

# EXPRESSION OF INTEREST (EOI)

## Invitation to Reputable Entities for the Development, Operation and Management of Tourism and Recreational Facilities at Selected NamWater Dams

**Issued by:** Namibia Water Corporation Limited (NamWater)

**Date of Issue:** 29 May 2026

**Closing Date and Time:** 28 July 2026 at 11h00

**Reference Number:** NCS/EOI/NW-001/2027

**Procurement Method / Stage:** Expression of Interest for market sounding, concept identification and shortlisting. Shortlisted respondents may be invited to participate in a subsequent Request for Proposals (RFP), Request for Bids (RFB), concession/lease/licence process, PPP process or other approved competitive procurement stage.

**Procurement Framework:** Public Procurement Act, 2015 (Act No. 15 of 2015), Public Procurement Regulations, 2017, applicable directives, codes of good practice, NamWater procurement policies and all approvals required by NamWater governance structures.

**Submission Address:** Procurement Management Unit, Namibia Water Corporation Limited, 176 Iscor Street, Northern Industrial Area, Windhoek, Namibia / [insert official procurement email].

***IMPORTANT NOTICE: This EOI is not an award of a concession, lease, licence, PPP, management agreement or any other contract. It is a preliminary procurement and market-sounding stage to identify capable respondents and viable market concepts. No respondent obtains any right to land, water surface, water use, dam access or contract award by submitting an EOI or by being shortlisted.***

## Definitions and Interpretation

| Term                   | Meaning   |
|------------------------|---|
| NamWater               | Namibia Water Corporation Limited, the public entity issuing this EOI.  |
| EOI                    | Expression of Interest; this market-sounding and shortlisting document.   |
| Respondent             | Any company, consortium, joint venture, entity or eligible person submitting an EOI response.   |
| Shortlisted Respondent | A respondent selected by NamWater to progress to a subsequent procurement stage, if any.  |
| RFP                    | Request for Proposals or other approved competitive procurement document issued after the EOI stage.  |
| Dam Land               | Land owned, controlled, reserved or otherwise managed by NamWater in and around selected dams.  |
| Water Surface          | The surface area of a dam or reservoir that may be considered for controlled tourism or recreational activities, subject to NamWater approval and applicable law. |
| Proprietary Concept    | A respondent-specific design, layout, commercial model, brand concept, operating method, revenue model or other idea submitted in confidence.                     |
| Revenue Sharing        | A financial arrangement under which the appointed operator pays NamWater agreed fees or shares of approved non-water tourism/recreation revenue.                  |

## 1. Background

NamWater owns and operates major dams across Namibia. These dams are primarily strategic national water supply infrastructure. Some dams also have existing recreational facilities, while other dam surroundings and selected water-surface areas may present opportunities for controlled, environmentally responsible and commercially viable tourism and recreation, provided NamWater’s water supply mandate, dam safety, water quality, security and operations are not compromised.

NamWater has received interest from private entities for tourism and recreational developments at certain dams. To ensure transparency, fair competition and market testing, NamWater invites eligible, experienced and financially capable entities to submit EOIs for suitable activities at selected dams.

| No. | Dam               |
|-----|-------------------|
| 1   | Naute Dam         |
| 2   | Neckartal Dam     |
| 3   | Oanab Dam         |
| 4   | Friedenau Dam     |
| 5   | Omdel Dam         |
| 6   | Omatako Dam       |
| 7   | Swakoppoort Dam   |
| 8   | Daan Viljoen Dam  |
| 9   | Otjivero Dam      |
| 10  | Tiida Viljoen Dam |
|     |                   |
|     |                   |

## 2. Procurement and Legal Framework

- This EOI shall be administered in line with the Public Procurement Act, 2015 and Public Procurement Regulations, 2017, including the principles of transparency, accountability, fairness, competition, integrity, responsiveness, value for money and informed decision-making.
- The opportunity may involve the letting or hiring of land or facilities, granting of rights, lease, licence, concession, BOT, BOOT, PPP, management agreement, operating agreement or other structure approved by NamWater and relevant authorities.
- Any subsequent transaction shall be subject to due diligence, environmental authorisations, land-use approvals, water-quality and dam-safety requirements, shareholder/regulatory approvals where applicable, and conclusion of a written agreement.

- Respondents must disclose conflicts of interest, beneficial ownership, consortium members, major subcontractors and any relationship with NamWater employees, consultants, board members or public officials involved in the process.
- NamWater may require shortlisted respondents to participate in a subsequent RFP, competitive negotiation, concession/lease/licence process or other approved procurement stage.

### 3. Objectives of the EOI

- Identify credible, experienced and financially capable respondents that can develop, finance, operate and maintain sustainable tourism and recreational facilities at selected dams.
- Obtain market ideas and commercially viable concepts that may inform the design of a later RFP without sharing proprietary ideas between bidders.
- Explore appropriate use of land around dams and controlled use of water surface areas for tourism and recreation.
- Assess the potential for non-water revenue generation, including revenue sharing and value to NamWater.
- Ensure all concepts are acceptable for a water utility environment and protect NamWater’s water supply mandate, dam safety, water quality, security and operations.
- Promote local participation, community benefits, employment, SME opportunities, environmental stewardship and socio-economic development.

### 4. Nature and Status of this EOI

- This EOI is a preliminary invitation for information, concepts and qualifications. It is not a binding offer, contract, lease, concession, licence, PPP or procurement award.
- NamWater may shortlist respondents based on the stated criteria and may issue an RFP to shortlisted respondents, all eligible respondents, or another group determined in accordance with the approved procurement process.
- NamWater is not obliged to proceed with any proposal, dam, activity or procurement process if it is not in NamWater’s operational, commercial, environmental or strategic interest.
- All costs of preparing and submitting the EOI are for the account of respondents.
- NamWater may verify information, contact references, request clarifications, require presentations, conduct due diligence and reject non-responsive or misleading submissions.

### 5. Mandatory Exclusions and Non-Negotiable Conditions

All proposals must be acceptable within a water utility business environment. Any proposal that undermines NamWater’s water supply mandate, dam safety, water quality, security, operations or public-interest obligations may be rejected as non-responsive.

| Condition                               | Requirement   |
|---|---|
| Sale of dam water prohibited            | Respondents may not propose to sell, resell, trade, commercialise, abstract, package, bottle, transfer or supply water from any NamWater dam, reservoir, pipeline, aquifer, borehole, scheme or other water infrastructure.   |
| Self-supply of water prohibited         | Respondents may not propose self-supply of water from dams or water infrastructure. Any water required for approved facilities must be obtained only through arrangements expressly approved by NamWater and relevant authorities, subject to tariffs, restrictions and availability. |
| No water rights granted                 | This EOI and any shortlisting do not grant water rights, abstraction rights, fishing rights, exclusive water-surface rights, riparian rights, servitudes, land rights or any entitlement to water use.  |
| No interference with utility operations | Proposals must not interfere with dam operation, abstraction, treatment, transmission, monitoring, security, flood management, maintenance, inspection, emergency access or future water infrastructure development.  |

|                                 |  |
|---------------------------------|--|
| Water quality protection        | Proposals must exclude activities that create unacceptable risk of pollution, fuel spillage, sewage discharge, chemical contamination, solid waste contamination, invasive aquatic species, erosion, sedimentation or increased turbidity. |
| Dam safety and restricted areas | No activity may be proposed in restricted safety zones, dam wall zones, spillways, intake structures, monitoring areas, servitudes, flood zones or other operational exclusion areas unless specifically permitted by NamWater.            |
| Water utility acceptability     | Proposals must not place NamWater in a position of unacceptable reputational, environmental, safety, security, legal, financial or operational risk.   |

## 6. Scope of Opportunities: Land Around Dams and Water Surface Use

Respondents may propose one or more of the following land-use and activity options. Proposals must demonstrate compatibility with the specific dam, surrounding land, access routes, existing users, environmental sensitivities, water abstraction infrastructure, dam safety restrictions, flood lines and NamWater operational requirements.

| Option                                       | Examples   | Key Conditions   |
|--|--|--|
| Low-impact day-use recreation                | Picnic areas, braai areas, shaded seating, viewing decks, walking paths, bird hides, visitor information points, ablution blocks, kiosks and controlled access points. | Generally preferred where infrastructure impact is low and public safety can be controlled.  |
| Eco-tourism accommodation                    | Eco-lodges, chalets, tented camps, campsites, caravan sites, glamping units and small-scale hospitality facilities.  | Must include wastewater, solid waste, energy, water supply, traffic, fire safety and environmental management proposals.           |
| Water-based recreation                       | Kayaking, canoeing, non-motorised boating, controlled fishing, educational water activities, sailing or other approved activities.                                     | Subject to dam operating rules, water-quality protection, invasive species controls, life-saving capability and restricted zones.  |
| Motorised boating or commercial water sports | Boat cruises, controlled motorised boating, jetty use, rescue boats or tourism vessels.  | Only where expressly permitted by NamWater after dam-specific safety, noise, fuel, pollution and operational risk review.          |
| Adventure and nature-based activities        | Hiking, mountain biking, trail running, birdwatching, environmental education, photography, guided tours and controlled nature viewing where applicable.               | Must address route design, erosion control, wildlife/human interaction, security and emergency response.                           |
| Hospitality and events                       | Restaurants, coffee shops, curio shops, conference venues, small events, weddings, training venues and visitor centres.  | Must address parking, sanitation, noise, crowd control, fire safety, waste management and security.                                |
| Community and local enterprise facilities    | Community-run kiosks, craft markets, guiding services, cultural tourism, local catering, maintenance services and SME concessions.                                     | Must demonstrate local participation, skills transfer and benefit-sharing arrangements.  |
| Conservation and education facilities        | Interpretation centres, water conservation education, environmental monitoring partnerships and rehabilitation programmes.   | Must align with NamWater's water stewardship, ESG and environmental obligations.   |
| Ancillary infrastructure                     | Access roads, parking, service yards, water tanks, renewable energy systems, wastewater systems, staff accommodation and security infrastructure.                      | Ancillary infrastructure must support approved activities and cannot interfere with water infrastructure or future dam operations. |

### 6.1 Site Zoning Information to be Addressed

- Proposed site boundaries and land parcels required for the activity.
- Dam safety exclusion zones and operational servitudes to be respected.
- Flood lines, high-water marks, buffer zones and areas subject to seasonal water-level variation.
- Existing roads, access-control points, parking areas and emergency access routes.
- Sensitive habitats, archaeological or heritage features, protected areas, wetlands, riparian zones and erosion-prone areas.
- Interface with existing NamWater facilities, staff, security, existing concessionaires or recreational users.

## 7. Water Surface Use Clause

Respondents may propose controlled use of the water surface as part of an integrated tourism and recreational concept. Any proposed water-surface use must be compatible with NamWater’s primary water supply mandate, dam safety requirements, water quality protection, environmental obligations, security requirements and operational control of the dam.

| Potential Water-Surface Use                 | Conditions to be Addressed in EOI   |
|---|---|
| Non-motorised water recreation              | Kayaking, canoeing, paddle boats or similar low-impact activities subject to safety controls, demarcated areas, life jackets, supervision and weather restrictions.                           |
| Controlled boating or guided boat trips     | Only where dam-specific conditions permit. Respondents must address vessel standards, passenger safety, rescue plan, insurance, fuel controls, pollution prevention and restricted zones.     |
| Fishing-related activities                  | Only if legally permissible and approved by NamWater and relevant authorities. Respondents must address licensing, conservation, catch controls, access control and water-quality protection. |
| Jetties, decks and launch points            | Concept designs must prevent erosion, pollution, unsafe access, obstruction of operations and damage to shoreline or dam infrastructure.  |
| Water education and conservation activities | School or visitor education programmes may be proposed if controlled, safe and aligned to water conservation and environmental stewardship objectives.  |

### 7.1 Mandatory Conditions for Water-Surface Use

- Water-surface use is not a right and may be restricted, suspended, modified or prohibited by NamWater at any time for operational, safety, security, environmental, drought, water-quality, maintenance or emergency reasons.
- No water-surface activity may interfere with dam operations, abstraction points, intake works, dam wall areas, spillways, monitoring equipment, restricted areas, security zones, emergency access or other NamWater infrastructure.
- No proposal may include selling water, self-supply of water, water abstraction, water bottling, commercial water transfer or any unauthorised use of NamWater water resources.
- Respondents must submit a water-surface safety plan covering demarcated activity areas, supervision, rescue procedures, weather monitoring, life-saving equipment, incident reporting, emergency contacts, signage and visitor rules.
- Respondents must submit a water-quality protection plan covering fuel controls, waste controls, sewage prevention, litter management, invasive species prevention, cleaning procedures, prohibited substances and spill response.
- NamWater may impose limits on boat types, numbers, operating hours, activity zones, speed, noise, visitor numbers, seasonal operations and emergency shutdowns.
- All water-surface activities must comply with applicable laws, permits, environmental authorisations, safety requirements, insurance requirements and NamWater rules.

| Required Information      | Details to be Submitted  |
|---------------------------|--|
| Activity description      | Type of water-surface activity, expected users, operating hours, seasonality and visitor capacity.                                       |
| Activity zones            | Map or layout showing proposed zones, shoreline access points, restricted areas, launch points, jetties and emergency access.            |
| Safety arrangements       | Supervision, life jackets, rescue equipment, trained personnel, first aid, emergency response and incident reporting.                    |
| Environmental controls    | Pollution prevention, fuel and chemical restrictions, waste controls, invasive species prevention and water-quality safeguards.          |
| Operational compatibility | How the activity avoids interference with NamWater operations, dam wall, intake structures, monitoring equipment and maintenance access. |
| Permits and approvals     | Expected permits, licences, environmental approvals, insurance and authority consents required before implementation.                    |
| Revenue model             | How water-surface activities contribute to tourism/recreation revenue without selling, self-supplying or commercialising dam water.      |

## 8. Scope of Opportunities and Minimum Requirements

- Design, finance, develop, operate, maintain and eventually transfer or hand back facilities under an approved model, where applicable.
- Operate all facilities in compliance with NamWater’s security, dam safety, environmental, public health, occupational health and safety and operational requirements.
- Provide safe public access while maintaining controlled access to restricted operational areas.
- Implement environmental management, waste management, water conservation and pollution prevention systems.
- Ensure facilities are inclusive, accessible where practicable and supportive of local employment and SME participation.
- Carry adequate insurance, including public liability, professional indemnity where applicable, construction all-risk insurance during works, marine/watercraft insurance where applicable and environmental liability where required.

## 9. Revenue Sharing and Value to NamWater

Respondents must include an indicative revenue-sharing and value-to-NamWater proposal as part of their EOI submission. The purpose is to assess commercial seriousness, bankability and value potential before deciding which respondents may be shortlisted for a subsequent RFP.

- Revenue sharing must relate only to approved tourism, recreation, hospitality, accommodation, events, concessions, visitor services, parking, guiding, retail, food and beverage, or other approved non-water commercial activities.
- Revenue sharing may not be based on, linked to or derived from the sale, resale, abstraction, self-supply, bottling, trading, transfer or commercialisation of water from any NamWater dam, reservoir, pipeline, aquifer, borehole, scheme or other water infrastructure.
- Respondents must clearly distinguish projected capital investment, projected operating revenue, operating costs, proposed concession/lease payments and proposed revenue-share payments to NamWater.
- The revenue-sharing concept must be realistic, auditable and commercially sustainable. Overstated or unrealistic revenue-sharing assumptions may be treated as a weakness in evaluation.
- Revenue-sharing proposals must not compromise affordability, public safety, environmental compliance, water-quality protection, dam safety, community benefits or NamWater’s operational requirements.
- Final revenue-sharing obligations, minimum annual guarantees, escalation mechanisms, reporting requirements, audit rights, payment security and performance guarantees will be determined during the RFP and contract negotiation stage.

| Model  | Description   | EOI Information Required   |
|--|---|--|
| Fixed concession or lease fee                  | Fixed annual or monthly amount payable to NamWater for approved use of land and/or facilities.          | Indicative annual amount, escalation assumption and affordability rationale.                         |
| Percentage of gross revenue                    | Percentage of gross revenue from approved tourism/recreation activities payable to NamWater.            | Indicative percentage, included revenue categories, exclusions and audit method.                     |
| Minimum annual guarantee plus percentage share | Minimum guaranteed payment with an additional percentage of revenue after agreed threshold.             | Indicative minimum guarantee, percentage share, threshold and payment timing.                        |
| Turnover-based stepped fee                     | Revenue share increases as turnover reaches agreed bands.   | Indicative bands, percentages and business rationale.  |
| Development premium or once-off fee            | Once-off payment or upfront contribution linked to award or commencement, where commercially justified. | Indicative amount, payment trigger and relationship to capital investment.                           |
| Blended value model                            | Combination of fixed fee, turnover share, community benefits and infrastructure investment.             | Clear split between financial return to NamWater, investment obligations and community/ESG benefits. |

| Required Information   | Details to be Provided   |
|------------------------|--|
| Proposed model         | State whether proposal is fixed fee, percentage revenue share, minimum guarantee, stepped turnover fee, blended model or other structure.    |
| Indicative assumptions | Estimated annual revenue, visitor numbers, average spend, operating costs, seasonality assumptions and ramp-up period.                       |
| Payment basis          | Clarify whether payments are monthly, quarterly or annual and whether based on gross revenue, net revenue, fixed lease value or other basis. |
| Auditability           | Explain accounting records, point-of-sale controls, annual financial reporting, audit rights and anti-leakage controls.                      |
| Risk allocation        | Identify assumptions on drought, low dam levels, access restrictions, force majeure, maintenance closures and operational interruptions.     |
| Value to NamWater      | Explain direct financial value, non-financial value, infrastructure improvements, community benefits and tourism-development benefits.       |

## 10. RFP Development Process and Protection of Market Ideas

This EOI is intended to obtain market ideas and identify concepts with the best potential to be developed into viable businesses. NamWater may use the outcome of the EOI process to prepare a subsequent RFP. The RFP development process shall protect respondent-specific concepts while allowing NamWater to develop fair, common and procurement-compliant RFP requirements.

| Stage  | Process   | Outcome   |
|--|---|---|
| Stage 1: EOI receipt and opening                 | NamWater receives EOI submissions by the closing date and records submissions in accordance with applicable procurement procedures.   | List of respondents and confirmation of timely submissions.                   |
| Stage 2: Mandatory responsiveness review         | Submissions are checked for completeness, legal eligibility, conflict declarations, prohibited water-use proposals and acceptability within a water utility environment.                                  | Non-responsive submissions may be rejected before scoring.                    |
| Stage 3: Technical and commercial evaluation     | Responsive EOIs are evaluated using approved criteria including viability, investment capacity, land and water-surface concept, revenue sharing, safety, environmental protection and community benefits. | Scored ranking and recommendation for shortlisting.                           |
| Stage 4: Clarifications and presentations        | NamWater may request written clarifications, additional information, interviews, presentations or site-specific discussions without allowing material changes that compromise fairness.                   | Clarified understanding of respondent concepts and capabilities.              |
| Stage 5: Shortlisting                            | NamWater shortlists respondents with viable, water-utility-compatible concepts that meet the minimum threshold and pass due diligence.  | Shortlist for RFP or further procurement stage.                               |
| Stage 6: RFP preparation                         | NamWater prepares the RFP using its own requirements, legal framework, operational restrictions, site information, minimum standards and general market learnings from the EOI.                           | RFP issued with common rules, common information and dam-specific conditions. |
| Stage 7: RFP submission                          | Shortlisted bidders submit detailed proposals based on their own EOI concepts, refined in line with the RFP requirements and any site restrictions.   | Detailed technical, financial and legal proposals for evaluation.             |
| Stage 8: RFP evaluation and award recommendation | RFP proposals are evaluated using the RFP criteria and approved procurement process. Award, if any, remains subject to approvals and conclusion of a written agreement.                                   | Preferred bidder or no award, subject to NamWater approvals.                  |

### 10.1 Protection of Bidder Ideas

- EOI submissions, concept designs, layouts, revenue models, operating models and proprietary ideas will not be shared between bidders.
- Shortlisted bidders will be expected to submit RFP proposals based on their own EOI submissions, as refined by the RFP requirements, NamWater's site-specific restrictions and any clarifications issued by NamWater.

- NamWater may use general market themes to formulate common RFP requirements, minimum standards, evaluation criteria, site restrictions and contract terms, provided respondent-specific proprietary concepts are not disclosed to other bidders.
- NamWater may require bidders to identify proprietary or confidential parts of their EOI submission. Such marking does not prevent disclosure where required for evaluation, approvals, audit, legal advice, regulatory compliance or law.
- No respondent shall acquire intellectual property rights over NamWater’s dams, sites, operational restrictions, RFP documents, procurement requirements or generic ideas independently developed by NamWater.
- No compensation shall be payable by NamWater for any concept, idea, design or proposal submitted in response to the EOI, whether or not NamWater proceeds to RFP or award.

## 11. Health, Safety, Security and Emergency Response Plans

Each EOI must include a concept-level Health, Safety, Security and Emergency Response Plan proportionate to the proposed activity. Shortlisted bidders may be required to submit a detailed HSE file during the RFP stage and before any site access, construction or operation.

| Plan Component                  | Minimum Information Required in EOI   |
|---------------------------------|---|
| HSE Policy and Governance       | Signed policy, responsible HSE officer, reporting lines, contractor management and compliance register.   |
| Activity Risk Assessment        | Hazard identification and risk assessment for construction, operations, water activities, public access, events, traffic, animals, fire, weather and remote-area risks.           |
| Water Safety Plan               | Controls for swimming, boating, fishing, kayaking, jetty use, life jackets, rescue equipment, lifeguards/marshals, vessel inspection, weather monitoring and drowning prevention. |
| Emergency Response Plan         | Emergency contacts, response roles, evacuation points, ambulance access, rescue boats where applicable, incident command, communication with NamWater and authorities.            |
| Fire and Life Safety            | Fire prevention, firefighting equipment, evacuation plans, cooking/braai controls, LPG controls, firebreaks and emergency drills.   |
| First Aid and Medical Readiness | First aid stations, trained first aiders, trauma kits, emergency transport, nearest medical facilities and incident reporting procedures.   |
| Construction Safety Plan        | Method statements for earthworks, work near water, working at height, excavations, lifting, electrical works, plant/equipment, PPE and induction.                                 |
| Traffic and Access Safety       | Road safety, parking, pedestrian routes, speed control, visitor access control, emergency access, signage and night-time safety.  |
| Security Plan                   | Access control, protection of NamWater infrastructure, visitor screening where required, patrols, restricted areas and coordination with NamWater security.                       |
| Environmental Health            | Sanitation, potable water for visitors, food safety, waste management, pest control, hazardous materials and pollution prevention.  |
| Incident Management             | Incident reporting templates, escalation timelines, root cause analysis, corrective actions and reporting to NamWater.  |
| Insurance and Indemnities       | Evidence or commitment to obtain public liability, employer liability, construction all-risk, marine/watercraft and other required cover.   |

## 12. Design Information to be Submitted with the EOI

Respondents must submit sufficient concept-level design information to allow NamWater to assess feasibility, compatibility with dam operations, environmental risk, public safety, land-use intensity and infrastructure requirements. The design package should be concise but specific.

| Design Item            | Minimum EOI Requirement   |
|------------------------|---|
| Concept Masterplan     | Overall vision, activity zones, visitor flow, access points, restricted areas, expansion phases and interface with NamWater operations.                       |
| Site Layout Plan       | Scaled site plan showing proposed facilities, approximate coordinates, setbacks from water edge, buffers, flood-risk areas, roads, parking and service areas. |
| Architectural Concepts | Sketches/renderings of buildings, accommodation units, visitor centres, restaurants, ablutions, kiosks, decks and other structures.                           |

|                               |  |
|-------------------------------|--|
| Civil and Structural Concepts | Preliminary foundations, platforms, jetties, decks, roads, stormwater, erosion control, retaining structures and works near water.                               |
| Utilities and Services Plan   | Water supply arrangements, wastewater, sewage treatment, solid waste, electricity, renewable energy, communications, firewater, drainage and maintenance access. |
| Environmental Design Response | Low-impact design, vegetation protection, rehabilitation, noise/light controls, water-quality protection, waste minimisation and climate resilience.             |
| Operations Layout             | Visitor management, staff areas, security points, loading/offloading, emergency access, maintenance zones and controlled access to high-risk areas.              |
| Phasing Plan                  | Phase 1 minimum development, future phases, investment milestones and expected timeframes.   |
| Design Compliance Statement   | Statement that designs will comply with applicable building, environmental, fire, public health, occupational safety, dam safety and NamWater requirements.      |
| Preliminary Cost Estimate     | High-level capital cost estimate per phase, operating cost assumptions and proposed funding source.  |

### 13. Environmental, Regulatory and Permit Requirements

- Respondents must identify anticipated permits, approvals and studies required, including environmental authorisation, EIA or screening, building approvals, public health approvals, food/beverage licences, tourism licences, water activity permissions, fire approvals and other applicable approvals.
- EOI submissions must include an initial environmental screening note identifying potential impacts on water quality, biodiversity, soil erosion, wastewater, solid waste, traffic, noise, light, heritage resources and community impacts.
- Any shortlisted respondent must undertake statutory approvals at its own cost unless otherwise agreed in writing.
- No construction, land clearing, site establishment, vegetation removal, wastewater discharge, fuel storage or operation may commence before written approval by NamWater and required authorities.

### 14. Community Benefits and Local Participation Requirements

Respondents must demonstrate how the proposed development will create measurable, inclusive and sustainable benefits for communities surrounding the selected dam(s), while ensuring such benefits are commercially realistic, transparent, auditable and aligned with NamWater’s mandate and procurement principles.

- Local employment: estimated number and categories of jobs for local residents during construction and operations.
- Local procurement and SME participation: goods, services and works to be sourced from local suppliers, SMEs, community enterprises and Namibian-owned businesses where feasible.
- Skills development and training: training, internships, apprenticeships, mentoring, hospitality skills, guide training, safety training, environmental awareness and small-business support.
- Community access and affordability: controlled, safe and affordable access arrangements for local communities, schools or organised groups, subject to safety, security and operational requirements.
- Community enterprise opportunities: local guides, craft vendors, cultural tourism, food services, transport, cleaning, landscaping, maintenance, security support or other ancillary services.
- Environmental stewardship: conservation, clean-up campaigns, water conservation education, anti-littering, invasive species prevention and protection of sensitive areas.
- No unauthorised commitments: respondents may not promise land rights, water rights, employment quotas, exclusive community rights, compensation, resettlement benefits or financial payments unless approved in writing by NamWater and competent authorities.

| Community Benefit Area       | Minimum Information Required in EOI  |
|------------------------------|--|
| Employment and labour        | Number of local jobs, recruitment method, gender/youth inclusion, training plan and labour standards.              |
| Local procurement            | Estimated value of local sourcing, target supplier categories, SME participation and supplier-development support. |
| Training and skills transfer | Training programmes, certifications, internships, mentoring and operational skills transfer.                       |

|                                    |  |
|------------------------------------|--|
| Community access                   | Proposed access arrangements, discounted days, school visits or community education activities, subject to safety/security controls. |
| Community enterprise participation | Specific opportunities for local guides, crafts, catering, transport, maintenance, landscaping, cleaning or support services.        |
| Environmental/social stewardship   | Community conservation initiatives, waste awareness, water conservation education and rehabilitation activities.                     |
| Monitoring and reporting           | KPIs, baseline, reporting frequency, evidence required and corrective actions for non-performance.                                   |

## 15. Required Deliverables from the EOI Submission

| Deliverable  | Required Content   |
|--|--|
| 1. EOI Response Form                               | Completed and signed response form, respondent details, authorised representative and declaration.   |
| 2. Cover Letter                                    | Brief statement of interest, dams applied for, proposed activity categories and acceptance of EOI conditions.  |
| 3. Executive Summary                               | Maximum 3 pages summarising concept, investment, operating model, benefits, risks and requested land/water-surface use.                                      |
| 4. Land-Use Concept                                | Dam-specific land-use proposal, preferred site area, activities, approximate land required, access requirements and restricted-zone assumptions.             |
| 5. Water Surface Use Plan                          | If applicable: activity description, zone map, safety plan, environmental controls, permits, operational restrictions and revenue model.                     |
| 6. Design Pack                                     | Concept masterplan, layout drawings, sketches, utilities concept, phasing plan, design compliance statement and cost estimate.                               |
| 7. HSE and Emergency Plan                          | Concept-level health, safety, security and emergency response plan.  |
| 8. Environmental Screening Note                    | Initial environmental and social risk screening, mitigation approach and anticipated permits/approvals.  |
| 9. Operating Model                                 | Proposed operating structure, visitor management, staffing, maintenance, security, access control and service standards.                                     |
| 10. Commercial Proposal Summary                    | Indicative investment, funding source, proposed concession/lease/PPP model, revenue-sharing concept and affordability considerations.                        |
| 11. Revenue-Sharing Concept                        | Indicative financial model, proposed payment structure, revenue categories, auditability, assumptions and value to NamWater.                                 |
| 12. Experience Portfolio                           | Relevant projects, references, completion certificates, project values, roles performed and operating track record.  |
| 13. Company Profile and Compliance Documents       | Legal registration, ownership, management, good standing documents, tax/social security/affirmative action documents where applicable.                       |
| 14. Community Benefit and Local Participation Plan | Measurable commitments for local employment, SME participation, skills transfer, community access, environmental stewardship and reporting KPIs.             |
| 15. RFP Concept Continuity Declaration             | Confirmation that respondent understands it may be required to submit an RFP based on its own EOI concept and may not use other bidders' ideas.              |
| 16. Water Use Exclusion Declaration                | Confirmation that proposal excludes selling, self-supply, abstraction, bottling, trading or commercialisation of water from NamWater dams or infrastructure. |
| 17. Declarations                                   | Conflict of interest, anti-corruption, accuracy of information, confidentiality, litigation history and acceptance of NamWater reserve rights.               |

## 16. Additional Information Required on Bidder Experience

- At least three comparable projects completed or operated in the last ten years, preferably involving tourism, hospitality, recreation, eco-tourism, concession operations, PPPs, water-based recreation, protected areas, lodges, campsites or public facilities.
- For each project: client name, location, contract model, project value, role of respondent, start/end dates, current operational status, visitor capacity, environmental approvals and contactable references.
- Evidence of construction/development experience where physical facilities are proposed, including contractor management, project delivery, quality control and handover experience.
- Evidence of operating experience including occupancy/visitor volumes, safety record, customer service standards, maintenance systems, incident statistics and regulatory compliance history.

- Experience in environmentally sensitive areas, protected areas, water bodies, dams, rivers, coastal areas or remote locations.
- Experience working with public entities, SOEs, local authorities, traditional authorities or communities.
- CVs of key personnel: project sponsor/director, project manager, architect/designer, civil/structural engineer, environmental practitioner, HSE manager, operations manager, finance lead and community liaison officer.
- Disclosure of terminated contracts, litigation, arbitration, regulatory penalties, environmental incidents, safety incidents or contract defaults in the last five years.

## 17. Company Profile and Legal/Administrative Documents

| Area                               | Required Information   |
|------------------------------------|--|
| Legal status                       | Certificate of incorporation/registration, founding documents, business registration, trading name and principal place of business.  |
| Ownership and beneficial ownership | Shareholding structure, beneficial owners, directors, trustees or partners, including Namibian/local ownership and SME status where applicable.  |
| Tax and statutory good standing    | Valid tax good standing, VAT registration where applicable, social security good standing and affirmative action compliance certificate where applicable.                              |
| Consortium/JV information          | JV agreement or letter of intent, lead member, roles/responsibilities, percentage participation, joint and several liability commitment and authorised representative.                 |
| Subcontractors                     | Major subcontractors and consultants, their role, experience, licences and conflict-of-interest declarations.  |
| Financial standing                 | Audited annual financial statements for the last three years, bank reference, proof of funding access, credit facilities, investor letters or parent company support where applicable. |
| Insurance                          | Existing insurance profile and commitment to obtain project-specific covers required by NamWater.  |
| Governance and compliance          | Anti-corruption policy, code of conduct, conflict-of-interest policy, environmental policy, HSE policy and data/privacy controls where applicable.                                     |
| Contact details                    | Authorised representative, physical address, postal address, email, telephone, alternative contact and board/owner approval to submit.   |

## 18. Eligibility and Mandatory Responsiveness Requirements

- Respondent must be a legally recognised entity, consortium, joint venture, non-profit entity or other eligible structure capable of contracting with NamWater.
- Submission must be signed by an authorised representative.
- Respondent must submit mandatory declarations and company profile documents.
- Respondent must not be debarred, blacklisted, insolvent, under liquidation or subject to unresolved conflict of interest that may compromise the process.
- Respondent must demonstrate minimum relevant experience, financial capacity and technical capability proportionate to the proposed activity.
- NamWater may reject incomplete, late, materially non-responsive or misleading submissions.

| Mandatory Requirement         | Pass/Fail Consideration   |
|-------------------------------|---|
| Timely and properly submitted | Submission received before closing deadline and in prescribed format.   |
| Authorised and complete       | Submission signed and includes required forms, declarations, company documents and contact details.   |
| Legal eligibility             | Respondent is capable of contracting, not debarred, insolvent or under liquidation, and has disclosed JV/beneficial ownership.  |
| No prohibited water proposal  | Submission does not propose selling dam water, self-supply, abstraction rights, water trading, bottling or unauthorised water use.  |
| Water utility acceptability   | Submission does not create unacceptable risk to NamWater's water supply mandate, water quality, dam safety, infrastructure security or operational control.               |
| Minimum concept completeness  | Submission identifies dam(s), land-use concept, water-surface use if any, design concept, business model, HSE approach, environmental approach and indicative investment. |

|                     |   |
|---------------------|---|
| Conflict disclosure | Conflict-of-interest and anti-corruption declarations submitted and acceptable to NamWater. |
|---------------------|---|

## 19. Evaluation Methodology and Shortlisting

EOI submissions will be evaluated in two stages: (i) administrative and mandatory responsiveness; and (ii) qualitative evaluation and scoring. Only submissions that pass mandatory responsiveness may be scored. The scoring prioritises respondents with the strongest potential to develop a viable, bankable, safe and water-utility-compatible business.

| Evaluation Criterion                             | Weight | Evaluation Considerations  |
|--|--------|--|
| Business viability and commercial sustainability | 20     | Market demand, operating model, realistic revenue assumptions, cost assumptions, scalability, phasing, risk allocation and long-term sustainability.                           |
| Investment capacity and bankability              | 15     | Indicative capital investment, funding sources, financial strength, ability to fund construction and operations, and credible implementation timeline.                         |
| Integrated land and water-surface concept        | 15     | Quality of land-use concept, appropriate water-surface use, site layout, visitor flow, shoreline use, access, utilities, phasing and destination potential.                    |
| Acceptability for water utility operations       | 15     | Protection of NamWater mandate, dam safety, water quality, security, operational access, drought/flood flexibility, restricted-zone compliance and low interference.           |
| Revenue sharing and value to NamWater            | 10     | Indicative concession fee, lease payment, revenue share, minimum guarantee, turnover-based fee, escalation, auditability, payment security and non-water revenue generation.   |
| Relevant experience and implementation team      | 10     | Comparable tourism, recreation, hospitality, concession, PPP, eco-tourism, water-based recreation or public facility experience; key personnel and references.                 |
| HSE, environmental and public safety robustness  | 10     | Water safety, emergency response, public liability, environmental screening, waste/wastewater management, pollution prevention, fire safety, security and incident management. |
| Community benefits, local participation and ESG  | 5      | Local employment, SME participation, community enterprise opportunities, skills transfer, community access, environmental stewardship, inclusion and reporting KPIs.           |
| Total  | 100    | Recommended minimum shortlisting threshold: 70/100, subject to NamWater discretion, procurement approvals and satisfactory pass/fail compliance.                               |

| Rating       | Score Range                 | Description  |
|--------------|-----------------------------|--|
| Excellent    | 80–100% of available points | Clear, credible, dam-specific and commercially viable proposal with strong evidence, realistic assumptions, low utility risk and strong implementation capacity. |
| Good         | 65–79% of available points  | Generally credible and suitable proposal with minor gaps or assumptions that can be clarified during the RFP stage.  |
| Adequate     | 50–64% of available points  | Concept has potential but contains material gaps in viability, design, finance, utility compatibility, safety or implementation detail.                          |
| Weak         | 30–49% of available points  | Concept is generic, poorly evidenced, commercially uncertain, operationally risky or insufficiently developed.   |
| Unacceptable | 0–29% of available points   | Non-credible, non-viable, high-risk or materially inconsistent with NamWater’s mandate, public safety, water quality or dam operations.                          |

NamWater may shortlist more than one respondent per dam, may combine compatible concepts, may request clarifications and may invite respondents to presentations. Shortlisting does not create any entitlement to appointment or award.

## 20. Submission Format and Instructions

- Submission deadline: [insert date and time]. Late submissions will not be considered unless permitted by applicable procurement rules and authorised by NamWater.
- Physical submission: sealed envelope clearly marked “EOI – Tourism and Recreation Facilities at NamWater Dams – [Reference Number]” delivered to NamWater Procurement Management Unit, 176 Iscor Street, Northern Industrial Area, Windhoek, Namibia.
- Electronic submission: scanned PDF to [insert procurement email] with subject line “EOI – Tourism and Recreation Facilities at NamWater Dams – [Reference Number]”. NamWater may prescribe file-size limits and require separate annexures.
- Recommended structure: Part A Administrative Documents; Part B Company Profile and Experience; Part C Concept, Designs, Land and Water Surface Use; Part D HSE, Environmental and Operating Plans; Part E Financial, Revenue Sharing and Commercial Information; Part F Declarations and Annexures.
- Respondents must clearly identify which dam(s) they are applying for and provide dam-specific information for each selected dam.
- All submissions must be in English. Financial amounts must be stated in Namibian Dollars unless otherwise specified.
- Confidential information must be clearly marked. NamWater will handle information in accordance with applicable laws and procurement requirements but may disclose information where required for evaluation, approval, audit, legal or regulatory purposes.

## 21. Clarifications, Site Visits and Addenda

- All enquiries must be submitted in writing to [procurement@namwater.com.na] by [15 July 2026].
- NamWater may issue written clarifications or addenda to all prospective respondents. Oral statements shall not bind NamWater.
- NamWater may organise compulsory site visits to those prospective bidders that have bought the tender documents before 20 June 2026.
- Respondents may not contact NamWater employees, board members or consultants regarding this EOI except through the official contact channel.

## 22. NamWater Reserved Rights

- Cancel, suspend, amend, extend or re-advertise the EOI.
- Reject any or all EOIs without incurring liability, subject to applicable procurement rules.
- Verify information, request clarification or additional documents and conduct due diligence.
- Shortlist one, more than one or no respondent for any dam or activity.
- Proceed to an RFP, RFB, concession, lease, licence, negotiation or other approved procurement stage, or not proceed at all.
- Exclude proposals inconsistent with dam safety, water quality, environmental protection, NamWater operations, public safety or public interest.
- Require modifications to concepts to protect NamWater infrastructure and operations.

## 23. Annexures and Forms to be Completed

| Annexure   | Description                                    |
|------------|--|
| Annexure A | EOI Response Form                              |
| Annexure B | Dam, Land-Use and Water-Surface Selection Form |
| Annexure C | Company Profile Checklist                      |

|            |  |
|------------|--|
| Annexure D | Relevant Experience Project Sheet                      |
| Annexure E | Key Personnel Schedule                                 |
| Annexure F | Concept Design Checklist                               |
| Annexure G | HSE and Emergency Plan Checklist                       |
| Annexure H | Environmental Screening Checklist                      |
| Annexure I | Financial Capability Form                              |
| Annexure J | Revenue-Sharing Concept Form                           |
| Annexure K | Water Use Exclusion Declaration                        |
| Annexure L | RFP Concept Continuity and Confidentiality Declaration |
| Annexure M | Conflict of Interest and Anti-Corruption Declaration   |
| Annexure N | Consortium/JV Declaration                              |
| Annexure O | Confidential Information Schedule                      |
| Annexure P | Community Benefit and Local Participation Plan         |

### Annexure A: EOI Response Form (Template)

| Field                        | Response |
|------------------------------|----------|
| Respondent legal name        |          |
| Registration number          |          |
| Country of registration      |          |
| Tax/VAT number               |          |
| Authorised representative    |          |
| Email and telephone          |          |
| Dam(s) applied for           |          |
| Proposed activity categories |          |
| Consortium/JV members if any |          |
| Signature and date           |          |

### Annexure B: Dam, Land-Use and Water-Surface Selection Form

| Dam              | Land Use Proposed | Water Surface Proposed | Use | Approximate Area / Zone | Notes |
|------------------|-------------------|------------------------|-----|-------------------------|-------|
| Naute Dam        |                   |                        |     |                         |       |
| Neckartal Dam    |                   |                        |     |                         |       |
| Von Bach Dam     |                   |                        |     |                         |       |
| Friedenau Dam    |                   |                        |     |                         |       |
| Omdel Dam        |                   |                        |     |                         |       |
| Omatako Dam      |                   |                        |     |                         |       |
| Swakoppoort Dam  |                   |                        |     |                         |       |
| Daan Viljoen Dam |                   |                        |     |                         |       |
| Otjivero Dam     |                   |                        |     |                         |       |

### Annexure D: Relevant Experience Project Sheet (Template)

| Field   | Response |
|---|----------|
| Project name and location                       |          |
| Client / owner                                  |          |
| Project type and scope                          |          |
| Contract model                                  |          |
| Capital value and annual turnover if applicable |          |
| Respondent role                                 |          |
| Dates and current status                        |          |
| Environmental/HSE approvals obtained            |          |
| Safety record / incidents                       |          |
| Reference contact details                       |          |

## Annexure F: Concept Design Checklist

- Concept masterplan
- Site layout plan
- Facility sketches/renderings
- Utilities concept
- Access/traffic/parking plan
- Wastewater and waste concept
- Environmental design response
- HSE design considerations
- Water-surface activity zone plan where applicable
- Phasing and cost estimate
- Design compliance statement

## Annexure G: HSE and Emergency Plan Checklist

- HSE policy
- Activity risk assessment
- Construction safety plan
- Water safety plan
- Fire and life safety plan
- Emergency response plan
- First aid plan
- Security plan
- Traffic and access safety plan
- Incident reporting procedure
- Insurance plan

## Annexure J: Revenue-Sharing Concept Form

| Item                            | Response |
|---------------------------------|----------|
| Proposed revenue-sharing model  |          |
| Revenue categories included     |          |
| Indicative concession/lease fee |          |
| Indicative percentage share     |          |
| Minimum annual guarantee if any |          |
| Escalation assumptions          |          |
| Audit and reporting mechanism   |          |
| Payment timing                  |          |
| Key financial assumptions       |          |
| Value to NamWater               |          |

## Annexure K: Water Use Exclusion Declaration

The respondent declares that its proposal does not include the sale, resale, abstraction, self-supply, bottling, trading, transfer or commercialisation of water from any NamWater dam, reservoir, pipeline, aquifer, borehole, scheme or other water infrastructure. Any water required for approved facilities shall be obtained only through arrangements expressly approved by NamWater and relevant authorities.

## Annexure L: RFP Concept Continuity and Confidentiality Declaration

The respondent acknowledges that, if shortlisted, it may be required to submit an RFP proposal based on its own EOI concept and shall not use, copy or rely on another bidder's proprietary concept, design, revenue model, operating model or business strategy. The respondent further acknowledges that NamWater may use general market themes from the

EOI process to develop common RFP requirements, provided respondent-specific proprietary ideas are not disclosed to other bidders.

### Annexure P: Community Benefit and Local Participation Plan

| Community Benefit Area                  | Respondent Commitment / KPI |
|---|-----------------------------|
| Local employment                        |                             |
| Local procurement and SME participation |                             |
| Training and skills transfer            |                             |
| Community access arrangements           |                             |
| Community enterprise opportunities      |                             |
| Environmental stewardship               |                             |
| Monitoring and reporting                |                             |