REQUEST FOR PROPOSALS

Request for proposals issued by South African National Parks in respect of the Bush Braai opportunity in the Phalaborwa Gate Section of the Kruger National Park
IMPORTANT NOTICE

This Request for Proposals (RFP), incorporating all its attachments, has been produced by South African National Parks, in connection with the bush braai opportunity in the Kruger National Park.

No representation or warranty, express or implied, is made, or responsibility of any kind is or will be accepted, by South African National Parks, with respect to the accuracy and completeness of the RFP, and any liability in connection with the use by any interested party of the information contained in this RFP is hereby disclaimed.

The RFP is provided to the recipient to assist in making its own appraisal of the PPP opportunities presented herein and in deciding whether to submit a proposal in connection with the opportunities. However, this RFP is not intended to serve as the basis for an investment decision on the opportunity, and each recipient is expected to make such independent investigation and to obtain such independent advice, as he or she may deem necessary for such a decision.

South African National Parks may amend or replace any information contained in this RFP at any time, without giving any prior notice or providing any reason.

June 2019
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1. INTRODUCTION

1.1 This Request for Proposals ("the RFP") is issued by South African National Parks ("SANParks") in accordance with the guidelines for Public Private Partnerships ("PPPs") contained in National Treasury's Tourism PPP Toolkit, and in compliance with Treasury Regulation 16 issued in terms of the Public Finance Management Act 1999.

1.2 SANParks is looking to source operators for the Bush Braai opportunity at a site identified in the Phalaborwa Gate Section of the Kruger National Park.

1.3 It is intended that by SANParks entering into the PPP with a Private Party, SANParks will generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the Private Party in compliance with strict environmental standards maintained by SANParks will develop the project. In keeping with SANParks' objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment ("BEE"), particularly those from local communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment.

1.4 Value-for-Money Objectives

The commercialisation strategy has various value-for-money objectives. The following are the main objectives of this PPP:

1.4.1 Revenue generation: The Private Party will pay a monthly PPP fee to SANParks in exchange for the right to operate the Bush Braai opportunity in National Parks;

1.4.2 Loss minimisation and savings on operations (as opposed to operating internally);

1.4.3 Job Creation;

1.4.4 BEE;

1.4.5 Biodiversity protection and conservation;
1.4.6 Tourism promotion through professional service rendered to guests visiting the Kruger National Park; and

1.4.7 Infrastructure upgrades and maintenance of infrastructure (limited).

2. GENERAL RULES OF THE TENDER

2.1 This RFP supersedes all other SANParks communications to Bidders about this PPP opportunity and the rules and conduct of the bid.

2.2 No verbal discussion with any staff or advisor of SANParks 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 SANParks, circulated to each bidder. E-mail communications from SANParks to Bidders will count as written communication.

2.3 SANParks reserves the right to modify the timetable in Article 18 or otherwise amend, supplement or clarify the RFP at any time. SANParks may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 2.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

2.4 The bid will be conducted in accordance with, and shall be governed by the laws of the Republic of South Africa and this RFP.

2.5 Bids and all correspondence and documents relating to Bids shall be in the English language.

2.6 The submission of a Bid by a Bidder implies full knowledge and acceptance of, and submission to, all the terms and conditions set out in this RFP, the PPP Agreement and under the applicable laws of the Republic of South Africa.

2.7 Bidders shall be responsible for all costs, expenses and losses incurred by them in the preparation and submission of Bids or otherwise in connection with the Tender. SANParks will not compensate Bidders for any such costs, expenses or losses, regardless of the outcome of the Tender.
2.8 Each Bidder must appoint one or more duly authorised representatives (“Legal Representatives”), mandated by an executive decision of the project company and legal power of attorney to represent the Bidder.

3. IDENTITY OF BIDDERS

3.1 A Bidder may be a single company or an unincorporated joint venture or a trust. The Bidder must meet the operational and financial criteria as contained in this document.

3.2 Public institutions are specifically excluded from submitting proposals or bidding for the tender.

3.3 Each submission must set out, in detail, the structure that will be adopted for the entity. The shareholders should be clearly identified, and their roles and responsibilities listed. The submission should list the equity, ownership and directorships held by shareholders. SANParks requires that Interested Parties create a newly formed special purpose vehicle (SPV) for bidding purposes. The sole purpose of the SPV will be to undertake the PPP Project. Where any parties are not shareholders, but will be integrally involved in the operation of the SPV, such parties should also be listed. It will be expected that the SPV is legally constituted prior to the signature of the PPP Agreement.

3.4 The SPV will be required to score at least 80 points for B-BBEE Proposal.

3.5 As the project might require a substantial amount of capital investment, Interested Parties must demonstrate their ability to raise debt and equity and to provide security to SANParks’ satisfaction.

3.6 Interested Parties will also be required to provide information on ownership of the entities of which the Interested Parties are comprised, together with organograms reflecting the ownership proportions.

3.7 When preparing submissions on the identity of the bidders, Interested Parties are required to structure their submissions in the following format:

3.7.1 Submit to SANParks the information set out in SECTION 1A – QUALIFICATION SUBMISSIONS in relation to the Qualification Criteria;
3.7.2 Submit to SANParks the information set out in SECTION 1B – Information on Bidders – in relation to the company, unincorporated joint venture or trust and its shareholders, partners of beneficiaries; and

3.7.3 Certify to SANParks that the information contained therein is true, accurate and complete in all respects.

3.8 SANParks reserves the right to request, at any time, additional information or documentation from Bidders.

3.9 Where a Bidder is made up of a number of parties, shareholders in one SPV may not in any way be shareholders of other SPV’s competing for the same bid package.

4. **THE PPP OPPORTUNITY**

4.1 The following outlines a high level overview of the opportunity and SANParks’ expectation from the Private Party:

4.1.1 Provide a bush breakfast and bush dinner/braai experience for guests/tourists booked for morning and night game drives.

4.1.2 Provide bush breakfast and bush braai dinner/braai at the identified bush site and offer cold and hot beverages to the guests.

4.1.3 Provide dining tables and chairs for guests during mealtime as well as ablution facilities.

4.1.4 Provide morning drives in an Open Safari Vehicle 4X4 (OSV) with an experienced guide who will drive groups to view Kruger’s nocturnal creatures and their secretive activities. Guests shall then be treated for a bush breakfast in the identified bush-dining site before departing the Park.

4.1.5 Provide night drives in an Open Safari Vehicle 4X4 (OSV) with an experienced guide who will drive groups to view Kruger’s creatures and their activities. Guests will be treated for a bush dinner/braai in the identified bush dining site prior their departing of the Parks.
4.1.6 Please note: The bush breakfast and bush dinner/braai is offered in conjunction with game drives. For this opportunity, the Private party will provide both the services of game drives and catering for this facility.

4.1.7 An ideal morning drive and bush breakfast starts at 6h00 in the morning and Private Party will exit the Park by 11h00.

4.1.8 An ideal night drive and bush dinner/braai starts at 16h00 in the afternoon and the Private Party shall exit the Park by 22h00.


4.1.10 IMPORTANT NOTICE: Two sites have been identified for the dining experience for this opportunity.

4.1.10.1 Access site 1 (S23.93609 E031.23329): accommodates a total number of 40 guests on site.

4.1.10.2 Access site 2 – Masorini Site: accommodates a total group of 100 guests and shall be used for large groups not exceeding 100 guests. (Site information shall be obtainable on the project on site due diligence and visit)

4.2 Detailed information is provided in the Information Memorandum.

5. QUALIFICATION CRITERIA

5.1 The Private Party submitting a bid for this PPP opportunity must have relevant experience that will be evaluated as follows:

5.1.1 Tourism Industry: the operator must have been in the game drive, transfer tours or catering industry for at least 3 years.

5.1.2 Turnover of business: The turnover for the business should not exceed R 20 million per annum. Failure to comply with the above conditions will invalidate the bid.
6. **SITE VISITS, DUE DILIGENCE AND BIDDERS CONFERENCE**

6.1 The Site Visit and Due Diligence process is being organised for the Bidders with the objective to provide all Bidders the opportunity to ascertain all information, including physical facilities, in order to enable them to present informed and competitive bids for the sites they are qualified to bid for.

6.2 The following site visits will be arranged (refer table below)

<table>
<thead>
<tr>
<th>Site</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phalaborwa Gate Section</td>
<td>15 July 2019</td>
<td>10h00</td>
</tr>
</tbody>
</table>

6.3 The site visit is highly recommended, as this will inform Bidders of challenges and opportunities that may or may not have an impact on the feasibility studies conducted by Bidders and will further serve to ensure the accuracy of viabilities conducted for the opportunity.

6.4 Please note that traveling and accommodation costs for this visit will be for the bidders own account.

6.5 Each Bidder shall be solely responsible for its own due diligence investigation of the investment opportunities, the proposed PPP Agreement terms and all matters relating to this RFP. It is advisable that bidders understand the unique market that visits the National Parks. Neither SANParks nor any of their respective officers, employees, agents or advisers makes any representation or warranty, express or implied, concerning any matter affecting the concession opportunities, except for the representations and warranties of SANParks that will be set out in the PPP Agreement.

6.6 No verbal agreement or conversation with, nor any verbal clarification from, any officer or employee of SANParks or any of their advisers shall affect or modify any of the terms and conditions contained in this RFP. Only written amendments, supplements or clarifications to this RFP from duly authorised Staff of SANParks, circulated to each Bidder, should be relied upon as authorised. For the purposes of this Article 6.6, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.
6.7 A bidder’s conference will be held on 5 August 2019.

6.8 All interested parties are required to register for the site visit of 15 July 2019 on or before 8 July 2019 and register bidders conference of 5 August 2019 on or before 31 July 2019 by sending their names, contact telephone, fax and e-mail address to Banele Malie on e-mail: Banele.malie@sanparks.org.

6.9 Contact for Due Diligence-related Matters

The principal contact in SANParks for all matters relating to the Due Diligence process will be:

Mr Banele Malie
Tel: (012) 426-5355
Cell: 078 048 6993
E-mail: banele.malie@sanparks.org

7. PPP AGREEMENT

7.1 A draft PPP Agreement will be included in the Tender Documents.

7.2 SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreement at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 7.2 or otherwise granted in this RFP, PPP Agreement or available under the laws of the Republic of South Africa.

8. BID DATE

8.1 Hard copies of the bid must be submitted to the Project Officer, Banele Malie, South African National Parks, 643 Leyds Street, Muckleneuk, Pretoria, before 11:00 on 11 October 2019 (the “Bid Date”).

8.2 Submissions delivered after 11:00 on 11 October 2019 shall be regarded as invalid, and returned to the Bidder, unopened.
9. CONTENTS OF BID SUBMISSIONS

9.1 Bids and all related correspondence and documents must be in English.

9.2 A separate bid per Bid package must be submitted.

9.3 The bid submission from each bidder must contain all the information necessary for SANParks to evaluate the financial, broad-based black economic empowerment (BEE) and functionality capabilities of the bidder. Bidders are required to submit two sealed Envelopes in accordance with the directions below.

9.4 The first Envelope shall be clearly marked “Functionality - Original” on the outside and shall contain all the non-financial aspects of the Submission (“Functionality”) as well as the BEE Proposal. The contents of the Functionality Offer shall consist of:

9.4.1 Original of the Qualification Criteria, in the format given in SECTION 1A – QUALIFICATION SUBMISSIONS

9.4.2 Original of the Bidder Information, in the format given in SECTION 1B – Information on Bidders

9.4.3 Original the Financing and Capital plan, in the format given in SECTION 2 – FINANCING AND CAPITAL PLAN

9.4.4 Original of the Business, Operational and Design plan, in the format given in SECTION 3 – Business, Operational and Design Plan

9.4.5 Original of the Environmental Proposal, in the format given in SECTION 4 – ENVIRONMENTAL PROPOSAL

9.4.6 Original of the completed Risk Matrix, in the format given in SECTION 5 – RISK MATRIX

9.4.7 Original of the B-BBEE proposal, in the format given in SECTION 6 – BEE OBLIGATIONS

9.4.8 A signed copy of the final form PPP Agreement (including all the relevant sections).
with each page initialled by the duly authorised representative and compliant with the format set out in SECTION 8 – PPP AGREEMENT;

9.4.9 A Bond (which will serve as both Bid Bond and Performance Bond) from a reputable bank in a form substantially similar to that set out in SECTION 10 – BOND;

9.4.10 An original tax clearance certificate, issued by the South African Revenue Service (SARS) within six months of the bid date, for each South African member of the bidder; and

9.4.11 VERY IMPORTANT: An electronic copy containing all the Sections (clearly marked) of the bid submission should be submitted on USB disk. The Sections should be in non-edited PDF form and will be used for evaluation purposes. Please note that the PPP fee offer should NOT be disclosed anywhere on the USB in electronic format.

9.5 The second envelope shall be clearly marked “B-BBEE and PPP Fee Offer” on the outside and will only be opened and evaluated if the minimum threshold for functionality is met. The contents of this Envelope shall be the current B-BBEE status of the bidder (verified by a B-BBEE certificate), as well as the PPP Fee Offer in the format in SECTION 7 – PPP FEE OFFER. Please note that SANParks reserves the right to disqualify any bidder who does not submit a valid B-BBEE certificate or whose PPP fee offer is not in the specified format. Please note that PPP fee tranches is not allowed unless requested as part of the PPP Fee Offer Format.

9.6 Envelopes should be clearly marked as to whether they are Envelope 1 or 2, and must have the bid cover letter in the format provided in SECTION 9 – BID COVER SHEETS attached to the front of each envelope. The Bid package for which the bid is submitted should be clearly marked on the bid cover letter.

9.7 All information provided in the bid must be valid for 120 business days from the Bid Date.

9.8 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. **HOW THE BIDS WILL BE OPENED**

10.1 The Project Officer will separate Envelopes 1 and 2 from all the bids. The unopened Financial Envelopes will be locked away in the safekeeping until they are opened once evaluation was completed.

10.2 The Functionality Envelopes will be opened by members of a bid evaluation committee representing SANParks in the presence of SANParks’ project officer.

10.3 The Functionality elements will be evaluated and scored according to the procedure set out in **Articles 11 to 14** below.

11. **INCOMPLETE BIDS**

11.1 The bid evaluation committee, in consultation with its financial and legal advisors, will check Envelope 1 of each bid to see whether all the documentation that this RFP requires has been submitted correctly.

11.2 If a bid is not complete or something in it is not clear, the bid evaluation committee 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.

11.3 A bid that is not complete or requires clarification may be disqualified without a request for further information. This is SANParks’ decision.

11.4 SANParks shall not be obliged to reimburse Bidders for any costs and/or damage they incurred during the preparation of Bid Submissions, in the event of cancellation, disqualification, suspension, modification or delay of the Tender.

12. **BID EVALUATION METHODOLOGY**

12.1 The three main elements of the bid and the two-Envelope system

12.1.1 Bids will be evaluated on three main elements: Functionality, BEE and the PPP Fee Offer.
12.1.2 Envelope 1 is for the functionality and B-BBEE elements and is opened first. Bidders must score at least 70% for functionality (Please note that functionality will contain a section which outlines the BEE plans for the SPV and will be scored as part of functionality).

12.1.3 Envelope 2 contains the current B-BBEE status of the bidder (verified by a BEE certificates) as well as the PPP Fee Offer and will only be opened and evaluated if the minimum threshold in Article 12.3 is met.

13. HOW BEE IS EVALUATED

13.1 BEE will be evaluated in two ways:

13.1.1 as part of Functionality in which the Private Party SPV will outline their plans through the B-BBEE scorecard with targets per sub section, described in Section 6 – BEE Obligations.

13.1.2 In round two (together with price) as per the PPPFA – only for bidders who passed the functionality threshold will be evaluated on their current BEE certificate.

14. SCORING FOR FUNCTIONALITY (ENVELOPE 1)

The functionality aspects of a bid will be scored out of 100 points. A bidder must achieve 70% of the total functionality points in order to pass. Functionality is made up of the elements and weights as outlined in Table 1: Sub-functionality weightings.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Finance and Capital Plan</th>
<th>Risk Matrix</th>
<th>Environmental Plan</th>
<th>Business, Ops and Design Plan</th>
<th>BEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>20%</td>
<td>10%</td>
<td>15%</td>
<td>35%</td>
<td>20%</td>
</tr>
<tr>
<td>Minimum Threshold</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>As per B-BBEE Proposal</td>
</tr>
</tbody>
</table>

Table 1: Sub-functionality weightings

The following outlines the objective of each element:
14.1 Financing and Capital plan

14.1.1 A bidder is expected to provide financing information in line with the format that is outlined in the Sections of this RFP.

14.1.2 The purpose of the Financing and Capital Plan is to assess the ability of the Bidder to secure adequate finance to implement the project and determine the capital investment proposed for the project.

14.1.3 The Financing and Capital Plan weighting is outlined in Table 1: Sub-functionality weightings.

14.2 Business, Operational and Design plan

14.2.1 A bidder is expected to provide a Business, Operational and Design Plan in line with the format that is outlined in the Sections of this RFP.

14.2.2 The purpose of the evaluation of the Business, Operational and Design Plans is to ensure that the bidder has fully developed all business aspects of the proposed project, and is proposing credible schemes which are based on generally accepted business principles applicable to tourism projects, and which are in line with SANParks' specifications given in this RFP.

14.2.3 The Business, Operational and Design Plan weighting is outlined in Table 1: Sub-functionality weightings.

14.3 Environmental plan

14.3.1 SANParks shall review and evaluate the Environmental Plans submitted by bidders in line with the format that is outlined in the Sections of this RFP.

14.3.2 The purpose of the evaluation of environmental proposals is to ensure that bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area, comply with minimum standards of responsible tourism and have factored those issues into their plans.

14.3.3 The Environmental Plan weighting is outlined in Table 1: Sub-functionality
14.4 Risk Matrix

14.4.1 A bidder must indicate the extent to which the bid complies with the risk allocation of the risk matrix given in the Sections of this RFP.

14.4.2 The Risk Matrix weighting is outlined in Table 1: Sub-functionality weightings.

15. BEE AND FINANCIAL BIDS (ENVELOPE 2)

15.1 If the minimum threshold for functionality is met by the Bidders, envelope 2 will be opened.

15.1.1 The Preferential Procurement Policy Framework Act, 2001 (PPPFA) amended in 2017 will apply with an 80/20 split between the PPP Fee Offer and BEE respectively.

15.1.2 The following table outlines the final score weightings for this PPP Opportunity:

<table>
<thead>
<tr>
<th>PPP fee</th>
<th>BEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>

15.2 Bidder’s existing B-BBEE rating

15.2.1 Bidders are required to submit their existing B-BBEE rating (verified by a B-BBEE certificate). The following will apply to Bidders that are bidding as a consortium:

15.2.1.1 The B-BBEE certificate of the majority shareholder in the consortium will be used for evaluation of the Bidder’s existing B-BBEE rating; or

15.2.1.2 In the case of a signed Joint Venture Agreement between the shareholders in the consortium, a Joint Venture B-BBEE certificate must be submitted for evaluation of the Bidder’s existing B-BBEE rating

15.3 B-BBEE

15.3.1 Bidders are required to submit their current B-BBEE status (verified by a B-BBEE certificate). The provisions of the Preferential Procurement Policy Framework Act,
2000 ("PPPFA") Preferential Procurement Regulations 2017 will apply for the calculation of the score out of 20 for BBBEE, as per the following table:

<table>
<thead>
<tr>
<th>B-BBEE Status Level of Contributor</th>
<th>Number of Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 2: PPPFA score split

15.4 **PPP Fee Offer**

15.4.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as given in the Sections of the document, the higher of:

- the Minimum PPP Fee increased annually by CPIX; or
- the Variable PPP Fee expressed as a flat percentage of the gross revenue of the operation.

15.4.2 Each PPP Fee Offer will be inspected by SANParks’ financial and legal advisors to verify that it has been submitted in the form corresponding to the requirements. A PPP Fee Offer that does not conform to the requirements may result in disqualification of the bid.

15.4.3 The points for the PPP Fee Offer are calculated using the prescribed price formula in the regulations to the PPPFA. The maximum points will be awarded to the qualified bidder that makes the highest PPP Fee Offer and the remaining points being allocated pro rata to the remaining qualified Bidders. Bidders should be aware that a
minimum PPP fee might be applied. If the minimum is not reached, the contract might not be awarded.

15.4.4 The PPP fee proposal is scored out of 100 points.

15.5 Selection of preferred bidder

15.5.1 The functionality score is only used to pre-qualify the bidders and only bidders who achieved the 70% for functionality are considered in the final stage where BEE and price will be the determining factor.

15.5.2 SANParks shall calculate the scores of each bid to calculate an overall bid score.

15.5.3 During evaluation of price and B-BBEE, the following objective criteria will be applied, which may result in the contract being awarded to a bidder that did not score the highest points, as per Section 11 of the Preferential Procurement Regulations, 2017 and in accordance with Section 2(1)(f) of the Preferential Procurement Policy Framework Act:

15.4.3.1 To broaden participation in PPPs, SANParks will give preference to bidders that have less than five PPP contracts with SANParks.

15.5.4 The following outlines how the overall score (for all qualified bidders) will be determined:

\[ a \times (\text{BEE score}/100) + b \times (\text{PPP fee score}/100) = c \]

a is the weighting for BEE as outlined in 15.1.2
b is the weighting for PPP fee as outlined in 15.1.2
c is the bidder’s overall score

15.5.5 The bidder that receives the highest overall bid score will be declared the preferred bidder; and the bidder that receives the second highest overall bid score will be declared the reserve bidder, with exception of the application of objective criteria.

15.5.6 The scores will be presented to the SANParks Bid Adjudication Committee (BAC) for ratification.
15.5.7 Once ratified, the preferred bidder will be announced.

16. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

16.1 The Private Party will be sent a letter of award to notify them that they are the preferred bidder for the PPP opportunity. Subsequent to the receipt of this letter, the Private Party will have one month to clarify any outstanding issues regarding the PPP Agreement. Thereafter, SANParks will provide the Private Party with the final PPP Agreement, whereupon the Private Party will have two months from receipt of the final PPP Agreement to sign and submit it to SANParks to be countersigned. Failure to meet any of these timelines may result in the cancellation of the award to the preferred bidder. In such a case, SANParks reserves the right to award the contract to the reserve bidder.

16.2 The PPP Agreement becomes legally binding and enforceable from the Signature Date. Only after the completion and of certain Compliance Events can operation commence.

16.3 There will be no PPP Fees payable before Effective Date defined in the PPP Agreement.

17. BOND (BID AND PERFORMANCE BOND)

17.1 At the time of submitting its Bid, each Bidder must submit a single Bond ("Bid and Performance Bond") payable to SANParks per Bid Package. The Bond should be in the format prescribed in SECTION 10 – BOND and amount as per the table below:

<table>
<thead>
<tr>
<th>Camp</th>
<th>Bond Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phalaborwa Gate Section</td>
<td>R 50 000</td>
</tr>
</tbody>
</table>

17.2 The posting of the Bond is for the purpose of ensuring that all the Bidders present valid and serious bids, and that the Winning Bidder subsequently executes the PPP Agreement and conditions contained therein.

17.3 Bonds must be valid from Bid Submission until the expiry of the PPP Agreement. The Bonds of all Bidders can be collected from SANParks once the preferred bidder was announced.

17.4 Any of the following shall be grounds for the forfeiture of a Private Parties Bond:
17.4.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;

17.4.2 The withdrawal or modification of its Bid during the period of validity;

17.4.3 Any default or breach by the Private Party during the term of the agreement;

17.4.4 Any event caused by the Private Party that resulted in losses to SANParks.

17.5 The Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Article 17.4 above has occurred. Forfeiture of the Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of South Africa.

17.6 A Performance Bond shall replace the Bid Bond on the signature date and will be for the amount of R 120, 000 (One Hundred and Twenty Thousand Rand)
18. **TIMETABLE**

The Tender shall take place in accordance with the timetable set out in this Article 18. SANParks reserves the right to modify the timetable at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 18 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements for the Phalaborwa Bush Braai Opportunity</td>
<td>30 June 2019</td>
</tr>
<tr>
<td>Provide Information Memorandum and RFP to Interested Parties</td>
<td>1 July 2019</td>
</tr>
<tr>
<td>Registration for Due Diligence Site Visit</td>
<td>8 July 2019</td>
</tr>
<tr>
<td>Due Diligence Site Visits</td>
<td>15 July 2019</td>
</tr>
<tr>
<td>Submission by Bidders of Comments &amp; Questions</td>
<td>19 July 2019</td>
</tr>
<tr>
<td>Registration for Bidders Conference</td>
<td>31 July 2019</td>
</tr>
<tr>
<td>Bidders Conference</td>
<td>5 August 2019</td>
</tr>
<tr>
<td>Distribute Written Answers to Questions</td>
<td>23 August 2019</td>
</tr>
<tr>
<td>Tender Submissions</td>
<td>11 October 2019</td>
</tr>
<tr>
<td>Bid Evaluation</td>
<td>15 October 2019</td>
</tr>
<tr>
<td>Bid Adjudication</td>
<td>25 October 2019</td>
</tr>
</tbody>
</table>
19. FURTHER INFORMATION

19.1 All enquiries and requests for further information in respect of the RFP must be in writing, and directed to SANParks at the following address:

SOUTH AFRICAN NATIONAL PARKS

Banele Malie
P O Box 787
PRETORIA, 0001
643 Leyds Street
Muckleneuk, Pretoria
Telephone: (012) 426 5355
Facsimile: 086 242 3835
E-mail: banele.malie@sanparks.org

19.2 All responses to enquiries may be circulated to other Interested Parties. No other communication with SANParks in respect of the RFP will be permitted.
20. **SECTION 1A – QUALIFICATION SUBMISSIONS**

20.1 **Financial Requirements**

20.1.1 The Submitting Company shall submit the following economic and financial documentation:

20.1.1.1 audited or independently reviewed financial statements corresponding to the last two (2) years;

20.1.2 annual reports for the last two (2) years;

20.2 **Financial capacity**

In order to participate in the bidding process, bidders are required to meet the following qualification criteria: by outlining the ability to source suitable funding to perform under the PPP Agreement for:

20.2.1 Acquisition and maintenance of open safari vehicles, catering equipment, dining tables and chairs, vehicle for transporting equipment and staff and site area equipment

20.2.2 Acquisition of the guard safety equipment and the game drive equipment (rifles, torches, blankets for guests, binoculars etc.) and first aid kit equipment.
20.3 Qualification Requirements

20.3.1 The Private Party submitting a bid for this PPP opportunity must have relevant experience that will be evaluated as follows;

20.3.1.1 Turnover of business: The turnover for the business should not exceed R 20 million per annum. Failure to comply with the above conditions will invalidate the bid.

20.4 Tourism Experience

20.4.1 The project is likely to require interested parties with substantial experience and expertise in the tourism market. Interested parties are therefore required to provide examples of projects conducted by the interested parties. If the interested party is an unincorporated SPV or new company incorporated for purposes of the PPP Opportunity, then it can meet this criterion with reference to the qualifications of any one of its parent shareholder, provided that the shareholder holds at least 30% of the total equity in the proposed SPV or company that will undertake this PPP opportunity.

20.4.1.1 The operator must have been in the game drive, transfer tours or catering industry for at least 3 years.
21. **SECTION 1B – INFORMATION ON BIDDERS**

Bidders must provide the following information labelled as “*Information on (Bidder Name)*”;

21.1 **Special purpose vehicle constitutional information**

21.1.1 In order to limit risk to SANParks the creation of a special purpose vehicle (SPV) on operational level is required. Where the bidding party will directly or indirectly be the operator, the bidding party will be required to form a specific company, or special purpose vehicle (SPV), for the purposes of bidding for this PPP opportunity. Failure to do so may result in the bid being disqualified. The following must be specified:

21.1.1.1 The name, address, telephones and fax numbers of Bidder, and the trading name of the Bidder if different from the registered name.

21.1.1.2 Directors/Partners/Trustees and their responsibilities.

21.1.1.3 Place of registration.

21.1.1.4 Registration number.

21.1.1.5 Memorandum and Articles of Association (or equivalent constitutive documents).

21.1.1.6 Shareholders Agreement/Partnership or Joint Venture Agreement/Trust Deed.

21.1.1.7 Direct shareholder(s) joint venture, partner or beneficiary and percentage shareholding or other beneficial interest or participation held by each; if there is more than one class or share or funding the percentages held by each.
22. **SECTION 2 – FINANCING AND CAPITAL PLAN**

In this Bid Package the Financing and Capital Plan comprises of 20% of the Functionality score

22.1 The Bidder should provide the following information:

22.1.1 Indicate how much capital will be needed, where it will come from (own capital, grants, loans) and the expected amount and terms (interest rate, repayment period, security) of any proposed loans. Specify whether the necessary financing has been secured, and provide appropriate proof.

22.1.2 Indicate the amounts proposed for capital investment and specifically for the following;

22.1.3 Acquisition of open safari vehicles 4X4 (OSV), catering equipment, dining tables and chairs, vehicle for transporting equipment and staff.

22.1.4 Acquisition of the guard equipment, the game drive equipment and safety (rifles, torches, blankets for guests, binoculars etc.) and first aid kit equipment.

22.1.5 A recent auditor’s report confirming that all the members of the bidder are solvent and liquid.

22.1.6 If a member of the bidder does not produce audited financial statements, it must produce a notarised statement of assets; and

22.2 A cash flow forecast (net of VAT) for the proposed term (number of years) of the PPP Agreement. This may be in a spread sheet format of the bidder’s choice, but must at least present the following:

<table>
<thead>
<tr>
<th></th>
<th>Start-up R’000</th>
<th>Year 1 R’000</th>
<th>Year 2 R’000</th>
<th>Year 3 R’000</th>
<th>Year 4 R’000</th>
<th>Year 5 R’000</th>
<th>...*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash inflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners’ capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Cash Flow Table

<table>
<thead>
<tr>
<th></th>
<th>Start-up R’000</th>
<th>Year 1 R’000</th>
<th>Year 2 R’000</th>
<th>Year 3 R’000</th>
<th>Year 4 R’000</th>
<th>Year 5 R’000</th>
<th>...*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash from sales and other operating revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Cash from other sources</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total cash inflow (A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash outflows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project costs and start-up expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and staff costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other operating costs and expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Loan repayments</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure upgrades/Building additions/ internal décor etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of equipment and vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash outflow (B)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash flow [A – B] before PPP fees and tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

* Adapt for the 10-year term of the PPP
23. **SECTION 3 – BUSINESS, OPERATIONAL AND DESIGN PLAN**

In this PPP opportunity, Business, Operational and Design plan comprises of 35% of the Functionality score.

23.1 The following outlines the evaluation criteria that will be used:

23.2 **Background of the Operator (20%)**

23.2.1 *Outline the markets that you have focused on whilst in the tourism industry (20%)*

23.2.1.1 International (Y\N) – (60%)

23.2.1.2 Domestic (Y\N) – (40%)

Please provide the statistics of the market chosen in percentage (%) for the last 2 years.

23.2.2 *Outline your catering experience for tourists – Catering business (40%)*

23.2.2.1 Do you have any of the following; **Guest house, Bed and Breakfast, Lodge, Restaurant**, catering for tourists and public on a daily basis (Y\N) – (choose one that applies) (20%)

23.2.2.2 Have you catered for picnic groups or adventure groups in remote areas? (with no access to temp staff, challenges related to basic services and logistics, etc.) (Y\N). If yes, please elaborate (20%)

23.2.2.3 Does the meal includes breakfast and supper (Y\N) (20%)

23.2.2.4 **Braai options offered to guests (Y\N): if yes Please specify the braai options that you offer to guests with specific reference to the nature of the braai setting; (boma braai, self braai, group braai etc). (20%)**

23.2.2.5 Please indicate the number of years in the food business? (20%)

23.2.3 *Have you taken tourists on game drive (Y\N) (40%)*
If yes, please indicate the frequency and duration

23.2.3.1 How long were the game drives and were they varied in the routes taken? Please elaborate. (25%)

23.2.3.2 What are the standard game drive times? Are game drive times flexible: i.e., if agreed in advance, can you go out earlier than suggested and stay out later, i.e., not returning for lunch but taking supplies with you? Please elaborate. (25%)

23.2.3.3 Experience in running OSV-game drives in Kruger National Park or any game park in South Africa. (Y\N) If yes, please indicate the number of years. (50%)

23.3 Operational Plan – (35%)

23.3.1 Menu – (40%)

23.3.1.1 Will the menu suite to the bush braai site? (15%)

23.3.1.2 Does the menu sufficiently allow for options/tastes? (15%)

23.3.1.3 Does the menu allow for dietary options, i.e. vegetarian (10%)

If no, will you adapt if this is required?

23.3.1.4 Will the food presentation to be in line with the bush braai concept – outline concept (10%)

23.3.1.5 Will preparation time of meals to be in line with Restaurant acceptable standards (10%)

23.3.1.6 Does the menu contain at least the following options: (10%)

- Braai options which includes boerewors, white and red meat
- Bakery options i.e (Garlic bread, normal bread, dumplings)
- Dessert, i.e (Malva pudding etc)
- Pap, sheba
- Salad
- Vegetables
23.3.1.7 Does the bush breakfast include the options (eggs, sausages, bacon, viennas and cereal package of cornflakes, muesli fruit breakfast salad, and fresh milk and yoghurt) (10%)

23.3.1.8 Will you provide a selection of coffees, teas and cold beverages including alcohol (licence is required for this purpose) (10%)

23.3.1.9 Do you undertake to have a liquor licence once you commence with operations of the bush braai product. (10%)

23.3.2 *Site Plan – (30%)*

23.3.2.1 Submit a site layout plan with reference to at least the following; Dining section, Food preparation section, Drink beverage section, Fire pits locations, Enviroo loo section and Vehicle parking section (80%)

23.3.2.2 Outline initiatives to cater for people with disabilities i.e. (wheel chairs, blinds, deaf, walk in crutches etc.) (20%)

23.3.3 *Décor Plans – (30%)*

23.3.3.1 Outline plans to make the site attractive and to adapt décor to compliment the bush braai Site (100%)

23.4 *Market Reach and Turnover Plans (10%)*

23.4.1 Outline strategies to attract international and domestic visitors to the Bush Braai Facility (70%)

23.4.2 Outline Initiatives of optimizing turnover (complement products) – biltong, nuts, storytelling, Telescope adventures - movable etc.) (30%)

23.5 *Logistical Plans (10%)*

Operator must outline logistical plans of the following;

23.5.1 **Catering:** logistical plans from the business store warehouse - to the Park’s bush
site area, which involves (Food, Drinks and Equipment etc.) (30%)

23.5.2 Staff\Employees: outline timetable schedules for the transport of staff from the store warehouse to the Park’s bush site and their return. (30%)

23.5.3 Guests\Tourists: interlink of the guests’ bookings, guests’ pick-ups, drives, bush breakfast\braai, return plan and timetable schedule. (40%)

23.6 Regulations and Qualifications (10%)

The Private Party should demonstrate the following;

23.6.1 Commitment to comply with the South African Tourism Association regulations (SATSA). (30%)

23.6.2 Provide a trained and skilled Guide with the following qualifications: (40%)

23.9.2.1 Cathsseta qualification TGSP02 Level 2 nature site guiding; (25%)

23.9.2.2 First Aid level 1 certificate; (25%)

23.9.2.3 Valid driver’s license for vehicle being used; (25%)

23.9.2.4 Valid Professional Drivers Permit (PDP). (25%)

23.6.3 Provide a trained and skilled Guard with the following qualifications; (30%)

23.9.3.1 Field Ranger Skills Program (NQF level 2) and Rifle handling at National Qualification Framework. (100%)

23.7 Road Safety initiatives (10%)

Due to the risk and dangerous nature of National Parks especially with wild and aggressive animals, the operator must outline the following;

23.7.1 Road Assistance Plans and resources of action while inside the Park (60%)
23.7.2  Emergency Response Plans and resource of action (30%)

23.7.3  Other safety initiatives (10%)

23.8  **Maintenance schedule (2.5%)**

23.8.1  The Private Party will submit a detailed preventative maintenance plan for the bush site and other assets used for the purpose of the bush braai product over the contract period (8 years). The objective of the maintenance schedule is to clearly show that the site will be handed back to SANParks in the same or better state than when received from SANParks. (100%)

23.9  **Existing processes (2.5 %)**

23.9.1  The Private party undertakes to compile and submit Standard Operation Procedures (SOP) for the operation of the bush braai product (80%)

23.9.2  Please provide training plans of staff that shall be employed for the operations and duration of the bush braai product (20%)
24. **SECTION 4 – ENVIRONMENTAL PROPOSAL**

In all Bid Packages, the Environmental Plan comprises of 20% of the Functionality score

24.1 **Environmental responsibility (10%)**

24.1.1 The Private Party undertakes to have an active role and play in Responsible Tourism for operations in National Parks and undertaking to subscribe to the minimum standard of Responsible Tourism (SANS 1162) for operation of the bush braai facility in National Parks. (30%)

24.1.2 The Private Party undertakes to conduct, manage and carry out the Project at all times in an environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a proclaimed National Park. (40%)

24.1.3 The Private Party undertakes to take all reasonable steps in conducting of the Project to prevent and limit the occurrence of any Environmental or health hazards and to ensure the health and safety of the Private Parties and the public. (30%)

24.2 **Regulatory Provisions (10%)**

24.2.1 The Private Party undertakes to adhere to the Regulatory Provisions and the Environmental Specifications. (20%)

24.2.2 The Private Party undertakes to comply with its statutory duties in terms of the Environmental Laws and to take reasonable measures to prevent pollution or degradation from occurring, continuing or recurring or, in so far as such harm to the Environment is authorized by SANParks, to minimize and rectify such pollution or degradation of the Environment. (20%)

24.2.3 The Private Party undertakes to comply at all times with the provisions of the Environmental Guidelines. (20%)

24.2.4 The Private Party acknowledges that the terms and conditions set forth in the Environmental Guidelines are subject to amendment. (20%)
24.2.5 The Private Party undertakes to comply with amended Environmental Guidelines. (20%)

24.3 **Environmental impact (5%)**

24.3.1 The Private Party undertakes to bring to the attention of SANParks any matter which may in its view, have a detrimental impact on the Environment and the Protected Area. (100%)

24.4 **Code of Conduct (5%)**

24.4.1 The Private Party undertakes to induct all staff employed on the Kruger National Parks’ Code of Conduct. (60%)

24.4.2 The Private Party confirms that the Code of Conduct is understood and will be complied with. (40%)

24.5 **Kruger National Park Hot Work Permit (5%)**

24.5.1 The Private Party undertakes to comply with the conditions as set out in the Kruger National Park Hot Work Permit. (100%)

24.6 **Waste Management (10%)**

24.6.1 The operator shall provide vermin proof bins on site and ensure that the bins are securely anchored. (30%)

24.6.2 The operator will ensure that bins are provided with liners to aid waste removal. (30%)

24.6.3 The operator will have waste separation procedures in place to guide the following; (40%)

24.6.3.1 Removal of solid waste (tins, bottles, bags, plastics etc.) from the site immediately after the site was used (within 8 hours). (25%)
24.6.3.2 Removal of all fly ash from the fire pit and the braai stands. (25%)

24.6.3.3 Provide a secure rust free ash bin on site that shall be emptied at a suitable site when it is full. (25%)

24.6.3.4 Ensure that the site is free from any litter by conducting follow up daytime visit to clean up the site. (5%)

24.6.3.5 Undertake on responsible disposing and recycling of recyclable waste taken off-site (20%)

24.7 **Noise pollution (5%)**

24.7.1 The operator will ensure that there is no amplified music on the site. The use of radios, players, televisions sets is prohibited. Exception is given to the use of security guard radios and Cell phones for work related purposes. (100%)

24.8 **Light pollution (5%)**

24.8.1 No permanent electric lights are allowed on site. (25%)

24.8.2 No lights shall be erected higher than 2 meters. (25%)

24.8.3 All lights will be less than the equivalent of a 40-watt incandescent bulb. (25%)

24.8.4 All paraffin lamps will be of low-pressure flame type. (25%)

24.9 **Site management (10%)**

The Private Party will manage the site in line with the following guidelines;

24.9.1 Operator will put emergency procedures in place for (fire, injury, animals, and floods etc); (20%)

24.9.2 Secure of a storage unit (if available); (20%)

24.9.3 All chairs will be stacked and stored neatly or removed from site after the bush
dinner and bush breakfast; or bush breakfast; (20%)

24.9.4 The site will be vacated by all personnel before 10:30pm; (20%)

24.9.5 The Private Party will ensure that only a maximum number of 30 guests are permitted on site. (20%)

24.10 Fire and fire risk management (10%)

24.10.1 The Private Party must ensure that the fire pit is clean and in sound condition. (10%)

24.10.2 The Private Party must ensure that dry flammable material (vegetation) is removed from the close proximity to the fire. (20%)

24.10.3 The Private party must ensure that fire protection measures are nearby and easily available. This shall include but not limited to (water, extinguishers, beaters etc. (10%)

24.10.4 The Private Party will only be allowed to use a removable fire pit that shall not be permanently left on site. (10%)

24.10.5 A fire cover shall be available and placed over the ashes before departure. (10%)

24.10.6 Only firewood from a certified and renewable source shall be brought on site. Usage of firewood from the surrounding area is strictly prohibited. (20%)

24.10.7 Not more than 10 litres of paraffin shall be allowed on site per bush braai. (20%)

24.11 Vegetation (5%)

24.11.1 Damage to trees will be prevented at all times. (25%)

24.11.2 Scrubs and other small plants shall be protected at all times. (25%)

24.11.3 Surrounding trees will be free from nails and wires. (25%)

24.11.4 Plants with a stem diameter (at 100mm above ground) of more than 20mm must not
be slashed or damaged. (25%)

24.12 **Health and hygiene (10%)**

24.12.1 The Private Party agrees to empty portable toilets after each use of a bush braai. (25%)

24.12.2 The Private Party agrees to empty toilets into a suitable and functioning sewage system. (25%)

24.12.3 The Private Party agrees to keep toilets in a clean state and supply toilet paper. (25%)

24.12.4 Hand Wash Basin (or bowl) with biodegradable soap and a hand towel. (25%)

24.13 **Site security and safety (10%)**

24.13.1 The Private Party to give an undertaking to have the guide and guard trained in first aid and in possession of a valid first aid certificate on duty during normal operational hours. (20%)

24.13.2 The total number of game guards to persons (catering, guides and clients) will not exceed a ration 1:15, 2:30, 3:40, 6:80, 7:100(20%)

24.13.3 Provide a trained and skilled Guide with the required qualifications; (10%)

24.13.4 The Game guards will ensure that a serviceable torch, a firearm\rifle in sound condition is kept on site all times. (10%)

24.13.5 The Private Party undertakes to equip Guides\Guards on site and drive with first aid kits, a serviceable torch, and rifle\firearm in sound condition. (10%)

24.13.6 The Private Party undertakes to educate guests of dangers and emergency procedures and ensure that parents\guardians of children between 2 and 6 years old have been formally briefed before arriving on site. (10%)

24.13.7 Compliance with first aid requirements as determined in the General Health and
Safety Regulations with at least the following items to be kept at site at all times.
(20%)
25. **SECTION 5 – RISK MATRIX**

25.1 In all Bid Packages the Risk Matrix (outlining risk share between the Private Party and SANParks) comprises of 10% of the Functionality score

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>General description of risk</th>
<th>Project-specific risk</th>
<th>Mitigation measures</th>
<th>Allocation of risk (institution/private party/shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>Required capital for capex and opex may not be raised/secured; loans repayments might be difficult; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, oil prices and currency fluctuations may affect assumptions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting infrastructure</td>
<td>Supporting infrastructure may be inadequate to sustain the enterprise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning, design and construction</td>
<td>Planning consents may not be acquired or granted; the design may not be fit for the purpose; construction may not be completed on time and in budget or might be higher than anticipated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Utilities may not be fully available or may cause delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment and heritage</td>
<td>Liability for losses caused by environmental or heritage damage or delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitation</td>
<td>Drop in visitation due to behaviour of problems animals such as baboons and monkeys</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>The costs of maintenance to required standards may vary from projections or maintenance may not be carried out</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of risk</td>
<td>General description of risk</td>
<td>Project-specific risk</td>
<td>Mitigation measures</td>
<td>Allocation of risk (institution/ private party/ shared)</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>---------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political</td>
<td>Unforeseeable conduct by any government institution may adversely affect the project, or the government may expropriate private party assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party’s control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance risks</td>
<td>Loss of income caused by extreme events such as drought, fire or flooding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance risks</td>
<td>Public liability in the event of claims by clients related to for instance hygiene deficiencies or attack by primates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
26. **SECTION 6 – BEE OBLIGATIONS**

In all Bid Packages the Risk Matrix (outlining risk share between the Private Party and SANParks) comprises of 20% of the Functionality score. Bidders should provide the following information, with supporting evidence wherever possible. Requirements for supporting evidence is described in Section 26.4.5.

26.1 SANParks will evaluate the Bidder’s B-BBEE proposal and will assess scores according to the methodology and weightings based on the *Amended Tourism B-BBEE Sector Code, 2015 Targets*, or as otherwise stated below.

26.1.1 Bidders that anticipate that the SPV will qualify as a Qualifying Small Enterprise ("QSE") (total annual revenue of less than R45 million or above R5 million), as defined by the Amended Tourism Code, must complete the QSE Scorecard.

26.1.2 Bidders that anticipate that the SPV will qualify as an Exempted Micro Enterprise ("EME") (total annual revenue of R5 million or below), as defined by the Amended Tourism Code, are not required to complete the B-BBEE scorecard. The SPV must submit a sworn affidavit or certificate issued by Companies and Intellectual Property Commission on an annual basis to confirm that their total annual revenue is within the EME threshold and confirm their level of Black Ownership.

As part of the bid, the Bidder must confirm that their anticipated total annual revenue will be R5 million or below, as well as confirm the percentage black ownership in the SPV. The following wording should be used by the Bidder:

"[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 Companies and Intellectual Property Commission on an annual basis to confirm the total annual revenue. In the case of total annual revenue exceeding R5 million, [Name of Bidder] will timeously notify SANParks and acknowledges that SANParks may require for the SPV to complete the relevant B-BBEE Scorecard and meet the minimum threshold required by SANParks.

The SPV commits to [xx]% black ownership, which will be maintained as a minimum throughout the duration of the PPP Agreement."
26.1.3 In terms of the B-BBEE Proposal, an EME will score as follows:

<table>
<thead>
<tr>
<th>Black Ownership</th>
<th>B-BBEE Level</th>
<th>B-BBEE Proposal Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Black Owned</td>
<td>Level One</td>
<td>100%</td>
</tr>
<tr>
<td>At least 51% Black Owned</td>
<td>Level Two</td>
<td>95%</td>
</tr>
<tr>
<td>Less than 51% Black Owned</td>
<td>Level Four</td>
<td>80%</td>
</tr>
</tbody>
</table>

26.1.4 Where the SPV’s turnover exceeds or falls short of the thresholds for a Large Enterprise, QSE or EME, SANParks may require the Private Party to submit a revised B-BBEE Proposal.

26.2 Commitments and Scoring

Make commitments in the ‘bid offered’ column and insert scores in the far right-hand column of the B-BBEE 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 to by the Bidder is equal or more than the target, the full points will be scored. These commitments will become binding in the PPP agreement. SANParks will confirm the scoring on the basis of supporting information provided, and may use an accredited B-BBEE rating agency for this purpose.

In addition, in keeping with SANParks’ objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment (“B-BBEE”), particularly those from local communities adjacent to the Parks. In this regard, SANParks will require that Interested Parties confirm their willingness to promote B-BBEE by entering into agreements with local community trust partners, who are entitled to a minimum of 10% shareholding in the SPV that must be established for the purpose of this PPP opportunity. The SPV will be required to provide the Trust Deed, or any other applicable constitutional documents related to the Local Community Trust, to SANParks for review and approval to ensure that benefits are flowing to beneficiaries of the Local Communities; in addition, the SPV will be required report annually on benefits to the Local Community, in a specified format that will be provided by SANParks.

26.3 B-BBEE Scorecard Definitions and Measurements

26.4 All B-BBEE definitions used are consistent with those used in the Amended Tourism B-BBEE Sector Code, 2015, unless otherwise stated, with the following additions, where
applicable:

26.4.1 **Community trust** - A not-for-profit trust created in terms of applicable law by volunteer members for channelling the proceeds of various activities and investments for the common good of persons ordinarily resident within a specific town, village or settlement.

26.4.2 **Local** - A geographic area specified by SANParks, being within a 100 km reach of the boundary of the Protected Area fence (but excluding boundaries to the neighbouring countries), or as otherwise specified by SANParks.

26.4.3 All measurements of scores are calculated consistently with those used in the *Amended Tourism B-BBEE Sector Code, 2015* with the following additions / amendments, where applicable:

**26.4.3.1 Ownership:**

26.4.3.1.1 For the purposes of Measurement for Voting Rights and Economic Interest, *Local Community Trust* is an additional category of Participants in the SPV, where beneficiaries of the Trust are Black People from Local Communities.

**26.4.3.2 Management Control:**

26.4.3.2.1 For the purposes of Management Control Indicators for Board Participation, *Local People* refers to the Voting Rights in the hands Black People from Local Communities.

26.4.3.2.2 For the purposes of all other Management Control Indicators, *Local People* refers to Black Employees from Local Communities for the relevant indicators.

26.4.3.2.3 For the purposes of *Local People* and for Measurements of the “All Employees” Indicator only, the demographic representation of Black People as defined in the Regulations of Employment Equity Act and CEE report are not applicable to the calculation of scores.

26.4.3.2.4 As per the *Amended Tourism B-BBEE Sector Code, 2015*, the demographic representation of Black People as defined in the Regulations of Employment Equity Act and CEE report are not applicable to the calculation of scores under the QSE Scorecard.
26.4.3.3 Skills Development

26.4.3.3.1 As per the Amended Tourism B-BBEE Sector Code, 2015, the demographic representation of Black People as defined in the Regulations of Employment Equity Act and CEE report are not applicable to the calculation of scores under the QSE Scorecard.

26.4.3.4 Enterprise and Supplier Development

26.4.3.4.1 For the purposes of Preferential Procurement, Supplier Development and Enterprise Development Indicators, Local refers to Black Owned Entities that have their main business address listed as from a relevant Local Community, or as otherwise specified by SANParks.

26.4.3.5 Socio-economic Development

26.4.3.5.1 For the purposes of the Socio-economic Development Indicator, Local refers to qualifying contributions taking place in a relevant Local Community and benefiting Black People from that Local Community, or as otherwise specified by SANParks.

26.4.4 Qualifying Small Enterprise Scorecard

<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>26</td>
<td>Voting Rights</td>
<td>Exercisable Voting Rights in the entity in the hands of Black People</td>
<td>3</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of Black Women</td>
<td>2</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of a Local Community Trust</td>
<td>2</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic Interest</td>
<td>Economic Interest in the entity to which Black People are entitled</td>
<td>5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black Women are entitled</td>
<td>3</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Economic Interest in the entity to which a Local Community Trust is entitled</td>
<td>3</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Realisation Points</td>
<td>Net Value</td>
<td>8</td>
<td>As per Codes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score out of 26

<p>| Management Control       | Element Weighting | Executive Management          | Black representation at Executive Management                           | 2                | 60%                |             |       |
|                         | 15 (+2 Bonus)     | Black Female representation at Executive Management | 1 | 30% | |</p>
<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local People representation at Executive Management</td>
<td></td>
<td></td>
<td>Local People representation at Executive Management</td>
<td>1</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black representation at Senior, Middle and Junior Management</td>
<td></td>
<td></td>
<td>Black representation at Senior, Middle and Junior Management</td>
<td>4</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black Female representation at Senior, Middle and Junior Management</td>
<td></td>
<td></td>
<td>Black Female representation at Senior, Middle and Junior Management</td>
<td>2</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local People representation at Senior, Middle and Junior Management</td>
<td></td>
<td></td>
<td>Local People representation at Senior, Middle and Junior Management</td>
<td>2</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black Employees as a percentage of all Employees (excluding Executive Management)</td>
<td></td>
<td></td>
<td>Black Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black Female Employees as a percentage of all Employees (excluding Executive Management)</td>
<td></td>
<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local People as a percentage of all Employees (excluding Executive Management)</td>
<td></td>
<td></td>
<td>Local People as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Black Employees with Disabilities as a percentage of all Employees</td>
<td></td>
<td></td>
<td>Number of Black Employees with Disabilities as a percentage of all Employees</td>
<td>2</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leviable Amount:</td>
<td>25 (+5 Bonus)</td>
<td>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leviable Amount:</td>
<td>- Accommodation; - Hospitality and related services; - Travel and related services</td>
<td>10</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learnerships, Apprenticeships, and Internships</td>
<td></td>
<td>Learnerships, Apprenticeships, and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees.</td>
<td>Learnerships, Apprenticeships, and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees.</td>
<td>6</td>
<td>2.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score out of 15 (+2 bonus)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting Points</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------</td>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>-------------</td>
<td>-------</td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme.</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score out of 25 (+5 bonus)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise and Supplier Development</td>
<td>30</td>
<td>B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>8</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferential Procurement</td>
<td></td>
<td>B-BBEE Procurement Spend from all 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</td>
<td>5</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from all local Empowering Suppliers that are Exempted Micro Enterprises or Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier Development</td>
<td></td>
<td>Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>7</td>
<td>2% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Development</td>
<td></td>
<td>Annual value of all qualifying Enterprise Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>5</td>
<td>1% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socio-economic Development</td>
<td>5 (+3 Bonus)</td>
<td>Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target</td>
<td>5</td>
<td>1% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Status as TOMSA levy collector</td>
<td>3</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score out of 30</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Points</td>
<td>101 (+10 Bonus)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum Threshold</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80</td>
</tr>
</tbody>
</table>
26.4.5 Supporting information

Bidders are responsible for providing information to support their commitments, which includes the following:

26.4.5.1 Qualifying Small Enterprises

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

<table>
<thead>
<tr>
<th>1. Ownership</th>
<th>Input</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Voting Rights</strong></td>
<td></td>
</tr>
<tr>
<td>a) Total number of anticipated voting rights</td>
<td></td>
</tr>
<tr>
<td>b) Anticipated number of voting rights in the hands of:</td>
<td></td>
</tr>
<tr>
<td>i. Black People</td>
<td></td>
</tr>
<tr>
<td>ii. Black Women</td>
<td></td>
</tr>
<tr>
<td>iii. Local Community Trust</td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Economic Interest</strong></td>
<td></td>
</tr>
<tr>
<td>a) Percentage economic interest in the hands of:</td>
<td></td>
</tr>
<tr>
<td>i. Black People</td>
<td></td>
</tr>
<tr>
<td>ii. Black Women</td>
<td></td>
</tr>
<tr>
<td>iii. Local Community Trust</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td></td>
</tr>
<tr>
<td>c) Where shareholders are individuals, ID documents should be provided as supporting documentation for Black Ownership</td>
<td></td>
</tr>
<tr>
<td><strong>1.3 Realisation Points</strong></td>
<td></td>
</tr>
<tr>
<td>a) Net value:</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>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:</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>iii. Anticipated value of the SPV at end of Year 1</td>
<td></td>
</tr>
</tbody>
</table>
### 2. Management Control

#### 2.1 Executive Management

| a) Total anticipated number of Executive Management |
|__________________________________________________|
| b) Anticipated number of:                           |
| i. Black Executive Managers                        |
| ii. Black Female Executive Managers                |
| iii. Local People represented at Executive Management |

#### 2.2 Management (Senior, Middle and Junior)

| 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 |
| iii. Local People in Senior, Middle and Junior Management        |

#### 2.3 Employees with disabilities

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

#### 2.4 All Employees

| a) Total anticipated number of employees (excluding Executive Management) |
| b) Anticipated number of (for these sub-elements, Executive Management is excluded): |
| i. Black Employees |
| ii. Black Female Employees |
| iii. Local People |

### 3. Skills Development

#### 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 |
| d) Anticipated Skills Development expenditure on Black Females |
| e) 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) Anticipated number of Black People that will participate in Learnerships, Apprenticeships and Internships paid for by the SPV |
4. Enterprise and Supplier Development

4.1 Preferential Procurement

a) Anticipated Total Measured Procurement Spend in Rands

b) Anticipated value of B-BBEE procurement spend (in Rands) with:

i. Empowering Suppliers

ii. Local Empowering Suppliers that are Qualifying Small Enterprises

iii. Local Exempted Micro Enterprises

iv. Empowering Suppliers that are at least 51% Black Owned

Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement

4.2 Supplier Development

a) Anticipated Net Profit After Tax (NPAT) in Rands

b) Anticipated value of local Supplier Development contributions in Rands

c) Planned qualifying Supplier Development contributions / activities

4.3 Enterprise Development

a) Anticipated value of local Enterprise Development contributions in Rands

b) Planned qualifying Enterprise Development contributions / activities

5. Socio-economic Development

5.1 Socio-economic Development contributions

a) Anticipated value of local Socio-economic Development contributions

b) Planned qualifying Socio-economic Development contributions / activities:

5.2 Status as a TOMSA levy collector

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

26.4.6 Milestones and Targets Going Forward

26.4.6.1 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.

26.4.6.2 The milestones and targets of the Tourism B-BBEE Charter and Scorecard could thus be amended from time to time and the provisions of this Section and PPP
Agreement would be modified accordingly. The Operator would receive notification of such amendments and be provided with a satisfactory remedy period to address the amendments.

26.4.7 External B-BBEE Verification

26.4.7.1 The Operator shall appoint a reputable external verification agency to determine the SPV/s B-BBEE status and a copy of such an independent verification certificate shall be provided to SANParks within 15 (fifteen days) after the end of each Project Year.

26.4.7.2 The B-BBEE Verification Certificate will categorise the SPV/s according to their contribution to B-BBEE.

26.4.7.3 In the event of default by the SPV/s to comply with this provisions and the default is not remedied before the expiry of the period referred to in the notice by SANParks, SANParks will have the right to terminate the PPP Agreement with immediate effect by written notice to the SPV/s.
27. SECTION 7 – PPP FEE OFFER

27.1 Important note to Bidders

27.1.1 Information on the PPP Fee Offer must be contained in Envelope 2 and is not to be submitted in Envelope 1 with the functionality and BEE proposals.

27.1.2 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:

27.2 Form of Letter

To: South African National Parks

[Name of bidder] hereby commits to pay to SANParks the higher of:

(a) the minimum PPP fee and

(b) the Variable PPP Fee, expressed as a percentage of the gross turnover of the operation.

The minimum PPP fee that will be adjusted annually by CPIX is as follows and is VAT exclusive:

<table>
<thead>
<tr>
<th>Bid Package</th>
<th>Camp</th>
<th>Monthly rental excl VAT</th>
<th>Annual rental excl VAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phalaborwa Gate Section</td>
<td>R 10,000</td>
<td>R 120,000</td>
<td></td>
</tr>
</tbody>
</table>

The Variable PPP Fee bid by [name of bidder] is [percentage]% of the gross revenue of the operation (where generator power is supplied) and

The Variable PPP Fee bid by [name of bidder] is [percentage]% of the gross revenue of the operation (where hybrid power is supplied).
[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 SANParks.

For indicative purposes only, our projection of fees payable to SANParks is:

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue (net of VAT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of gross revenue due as Variable PPP Fee (same for each year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PPP fee due</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum PPP fee or Variable PPP Fee, whichever is greater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Adapt for the 10-year term of the PPP.

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

Signed: _____________________

Name: ______________________

Title: ______________________
28. **SECTION 8 – PPP AGREEMENT**

The PPP Agreement does not form part of the RFP but will be available on the SANParks website: [www.sanparks.org](http://www.sanparks.org) under the link **Special Interest Groups** and **Tenders** in due course.
29. **SECTION 9 – BID COVER SHEETS**

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

**Bid for the following:**

Bid package _____ being the _____________________ Bush Braai Opportunity in the Phalaborwa Gate Section of the Kruger National Park

**ENVELOPE 1: FUNCTIONALITY**

Name of bidder:
Postal address:
Street address:
Telephone:
Cell phone:
Fax:
Contact person:
Email address:
Signature of bidder:
Date:
Capacity under which bid is signed:

*Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.*
Bid for the following:

Bid package _____ being the _____________________ Bush Braai Opportunity in the Phalaborwa Gate Section of the Kruger National Park

ENVELOPE 2: BEE PROPOSAL and PPP FEE OFFER

Name of bidder:
Postal address:
Street address:
Telephone:
Cell phone:
Fax:
Contact person:
Email address:
Signature of bidder:
Date:
Capacity under which bid is signed:

Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.
30. SECTION 10 – BOND

To: South African National Parks

[Name of bidder] (“the bidder”) is to submit to you a bid to enter into PPP Agreement with SANParks for the purpose of the operation of the ________________ Bush Braai in the Phalaborwa Gate Section of the Kruger National Park;

And you require the bidder to include in the bid a bond for the following amount:

- Bid package 1 Phalaborwa Gate Section: R 50 000.00

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R [amount of bond], 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;
- any default or breach by the Private Party during the term of the agreement;
- Any event caused by the Private Party that resulted in losses to SANParks.

The Bank shall pay amounts not exceeding R ________________ (__________________________ Rand) in aggregate (the “Maximum Amount”) without delay, on receipt by the Bank of the first written demand of SANParks that the amount is due and payable and without proof of any breach or other default. The Bank shall pay such amount(s) to SANParks upon receipt of an instruction by an authorised representative of SANParks certifying that SANParks is entitled to draw on this Bond pursuant to the provisions of the PPP Agreement. SANParks may make partial and/or multiple demands under this Bond provided that the aggregate of amounts paid under this Bond shall not exceed the Maximum Amount.

The demand for payment together with this Bond (or a certified copy hereof) shall constitute prima facie proof of the Bank’s indebtedness hereunder for the purposes of any proceedings including but not limited to provisional sentence proceedings instituted against the Bank in any court of law having jurisdiction.
Neither the failure of SANParks nor of the Private Party respectively to enforce strict or substantial compliance by the Private Party or any contractor or sub-contractor with their respective obligations nor any act, conduct, or omission by SANParks or Private Party prejudicial to the interests of the Bank including, without limitation, the granting of time or any other indulgence to the Private Party, any contractor or sub-contractor or any other person or by amendment to or variation or waiver of terms of the PPP Agreement, any sub-contract or any ancillary or related document (the “Underlying Documents”) will discharge the Bank from liability under this Bond. For the avoidance of doubt, the Bank's liability under this Bond will not be discharged notwithstanding the winding up, dissolution or judicial management of the Private Party, any contractor or sub-contractor or any other Person and the Bond shall be honoured regardless of the invalidity, illegality or unenforceability of the Underlying Documents.

This Bond shall:

remain in full force and effect from the date hereof, and shall expire on the earlier of:

- the issuance of a replacement Bond in accordance with the terms of the PPP Agreement;
- 90 (ninety) Business Days after the expiry or earlier termination of the PPP Agreement; or
- the date when the Bank has paid to SANParks an amount which is equal to (or amounts which in aggregate total) the Maximum Amount;

exist independently of the PPP Agreement or any amendment, variation or novation thereof;

not be ceded, assigned or otherwise transferred by SANParks, or otherwise dealt with in any manner whatsoever (save for the purposes and in the manner referred to above) which has or may have the effect of transferring or encumbering or alienating SANParks' rights hereunder;

be returned to the Bank on its expiry, cancellation, withdrawal or this Bond being fully drawn; and

be governed by the laws of the Republic of South Africa.

The Bank shall deposit any payment made under this Bond into an account designated by SANParks.

The Bank shall make any payment demanded under this Bond free, clear of and without any deduction, withholding, counterclaim or set-off of any kind. If the Bank is required by law to
make payments subject to the deduction or withholding of tax, it will make such further payments as are necessary to ensure that the amounts paid to SANParks equal the amounts that would have been paid to SANParks had no such deduction or withholding been made or been required to be made.

The obligations of the Bank under this Bond shall not in any way be affected by the invalidity, illegality or unenforceability for any reason of the obligations of the Private Party.

The Bank shall have no right of recourse or claim of whatever nature against SANParks arising out of its obligation to pay or arising out of actual payment under this Bond to SANParks.

Addresses and Notices:

The parties hereto choose domicilium citandi et executandi for all purposes of and in connection with this PPP Agreement as follows:

SANParks: ______________________________________________________
Telefax: ________________________________________________________

The Bank: _______________________________________________________
Telefax: ________________________________________________________

Any party hereto shall be entitled to change its domicilium from time to time, provided that any new domicilium selected by it shall be a physical address in the Republic of South Africa, and any such change shall only be effective upon receipt of notice in writing by the other party of such change.

All notices, demands, communications or payments intended for any party shall be made or given at such party’s domicilium for the time being.

Any notice required or permitted to be given under this Bond shall be valid and effective only if in writing.

A notice sent by one party to another party shall be deemed to be received

on the same day, if delivered by hand;

on the same day of transmission, if sent by telefax with a receipt confirming completion of transmission.

Notwithstanding anything to the contrary herein contained a written notice or communication actually received by a party shall be an adequate written notice or communication to it notwithstanding that it was not sent to or delivered at its chosen domicilium citandi et executandi.
SIGNATURE AND SEAL

Name of bank___________________

Address___________________

Date___________________