



REQUEST FOR PROPOSALS

**REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS
IN RESPECT OF A PROPOSED PUBLIC PRIVATE PARTNERSHIP PROJECT
FOR THE TOURISM OPPORTUNITY AT AUOB RIVER CAMP IN
THE K GALAGADI TRANSFRONTIER PARK**

IMPORTANT NOTICE

This Request for Proposals (RFP), incorporating all its attachments, has been produced by South African National Parks, in connection with the tourism public private partnership (PPP) opportunity available at the Auob River Camp in the Kgalagadi Transfrontier 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 opportunity presented herein and in deciding whether to submit a proposal in connection with the opportunity. 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.

September 2005

TABLE OF CONTENTS

1. INTRODUCTION.....	3
2. THE PPP OPPORTUNITY.....	4
3. BIDDERS REQUIRED QUALIFICATION CRITERIA.....	6
4. SITE VISIT AND DUE DILIGENCE	7
5. CONTENTS OF BIDS.....	9
6. EVALUATION OF BIDS	10
7. BID DATE	17
8. OPENING OF BIDS	17
9. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT	17
10. TIMETABLE	18
11. GENERAL RULES OF BIDDING.....	18
12. ANNEXURE 1A – QUALIFICATION SUBMISSIONS	20
13. ANNEXURE 1B – FINANCIAL INFORMATION RELATING TO THE SPV	21
14. ANNEXURE 2 – BUSINESS AND OPERATIONAL PLAN	22
15. ANNEXURE 3 – DEVELOPMENT AND ENVIRONMENTAL PROPOSAL.....	24
16. ANNEXURE 4 – RISK MATRIX	29
17. ANNEXURE 5 - BEE.....	30
18. ANNEXURE 6 – PPP FEE OFFER.....	31
19. ANNEXURE 7 - MARKED-UP PPP AGREEMENT	33
20. ANNEXURE 8: ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND	34
21. ANNEXURE 9 - BID COVER SHEETS.....	34

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 has, as part of its commercialisation strategy, identified the tourism PPP opportunity at Auob River Camp in the Kgalagadi Transfrontier Park (KTP) ("**the project**").
- 1.3 It is intended that by SANParks entering into the PPP with a Private Party, SANParks may be able to 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 project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks. SANParks will also place great emphasis on the empowerment of historically disadvantaged persons, in particular, the Khomani San community.
- 1.4 As part of the final settlement of the land claims from the Khomani San Community and the Mier Community against the South African portion of the Kgalagadi Transfrontier Park, land in the southern portion of the park was transferred to the respective communities for the establishment of contractual parks. In addition, "Preferential Commercial Use" was granted to the Khomani San of the area between the contractual parks and the Auob River, the area where the proposed Auob River Lodge is situated.
- 1.5 SANParks have recognized that the San heritage is and should be inextricably linked with the identity of this section of the Kalahari. In this regard, SANParks will require that interested parties confirm their willingness to promote Black Economic Empowerment specific to the Khomani San community, including but not limited to the employment of the Khomani San as trackers and in other capacities.
- 1.6 This PPP opportunity is being launched by SANParks simultaneously with the Klein Skrij Lodge in the San and Mier Contractual Parks. Whilst bidders are encouraged to package the projects due to the synergy of the 'cultural' and 'wildlife' products, it is not compulsory and bidders can tender for only one of either of the sites. More information is available in the Klein Skrij Lodge Request for Proposal (RFP) document.

2. The PPP opportunity

In April 1999 the South African and the Botswana Governments entered into a joint management agreement for what is now known as the Kgalagadi Transfrontier Park (KTP). Although contiguous geographically, this area is known as the Kalahari Gemsbok National Park in the Republic of South Africa and the larger Gemsbok National Park in Botswana. The agreement now allows for joint management of the KTP by the conservation authorities of the two countries. In future it will also allow tourists to move more freely between the 'two' conservation areas.

The KTP offers visitors a unique Kalahari experience. The area is very arid and is dominated by vast tracts of vegetated sand dunes, which are devoid of surface moisture for most of the year. Two dry rivers form the heart of this otherwise monotonous landscape. These rivers, the Nossob and Auob have more fertile soils and, more importantly, underground water. This is brought to the surface in many areas, and it is around these artificial water points that wildlife concentrates. Several unique desert species of antelope, such as the gemsbok, are plentiful along with springbok, red hartebeest, eland, wildebeest and other smaller species. Predators include the large Kalahari lion, cheetah, and both spotted and brown hyena. The landscape, with its unique desert character adds to the overall visitor experience.

2.1 Location

The location of the development site is about 7km from the Twee Rivieren rest camp on the Auob River, and about 500m off the tourist road to Mata Mata. The site, which includes the Auob River and the surrounding dunes, is about 5ha in size. The logical position for the camp will be on the edge of the dunes overlooking both the Auob River and the dunes to the north and east.

2.2 Development and PPP Opportunity

The site can accommodate 30 (thirty) people, including resident staff and guests. The development may not exceed one story. No structure may protrude above the sand dunes, and at no time be visible to visitors travelling on the public road network. The building style must conform to the culture, physiognomy and nature of the Kalahari and blend in with the environment.

The Private Party may take guests in open vehicles on the Park road network, where normal Park regulations and conditions will apply. Night drives with spotlights may be permitted providing that this does not impact on the visitor experience of the SANParks night drives. Vehicle standards and guide regulations detailed in the PPP

Agreement Annexure V: Environmental Guidelines for PPPs Operation within the South African National Parks will apply. Under no circumstances will off-road driving be permitted. Guided walks may be undertaken in areas agreed in writing by KTP staff; under no circumstances may walks be conducted outside these designated areas.

2.3 Roads and Tracks

An entrance road to the site, which stops about 200m from the proposed camp site, has been constructed. The extension of this road to the camp and its ongoing maintenance will be the responsibility of the Private Party. The KTP management body will maintain the general road network available to all Park visitors. SANParks will allow the Private Party to develop an additional 35 km of roads and tracks within the Project Site, subject to consultation with relevant Park staff and the findings of the Environmental Impact Assessment (EIA). The construction and ongoing maintenance of these roads will be the responsibility of the Private Party.

2.4 Infrastructure

There is no infrastructure on the site at present. There is a borehole within 1 km of the site, but the quality and quantity of the water is unknown. Boreholes in the Auob River are generally successful but water quality and quantity is highly variable, even from holes within close proximity. Water may be found away from the river but is less likely to be potable. The likelihood that reliable water will be found close to the camp is high, but not guaranteed. Water for drinking likely will have to be brought to the site.

There is no ESKOM power at Twee Rivieren; a SANParks generator supplies power for the entire facility. The camp will have to make its own provision for electricity. Two options are available, either solar power or a generator. Whichever option is chosen will be subject to the findings of the EIA, particularly with regard to the visual as well as noise impacts on other Park users.

The Private Party will have the option of constructing a base camp facility at the Twee Rivieren camp, where water and electricity will be available. The quality and quantity of this water and electricity is not reliable. Private Parties wishing to make use of these resources must include their requirements in their Bid documents, subject to negotiation with KTP management.

There are Telkom connections at the Twee Rivieren rest camp. The Private Party must contact Telkom with regard to additional connections to serve the camp. Cellular signals are not available. Radio communication to the camp and within the KTP likely will be the best option. Use of the SANParks radio system is not permitted.

2.5 Rights of Way

Access to the site likely will be via the Twee Rivieren Gate and rest camp. There is also an all-weather landing strip within 2km of the Twee Rivieren camp and only about 5km from the Project Site. This landing strip may be used by the Private Party and guests, subject to the payment of any fees that may be applicable. Guests either may drive directly to the camp, or be collected at Twee Rivieren rest camp; Private Parties must state their proposed method for transferring guests in the Bid document. All guests to the camp will have to pay the normal Park entry fees.

3. **Bidders Required Qualification Criteria**

In order to participate in the bidding process, bidders are required to meet the following qualification criteria:

3.1 Financial capacity

Given the fact that the project is of a high value and may entail risk to both the preferred bidder and SANParks, it is important that interested parties demonstrate financial strength. In this regard the asset value of the interested party must be at least R10 million.

As the preferred bidder must be a Special Purpose Vehicle (SPV), it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding. The interested party must also demonstrate, to SANParks' satisfaction, that its shareholders are solvent. Audited financial statements, along with a letter confirming that the asset value exceeds the stipulated amount and that the shareholders are solvent, must be provided to illustrate any assertion made by an interested party in this regard.

3.2 Tourism experience

3.2.1 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 similar projects conducted by the interested parties. The interested party must be able to meet this tourism track record requirement in one of the following ways:

3.2.1.1 The interested bidder must have operated a 20 bed eco-tourism facility of no less than 20 beds, for a period of not less than 3 years;

3.2.1.2 It has one of its shareholders, owning no less than 20% of the shares of the

Submitting Company, who has more than 10 years experience in a senior position in the eco-tourism industry, specialising in operation of accommodation facilities; or

3.2.1.3 It has operated a conventional hotel of no less than 50 beds for at least 5 years; provided it submits written evidence of a firm commitment to employ an appropriately qualified eco-tourism lodge operator [as defined in (i) above], to manage and market the facility.

3.3 Bidders must provide the information in the format presented in Annexure 1A and label the information as "Qualification Requirements of (bidder name)". Bidders that fail to conform to the minimum requirements as set out in clause 3; will be disqualified without further evaluation.

4. **Site visit and due diligence**

4.1 **A compulsory site visit for Auob River Camp and Klein Skrij Lodge will be arranged for 4 and 5 October 2005. For this purpose, all interested bidders are required to register for this site visit by sending the information below to the SANParks Project Officer, A van Jaarsveld on annemiv@sanparks.org on or before Friday 23 September 2005.**

4.1.1 Names

4.1.2 Contact telephone, fax and e-mail

4.1.3 Sites to be visited

4.1.4 Four-wheel drive vehicle - Yes/No

4.2 This site visit will form part of the due diligence process, and will be preceded by an information session. As mentioned earlier, the visit is compulsory, and must be attended by the bidders or a duly authorized representative.

The preliminary programme is as follows:

4 October 2005

13:30 Arrival at Twee Rivieren

14:00-16:00 Information session on the proposed PPPs

16:00 Depart to Auob River Camp

16:15-17:15 Site visit
17:15 Return to Twee Rivieren

5 October 2005

8:00 Depart to Klein Skrij Lodge
11:00 – 13:00 Site visit
13:00 Depart to Twee Rivieren

Please note that traveling and accommodation costs for this visit will be for your own account.

Closest commercial airport: Upington
Distance from Upington to Twee Rivieren: 260 km
Closest accommodation in park: Twee Rivieren (Please call SANParks
Central Reservations in Pretoria at 012-
428 9111).

The Klein Skrij Lodge is only accessible by 4X4 vehicle. Bidders are therefore requested to, if possible, attend the site visit with an adequate four-wheel drive vehicle.

- 4.3 The Khomani San has been nominated by SANParks as the Private Party's Mandatory Community Trust for this PPP. A representative of the Khomani San will make a presentation to bidders at this site visit. No other contact is allowed between bidders and the Khomani San until the announcement of a preferred bidder, who shall then meet with the representative of the Khomani San to discuss the details of their involvement in the project. Please refer to the BEE section of the RFP.
- 4.4 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. 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.
- 4.5 For the purposes of further site due diligence, interested bidders are also entitled to book their own site visits through the KTP Park Manager between the 12 September 2005 and 21 October 2005.

Contact Details:

Park Manager: Nico v/d Walt

Tel: 054 – 561 2000

Fax: 054 – 561 2005

E-mail: nicovdw@sanparks.org

5. Contents of bids

5.1 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 envelopes in accordance with the directions below.

5.2 The first envelope must contain three copies of the following:

5.2.1 the information requested to meet the qualification criteria in the format provided in Annexure 1A;

5.2.2 the financial information relating to the bidder, in the format given in Annexure 1B;

5.2.3 a business and operational plan, in the format given in Annexure 2;

5.2.4 a development and environmental proposal, in the format given in Annexure 3;

5.2.5 a completed risk matrix, in the format given in Annexure 4;

5.2.6 a BEE proposal, in the format given in Annexure 5;

5.2.7 a tax clearance certificate, issued by the South African Receiver of Revenue within six months of the Bid Date, for each South African member or entity in the bidding consortium; and

5.3 The second envelope must contain three copies of the following:

5.3.1 details of the bidder's PPP fee offer in the format in Annexure 6;

5.3.2 a marked-up copy of the PPP agreement to be inserted by the bidder;

5.3.3 a bid bond from a reputable bank, approved by SANParks, in a form substantially similar to that set out at Annexure 8. All bids must remain valid for a period of 60 business days from the Bid Date.

5.4 Envelopes should be clearly marked as to whether they are Envelope 1 or 2, and must have the bid cover letter in the format given in Annexure 9 attached to the front of each envelope.

6. Evaluation of bids

6.1 General

Bids will be evaluated on three main elements: functionality, BEE and PPP fee offered.

Envelope 1 comprises of the qualification criteria, functionality and BEE bids. A minimum threshold of 65% of the total functionality scorecard points, and a minimum threshold of 50% of the total BEE scorecard points, must be achieved by a bidder.

Envelope 2 containing the PPP fee offer, will only be opened and evaluated in the event that the functionality and BEE minimum thresholds are met.

With regard to overall bid scoring:

- Functionality will be weighted 40% of the overall bid score
- BEE will be weighted 10% of the overall bid score
- The PPP fee offer will be weighted 50% of the overall bid score

The provisions of the Preferential Procurement Policy Framework Act apply.

6.2 Scoring for functionality

The functionality aspects of a bid will be scored out of 100 points. A bidder must achieve 65% of the total functionality points in order to pass. Functionality is made up of the following elements, each elaborated in the relevant annexures to this RFP, and each bid will be scored as indicated in the functionality scorecard below:

		Scoring	Maximum sub-total	Maximum Total
1	Financing plan			
1.1	Has adequate finance been secured by the bidder to implement the project?	Fully = 5 Partially = 3 Not at all = 0	5	
1.2	Are the shareholders/participants in the bidder solvent and liquid?	Fully = 5 Partially = 3 Not at all = 0	5	
1.3	Is the basic cash flow model submitted by the bidder viable?	Fully = 5 Partially = 3 Not at all = 0	5	
				15

		Scoring	Maximum sub-total	Maximum Total
2	<i>Business and operational plan</i>			
2.1	<i>Is or will the bidding company be constituted as required in the RFP?</i>	<i>Fully = 3 Partially = 2 Not at all = 0</i>	3	
2.2	<i>Is the proposed tourism product within the range of product types specified in the RFP?</i>	<i>Fully = 5 Partially = 3 Not at all = 0</i>	5	
2.3	<i>Bidder's experience and track record in similar enterprises, in similar target markets</i>	<i>Excellent = 10 Acceptable = 5 Poor = 0</i>	10	
2.4	<i>Bidder's commercial knowledge of the target market for this product, demonstrated in the rationale of the business plan</i>	<i>Excellent = 10 Acceptable = 5 Poor = 0</i>	10	
2.5	<i>Do the bidder's planned operating standards and staffing qualifications meet those specified in the RFP?</i>	<i>Fully = 5 Partially = 3 Not at all = 0</i>	5	
2.6	<i>Do the bidder's product branding plans comply with SANParks' specifications in the RFP?</i>	<i>Fully = 2 Partially = 1 Not at all = 0</i>	2	
				35
3	<i>Development and environment plan</i>			
3.1	<i>Are all EIA requirements understood and planned for?</i>	<i>Fully = 2 Partially = 1 Not at all = 0</i>	2	
3.2	<i>Is it acknowledged that the bidder must comply at all times with the SANParks guidelines?</i>	<i>Fully = 2 Partially = 1 Not at all = 0</i>	2	
3.3	<i>Did the bidder commit to the appointment of an ECO for the duration of the PPP Term?</i>	<i>Fully = 2 Partially = 1 Not at all = 0</i>	2	
3.4	<i>Is adequate provision made to recognise and report on cultural, archaeological and highly sensitive natural resource finds?</i>	<i>Yes = 2 Partial = 1 No = 0</i>	2	
3.5	<i>Is the planned number of guest and staff beds within the limits given in the RFP?</i>	<i>Yes = 4 Partially = 2 No = 0</i>	4	
3.6	<i>Are the visual impacts of the planned facility within the specifications given in the RFP?</i>	<i>Yes = 2 Partially = 1 No = 0</i>	2	
3.7	<i>Are the conceptual and layout drawings within the specifications set out in the RFP?</i>	<i>Yes = 4 Partially = 2 No = 0</i>	4	
3.8	<i>Are the bulk infrastructure use plans (water, electricity, fuel supply, telecoms) within the specifications given in the RFP?</i>	<i>Yes = 2 Partially = 1 No = 0</i>	2	
3.9	<i>Are waste management plans within the specifications given in the RFP?</i>	<i>Yes = 2 Partially = 1 No = 0</i>	2	
3.10	<i>Are the roads and tracks within the specifications set out in the RFP?</i>	<i>Yes = 4 Partially = 2 No = 0</i>	4	
3.11	<i>Are fire management plans within the specifications given in the RFP?</i>	<i>Yes = 4 Partially = 2 No = 0</i>	4	
3.12	<i>Are there adequate plans for staff accommodation, health, safety and medical/emergency evacuation?</i>	<i>Yes = 4 Partially = 2 No = 0</i>	4	

		Scoring	Maximum sub-total	Maximum Total
3.13	<i>Is there commitment to abide by the guidelines given in the RFP for vehicles and guest activities?</i>	Yes = 4 Partially = 2 No = 0	4	
3.14	<i>Is it acknowledged that SANParks has the right to undertake the conservation management in the area?</i>	Yes = 2 No = 0	2	
				40
4	<i>Risk matrix</i>			
	<i>Does the bid commit to the RFP's required risk allocation for the project?</i>	Fully = 10 Adequately = 5 Unacceptably = 0		10
	<i>Total Functionality points</i>			100
	<i>Minimum threshold</i>			65

6.2.1 Financing plan

A bidder is expected to provide financing information in line with the requirements set out in Annexure 1B.

Bids will be assessed and scored on whether the necessary finance arrangements of the bidder are in place.

A maximum total of 15 points has been allocated to the bidders financing plan.

6.2.2 Business and operational plan

A bidder is expected to provide a business and operational plan in line with the requirements set out in Annexure 2.

The purpose of the evaluation of the business and operational plans is to ensure that the bidder has fully developed all business aspects of the proposed tourism 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.

A maximum total of 35 points has been allocated for the business and operational plan.

6.2.3 Development and environmental plan

SANParks shall review and evaluate the development and environmental plans submitted by bidders in accordance with the specifications and information given in Annexure 3.

The purpose of the evaluation of development and environmental proposals is to ensure that bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area and have factored those issues into their plans.

A score out of 40 will be awarded for the environmental competence of the bidder.

6.2.4 Risk matrix

A bidder must indicate the extent to which the bid complies with the risk allocation of the risk matrix given in Annexure 4. A maximum of 10 points has been allocated to assessing compliance with risk allocation.

6.3 Scoring BEE

6.3.1 SANParks shall evaluate the bidder's BEE proposal, and allocate scores according to the methodology and weightings provided in the scorecard below. The definitions for each element (as well as details concerning the Mandatory Community Trust) are outlined in Annexure 5 and the Tourism BEE Charter and Scorecard. Any bonus points accruing to a bid above the total scores achievable for each element will be added to the total BEE scorecard points earned by the bid. The bidder must meet a minimum threshold of 50% of the total BEE scorecard points in order to pass.

Indicator	2009 Weightings		2009 Milestones	2009 Charter	Bid offered	Evaluation	Bonus
	Weighting	Sub-Weighting		Target			
	A	B		C			
Ownership	15%	5%	% share of economic benefits as reflected by direct shareholding by black people. ¹	21 %		> target – 5.0 = target – 2.5 < target – 0	
		10%	Mandatory Community Trust	50% of above		> target – 10.0 = target – 5.0 < target – 0	
						score out of 15	
						Bonus score for materially exceeding target	2
Strategic Management	14.00%	2.50%	Black People as a % of Board of Directors			> target – 2.5 = target – 1.25 < target - 0	
		2.50%	Black women as a % of Board of Directors	15.00%		> target – 2.5 = target – 1.5 < target - 0	
		2.50%	Mandatory Community Trust as a % of Board of Directors	15.00%		> target – 2.5 = target – 1.5 < target - 0	

¹ Note: Direct shareholding includes employee share option schemes.

South African National Parks - Request for Proposals

	2009 Weightings			2009 Charter	Bid offered	Evaluation	Bonus
		3.25%	Black people as a % of executive management	30.00%		> target – 3.25 = target – 1.63 < target - 0	
		3.25%	Black women as a % of executive management	15.00%		> target – 3.25 = target – 1.63 < target - 0	
						score out of 14	
						Bonus score for materially exceeding target	2
Employment Equity	14.00%	1.50%	Black people as a % of management	35.00%		> target – 1.5 = target – 0.75 < target - 0	
		1,50%	Black women as a % of management	18.00%		> target – 1.5 = target – 0.75 < target - 0	
		1,50%	Local people as a % of management	15.00%		> target – 1.5 = target – 0.75 < target - 0-	
		1,50%	Black people as a % of supervisors, junior & skilled employees	45.00%		> target – 1.5 = target – 0.75 < target - 0-	
		1,50%	Black women as a % of supervisors, junior & skilled employees	23.00%		> target – 1.5 = target – 0.75 < target - 0-	
		1,50%	Local people as a % of supervisors, junior & skilled employees	35.00%		> target – 1.5 = target – 0.75 < target - 0-	
		1,50%	Black people as a % of total staff	53.00%		> target – 1.5 = target – 0.75 < target - 0-	
		1,50%	Black women as a % of total staff	28.00%		> target – 1.5 = target – 0.75 < target - 0-	
		2,00%	Local people as a % of total staff	50.00%		> target – 2.0 = target – 1.0 < target - 0	
					score out of 14		
					Bonus score for materially exceeding target	2	
Skills Development	20.00%	5.00%	% of payroll spend on skills development (including skills development levy) on all accredited training	3.00%		> target – 5.0 = target – 2.5 < target - 0	
		5.00%	% of skills development spend on all black employees	75.00%		> target – 5.0 = target – 2.5 < target - 0	
		5.00%	Number of learnerships as a % of total employees	2.00%		> target – 5.0 = target – 2.5 < target - 0-	
		5.00%	Number of learnerships as a % of total learners	80.00%		> target – 5.0 = target – 2.5 < target - 0-	
					score out of 20		
					Bonus score for materially exceeding target	2	
Preferential Procurement	15.00%	10.00%	Spend on BEE compliant companies as a % of total procurement spend	40.00%		> target – 10.0 = target – 5.0 < target - 0	

South African National Parks - Request for Proposals

	2009 Weightings			2009 Charter	Bid offered	Evaluation	Bonus
		5.00%	Spend on Local BEE compliant companies as a % of total procurement spend	20.00%		> target – 5.0 = target – 2.5 < target - 0-	
						score out of 15 Bonus score for materially exceeding target	2
Enterprise Development	14.00%	7.0%	The sum of % spend of post tax profits on enterprise development and % employee time contributed to enterprise development over total management time	1.00%		target – 7.0 = target – 3.5 < target – 0	
		7.0%	Enhanced revenue and/ or cost savings and/or twining initiatives facilitated for black owned SMMEs, as a % of revenue of the company measured.	1.00%		target – 7.0 = target – 3.5 < target - 0	
						score out of 14 Bonus score for materially exceeding target	2
Social Development and industry specific	8.00%	3.00%	% CSI spend of post-tax profits on education, community programmes, job creation, training, health, conservation, community tourism and marketing activities to develop local black tourists market (or % management time over total employee time)*	*1.00%		> target -3.0 = target – 1.5 < target - 0	
		2.00%	% of new recruit with no prior work experience	10.00%		> target – 2.0 = target – 1.0 < target - 0	
		3.00%	Status of TOMSA levy collector	Yes		> target – 3.0 = target – 1.5 < target - 0	
						score out of 8 Bonus score for materially exceeding target	2
Total	100%	100%				Total score out of 100	

6.3.2 In case of failure by a bidder to achieve the minimum threshold of 50%, the evaluation committee shall be entitled in its sole and absolute discretion to fail the BEE proposal and to declare it to be non-compliant with the terms of this RFP.

6.3.3 In the event of a BEE proposal being declared non-compliant according to paragraph 6.3.2 above, that bidder's entire bid submission shall be declared non-compliant.

6.4 PPP Fee Proposal

6.4.1 In the event that a bidder meets the thresholds for both functionality and BEE, SANParks will open and evaluate Envelope 2.

6.4.2 Under the PPP agreement, the PPP fee income to SANParks shall be the greater of, as per the schedule set out in Annexure 6:

6.4.2.1 The 'Minimum PPP Fee' as detailed in Annexure 6 (increased annually by CPIX); and

6.4.2.2 The 'Variable PPP Fee', which is a % of gross revenue earned in each Project Year, proposed by the bidder.

Submission of a financial offer that does not conform to the requirements of Annexure 6 will result in disqualification of the bid.

6.4.3 The calculation of PPP fee points will be done using the prescribed price formula set in the regulations to the PPPFA, with the maximum points being awarded to the bidder which (having passed the functionality and BEE thresholds) makes the highest PPP fee offer, and the remaining points being allocated pro-rata to the remaining bidders which have passed the functionality and BEE thresholds.

6.5 Evaluation of bids that meet the applicable minimum thresholds

The functionality, BEE and PPP fee elements of the bid are each scored out of 100 points, and the scores achieved (if the minimum thresholds are achieved for functionality and BEE), are calculated into the bidder's overall score using the following formula:

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

where

a is the weighting for functionality (40 % weighting)

b is the weighting for BEE (10%)

c is the weighting for PPP fee (50 % weighting) and

d is the total score achieved by the bidder

6.6 Selection of preferred bidder

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

7. **Bid date**

Bids must be submitted to South African National Parks, 643 Leyds Street, Muckleneuk, Pretoria, for the attention of A van Jaarsveld – SANParks Project Officer, between the hours of 9:00 and 12:00 on **Friday 11 November 2005, (the “Bid Date”)**.

8. **Opening of bids**

8.1 The bids will be opened by the SANParks Project Officer on Monday 14 November 2005. The bids will be opened according to the procedure set out below by members of a Bid Evaluation Committee representing SANParks in the presence of SANParks’ legal and financial advisors. The Bid Evaluation Committee will be comprised of three groups. These groups are the Technical Evaluation Teams (“TETs”), the Evaluation Co-ordination Committee (“EEC”) and the Project Evaluation Committee (“PEC”).

8.2 The Bid Evaluation Committee shall separate bid Envelopes 1 from Envelopes 2, and the latter shall be locked in the safekeeping of the Chief Financial Officer until called upon, in compliance with the bid evaluation procedure, by the PEC;

8.3 the Bid Evaluation Committee, in consultation with its financial and legal advisors, shall review the bids in order to ascertain whether or not they conform to this RFP, with respect to completeness of documentation.

8.4 In the event that a bid is not complete, or requires clarification, the Bid Evaluation Committee may, at its sole discretion ask bidders for clarification and/or additional information to ensure complete evaluation. Any request for clarification or additional information shall be in writing. No amendment in the substance of the bid will be sought, offered or permitted, save in the event of manifest errors.

8.5 Bids that fail to conform in respect of paragraph 8.2 above may at the sole discretion of SANParks result in the disqualification of the bid without further evaluation.

8.6 SANParks shall not be obliged to reimburse the bidders for any costs and/or damage they incurred during the preparation of offers for cancellation, suspension or delay of bidding.

9. **Signature and effectiveness of PPP agreement**

9.1 SANParks will negotiate the marked-up PPP agreement submitted by the preferred bidder in good faith and on the basis of this RFP.

- 9.2 Should SANParks and the preferred bidder fail to come to agreement on the PPP agreement within a 2 (two) week period, SANParks shall be entitled to withdraw the appointment as preferred bidder and begin negotiations with the reserve bidder.

10. **Timetable**

Event	Date
RFP advertisement	4 & 11 September 2005
Compulsory site visit	4 & 5 October 2005
Other Site visits	12 September – 21 October 2005
Bid date	11 November 2005
Bid evaluation	14 – 17 November 2005
Announcement of preferred bidder and reserve bidder	18 November 2005
Negotiations	18 November – 30 November 2005
PPP agreement signature date	1 December 2005

11. **General rules of bidding**

- 11.1 This RFP sets out important information regarding the rules and procedures for bidding for the PPP opportunity and supersedes all other SANParks communications to bidders with regard to the PPP opportunity.
- 11.2 SANParks, reserves the right to modify the timetable in paragraph 10 or otherwise amend, supplement or clarify this 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 paragraph 11.2 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.
- 11.3 The bid will be conducted in accordance with, and shall be governed by, the laws of the Republic of South Africa and this RFP.
- 11.4 Bids and all correspondence and documents relating to bids shall be in the English language.
- 11.5 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 and under the applicable laws of the Republic of South Africa.

- 11.6 Bidders shall be responsible for any and all costs, expenses and losses incurred by them in the preparation and submission of bids or otherwise in connection with the bid. SANParks will not compensate bidders for any such costs, expenses or losses, regardless of the outcome of the bid.
- 11.7 Each bidder shall be solely responsible for its own due diligence investigation of the investment opportunities, environmental compliance requirements, the proposed contractual terms and all matters relating to this RFP. 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 tourism opportunities, except for the representations and warranties of SANParks that will be set out in the PPP agreement.
- 11.8 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, and that are circulated to each bidder, should be relied upon as authorised. For the purposes of this paragraph 11.8, communications sent from duly authorised staff of SANParks to bidders via electronic mail shall be deemed as communications in writing.

12. ANNEXURE 1A – QUALIFICATION SUBMISSIONS

12.1 Financial Requirements

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

12.1.1.1 audited financial statements corresponding to the last two (2) years;

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

12.1.2 If the qualification criteria are being met by reference to any other companies, whether current or intended Shareholders or partners, then these companies must submit the same information.

12.1.3 If the financial criteria are being met by companies which are privately held, and do not produce audited statements, or by private individuals, then these companies or individuals must produce a statement of assets, with confirmation of ownership, certified by a qualified auditor.

12.2 Eco-tourism Track Record

12.2.1 The qualifying Eco-tourism Operator(s) or individuals, shareholders or partners, of each Submitting Company, who are being used to meet the criteria regarding eco-tourism experience or the generation of turnover, must provide a general description of the Eco-Tourism/Hotel facilities and services they have operated, including, (i) the number of years in active existence; (ii) the nature of the product sold; and (iii) the total number of beds such facilities or services comprised.

12.2.2 In the event that the Submitting Company is satisfying the requirements under this Section by using the qualifications of a Partner, Shareholder or parent, these indicators must also be certified in the above-mentioned manner. Additionally, each of the members of the Partnership, or the Shareholder or subsidiary as the case may be, must demonstrate that such Shareholder, parent or partner is willing and able to support the technical operations of the Submitting Company for the concession site or sites involved.

13. ANNEXURE 1B – FINANCIAL INFORMATION RELATING TO THE SPV

Bidders must provide the following information, labelled as “Financial Information on (bidder name)”:

- (a) Indicate the expected capital outlay in buildings, plant equipment and start-up expenses.
- (b) Explain the financing plan; i.e. indicate how much capital will be needed, where it will come from (own capital, grants, borrowings) and the expected amount and terms (interest rate, repayment period, security) of any proposed loans.
- (c) Provide a simplified cashflow forecast for the project’s first five years, along the following lines:

	<u>Start- up</u> R'000	<u>Yr. #1</u> R'000	<u>Yr #2</u> R'000	<u>Yr #3</u> R'000	<u>Yr #4</u> R'000	<u>Yr #5</u> R'000
<u>Cash inflows:</u>						
Owners' capital						
Loans received						
Grants received						
Cash from sales & other operating revenue						
Cash from other sources						
Total cash inflow A						
<u>Cash outflows:</u>						
Project costs and start-up expenses						
Salaries, wages & staff costs						
All other operating costs & expenses						
Loan repayments						
Replacement of equipment & vehicles						
Total cash outflow B						
<u>Net cashflow</u>						
[A – B] before PPP fees & tax						

14. **ANNEXURE 2 – BUSINESS AND OPERATIONAL PLAN**

The following information should be provided, backed up with demonstration of existing processes and systems utilised in existing business with which the bidder is associated:

14.1 Constitutional information

A bidder must 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 declared invalid.

- (a) The name, address, telephones and fax numbers of the bidder, and the trading name of the bidder if different from the registered name.
- (b) Directors and their responsibilities.
- (c) Place of registration.
- (d) Registration number.
- (e) Memorandum and Articles (or equivalent constitutive documents).
- (f) Shareholders Agreement (if applicable).
- (g) Direct shareholder(s) 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.

14.2 Background and rationale

14.2.1 The bidder and its objectives.

14.2.2 Track record and knowledge of existing products/activities offered in the tourism industry, including size of existing operations in terms of turnover.

14.2.3 Detailed description of activities/products envisaged for Auob River Camp and the management thereof.

14.2.4 Current operating standards - include outline of Operations and Procedures Manuals.

14.2.5 Proposed organisational and staffing structures, including, Management policies.

14.2.5.1 Measures to transfer knowledge and expertise.

14.2.5.2 Labour plan, including details of numbers of permanent and part-time staff that will be employed, staff procurement policies, employment policies and socio-economic goals with employment.

- 14.2.6 Memberships and registrations (list any awards/accolades/ratings).
- 14.2.7 Curricula vitae of shareholders, directors, management and staff.
- 14.3 Market analysis
 - 14.3.1 Bidders' track record and knowledge of the market including existing relationships with tour operators and travel trade plus references.
 - 14.3.2 Target market (geographical, income, nature of activity, etc).
 - 14.3.3 Marketing channels.
 - 14.3.4 Product branding plans
 - 14.3.5 Time taken to establish market.
 - 14.3.6 Growth in occupancy.
 - 14.3.7 Pricing range; and
 - 14.3.8 Competitive analysis.

15. ANNEXURE 3 – DEVELOPMENT AND ENVIRONMENTAL PROPOSAL

Items to address in Development and Environmental Proposals.

15.1 Legislative Requirements

15.1.1 Confirmation that EIA requirement is understood and will be complied with.

15.1.2 Acknowledgement that Development and Environment Proposals lacking sufficient detail may be disqualified.

15.2 SANParks Requirements

15.2.1 Acknowledgement that the Private Party must comply at all times with SANParks Environmental Guidelines as they may change from time to time.

15.3 Appointment of Environmental Control Officer

15.3.1 Acknowledgement of requirement to appoint Environmental Control Officer (ECO) during both Construction and Operational Phases.

15.4 Cultural, Archaeological and Natural Resources

15.4.1 Agreement to conduct pre-construction 'walk through' of Development Site by qualified archaeologist to identify undocumented cultural/archaeological resources.

15.4.2 Confirmation that construction supervisors and crews will be trained to recognise 'chance finds' during construction, and that all such finds during the Construction and Operational Phases (i) will not be disturbed, damaged or removed and (ii) will be brought to immediate attention of the Section Ranger or other SANParks staff.

15.4.3 Acknowledge the National Heritage Resources Act and the requirements of a Heritage Impact Assessment

15.5 Biosphere Manipulation

15.5.1 Agreement to abide by provisions of Environmental Guidelines section 2.4.

15.6 Carrying Capacity

15.6.1 Number of (i) guest beds and (ii) staff beds the Private Party intends for the Development, consistent with provisions of the PPP Agreement Annexure V Environmental Guidelines section 2.5 and Schedule B.

- 15.7 Visual Impacts
 - 15.7.1 Minimum requirements:
 - 15.7.1.1 map showing location of development area within the Project Site;
 - 15.7.1.2 photograph or architect's drawing of development 'footprint;'
 - 15.7.1.3 conceptual and layout architect's drawings of all structures and associated infrastructure; and
 - 15.7.1.4 description of building materials to be used in construction of all structures.
 - 15.8 Description of additional efforts Private Party intends to undertake to minimise visual impacts of development, including lighting.
 - 15.9 Location of lightning arrestors and radio masts within Project Site and how visual impacts of these structures will be minimised.
 - 15.10 Bulk Infrastructure
 - 15.10.1 Electricity:
 - 15.10.1.1 Identification of source(s) to be used during both Construction and Operation.
 - 15.10.1.2 Location of requisite infrastructure needed for these source(s), including approximate alignment of supply and reticulation networks, and efforts to be taken to ensure they comply with national and SANParks requirements.
 - 15.10.2 Water:
 - 15.10.2.1 Identification of water source(s) for both Construction and Operational Phases.
 - 15.10.2.2 Estimates of total extraction requirements for Construction and Operational Phases and confirmation that, during Operational Phase, total water extraction from any and all sources inside the Park will be limited to not more than 350 litres (*l*) per bed per day.
 - 15.10.2.3 Description of water conservation and recycling measures Private Party intends to take in designing and operating the Project Site.
 - 15.10.3 Water Sources for Attracting Wildlife:
 - 15.10.3.1 Architect's drawings required in section 15.7 above must include location, design, and approximate size of artificial water feature.

15.11 Waste Management

15.11.1 Liquid Wastes:

15.11.1.1 Details of proposed wastewater management system capable of ensuring that liquid wastes meet or exceed South African water quality regulations prior to discharge or reuse. These shall include an estimate of approximate volume of wastewater the development will produce daily, and description of method of treatment and recycling the Private Party intends to install. *NB:* SANParks prohibits the use of either (i) French drains or (ii) French drains used in conjunction with septic tanks at any Project Site.

15.11.1.2 Confirmation that monthly wastewater monitoring will be undertaken, and these reports made available to SANParks.

15.11.1.3 Confirmation that fuels, solvents, other wastes will be stored in vessels equipped with secondary containment structures, removed from the Project Site and Park, and disposed of in compliance with national, local and SANParks requirements.

15.11.2 Solid Wastes:

15.11.2.1 Estimates of volumes of solid waste, by different waste categories, that the development is expected to generate.

15.11.2.2 Description of Private Party's proposed methods for recycling solid wastes.

15.11.2.3 Acknowledgement that landfills are not permitted in any Project Sites.

15.11.2.4 If applicable, request to utilise SANParks incinerator located at nearby SANParks rest camp.

15.11.2.5 Alternatively, request to construct an incinerator within the Project Site, if applicable, with understanding that this will be subject to the findings of the EIA.

15.12 Roads and Tracks

15.12.1 Number of kilometres of roads/tracks to be constructed, including type and quantity of traffic expected on these roads. *NB:* this number must be within limits SANParks has set for each Project Site, as set forth in the PPP Agreement Schedule B.

15.12.2 Location and size of Project Site access road must be indicated on the maps and drawings required under section 15.7 above.

- 15.12.3 Acknowledgement that tracks for game viewing purposes must be kept to the narrowest width possible to accommodate one vehicle at a time.
- 15.13 Fire Management
- 15.13.1 Acknowledgement that Private Parties may not control natural fires occurring in a Project Site, except in the immediate surrounds of the Development Site and/or to save human life or property.
- 15.13.2 Acknowledgement that control of natural fires elsewhere in the Project Site is the responsibility of SANParks and that Private Party may not attempt to control natural fires without SANParks consent and direction.
- 15.13.3 Agreement to subject final designs and safety specifications of all structures to a 'fire safety audit' carried out by a qualified fire safety expert.
- 15.14 Staff Accommodation and Safety
- 15.14.1 Estimate of total number of Private Party staff, including number to be (i) accommodated on-site (including family members) and (ii) accommodated off site.
- 15.14.2 Design and location of on-site accommodation units must be included in the drawings specified in section 15.7 above.
- 15.14.3 If Private Party is requesting that staff be housed at SANParks rest camps in the Park, this request must be included, indicating the number of staff for which request is made. SANParks will undertake its best efforts to house such staff, or to enable the Private Parties to develop housing for such staff at the rest camps, but SANParks makes no undertaking thereto. SANParks' inability to meet the Private Party's request will not be accepted as a valid reason for changes in the conditions of the Private Party's bid.
- 15.14.4 Acknowledgement that Private Parties must implement a staff medical plan that complies with the Health and Safety Act, and an emergency medical evacuation policy that covers both guests and staff.
- 15.15 Access
- 15.15.1 Acceptance of the terms and conditions for controlling access into and out of the Park as set forth in section 2.13 of the Environmental Guidelines.

15.16 Private Party Vehicles

15.16.1 Total number of Private Party vehicles that the Private Party intends to have based within the Project Site and/or other location inside the Park, including use for which each is intended.

15.16.2 Agreement to abide by vehicle standards presented in Environmental Guidelines section 2.14.

15.17 Guest Activities

15.17.1 Game Drives

15.17.1.1 Agreement to adhere to rules for game drives and sightings specified in Environmental Guidelines (sections 2.15.1 and 2.15.2)

15.17.2 Off-road driving

15.17.2.1 No off-road driving will be permitted.

15.17.3 Walks

15.17.3.1 Agreement to abide by rules presented in Environmental Guidelines section 2.15.4.

15.17.3.2 Monitoring of Compliance with Codes of Conduct:

15.17.3.3 Agreement to post Codes of Conduct in guest rooms and other areas where they will be visible, and to distribute a letter from SANParks to guests advising them of relevant Park rules and regulations.

15.17.3.4 Agreement to provide guests with a means to provide feedback (e.g., an evaluation form, the results of which will be reviewed by both SANParks and the Private Party.

15.18 Monitoring

15.18.1 Acknowledgement of SANParks' right to undertake necessary conservation management activities in all of the Project Sites.

15.18.2 Confirmation of willingness to participate in a SANParks-Private Parties forum, and to comply with any standards thereby agreed established

16. **ANNEXURE 4 – RISK MATRIX**

Risk	General description	Project-specific description	Mitigation measures	Allocation (SANParks/ Private Party/ shared)
Financing	Raising of capital for capex and opex; tax, inflation, interest rate, and currency risks			
Supporting infrastructure	The risk that supporting infrastructure may be inadequate to sustain the enterprise			
Planning, design and construction	The possibility that planning consents are not obtained; that design is not fit for purpose; and that construction is not completed on time on budget			
Utilities	The risk that utilities may not be fully available or may cause delays			
Environment and heritage	The possibility of liability for losses caused by environmental or heritage damage or delays			
Maintenance	The possibility that the costs of maintenance to required standards may vary from projections or that maintenance is not carried out			
Operations	Any factors (other than Force Majeure) impacting on operations			
Market, demand, volume	The possibility that demand for the product is less than projected			
Political	The possibility of unforeseeable conduct by SANParks adversely affecting the project, or expropriation of Private Party assets			
Force majeure	The possibility of the occurrence of unexpected events beyond either party's control may adversely affect the project			

17. **ANNEXURE 5 - BEE**

- 17.1 The bidder must make commitments in the space provided in the BEE scorecard, which commitments will become binding in the PPP agreement. Any positive, innovative proposals or commitments by the bidder to any element(s) of the bid should be provided in notes supplementing the scorecard, and may earn bonus points. The bidder may commit that certain percentages will grow over time.
- 17.2 The names, BEE credentials and contact details of black equity shareholders, black managers, black women managers must be provided to substantiate the commitments. Where possible, these details should also be provided for black enterprises and/or black people targeted for subcontracting and procurement.
- 17.3 The actual anticipated number of construction jobs and operating jobs must be given.
- 17.4 The Mandatory Community Trust must be established for the Khomani San. A representative of the Khomani San will make a presentation to bidders at the bidders' site visit. No further bidder engagement with the Khomani San may take place until the announcement by SANParks of a preferred bidder, at which point, meetings will commence between the preferred bidder and the Khomani San. Failure by a bidder to abide by this provision of the RFP will be grounds for disqualification of that bidder at the sole discretion of SANParks.
- 17.5 Definitions
- The definitions used in the BEE element of the bid shall be those given in the Tourism Charter & Scorecard, with the addition of the following:
- 17.5.1 Community Trust - A not-for-profit trust created in terms of applicable law by volunteer members for the purpose of channelling the proceeds of various activities and investments for the common good of persons from the Khomani San Community.
- 17.5.2 Local - The Khomani San.
- 17.5.3 Mandatory Community Trust Ownership - Equity in the Private Party which must, as a mandatory provision of the PPP, be acquired by the Community Trust defined above.

18. **ANNEXURE 6 – PPP FEE OFFER**

Please note that this information must be contained in Envelope 2 and is not to be submitted in Envelope 1 with the Functionality and BEE information.

Bidders must present the PPP fee offer in the following format:

Letterhead of bidder

To: South African National Parks
643 Leyds Street
Muckleneuk
Pretoria
0002

(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 Revenue as define in the PPP agreement, in respect of the relevant Project Year.

The **Minimum PPP Fee** payable is

PPP Year	Annual Amount
PPP Year 1	R 100,000
PPP Year 2	R 150,000
PPP Year 3	R 200,000
PPP Year 4	R 250,000
PPP Year 5	R 300,000
PPP Year 6 to 20	R 350,000

which will be adjusted annually by CPIX

The Variable PPP Fee bid by **(name of bidder)** is as follows:

Variable PPP Fee = _____ % of Gross Revenue

(Name of bidder) hereby warrants that the Minimum PPP Fee and the Variable PPP Fee shall be included in the PPP agreement, if accepted by SANParks.

The undersigned is a duly authorised representative of the bidder with full power and authority to submit this financial offer and commit the bidder to the terms hereof.

Signed: _____

Name: _____

Title: _____

19. **ANNEXURE 7 - MARKED-UP PPP AGREEMENT**

The PPP Agreement does not form part of the RFP but will be available on or before Monday 12 September 2005 on the SANParks website : www.sanparks.org

20. **ANNEXURE 8: ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND**

To: SANParks

WHEREAS [name of bidder] (the "Bidder") is to submit to you a bid to enter into PPP agreement with SANParks for the purpose of [insert opportunity];

AND WHEREAS you require the bidder to include in the bid a bid bond for R250,000 (Two Hundred and Fifty Thousand Rand);

AND WHEREAS we have agreed to give you such a bid bond;

NOW THEREFORE we hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R250,000 (Two Hundred and Fifty Thousand Rand), 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 this request for proposals;
- the withdrawal or modification of its bid during the period of validity;
- failure by the preferred bidder to furnish the required performance guarantee under the PPP agreement in accordance with the provisions of the PPP agreement.

This bid bond shall be valid until [insert date 140 Business Days after the Bid Date].

This bid bond shall be governed by the laws of the Republic of South Africa.

SIGNATURE AND SEAL

Name of bank.....

Address

Date.....

21. **ANNEXURE 9 - BID COVER SHEETS**

To be placed on each envelope:

BID FOR AUOB RIVER CAMP
ENVELOPE 1: FUNCTIONALITY AND BEE BID

Name of Bidder:
Postal address:
Street address:
Telephone:
Cell phone:
Facsimile:
Contact person:
Email address:
Signature of Bidder:
Date:
Capacity under which it is signed:

*Signature of this document shall constitute acceptance of the terms and conditions of this bid.
Failure by the bidder to sign this form may invalidate the bid.*

BID FOR AUOB RIVER CAMP
ENVELOPE 2: PPP FEE OFFER

Name of Bidder:
Postal address:
Street address:
Telephone:
Cell phone:
Facsimile:
Contact person:
Email address:
Signature of Bidder:
Date:
Capacity under which it is signed:

*Signature of this document shall constitute acceptance of the terms and conditions of this bid.
Failure by the bidder to sign this form may invalidate the bid.*