Bidders Conference 06/12/2021
Addo Elephant Bush Braai Facility
Objectives

A. To provide a brief background of South African National Parks
B. To discuss PPPs in Protected Areas & SANParks
C. Understanding PPPs & The PPP Opportunity
D. Overview of the Bush Braai Facilities
E. Land Claimants & Local Communities (Labor Force)
F. Bidder Qualification Criteria
G. Bush Site Management
H. Environment Proposal
I. B-BBEE Proposal
J. Compilation of Competitive Bid – Example
K. Important Dates
L. Open Forum – Discussions - Questions
A. Brief Background of SANParks

- SANParks is a state run Conservation body;
- Manage a system of National Parks:
  - 19 National Parks, i.e. Kruger & Table Mountain National Parks;
  - Over 4m Hectares of land, 6 Biomes;
  - Core Functions:
    - Nature Conservation;
    - Constituency Building; and
    - Tourism – State run tourism infrastructure – Beds (from budget to 5 Star) + 7500, Camping beds +7500
      - Public-Private Partnerships (PPP) is a key contributor to our ecotourism mandate.
B. PPP in Protected Areas

“To reduce the dependence on state funding and improving existing operational efficiencies.”

- Socio-Political Change
- Parks in remote areas / unlock potential for decent job creation
- Global: conservation bodies looking for smarter ways of funding
- SANParks – connect to society through Responsible Tourism (Vision 2020)
C. PPP in SANParks

- SA has leading legislation – PFMA Regulation 16.10
- SANParks is an established player in PPP’s;
  - SANParks effectively engages in Lodge Concessions (11), Shops, various activities & various restaurants (+35);
  - In addition, Cape Point Partnership, Table Mountain Cable Way etc
- SANParks:
  - Currently over 1900 jobs through PPPs;
  - Over 50 PPP contracts running;
  - Seen as good implementers of PPP.
D. OVERVIEW OF THE FACILITIES

8 year operating term

The Product entails;

- **Game Drives**: Morning Game Drives (between 06h00 -11h00) & Night Game Drives (between 16h00 - 22h00)

- **Catering**: Bush Breakfast & Bush Dinner / Braai

- Depending on operational plan – (drive 2hrs, dine 2hrs & return drives 1.5 hrs.)

- Open Safari Vehicle (OSVs) 4X4 – *(Pax 40)*, guides, site guards, rifles, catering equipment, dining equipment, chefs, waiters and bar Attendants
Addo Game Drive Route and Bush Site
JANWAL BUSH SITE

Untitled Map
Write a description for your map.

Legend
- Area to be used for Table and chairs
- Jan Val Bush Braai Site perimeter

Bush Braai Site

South African National Parks
Allocated bush sites - Operator is required to design site layout plan (dining area, food prep area, bar area, dishing section, enviro loo section, fire pit location and storage facility) detailed in RFP – Annexure 3 (B,O&D) – to accommodate PAX of 40

NB: No EIA required for this opportunity – Not listed activity under NEMA\DEA – However operator is expected to “exercise duty of care” as per Environmental Proposal – (RFP) – Annexure 4
PPP\RENTAL FEES PAYABLE

- Fees payable to SANParks for the right to use a state asset – PPP Fees the higher of (Fixed PPP Fee R 6 000.00 or the variable Fee which is the % bided of the monthly turnover)
Current Staff Take-Over & Accommodation

- Currently no staff employed at the facility. Operator to bring own new staff – preferably sourced from Land Claimants or local communities (operator encouraged)
- No housing is allocated to this operation
Land Claimants & Local Communities – SANParks Social Investment Development

- Important to SANParks and SANParks has an obligation to channel benefits to them, particularly those from local communities adjacent to the Park

- 5% Free equity share to elected local trust.
  - Contact person: Hilda Mthimunye
  - E-mail: hilda.mthimunye@sanparks.org
  - Tel: Tel: 013 – 735-3522
D. Bidder Qualification Requirements

- SANParks requires the bidder to create an **SPV** to undertake the PPP Project.
- Single company/ unincorporated JV/Trust.
- Bidding as consortium is allowed (with the Technical partner holding 30% shares in the SPV- Bid to provide detail of the SPV structure(roles and responsibilities))
- Where the bidder is made up of a number of parties, shareholders in one SPV may not in any way be shareholders of other SPVs bidding the same opportunity.
Bidder Qualification Criteria – Cont.

- **Financial Capacity:**
  - R 500 000.00 not exceeding R10 million per annum
  - Opportunity ring-fenced EME and QSE targeted

- **Financial requirements:**
  - Audited or independently reviewed financial statements corresponding to the last two (2) years.
Bidder Qualification Requirements – Cont.

➢ Tourism Experience
  o 3 years proven operating experience in game drives, transfer tours and catering
  o Technical partner meeting these requirements must hold at least 30% shares in the SPV
Bidder Qualification Requirements – Cont.

BID BOND & PERFORMANCE BOND

- R 120 000.00 (For the Preferred bidder)

PPP Monthly RENTAL FEES

- the higher of fixed fee R 6 000.00 or the % variable fee proposed
G. BUSH SITE MANAGEMENT

- The Operator shall be required to develop and adhere to a five-year (5) year maintenance plan which must be aligned to SANParks’ maintenance schedule.

- Subject to SANParks’ approval operator shall be allowed to erect removable structures on site esp Enviro Loo, shelter tents and storage facilities with less environmental and visual impact and that blends with the bush theme (i.e. camoflounge net covers over containers)

- No erection of electricity poles and permanent structures shall not be permitted on site.

- Environmental assessment at the end of contract term
H. ENVIRONMENTAL PROPOSAL - ANNEXURE 4

- Waste Management
- Light Pollution
- Site Management
- Fire Risk Management
- Vegetation
- Health & Hygiene
- Site Security & Safety
- Noise Pollution
I. PPP Opportunity

B-BBEEE Proposal
Background

• Tourism PPPs provide an opportune mechanism to promote transformation, job creation and skills development, particularly for Local Communities surrounding the National Parks

• PPP Toolkit provided for a BEE Proposal (based on the Tourism BEE Charter, 2005), which set targets for the Private Party to meet for transformation and local economic development

• SANParks has updated the B-BBEE Proposal, based on the Amended Tourism B-BBEE Sector Code, with additions for:
  – Local Community ownership
  – Job opportunities for people from Local Communities
  – Local procurement and development
Overview

Five main elements, namely:

- Ownership
- Management Control (includes Employment Equity)
- Skills Development
- Enterprise and Supplier Development (which includes Preferential Procurement)
- Socio-economic Development

Each element consists of categories and associated criteria. Each criterion has a weighting and target.
Overview

Example of B-BBEE Category, weighting and target:

**Definition**

**B-BBEE Element**

**Category:**
Sub-element of B-BBEE Element

**Criteria:**
Principles against which entity is measured

**Weighting:**
Relative importance of criteria

**Target:**
Scenario of recommended level for compliance

**Example**

**B-BBEE Element:**
Enterprise & Supplier Development

**Category:**
Preferential Procurement

**Criteria:**
Spend from 51% Black Owned Empowering Suppliers

**Weighting:**
9

**Target:**
40%
## Enterprise Types

<table>
<thead>
<tr>
<th>Enterprise Type</th>
<th>Total Annual Revenue of SPV</th>
<th>B-BBEE Scorecard &amp; Thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exempted Micro Enterprises (EME)</td>
<td>≤ R5 million</td>
<td>• No scorecard&lt;br&gt;• SPV to submit sworn affidavit / CIPC certificate on annual basis&lt;br&gt;• In bid, confirmation that anticipated SPV revenue ≤ R5 million <em>(wording provided in RFP)</em></td>
</tr>
<tr>
<td>Qualifying Small Enterprises (QSE)</td>
<td>&gt; R5 million but &lt; R45 million</td>
<td>• Qualifying Small Enterprise Scorecard&lt;br&gt;• Minimum threshold: 80 points (79%), equivalent to a Level Four Contributor</td>
</tr>
<tr>
<td>Large Enterprises</td>
<td>≥ R45 million</td>
<td>• Large Enterprise Scorecard&lt;br&gt;• Minimum threshold: 90 points (81%), equivalent to Level Three Contributor</td>
</tr>
</tbody>
</table>
## Scorecard Summary

<table>
<thead>
<tr>
<th>Element</th>
<th>Large Enterprise Weighting</th>
<th>QSE Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>27 points</td>
<td>26 points</td>
</tr>
<tr>
<td>Management Control</td>
<td>19 points (+2 bonus)</td>
<td>15 points (+2 bonus)</td>
</tr>
<tr>
<td>Skills Development</td>
<td>20 points (+5 bonus)</td>
<td>25 points (+5 bonus)</td>
</tr>
<tr>
<td>Enterprise and Supplier Development</td>
<td>40 points (+2 bonus)</td>
<td>30 points</td>
</tr>
<tr>
<td>Socio-economic Development</td>
<td>5 points (+3 bonus)</td>
<td>5 points (+3 bonus)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111 points (+12 bonus)</strong></td>
<td><strong>101 points (+10 bonus)</strong></td>
</tr>
</tbody>
</table>
**Commitments and Scoring**

- Bidders to make commitments in the ‘bid offered’ column and insert scores in the far right column.
- If bid offer is:
  - Less than target, score must be weighted accordingly.
  - Equal or more than target, full points will be scored.
  - For example:

<table>
<thead>
<tr>
<th>Element</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>Economic Interest:</td>
<td>Economic Interest in the entity to which Black People are entitled</td>
<td>5</td>
<td>30%</td>
<td>20%</td>
<td>3.33</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black Women are entitled</td>
<td>3</td>
<td>15%</td>
<td>20%</td>
<td>3</td>
</tr>
</tbody>
</table>

Less than target, only score 2/3 of 5 points.
Above target, score full 3 points.
Definitions and Measurements

- Consistent with the *Amended Tourism Sector Code*, unless otherwise stated
- Additional definitions:
  a) **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.
  b) **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.
- Additional measurements in scorecard for Local Communities:

  **Ownership:** 10% minimum shareholding by Local Community Trust
  **Employment:** People from Local Community at various levels
  ** Preferential Procurement:** Procurement from Local EMEs and QSEs
  **Enterprise & Supplier Dev:** Support of Local Entities / Suppliers
  **Socio-economic Dev:** Activities to take place in Local Communities

  **NB:** no engagement with Local Communities until after award to Preferred Bidder
Scorecard

• Complete only the relevant scorecard, based on anticipated SPV annual revenue (EME / QSE)
• Supporting documentation to be provided, to enable thorough evaluation of commitments
• External B-BBEE Verification
  – Preferred Bidder will need to achieve commitments on an annual basis throughout Project duration
  – SPV to provide SANParks with certificate verifying B-BBEE status on an annual basis
  – Default may result in termination of PPP Agreement
Questions?
### TABLE OF CONTENTS

1. Background of the Operator
2. Operational Plan
3. Market Reach and Turnover Plans
4. Logistical Plans
5. Regulations and Qualifications
6. Road Safety initiatives
7. Maintenance schedule
8. Existing processes

Business, Operational and Design Plan
23.1.2. Outline your cooking experience for tourists – Catering business (40%)

23.1.2.1. 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%)

We currently are not engaged in any of the above mentioned activities when it comes to meal preparation. The operator has identified key local suppliers in the Hazyview and White River towns to pre-pack and prepare the braai packs and auxillary meal requirements. These large chain (retail) operator prepare these meals under the most stringent, hygienic and safety standards. The cold-chain requirement will be maintained with approved cold box carriers to ensure the freshness and quality of all foodstuffs to the Phabeni Bush braai site.
23.1.2.3. *Does the meal include breakfast and supper (Y\N) (20%)*

Our concept for the Phabeni Bush Braai opportunity will cater for both bush breakfasts and dinners. The buffet style menus will have a wide enough selection to suit the needs of all guests, including children as well as those looking for healthier options.

**BUSH BREAKFAST (Buffet style)**

Our bush breakfast menu will include but not be limited to:

A selection of cereals along with muesli and yoghurt jars accompanied by fresh fruit salad and fruit compotes as well as seasonal sliced fruits all well suited to the vegetarian or health conscious guest. Continental inspired buffet of freshly baked pastries (scones, Danishes, croissants, muffins, breakfast breads) with a delicious selection of preserves and spreads (including a low GI and diabetic selection). A cheese board with biscuits and freshly prepared crudité platter also suited to vegetarians plus a selection of sliced cold meats (including red and white cured meats) and cold fish items. The hot buffet has a range of delicious breakfast offerings including:

- Hot eggs dishes (fried, scrambled, poached eggs and boiled) accompanied by crispy, fire grilled bacon as well as a selection of sausages, (beef, pork, venison, ostrich, chicken or lamb)
The hot buffet has a range of delicious breakfast offerings including:

- Hot eggs dishes (fried, scrambled, poached eggs and boiled) accompanied by crispy, fire grilled bacon as well as a selection of sausages, (beef, pork, venison, ostrich, chicken or lamb)
- Potato hash and deliciously smoky fire roasted tomatoes as well as bush beans
- Our regional chefs special (chicken liver, beef liver and onions, steak and kidney)
- Vegetarian option (vegetable curry, vegetable fritters, melanzane)
- Beverages include a selection of fresh fruit juices as well as freshly brewed tea and coffee
23.1.2.2. 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.) (YN). If yes, please elaborate. (20%)

Yes. Inkosi Tours & Transfers mission, is to continuously offer the high touch service we have built our reputation on and grow our geographic presence in key markets. The result, is very consistant supplier recognition with international and local representatives and the ability to leverage different market specific deals across our entire database. Inkosi Tours & Transfers rank amongst the first top volume tour operator in the province.

Normally a guide can offer either services or savings, we have been very successful in combining the two, which is difficult to execute. Our Guides /Team operate like a boutique. They are encouraged to be innovative and are empowered to satisfy the client /guest needs with a the personal touch and not to be treated as just a number.
Waste

To reduce the waste we send to landfill by 50 Tonnes
J. Evaluation process and criteria

- Two-Envelope system;
  - Envelope one: Functionality (including B-BBEE Proposal)
  - Envelope two: PPP offer and existing B-BBEE rating (80/20 system)
- Functionality consist of; and score of 70% overall

<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>
All operators that comply with the minimum threshold for functionality will continue to the final round of evaluation:

- PPP offer and existing B-BBEE rating (80/20 system)
- B-BBEE = 20%
- Existing B-BBEE rating (verified by a B-BBEE Cert)
- For consortiums: either the B-BBEE cert of the majority shareholder or a joint venture B-BBEE cert must be submitted for evaluation of the Bidder’s existing B-BBEE rating
Evaluation process and criteria

- Provisions of the PPPFA will apply for calculation of the Bidder’s existing **BEE** status

<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>
Evaluation process and criteria

- PPP offer = 80%
  - % of the gross revenue committed
  - As per the PPPFA & regulations 2017, objective criteria will be applied, which may result in the contract being awarded to a bidder that did not score the highest points:
    - To broaden participation in PPPs, SANParks will give preference to Bidders that have less than five PPP contracts with SANParks.
K. Important Dates

- Site visit outstanding questions (if any) to be submitted to Banele Malie at banele.malie@sanparks.org by
- All questions asked during bidders conference will be collated and sent to bidders
- Final tender docs (in case of amendment) to be published on the SANParks website latest
- Bids to be submitted before **11h00 on 11 February 2022**
Open Forum - Discussion - Questions
THANK YOU & ALL THE BEST