YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE SOUTH AFRICAN NATIONAL PARKS

<table>
<thead>
<tr>
<th>RFB NUMBER:</th>
<th>GNP-002-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVERTISEMENT DATE:</td>
<td>27 MAY 2016</td>
</tr>
<tr>
<td>CLOSING DATE:</td>
<td>21 JUNE 2016</td>
</tr>
<tr>
<td>CLOSING TIME:</td>
<td>11:00 AM</td>
</tr>
<tr>
<td>BRIEFING SESSION:</td>
<td>WEDNESDAY, 08 JUNE 2016 TIME: 11:00 AM</td>
</tr>
<tr>
<td>BID VALIDITY PERIOD:</td>
<td>90 days (commencing from the RFP Closing Date)</td>
</tr>
</tbody>
</table>

**DESCRIPTION OF BID:**
RE-ADVERTISEMENT: BID INVITATION FOR SERVICE PROVIDER TO CONDUCT AN ORGANISATIONAL DESIGN REVIEW AND ASSOCIATED CHANGE MANAGEMENT PROCESS FOR SANPARKS

**COMPULSORY CLARIFICATION SESSION ADDRESS**
SOUTH AFRICA NATIONAL PARK
643 Leyds Street, Muckleneuk,
Groenkloof, Pretoria, 0002

**BID DOCUMENTS DELIVERY ADDRESS**
SOUTH AFRICA NATIONAL PARK
643 Leyds Street, Muckleneuk,
Groenkloof, Pretoria, 0002

For Attention: Ms Elisa Ntsatsi Makwa

**NB:** Bidders must ensure that they sign the register at the park when submitting the bids.

The successful bidder will be required to fill in and sign a written Contract Form (SBD 7).

Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.

The bid box is generally open 24 hours a day, 7 days a week.

**ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)**

**THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT**
THE FOLLOWING PARTICULARS MUST BE FURNISHED (FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED)

NAME OF BIDDER
…………………………………………………………………………………………………………

POSTAL ADDRESS
…………………………………………………………………………………………………………

STREET ADDRESS
…………………………………………………………………………………………………………

TELEPHONE NUMBER
CODE........NUMBER………………………………………………………………………………

CELLPHONE NUMBER
…………………………………………………………………………………………………………

FACSIMILE NUMBER
CODE........NUMBER………………………………………………………………………………

E-MAIL ADDRESS
…………………………………………………………………………………………………………

VAT REGISTRATION NUMBER
…………………………………………………………………………………………………………

HAS AN ORIGINAL AND VALID TAX CLEARANCE CERTIFICATE BEEN SUBMITTED? (SBD 2) YES or NO

HAS A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE BEEN SUBMITTED? (SBD 6.1) YES or NO

IF YES, WHO WAS THE CERTIFICATE ISSUED BY?

AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)…………..□

A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS); OR…………□

A REGISTERED AUDITOR ……………………………………………………………………………………………

[TICK APPLICABLE BOX]

(A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE)

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED?

YES or NO [IF YES ENCLOSE PROOF]

SIGNATURE OF BIDDER
…………………………………………………………………………………………………………

DATE
…………………………………………………………………………………………………………

CAPACITY UNDER WHICH THIS BID IS SINED
…………………………………………………………………………………………………………

TOTAL BID PRICE: R…………………………………………………………………………
(Total bid price including VAT and any other charges)

________________________________________

ANY ENQUIRIES REGARDING THE BIDDING PROCEDURE MAY BE DIRECTED TO:

Department: South African National parks
Contact Person: Ms Elisa Ntsatsi Makwa
Tel: 012 426 5260
E-mail address: elisa.makwa@sanparks.org
CONDITIONS AND UNDERTAKINGS BY BIDDER

a. The Bid forms should not be retyped or redrafted but photocopies may be prepared and used. However, only documents with the original signature in black ink shall be accepted. Additional offers against any item should be made on a photocopy of the page in question.

b. Black ink should be used when completing Bid documents.

c. Bidders should check the numbers of the pages to satisfy themselves that none is missing or duplicated. SANParks will accept NO liability in regard to anything arising from the fact that pages are missing or duplicated.

d. I/We hereby Bid to supply all or any of the supplies and/or to procure all or any of the services described in the attached documents to SANParks on the terms and conditions and in accordance with the specifications stipulated in the Bid documents (and which shall be taken as part of, and incorporated into, this Bid) at the prices inserted therein.

e. I/We agree that –

f. the offer herein shall remain binding upon me/us and open for acceptance by SANParks during the validity period indicated and calculated from the closing hour and date of the Bid;

g. the laws of the Republic of South Africa shall govern the contract created by the acceptance of my/our Bid and that I/we choose domicilium citandi et executandi in the Republic as indicated below; and

NB: BIDDERS TERMS AND CONDITIONS ARE NOT ACCEPTABLE.

I/We furthermore confirm that I/we have satisfied myself/ourselves as to the correctness and validity of my/our Bid that the price(s) and rate(s) quoted cover all the work/item(s) specified in the Bid documents and that the price(s) and rate(s) cover all my/our obligations under a resulting contract and that I/we accept that any mistakes regarding price(s) and calculations will be at my/our risk.

I/We hereby accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me/us under this Bid as the Principal(s) liable for the due fulfilment of this contract.

<table>
<thead>
<tr>
<th>Signature(s) of Bidder or assignee(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Name of signing person (in block letters)</th>
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<table>
<thead>
<tr>
<th>Capacity</th>
</tr>
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<tbody>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>Are you duly authorized to sign this bid?</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Bidder [company name] (in block letters)</th>
</tr>
</thead>
<tbody>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Postal address (in block letters)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domicilium citandi et executandi in the RSA (full street address of this place) (in block letters)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Telephone Number:..................................................... Fax Number ...........................................................................................................

Cell Number: .......................................................... Email Address ........................................................................................................
INSTRUCTIONS TO BIDDER

1 Confidential information disclosure notice
1.1 This document may contain confidential information that is the property of South African National Parks (SANParks).
1.2 No part of the contents may be used, copied, disclosed or conveyed in whole or in part to any party in any manner whatsoever other than for preparing a proposal in response to this Bid, without prior written permission from SANParks.
1.3 All copyright and Intellectual Property herein vests with SANParks.

2 Introduction
2.1 Purpose
2.1.1 The purpose of this Request for Bid (RFP) is an invitation to potential suppliers (hereinafter referred to as “Bidders”) to submit Bids for the items/products/solutions as detailed under Annex A: Technical/solution specification.

2.2 Objectives
2.2.1 The following objectives must be achieved with the implementation of the above required solution:
2.2.1.1 Based on the Bids submitted and the outcome of the evaluation process according to the set evaluation criteria, SANParks intends to select a preferred bidder/s with the view of concluding a service level agreement (SLA) where applicable with such successful bidder. The Bid shall be evaluated in terms of the PPPFA (90/10).

2.3 Queries
2.3.1 Should it be necessary for a bidder to obtain clarity on any matter arising from or referred to in this RFP document, please refer queries, in writing, to the contact person(s) listed below. Under no circumstances may any other employee within SANParks be approached for any information. Any such action may result to disqualification of a response submitted in response to the RFP. SANParks reserves the right to place responses to such queries on the website.

<table>
<thead>
<tr>
<th>Name</th>
<th>Type of Query</th>
<th>Email address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Elisa Ntsatsi Makwa</td>
<td>Bid Queries</td>
<td><a href="mailto:elisa.makwa@sanparks.org">elisa.makwa@sanparks.org</a></td>
</tr>
</tbody>
</table>

Enquiries should reference specific paragraph numbers, where appropriate.
All questions/enquiries must be forwarded in writing not later than Thursday, 16 June 2016 at 11h00.
Questions/enquiries received after 11h00 on Thursday, 16 June 2016 at 11h00 will not be considered.

Bidders are not allowed to contact any other SANParks staff in the context of this tender other that the indicated official under 2.3.1.

2.4 Bid Documents
2.4.1 Bids must be hand delivered or (if couriered) reach to SANParks by no later than 11h00; 21 June 2016.
2.4.2 Bid documents must contain one original document, initialled on each page, and signed where required and 02 (Two) copies thereof (two separate envelopes: one for financials and the other for Technical document).
2.4.3 A digital version on CD/DVD must be provided of all tender documentation and brochures, within the Bid envelope.
3 General rules and instructions

3.1 Confidentiality

3.1.1 The information contained in this document is of a confidential nature, and must only be used for purposes of responding to this RFP. This confidentiality clause extends to Bidder partners and/or implementation agents, whom the Bidder may decide to involve in preparing a response to this RFP.

3.1.2 For purposes of this process, the term “Confidential Information” shall include all technical and business information, including, without limiting the generality of the foregoing, all secret knowledge and information (including any and all financial, commercial, market, technical, functional and scientific information, and information relating to a party’s strategic objectives and planning and its past, present and future research and development), technical, functional and scientific requirements and specifications, data concerning business relationships, demonstrations, processes, machinery, know-how, architectural information, information contained in a party’s software and associated material and documentation, plans, designs and drawings and all material of whatever description, whether subject to or protected by copyright, patent or trademark, registered or unregistered, or otherwise disclosed or communicated before or after the date of this process.

3.1.3 The receiving party shall not, during the period of validity of this process, or at any time thereafter, use or disclose, directly or indirectly, the confidential information of SANParks (even if received before the date of this process) to any person whether in the employment of the receiving party or not, who does not take part in the performance of this process.

3.1.4 The receiving party shall take all such steps as may be reasonably necessary to prevent SANParks’ confidential information coming into the possession of unauthorised third parties. In protecting the receiving party’s confidential information, SANParks shall use the same degree of care, which does not amount to less than a reasonable degree of care, to prevent the unauthorised use or disclosure of the confidential information as the receiving party uses to protect its own confidential information.

3.1.5 Any documentation, software or records relating to confidential information of SANParks, which comes into the possession of the receiving party during the period of validity of this process or at any time thereafter or which has so come into its possession before the period of validity of this process:

3.1.5.1 Shall be deemed to form part of the confidential information of SANParks;

3.1.5.2 Shall be deemed to be the property of SANParks;

3.1.5.3 shall not be copied, reproduced, published or circulated by the receiving party unless and to the extent that such copying is necessary for the performance of this process and all other processes as contemplated in; and

3.1.5.4 Shall be surrendered to SANParks on demand, and in any event on the termination of the investigations and negotiations, and the receiving party shall not retain any extracts.

3.2 News and press releases

3.2.1 Bidders or their agents shall not make any news releases concerning this RFP or the awarding of the same or any resulting agreement(s) without the consent of, and then only in co-ordination with SANParks.

3.3 Precedence of documents

3.3.1 This RFP consists of a number of sections (see list). Where there is a contradiction in terms between the clauses, phrases, words, stipulations or terms and herein referred to generally as stipulations in this RFP and the stipulations in any other document attached hereto, or the RFP submitted hereto, the relevant stipulations in this RFP shall take precedence.
3.3.2 Where this RFP is silent on any matter, the relevant stipulations addressing such matter and which appears in the PPPFA shall take precedence. Bidders shall refrain from incorporating any additional stipulations in its proposal submitted in terms hereof other than in the form of a clearly marked recommendation that SANParks may in its sole discretion elect to import or to ignore. Any such inclusion shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by SANParks.

3.3.3 It is acknowledged that all stipulations in the PPPFA are not equally applicable to all matters addressed in this RFP. It however remains the exclusive domain and election of SANParks as to which of these stipulations are applicable and to what extent. Bidders are hereby acknowledging that the decision of the SANParks in this regard is final and binding. The onus to enquire and obtain clarity in this regard rests with the vendor(s). The vendor(s) shall take care to restrict its enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

3.4 Preferential Procurement Reform
3.4.1 SANParks supports Black Economic Empowerment as an essential ingredient of its business. In accordance with government policy, SANParks insists that the private sector demonstrates its commitment and track record to Black Economic Empowerment in the areas of ownership (shareholding), skills transfer, employment equity and procurement practices (SMME Development) etc.

3.4.2 SANParks shall apply the principles of the Preferential Procurement Policy Framework Act, (Act No. 5 of 2000) with its Preferential Procurement Regulation 2011 to this proposal.

3.4.3 Bidders shall complete the preference certificate attached to this proposal. In the case of a consortium and subcontractors, the preference certificate must be completed for each legal entity (Annex C).

3.5 Security clearances
3.5.1 Employees and subcontractors of the Bidders may be required to be in possession of valid security clearances to the level determined by NIA or/and SANParks commensurate with the nature of the project activities they are involved in. The cost of obtaining suitable clearances is for the account of the bidders. The Bidders shall supply and maintain a list of personnel involved on the project indicating their clearance status.

3.6 Occupational Injuries and Diseases Act 13 of 1993
3.6.1 The Bidder warrants that all its employees (including the employees of any sub-contractor that may be appointed) are covered in terms of the Compensation for Occupational Injuries and Diseases Act 13 of 1993 (“COIDA”) and that the cover shall remain in force for the duration of the adjudication of this bid and/ or subsequent agreement. SANParks reserves the right to request the Bidder to submit documentary proof of the Bidder’s registration and “good standing” with the Compensation Fund, or similar proof acceptable to SANParks.

3.7 Instructions for submitting a proposal
3.7.1 One (1) original, One (1) hard copy of the Bid shall be submitted on the date of closure of the Bid.

3.7.1.1 The original copy must be signed in black ink by an authorised employee, agent or representative of the bidder and each and every page of the proposal shall contain the initials of same signatories.

3.7.2 Bidders shall submit proposal responses in accordance with the prescribed manner of submissions as specified above.

3.7.3 Bid must be submitted in a prescribed response format herewith reflected as Response Format, and be sealed in an envelope. The envelope must be marked clearly (on the outside) with the Bid Number and be addressed to Ms. Elisa Ntsatsi Makwa.

3.7.4 Bid must be submitted on or before 11h00; 21 June 2016 not later than 11h00. The bids must be dropped in the tender box at the South African National Parks – 643 Leyds Street, Muckleneuk, Pretoria, Groenkloof Park.
SANParks receives a lot of correspondence on a daily basis. Bidders are therefore urged to ensure that they clearly mark their bids with the Bid Number; register their bids and sign the register that will be provided at the gate. Failure to sign the register will lead to the bid being disqualified. Failure to submitted sealed bids could result to disqualification of bids. The onus is on the bidder to ensure that their bids get registered in the bids received register. Bidders must advise their courier companies of this instruction.

3.7.5 All Bids in this regard shall only be accepted if they have been registered on the bids received register before or on the closing date and stipulated time.

3.7.6 Bids received after the time stipulated shall not be considered.

3.7.7 Bid responses sent by courier must reach this office at least 36 hours before the closing date to be registered on the bids received register. Failure to comply with this requirement shall result in your proposal being treated as a “late proposal” and shall not be entertained. Such proposal shall be returned to the respective Bidders.

3.7.8 No proposal shall be accepted by SANPARKS if submitted in any manner other than as prescribed above.

4 Reasons for disqualification

4.1 SANParks reserves the right to disqualify any bidder which does any one or more of the following, and such disqualification may take place without prior notice to the offending bidder, however the bidder shall be notified in writing of such disqualification:

4.1.2 Bidders who do not submit a valid and original Tax Clearance Certificate on the closing date and time of the bid;

4.1.3 Bidders who submitted incomplete information and documentation according to the requirements of this RFP;

4.1.4 Bidders who submitted information that is fraudulent, factually untrue or inaccurate, for example memberships that do not exist, BEE credentials, experience, etc;

4.1.5 Bidders who received information not available to other bidders through fraudulent means;

4.1.6 Bidders who do not comply with mandatory requirements as stipulated in this RFP.

4.1.7 Bidders who made false declarations on the Standard Bidding Documents, or misrepresent facts; and/or

4.1.8 Bidders who are listed on the National Treasury’s database of restricted suppliers

5 Closing of Bid

5.1 There shall be no public opening of the Bid received. There shall be no discussions with any enterprise until evaluation of the proposal has been complete. Any subsequent discussions shall be at the discretion of SANParks. Unless specifically provided for in the proposal document, bids submitted by means of telegram, telex, facsimile or similar means shall not be considered.

5.2 No Bids from any bidder with offices within the RSA shall be accepted if sent via the Internet or e-mail. However Bids from international bidders with no office or representation in the RSA shall be accepted if received via the Internet or e-mail before the closing date and time.

5.2.1 Such Bids shall not be made available for evaluation until the original signed documentation is received within three (3) working days after the closing date, otherwise the proposal shall be disqualified. International bidders must submit proof that they do not have any offices or representation in South Africa.

6 Bid preparation

6.1 All additions to the proposal documents i.e. annexes, supporting documentation pamphlets, photographs, technical specifications and other support documentation covering the solution offered etc. shall be neatly bound as part of the schedule concerned.

6.2 All responses regarding questions posed in the annexes attached herewith shall be answered in accordance with the prescribed RFP Response Format.
7 Oral presentations and briefing sessions

7.1 Bidders who submit Bids in response to this RFP may be required to give an oral presentation, which may include, but is not limited to, an equipment/service demonstration of their proposal to SANParks. This provides an opportunity for the vendor to clarify or elaborate on the proposal. This is a fact finding and explanation session only and does not include negotiation. SANParks shall schedule the time and location of these presentations. Oral presentations are an option of SANParks and may or may not be conducted.

8 Evaluation Criteria for B-BBEE

8.1 Points awarded for B-BBEE Status Level of Contribution.

8.2 The value of this bid is estimated to exceed R1 000 000 (all applicable taxes included) and therefore the 90/10 system shall be applicable.

8.3 In terms of Regulation 5 (2) and 6 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

8.4 Preference points for this bid shall be awarded for:

(a) Price; and
(b) B-BBEE Status Level of Contribution.

<table>
<thead>
<tr>
<th>B-BBEE Status Level of Contributor</th>
<th>Number of points (90/10 system)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
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<td>4</td>
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<td>6</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
<td>0</td>
</tr>
</tbody>
</table>

8.5 Bidders who qualify as EMEs in terms of the B-BBEE Act must submit a certificate issued by an Accounting Officer as contemplated in the CCA or a Verification Agency accredited by SANAS or a Registered Auditor. Registered auditors do not need to meet the prerequisite for IRBA’s approval for the purpose of conducting verification and issuing EMEs with B-BBEE Status Level Certificates.

8.6 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B-BBEE rating issued by a Registered Auditor approved by IRBA or a Verification Agency accredited by SANAS.

8.7 A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.

8.8 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

8.9 Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.
8.10 A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract.

8.11 A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

9 Evaluation criteria and methodology

9.1 Functional evaluation criteria

“Functionality” means the measurement according to predetermined norms of a service or commodity designed to be practical and useful, working or operating, taking into account quality, reliability, viability and durability of a service or commodity.

The need to invite and evaluate bids on the basis of functionality depends on the nature of the required commodity or service.

When inviting bids, SANParks indicates:

(i) whether the bids will be evaluated on functionality;
(ii) the evaluation criteria for measuring functionality;
(iii) the weight of each criterion; and
(iv) the applicable values as well as the minimum threshold for functionality.

This bid will be evaluated on Functionality according to the criteria and weighting as listed in the table above. 70% minimum functionality score will qualify the bid to move on to the next phase where PPPFA evaluation principle shall be applied, which is Price and Preference evaluation.

9.2 Price and preference evaluation criteria

Subsequent to the eligibility screening phase, the second phase of evaluation of the Bids shall be based on the 90/10 PPPFA principle and the points for evaluation criteria are as follows:

<table>
<thead>
<tr>
<th>Categories</th>
<th>Threshold</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHASE 1: MANDATORY / MINIMUM REQUIREMENTS - COMPLIANCE SCREENING</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>In this phase All bids received will be verified for compliance and completeness of the submitted proposal per the set of mandatory requirements on page 18. Bidders who comply with the listed requirements progresses to the next phase of evaluation.</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>PHASE 2: FUNCTIONAL EVALUATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STAGE 1: TECHNICAL EVALUATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Methodology (20)</td>
<td>70%</td>
<td>100</td>
</tr>
<tr>
<td>• Capabilities and References (40)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Capabilities in OD and Change Management (40)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STAGE 2: PRICE AND PREFERENCE (B-BBEE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price (Interest Rate)</td>
<td>90%</td>
<td>100</td>
</tr>
<tr>
<td>B-BBEE</td>
<td>10%</td>
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</tbody>
</table>

Price and preference evaluation criteria
<table>
<thead>
<tr>
<th>Price points</th>
<th>90</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preferential points/BEE</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 points</strong></td>
</tr>
</tbody>
</table>

All Bid received shall be evaluated by a panel using the preference points system as stipulated in the Preferential Procurement Regulations.
SCOPE OF WORK – ORGANISATIONAL DESIGN REVIEW AND CHANGE MANAGEMENT

1. Special instructions to Bidders

1.1 Scope of work shall form part of the contract.

1.2 Should a vendor have reasons to believe that the Specification is not open and/or is written for a particular service or work; the vendor shall notify Procurement Services within seven (07) days after publication of the bid.

1.3 Bidders shall provide full and accurate answers to the mandatory questions posed in this document, and, where required explicitly state either “Comply/Not Comply” regarding compliance with the requirements. Bidders must substantiate their response to all questions, including full details on how their proposal/solution will address specific functional requirements. All documents as indicated must be supplied as part of the submission.

2. Introduction and Background

South African National Parks (SANParks) is a public entity functioning under the National Environmental Management: Protected Areas Act 57 of 2003 (Act 57 of 2003); with the mandate to conserve; protect; control; and manage national parks and other defined protected areas and their biological diversity (Biodiversity). As a public entity, SANParks is also governed by the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and it is listed as a Schedule 3 A: Public Entity.

SANParks’ operations are guided by its vision statement and mission statement. As a public entity, the organisation is committed to act in pursuance of transformation of South Africa’s society in support of entrenching South Africa’s democracy. In this regard, the organisation has adopted a transformation mission to guide its efforts accordingly.

```
Vision

A sustainable National Park System connecting society.

Mission

To develop, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations
```

3 Overview of SANParks

SANParks executes its mandate through the management of National Parks that represent the cultural and bio-diversity of South Africa. These Parks are spread out over South Africa. The management of its operations is based on decentralised regional management structures. Kruger National Park, the largest single operational unit is divided into two regions, North and South with respective regional offices at Phalaborwa Gate and at the Skukuza Rest Camp. Skukuza is also the administrative head office for the whole of Kruger National Park.
The other 18 Parks under the management of SANParks are divided into 5 regions:

<table>
<thead>
<tr>
<th>Region</th>
<th>Regional Office</th>
<th>Parks managed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arid</td>
<td>Upington</td>
<td>Kgalagadi, Augrabies, Richtersveld, Namaqua, Mokala</td>
</tr>
<tr>
<td>Cape</td>
<td>Cape Town</td>
<td>Table Mountain, Agulhas, West Coast, Tankwa Karoo, Bontebok</td>
</tr>
<tr>
<td>Garden Route</td>
<td>Knysna</td>
<td>Stormsriver Mouth, Knysna Forests, Wilderness, Knysna Estuary</td>
</tr>
<tr>
<td>Frontier</td>
<td>Port Elizabeth</td>
<td>Addo, Camdeboo, Mountain Zebra, Karoo</td>
</tr>
<tr>
<td>North</td>
<td>Pretoria, Head Office</td>
<td>Golden Gate, Marakele, Mapungubwe, Groenkloof (Head Office)</td>
</tr>
</tbody>
</table>

Furthermore, SANParks oversees the management of the parks and provide strategic guidance and support from its Head Office in Pretoria.

4. REQUIREMENTS

4.1 Overview

4.1.1 The National Development Plan 2030 developed by the Planning Commission of South Africa and adopted by Cabinet with its focus on radical socio-economic transformation necessitates a review of strategy and implementation plans at all levels of government. As a result, the Department of Environmental Affairs (DEA), the parent Department and shareholder of SANParks, introduced a new goal to expedite socio-economic transformation through the environment sector, including conservation and responsible tourism. In alignment with DEA, SANParks has revisited its strategy and expanded what was previously called “constituency building” into a comprehensive socio-economic transformation goal with an external (outside our boundaries) focus. This “new” goal, whilst closely integrated with the Conservation and Responsible Tourism mandates has, in the new strategy map of SANParks been placed at the same level of importance as both the fore-mentioned.

4.1.2 The above change in strategy, together with the “other factors” mentioned in 4.1.3 below, necessitate a review and potential redesign of SANParks organisational design – both in terms of structure, business processes and systems. As SANParks has been in existence for many decades this review and “restructuring” process will need to be done with a change-management process.

4.1.3 As indicated above, not only the change in strategy and mandate necessitate a review of the organisational design – other factors either in the form of new developments – both threats and opportunities, legislative and governance requirements, evolution of technology, growth of the conservation estate, etc. also necessitate a review of the Organisational Design to ensure that it is “fit for purpose”. These factors include but are not limited to the following:

4.1.3.1 The “mini” Organisational Design review exercise undertaken by the previous Board and the resultant changes to the Top Management Structure, most notably, the introduction of a Chief Operations Officer (COO) and the subsequent decision of the newly appointed Board that the COO should be a strategic position with limited line function responsibilities;

4.1.3.2 The expansion of various Parks with *ad hoc* and likely insufficient growth in establishment;
4.1.3.3 The increased threat and reality of Wildlife Crime / Environmental Crime – most notably Rhino poaching;

4.1.3.4 Monitoring and Evaluation requirements;

4.1.3.5 Implementation of the recently developed and adopted ICT Strategy (with recommended structure);

4.1.3.6 The transition from the Occupational Health and Safety management approach to Safety, Health and Environmental Quality (SHEQ) management;

4.1.3.7 The decision to transition to a fully “in house” internal audit function;

4.1.3.8 Modernisation in terms of office administration, work-process and document management;

4.1.3.9 Employment Equity and transformation impediments; and

4.1.3.10 Extremely constraint fiscal environment.

4.1.3.11 High Human Capital Management costs including overtime

4.1.4 Whilst a comprehensive review, redesign and change management will be embarked upon with the service provider, some work in this regard has been done and must be taken into consideration. These include, but is not limited to the following:

4.1.4.1 Preliminary and high-level Organisational Design (OD) exercise conducted by an external Consulting firm on behalf of the previous Board of SANParks. This high-level OD exercise resulted in an amended Top Management structure as well as a specific structure for the COO (March 2015);

4.1.4.2 Management submission to the new Board and resultant Board approved interim Top Management and COO structures (June 2015);

4.1.4.3 Organisation Structure Review for the Parks Division undertaken by an external Consulting firm (this work was not concluded due to the anticipated organisation wide process) – Report 1 (September 2015);

4.1.4.4 Interim structure for a Centralised Human Capital Management Division (September 2015);

4.1.4.5 Interim structure to support Socio-Economic Transformation programme (December 2015); and Status Quo audit on the Establishment Table of SANParks focusing on nature of employment, duration of employment, demographic information, status of job profiles; titles; remuneration and benefits; and qualifications.

4.2 Objective

To appoint a suitable independent service provider who will conduct a comprehensive organisational design review and associated change management process for SANParks in order to ensure an organisational design that is affordable and “fit for purpose”.

4.3 Scope and Extent of Work

4.3.1 The role of the Service Provider/s is to conduct an in-depth organisational design review and change management process and advise SANParks on an optimal design by:
4.3.2. Compiling a status quo report by studying available information (see 4.1.3 and 4.1.4 above) and by conducting interviews with relevant managers. The Status Quo report must include:

4.3.2.1. Organograms to the lowest level possible;

4.3.2.2. Efficiencies, deficiencies and inefficiencies of the structure in terms of mandate, functions, needs, labour harmony and cost; and

4.3.2.3. Efficiencies, deficiencies and inefficiencies of key business processes (e.g. procurement).

4.3.3. From the Status Quo report and research conducted during the Status Quo phase of the project, formulate recommendations on principle positions on key aspects for management consideration. Key aspects of Organisational Design on which principle positions are required include inter alia:

4.3.3.1. The role of the COO, especially in terms of line function responsibilities and given that there is an Executive responsible for Corporate Services;

4.3.3.2. The optimal location (relevant Division and/or department) for the following functions:
   - Human Capital Management;
   - Safety, Health and Environmental Quality;
   - Risk Management;
   - Legal Services;
   - Policy and Compliance Management;
   - Infrastructure and special projects (e.g. expanded public works programme);
   - Land Claims and Land Administration;

4.3.3.3. The optimal model for administrative support given modernisation on the one hand and increased monitoring and reporting responsibilities on the other; and

4.3.3.4. Centralised, decentralised or hybrid between centralised and decentralised model to support functions such as Human Capital Management; ICT, Financial Management and Supply Chain Management;

4.3.4. From the Status Quo report and research conducted during the Status Quo phase of the project, and based on the agreed principle positions; compile Organisational Design options for management consideration. These options must, as far as possible:

4.3.4.1. Respond to the ICT Strategy, the delegations framework and other key business processes and systems;

4.3.4.2. Be cognisant of the financial and other constraints;

4.3.4.3. Be cognisant of common but also unique characteristics and requirements of individual Parks;

4.3.4.4. Be cognisant of all factors mentioned in 4.1.3 above;

4.3.4.5. Be aligned with SANParks corporate values; and, most importantly

4.3.4.6. Give optimal effect to SANParks strategy and mandate.

4.3.5. Develop an implementation plan for the transition to the option approved by management and endorsed by the Board of SANParks; and

4.3.6. Develop and support management with the implementation of a change management process that must run for the duration of the project (from status quo to implementation) and post
implementation. The Change Management process must be inclusive and consultative in nature and must be aimed at obtaining majority support for both the process and the outcome.

5. EXPECTED DELIVERABLES / OUTCOMES

5.1 To present to SANParks an organisation design, which supports the implementation of the organisation strategy.

5.2 Present a clearly defined administrative, business processes and systems to be implemented by the organisation.

5.3 Provide an outline of the location of the functions highlighted in 4.3.3.2.

5.4 Provide a definition and description of the role and function of the COO.

5.5 Provide an overarching SANParks organogram.

5.6 Design and present a SANParks establishment for consideration.

5.7 Have a Change Management plan and implementation.

6. PERIOD / DURATION OF PROJECT / ASSIGNMENT / COSTING

The Project will run for 36 months after the signing of the service level agreement by both parties and the purchase order issued. The 36 month period includes a 12 month period for implementation support.

A Comprehensive budget must be provided inclusive of all disbursement costs, expenses and value added tax (VAT).

7. EVALUATION OF TENDER

The evaluation of the tender will be performed using the 90/10 principle after evaluation of the technical responses. The technical responses will be evaluated based on ability, previous similar assignments and experience.

7.1 Deliverables

The following are the minimum deliverables required for the tender submission:

- Your approach to the assignment (methodology). Give a clear methodology for the project from the beginning, diagnosis / analysis, up until proposed recommendations. Your ability to customize your approach and recommendations according to SANParks requirements, as opposed to a text book template must be proven.

- Your proven capabilities and references in delivering on similar assignments – supported by three (3) reference letters on prescribed format from clients where you have performed similar assignments.

- Your specific capabilities in similar assignments.
• An estimation of the length of the assignment bearing in mind budget limitations.
• A cost estimate broken down into logical phases / steps.

7.2 Scoring

Please allow the following items and numbering diligently in your response to enable the Evaluation Team to afford your bid the attention it deserves.

A minimum of 75% must be achieved to progress to the Price and BBBEE phase of evaluation.

a) Methodology – Please describe your methodology for this assignment after you have read and understood the requirements and environment

b) Capabilities and references:
   a. Please indicate your capabilities and previous experience in similar assignments in the past 5 years
   b. List at least 3 recent contactable references from similar assignments in the past 5 years
   c. Include 3 reference letters (on the letterhead of the client, dated and signed by a responsible Executive or Manager) from the listed references that deal with the following points very clearly:
      i. Nature of assignment
      ii. When (date) the assignment took place
      iii. To what extent your recommendations were / are being implemented

c) Organisational Design Review and Change Management Process / knowledge capabilities
   a. Please indicate your capabilities and previous experience in similar assignments in the past 5 years. (Similar assignment means organisation with offices at various provinces)

8. BID EVALUATION SCORING CRITERIA

This document is issued in terms of the SANParks Supply Chain Management Policy and sets out the criteria for the evaluation of bids in a uniform scoring methodology aligned to the National Treasury Regulations and the Preferential Procurement Regulations.

9. SUBMISSION OF BIDS

Bidders are required to submit One (01) original plus Two (02) copy of the bid document.

SANParks may request clarification or further information regarding any aspect of the bid. The bidder must supply the requested information within 48 hours or unless otherwise indicated after the request has been made; otherwise the bidder may be disqualified.
10. EVALUATION PHASES

The received bid proposals will be evaluated in different phases in order to arrive to the final phase of bid award, and the phases will be as follows:

10.1 PHASE (01): MANDATORY / MINIMUM REQUIREMENTS SCREENING

In this phase All bids received will be verified for compliance and completeness of the submitted proposal per the below set of mandatory requirements. Bidders who fails to comply with the below requirements WILL be eliminated and bidders who comply with the below progresses to the next phase of technical evaluation.

..1 Bid forms must be properly received on the bid closing date and time specified on the invitation, fully completed, dated and signed in ink.

..2 Bid forms must be properly fully completed, dated, signed in ink and initial every page of the bid.

..3 Submission of the bid document must be binded and is without tearing any pages off.

..4 Invitation to Bid (SBD 1) must be fully completed, Submission of an Original Valid Tax Clearance Certificate (SBD 2) – Bidders whom their Tax matters are not in order and no proper arrangements have been made with SARS to meet their tax obligations will not be considered for this bid. 7 days from the bid closing date is afforded to any bidder who already made necessary arrangements with SARS (attach proof as obtained from SARS Branch) of when the necessary arrangements have been made to meet your Tax obligation and be issued with Tax certificate. Failure to submit a valid and original Tax Clearance within 7 days after the bid closing date, your submitted bid proposal will be considered non-responsive and shall be invalidated or disqualified and not considered further for evaluation.

..5 Submission of fully completed Pricing Schedule (Professional Services – SBD 3.3). Professional services, bidders should complete and sign SBD 3.3 for services

..6 Submission of fully completed SBD 4 (Declaration of Interest),

..7 Submission of fully completed SBD 6.1 (Preference Claim Certificate), accompanied by the original or certified B-BBEE Status Level Verification Certificate as issued by SANAS accredited service providers, Accredited Registers Auditors – IRBA and Procurement Regulation 2011 compliant letter issued by the Accounting Officer. Any copies submitted in this case should be certified. (NB: highly recommended though not mandatory; bidders should comply with this requirement only if they wishes to claim preference points)

..8 Submission of fully completed Contract Form (Rendering of Services – SBD 7.2).

..10 Submission of fully completed SBD8 (Declaration of Bidders Past SCM Practice),

..11 Submission of fully completed SBD9 (Certificate of Independent Bid Determination),

..12 Business Registration Certificate e.g. CK 1, certificate of incorporation

..13 Familiarise yourself and Initial every page of the General Condition of Contract

..14 Bidders who respond to this bid must be registered with CSD.

NB: Any bidders who did not sign and submit any of the requested documents may be disqualified.

All bidders who complied with the mandatory / minimum requirements progressed to the technical evaluation phase for further evaluation per the below set criteria.

10.2 PHASE (02) – FUNCTIONAL EVALUATION

In this phase All bids that met all the requirements in terms of compliance and completeness of the submitted proposal per the above set of mandatory requirements will be evaluated as follows:
10.2.1 STAGE (01): DETAIL TECHNICAL EVALUATION CRITERIA AND POINT ALLOCATION

NB: Qualification Threshold – Bidders must achieve 70% per the criteria below for consideration to the Stage (02) evaluation. *Bidders who fail to comply with the set minimum threshold of 70% per the below requirements WILL be eliminated and bidders who comply with the below will progress to stage (02) of the evaluation.*

TECHNICAL / FUNCTIONAL CRITERIA

With regards to technicality / functionality, the following criteria shall be applicable and the maximum points of each criterion are indicated in the table below. Bidders scoring 70 out of 100 on technical / functional criteria will be further evaluated on Price and BEE. Bidders who do not achieve the minimum of 70 points on technical / functional criteria will not progress to the next and final stage (02) being price and preference points.
### Scoring

Please follow the following items and numbering diligently in your response to enable the Evaluation Team to afford your bid the attention it deserves.

<table>
<thead>
<tr>
<th>No</th>
<th>Functionality criteria</th>
<th>Weighting factors</th>
<th>Points</th>
<th>Documents to be submitted for evaluation purposes</th>
<th>Points allocation</th>
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<tbody>
<tr>
<td>1</td>
<td>Your approach to the assignment (methodology). Your ability to customize your approach and recommendations according to SANParks requirements as opposed to a textbook template must be proven</td>
<td>20</td>
<td>5</td>
<td>Methodology: Please describe your methodology for this assignment after you have read and understood the requirements and environment</td>
<td>1= The methodology includes some elements as required.</td>
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<td><strong>Methodology, but not limited to - e.g.:</strong></td>
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<td>3= The methodology includes all the required elements as clearly defined.</td>
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<td>Clearly identified phases:</td>
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<td>5= The methodology is clear defined and relevant and has been adopted to the environment.</td>
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<td>Diagnosis</td>
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<td>Timelines</td>
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<td>Internal Communication Plan (for the whole project and all inclusive communication plans)</td>
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<td></td>
<td>Implementation Plan</td>
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<td>Change Management model, process and implementation plan</td>
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<tr>
<td>No</td>
<td>Functionality criteria</td>
<td>Weighting factors</td>
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<td>Documents to be submitted for evaluation purposes</td>
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</table>
| 2  | Provide references for delivering on similar assignments – should be supported by at least three (3) reference letters on prescribed format from clients where you have performed similar assignments. | 20                | 5      | **References:**  
a. Please indicate your capabilities and previous experience in similar OD Review and Change Management assignments.  
b. Include at least three (3) reference letters (on the letterhead of the client, dated and signed by a responsible Executive or Manager) from the listed references that deal with the following points very clearly:  
i. Nature of assignment  
ii. When (date) the assignment took place  
iii. To what extent your recommendations were / are being implemented  

The BSC recommended that a letter which bidders must completed as per annexure N  

1= Less than 3 reference letters which does not comply with the requirements listed above. (para 7.2 (b) (iii))  

3= Provided two reference letters which fully comply with the requirement listed above (para 7.2 (b) (iii))  

5= Provided three reference letters which fully comply with the requirement listed above (para 7.2 (b) (iii)) |
<table>
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<tr>
<th>No</th>
<th>Functionality criteria</th>
<th>Weighting factors</th>
<th>Points</th>
<th>Documents to be submitted for evaluation purposes</th>
<th>Points allocation</th>
</tr>
</thead>
</table>
|    | Your specific Qualifications relevant to the project in question (Organisational Design Review and Process) – knowledge capabilities – 5 Points | 5                 | 5      | **Organisational Design Review and Process / knowledge capabilities:**  
a. Please indicate qualifications of the Project Leader. | 1= Qualifications of the Project Leader does not relate to Organisational Design Review and Process / knowledge capabilities |
| 3  | **Project leader(s)**  
**Relevant Qualifications**  
Project leader need to ideally be in possession of a Post-Graduate qualification |                  |        | 3= Project leader has undergraduate qualifications and Organisational Design Review and Process / knowledge capabilities |
|    |                                                                                       | 5                 | 5      | 5= Project leader has post graduate qualifications and Organisational Design Review and Process / knowledge capabilities |
|    | Your specific Experience / Capabilities in (Organisational Design Review and Process) – knowledge capabilities – 5 Points | 5                 | 5      | **Organisational Design Review and Process / knowledge capabilities:**  
a. Please indicate previous experience / capabilities of the Project Leader in similar assignments in the past 5 years.  
b. Please indicate your knowledge of Organisational Design Review | 1= Project leader has less than a year relevant experience on Organisational Design Review and Process.  
2= Project leader has over 1 year but less than 3 years of relevant experience on Organisational Design Review and Process.  
3= Project leader has over 3 up to 5 years of relevant experience on Organisational Design Review and Process.  
4= Project leader has over 5 up to 7 years of relevant experience on Organisational Design Review and Process.  
5= Project leader has over 7 years relevant experience on Organisational Design Review and Process. |
|    | **Project leader(s)**  
**Relevant Experience**  
Project leader = Ideally +7 years  
NB: CVs to be submitted for each team member |                  |        |                                                                                                              |----------------------------------------------------------------------------------------------------|
<table>
<thead>
<tr>
<th>No</th>
<th>Functionality criteria</th>
<th>Weighting factors</th>
<th>Points</th>
<th>Documents to be submitted for evaluation purposes</th>
<th>Points allocation</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>Your specific Qualifications relevant to the project in question (Change Management) – knowledge capabilities – 5 Points</td>
<td>5</td>
<td>5</td>
<td>Change Management / knowledge capabilities: a. Please indicate qualifications of the Team.</td>
<td>3 = Qualifications of the proposed Project Team does not relate to Change Management Environment / knowledge capabilities</td>
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<td></td>
<td>Proposed Team</td>
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<td>5 = Project Team has undergraduate qualifications and Change Management / knowledge capabilities</td>
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<td></td>
<td>Relevant Qualifications</td>
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<td></td>
<td>Team need to ideally be in possession of a Undergraduate qualification</td>
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<td>NB: CVs to be submitted for each team member</td>
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<td></td>
<td>Your specific Experience / Capabilities in (Change Management) – knowledge capabilities – 5 Points</td>
<td>5</td>
<td>5</td>
<td>Change Management Environment / knowledge capabilities: a. Please indicate previous experience / capabilities of the Team in similar assignments in the past 5 years. b. Please indicate your knowledge of Change Management</td>
<td>1 = Proposed team has less than a year relevant experience on Change Management Environment.</td>
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<td></td>
<td>Proposed Team</td>
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<td></td>
<td>2 = Proposed team has over 1 year but less than 2 years of relevant experience on Change Management Environment.</td>
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<td></td>
<td>Relevant Experience</td>
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<td>3 = Proposed team has over 2 up to 3 years of relevant experience on Change Management Environment.</td>
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<td></td>
<td>Team = 1 - 4 years</td>
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<td>4 = Proposed team has over 3 up to 4 years of relevant experience on Change Management Environment.</td>
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<td></td>
<td>NB: CVs to be submitted for each team member</td>
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<td>5 = Proposed team has over 4 years relevant experience on Change Management Environment.</td>
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<tr>
<td>No</td>
<td>Functionality criteria</td>
<td>Weighting factors</td>
<td>Points</td>
<td>Documents to be submitted for evaluation purposes</td>
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</table>
| 5  | Your specific Qualifications relevant to the project in question (Change Management Environment) – knowledge capabilities – 5 Points | 5                 | 5      | Change Management Environment / knowledge capabilities:
|    | Project leader Relevance Qualifications     |                   |        | a. Please indicate qualifications of the Project Leader.                                                   | 1= Qualifications of the Project Leader does not relate to Change Management Environment / knowledge capabilities |
|    | Project leader Relevant Experience           |                   |        | 2= Project leader has over 1 year but less than 3 years of relevant experience on Change Management Environment   | 3= Project leader has undergraduate qualifications and Change Management Environment / knowledge capabilities |
|    | Project leader Relevant Experience           |                   |        | 3= Project leader has over 3 up to 5 years of relevant experience on Change Management Environment                | 5= Project leader has post graduate qualifications and Change Management Environment |
|    | Project leader Relevant Experience           |                   |        | 4= Project leader has over 5 up to 7 years of relevant experience on Change Management Environment                |                                                                                  |
|    | Project leader Relevant Experience           |                   |        | 5= Project leader has over 7 years relevant experience on Change Management Environment                         |                                                                                  |

Invitation to Bid / SANParks / OD Review and Change Management: GNP-002-16
<table>
<thead>
<tr>
<th>No</th>
<th>Functionality criteria</th>
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<tbody>
<tr>
<td>6</td>
<td>Your specific Qualifications relevant to the project in question (Change Management Environment) – knowledge capabilities – 5 Points</td>
<td>5</td>
<td>5</td>
<td>Change Management Environment / knowledge capabilities: a. Please indicate qualifications of the Team.</td>
<td>3 = Qualifications of the proposed Project Team does not relate to Change Management Environment / knowledge capabilities</td>
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<td></td>
<td>Proposed Team</td>
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<td>5 = Project Team has undergraduate qualifications and Change Management Environment / knowledge capabilities</td>
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<td>Relevant Qualifications</td>
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<td>Team need to ideally be in possession of a Undergraduate qualification</td>
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<td>NB: CVs to be submitted for each team member</td>
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<td></td>
<td>Your specific Experience / Capabilities in (Change Management Environment) – knowledge capabilities – 5 Points</td>
<td>5</td>
<td>5</td>
<td>Change Management Environment / knowledge capabilities: a. Please indicate previous experience / capabilities of the Team in similar assignments in the past 5 years. b. Please indicate your knowledge of Change Management Environment</td>
<td>1 = Proposed team has less than a year relevant experience on Change Management Environment</td>
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<td></td>
<td>Proposed Team</td>
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<td></td>
<td>2 = Proposed team has over 1 year but less than 2 years of relevant experience on Change Management Environment</td>
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<td></td>
<td>Relevant Experience</td>
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<td>3 = Proposed team has over 2 up to 3 years of relevant experience on Change Management Environment</td>
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<td></td>
<td>Team = 1 - 4 years</td>
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<td></td>
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<td>4 = Proposed team has over 3 up to 4 years of relevant experience on Change Management Environment</td>
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<tr>
<td>7</td>
<td>The recommendations made by your company on your previous work / projects - To what extent your recommendations were / are being implemented – 20 points</td>
<td>20 (10 points for OD and 10 for Change Management)</td>
<td>5</td>
<td>Please submit confirmation from each organisation (your clients) the extent in which your recommendations on the project were implemented or the stage of the recommendation implementation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>a. Five recommendation letters on the letter head of your client as signed by the project manager of the referenced project.</td>
<td>5= Recommendations considered and or implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4= Recommendations considered but partially implemented 50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3= Recommendations considered, implementation plan in place.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2= Two partial Recommendations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1= No Recommendations made</td>
</tr>
</tbody>
</table>

**Total Score**  
100

**NB: Qualification Threshold** – Bidders must achieve 70% per the above criteria for consideration to the next phase evaluation. *Bidders who fails to comply with the set minimum threshold of 70% per the above requirements WILL be eliminated and bidders who comply with the below progresses to the next phase of evaluation.*
10.2.2 STAGE TWO (02): EVALUATION OF BID RESPONSES USING THE PRICE AND B-BEEE SCORES

All bidders who achieved 70% and more of the set minimum threshold from the technical evaluation phase progresses to this final phase of Price and Preference (BEE Score) points allocation systems for the recommendation of the successful bidder.

NB: Bidder who obtains highest total points on PRICE and B-BBEE claimed points shall be awarded the contract. SANParks reserves the right to appoint one or more service providers for this project.

11. EVALUATION CRITERIA AND WEIGHTING:

The RFB stipulated that the responses to be evaluated using the 90/10 preference points system in accordance with the PPPFA guidelines. Based on this system the points will be allocated as follows:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>90</td>
</tr>
<tr>
<td>Participation Goals/BEE</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

12. EVALUATION FORMULA

The following formula will be applied to calculate the scores:

**Price Formula**

The following PPPFA formula was used to evaluate the price proposals submitted by bidders, this formula was used because price was the only criterion that was scored i.e. the whole 90 points were allocated to price as per par. 10.1 of this submission.

\[
PS = 90 \left(1 - \frac{Pt}{Pmin}\right)
\]

\[
Ps = \text{Points scored for price of the bid under consideration.}
\]

\[
Pt = \text{Rand value of bid under consideration.}
\]

\[
Pmin = \text{Rand value of lowest acceptable bid}
\]
13. **FINAL AWARD**

Bidder who obtains highest total points on PRICE and B-BBEE claimed points shall be awarded the contract.
SANParks reserves the right not to appoint or to appoint one or more service providers for this project.

14. **TERMS AND CONDITIONS OF SPECIFICATION**

Due diligence review may be conducted before the awarding of the contract.

15. **CONTACTABLE OFFICIALS FOR CLARIFICATION**

All technical and bid documentation enquiries can be addressed to Ms Ntsatsi Elisa Makwa at Tel: 012 426 5260 or elisa.makwa@sanparks.org
ANNEX A: BID INVITATION

- This section refers to page 1 to 27 of the bid document.
ANNEX B: SARS TAX CLEARANCE CERTIFICATE OR SBD2

- An original and valid SARS Tax Clearance Certificate must be furnished, OR
- SBD2 Tax Clearance Certificate Requirement (if Original and Valid Tax Clearance Certificate above is not submitted)
### ANNEX C: SBD3.3 PRICING SCHEDULE – PROFESSIONAL SERVICES

#### PRICING SCHEDULE
(Professional Services)

| NAME OF BIDDER: ................................................................. | BID NO.: ................................................................. |
| CLOSING TIME 11:00 | CLOSING DATE......................................................... |

OFFER TO BE VALID FOR ..........DAYS FROM THE CLOSING DATE OF BID.

<table>
<thead>
<tr>
<th>ITEM NO</th>
<th>DESCRIPTION</th>
<th>BID PRICE IN RSA CURRENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(ALL APPLICABLE TAXES INCLUDED</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. The accompanying information must be used for the formulation of proposals.

2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project. R…………………………

3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)

4. PERSON AND POSITION

<table>
<thead>
<tr>
<th>PERSON AND POSITION</th>
<th>HOURLY RATE</th>
<th>DAILY RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R------------</td>
<td>------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>R------------</td>
<td>------------</td>
</tr>
<tr>
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<td></td>
<td></td>
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<td></td>
<td>R------------</td>
<td>------------</td>
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</tbody>
</table>

5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT

<table>
<thead>
<tr>
<th>PHASE</th>
<th>COST PER PHASE</th>
<th>MAN-DAYS TO BE SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R--------------</td>
<td>days</td>
</tr>
<tr>
<td></td>
<td>R--------------</td>
<td>days</td>
</tr>
<tr>
<td></td>
<td>R--------------</td>
<td>days</td>
</tr>
<tr>
<td></td>
<td>R--------------</td>
<td>days</td>
</tr>
</tbody>
</table>

5.1 Travel expenses (specify, for example rate/km and total km, class of air travel, etc.). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

<table>
<thead>
<tr>
<th>DESCRIPTION OF EXPENSE TO BE INCURRED</th>
<th>RATE</th>
<th>QUANTITY</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

TOTAL: R…………………………

** “all applicable taxes” includes value-added tax, pay as you earn, income tax, Unemployment insurance fund contributions and skills development levies.

5.2 Other expenses, for example accommodation (specify, e.g. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

<table>
<thead>
<tr>
<th>DESCRIPTION OF EXPENSE TO BE INCURRED</th>
<th>RATE</th>
<th>QUANTITY</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

TOTAL: R…………………………

6. Period required for commencement with project after acceptance of bid ……………….
7. Estimated man-days for completion of project ..................................................

8. Are the rates quoted firm for the full period of contract? *YES/NO

9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index. .................................

................................................................................................................

................................................................................................................

................................................................................................................
ANNEX D: SBD4: DECLARATION OF INTEREST

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or

- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1 Full Name of bidder or his or her representative: ...................................................
2.2 Identity Number: ..............................................................................................
2.3 Position occupied in the Company (director, trustee, shareholder²): .........................
2.4 Company Registration Number: ...........................................................................
2.5 Tax Reference Number: .....................................................................................
2.6 VAT Registration Number: ................................................................................
2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

¹"State" means –
(a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
(b) any municipality or municipal entity;
(c) provincial legislature;
(d) national Assembly or the national Council of provinces; or
(e) Parliament.

²"Shareholder” means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder presently employed by the state? YES / NO

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member: .............................................
Name of state institution at which you or the person connected to the bidder is employed:
Position occupied in the state institution: .................................................................
Any other particulars:

………………………………………………………………
………………………………………………………………
………………………………………………………………

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector?  

YES / NO

2.7.2.1 If yes, did you attached proof of such authority to the bid document?  

YES / NO

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

2.7.2.2 If no, furnish reasons for non-submission of such proof:

………………………………………………………………
………………………………………………………………
………………………………………………………………

2.8 Did you or your spouse, or any of the company’s directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months?  

YES / NO

2.8.1 If so, furnish particulars:

………………………………………………………………
………………………………………………………………
………………………………………………………………

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid?  

YES / NO

2.9.1 If so, furnish particulars:

………………………………………………………………
………………………………………………………………
………………………………………………………………

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid?  

YES/NO

2.10.1 If so, furnish particulars:

………………………………………………………………
………………………………………………………………
………………………………………………………………

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract?  

YES/NO

2.11.1 If so, furnish particulars:

………………………………………………………………
………………………………………………………………
………………………………………………………………
3 Full details of directors / trustees / members / shareholders.

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Identity Number</th>
<th>Personal Tax Reference Number</th>
<th>State Employee Number / Persal Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

DECLARATION

I, THE UNDERSIGNED (NAME)........................................................................................................................................

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.................................................. ..................................................
Signature                                           Date

.................................................. ..................................................
Position                                             Name of bidder
ANNEX E: SBD6.1: PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2011

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011.

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

- the 80/20 system for requirements with a Rand value of up to R1 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R1 000 000 (all applicable taxes included).

1.2 The value of this bid is estimated to exceed/not exceed R1 000 000 (all applicable taxes included) and therefore the…………………………..system shall be applicable.

1.3 Preference points for this bid shall be awarded for:

(c) Price; and
(d) B-BBEE Status Level of Contribution.

1.3.1 The maximum points for this bid are allocated as follows:

<table>
<thead>
<tr>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1.1 PRICE</td>
</tr>
<tr>
<td>1.3.1.2 B-BBEE STATUS LEVEL OF CONTRIBUTION</td>
</tr>
</tbody>
</table>

Total points for Price and B-BBEE must not exceed 100

1.4 Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate from a Verification Agency accredited by the South African Accreditation System (SANAS) or a Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or an Accounting Officer as contemplated in the Close Corporation Act (CCA) together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

1.5. The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

2. DEFINITIONS

2.1 “all applicable taxes” includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies;

2.2 “B-BBEE” means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;

2.3 “B-BBEE status level of contributor” means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
2.4 “bid” means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bidding processes or proposals;

2.5 “Broad-Based Black Economic Empowerment Act” means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);

2.6 “comparative price” means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;

2.7 “consortium or joint venture” means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract;

2.8 “contract” means the agreement that results from the acceptance of a bid by an organ of state;

2.9 “EME” means any enterprise with an annual total revenue of R5 million or less.

2.10 “Firm price” means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;

2.11 “functionality” means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;

2.12 “non-firm prices” means all prices other than “firm” prices;

2.13 “person” includes a juristic person;

2.14 “rand value” means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;

1..1.1.1.1 2.15 “sub-contract” means the primary contractor’s assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract;

2.16 “total revenue” bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the Government Gazette on 9 February 2007;

2.17 “trust” means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person; and

2.18 “trustee” means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

3. ADJUDICATION USING A POINT SYSTEM

3.1 The bidder obtaining the highest number of total points will be awarded the contract.

3.2 Preference points shall be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts.

3.3 Points scored must be rounded off to the nearest 2 decimal places.

7.3 In the event that two or more bids have scored equal total points, the successful bid must be the one scoring the highest number of preference points for B-BBEE.
3.5 However, when functionality is part of the evaluation process and two or more bids have scored equal points including equal preference points for B-BBEE, the successful bid must be the one scoring the highest score for functionality.

3.6 Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

4. **POINTS AWARDED FOR PRICE**

4.1 **THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS**

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

\[
P_{s} = 80 \left( 1 - \frac{P_t - P_{\text{min}}}{P_{\text{min}}} \right) \quad \text{or} \quad P_{s} = 90 \left( 1 - \frac{P_t - P_{\text{min}}}{P_{\text{min}}} \right)
\]

Where

- \( P_{s} = \) Points scored for comparative price of bid under consideration
- \( P_t = \) Comparative price of bid under consideration
- \( P_{\text{min}} = \) Comparative price of lowest acceptable bid

5. **Points awarded for B-BBEE Status Level of Contribution**

5.1 In terms of Regulation 5 (2) and 6 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

<table>
<thead>
<tr>
<th>B-BBEE Status Level of Contributor</th>
<th>Number of points (90/10 system)</th>
<th>Number of points (80/20 system)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>12</td>
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<tr>
<td>5</td>
<td>4</td>
<td>8</td>
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<tr>
<td>6</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

5.2 Bidders who qualify as EMEs in terms of the B-BBEE Act must submit a certificate issued by an Accounting Officer as contemplated in the CCA or a Verification Agency accredited by SANAS or a Registered Auditor.
Registered auditors do not need to meet the prerequisite for IRBA’s approval for the purpose of conducting verification and issuing EMEs with B-BBEE Status Level Certificates.

5.3 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B-BBEE rating issued by a Registered Auditor approved by IRBA or a Verification Agency accredited by SANAS.

5.4 A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.

5.5 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

5.6 Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.

5.7 A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract.

5.8 A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other Enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

6. BID DECLARATION

6.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

7. B-BBEE STATUS LEVEL OF CONTRIBUTION CLAIMED IN TERMS OF PARAGRAPHS 1.3.1.2 AND 5.1

7.1 B-BBEE Status Level of Contribution: .................. = ................(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 5.1 and must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a Registered Auditor approved by IRBA or an Accounting Officer as contemplated in the CCA).

8 SUB-CONTRACTING

8.1 Will any portion of the contract be sub-contracted? YES / NO (delete which is not applicable)

8.1.1 If yes, indicate:

(i) what percentage of the contract will be subcontracted? ..................% 

(ii) the name of the sub-contractor? ..............................................

(iii) the B-BBEE status level of the sub-contractor? ......................

(iv) whether the sub-contractor is an EME? YES / NO (delete which is not applicable)

9 DECLARATION WITH REGARD TO COMPANY/FIRM

9.1 Name of company/firm ............................................................................................................................................

Invitation to Bid / SANParks / OD Review and Change Management: GNP-002-16
9.2 VAT registration number: ...........................................................................................................

9.3 Company registration number: .................................................................................................

9.4 TYPE OF COMPANY/FIRM

☐ Partnership/Joint Venture/Consortium
☐ One person business/sole propriety
☐ Close corporation
☐ Company
☐ (Pty) Limited

[TICK APPLICABLE BOX]

9.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

........................................................................................................................................................
........................................................................................................................................................
........................................................................................................................................................

9.6 COMPANY CLASSIFICATION

☐ Manufacturer
☐ Supplier
☐ Professional service provider
☐ Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

9.7 Total number of years the company/firm has been in business? ................................................

9.8 I/we, the undersigned, who is/are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contribution indicated in paragraph 7 of the foregoing certificate, qualifies the company/firm for the preference(s) shown and I/we acknowledge that:

(i) The information furnished is true and correct;

(ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.

(iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;

(iv) If the B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –

(a) disqualify the person from the bidding process;

(b) recover costs, losses or damages it has incurred or suffered as a result of that person’s conduct;

(c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;

(d) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and

(e) forward the matter for criminal prosecution
WITNESSES:

1. .............................................

2. .............................................

ADDRESS:..................................
..........................................
..........................................
..........................................

SIGNATURE(S) OF BIDDER(S)

DATE:........................................
<table>
<thead>
<tr>
<th>ANNEX F: BBBEE CERTIFICATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>NB: Bidder (s) is requested to attach their valid and original or certified B-BBEE Preferential point claim certificate to be eligible for points claimed. Certificate must be issued by SANAS Accredited agency.</td>
</tr>
</tbody>
</table>
ANNEX G: SBD 7.2: CONTRACT FORM RENDERING OF SERVICES

CONTRACT FORM - RENDERING OF SERVICES

THIS FORM MUST BE FILLED IN DUPLICATE BY BOTH THE SERVICE PROVIDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SERVICE PROVIDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.

PART 1 (TO BE FILLED IN BY THE SERVICE PROVIDER)

1. I hereby undertake to render services described in the attached bidding documents to (name of the institution)…………………………... in accordance with the requirements and task directives / proposals specifications stipulated in Bid Number……………………... at the price/s quoted. My offer/s remain binding upon me and open for acceptance by the Purchaser during the validity period indicated and calculated from the closing date of the bid.

2. The following documents shall be deemed to form and be read and construed as part of this agreement:

   (i) Bidding documents, viz
       - Invitation to bid;
       - Tax clearance certificate;
       - Pricing schedule(s);
       - Filled in task directive/proposal;
       - Preference claims for Broad Based Black Economic Empowerment Status Level of Contribution in terms of the Preferential Procurement Regulations 2011;
       - Declaration of interest;
       - Declaration of bidder’s past SCM practices;
       - Certificate of Independent Bid Determination;
       - Special Conditions of Contract;
   (ii) General Conditions of Contract; and
   (iii) Other (specify)

3. I confirm that I have satisfied myself as to the correctness and validity of my bid; that the price(s) and rate(s) quoted cover all the services specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

4. I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this agreement as the principal liable for the due fulfillment of this contract.

5. I declare that I have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.

6. I confirm that I am duly authorised to sign this contract.

   NAME (PRINT)………………………………
   CAPACITY…………………………
   SIGNATURE…………………………
   NAME OF FIRM…………………………
   DATE…………………………

   WITNESSES

1. ……………………………
   ………

2. ……………………………

Invitation to Bid / SANParks / OD Review and Change Management: GNP-002-16
Page 43 of 81
ANNEX H: SBD 8: DECLARATION OF BIDDER’S PAST SUPPLY CHAIN PRACTICES

DECLARATION OF BIDDER’S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

1 This Standard Bidding Document must form part of all bids invited.

2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

3 The bid of any bidder may be disregarded if that bidder, or any of its directors have:
   a. abused the institution’s supply chain management system;
   b. committed fraud or any other improper conduct in relation to such system; or
   c. failed to perform on any previous contract.

4 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

<table>
<thead>
<tr>
<th>Item</th>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Is the bidder or any of its directors listed on the National Treasury’s Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the audi alteram partem rule was applied).</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

   The Database of Restricted Suppliers now resides on the National Treasury’s website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.

   If so, furnish particulars:

<table>
<thead>
<tr>
<th>4.1.1</th>
<th>If so, furnish particulars:</th>
</tr>
</thead>
</table>

| 4.2   | Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury’s website (www.treasury.gov.za) by clicking on its link at the bottom of the home page. | Yes | No |

   If so, furnish particulars:

<table>
<thead>
<tr>
<th>4.2.1</th>
<th>If so, furnish particulars:</th>
</tr>
</thead>
</table>

| 4.3   | Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years? | Yes | No |

   If so, furnish particulars:

<table>
<thead>
<tr>
<th>4.3.1</th>
<th>If so, furnish particulars:</th>
</tr>
</thead>
</table>
4.4 Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

4.4.1 If so, furnish particulars:

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME)........................................................................................................

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.................................................. ..................................................
Signature Date

.................................................. ..................................................
Position Name of Bidder

Js365bW
CERTIFICATE OF INDEPENDENT BID DETERMINATION

1 This Standard Bidding Document (SBD) must form part of all bids\(^1\) invited.

2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).\(^2\) Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.

3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
   a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
   b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.

4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.

5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

\(^1\) Includes price quotations, advertised competitive bids, limited bids and proposals.

\(^2\) Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)
do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of:________________________________________________________that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:

   (a) has been requested to submit a bid in response to this bid invitation;
   (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
   (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:

   (a) prices;
   (b) geographical area where product or service will be rendered (market allocation)
   (c) methods, factors or formulas used to calculate prices;
   (d) the intention or decision to submit or not to submit, a bid;
   (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
   (f) bidding with the intention not to win the bid.

8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
3 Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Signature  Date

--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Position  Name of Bidder
ANNEX J: ATTACH COMPANY PROFILE

- Attached company profile at this section or annexure.
ANNEX K: COMPANY REGISTRATION DOCUMENTS (CIPC)

- Certified copies (copy with original stamp) of your CIPC (CIPRO) company registration documents listing all members with percentages, in case of close corporation
- Certified copies (copy with original stamp) of all latest share certificates, in case of a company
ANNEX L: JOINT VENTURE AGREEMENT

- To provide Joint Venture Agreement signed under Commissioner of Oath.
- To provide above documentation for both companies that form the JV.

NB: Joint venture agreement and performing the work
The primary bidder needs to have major responsibilities in this project and both parties need to state their percentage interest in this joint venture. Joint venture is encouraged mainly for developmental purposes.
ANNEX M: CD/DVD/MEMORY STICK – COPY CONTAINING A DIGITAL COPY OF ALL TENDER DOCUMENTS AS PROVIDED IN PRINT
ANNEX N: LIST OF REFERENCE OF RELEVANT SERVICES (PROJECTS)

PARTICULARS OF COMMITMENTS WHICH THE TENDERER HAS PREVIOUSLY COMPLETED AND PRESENTLY ENGAGED WITH.

Current and Previous Projects of not more than 5 years.

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<tr>
<th>No</th>
<th>Project/Company name</th>
<th>Extent of contract/relationships</th>
<th>Contact person</th>
<th>Contact number</th>
<th>Contract amount</th>
<th>Date of commencement</th>
<th>Scheduled date of completion</th>
<th>Contract period (No of years)</th>
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Resolution of Board of Directors / Members / Sole Proprietor / Partners of Partnership (i.e. of each legal person to comprise the Joint Venture Partnership)

RESOLUTION of a meeting of the Board of *Directors / Members / Sole Proprietor/ Partners of:

_____________________________________________________________________________________.

(Legally correct full name and registration number, if applicable, of the Enterprise)

Held at ______________________________________________ (place)

On __________________________________________________________________________ (date)

RESOLVED that:

1. The Enterprise submits a Tender, in Joint Venture with the following Enterprises:

__________________________________________________________________________________

(List all the legally correct full names and registration numbers, if applicable, of the Enterprises forming the Joint Venture)

to the South African National Parks in respect of the following project:

__________________________________________________________________________________

(Project description as per Tender Document)

Tender Number: _________________________________________ (Tender Number as per Tender Document)

2. The Principal Partner of the Joint Venture will be

__________________________________________________________________________________

(Legally correct full name and registration number, if applicable, of the Principal Partner of Joint Venture)

3. *Mr/Mrs/Ms: _________________________________________

in *his/her Capacity as: _________________________________________ (Position in the Enterprise)

and who will sign as follows: ________________________________________________________

be, and is hereby, authorised to sign a joint venture agreement with the parties listed under item 1 above, and any and all other documents and/or correspondence in connection with and relating to the joint venture, in respect of the project described under item 1 above.

4. The Enterprise accepts joint and several liability with the parties listed under item 1 above for the due fulfilment of the obligations of the joint venture deriving from, and in any way connected with, the Contract to be entered into with the South African National Parks in respect of the project described under item 1 above.

5. The Enterprise chooses as its domicilium citandi et executandi for all purposes arising from this joint venture agreement and the Contract with the South African National Parks in respect of the project under item 1 above:

Physical address: ____________________________________________

__________________________________________________________________________________

___________________________________________ (code)
Postal Address: ________________________________  
______________________________  
______________________________  
______________________________ (code)

Telephone number: ____________________________ (code)

Fax number: ________________________________ (code)

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<td>Name</td>
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Note:
1. * Delete which is not applicable

2. **NB.** This resolution must be signed by all the Directors / Members / Partners of the Bidding Enterprise

3. Should the number of Directors / Members/Partners exceed the space available above, additional names and signatures must be supplied on a separate page
ANNEX P: GENERAL CONDITIONS OF CONTRACT

PLEASE INITIAL EACH PAGE OF THE GENERAL CONDITIONS OF CONTRACT

General conditions of bid and conditions of contract

Bidders shall provide full and accurate answers to all (including mandatory) questions posed in this document, and, are required to explicitly state "Comply/Accept" or "Do not comply/Do not accept" (with a √ or an X) regarding compliance with the requirements. Where necessary, the bidders shall substantiate their response to a specific question.

NOTE: It is mandatory for bidders to complete or answer this part fully; failure to do so result to their bid to be treated as incomplete and shall be disqualified. Refer to paragraph 4 of this document (reasons for disqualification).

1. This bid is subject to the General Conditions of Contract stipulated below.

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2. The laws of the Republic of South Africa shall govern this RFP and the bidders hereby accept that the courts of the Republic of South Africa shall have the jurisdiction.

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3. SANParks shall not be liable for any costs incurred by the bidder in the preparation of response to this RFP. The preparation of response shall be made without obligation to acquire any of the items included in any bidder’s proposal or to select any proposal, or to discuss the reasons why such vendor’s or any other proposal was accepted or rejected.

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4. SANParks may request written clarification or further information regarding any aspect of this proposal. The bidders must supply the requested information in writing within twenty four (24) hours after the request has been made, otherwise the proposal may be disqualified.

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5. In the case of Consortium, Joint Venture or subcontractors, bidders are required to provide copies of signed agreements stipulating the work split and Rand value.

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</table>
6. In the case of Consortium, Joint Venture or subcontractors, all bidders are required to provide mandatory documents as stipulated in schedule 1 of the Response format.

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7. SANParks reserves the right to; cancel or reject any proposal and not to award the proposal to the lowest bidder or award parts of the proposal to different bidders, or not to award the proposal at all.

<table>
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<tr>
<th>Accept</th>
<th>Do not accept</th>
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8. Where applicable, bidders who are distributors, resellers and installers of network equipment are required to submit back-to-back agreements and service level agreements with their principals.

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<tr>
<th>Accept</th>
<th>Do not accept</th>
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9. By submitting a proposal in response to this RFP, the bidders accept the evaluation criteria as it stands.

<table>
<thead>
<tr>
<th>Accept</th>
<th>Do not accept</th>
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10. Where applicable, SANParks reserves the right to run benchmarks on the requirements equipment during the evaluation and after the evaluation.

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<th>Accept</th>
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</table>

11. SANParks reserves the right to conduct a pre-award survey during the source selection process to evaluate contractors' capabilities to meet the requirements specified in the RFP and supporting documents.

<table>
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12. Only the solution commercially available at the proposal closing date shall be considered. No Bids for future solutions shall be accepted.

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13. The bidder should not qualify the proposal with own conditions. **Caution:** If the bidder does not specifically withdraw its own conditions of proposal when called upon to do so, the proposal response shall be declared invalid.

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<th>Accept</th>
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### 14
Should the bidder withdraw the proposal before the proposal validity period expires, SANParks reserves the right to recover any additional expense incurred by SANParks having to accept any less favourable proposal or the additional expenditure incurred by SANParks in the preparation of a new RFP and by the subsequent acceptance of any less favourable proposal.

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### 15
Delivery of and acceptance of correspondence between the SANParks and the bidder sent by prepaid registered post (by air mail if appropriate) in a correctly addressed envelope to either party’s postal address or address for service of legal documents shall be deemed to have been received and accepted after (2) two days from the date of postage to the South African Post Office Ltd.

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### 16
Should the parties at any time before and/or after the award of the proposal and prior to, and/or after conclusion of the contract fail to agree on any significant product price or service price adjustments, change in technical specification, change in services, etc. SANParks shall be entitled within 14 (fourteen) days of such failure to agree, to recall the letter of award and cancel the proposal by giving the bidder not less than 90 (ninety) days written notice of such cancellation, in which event all fees on which the parties failed to agree increases or decreases shall, for the duration of such notice period, remain fixed on those fee/price applicable prior to the negotiations.

Such cancellation shall mean that SANParks reserves the right to award the same proposal to next best bidders as it deems fit.

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### 17
In the case of a consortium or JV, each of the authorised enterprise’s members and/or partners of the different enterprises must co-sign this document.

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### 18
Any amendment or change of any nature made to this RFP shall only be of force and effect if it is in writing, signed by SANPARKS signatory and added to this RFP as an addendum.

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<th>Accept</th>
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### 19

Failure or neglect by either party to (at any time) enforce any of the provisions of this proposal shall not, in any manner, be construed to be a waiver of any of that party’s right in that regard and in terms of this proposal. Such failure or neglect shall not, in any manner, affect the continued, unaltered validity of this proposal, or prejudice the right of that party to institute subsequent action.

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### 20

Bidders who make use of subcontractors.

The proposal shall however be awarded to the Vendor as a primary contractor who shall be responsible for the management of the awarded proposal. A vendor which was awarded the contract after scoring HDI / RDP goals is not allowed to subcontract more than 25% of the contract to a non-HDI entity.

No separate contract shall be entered into between SANParks and any such subcontractors. Copies of the signed agreements between the relevant parties must be attached to the proposal responses.

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### 21

All services supplied in accordance with this proposal must be certified to all legal requirements as per the South African law.

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### 22

No interest shall be payable on accounts due to the successful vendor in an event of a dispute arising on any stipulation in the contract.

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### 23

Evaluation of Bids shall be performed by an evaluation panel established by SANParks.

Bids shall be evaluated on the basis of conformance to the required specifications as outlined in the RFP. Points shall be allocated to each bidder, on the basis that the maximum number of points that may be scored for price is 80, and the maximum number of preference points that may be claimed for BBBEE (according to the PPPFA) is 20.

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### 24

If the successful bidder disregards contractual specifications, this action may result in the termination of the contract.

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The bidders’ response to this Bid, or parts of the response, shall be included as a whole or by reference in the final contract.

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Should the evaluation of this bid not be completed within the validity period of the bid, SANParks has discretion to extend the validity period.

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Upon receipt of the request to extend the validity period of the bid, the bidder must respond within the required time frames and in writing on whether or not he agrees to hold his original bid response valid under the same terms and conditions for a further period.

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Should the bidder change any wording or phrase in this document, the bid shall be evaluated as though no change has been effected and the original wording or phrasing shall be used.

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NOTES

The purpose of this document is to:

Draw special attention to certain general conditions applicable to government bids, contracts and orders;

and

To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

(a) The General Conditions of Contract will form part of all bid documents and may not be amended.

(b) Special Conditions of Contract (SCC) relevant to a specific Bid, should be compiled separately for every bid (if Applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.
# TABLE OF CLAUSES

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34. Prohibition of restrictive practices
General Conditions of Contract

1. Definitions

The following terms shall be interpreted as indicated:

1.1 “Closing time” means the date and hour specified in the bidding documents for the receipt of bids.

1.2 “Contract” means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

1.3 “Contract price” means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.

1.4 “Corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution.

1.5 “Countervailing duties” are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.

1.6 “Country of origin” means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.

1.7 “Day” means calendar day.

1.8 “Delivery” means delivery in compliance of the conditions of the contract or order.

1.9 “Delivery ex stock” means immediate delivery directly from stock actually on hand.

1.10 “Delivery into consignees store or to his site” means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.

1.11 “Dumping” occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the RSA.

1.12 “Force majeure” means an event beyond the control of the supplier and not involving the supplier’s fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
1.13 “Fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.

1.14 “GCC” means the General Conditions of Contract.

1.15 “Goods” means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.

1.16 “Imported content” means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.

1.17 “Local content” means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.

1.18 “Manufacture” means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.

1.19 “Order” means an official written order issued for the supply of goods or works or the rendering of a service.

1.20 “Project site,” where applicable, means the place indicated in bidding documents.

1.21 “Purchaser” means the organization purchasing the goods.

1.22 “Republic” means the Republic of South Africa.

1.23 “SCC” means the Special Conditions of Contract.

1.24 “Services” means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such obligations of the supplier covered under the contract.

1.25 “Written” or “in writing” means handwritten in ink or any form of electronic or mechanical writing.
2. **Application**

2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.

2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.

2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. **General**

3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.

3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za.

4. **Standards**

4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. **Use of Contract Documents and Information; Inspection**

5.1 The supplier shall not, without the purchaser’s prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.

5.2 The supplier shall not, without the purchaser’s prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.

5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier’s performance under the contract if so required by the purchaser.
5.4 The supplier shall permit the purchaser to inspect the supplier’s records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. **Patent Rights**

6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. **Performance Security**

7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.

7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier’s failure to complete his obligations under the contract.

7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:

7.3.1 a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser’s country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or

7.3.2 a cashier’s or certified cheque.

7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier’s performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. **Inspections, Tests and Analyses**

8.1 All pre-bidding testing will be for the account of the bidder.

8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.

8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.

8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.

8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.

8.7 Any contract supplies may on or after delivery be inspected, tested or analysed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.

9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and Documents

10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.
10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental Services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

13.1.1 performance or supervision of on-site assembly and/or commissioning of the supplied goods;

13.1.2 furnishing of tools required for assembly and/or maintenance of the supplied goods;

13.1.3 furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;

13.1.4 performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and

13.1.5 training of the purchaser’s personnel, at the supplier’s plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare Parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

14.1.1 Such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
14.1.2 in the event of termination of production of the spare parts:

Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. **Warranty**

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser’s specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take such remedial action as may be necessary, at the supplier’s risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

16. **Payment**

16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.

16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfilment of other obligations stipulated in the contract.

16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.
16.4 Payment will be made in Rand unless otherwise stipulated in SCC.

17. Prices

17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser’s request for bid validity extension, as the case may be.

18. Contract Amendments

18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.

19. Assignment

19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser’s prior written consent.

20. Subcontracts

20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contract if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.

21. Delays in the Supplier’s Performance

21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.

21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier’s notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier’s time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.

21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.

21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the supplier’s point of supply is not situated at or near the place where the supplies are required, or the supplier’s services are not readily available.
21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without cancelling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for Default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

The supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;

If the Supplier fails to perform any other obligation(s) under the contract; or

If the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.
23.4 If a purchaser intends imposing a restriction on a supplier or any person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.

23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:
- The name and address of the supplier and / or person restricted by the purchaser;
- The date of commencement of the restriction;
- The period of restriction; and
- The reasons for the restriction.

These details will be loaded in the National Treasury’s central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person’s name be endorsed on the Register for Tender Defaulters. When a person’s name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and Countervailing Duties and Rights

24.1 When, after the date of bid, provisional payments are required, or antidumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or
services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which may be due to him.

25. **Force Majeure**

25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.

25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. **Termination for Insolvency**

26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrued thereafter to the purchaser.

27. **Settlement of Disputes**

27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.

27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.

27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.

27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.

27.5 Notwithstanding any reference to mediation and/or court proceedings herein,

27.6 The parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and

27.7 The purchaser shall pay the supplier any monies due the supplier.
28. **Limitation of Liability**

28.1 Except in cases of criminal negligence or wilful misconduct, and in the case of infringement pursuant to Clause 6;

28.2 The supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

28.3 The aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

29. **Governing Language**

29.1 The contract shall be written in English. All correspondence and other document pertaining to the contract that is exchanged by the parties shall also be written in English.

30. **Applicable Law**

30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.

31. **Notices**

31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice.

31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.

32. **Taxes and Duties**

32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.

32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.

32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.
33. National Industrial Participation (NIP) Programme

33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.

34. Prohibition of Restrictive Practices

34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, can agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).

34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

34.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and/or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.
ANNEX R: RECORD OF ADDENDA ISSUED TO BIDDERS BEFORE THE BID CLOSING DATE

I / We confirm that the following communications amending the tender documents that I / we received from the employer or his representative before the closing date for submission of this tender offer have been taken into account in this tender offer.

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SIGNATURE: ........................................... DATE: ........................
(of person authorized to sign on behalf of the Tenderer)
ANNEX S: COMPULSORY CLARIFICATION MEETING CERTIFICATE

NB: Bidder(s) are requested to bring along this certificate form to the clarification meeting.

Compulsory Clarification Session Certificate

This is to certify that I,

______________________________________________________________________________________ representing

______________________________________________________________________________________ in the company of

______________________________________________________________________________________ visited the site on __________________________.

I have made myself familiar with all local conditions likely to influence the work and the cost thereof. I further certify that I am satisfied with the description of the work and explanations given at the site inspection meeting and that I understand perfectly the work to be done, as specified and implied, in the execution of this contract.

<table>
<thead>
<tr>
<th>Name Tenderer’s Representative</th>
<th>Position</th>
<th>Signed</th>
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<table>
<thead>
<tr>
<th>Name of Tenderer</th>
<th>Date</th>
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</table>

<table>
<thead>
<tr>
<th>Name of Employer’s Representative</th>
<th>Signature</th>
<th>Date</th>
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</table>
ANNEX T: YOUR APPROACH TO THE ASSIGNMENT (METHODOLOGY)

<p>| NB: Bidder(s) are requested to attach in this annexure any documents, information or answers to this evaluation criteria. |   |</p>
<table>
<thead>
<tr>
<th>ANNEX U: YOUR PROVEN CAPABILITIES AND REFERENCE IN DELIVERING ON SIMILAR ASSIGNMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NB: Bidder(s) are requested to attach in this annexure any documents, information or answers to this evaluation criteria.</td>
</tr>
</tbody>
</table>
ANNEX V: YOUR SPECIFIC CAPABILITIES IN OD AND CHANGE MANAGEMENT

NB: Bidder(s) are requested to attach in this annexure any documents, information or answers to this evaluation criteria.
**BID RESPONSE SCHEDULE OF ALL RETURNABLE DOCUMENTS**

Very important: Bidders are requested to arrange their bid proposal and attach all returnable documents in the following sequence. This will enable the evaluation committee to easily find your response for ease evaluation.

<table>
<thead>
<tr>
<th>Item No.:</th>
<th>Description of the returnable document</th>
<th>Annexure where the document should be placed / attached</th>
<th>Are the documents attached as indicated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SBD 1 : Bid Invitation</td>
<td>Annexure A or 1</td>
<td>Y</td>
</tr>
<tr>
<td>2.</td>
<td>SBD 2 : Tax Clearance Certificate</td>
<td>Annexure B or 2</td>
<td>Y</td>
</tr>
<tr>
<td>3.</td>
<td>SBD 3.3 : Professional Pricing Schedule</td>
<td>Annexure C or 3</td>
<td>Y</td>
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<tr>
<td>4.</td>
<td>SBD 4 : Declaration of Interests</td>
<td>Annexure D or 4</td>
<td>Y</td>
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<tr>
<td>5.</td>
<td>SBD 6.1: Preference Points Claim Form</td>
<td>Annexure E or 5</td>
<td>Y</td>
</tr>
<tr>
<td>6.</td>
<td>B-BBEE Certificate – Original or Certified copies</td>
<td>Annexure F or 6</td>
<td>Y</td>
</tr>
<tr>
<td>7.</td>
<td>SBD 7.2 : Contract Form – Rendering of Services</td>
<td>Annexure G or 7</td>
<td>Y</td>
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<tr>
<td>8.</td>
<td>SBD 8: Declaration of bidder’s Past Supply Chain Practices</td>
<td>Annexure H or 8</td>
<td>Y</td>
</tr>
<tr>
<td>9.</td>
<td>SBD 9: Certificate if Independent Bid Determination</td>
<td>Annexure I or 9</td>
<td>Y</td>
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<tr>
<td>10.</td>
<td>Attach Company Profile</td>
<td>Annexure J or 10</td>
<td>Y</td>
</tr>
<tr>
<td>11.</td>
<td>Company Registration Documents: Certified copies <strong>(Copy with original stamp)</strong> of your CIPC company registration documents listing all members with percentages, in case of a CC. Certified copies <strong>(Copy with original stamp)</strong> of all latest share certificates, in case of a company.</td>
<td>Annexure K or 11</td>
<td>Y</td>
</tr>
<tr>
<td>12.</td>
<td>Joint Venture Agreement - To provide signed Joint Venture Agreement signed by all parties involved. The primary bidder needs to have major responsibilities in this project and all parties need to state their percentage interest in this joint venture. Joint venture is encouraged mainly for developmental purposes.</td>
<td>Annexure L or 12</td>
<td>Y</td>
</tr>
<tr>
<td>13.</td>
<td>CD/DVD: Copy containing a digital copy of all Tender Documents as provided in print.</td>
<td>Annexure M or 13</td>
<td>Y</td>
</tr>
<tr>
<td>14.</td>
<td>List of traceable references of relevant services. Particulars of commitments which the bidder had previously completed and presently engaged with.</td>
<td>Annexure N or 14</td>
<td>Y</td>
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<tr>
<td>15.</td>
<td>Resolution of Board of directors / members / sole proprietor / partners of partnership</td>
<td>Annexure O or 15</td>
<td>Y</td>
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<tr>
<td>16.</td>
<td>General Conditions of Contract – every page initialled by the bidder</td>
<td>Annexure P or 16</td>
<td>Y</td>
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<tr>
<td>17.</td>
<td>Record of Addenda issued to bidders before the bid closing date</td>
<td>Annexure Q or 17</td>
<td>Y</td>
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<tr>
<td>18.</td>
<td>Compulsory clarification meeting certificate. Bidder(s) are requested to sign and get this certificate signed by the SANParks during the clarification meeting. Submit this certificate together with the bid proposal.</td>
<td>Annexure R or 18</td>
<td>Y</td>
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<tr>
<td>19.</td>
<td>Your approach to the assignment (methodology)</td>
<td>Annexure S or 19</td>
<td>Y</td>
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<tr>
<td>20.</td>
<td>Your proven capabilities and references in delivering on similar assignments</td>
<td>Annexure T or 20</td>
<td>Y</td>
</tr>
<tr>
<td>21.</td>
<td>Your specific capabilities in OD and Change Management</td>
<td>Annexure U or 21</td>
<td>Y</td>
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<td>22.</td>
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<td>Annexure V or 22</td>
<td>Y</td>
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<td>23.</td>
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<td>Annexure W or 23</td>
<td>Y</td>
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<tr>
<td>24.</td>
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<td>Annexure X or 24</td>
<td>Y</td>
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