP fee bid by [name of bidder] is [percentage]% of gross revenue.

[Name of bidder] hereby warrants that the committed minimum PPP fee and the variable PPP fee shall be included in the PPP agreement, if accepted by **Ezemvelo KZN Wildlife**.

For indicative purposes only, our projection of fees payable to **Ezemvelo KZN Wildlife** is:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7*
Gross revenue (net of VAT)							
Percentage of gross revenue due as variable PPP fee (same for each year)							
<b>PPP fee due</b>							
Minimum PPP fee or variable PPP fee, whichever is greater							

\* Adapt for the proposed term of the PPP

The person signing below is a duly authorised representative of the bidder with full power and authority to submit this financial offer and commit the bidder to its terms.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

**ANNEXURE 2: PPP AGREEMENT**

### **ANNEXURE 3: BID COVER SHEETS**

Cover sheets which include the following information must be attached to each envelope:

**BID FOR THE DEVELOPMENT, OPERATING AND MANAGING HEALTH SPA FACILITIES  
SITUATED IN HLUHLUWE IMFOLOZI PARK THROUGH A PPP AGREEMENT**

**ONE ENVELOPE: FUNCTIONALITY**

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity in which bid is signed:

*Signature of this document means that the bidder accepts the terms and conditions of this bid.*

*Failure by the bidder to sign this form may disqualify the bid.*

## ANNEXURE 4: BID AND DEVELOPMENT BOND

To: Ezemvelo KNZ Wildlife

[Name of Bidder] ("the Bidder") submits to Ezemvelo a Bid to enter into a PPP Agreement with Ezemvelo with the purpose of the development, operating and managing Heath Spa facilities situated in the Hluhluwe Imfolozi Park through a PPP Agreement.

And you require the Bidder to include in the Bid a Bid Bond for the Health Spa facilities in Hluhluwe Imfolozi Park through a PPP Agreement, the amount of R 58,000.00 (Fifty-Eight Thousand Rand) exclusive of VAT;

And we have agreed to give you such a bid bond.

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, for the amount of R 58,000.00 (Fifty-Eight Thousand Rand) exclusive of VAT; upon any or all of the following occurrences:

any material misrepresentation made by the Bidder in its bid submission or any other information and documentation submitted by it under the request for qualifications or the request for proposals; the withdrawal or modification of its Bid during the period of bid validity; failure by the preferred Bidder to furnish the required performance bond under the PPP agreement in accordance with the provisions of the PPP Agreement.

This Bid Bond shall be valid until operation commences, which should not be more than 12 months after the signature date.

This Bid Bond shall be governed by the laws of the Republic of South Africa.

### SIGNATURE AND SEAL

Name of the Bank: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

**Please note:** A Performance Bond will replace the Bid and Development Bond once operation commences to the amount equal to the amount of R 58,000.00 (Fifty-Eight Thousand Rand); exclusive of VAT, and will be increased yearly on 1 April with CPI.