



## PPP INVESTMENT OPPORTUNITY

Ezemvelo KZN Wildlife requests proposals (RFP) to develop, operate and manage six (6) retail curio shop operations at Thendele, Mahia, Didima, Giant's Castle, Mpila and Hilltop resorts for a period of ten (10) years through a Public Private Partnership (PPP) agreement.

This request for proposals (RFP) for tender number EKZNW 06/2025/26 for the development, operation, and management of six (6) retail curio shops 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 06/2025/26
<b>BID DESCRIPTION:</b>	REQUEST FOR PROPOSAL (RFP) TO DEVELOP, OPERATE AND MANAGE SIX (6) RETAIL CURIO SHOPS AT THENDELE, MAHIA, DIDIMA, GIANT'S CASTLE, MPILA AND HILLTOP RESORTS FOR EZEMVELO KZN WILDLIFE FOR A PERIOD OF TEN (10) YEARS.
<b>COMPULSORY BRIEFING SESSION DATE &amp; ADDRESS:</b>	Refer to Section 8 - Part D (PART D: BIDDING PROCESS TIMELINES)
<b>BID CLOSING DATE AND TIME:</b>	Tuesday, 30 June 2026 11h00
<b>BID VALIDITY PERIOD:</b>	180 Calander 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

Ezemvelo KZN Wildlife (Ezemvelo) hereby issues this Request for Proposals (RFP), inclusive of all supporting documentation and annexures, inviting proposals for a Public-Private Partnership (PPP) opportunity to develop, operate, and manage six (6) retail curio shop operations located within its Eastern and/or Western Regions, for a period of ten (10) years. The Bid is structured into two regional options:

- **Eastern Region** – comprising Mpila and Hilltop camps
- **Western Region** – comprising Thendele, Mahai, Didima, and Giant’s Castle camps

Prospective Bidders may submit proposals for **either one of the regions or for both**, depending on their strategic interest and operational capacity.

<b>Regions</b>	<b>Nature Reserve</b> (where retail curio shops are situated)
<b>Eastern</b>	<ol style="list-style-type: none"><li>1. Hilltop Curio Shop (Hluhluwe iMfolozi Park)</li><li>2. Mpila Curio Shop (Hluhluwe iMfolozi Park)</li></ol>
<b>Western</b>	<ol style="list-style-type: none"><li>1. Didima Curio Shop (Cathedral Peak Nature Reserve)</li><li>2. Giant’s Castle Curio Shop (Giant’s Castle Nature Reserve)</li><li>3. Mahai Curio Shop (Royal Natal Park)</li><li>4. Thendele Curio Shop (Royal Natal Park)</li></ol>

No representation or warranty, expressed or implied, is made or responsibility of any kind will be accepted by Ezemvelo regarding 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 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.

<b>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO</b>		<b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>	
CONTACT PERSON	<b>Mr Sthabiso Sithole</b>	CONTACT PERSON	<b>Mrs. 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	<a href="mailto:sitholes@kznwildlife.com"><u>sitholes@kznwildlife.com</u></a>	E-MAIL ADDRESS	<a href="mailto:ncele@kznwildlife.com"><u>ncele@kznwildlife.com</u></a>

<b>COMPULSORY BRIEFING SESSION DATE &amp; TIME:</b>	WEDNESDAY, 15 APRIL 2026 11:00 AM
<b>PHYSICAL ADDRESS</b>	<b>EZEMVELO KZN WILDLIFE</b> QUEEN ELIZABETH PARK NO. 01 PETER BROWN DRIVE MONTROSE, CASCADES, PIETERMARITZBURG 3201

March 2026

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<b>SELECTION OF THE REGION</b>	
<b>NAME OF THE BIDDER</b>	
<p>Bidders must clearly indicate the region(s) for which they wish to be considered by marking the appropriate box(es) in the table below. Regions not selected must be explicitly marked as "<b>Not Applicable.</b>" Incomplete submissions, including blank spaces or unanswered sections, will not be accepted.</p> <p>Bidders may select either one or multiple regions, depending on their preference.</p>	
<b>EZEMVELO KZN WILDLIFE REGIONS</b>	<p>Bidders are required to clearly indicate their selected region by marking the appropriate box – indication may be done by <b>ticking, crossing,</b> or <b>signing</b> on either of the boxes below.</p>
<p><b><u>East Region</u></b></p> <ul style="list-style-type: none"> <li>• Hilltop Curio Shop</li> <li>• Mpila Curio Shop</li> </ul>	
<p><b><u>West Region</u></b></p> <ul style="list-style-type: none"> <li>• Didima Curio Shop</li> <li>• Giant’s Castle Curio Shop</li> <li>• Mahai Curio Shop</li> <li>• Thendele Curio Shop</li> </ul>	

## 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 six (6) retail curio shop operations at Thendele, Mahia, Didima, Giant's Castle, Hilltop and Mpila resorts are part of. These are structured into two regional options of which prospective Bidders may submit proposals for either one of the regions or for both, depending on their strategic interest and operational capacity. Two regional options are Eastern Region (Mpila and Hilltop) and Western Region (Thendele, Mahai, Didima, and Giant's Castle) retail curio shops.
- 1.3 Ezemvelo aims to establish a PPP arrangement/agreement with potential Private sector Partner(s) to leverage 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 the Private Partner.

For ease of reference, Value-for-Money Objectives shall refer, but not be 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 the 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 authorised 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 acknowledgement, 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 to 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 submissions relating to this Bid are to be submitted with a clearly articulated proposed or final structure to be adopted by the entity, clearly outlining 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, 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 follows:

3.7.1 submit information in a detailed manner in Section 1B regarding the company or enterprise, or a collaborative arrangement such as a joint venture or a trust, its shareholders, partners, or 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 SIX (6) RETAIL CURIO SHOPS AT THENDELE, MAHIA, DIDIMA, GIANT'S CASTLE, MPILA AND HILLTOP RESORTS FOR EZEMVELO KZN WILDLIFE FOR A PERIOD OF TEN (10) YEARS.

### **4. PURPOSE**

In line with its Strategic Plan for Commercialisation, Ezemvelo invites proposals from eligible Bidders to participate in a Public-Private Partnership (PPP) opportunity for the operation and management of six retail curio shops at Thendele, Mahia, Didima, Giant's Castle, Hilltop and Mpila Resorts. The successful 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 recognised prospects to make certain tourism facilities available to the private sector. This initiative aims to enhance the tourist experience and capitalise 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 communications to bidders about this PPP opportunity.
- 6.2 No verbal discussion with any staff or advisor of Ezemvelo 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, circulated to each bidder. Email communications from Ezemvelo to bidders will count as written communications.
- 6.3 Bidders are responsible for all costs related to their bid. Ezemvelo will not compensate bidders for any costs, regardless of the outcome of the bid.

- 6.4 Ezemvelo 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 may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP.
- 6.5 Ezemvelo 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 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 the Private Partner.
- 6.8 For ease of reference, Value-for-Money Objectives shall refer, but not be limited to, the following:
  - 6.8.1 Optimising revenue generation for Ezemvelo and the Project;
  - 6.8.2 Improving ecotourism facilities;
  - 6.8.3 Maximising tourism product offerings;
  - 6.8.4 Enhancing local community participation in the Biodiversity Economy Value-Chain systems;
  - 6.8.5 Employment creation and support for Local Economic Development;
  - 6.8.6 Promotion and support of local economic development;
  - 6.8.7 Promotion of the industry transformation agenda through the application of B-BBEE;  
and
  - 6.8.8 Positioning Ezemvelo as a wildlife destination of choice.

## PART C: THE PPP OPPORTUNITY

### 7. SCOPE OF WORK

The scope of work for the development, operation, and management of six (6) retail curio shops at Thendele, Mahia, Didima, Giant's Castle, Mpila and Hilltop Resorts for Ezemvelo KZN Wildlife on a ten (10) year concession basis, requires the successful Bidder (Operator) to undertake the following:

- 7.1 The successful Bidder (appointed Operator) shall be responsible for the full lifecycle delivery of the Curio Shop facilities, including design, development, operation, and ongoing maintenance. All works must be carried out within the designated retail areas, in compliance with applicable environmental regulations, and in collaboration with Ezemvelo.
- 7.2 The Retail Curio Shops must offer a high-quality and diverse product range that caters to a broad market, including individuals with special needs, to ensure universal accessibility. The product mix must include, but is not limited to, souvenirs, clothing, basic tourism goods, and curio items.
- 7.3 The Operator shall have the right to design, stock, and market the retail offering. Bidders are encouraged to incorporate local economic development initiatives, including partnerships with local communities for product supply, investment opportunities, and employment creation.
- 7.4 The sale of cooked food items is strictly prohibited within the Retail Curio Shops.
- 7.5 Should Bidders wish to include additional products or services beyond the core retail offering, such proposals must be clearly articulated in the product proposal.
- 7.6 The Operator shall ensure the ongoing cleanliness, functionality, and acceptable condition of all facilities throughout the concession term.
- 7.7 Insurance Requirements, the Operator shall procure and maintain, at their cost, the following insurance cover:
  - (a) Contents Insurance;
  - (b) Public Liability Insurance; and
  - (c) Business Interruption Insurance.
- 7.8 Any deviation from the agreed operational areas shall require prior written approval from Ezemvelo and must be formalised through an addendum to the PPP Agreement.
- 7.9 Solid waste must be managed on-site and either recycled or transported to an authorised waste disposal facility in line with environmental regulations.

- 7.10 The Operator shall ensure hygienic operations and proper care of all equipment and operational areas. Compliance with the *Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)* is mandatory.
- 7.11 The Operator shall comply with the *Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No. 54 of 1972)*, which prohibits the sale of food unfit for human consumption.
- 7.12 The Operator shall comply with the *Health Act, 1977 (Act No. 63 of 1977)*, particularly provisions empowering Environmental Health Practitioners to detain or seize foodstuffs deemed harmful.
- 7.13 Only SABS-approved food-grade cleaning chemicals (**SABS 1828** and **1853**) may be used. The use or sale of banned or non-biodegradable chemicals is strictly prohibited.
- 7.14 The Operator shall comply with the *National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008)*.
- 7.15 Compliance with the *Consumer Protection Act, 2008 (Act No. 68 of 2008)* is required.
- 7.16 Facilities must remain pest-free and adhere to approved sanitation protocols, including staff training and preventive measures.
- 7.17 The Operator shall comply with all statutory regulations, including local, national, and international environmental legislation. This includes minimising water and energy usage, reducing solid waste, using eco-friendly materials, and conducting environmental awareness training.
- 7.18 Where applicable, the Operator must obtain liquor licences under the *KwaZulu-Natal Liquor Licensing Act, 2010 (Act No. 6 of 2010)*.
- 7.19 The Operator shall pay a monthly PPP Fee to Ezemvelo from the commencement of operations.
- 7.20 The monthly PPP Fee payable shall be the greater of:
- (a) The Minimum PPP Fee (subject to annual CPI escalation); or
  - (b) The Variable PPP Fee (a fixed percentage of Gross Revenue).
- 7.21 All PPP Fee calculations shall be based on Gross Revenue.
- 7.22 All monthly PPP Fees must be paid within thirty (30) business days after the month-end, without any deductions or set-offs.
- 7.23 Any shortfall between PPP Fees due and PPP Fees paid during the financial year, Outstanding Fees must be settled upon demand.
- 7.24 All PPP Fees and other payable amounts shall be exclusive of VAT.

- 7.25 No rental is payable between the signing date and contract commencement. PPP Fees become payable thereafter.
- 7.26 Interest will accrue on all overdue amounts as per Ezemvelo's financial regulations.
- 7.27 The Operator shall provide for all operational expenses required for effective service delivery under the concession.
- 7.28 The Operator shall undertake routine maintenance and repairs of all infrastructure, assets, and facilities, including replacement of fixtures and fittings as necessary. This includes:
- (a) Sanitary fittings;
  - (b) Wall and floor finishes;
  - (c) Electrical systems (with CoC by a registered electrician);
  - (d) Plumbing and geysers;
  - (e) Waste drainage systems.
- 7.29 A detailed marketing plan must be submitted to Ezemvelo to enhance sales performance, taking into account market trends and customer demographics.
- 7.30 The Operator shall implement measures to reduce visual branding impact as may be directed by Ezemvelo.
- 7.31 Ezemvelo reserves the right to conduct regular risk assessments covering hygiene, safety, staff competency, water and sanitation practices, pest control, environmental toxins, and facility standards.
- 7.32 The Operator shall conduct biannual hygiene audits at their own cost, achieving a minimum score of 85%, including two (2) laboratory swabs. Audits must confirm the availability of proper cleaning chemicals, pest control, and handwashing facilities.
- 7.33 Hygiene audits must also confirm:
- (a) Pathogen prevention measures;
  - (b) Certificate of acceptability (displayed);
  - (c) Cleaning programme and schedule;
  - (d) Staff training in hygiene;
  - (e) Proper zoning of food areas;
  - (f) Effective pest control measures (e.g., screens, sealed openings).
- 7.34 All infrastructure, improvements, and fixed assets installed by the Operator during the project shall, upon completion and formal approval, automatically vest in Ezemvelo **at no additional cost**.

## 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 deemed 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 on various platforms	Monday, 09 March 2026
Availing Bid documents to interested Bidders	Monday, 09 March 2026
Registration and enquiries for Compulsory briefing <a href="mailto:sitholes@kznwildlife.com">sitholes@kznwildlife.com</a>	Monday, 09 March 2026 to Monday, 13 April 2026
Compulsory briefing session	Wednesday, 15 April 2026
Submission of comments & clarity questions by Bidders	Thursday, 16 April 2026 to Friday, 08 May 2026
Response to Bidders' questions	Tuesday, 12 May 2026
Virtual clarification meeting (only attendees of compulsory site briefing)	Thursday, 14 May 2026
Bid submissions – closing date	Tuesday, 30 June 2026
Bid Evaluation	Friday, 10 July 2026
Bid Adjudication	Thursday, 30 July 2026
Bid Award	TBD
Contracts Negotiation	TBD
Signing of the PPP Agreement and Service Level Agreement	TBD

## **SITE DUE DILIGENCE**

- 8.1 Site visits to all the Retail Curio Shops for all interested bidders will be scheduled to take place between **15 April 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 Mrs Nokuthula Cele - [ncele@kznwildlife.com](mailto:ncele@kznwildlife.com) between the 16 April 2026 and the 05 May 2026
- 8.3 Virtual meeting to respond to questions and comments after the compulsory briefing and due diligence, will be held on Tuesday, 12 May 2026. Only bidders attended compulsory briefing will be invited.

## **OTHER DUE DILIGENCE**

- 8.4 Each bidder will be responsible for its own due diligence investigation of the investment opportunities, environmental compliance requirements, proposed contractual terms and anything else relating to this RFP. Neither Ezemvelo 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 2: The 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 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 the 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 invalid and rejected.
- 9.7 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.
- 9.8 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.
- 9.9 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.
- 9.10 No Bid submitted by telefax, telegraphic or other electronic means will be considered.

- 9.11 Bidding documents must not be included in packages containing samples. Such Bids may be rejected as being invalid.
- 9.12 Any alteration made by the Bidder must be initialled.
- 9.13 Use of correcting fluid is prohibited.
- 9.14 Bids will be opened in public as soon as practicable after the Closing Time of the Bid.
- 9.15 **Where applicable**, Bid prices **may** be made public at the time of opening the Bid.
- 9.16 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. A clear indication thereof must be stated on the schedules attached.
- 9.17 The Bidder must **initial each and every page of the Bid document**.
- 9.18 **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 06/2025/26

**Description:** Request for Proposal (RFP) to develop, operate and manage six (6) retail curio shops at Thendele, Mahia, Didima, Giant’s Castle, Mpila and Hilltop resorts for Ezemvelo KZN Wildlife for a period of ten (10) years.

**Attention:** EKZNW 06/2025/26

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**;

10.5.2 The original of the Bidder Information, in the format provided in

10.5.3 **PHASE 3: FUNCTIONAL EVALUATION**

For certainty that the Bidder(s) meet the necessary requirements to undertake 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 point 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 guidelines are provided for expected Technical Proposals.

#### PHASE 4: PRICE AND SPECIFIC GOAL

- 10.5.4 ;
- 10.5.5 Financing and Capital Plan, in the format provided in **SECTION 1 - BIDDER'S FINANCING AND CAPITAL PLAN**; in the format given in Section 13 of this document
- 10.5.6 Business, Operational and Design Plan, in the format provided in **SECTION 2 - BIDDER'S BUSINESS, OPERATIONAL AND DESIGN PLAN**; refer to section 14 of this document
- 10.5.7 Environmental Proposal, in the format provided in
- 10.5.8 **BIDDER'S ENVIRONMENTAL MANAGEMENT PROPOSAL**; refer to section 15 of this document
- 10.5.9 Original of a completed Risk Matrix, in the format provided in **SECTION 4 - PROJECT RISK MATRIX**; refer to section 15 of this document
- 10.5.10 B-BBEE proposal, in the format provided in **B-BBEE PROPOSAL**; refer to section 15 of this document
- 10.5.11 Additional documents to be submitted:
- (a) The details of the bidder's PPP fee offer, in the format in 'Annexure 1: The PPP Fee Offer (Three Copies);
  - (b) A mark-up of the draft PPP agreement, provided in 'Annexure 2: The PPP agreement', clearly indicates 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 4: Bid and Development bond;
- 10.5.12 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.
- 10.5.13 All information provided in the bid must be valid for 180 business days from the bid date.
- 10.5.14 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 bid will be opened by Ezemvelo KZN Wildlife Supply Chain Management at 11h00 on Thursday, 30 June 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 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 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 annexes 1 to 4.

## PART F: BID EVALUATION

### 11. EVALUATION CRITERIA

The evaluation process will be conducted in phases as follows:

PHASE 1	PHASE 2	PHASE 3	PHASE 4
<b>Bids administrative compliance</b>	<b>Mandatory requirements</b>	<b>Functionality Criteria</b>	<b>Price and specific goals</b>
Compliance and completeness of the proposal with the set of bid conditions.	Compliance with mandatory requirements.	Bids will be evaluated out of 100 points, and bids that score below 75 points will not be considered for further evaluation.	Bids will be evaluated in terms of the 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, the prospective Bidder will be expected to demonstrate their financial capability to undertake the project of this nature beyond a reasonable doubt.  Means of verification: 3 years of audited financials or independently reviewed financials
2.	In this regard, the successful Bidder can be a single concessionaire with an asset value of at least R15 million, and a minimum Gross Revenue of at least R14 million per annum.  Means of verification: valuation of the asset as provided on audited financials or independently reviewed financials
3.	All bidders must have a public liability insurance cover of R12 million or more for related operations within the Republic of South Africa, and a copy of the insurance

No.	Mandatory Requirement
	<p>cover certificate must be submitted, or a quotation of the Public Liability insurance will be considered. 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 of the Public Liability insurance.</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 the Occupational Injuries and Diseases Act (COIDA) must be submitted.</p>

### PHASE 3: FUNCTIONAL EVALUATION

For certainty that the Bidder(s) meet the necessary requirements to undertake 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 point 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 guidelines 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 a price of (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 a medical document from a doctor or other healthcare professional that confirms 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 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 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 source, 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) Redesign and stocking of the Retail Curio Shops.
- 12.4 The recent auditor's report confirms 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, a 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 spreadsheet 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 (20 Years)

Assessment of Financial and Capital Plan score:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>• The Bidder has provided Audited Financial Statements (or signed-off financial statements of its SMEs). <i>(PoE = Audited Financial Statements (or signed-off financial statement of SMEs))</i></li> <li>• The Bidder has provided the Project Cash Flow forecast or projections for the duration of the Project. <i>(PoE = Project Cash Flow for the duration of the Project)</i></li> <li>• The Bidder has provided the capital required for the Project, including its source(s). <i>(PoE = Details of the anticipated Project's Capital Requirement and its sources)</i></li> <li>• Provided externally sourced-capital contains, but is not limited to, interest rate, repayment period, security, etc. <i>(PoE = Conditions associated with each externally sourced Capital)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided Audited Financial Statements (or signed-off financial statements of its SMEs). <i>(PoE = Audited Financial Statements (or signed-off financial statement of SMEs))</i></li> <li>• The Bidder has provided the Project Cash Flow forecast or projections for the duration of the Project. <i>(PoE = Project Cash Flow for the duration of the Project)</i></li> <li>• The Bidder has provided the capital required for the Project, including its source(s). <i>(PoE = Details of the anticipated Project's Capital Requirement and its sources)</i></li> <li>• Provided externally sourced-capital contains, but is not limited to, interest rate, repayment period, security, etc. <i>(PoE = Conditions associated with each externally sourced Capital)</i></li> <li>• Provided externally sourced-capital but DOES NOT contain interest rate, repayment period, security, etc.</li> </ul>
	0	<p>The Bidder <b>did not comply</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.</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 Bidding Company (*weighs 30 points of this Section*)**

#### **13.1.1 Rationale**

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

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

Bidders are required to provide a comprehensive summary of their current and/or previous experience in operating retail curio shop facilities. The submission must include, but is not limited to, the following information:

- (a) The number of fully functional Retail Curio Shop operations managed to date, indicating whether the Bidder has successfully operated at least two (2), four (4), or all six (6) facilities;
- (b) The geographic location(s) of each curio shop operation;
- (c) A description of the product range and any additional value-added offerings provided to clients; and
- (d) A breakdown of the customer base, specifying the percentage split between local and international clientele.

This information will be used to assess the Bidder's operational scale, market reach, and capacity to deliver similar services in line with the scope of this tender.

#### **13.1.3 Track Record and Sector Experience**

- (a) Bidders must demonstrate a proven record of accomplishment in the operation of Retail Curio Shop businesses over a minimum period of three (3) years. For the purpose of this requirement, "operation" shall include direct ownership, lease or concession agreements, and formal management contracts. Please note that employment experience at a shop or restaurant, without managerial or operational control, will not be considered.
- (b) Bidders must demonstrate capacity and familiarity with operating retail curio shops located within environmentally sensitive or protected areas comparable to Ezemvelo's operational environment.

#### **13.1.4 Operational Standards and Procedures**

Bidders are required to submit evidence of their current or previous operating standards relevant to similar commercial ventures. This should include samples or summaries of operations and procedures manuals used in the management of comparable retail and hospitality businesses.

#### **13.1.5 Management and Employees**

Under this criterion, Bidders must provide detailed information regarding their organisational and personnel capacity to manage the proposed retail curio shop operations. The submission must include:

- (a) A current organisational structure, with specific emphasis on roles and expertise aligned to the management of shop facilities in the context of hospitality and tourism;
- (b) The number of personnel currently employed in shop operations, along with a summary of their qualifications and roles;
- (c) Curriculum vitae of all key shareholders, directors, managers, and operational staff, highlighting relevant qualifications and experience, particularly as they pertain to ensuring visitor safety, operational excellence, and delivery of premium retail and hospitality services;
- (d) A clear skills development or recruitment strategy to address any identified gaps in expertise or capacity, where applicable.

Assessment of the background of the bidding company score:

<b>SCORING POINTS</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• The Bidder has demonstrated experience of <b>more than 5 years</b> in operating retail and food &amp; beverage businesses. <i>(PoE = Audited Financial Statements (or signed-off financial statement of SMEs))</i></li> <li>• The Bidder has provided proof of their business objectives, products and services offering in the retail and food &amp; beverage business. <i>(PoE = Bidder's Business Profile)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for their existing retail and food &amp; beverage 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 retail and curio shop 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 retail business, such as the Restaurant Association of South Africa (RASA) or similar. <i>(PoE = Copies of the required Certificates of Association Registration and Licences)</i></li> </ul>
	<b>4</b>	<ul style="list-style-type: none"> <li>• The Bidder has demonstrated experience of 3-5 years in operating a Retail Curio Shop business. Experience in protected areas like Ezemvelo KZN Wildlife will be advantageous. <i>(PoE = Audited Financial Statements (or signed-off financial statement of SMEs))</i></li> <li>• The Bidder has provided proof of their business objectives, products and services offering in the retail and food &amp; beverage business. <i>(PoE = Bidder's Business Profile)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for their existing retail and food &amp; beverage 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 retail and food &amp; beverage 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 retail and food &amp; beverage business, such as the Restaurant Association of South Africa (RASA) or similar. <i>(PoE = Copies of the required Certificates of Association Registration and Licences)</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>• The Bidder did not provide adequate proof of their business objectives, associations, required licenses and products and services offering in the retail and food &amp; beverage business.</li> <li>• SoP for their existing retail and food &amp; beverage business.</li> <li>• Their <u>existing</u> operational structure.</li> </ul>
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## 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 envisaged for the Retail Curio Shop facilities, encompassing, but not limited to curio shop, and with reference to the following:

- (a) Detailed description of the products envisaged to be sold from the Retail Curio Shops, with reference to the Target audience, décor, etc.
- (b) Related Retail Curio Shop model – target audience, products offered to visitors, prices and the incentive to use.

### 13.2.2 Operating Standards

Bidders must provide a description of the proposed operating standards applicable to the Retail Curio Shops. This should include an overview of operational procedures, customer service protocols, and a summary or sample of standard operating procedure (SOP) manuals that will guide the daily management of the facilities.

### 13.2.3 Proposed Organisational and Staffing Structures

Bidders are required to provide a comprehensive organisational and staffing plan that demonstrates their capacity to effectively operate the Retail Curio Shops. The submission must include the following:

- (a) A detailed organisational structure (organogram), clearly identifying key management and operational personnel;
- (b) A labour plan outlining the number of permanent and part-time employees to be engaged, recruitment and employment policies, and alignment to socio-economic transformation and employment equity objectives;

#### **13.2.4 Customer Service**

Bidders must outline the customer service strategy proposed for the curio shop operations. The submission should include:

- (a) Mechanisms to collect and assess customer feedback, including tools for measuring customer satisfaction levels (e.g., Customer Satisfaction Index);
- (b) Procedures for handling customer complaints and compliments;

#### **13.2.5 Food and Beverage Offering (Where Applicable)**

Where Bidders intend to offer non-cooked food and beverage services as part of the Retail Curio Shop operations, they must outline the proposed approach to food service. The submission must address:

- (a) Principles guiding the food and beverage offering (e.g., commitment to freshness, uniqueness, sustainability);
- (b) Product variety, including dietary options (e.g., vegetarian, Halal, vegan, gluten-free);
- (c) Service ambience and customer experience objectives;
- (d) Beverage selection, including wine list and cultivar profile (if applicable);
- (e) Awareness and management of common food allergens;
- (f) Food and beverage cost management strategies.

#### **13.2.6 Proposed Health & Safety**

Bidders must demonstrate their commitment to health and safety by submitting a proposed Health & Safety Management Plan, which should include:

- (a) Commitment to undergo at least one hygiene audit per annum, conducted by an ISO 17025-accredited auditor. The audit must achieve a minimum compliance score of 75%, and the resulting report must be submitted to Ezemvelo for record and compliance monitoring. The Operator will be expected to address and resolve all non-conformances raised in the report.
- (b) Emergency evacuation procedures and plans;
- (c) Waste management and recycling plans in compliance with environmental regulations;
- (d) Cleaning and sanitisation protocols for facilities;
- (e) Safety procedures to safeguard both visitors and staff; and
- (f) Willingness to co-develop a facility-specific Occupational Health and Safety checklist with Ezemvelo, which may be used for compliance audits throughout the operational term.

### 13.2.7 Proposed Distribution and Inventory Management

Bidders are expected to provide a stock and supply chain management plan, which must include:

- (a) Procedures for handling, storing, and rotating stock to ensure freshness and product integrity;
- (b) Inventory control systems and measures to prevent loss, wastage, or stock depletion.

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

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a comprehensive Business Plan for the <u>proposed</u> retail curio shop business, inclusive of a detailed list of products envisaged to be sold from the Curio Shops with reference to the target audience, décor, etc. <i>(PoE = Business Plan for the Proposed Retail Curio Shop business, with products to be sold, target audience, décor, etc.)</i></li> <li>• The Bidder has provided a detailed Standard Operating Procedures (SoP) for the <u>proposed</u> retail curio shop business. <i>(PoE = Standard Operating Procedure (SoP) for the proposed Retail Curio Shop business)</i></li> <li>• The Bidder has provided the operational structure for the <u>proposed</u> retail curio shop 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> Food Menu (where applicable) covering food offering principles, variety of menu offerings, ambience &amp; atmosphere and beverage services. <i>(PoE = Bidder's Proposed Food Menu Procedures (SoP))</i></li> <li>• The Bidder has provided their <u>proposed</u> Health and Safety Procedure covering annual Hygiene audits (checklist), Emergency Handling Plans, Facilities' Cleaning Procedures, and 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> Food Menu 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) shall be responsible for procuring all assets required to effectively operate and manage the Retail Curio Shop facilities for the full duration of the concession period, as stipulated in the Public-Private Partnership (PPP) Agreement. This may include, but is not limited to, equipment, fittings, furnishings, and any additional integrated offerings such as game viewing vehicles, where applicable.

Ezemvelo will make the designated project sites and existing facilities available in their current condition. It will therefore be the sole responsibility of the appointed Operator to refurbish, upgrade, or redevelop the facilities and business operations to meet the standards proposed in their submission.

Assessment of Operator's Asset Management score:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a detailed Asset Management Plan for the proposed Retail Curio Shop 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 Retail Curio Shop 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 Retail Curio Shop business, 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 will be required to submit a comprehensive maintenance and asset management plan for the Retail Curio Shops and all related operational components, aligned to the commitments made in their proposal. This plan must cover the entire concession period and comply with the requirements of the Public-Private Partnership (PPP) Agreement. The maintenance plan will form a critical component of ongoing performance monitoring and compliance.

Assessment of Maintenance Plan score:

<b>SCORING POINTS</b>	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>did not comply</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 Sell Product & Services (weighs 10 points of this Section)**

**13.5.1 Current Sales & Marketing**

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

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

**13.5.2 Understanding of the Market for Proposed PPP Opportunities**

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

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

Assessment of Institutional Depth to Market the Proposed Business score:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>The Bidder has provided a high-level Marketing and Sales Strategy for the proposed Retail Curio Shop 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 Retail Curio Shop 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, or proposed pricing <i>(PoE = Written description of the Marketing and Sales Strategy)</i></li> </ul>
	0	<p>The Bidder <b>did not comply</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. 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:

### 14.1 Environmental Responsibility

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 the 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.

## **14.2 Environmental Officer Monitoring Activities *(weighs 10 points of this sub-section)***

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

- 14.2.1 Acknowledgement by the successful 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 does not necessarily need to be independent or registered with the competent authority, but should demonstrate previous experience in the field of environmental management and have the necessary qualification(s) in the field of nature conservation or environmental management.
- 14.2.2 The prospective Bidder/Operator should demonstrate that they are qualified and has necessary experience and expertise of operating Retail Curio Shop facility for a period of no less than three (3) years.

Assessment of Environmental Officer Monitoring Activities score:

<b>SCORING POINTS</b>	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 the Retail Curio Shop business.</li> </ul> <p><i>(PoE = CV of the aforementioned EO with relevant qualifications and experience in Retail Curio Shops)</i></p>
	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 the Retail Curio Shop business.</li> </ul> <p><i>(PoE = CV of the aforementioned EO with relevant qualifications and experience in Retail Curio Shops)</i></p>
	0	<p>The Bidder <b>did not comply</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 the Retail Curio Shop business.</li> </ul>

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

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

14.3.1 Outline proposed Green Operations Policy and Procedures.

14.3.2 Outline a proposed Green Procurement Policy to ensure that all produce, containers, and packaging come 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:

<b>SCORING POINTS</b>	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.</li> </ul> <p><i>(PoE = The Bidder's Green Operational Policy)</i></p> <ul style="list-style-type: none"> <li>The Bidder has provided their Green Operations Procedures (SoP).</li> </ul> <p><i>(PoE = The Bidder's Green SoP)</i></p>
	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.</li> </ul> <p><i>(PoE = The Bidder's Green Operational Policy)</i></p> <ul style="list-style-type: none"> <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>
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**14.4 Environmental Impact (weighs 15 points of this sub-section)**

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

14.4.1 Describe the anticipated environmental impact that might result from the operations of all project facilities.

14.4.2 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:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>• The Bidder has provided a <u>comprehensive</u> description of the environmental impact that might result during their operation in the park, covering Air &amp; Water Pollution, Waste Management, and Biodiversity management. <i>(PoE = Written and detailed description of Bidder's operational environmental impact covering Air &amp; Water Pollution, Waste Management, and Biodiversity)</i></li> <li>• The Bidder has provided environmental impact mitigation plans per the identified environmental impact issues. <i>(PoE = Detailed Environmental Impact Mitigation Plan)</i></li> </ul>
	3	<ul style="list-style-type: none"> <li>• The Bidder has provided a non-comprehensive description of the environmental impact that might result during their operation in the park, <u>missing</u> one of the following: Air &amp; Water Pollution, Waste Management, and Biodiversity. <i>(PoE = Written and detailed description of Bidder's operational environmental impact, missing one of the following: Air &amp; Water Pollution, Waste Management, and Biodiversity)</i></li> <li>• The Bidder has provided environmental impact mitigation plans per the identified environmental impact issues. <i>(PoE = Detailed Environmental Impact Mitigation Plan)</i></li> </ul>
	1	<ul style="list-style-type: none"> <li>• The Bidder has provided a description of the environmental impact that might result during their operation in the park, but it is <b>NOT</b> comprehensive. <i>(PoE = Written description and non-comprehensive operational environmental impact)</i></li> <li>• The provided environmental impact does <b>NOT</b> contain mitigation plans per the 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 from their operation.</li> <li>• Environmental impact contains mitigation plans for identified environmental issues.</li> </ul>
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#### 14.5 Energy Usage *(weighs 15 points of this sub-section)*

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

- 14.5.1 Describe the energy sources to be used during operation.
- 14.5.2 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.
- 14.5.3 Outline measures that will be implemented to reduce fossil fuel energy consumption and ensure that operations are energy efficient.
- 14.5.4 Describe the awareness programmes implemented to educate staff and guests on energy consumption.
- 14.5.5 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:

<b>SCORING POINTS</b>	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 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 integrate 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). (PoE = <i>Written description of the Operational Energy Source Plan</i>)</li> <li>The provided Operational Energy Source Plan does <b>NOT</b> contain or integrate 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>

#### 14.6 Water Management (*weighs 15 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 Provide estimates of the average water usage and the total water usage requirements.
- 14.6.3 Outline water conservation, re-use, and recycling measures that will be implemented during operation.
- 14.6.4 Describe the awareness programmes that will be implemented to educate both staff and guests on water consumption.
- 14.6.5 Undertaking that water usage will be measured during operation, and initiatives will be implemented to reduce the usage to optimum levels.

Assessment of Water Management score:

<b>SCORING POINTS</b>	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>. (PoE = <i>Written description of the Water Management Plan</i>)</li> </ul>
	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>. (PoE = <i>Written description of the Operational Water Management Plan</i>)</li> </ul>
	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>

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

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

14.7.1 Describe the awareness programmes that will be implemented to educate both staff and guests on waste management.

14.7.2 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.

14.7.3 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 secure 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.

14.7.4 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:

<b>SCORING POINTS</b>	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 does not 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>

**14.8 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:

<b>SCORING POINTS</b>	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: Description of their Pest Control Plan.</p>

**14.9 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:

<b>SCORING POINTS</b>	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. <i>(PoE = Written comprehensive Alien Biota Prevention Plan)</i></li> </ul>
	1	<ul style="list-style-type: none"> <li>The Bidder has provided a <b>non-comprehensive</b> Alien Biota Prevention Plan. <i>(PoE = Written Alien Biota Prevention Plan)</i></li> </ul>
	0	<p>The Bidder <b>did not comply</b> with the Alien Biota requirements by not providing the following:</p> <ul style="list-style-type: none"> <li>Alien Biota Prevention Plan.</li> </ul>

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

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

14.10.1 Describe the noise generated and the proposed measures implemented during operations to reduce and minimise noise pollution.

14.10.2 Describe the visual impacts of the Retail Curio Shop facilities and the proposed measures that will be implemented during operations to reduce and minimise visual pollution.

Assessment of Noise and Visual Pollution score:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>The Bidder has provided a comprehensive description of how they 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 of how they 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 of how they 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.</li> </ul> <p><i>(PoE = Written description of the Visual Reductions Initiatives)</i></p>
	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 of how they will manage and reduce noise pollution.</li> <li>• Description of how they will manage and reduce visual pollution.</li> </ul>

## 15 SECTION 4 - PROJECT RISK MATRIX

The Bidder is to provide a 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 operations.			
<b>Sub-contractors</b>	Sub-contractor(s) default on their contractual obligations or file for insolvency.			
<b>Utilities</b>	Project utilities may not be fully available or may cause delays in commencing 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.			
<b>Financing</b>	Required CAPEX may not be raised/secured; loan repayments might be difficult; tax obligations may not have been fully			

Request for Proposals to (Re)develop, operate, and manage six (6) Retail Curio Shops at Ezemvelo KZN Wildlife Resorts For a Period of Ten (10) Years.

Type of risk	General description of risk	Project-specific risk (Please list anticipated risks)	Bidder's mitigation measures	Allocation of risk (Bidder/ Ezemvelo/ shared)
	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 the affordability of the Project.			
<b>Inflation</b>	The 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 a list of anticipated risk well as the analysis of each risk exposure.

Assessment of Risk Matrix score:

<b>SCORING POINTS</b>	5	<ul style="list-style-type: none"> <li>• The Bidder has allocated <b>more than 80% (20)</b> of the risks to themselves.</li> <li>• The Bidder has provided specific risks linked to the provided risk types.</li> <li>• The Bidder has provided risk mitigation 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 the risks to themselves.</li> <li>• The Bidder has provided specific risks linked to the provided risk types.</li> <li>• The Bidder has provided risk mitigation measures linked to the 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 the provided risk types.</li> <li>• The Bidder has provided risk mitigation 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:

**16.1** The Bidder's B-BBEE Proposal will be evaluated, and its score will be assessed based on 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 for 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 acknowledge 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 15.1.3, 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	
<b>Ownership</b>	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			
<b>Score out of 27</b>								
<b>Management Control</b>	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 People must be split	1	80%			

Request for Proposals to (Re)develop, operate, and manage six (6) Retail Curio Shops at Ezemvelo KZN Wildlife Resorts For a Period of Ten (10) Years.

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			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)		
<b>Score out of 19 (+2 bonus)</b>							
<b>Skills Development</b>	20 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leivable 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 Leivable 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 subsectors as a percentage of Leivable 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%		
<b>Score out of 20 (+5 bonus)</b>							
<b>Enterprise and Supplier Development</b>	40 (+ 2 Bonus)	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	5	80%		
			B-BBEE Procurement Spend from all Empowering Suppliers that are	3	15%		

Request for Proposals to (Re)develop, operate, and manage six (6) Retail Curio Shops at Ezemvelo KZN Wildlife Resorts For a Period of Ten (10) Years.

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend				
			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		
<b>Score out of 40 (+2 bonus)</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>111 (+12 Bonus)</b>			<b>111 (+12 Bonus)</b>		<b>Score out of 111</b>	

### 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		
<b>Score out of 26</b>							
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%		
<b>Score out of 15 (+2 bonus)</b>							
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 Leviale 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 Leviale 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 Leviale 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%		
		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>							

Request for Proposals to (Re)develop, operate, and manage six (6) Retail Curio Shops at Ezemvelo KZN Wildlife Resorts For a Period of Ten (10) Years.

Element	Element Weight	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Enterprise and Supplier Development	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>							
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		
<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.

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>	
(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	
<b>2. Management Control</b>	<b>Input</b>
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	

2.3 Management (Senior, Middle and Junior)									
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>									

**Employees with disabilities**

(a) Total anticipated number of employees anticipated to be on payroll	
(b) Anticipated number of Black Employees with disabilities	

**3. Skills Development** **Input**

**3.1 Skills Development Expenditure**

(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	
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**Note:** 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.

**3.2 Learnerships, Apprenticeships and Internships**

(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>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 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>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>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.	

## (b) Qualifying Small Enterprises

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

<b>1. Ownership</b>	<b>Input</b>
<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	
<b>2. Management Control</b>	<b>Input</b>
<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.	

## 16.4 Milestones and Targets Going Forward

16.4.1 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.

16.4.1.1 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 the 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.

## **16.5 External B-BBEE Verification**

16.5.1 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 BBEE, 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 such affidavit or CIPC certificate shall be provided to Ezemvelo within fifteen (15) days after the end of each Financial Year of the SPV.

16.5.2 Ezemvelo reserves the right to monitor and audit the Operator's B-BBEE 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.

16.5.3 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 REGULATIONS 2022

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 REGULATIONS, 2022

### 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) The 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
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 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 of 2000).

### 2.1 FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES POINTS AWARDED FOR PRICE

#### 2.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

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

80/20                      or                      90/10

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

Where:

- Ps = Points scored for the price of tender under consideration
- Pt = Price of tender under consideration
- Pmin = Price of the lowest acceptable tender

2.2 FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME-GENERATING PROCUREMENT

2.2.1 POINTS AWARDED FOR PRICE

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

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

Where:

- Ps = Points scored for the price of tender under consideration
- Pt = Price of tender under consideration
- Pmax = Price of the 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 systems.

Table 1: Specific goals for the tender and points claimed are indicated in the table below. The 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
$P_s = 80 \left( 1 + \frac{P_t - P_{max}}{P_{max}} \right)$ Where Ps = Points scored for price of tender under consideration Pt = Price of tender under consideration Pmax = Price of highest acceptable tender	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
- Personal Liability Company
- (Pty) Limited
- Non-Profit Company

[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, qualify the company/ firm for the preference(s) shown and I acknowledge that:

- (a) The information furnished is true and correct.
- (b) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- (c) 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.
- (d) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of the contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
  - (i) disqualify the person from the tendering process;
  - (ii) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
  - (iii) 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.
  - (iv) 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 audit alteram partem (hear the other side) rule has been applied; and
  - (v) forward the matter for criminal prosecution, if deemed necessary.
  - (vi) 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 will evaluate the bidder's B-BBEE proposal (details of the format and information required are in Section 15 and will allocate scores according to the methodology and weightings in the BEE scorecard as outlined in Section 15.
- (b) B-BBEE is scored out of 100 points. A bidder must score 65% or more for B-BBEE, or the bid may be disqualified. This is the institution's decision.

## 5. HOW THE PPP FEE OFFER IS EVALUATED

- (a) Should the Bidder meet the minimum thresholds for both functionality and B-BBEE, Ezemvelo will evaluate the bidder's PPP fee offer.
- (b) Under the PPP agreement, the PPP fee income to Ezemvelo shall be, as per the schedule set out in Annexure 1: The PPP Fee Offer, whichever is higher:
  - (i) The minimum PPP fee, which is R116,000 per month (increased annually by CPIX) for all six (6) retail curio shops.
  - (ii) 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 1: The PPP Fee Offer' will disqualify the bid.
- (d) The points for the PPP fee offer are calculated using the prescribed price formula in the regulations of the PPPFA. The maximum points will be awarded to the qualified bidder which makes the highest PPP fee offer, and the remaining points will be allocated pro rata to the remaining qualified bidders.
  - (i) The PPP fee proposal is scored out of 100 points.

## 6. THE OVERALL SCORE

Ezemvelo 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 B-BBEE Specific Goal

c is the weighting (40%) for the 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 will negotiate the marked-up PPP agreement submitted by the preferred bidder.
- 8.2 If Ezemvelo and the preferred bidder fail to come to an agreement on the PPP agreement within six weeks, Ezemvelo 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 for all six (6) retail curio shops is R116,000 per month, payable monthly. This amount will be adjusted annually in line with CPIX.

The total PPP fee is structured as follows:

EZEMVELO KZN WILDLIFE REGIONS	PPP fee per month per Region in the 1 <sup>st</sup> Year of operation	Bidders are required to clearly indicate their selected region by marking the appropriate box – indication may be done by <b>ticking, crossing, or signing</b> on either of the boxes below.
<u><b>East Region</b></u> <ul style="list-style-type: none"> <li>• Hilltop Curio Shop</li> <li>• Mpila Curio Shop</li> </ul>	<b>R47,000</b>	
<u><b>West Region</b></u> <ul style="list-style-type: none"> <li>• Didima Curio Shop</li> <li>• Giant's Castle Curio Shop</li> <li>• Mahai Curio Shop</li> <li>• Thendele Curio Shop</li> </ul>	<b>R69,000</b>	

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 EAST**

**REGION** 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

indicative purposes only, our projection of fees payable to **Ezemvelo KZN Wildlife WEST**

**REGION** 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							

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 TO DEVELOP, OPERATE AND MANAGE SIX (6) RETAIL CURIO SHOPS AT THENDELE, MAHAI, DIDIMA, GIANT'S CASTLE, HILLTOP AND MPILA RESORTS FOR EZEMVELO KZN WILDLIFE FOR A PERIOD OF TEN (10) YEARS THROUGH A PPP AGREEMENT**

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity in which the bid is signed:

*The 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 a Bid to enter into a PPP Agreement with Ezemvelo with the purpose of developing, operating and managing six (6) retail Curio Shops at Thendele, Mahai, Didima, Giant's Castle, Hilltop and Mpila Resorts for Ezemvelo KZN Wildlife for a period of ten (10) years through a PPP Agreement.

and you require the Bidder to include in the Bid a Bid Bond for the Retail Curio Shop operations through a PPP Agreement, the amount of R287,000.00 (Two Hundred and Eighty-Seven 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 R287,000.00 (Two Hundred and Eighty-Seven 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 R287,000.00 (Two Hundred and Eighty-Seven Thousand Rand), exclusive of VAT, and will be increased yearly on 1 April with CPI.