REQUEST FOR PROPOSALS

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE PROPOSED PUBLIC PRIVATE PARTNERSHIP PROJECTS FOR THE LETABA CONCESSION IN THE KRUGER NATIONAL PARK
IMPORTANT NOTICE

This Request for Proposals ("RFP"), incorporating all its attachments, has been produced by South African National Parks ("SANParks"), in connection with the tourism public private partnership opportunity available at the Letaba concession in the Kruger National Park.

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

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

South African National Parks may amend or replace any information contained in this RFP at any time, without giving any prior notice or providing any reason. Should this RFP lead to the award of the PPP Project, the award will only become binding after SANParks and the Private Party have signed the agreement.

August 2019
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1. INTRODUCTION

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

1.2 SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity at the Letaba Concession in the Kruger National Park ("KNP").

1.3 It is intended that by SANParks entering into the PPPs with a Private Party, SANParks may be able to generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks. In keeping with SANParks’ objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment ("BEE"), particularly those from local communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment. In this regard, SANParks will require that Interested Parties confirm their willingness to promote BEE by entering into an agreement with a local community trust partner.

1.4 Value-for-Money Objectives

The value-for-money objectives for the project are aligned with SANParks’ strategic objectives included in the Strategic Plan for Commercialisation. Setting these objectives at the inception phase are vital as they provide the benchmarks for the feasibility and procurement phases. During the management of the PPP agreement, they are used to measure the success of the project.

The Value-for-Money Objectives for the Letaba Concession Development project are:
1.4.1 Revenue generation for SANParks;

1.4.2 BEE, job creation and community development;

1.4.3 Tourism promotion; and

1.4.4 Biodiversity protection and conservation.

2. GENERAL RULES OF THE TENDER

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

2.2 No verbal discussion with any staff or advisor of SANParks can change, add to or clarify any of the terms and conditions contained in this RFP. Bidders should only rely on written changes, additions or clarifications from the duly authorised Project Officer of SANParks, circulated to each bidder. E-mail communications from SANParks to Bidders will count as written communication.

2.3 SANParks reserves the right to modify the timetable in Article 5 or otherwise amend, supplement or clarify the RFP at any time. SANParks may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 2.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

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

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

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

2.7 Bidders shall be responsible for any and all costs, expenses and losses incurred by
them in the preparation and submission of Bids or otherwise in connection with the Tender. SANParks will not compensate Bidders for any such costs, expenses or losses, regardless of the outcome of the Tender.

2.8 The draft PPP Agreements will be included in the Tender Documents and will be ready for distribution on 12 September 2018. SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article or otherwise granted in this RFP, PPP Agreements or available under the laws of the Republic of South Africa.

3. **IDENTITY OF BIDDERS**

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

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

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

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

3.5 Interested Parties will also be required to provide information on ownership of the entities of which the Interested Parties are comprised, together with organograms reflecting the ownership proportions.
3.6 When preparing submissions on the identity of the bidders, Interested Parties are required to structure their submissions following the format:

3.6.1 submit to SANParks the information set out in Section 1A in relation to the Qualification Criteria;

3.6.2 submit to SANParks the information set out in Section 1B in relation to the company, unincorporated joint venture or trust and its shareholders, partners of beneficiaries; and

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

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

3.8 Where a Bidder is made up of a number of parties, shareholders in one SPV may not in any way be shareholders of other SPV’s bidding for the same PPP Opportunity in the tender process.

### Information on the opportunity

4. A DESCRIPTION OF THE PPP OPPORTUNITY FOR THE LETABA CONCESSION DEVELOPMENT IN THE KRUGER NATIONAL PARK

The Letaba Concession Development PPP opportunity available to Bidders is discussed in detail in the Information Memorandum provided to Bidders. Herewith summarised as follows:

4.1 Introduction

SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity for the Letaba Concession Development in the Kruger National Park.

It is intended that by SANParks entering into the PPP with a Private Party,
SANParks may be able to generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. In keeping with SANParks' objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment ("BEE"), particularly those from local communities adjacent to the Parks. In this regard, SANParks will require that Interested Parties confirm their willingness to promote BEE by entering into an agreement with a local community trust partner. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment. It is intended that the project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks.

The Letaba concession area is located towards the western boundary of the KNP, where the Letaba River enters the park. The area starts about 2 kilometres from where the Letaba river enters the park and follows the Letaba River for about 8 km and includes the northern bank of the river. Access to the site will be via Phalaborwa Gate. Shimuwini Rest Camp is about 5 km outside the concession area on the Letaba River.

The following outlines the concession area - high level (indicated by the white area)
Figure 1: Letaba Concession Area

The total area forming the concession will be approximately 15 000 hectares on which exclusive traversing will be allowed.

4.2 Letaba Concession Development Proposed Sites

Within the concession area a LIL zone was created (white and black dotted for visibility) – see picture below:
Development of the lodge and/or fly camps can be anywhere within this Low Intensity leisure area and should be identified by the operator for suitability (please note that environmental restrictions such as no building within the 100 year flood level will apply).

As per the Park Management Plan, the following:

“This LIL zone is acting as placeholder for the concession camp and does not represent the full concession area. Once the concession camp location has been finalised the camp area with be rezoned based on its infrastructure and the rest of the LIL zone will revert to a Primitive zone “

The successful bidder will be allowed to build a lodge and/or fly camps of not more than 50 guest beds and 80 beds in total (inclusive of staff).

The following aims to outline what can be done in a Low Intensity Leisure (LIL) Zone (some of these might not be applicable to the Letaba concession but aims to give an overview in general of what will be allowed in a LIL in the park:

**Low Intensity Leisure zone**
Objectives

The objective of this tourist-orientated zone is to provide infrastructure for day and overnight visitors in a natural environment. These zones are in well patronised areas of the park that provide accessible, safe, natural areas with a range of accommodation and recreational or leisure activities. Group interaction and socialisation are an integral part of the experience, which depends more on the quality of the facilities provided than on a completely natural environment. Impacts on the surrounding areas are restricted through intensive landscaping and vegetation management. Limited, sympathetic development is permitted in these areas, linked specifically to tourism, recreation and management of the park. While large game viewing areas may be zoned LIL as placeholders to allow for flexibility siting new camp developments, in reality, development footprints should be localised, with some areas having more of a primitive zone “feel”.

Characteristics

The underlying characteristic of this zone is motorised self-drive access, with a range of accommodation options from basic self-catering facilities to luxury concession lodges. Small or seasonal commercial or catered facilities could be accommodated; however, these should be small and still align with the general ambiance of the zone. Numbers of visitors are higher than in the remote and primitive zones. Relatively comfortable facilities are positioned in the landscape retaining an inherent natural and visual quality, which enhances the visitor experience of a more natural and mostly self-providing experience. Access roads are low key, gravel roads and / or tracks to provide a more natural experience. Large busses may be permitted subject to certain restrictions. Major facilities along roads are generally limited to basic self-catering picnic sites with toilet facilities though tourist sites such as bird hides, with or without overnight accommodation, historical sites and other alight-from-vehicle points are also allowed.

Visitor activities and experience

Activities: Self-drive motorised game viewing, guided game drives, picnicking, walking / hiking, cycling.

Interaction with other users: Moderate to high

Limits of acceptable change
Biophysical environment: Deviation from a natural / pristine state should be minimised and limited to restricted impact footprints as far as possible. However, it is accepted that some damage to the biophysical environment associated with tourist activities and facilities will be inevitable.

Aesthetics and recreational environment

Although it is inevitable that activities and facilities will impact on the wild appearance and reduce the wilderness characteristics of the area (solitude, remoteness, wildness, etc.), these should be managed and limited to ensure that the area still provides a relatively natural outdoor experience.

Facilities

Type and size: A range of small to medium self-catering (including camping) and catered accommodation options (<360 beds). Camps have a peaceful feel without large commercial facilities such as shops and restaurants. Additional facilities could include swimming pools. Trails for 4x4 vehicles can also be provided. Small or seasonal (facilities are only open as required or during peak season) commercial facilities, such as kiosks or tea gardens as well as tented concession camps could be provided. However, these should still fall within the general ambiance of the zone. Larger commercial facilities and larger concessional operators (e.g. Cattle Barons, Mug-and-Bean), should rather be placed in the High Intensity Leisure (HIL) zone.

Sophistication of facilities: Mostly comfortable self-contained self-catering accommodation units with bathroom facilities. Luxury catered options may also be accommodated. Low impact campsites mostly include ablution and kitchen facilities but with limited additional facilities. Tourist facilities should not include permanent commercial facilities such as shops, convenience stores or restaurants.

Audible equipment and communication structures: Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.

Access and roads: Motorised self-drive sedan car access (traditional game viewing) on designated gravel roads. Large busses are restricted to high volume roads designed to accommodate them. These roads are indicated as such.

Location in park
The LIL zone comprises 8.8 % of the park with the focus on areas allowing for ease of access of fairly high volume of visitors and has a good network of tourist infrastructure such as tourist roads, tourist sites and entrances. All LIL roads are open access gravel roads. LIL areas were only designated around existing small to medium camps, operational infrastructure and high volume tourist sites with the exception of the new placeholder sites identified in section 6.2 as well as the existing ones in Burn blocks C059, N175, N106, N106A, N107, N081, N100 & N100A.

**Guidelines on management infrastructure and utilisation**

The placement of permanent management infrastructure is allowed in this zone, as this is a high-level use zone in the park. However, attempts should be made to rather concentrate the development of park management and operational infrastructure in the HIL zone of the park, where feasible. Where it is possible management infrastructure should be located on the periphery of the park and make use of existing tourist access routes and infrastructure. Types of operational infrastructure that could be accommodated here include park offices and administration, or standard entrance gates.

**4.3 Location Map**

The following map details the location of the low intensity leisure area and seen in greater context of the Kruger National Park:
4.4 Specific Conditions and Description

4.4.1 Location

A large portion of the area that is demarcated by the Letaba river, parallel line 2 kilometers from the western fence and the H9 and H14 roads but west of the imaginary line linking Shimuwini camp with the H14 to the south.

4.4.2 Description

Mopane woodland scrub dominates the area, except along the Letaba River where a strip of riparian vegetation occurs. The area is generally flat with undulating small hills and a number of seasonal pans scattered in the bush. Black Heron Dam is generally perennial. Elephant and buffalo are fairly abundant. Rhino, lion and leopard does occur but not that abundant. Several species of antelope also occur in the concession area. The perennial Letaba River provides excellent game viewing, especially in the dry season.

4.4.3 Lodge Opportunities
The Letaba concession allows for a unique opportunity to erect a lodge (and possible fly camps) on the southern banks of the Letaba river and/or in other areas of the concession and allows for exclusive traversing in the concession area. Occupancies at upmarket lodges has risen to high levels (above 60%) over the past 10 years due to demand outperforming supply. Whilst the Letaba lodge concession seems to be similar to the other concessions in the park and specifically Singita, Shishangeni, Rhino Walking Safaris, Lukimbi, Lion Sands, Imbali and Jock Safari Lodge, and whilst accessibility seems good due to the proximity to the Phalaborwa airport, the lack of game in the area requires consideration of alternative attractions to optimise on the opportunity. In light of that SANParks would allow horse riding as an activity in the concession. Alternative products such as medical tourism could also be considered for this concession in order to increase viability. Activities that will be allowed and which is allowed at the other lodge concessions as well include the following:

- Game drives (morning and night);
- Guided walks
- Bush braais

The operator is to adhere to firearms act and conditions of NEMPAA. All Open Safari Vehicles (OSV) should be registered with SATSA and vehicles are to form part of OSV self-regulation model. Guides to be Thetha or Fgasa accredited.

4.4.4 Development Site

SANParks has identified several potential development sites along the Letaba River. Bidders may, however, select a site anywhere within the concession area, provided it does not impact other park users. SANParks believes the concession is suited to development of either one lodge or a number of smaller fly camps or lodges, preferably along the Letaba River. The area may accommodate a total of 50 guest beds and 80 beds in total (inclusive of staff). Low impact tented fly camps might be very complementary to a horse riding product.

4.4.5 Infrastructure Present

This site does not offer any existing infrastructure except for a small camp
used for a 4x4 overnight trail which has shower and toilet facilities.

4.4.6 **Roads and Tracks**

SANParks has established a number of management tracks in the area which should be used as game viewing roads. All roads to be upgraded or new roads (proposal in this regard need to be made but should be limited) will conform to the road specifications manual for KNP.

4.4.7 **Access**

Management roads does exist but will have to be upgraded to a class C all-weather road to provide assess to the proposed site. Guest access to the site will be via some of the existing management roads but can also be via the road adjacent to the western fence even though this is not in the concession area. All guests will have to pay requisite Park entry fees.

4.4.8 **Support Infrastructure**

4.4.8.1 **Water**

There is no potable water on site. Water for the development will be from boreholes as no water infrastructure exists, however the quantity and quality of underground water is not known – Private Party to test and evaluate bore hole quantity. A permit will be required from the Department of Water Affairs and Forestry (DWAF) to extract water from the boreholes and a WULA (water use license application) required. Water use will be applied and will be as per the KNP norms and standards for concessions. The Private party will be required to test and evaluate bore hole water quality. The Private Party will be required to monitor the use of water and will be allowed a limited amount of water per day per guest and per staff member (as contained in the lodge operations manual).

For dry periods a temporary water hole for game viewing will be allowed in the river bed (subject to SANParks approval).

4.4.8.2 **Electricity**

There is no electricity available on the site and hence off-grid electricity such as solar will be optimal. Generator power can be used but as a last
resort only and only for back-up. Specific measures should be put in place to prevent oil spillage in case of generator usage.

4.4.8.3 **Waste**

Solid waste should be recycled on site and transported to an approved landfill site outside the Kruger National Park and approved re-cycling depots.

An independent sewerage system should be implemented (fenced reed bed) and could act as a birding feature. Important to note that SANParks should issue pre-approval of the planned sewerage system. Sewerage needs to be treated on site and grey water to be used for irrigation and/or water for game. A permit will be required from the Department of Water Affairs and Forestry (DWAF) to operate the purification plant and dispose of the effluent.

All the bulk and reticulation systems must conform to the guidelines set out in the Environmental Guidelines for Concessionaire’s Operation within the South African National Parks.

The Private Operator will subscribe to quarterly environmental control officer audits with an obligation to correct and implement findings of the report.

4.4.8.4 **Communications**

No Telkom lines and/or cellular signals are available.

4.4.8.5 **Roads**

SANParks has established a number of management tracks in the area. The following map outlines these:
In total the concession area has about 44 kilometres of road. A total of 65 kilometres of road will be allowed in the concession area depicted above which implies that an additional 21 kilometres may be built by the operator (existing roads such as the one depicted in the map above by dotted line can be upgraded and will not form part of the 21 kilometres – approval from SANParks required to ensure that this was in fact a road). The development of additional roads and tracks within the concession area are subject to environmental considerations. The roads and track will have to be maintained to the standards as outlined in the concession manual for the duration of the PPP term.

4.4.9 **Guest Activities**

4.4.9.1 The operator will be allowed to conduct the following activities – similar to those allowed in other lodge concessions: game viewing (day and night drives), walks in the concession area (guides to have relevant qualifications), bush braais, sleep-outs, astronomy talks, tribal dancing, drumming, etc.
4.4.9.2 In addition the operator will most likely (depending on a current study) be allowed to conduct horse trails from the lodge/s on the concession area as well as guided mountain bike products.

4.5 **Value for Money Objectives**

The value-for-money objectives for the project have to be aligned with SANParks’ strategic objectives included in the Strategic Plan for Commercialisation. Setting these objectives at the inception phase are vital as they provide the benchmarks for the feasibility and procurement phases. During the management of the PPP agreement, they are used to measure the success of the project.

The Value-for-Money Objectives for the project are:

- Revenue generation for SANParks;
- BEE, job creation and community development;
- Tourism promotion; and
- Conservation Management.

4.6 **Letaba Concession Minimum Development Specifications**

The Private Party Operator will be expected to adhere to the Letaba Concession Minimum Development Specifications as follows:

<table>
<thead>
<tr>
<th>Lodge Minimum Development Specifications</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beds (the exact amount of beds to be in accordance with the approved Design Plan and to include guest and staff beds).</td>
<td>80</td>
</tr>
<tr>
<td>Conference (the amount of delegates capable of being accommodated)</td>
<td>N/A – lodge can be used for conferences but no specific design for this aspect</td>
</tr>
<tr>
<td>Restaurant</td>
<td>To cater for guests.</td>
</tr>
<tr>
<td>Room Service</td>
<td>N/A</td>
</tr>
<tr>
<td>Cocktail Bar</td>
<td>Small cocktail bar in</td>
</tr>
<tr>
<td>Lodge Minimum Development Specifications</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Gym</td>
<td>Small gym in line with product will be allowed</td>
</tr>
<tr>
<td>Outside cultural entertainment &amp; dining area (Boma)</td>
<td>Yes</td>
</tr>
<tr>
<td>Pool</td>
<td>Yes – central / communal pool (additional subject to development site and water availability)</td>
</tr>
<tr>
<td>Special Features like Viewing Deck or Bird hide</td>
<td>Yes, can be allowed and water hole to attract game may be erected</td>
</tr>
<tr>
<td>24 Hours Reception as well as a Lobby</td>
<td>No</td>
</tr>
<tr>
<td>Porter service</td>
<td>As per and in line with upmarket lodges</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>Yes</td>
</tr>
<tr>
<td>Laundry / Dry cleaning</td>
<td>Due to distance to Phalaborwa this will be allowed. If possible it would be optimal to do this in Phalaborwa town</td>
</tr>
<tr>
<td>Internal &amp; External Communication systems</td>
<td>Operator to install required systems</td>
</tr>
<tr>
<td>TV/M-Net/DSTV</td>
<td>Operator to decide on amenities offered</td>
</tr>
<tr>
<td>Air-conditioning</td>
<td>Operator to decide on amenities offered but due to weather in Kruger cooling facilities are non-negotiable</td>
</tr>
<tr>
<td>Sewerage Systems</td>
<td>Pre approval to be</td>
</tr>
<tr>
<td>Lodge Minimum Development Specifications</td>
<td>obtained from the KNP technical services</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Building plans</td>
<td>Approval of building plans by SANParks technical services and conservation services.</td>
</tr>
</tbody>
</table>

4.7 Letaba Concession zoning

The latest KNP zoning plan outlines a Low Intensity Leisure (LIL) area within the concession footprint and the accommodation needs to be built within this LIL area. Small fly camps could also be built in the primitive zone within the concession area.

The following outlines the map together with zoning as per the PMP:

![Map A](Image1)

Map A indicating the concession

![Map B](Image2)

Map B aims to make the LIL zone visible

![Map C](Image3)

Map C as per PMP

4.8 Equestrian activities

Please note that SANParks is currently doing a risk assessment on equestrian activities. Should the assessment be positive the Private Party will be allowed to operate equestrian activities on the concession area. Whilst horses could be used for patrols and management purposes, the Letaba concession will then be the only
concession (excluding contractual parks) where this will be allowed as a tourism product). Should the assessment be negative, then the equestrian activities will not be allowed hence feasibilities should note this provision. The following assumes that the risk assessment shows that equestrian activities can be allowed as a product:

Due to the below average game viewing potential of the area it was decided to allow the Private Party to place the focus on equestrian activities and allow horse riding in the concession area. Walking and access by horse to areas to the north of the Letaba river will also be allowed but will be limited to not infringe with other products offered.

Allowing this activity brings about some challenges, i.e. stables that need to be built and horses be kept safe from predators. The following provides a guide (with special recognition to RAW Botswana) as to how this product can be introduced. Please note that the design of the stables will form part of the evaluation criteria and hence detailed plans on this will have to be submitted:

A maximum of 24 horses will be allowed on the concession which would allow for a maximum of 6 riding guests:

- 2 horses per guest (12 in total)
- 6 spare in case of lameness/ illness
- 6 for guides & back up (which allows 2 guide horses each and 4 as spares).

The barn for the horses made out of corrugated iron roof, wood for the boxes inside and mesh up to the roof to keep the Lions out (detail sketches to be submitted as part of the Bid Submission). The barn needs to have a soak away – no water to lie around (to be audited by the ECO). Bedding is sand that gets dug out locally & all the manure has to be placed in the resulting holes and covered up. Any waste needs to be bagged and transported back to and disposed of in Phalaborwa.

Paddocks to be made of solar powered electric fences and moved frequently.

Equipment required for the Lead guide and back up guide:

Lead guide will ride with the following: 475 rifle, 1st aid kit, hand held radio, satellite phone and GPS.
Back up guide to ride with the following: Hand held radio, GPS, 1st aid kit and bear banger/ pencil flare

Burn Elephant dung during the wet season to help with midges

*Tack room to have at least a fire extinguisher and basic human 1st aid kit.*

*Grooms are required to do 1st aid.*

4.9 **Concession audits**

The Private party will be required to do quarterly ECO audits at their own cost.

4.10 **Environmental considerations**

The Private Party is to incorporate the green standard guidelines when designing the accommodation / concession infrastructure.

Food fed to the horses should be indigenous to the area and not contribute to the introduction of any exotic plans. SANParks reserves the right to inspect the supplier for compliance.

The following requirements from the Private Party on biodiversity protection and conservation will apply:

- Cooperation in terms of anti-poaching / monitoring – initiatives to be outlined in the bid submission and will form part of the evaluation process;
- Communication and cooperation on conservation objectives both to the MAJOC and with guests.

EIAs must be prepared for certain prescribed activities, or activities that might affect designated areas such as a national park. All EIAs must be prepared by an independent consultant. Given the financial cost and time required, EIAs will only be undertaken by the successful bidder for their selected site. The environmental clearance given by the evaluation committee at the time of the bid does not absolve the winning bidder from the need to go through this process, and offers no guarantee that EIA clearance will be given. Any changes to the site selection, procedures or design that are required by the EIA process will be at the cost of the winning bidder – there will be no recourse to SANParks.
The operator will be responsible for all environmental approvals and processes with associated cost (including all specialised studies).

The operator is also to consider SANParks’ greening principles when designing the lodge / fly camps – refer separate document.

4.11 Staff housing

Decent accommodation for staff has to be built (as per SANParks’ standard staff housing standard). Staff housing design will form part of the tender evaluation as this aspect has become important for SANParks to address and resolve.

4.12 Land Claimant Involvement

In this opportunity the 10% free equity as outlined in the BEE scorecard should be contributed directly to the Land Claimant Trust (as nominated by SANParks Social Economic Transformation Department).

In addition the Land Claimants have elected an option to purchase an additional 30% equity through direct contribution on all aspects of the business (inclusive of capital investment and operational cost) should the business case of the opportunity be found to be sound according to the Land Claimant’s Trust Financial Advisors.
5. **TIMETABLE**

The Tender shall take place in accordance with the timetable set out in this Article 5. SANParks reserves the right to modify the timetable at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 5 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements</td>
<td>30 June 2019</td>
</tr>
<tr>
<td><strong>Provide Information Memorandum, RFP and PPP Agreement to Interested Parties</strong></td>
<td>1 July 2019</td>
</tr>
<tr>
<td>Registration for Due Diligence Site Visit</td>
<td>8 July 2019</td>
</tr>
<tr>
<td>Due Diligence Site Visit</td>
<td>16 July 2019</td>
</tr>
<tr>
<td>Registration of Interested Bidders for Bidders Conference</td>
<td>2 August 2019</td>
</tr>
<tr>
<td>Bidders Conference</td>
<td>7 August 2019</td>
</tr>
<tr>
<td><strong>Submission of Written Comments and Questions by Bidders</strong></td>
<td>19 August 2019</td>
</tr>
<tr>
<td><strong>Distribute Minutes of Conference Qs and As</strong></td>
<td>26 August 2019</td>
</tr>
<tr>
<td><strong>Tender Submissions</strong></td>
<td>11 October 2019</td>
</tr>
<tr>
<td>(before 11h00)</td>
<td></td>
</tr>
</tbody>
</table>

6. **BIDDERS REQUIRED QUALIFICATION CRITERIA**

In order to participate in the bidding process, bidders are required to meet the qualification criteria as outlined in Section 1A – Qualification. If not met, the bid will not be considered.
7. SITE VISITS AND DUE DILIGENCE

7.1 The Site Visit and Due Diligence process is being organised for the Bidders with the following objectives:

7.1.1 to provide all Bidders the opportunity to ascertain all information they need to present informed and competitive bids for the sites they are qualified to bid for, including physical facilities; and

7.1.2 to ensure that such access to information is equal for all Bidders.

7.2 Due Diligence site information will be provided to Bidders by means of a site visit to the Letaba Concession on 16 July 2019.

7.3 For this purpose, all interested bidders are required to register for this site visit by sending their Names, Company, Contact telephone, fax number and e-mail to:

Mr. James Daniels
Tel: (012) 426-5280
E-mail: james.daniels@sanparks.org

7.4 Attendance will inform Bidders of possible challenges and opportunities that may or may not have an impact on the feasibility studies conducted by Bidders and will further serve to ensure the accuracy of viabilities conducted for the facility.

7.5 This site visits will form part of the due diligence process and should be attended by the bidders or a duly authorized representative.

7.6 The programmes will be distributed to interested bidders upon registration.

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

7.8 Each Bidder shall be solely responsible for its own due diligence investigation of the investment opportunity, the proposed PPP Agreement terms and all matters relating to this RFP. Neither SANParks nor any of their respective officers, employees, agents or advisers makes any representation or warranty, express or
implied, concerning any matter affecting the PPP opportunity, except for the representations and warranties of SANParks that will be set out in the PPP Agreement.

7.9 No verbal agreement or conversation with, nor any verbal clarification from, any officer or employee of SANParks or any of their advisers shall affect or modify any of the terms and conditions contained in this RFP. Only written amendments, supplements or clarifications to this RFP from duly authorised Project Officer of SANParks, circulated to each Bidder, should be relied upon as authorised. For the purposes of this Article 7.9, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.

7.10 **Contact for Due Diligence-related Matters**

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

Mr. James Daniels  
Tel: (012) 426-5280  
E-mail: james.daniels@sanparks.org

8. **BID SUBMISSIONS**

8.1 Bids must be submitted to:

The Project Officer  
**James Daniels**  
South African National Parks  
643 Leyds Street,  
Muckleneuk,  
Pretoria.

8.2 Bid Submissions should be made by latest 11h00 on 11 October 2019 (the “**Bid Date**”).
8.3 Submissions delivered after 11:00 on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.

9. CONTENTS OF BID SUBMISSIONS

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

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

9.3 The first envelope shall be clearly marked “Technical Criteria - original” on the outside and shall contain all the original non-financial aspects of the Submission (“Technical Offer”). The contents of the Technical Offer shall consist of:

9.3.1 The original of the Bidder Information, in the format given in Section 1A – Qualification;

9.3.2 The original of the Bidder Information, in the format given in Section 1B – Information on Bidders;

9.3.3 Original of the Financing and Capital plan, in the format given in Section 2 – Financing and Capital Plan;

9.3.4 Original of the Business, Operational and Design plan, in the format given in Section 3 – Business Operational and Design Plan;

9.3.5 Original of the Environmental Proposal, in the format given in Section 4 – Environmental Proposal;

9.3.6 Original of a completed Risk Matrix, in the format given in Section 5 – Risk Matrix;

9.3.7 Original of the BEE proposal, in the format given in Section 6 – B-BBEE Proposal;

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

9.3.9 An original signed version of the final PPP Agreement including all the relevant sections of the Bid Submission to be included in the PPP Agreement, with each page initialled by the duly authorised representative;

9.3.10 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid and development bond; and

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

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

9.5 Envelopes should be clearly marked as to whether they are Envelope 1 or 2 and must have the bid cover letter in the format provided in Annexure 1 – Bid Cover Sheets attached to the front of each envelope.

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

9.7 Submitting a bid implies that the bidder knows and understands all the terms and conditions set out in this RFP and under the applicable laws of the Republic of South Africa, and that the bidder accepts these terms and conditions.

10. HOW THE BIDS WILL BE OPENED

10.1 The Project Officer will separate Envelopes 1 and 2 of all the bids. The unopened
Financial Envelopes will be locked away in the safekeeping of SANParks’ legal advisors until they are opened following the evaluation of the bids.

10.2 The Technical Envelopes will be opened by members of a bid evaluation committee representing SANParks in the presence of SANParks’ Project Officer.

10.3 Technical Offers will be evaluated and scored according to the procedure set out in Articles 11.13 to below.

11. **BID EVALUATION METHODOLOGY (FOLLOWING QUALIFICATION)**

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

11.1.1 Bids will be evaluated on three main elements: Functionality, BEE and the PPP Fee Offer.

11.1.2 Envelope 1 is for the functionality and is opened first. Bidders must score at least 70% for functionality (Please note that functionality will contain a section which outlines the BEE plans for the SPV and will be scored as part of functionality).

11.1.3 Envelope 2 contains the current BEE status of the bidder (verified by a BEE certificate) as well as the PPP Fee Offer and will only be opened and evaluated if the minimum threshold in Article 11.1.2 is met.

12. **HOW BEE IS EVALUATED**

12.1 BEE will be evaluated in two ways:

12.1.1 In round one as part of Functionality in which the Private Party SPV will outline their plans through the Tourism BEE scorecard with targets per sub section as well as a section which undertakes that enterprise development initiatives will be identified and implemented.

12.1.2 In round two (together with price) as per the PPPFA – only for bidders who passed the functionality threshold will be evaluated on their current BEE certificate.
13. **SCORING FOR FUNCTIONALITY (ENVELOPE 1)**

The functionality aspects of a bid will be scored out of 100 points. A bidder must achieve 70% of the total functionality points and at least 50% per sub-element in order to pass. Functionality is made up of the elements and weights as outlined in Table 1: Sub-functionality weightings.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Finance and Capital Plan</th>
<th>Risk Matrix</th>
<th>Environmental Plan</th>
<th>Business and Ops Plan</th>
<th>BEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>15%</td>
<td>5%</td>
<td>15%</td>
<td>45%</td>
<td>20%</td>
</tr>
<tr>
<td>Minimum Threshold</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>As per B-BBEE Proposal</td>
</tr>
</tbody>
</table>

**Table 1: Sub-functionality weightings**

The following outlines the objective of each element:

13.1 **Financing and Capital plan (15%)**

13.1.1 A bidder is expected to provide financing information in line with the requirements set out in Section 2 – Financing and Capital Plan.

13.1.2 The purpose of the Financing and Capital Plan is to assess the ability of the Bidder to secure adequate finance to implement the project and determine the capital investment proposed for the project. It will indicate how much capital will be needed, where it will come from (own capital, grants, loans) and the expected amount and terms (interest rate, repayment period, security) of any proposed loans, whether the necessary financing has been secured and appropriate proof.

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

13.2 **Business Operational and Design plan (45%)**

13.2.1 A bidder is expected to provide a business and operational plan in line with the requirements set out in Section 3 – Business Operational and Design Plan.
13.2.2 The purpose of the evaluation of the business and operational plans is to ensure that the bidder has fully developed all business aspects of the proposed tourism project, and is proposing credible schemes which are based on generally accepted business principles applicable to tourism projects, and which are in line with SANParks’ specifications given in this RFP.

13.2.3 A maximum total of 55 points has been allocated for the business and operational plan.

13.3 **Environmental plan (15%)**

13.3.1 SANParks shall review and evaluate the environmental plans submitted by bidders in accordance with the specifications and information given in Section 4 – Environmental Proposal.

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

13.3.3 Approval by the evaluation committee of such plans will not be taken to mean that the individual details of the proposal can be implemented – in all cases, the proposal must go through the Environmental Impact Assessment process (Operator responsible for all environmental approvals and processes and cost associated - including all specialised studies).

13.3.4 The operator will be required to obtain all environmental approvals at their own cost i.e. cost associated with EIA processes and apply for a water use license (WULA).

13.3.5 Bidders will also be expected to provide a Design Plan in accordance with the provisions of Article 23.4.

13.3.6 A score out of 20 will be awarded for the environmental competence of the bidder.

13.4 **Risk Matrix (5%)**

13.4.1 A bidder must indicate the extent to which the bid complies with the risk allocation of
the risk matrix given in Section 5 – Risk Matrix.

13.4.2 A maximum of 10 points has been allocated to assessing compliance with risk allocation.

13.5 **BEE (20%)**

13.5.1 The Private Party SPV is expected to outline their BEE plans through the Tourism BEE scorecard with targets per sub section as well as a section which undertakes that enterprise development initiatives will be identified and implemented during the contract period.

13.5.2 An accredited BEE auditor will audit the targets set and number of enterprises developed on an annual basis.

13.5.3 The BEE weighting is outlined in Table 1: Sub-functionality weightings.

14. **BEE AND FINANCIAL BIDS (ENVELOPE 2)**

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

14.2 **BEE**

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

14.2.2 The following table outlines the final score weightings:

<table>
<thead>
<tr>
<th></th>
<th>PPP fee</th>
<th>BEE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Table 2: PPPFA score split</strong></td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>

14.3 **Bidder's existing B-BBEE rating**

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

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

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

14.3.2 The provisions of the Preferential Procurement Policy Framework Act, 2000 ("PPPFA") Preferential Procurement Regulations 2017 will apply for the calculation of the score out of 20 for the Bidder’s existing B-BBEE rating, as per the following table:

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

14.4 PPP Fee Offer

14.4.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as outlined in Section 7 – PPP Fee Offer, the higher of:

14.4.1.1 the Minimum PPP Fee increased annually by CPIX; or

14.4.1.2 the Variable PPP Fee expressed as a flat percentage of the gross revenue of the operation.
14.4.2 Each PPP Fee Offer will be inspected by SANParks’ financial and legal advisors to verify that it has been submitted in the form corresponding to the requirements. A PPP Fee Offer that does not conform to the requirements may result in disqualification of the bid.

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

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

15. **INCOMPLETE BIDS**

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

15.2 If a bid is not complete or something in it is not clear, the bid evaluation committee may, but is not obliged to, ask Bidders for more information. Bidders will receive such requests for more information in writing. No substantial changes to the bid will be asked for or allowed, except if there is a clear mistake in the bid.

15.3 SANParks may, but is not obliged to, disqualify a bid that is not complete or requires clarification without a request for further information.

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

16. **SELECTION OF PREFERRED BIDDER**

16.1 The functionality score is only used to pre-qualify the bidders and only bidders who achieved the 70% for functionality and at least 50% for each functionality element
are considered in the final stage where BEE and price will be the determining factor.

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

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

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

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

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

a is the weighting for BEE as outlined in 14.2.2  
b is the weighting for PPP fee as outlined in 14.2.2  
c is the bidder’s overall score

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

16.6 The scores will be presented to the SANParks Bid Adjudication Committee (BAC) for ratification.

16.7 Once ratified, the preferred bidder will be announced.

17. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

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

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

17.3 There will be no PPP Fees payable before Effective Date with Effective Date defined as “24 (twenty four) months after the Signature Date or Operation Commencement Date, whichever comes earlier”.

18. BID AND PERFORMANCE BOND

18.1 At the time of submitting its Bid, each Bidder must submit a single Bid Bond (“Bid Bond”) payable to SANParks in the format prescribed in Annexure 2 - Acceptable wording of bid and development bond OR by paying the amount into SANParks’ account – the following account number is to be used:

18.2 Bid Bonds should be for the amount of R250,000 (Two Hundred and Fifty Thousand Rand).

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

18.4 Bid Bonds must be valid until the Effective Date which shall not be later than 18 months from signature date.

18.5 The Bid Bonds of all Bidders other than the Winning Bidder shall be returned to them following signature by SANParks of the PPP Agreement. Money paid into the SANParks’ account will be paid back to the bidder after an original letter of the bank account was received from the bidder.
18.6 Any of the following shall be grounds for the forfeiture of a Bidder’s Bid Bond:

18.6.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;

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

18.6.3 Failure by the preferred bidder to furnish the required Bid Bond under the PPP Agreement in accordance with the provisions of the PPP Agreement.

18.7 The Bid Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Article 18.6 above has occurred. Forfeiture of the Bid Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of South Africa.

18.8 A Performance Bond will replace the Bid Bond on signature date and will be for the amount of R800,000 (Eight Hundred Thousand Rand).

19. FURTHER INFORMATION

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

SOUTH AFRICAN NATIONAL PARKS

James Daniels
P O Box 787
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Muckleneuk, Pretoria
Telephone: +27 12 426 5280
E-mail: james.daniels@sanparks.org

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

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

20.1 **Financial capacity**

20.1.1 Given the fact that the project is of a high value and may entail risk to both the preferred bidder and SANParks, it is important that interested parties demonstrate financial strength. In this regard the net asset value of the interested party must be at least R20 million.

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

20.2 **Eco-Tourism experience**

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

The interested party must be able to meet this tourism track-record requirement in the following ways:
20.2.1 The Concessionaire must demonstrate proven eco-tourism experience in one of two ways. Firstly, it must have operated an eco-tourism facility, of at least 30 beds, for at least 3 (three) years. Alternatively, it must have operated a conventional hotel of at least 200 beds, for at least 3 (three) years, and can demonstrate a firm association with an appropriate eco-tourism operator (as defined above), through a minimum 30% shareholding. The definition of “operated” will include ownership, leasing or concession arrangements and management contracts. It will not include employment in a hotel or game lodge, at however senior a level.

20.2.2 If the Concessionaire is a newly created company, then it can meet this criterion with reference to the qualifications of any one of its parent shareholders, provided that the technical partner holds at least 30% of the total company equity.

20.3 Financial Requirements

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

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

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

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

20.4 Tourism Track Record

20.4.1 The qualifying tourism Operator(s) or individuals, shareholders or partners, of each Submitting Company, who are being used to meet the criteria regarding tourism experience or the generation of turnover, must provide a general description of the Tourism facilities and services they have operated, including, (i) the number of years in active existence; (ii) the nature of the product sold; and (iii) the total number of beds such facilities or services comprised.
20.4.2 In the event that the Submitting Company is satisfying the requirements under this Section by using the qualifications of a Partner, Shareholder or parent, these indicators must also be certified in the above-mentioned manner. Additionally, each of the members of the Partnership, or the Shareholder or subsidiary as the case may be, must demonstrate that such Shareholder, parent or partner is willing and able to support the technical operations of the Submitting Company for the PPP Project.
21. **SECTION 1B – INFORMATION ON BIDDERS**

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

21.1  **Special purpose vehicle constitutional information**

A bidder must form a specific company, or special purpose vehicle (“**SPV**”), for the purposes of bidding for this PPP opportunity. Failure to do so may result in the bid being disqualified. The following must be specified:

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

21.1.2 Directors/Partners/Trustees and their responsibilities.

21.1.3 Place of registration.

21.1.4 Registration number.

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

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

21.1.7 Direct shareholder(s) joint venture, partner or beneficiary and percentage shareholding or other beneficial interest or participation held by each; if there is more than one class or share or funding the percentages held by each.

21.2 A letter confirming that the Bidder and each of its members has irrevocably waived any right it may have to seek and obtain a writ of injunction or prohibition or restraining order against SANParks to prevent or restrain the Tender or any proceedings related to it. However, such waiver shall be without prejudice to the right of a disqualified or losing Bidder to question the lawfulness of their disqualification or the rejection of its Bid by appropriate administrative or judicial processes not involving the issuance of a writ or injunction or prohibition or restraining order.
22. **SECTION 2 – FINANCING AND CAPITAL PLAN**

22.1 The Bidder should provide the following information:

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

22.1.2 A recent auditor’s report confirming that all the members of the bidder are solvent and liquid; if a member of the bidder does not produce audited financial statements, it must produce a notarised statement of assets; and

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

<table>
<thead>
<tr>
<th>Start-up R'000</th>
<th>Year 1 R'000</th>
<th>Year 2 R'000</th>
<th>Year 3 R'000</th>
<th>Year 4 R'000</th>
<th>Year 5* R'000</th>
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</thead>
<tbody>
<tr>
<td>Cash inflows</td>
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<tr>
<td>Owners’ capital</td>
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<tr>
<td>Loans received</td>
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<tr>
<td>Grants received</td>
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<tr>
<td>Cash from sales and other operating revenue</td>
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<tr>
<td>Cash from other sources</td>
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<td><em>Total cash inflow (A)</em></td>
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<tr>
<td>Cash outflows</td>
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<td>Project costs and start-up expenses</td>
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<td>Salaries, wages and staff costs</td>
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<td>All other operating costs and expenses</td>
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<tr>
<td>Loan repayments</td>
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<tr>
<td>Infrastructure upgrades/Building additions/ internal décor etc.</td>
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</tbody>
</table>
Replacement of equipment and vehicles

<table>
<thead>
<tr>
<th>Start-up</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5*</th>
</tr>
</thead>
<tbody>
<tr>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
</tr>
</tbody>
</table>

*Adapt for the applicable term of the PPP Opportunity

**22.1.4 The Economics of the Business**

Outline detail information related to the finances which outlines that the model will be viable – with specific reference to the areas below:

- Initial investments
- Turnovers
- Gross and operating margins
- Fixed, variable and semi variable costs
23. SECTION 3 – BUSINESS OPERATIONAL AND DESIGN PLAN

Bidders should provide the following information, with back-up evidence where possible.

23.1 Background of Bidding Company (Weight 15%)

23.1.1 Rationale (Weight 5%)

23.1.1.1 The bidder’s objectives, the company, the concept and product and service to be offered

23.1.2 Current Operations (Weight 25%)

23.1.2.1 Size of current operations i.e. Number of rooms/Number of Seats/Current Turnover

23.1.2.2 Type of operation and similarity to the PPP opportunity

23.1.3 Track Record (Weight 25%)

23.1.3.1 The bidder’s track record on and knowledge of existing products or activities offered in the tourism industry

23.1.3.2 Memberships and registrations (list any awards, accolades or ratings)

23.1.4 Operating standards (Weight 20%)

23.1.4.1 Current operating standards, including an outline of any operations and procedures manuals

23.1.5 Management/Employees (Weight 25%)

23.1.5.1 Current company structure with specific reference to the expertise required for the relevant PPP Opportunity

23.1.5.2 Number of personnel working in the hospitality industry and their qualifications

23.1.5.3 Curriculum vitae of shareholders, directors, management and staff

23.1.5.4 Where skills and experience are lacking, outline the strategy to in source these skills
23.2 Operational Vision, Plan and Service Standards (Weight 25%)

23.2.1 Products/Activities (Weight 15%)

23.2.1.1 Detailed description of products or activities envisaged for the Letaba Concession Development and the how these will be managed.

23.2.2 Operating Standards (Weight 15%)

23.2.2.1 Proposed Operating Standards for Letaba Concession Development, including an outline of the operations and procedures manuals.

23.2.3 Hygiene/Service Standards (Weight 5%)

23.2.3.1 Detail description of how hygiene and service standards will be maintained.

23.2.4 Proposed organisational and staffing structures (Weight 20%)

23.2.4.1 Management policies

23.2.4.2 Measures to transfer knowledge and expertise

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

23.2.4.4 Incentives & Bonuses (Equity, Bonus etc);

23.2.4.5 Disciplinary Procedures

23.2.4.6 Staff Transport

23.2.4.7 Staff Housing (including design)

23.2.4.8 HIV Aids Policy

23.2.5 Proposed Style of Service (Weight 10%)

23.2.5.1 Product

23.2.5.2 Dining

23.2.5.3 Tour groups

23.2.5.4 Events

23.2.5.5 Initiatives to attract market (foreign versus local). Specific focus on how to
make the concession accessible to the South African market

23.2.5.6 Other

23.2.6 Menu (Weight 5%)

23.2.6.1 Food Philosophy – values/commitment freshness and uniqueness

23.2.6.2 Value for Money

23.2.6.3 Variety – vegetarian/non vegetarian, choice of meats, choice of courses, Health Options, Halaal etc

23.2.6.4 Ambience and atmosphere

23.2.6.5 Wine List, Cultivar selection, value for money

23.2.6.6 Beverage Service

23.2.6.7 Seasonal menus

23.2.7 Customer Service (Weight 5%)

23.2.7.1 Guest feedback mechanism

23.2.7.2 Guest complaints procedure

23.2.7.3 Telephone Ethics

23.2.7.4 Reservation/ Booking Policy

23.2.7.5 Group and Conference Procedures & Policy

23.2.8 Proposed Health & Safety (Weight 10%)

23.2.8.1 Hygiene Policies

23.2.8.2 Emergency evacuation plans

23.2.8.3 Waste Management / Recycling

23.2.8.4 Extraction Cleaning Processes (where applicable)

23.2.8.5 Operational Procedure

23.2.8.6 Cleaning procedures

23.2.9 Proposed Distribution Channels (Weight 5%)

23.2.9.1 Logistical planning
23.2.9.2 Stock storage and rotation procedures
23.2.9.3 Stock control measures

23.2.10 Systems, Procedures and Policies (Weight 10%)

23.2.10.1 Guest Payment, Cash-up and Banking procedures
23.2.10.2 IT Operating Systems
23.2.10.3 Procurement Policies – Supply Chain

23.3 Institutional Depth to sell the Product (Weight 15%)

23.3.1 Current Sales & Marketing (Weight 50%)

23.3.1.1 Bidders existing client base and market penetration
23.3.1.2 Existing plans and knowledge of market including existing relationships with tour operators and travel trade (include references)
23.3.1.3 Time taken to establish market
23.3.1.4 Current marketing programs
23.3.1.5 Current marketing channels
23.3.1.6 Data Base Management
23.3.1.7 Discount Policies

23.3.2 Understanding of the market for PPP Opportunity (Weight 50%)

23.3.2.1 Market surveys
23.3.2.2 Differentiation
23.3.2.3 Target Market (geographical, income, nature of activity, etc)
23.3.2.4 Product branding plans
23.3.2.5 Pricing Range
23.3.2.6 Revenue growth strategy
23.3.2.7 Competitive analysis
23.3.2.8 Ongoing market evaluation

23.4 Design Plan (Weight 30%)
23.4.1 The Design Plan with sufficient detail regarding the design, location and orientation of structures on the Project Site and Lodge Site to enable evaluation of the visual impacts of the proposed development including but not limited to:

23.4.1.1 A map showing location of the Project Site including the Lodge Access Road;

23.4.1.2 A photograph or architect’s drawing of development ‘footprint’;

23.4.1.3 Conceptual and layout architect’s drawings of all structures and associated infrastructure;

23.4.1.4 A description of building materials to be used in construction of all structures;

23.4.1.5 A description of additional efforts Bidder intends to undertake to minimise visual impacts of Letaba Concession Development, including lighting;

23.4.1.6 The location of lightning arrestors and radio masts within Project Site and how visual impacts of these structures will be minimised; and

23.4.1.7 Sketch drawings showing the overall appearance, the planned theme of the facilities, the internal and external décor, soft furnishings and signage and the landscaping and gardening.

23.5 SANParks will not prescribe the dimensions or physical boundaries of the Project Sites within the Letaba Concession Area. The bidder will submit conceptual drawings as part of its Design Plan that will indicate the footprint or extent of the development. This should form part of the bid and will form part of the EIA process.

23.6 The Private Party will be required to adhere to all the applicable Responsible Tourism Standards and the KNP Sustainable Design Principles and Guidelines. The smaller the footprint of the development, the more environmental friendly the proposal will be. The Private Party to incorporate as many as possible of the green design principles.

23.6.1 The evaluation of the Design Plan is to ensure that bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area, the Environmental Guidelines and all applicable Responsible Tourism Standards and have factored those issues into their plans.

23.6.2 Approval by the evaluation committee of the Design Plan will not be taken to mean
that the individual details of the proposal can be implemented – in all cases, the proposal must go through the Environmental Impact Assessment process.

23.7 Should the Private Party decide to use the concession as a horse riding concession, the Private Party will be required to submit design for the following:

23.7.1 The barn for the horses and how this would keep predators out;

23.7.2 Soak away to ensure that no water lies around;

23.7.3 Bedding for the horse.

23.7.4 Paddocks and strategy surrounding the paddock.

23.8 Enterprise Development (Weight 15%)

23.8.1 The Private Party will be required to implement a minimum of eight (8) enterprise development programs over the duration of the contract term distributed evenly over the period. An undertaking should be given that this will be done.

23.8.2 The Private Party is to compile a plan which would outline the detail on how the enterprise development will be done and how this enterprise development will evolve into supplier development.

23.8.3 It is integral that the plans proposed as part of the bid submission be backed by thorough research with clear targets that would be met. Failure to meet these and the condition set out in 23.8.1 will be seen as a material breach of the contract which could lead to termination.

23.9 Failure to comply with the above conditions could invalidate the bid.
24. **SECTION 4 – ENVIRONMENTAL PROPOSAL**

Items to address in the Environmental Proposals.

24.1 **Legislative Requirements**

24.1.1 Confirmation that all legislative requirements including the EIA requirement is understood and will be complied with.

24.1.2 Acknowledgement that the Environment Proposals lacking sufficient detail may be disqualified.

24.2 **SANParks Requirements**

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

24.2.2 Acknowledgement that the Private Party must comply at all times with KNP Code of Conduct as it may change from time to time.

24.2.3 Acknowledgement that the Private Party will comply with the accreditation in terms of the National Standard for Responsible Tourism, once complete as well as any other applicable Responsible Tourism Standards as stipulated in the Information Memorandum.

24.3 **Appointment of Environmental Control Officer**

24.3.1 Acknowledgement by the Private Party that an Environmental Control Officer (“ECO”) will be appointed for both Construction and Operational Phases.

24.4 **Cultural, Archaeological and Natural Resources**

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

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

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

24.5 **Natural Environment Manipulation**

24.5.1 PPP Project Site developments and activities must adhere to all relevant SANParks rules regarding natural environment modification and habitat manipulation. In the context of commercial tourism developments, several requirements must be emphasised. No bush clearing is allowed, either to enhance game viewing, obtain firewood, or for any other purpose. Limited bush clearing will be allowed within the Development Site for the purposes of clearing and levelling prior to the Construction Phase, subject to any restrictions identified by the EIA and included in the EMP. Introduction of alien vegetation is not permitted under any circumstances. Baiting of wildlife is not permitted.

24.5.2 The Private Party must provide an agreement to abide by provisions of Article 24.5.1 above.

24.6 **Carrying Capacity**

24.6.1 The Private Party must adhere to the bed limit that SANParks has established for the particular Project Site. SANParks has determined provisionally that the Project Site can accommodate a maximum of 80 people, including both guests and resident staff. The final number will, however, be determined by the findings of the EIA.

24.6.2 It must be noted that the bed limit includes all staff beds used and relates to the **maximum number of persons on the Project Site at any point in time**. The Design Proposal must include (i) the number of guest and staff beds the Private Party intends to have within the Project Site, and (ii) the number of staff the Private Party intends to house elsewhere.

24.6.3 SANParks acknowledges that tourism operations of the type to be operated in these PPPs generally have approximately 25% of their resident staff on leave at any given time. SANParks will take this 25% leave factor into account in determining the actual
number of beds at each PPP. In other words, if a site has a carrying capacity of 100, of which 70 beds are allocated to guests and 30 to staff, then a design that proposes 40 staff beds (to accommodate the 25% leave factor) will be acceptable. SANParks will expect that the limit of 100 persons is respected, however, and failure to respect it will constitute a breach of the contract. This factor applies to all PPPs.

24.7 Bulk Infrastructure

24.7.1 Electricity:

24.7.1.1 Identification of source(s) to be used during both Construction and Operation.

24.7.1.2 Location of requisite infrastructure needed for these source(s), including approximate alignment of supply and reticulation networks, and efforts to be taken to ensure they comply with national and SANParks requirements.

24.7.2 Water:

24.7.2.1 Identification of water source(s) for both Construction and Operational Phases.

24.7.2.2 Estimates of total extraction requirements for Construction and Operational Phases and confirmation that, during Operational Phase, total water extraction from any and all sources inside the Park will be limited to the KNP water policy for concessionaires.

24.7.2.3 Description of water conservation and recycling measures Private Party intends to take in designing and operating the Project Site.

24.7.3 Water Sources for Attracting Wildlife:

24.7.3.1 Architect’s drawings required in section 23.4 above must include location, design, and approximate size of artificial water feature.

24.8 Waste Management

24.8.1 Liquid Wastes:

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

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

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

**24.8.2 Solid Wastes:**

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

**24.8.2.2** Description of Private Party’s proposed methods for recycling solid wastes.

**24.8.2.3** Acknowledgement that landfills are not permitted in any Project Sites.

**24.8.2.4** Solid waste will be recycled on site and transported to an approved landfill site outside the Kruger National Park and approved re-cycling depots.

**24.9 Roads and Tracks**

**24.9.1** SANParks will allow the construction of one road to the Project Site, both for access to and from the Project Site for guests and supplies, as well as for guided game viewing for guests. The Private Party must take responsibility for maintaining same to SANParks’ satisfaction as per the KNP Roads Manual.

**24.9.2** Bidders must provide detailed information pertaining to the following:

**24.9.2.1** The number of kilometres of roads/tracks to be constructed, including type and quantity of traffic expected on these roads.

**24.9.2.2** Location and size of Project Site access road must be indicated on the
maps and drawings required under section 23.4 above.

24.10 Fire Management

24.10.1 Acknowledgement that Private Parties may not control natural fires occurring in a Project Site, except in the immediate surrounds of the Development Site and/or to save human life or property.

24.10.2 Acknowledgement that control of natural fires elsewhere in the Project Site is the responsibility of SANParks and that Private Party may not attempt to control natural fires without SANParks consent and direction.

24.10.3 Agreement to subject final designs and safety specifications of all structures to a ‘fire safety audit’ carried out by a qualified fire safety expert.

24.11 Staff Accommodation and Safety

24.11.1 Estimate of total number of Private Party staff, including number to be (i) accommodated on-site (including family members) and (ii) accommodated off site.

24.11.2 Design and location of on-site accommodation units must be included in the drawings specified in section 23.4 above.

24.11.3 Acknowledgement that Private Parties must implement a staff medical plan that complies with the Health and Safety Act, and an emergency medical evacuation policy that covers both guests and staff.

24.12 Private Party Vehicles

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


24.13 Guest Activities
24.13.1 Off-road driving

24.13.1.1 Acknowledgment that no off-road driving will be permitted.

24.13.2 Game Drives/Walks

24.13.2.1 Agreement that guests to the lodge are not permitted to conduct game drives in their private vehicles.

24.13.3 Monitoring of Compliance with Codes of Conduct:

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

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

24.14 Monitoring

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

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

24.15 Equestrian activities

24.15.1 Acknowledgement that veterinary approval will be required for all horses that enter the Kruger National Park (if so required by SANParks).

24.15.2 Acknowledgement that Standard Operating Procedures (SOPs) needs to be developed and approved by SANParks prior to the introduction of horses in the park. The SOPs are to include stable specifications, feed guidelines, paths to be used over different seasons, number of horses, etc.

24.15.3 Acknowledgement that SANParks’ approval will be required for the stable structure that will be built for the horses.
### 25. SECTION 5 – RISK MATRIX

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>General description of risk</th>
<th>Project-specific risk</th>
<th>Mitigation measures</th>
<th>Allocation of risk (SANParks/ private party/shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>The risk that the required capital for capex and opex may not be able to raised; loans may not be able to be repaid; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, and currencies may affect assumptions</td>
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<tr>
<td>EIA Risk</td>
<td>The risk that the consent required from DEAT is not obtained to continue with the construction of the project</td>
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<tr>
<td>Construction completion risk</td>
<td>The risk that the construction of the physical asset is not completed on time</td>
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<tr>
<td>Design risk</td>
<td>The possibility that the Private Party’s design may not achieve the required output specifications</td>
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<tr>
<td>Availability risk</td>
<td>The possibility that the service provided by the Private Parties do not meet the output specifications</td>
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<tr>
<td>Cost over-run risk</td>
<td>The possibility that during the design and construction phase, the actual project costs will exceed projected costs</td>
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<tr>
<td>Environmental risk</td>
<td>The risk of liability for losses caused by environmental damage arising during the construction and operational phases of the project</td>
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<tr>
<td>Exchange rate risk</td>
<td>The possibility that exchange rate fluctuations will impact on the affordability of the project</td>
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<tr>
<td>Force Majeure risks</td>
<td>The possibility that the occurrence of unexpected events beyond the control of either parties effect the operation of the project</td>
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<tr>
<td>Inflation risk</td>
<td>The possibility that the actual inflation rate may exceed the projected inflation rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance risk</td>
<td>The risk of substantial increases in insurance premiums and/or costs related to excess payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of risk</td>
<td>General description of risk</td>
<td>Project-specific risk</td>
<td>Mitigation measures</td>
<td>Allocation of risk (SANParks/private party/shared)</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Insolvency risk</td>
<td>The possibility of insolvency of a Private Party</td>
<td></td>
<td></td>
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<tr>
<td>Interest rate risk</td>
<td>The possibility of interest rate fluctuations affecting the availability and cost of funding</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Maintenance risk</td>
<td>The possibility that the cost of maintenance exceeds the projected maintenance costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market, demand or volume risk</td>
<td>The possibility that the demand for the service generated by the project may be less than anticipated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating risk</td>
<td>Factors impacting on the operating requirements of the project and related expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning risk</td>
<td>The possibility that the proposed use of the State Asset will not comply to the applicable legislation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political risk</td>
<td>The possibility of unforeseeable conduct by SANParks or expropriation of the assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subcontractor risk</td>
<td>The risk of subcontractor defaults or insolvency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource or input risk</td>
<td>The possibility of a failure or shortage in the supply of resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residual value risk</td>
<td>The risk that the assets will not be in the prescribed condition for hand back to SANParks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax rate change risk</td>
<td>The possibility that changes in applicable tax laws decrease the anticipated return on investment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third Party claims</td>
<td>The risk of injury or death due to the guests being on horseback in a big 5 area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities risk</td>
<td>The possibility that the utilities required for construction or operation may not be available</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
26. **SECTION 6 – B-BBEE PROPOSAL**

Bidders should provide the following information, with supporting evidence wherever possible. Requirements for supporting evidence is described in Section 26.3.5.

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

26.1.1 Bidders that anticipate that the SPV will qualify as a Large Enterprise (total annual revenue of R45 million or more), as defined by the Amended Tourism Code, must complete the Large Enterprise Scorecard.

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

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

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

“[Name of Bidder] hereby confirms that the total annual revenue anticipated for this PPP opportunity is R5 million or below, and will submit a sworn affidavit or certificate issued by Companies and Intellectual Property on an annual basis to confirm the total annual revenue. In the case of total annual revenue exceeding R5 million, [Name of Bidder] will timeously notify SANParks and acknowledges that SANParks may require for the SPV to complete the
relevant B-BBEE Scorecard and meet the minimum threshold required by SANParks.

The SPV commits to xx% black ownership, which will be maintained as a minimum throughout the duration of the PPP Agreement."

26.1.4 In terms of the B-BBEE Proposal, an EME will score as follows:

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

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

26.2 Commitments and Scoring

Make commitments in the ‘bid offered’ column and insert scores in the far right-hand column of the B-BBEE scorecard below. If the percentage committed to by the Bidder is less than the target, then the score must be weighted accordingly; for example if the target is 1% and the maximum points to be scored are 5, and the Bidder’s commitment is 0.5%, then only 2.5 points will be scored. If the percentage committed to by the Bidder is equal or more than the target, the full points will be scored. These commitments will become binding in the PPP agreement. SANParks will confirm the scoring on the basis of supporting information provided, and may use an accredited B-BBEE rating agency for this purpose.

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

26.3 B-BBEE Scorecard Definitions and Measurements

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

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

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

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

26.3.2.1 Ownership:

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

26.3.2.2 Management Control:

26.3.2.2.1 For the purposes of Management Control Indicators for Board Participation, Local People refers to the Voting Rights in the hands Black People from Local Communities.
26.3.2.2 For the purposes of all other Management Control Indicators, Local People refers to Black Employees from Local Communities for the relevant indicators.

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

26.3.2.4 For clarity on the above, the following criteria for Large Enterprises are subject to the Measurements as per the Amended Tourism Sector Code, 2015, and targets must be split according to the economically active population / demographic representation of Black People as defined in the Regulations of Employment Equity Act and CEE report:

26.3.2.4.1 Black Employees in Senior Management as a percentage of all Senior Management;

26.3.2.4.2 Black Female Employees in Senior Management as a percentage of all Senior Management;

26.3.2.4.3 Black Employees in Middle Management as a percentage at all Middle Management;

26.3.2.4.4 Black Female Employees in Middle Management as a percentage of all Middle Management;

26.3.2.4.5 Black Employees in Junior Management as a percentage of all Junior Management; and

26.3.2.4.6 Black Female Employees in Junior Management as a percentage of all Junior Management.

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

26.3.2.3 Skills Development

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

### 26.3.2.4 Enterprise and Supplier Development

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

### 26.3.2.5 Socio-economic Development

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

### 26.3.3 Large Enterprise Scorecard

<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>27</td>
<td>Voting Rights</td>
<td>Exercisable Voting Rights in the entity in the hands of Black People</td>
<td>3</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of Black Women</td>
<td>2</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of a Local Community Trust</td>
<td>1</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic</td>
<td></td>
<td>Interest</td>
<td>Economic Interest in the entity to which Black People are entitled</td>
<td>4</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black Women are entitled</td>
<td>2</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Economic Interest in the entity to which a Local Community Trust is entitled to</td>
<td>7</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realisation</td>
<td></td>
<td>Points</td>
<td>Net Value</td>
<td>8</td>
<td>As per Codes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score out of 27</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>19 (+2 Bonus)</td>
<td>Board Participation</td>
<td>Exercisable Voting Rights of Black Board Members as a percentage of all Board Members</td>
<td>1</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights</td>
<td>0.5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>of Black Female Board Members as a percentage of all Board Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights of Local People who are Board Members as a percentage of all Board Members</td>
<td>0.5</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Executive Directors as a percentage of all Executive Directors</td>
<td>1</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Executive Directors as a percentage of all Executive Directors</td>
<td>0.5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Executive Management</td>
<td></td>
<td></td>
<td>Black Executive Management as a percentage of all Other Executive Management</td>
<td>1</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Executive Management as a percentage of all Other Executive Management</td>
<td>0.5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Management</td>
<td></td>
<td></td>
<td>Black Employees in Senior Management as a percentage of all Senior Management Targets for Black People must be split according to the Economically Active Population</td>
<td>2</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Employees in Senior Management as a percentage of all Senior Management Targets for Black People must be split according to the Economically Active Population</td>
<td>1</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Management</td>
<td></td>
<td></td>
<td>Black Employees in Middle Management as a percentage at all Middle Management Targets for Black People must be split according to the Economically Active Population</td>
<td>1</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Employees in Middle Management as a percentage of all Middle Management Targets for Black People must be split according to the Economically Active Population</td>
<td>0.5</td>
<td>38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local People in Senior / Middle Management as a percentage of all Senior and Middle Management</td>
<td>2</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Management</td>
<td></td>
<td></td>
<td>Black Employees in Junior Management as a percentage of all Junior Management Targets for Black People</td>
<td>0.5</td>
<td>80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
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</tr>
<tr>
<td></td>
<td></td>
<td>Black Female Employees in Junior Management as a percentage of all Junior Management</td>
<td>Targets for Black People must be split according to the Economically Active Population</td>
<td>0.5</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local People in Junior Management as a percentage of all Junior Management</td>
<td></td>
<td>0.5</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees with disabilities</td>
<td></td>
<td>Black Employees with Disabilities as a percentage of all Employees</td>
<td></td>
<td>2</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Black Employees as a percentage of all Employees (excluding Board and Executive Management)</td>
<td></td>
<td>1</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Board and Executive Management)</td>
<td></td>
<td>1</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local People as a percentage of all Employees (excluding Board and Executive Management)</td>
<td></td>
<td>2</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>BONUS: Number of Black Employees with Disabilities over and above the 2% target for Black Employees with Disabilities, as a percentage of all Employees</td>
<td></td>
<td>2</td>
<td>1% (over and above 2% target above)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score out of 19 (+2 bonus)
<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>with Disabilities in any of the above three tourism sub-sectors as a percentage of Leviable Amount.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of total Employees. <strong>Targets for Black People must be split according to the Economically Active Population</strong></td>
<td>8</td>
<td>3.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Black Unemployed Learners participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of number of total Employees. <strong>Targets for Black People must be split according to the Economically Active Population</strong></td>
<td>4</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme.</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Score out of 20 (+5 bonus)</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B-BBEE Procurement Spend from all local Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>3</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B-BBEE Procurement Spend from all local Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>4</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B-BBEE Procurement</td>
<td>9</td>
<td>40%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>4</td>
<td></td>
<td></td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from Empowering Suppliers that are 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier Development</td>
<td></td>
<td>Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>10</td>
<td>3% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Development</td>
<td></td>
<td>Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions to local entities made by the measured entity as a percentage of the target</td>
<td>5</td>
<td>0.5% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Bonus point for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level</td>
<td>1</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bonus point for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity</td>
<td>1</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socio-economic Development</td>
<td>5 (+3 Bonus)</td>
<td>Socio-economic Development</td>
<td>Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target</td>
<td>5</td>
<td>1% of NPAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Status as TOMSA levy collector</td>
<td>3</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Points</td>
<td>111 (+12 Bonus)</td>
<td></td>
<td></td>
<td>111 (+12 Bonus)</td>
<td>Score out of 111</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum Threshold</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90</td>
<td></td>
</tr>
</tbody>
</table>
### Qualifying Small Enterprise Scorecard

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

Score out of 26

<p>| Management Control | 15 (+2 Bonus) | Executive Management | Black representation at Executive Management | 2 | 60% | | |
|  |  |  | Black Female representation at Executive Management | 1 | 30% | | |
|  |  |  | Local People representation at Executive Management | 1 | 20% | | |
|  |  | Senior, Middle and Junior Management | Black representation at Senior, Middle and Junior Management | 4 | 60% | | |
|  |  |  | Black Female representation at Senior, Middle and Junior Management | 2 | 30% | | |
|  |  |  | Local People representation at Senior, Middle and Junior Management | 2 | 25% | | |
|  |  | All Employees | Black Employees as a percentage of all Employees (excluding Executive Management) | 1 | 75% | | |
|  |  |  | Black Female Employees as a percentage of all Employees (excluding Executive Management) | 1 | 40% | | |
|  |  |  | Local People as a percentage of all Employees (excluding Executive Management) | 1 | 60% | | |</p>
<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus Points</td>
<td>2</td>
<td>Number of Black Employees with Disabilities as a percentage of all Employees</td>
<td>2</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills Development</td>
<td>25 (+5 Bonus)</td>
<td>Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leviable Amount</td>
<td>10</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learnerships, Apprenticeships, and Internships</td>
<td>6</td>
<td>Number of Black People participating in Learnerships, Apprenticeships and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees</td>
<td>6</td>
<td>2.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td>5</td>
<td>Number of Black People absorbed by the measured and/or industry entity at the end of the Learnerships/internship or Apprenticeship programme</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise and Supplier Development</td>
<td>30</td>
<td>B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>8</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferential Procurement</td>
<td>5</td>
<td>B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score out of 15 (+2 bonus)

Score out of 25 (+5 bonus)
### SANParks Request for Proposal – PPP Opportunity Letaba Concession Development Kruger National Park

<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>B-BBEE Procurement</td>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from all local Empowering Suppliers that are Exempted Micro Enterprises or Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier Development</td>
<td></td>
<td>Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>7</td>
<td>2% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Development</td>
<td></td>
<td>Annual value of all qualifying Enterprise Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>5</td>
<td>1% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Score out of 30**

<table>
<thead>
<tr>
<th>Element</th>
<th>Weighting</th>
<th>Indicator</th>
<th>Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-economic Development</td>
<td>5 (+3 Bonus)</td>
<td></td>
<td></td>
<td>5</td>
<td>1% of NPAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points Status as TOMSA levy collector</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Score out of 5**

<table>
<thead>
<tr>
<th>Total Points</th>
<th>101 (+10 Bonus)</th>
<th>101 (+10 Bonus)</th>
<th>Score out of 101</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Threshold</td>
<td></td>
<td></td>
<td>80</td>
</tr>
</tbody>
</table>

#### 26.3.5 Supporting information

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

#### 26.3.5.1 Large Enterprises

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

<table>
<thead>
<tr>
<th>1.Ownership</th>
<th>Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Voting Rights</td>
<td></td>
</tr>
<tr>
<td>a) Total number of anticipated voting rights</td>
<td></td>
</tr>
<tr>
<td>b) Anticipated number of voting rights in the hands of:</td>
<td></td>
</tr>
</tbody>
</table>
### 1.3 Realisation Points

#### a) Net value:

If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes.

**OR**

If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:

- **i.** Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)

- **ii.** Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount.

- **iii.** Anticipated value of the SPV at end of Year 1

### 2. Management Control

#### 2.1 Economically Active Population

Economically Active Population being applied for calculations (National / Provincial) – if Provincial, please specify province for evaluation purposes (North West and KZN do not apply as SANParks does not operate in these provinces).

#### 2.2 Board Participation

- **a)** Total anticipated number of Board Members

- **b)** Anticipated number of voting rights in the hands of the following Board Members:

  - **i.** Black People
ii. Black Women

iii. Local People

c) Total anticipated number of Executive Directors

d) Anticipated number of:
   i. Black Executive Directors
   ii. Black Female Executive Directors

2.3 Other Executive Management
a) Total anticipated number of Other Executive Management

b) Anticipated number of:
   i. Black Executive Managers
   ii. Black Female Executive Managers

2.4 Management (Senior, Middle and Junior)

<table>
<thead>
<tr>
<th>Level of Management</th>
<th>Number of Proposed Employees per Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African Male</td>
</tr>
<tr>
<td>Senior Management</td>
<td></td>
</tr>
<tr>
<td>Middle Management</td>
<td></td>
</tr>
<tr>
<td>Junior Management</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

2.5 Employees with disabilities

a) Total anticipated number of employees anticipated to be on payroll

b) Anticipated number of Black Employees with disabilities

2.6 All Employees

a) Total anticipated number of employees (excluding Board and Executive Management)

b) Anticipated number of (for these sub-elements, Board and Executive Management is excluded):
   i. Black Employees
   ii. Black Female Employees
   iii. Local People

3. Skills Development

3.1 Skills Development Expenditure

a) Anticipated Leviable Amount (total payroll amount)

b) Anticipated Skills Development expenditure
c) Anticipated Skills Development expenditure on Black People:

<table>
<thead>
<tr>
<th>Skills Development Expenditure (Rands)</th>
<th>African Male</th>
<th>African Female</th>
<th>Coloured Male</th>
<th>Coloured Female</th>
<th>Indian Male</th>
<th>Indian Female</th>
<th>White Male</th>
<th>White Female</th>
<th>Total</th>
</tr>
</thead>
</table>

d) Anticipated Skills Development expenditure on Black People with Disabilities

e) Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes

3.2 Learnerships, Apprenticeships and Internships

a) Total anticipated number of employees anticipated to be on payroll

b) Participation in Learnerships, Apprenticeships and Internships paid for by the SPV:

<table>
<thead>
<tr>
<th>Anticipated Number of Learnerships, Apprenticeships and Internships</th>
<th>African Male</th>
<th>African Female</th>
<th>Coloured Male</th>
<th>Coloured Female</th>
<th>Indian Male</th>
<th>Indian Female</th>
<th>White Male</th>
<th>White Female</th>
<th>Total</th>
</tr>
</thead>
</table>

Employees

Unemployed Learners

c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship

4. Enterprise and Supplier Development

4.1 Preferential Procurement

a) Anticipated Total Measured Procurement Spend in Rands

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

   i. Empowering Suppliers

   ii. Local Empowering Suppliers that are Qualifying Small Enterprises

   iii. Local Exempted Micro Enterprises

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

   v. Empowering Suppliers that are 30% Black Women Owned

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

4.2 Supplier Development

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

b) Anticipated value of local Supplier Development contributions in Rands

c) Planned qualifying Supplier Development contributions / activities:
### 4.3 Enterprise Development

| a) | Anticipated value of local Enterprise Development contributions in Rands |
| b) | Planned qualifying Enterprise Development contributions / activities: |
| c) | Bonus point anticipated for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level |
| d) | Bonus point anticipated for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity |

### 5. Socio-economic Development

#### 5.1 Socio-economic Development contributions

| a) | Anticipated value of local Socio-economic Development contributions |
| b) | Planned qualifying Socio-economic Development contributions / activities: |

#### 5.2 Status as a TOMSA levy collector

| a) | If “Yes”, the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful |

---

26.3.5.2 Qualifying Small Enterprises

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

#### 1. Ownership

##### 1.1 Voting Rights

| a) | Total number of anticipated voting rights |
| b) | Anticipated number of voting rights in the hands of: |
| i. | Black People |
| ii. | Black Women |
| iii. | Local Community Trust |

##### 1.2 Economic Interest

| a) | Percentage economic interest in the hands of: |
| i. | Black People |
| ii. | Black Women |
| iii. | Local Community Trust |

| b) | B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice) |
c) Where shareholders are individuals, ID documents should be provided as supporting documentation for Black Ownership

d) Provide details of the Local Community Trust Ownership with names and contact details (where applicable)

### 1.3 Realisation Points

**a) Net value:**

If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes

**OR**

If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:

- **i.** Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)

- **ii.** Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount

- **iii.** Anticipated value of the SPV at end of Year 1

### 2. Management Control

#### 2.1 Executive Management

**a) Total anticipated number of Executive Management**

**b) Anticipated number of:**

- **i.** Black Executive Managers
- **ii.** Black Female Executive Managers
- **iii.** Local People represented at Executive Management

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

**a) Total anticipated number of Senior, Middle and Junior Management**

**b) Anticipated number of:**

- **i.** Black Employees in Senior, Middle and Junior Management
- **ii.** Black Female Employees in Senior, Middle and Junior Management
- **iii.** Local People in Senior, Middle and Junior Management

#### 2.3 Employees with disabilities

**a) Total anticipated number of employees anticipated to be on payroll**
<table>
<thead>
<tr>
<th>2.4 All Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Total anticipated number of employees (excluding Executive Management)</td>
</tr>
<tr>
<td>b) Anticipated number of (for these sub-elements, Executive Management is excluded):</td>
</tr>
<tr>
<td>i. Black Employees</td>
</tr>
<tr>
<td>ii. Black Female Employees</td>
</tr>
<tr>
<td>iii. Local People</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Skills Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Skills Development Expenditure</td>
</tr>
<tr>
<td>a) Anticipated Leviable Amount (total payroll amount)</td>
</tr>
<tr>
<td>b) Anticipated Skills Development expenditure</td>
</tr>
<tr>
<td>c) Anticipated Skills Development expenditure on Black People</td>
</tr>
<tr>
<td>d) Anticipated Skills Development expenditure on Black Females</td>
</tr>
<tr>
<td>e) Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.2 Learnerships, Apprenticeships and Internships</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Total anticipated number of employees anticipated to be on payroll</td>
</tr>
<tr>
<td>b) Anticipated number of Black People that will participate in Learnerships, Apprenticeships and Internships paid for by the SPV</td>
</tr>
<tr>
<td>c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Enterprise and Supplier Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Preferential Procurement</td>
</tr>
<tr>
<td>a) Anticipated Total Measured Procurement Spend in Rands</td>
</tr>
<tr>
<td>b) Anticipated value of B-BBEE procurement spend (in Rands) with:</td>
</tr>
<tr>
<td>i. Empowering Suppliers</td>
</tr>
<tr>
<td>ii. Local Empowering Suppliers that are Qualifying Small Enterprises</td>
</tr>
<tr>
<td>iii. Local Exempted Micro Enterprises</td>
</tr>
<tr>
<td>iv. Empowering Suppliers that are at least 51% Black Owned</td>
</tr>
<tr>
<td>Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2 Supplier Development</th>
</tr>
</thead>
</table>
a) Anticipated Net Profit After Tax (NPAT) in Rands
b) Anticipated value of local Supplier Development contributions in Rands
c) Planned qualifying Supplier Development contributions / activities:

<table>
<thead>
<tr>
<th>4.3 Enterprise Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Anticipated value of local Enterprise Development contributions in Rands</td>
</tr>
<tr>
<td>b) Planned qualifying Enterprise Development contributions / activities:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Socio-economic Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Socio-economic Development contributions</td>
</tr>
<tr>
<td>a) Anticipated value of local Socio-economic Development contributions</td>
</tr>
<tr>
<td>b) Planned qualifying Socio-economic Development contributions / activities:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.2 Status as a TOMSA levy collector</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) If “Yes”, the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful</td>
</tr>
</tbody>
</table>

26.3.6 Milestones and Targets Going Forward

26.3.6.1 The B-BBEE Milestones and Targets for the duration of the PPP Term shall be determined by the restructured editions of the Tourism Charter and Scorecard as gazetted from time to time.

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

26.3.7 External B-BBEE Verification

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

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

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

27.1 **Important note to Bidders**

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

27.1.2 Bidders must present the PPP Fee Offer in the form of a letter on the bidder’s letterhead as follows, inserting the bidder’s name and the percentage of gross revenue for the variable PPP bid as indicated:

27.2 **Form of Letter**

To: South African National Parks

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

(a) the minimum PPP fee and

(b) the Variable PPP Fee, expressed as a percentage of aggregate gross revenue as defined in the PPP agreement for the relevant project year.

The minimum PPP fee which will be adjusted annually by CPIX is as follows:

<table>
<thead>
<tr>
<th>LETABA CONCESSION DEVELOPMENT MINIMUM PPP FEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letaba Concession Development</td>
</tr>
<tr>
<td>Year 1</td>
</tr>
<tr>
<td>Year 2</td>
</tr>
<tr>
<td>Year 3 – end of contract period</td>
</tr>
</tbody>
</table>

The Variable PPP Fee bid by [name of bidder] is _____________[percentage]% of gross revenue. [Name of bidder] hereby warrants that the committed minimum PPP fee and the Variable PPP Fee shall be included in the PPP agreement, if accepted by SANParks.

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

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

* Adapt for the 30-year term of the PPP.

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

Signed: ______________________

Name: ______________________

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

The PPP Agreement does not form part of the RFP but will be available on the SANParks website: [www.sanparks.org](http://www.sanparks.org).
29. **ANNEXURE 1 – BID COVER SHEETS**

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

| Bid for the commercial use of the Letaba Concession Development in the Kruger National Park through a PPP Agreement (ORIGINALS). |

**ENVELOPE 1: TECHNICAL BIDS**

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

*Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.*
Bid for the commercial use of the Letaba Concession Development in the Kruger National Park through a PPP agreement.

ENVELOPE 2: PPP FEE OFFER AND BEE SUBMISSION

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

Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.
30. **ANNEXURE 2 - ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND**

To: South African National Parks

[Name of bidder] (“the bidder”) is to submit to SANParks a bid to enter into PPP agreement with SANParks for the purpose of the development and operation of the Letaba Concession Development in the Kruger National Park;

And you require the bidder to include in the bid a bid bond for the amount of R 250,000 (Two Hundred and Fifty Thousand Rand);

And we have agreed to give you such a bid bond.

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 250,000 (Two Hundred and Fifty Thousand Rand), upon any or all of the following occurrences:

- any material misrepresentation made by the bidder in its bid submission or any other information and documentation submitted by it under the request for qualifications or the request for proposals;
- the withdrawal or modification of its bid during the period of bid validity;
- failure by the preferred bidder to furnish the required performance bond under the PPP agreement in accordance with the provisions of the PPP agreement.

This bid bond shall be valid until operation commences which should not be more than 18 months after the signature date.

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

**SIGNATURE AND SEAL**

Name of bank__________________

Address_____________________

Date_____________________

**Please note:** The Bid Bond will be replaced by a Performance Bond once operation commences to the amount equal to R 800,000 (Vat excl) and will be increased yearly on 1 April with CPI.
31. **ANNEXURE 3 – ASSISTANCE TO BIDDERS**

31.1 Below is financing institutions and support organisations that could be approached about providing financial, technical and other assistance to Bidders.

31.2 Bidders are advised to make use of these financing institutions and support organisations while developing their bids.

31.3 **Financing Packages through State Institutions**

A number of financing packages are available through state institutions to support tourism development. Applications are evaluated on a case-by-case basis against the specific criteria of the various schemes. Among other things, an applicant must demonstrate its financial capacity to undertake the development, as well as its track record, operational capability and market presence. In many instances, criteria are also applied to promote black economic empowerment. The list below provides a quick overview of incentive and loan schemes available to prospective tourism investors and institutions initiating PPPs. It is not exhaustive and private parties should undertake their own research.

31.3.1 **Department of Trade and Industry investment grants**

There are three principal grants available from the Department of Trade and Industry (DTI) to support investment in new private sector tourism.

<table>
<thead>
<tr>
<th>Critical Infrastructure Programme</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider</strong></td>
<td>Department of Trade and Industry</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Tax-free cash grant incentive</td>
</tr>
<tr>
<td><strong>Who qualifies</strong></td>
<td>Scheme aims to improve competitiveness of South African industries, stimulate economic growth and employment, and spread economic activity to rural areas.</td>
</tr>
<tr>
<td><strong>Scale</strong></td>
<td>Up to 30% of the development costs in qualifying infrastructure</td>
</tr>
<tr>
<td><strong>Contact details</strong></td>
<td>Tel: 0861 843 384 or CIP Secretariat 012 394 1223 Fax: 012 394-1424 Email: <a href="mailto:cip@thedti.gov.za">cip@thedti.gov.za</a> Website: <a href="http://www.dti.gov.za">http://www.dti.gov.za</a></td>
</tr>
</tbody>
</table>
### Foreign Investment Grant

<table>
<thead>
<tr>
<th>Provider</th>
<th>Department of Trade and Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Tax-free cash grant incentive</td>
</tr>
<tr>
<td><strong>Who qualifies</strong></td>
<td>Aims to encourage foreign entrepreneurs to invest in new manufacturing concerns in South Africa by compensating them for the qualifying costs of moving new machinery and equipment from abroad. The manufacturing and tourism sectors qualify. The condition for manufacturing is that the sub-sector not be over saturated in terms of a DTI evaluation.</td>
</tr>
<tr>
<td><strong>Scale</strong></td>
<td>Approved qualifying foreign entities may qualify for up to a maximum of R3 million. The grant is only available to new qualifying investments and is offered once only to any foreign single entity. The grant will be the lower of the actual cost or 15% of the value of new machinery and equipment relocated from abroad.</td>
</tr>
<tr>
<td><strong>Contact details</strong></td>
<td>DTI Customer Contact Centre: 0861 843 384  Email: <a href="mailto:contactus@thedti.gov.za">contactus@thedti.gov.za</a> Website: <a href="http://www.thedti.gov.za">www.thedti.gov.za</a></td>
</tr>
</tbody>
</table>

### Concessionary loan finance

Concessionary loan finance for the tourism sector is available from the Industrial Development Corporation (IDC) and the Development Bank of South Africa (DBSA). Both institutions have dedicated capacity to deal with tourism applications.

<table>
<thead>
<tr>
<th>Provider</th>
<th>IDC Tourism Strategic Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Medium- to long-term loans, with 5–10 year repayment terms and variable interest rates. In unusual circumstances, may consider risk participation in the form of equity or quasi-equity (mainly for large-scale or special projects such as strategically important BEE ventures).</td>
</tr>
<tr>
<td><strong>Who qualifies</strong></td>
<td>Local and foreign investors, developing new or expanding their current tourism operations. Focus has traditionally been on tourism accommodation, but has recently broadened.</td>
</tr>
<tr>
<td><strong>Details</strong></td>
<td>Minimum loan size is R1-million. Minimum contribution of 40% required in owner’s equity, but less may be accepted from historically disadvantaged entrepreneurs. Interest rates vary but are linked to</td>
</tr>
<tr>
<td><strong>Development Bank of Southern Africa</strong></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td><strong>Provider</strong></td>
<td>Development Bank of Southern Africa (DBSA)</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Medium- to long-term loans, with variable repayment terms and interest rates. May also consider equity participation and providing guarantees to leverage private sector support by reducing the perceived risk of investment. Mainly functions as a supply infrastructure funder, but will consider commercial infrastructure.</td>
</tr>
<tr>
<td><strong>Who qualifies</strong></td>
<td>Local investors developing new tourism infrastructure or expanding their current tourism operations.</td>
</tr>
<tr>
<td><strong>Details</strong></td>
<td>Significant owner’s equity (30%+) required. Capital grace period may be negotiated to accommodate cash flow needs during start-up period. Interest rates are linked to prime and vary depending on the profile of the project. Under certain circumstances a small discount on prime may be negotiated. Repayments are tailored to suit cash flow requirements through capitalisation and moratoriums on capital repayments.</td>
</tr>
<tr>
<td><strong>Contact details</strong></td>
<td>Tel: 011 313 3911 Fax: 011 313 3086 Website: <a href="http://www.dbsa.org">http://www.dbsa.org</a></td>
</tr>
</tbody>
</table>

### 31.3.3 Empowerment funds

These funds are to facilitate BEE in the tourism industry.

<table>
<thead>
<tr>
<th><strong>Land Reform Credit Facility</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider</strong></td>
<td>Department of Land Affairs administered by Khula Finance Enterprise Ltd</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Loan finance for empowerment joint ventures</td>
</tr>
<tr>
<td><strong>Who qualifies</strong></td>
<td>Local investors developing new tourism infrastructure or expanding their current tourism operations</td>
</tr>
<tr>
<td><strong>Details</strong></td>
<td>Medium- to long-term loans, with variable repayment terms and...</td>
</tr>
</tbody>
</table>
discounted interest rates wholesaled via the commercial banking sector. Applicants must approach a commercial bank with a viable business proposition. The bank then sources the funds from Khula at discounted rates and on-lends to the applicant. Khula has also administered equity grants matched to Land Reform Credit Facility (LRCF) loans. This means that projects with the right empowerment profile can source 50% of their capital funding via an LRCF loan and 50% via an equity grant.

<table>
<thead>
<tr>
<th>Contact details</th>
<th>Tel: 0860054852</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Also have regional administration offices country wide</td>
</tr>
<tr>
<td></td>
<td>E-mail: <a href="mailto:helpline@khula.org.za">helpline@khula.org.za</a></td>
</tr>
<tr>
<td></td>
<td>Website: <a href="http://www.khula.org.za">http://www.khula.org.za</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Credit guarantee</th>
<th>Khula Finance Enterprise Ltd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details</td>
<td>Three schemes are available:</td>
</tr>
<tr>
<td></td>
<td><strong>The standard scheme</strong> provides cover up to R1 million of the bank facility at 80%, with the fee payable at 3% per year in advance. The duration of the scheme is 36 months initially, but can be extended twice for periods of 12 months each time.</td>
</tr>
<tr>
<td></td>
<td><strong>The emerging entrepreneur scheme</strong> provides up to R100 000 with the fee payable at 4% per year in advance. The duration is 24 months initially, but can be extended three times for periods of 12 months each time.</td>
</tr>
<tr>
<td></td>
<td><strong>The empowerment scheme</strong> provides cover up to R5 million of bank facility at 60%, with the fee payable at 2, 5% per year in advance. Duration is 36 months initially, but can be extended twice for a period of 12 months each time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact details</th>
<th>Tel : 0860054852</th>
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<tbody>
<tr>
<td></td>
<td>Also have regional administration offices country wide</td>
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<tr>
<td></td>
<td>E-mail:<a href="mailto:helpline@khula.org.za">helpline@khula.org.za</a></td>
</tr>
<tr>
<td></td>
<td>Website: <a href="http://www.khula.org.za">http://www.khula.org.za</a></td>
</tr>
</tbody>
</table>

| Entrepreneur support | National Empowerment Fund |
| Details | The National Empowerment Fund’s (NEF) entrepreneur support programme helps black enterprises expand and grow, and facilitates transformation in white-owned and operated enterprises. Targeted at SMMEs and provides a combination of debt and equity funding. The NEF seeks a commercial return on all finance supplied. Three products offered: Generator provides investment between R250 000 and R1 million for the creation of new black-owned businesses with the capacity to become sustainable SMMEs. 75% of the equity must be controlled by black people. Accelerator provides investment between R1 million and R3 million as expansion capital aimed at stimulating the growth of black-owned enterprises. 51% of the equity must be controlled by black people. Transformer provides between R3 million and R10 million towards the transformation of enterprises at the ownership, decision-making and control levels, and to encourage employee ownership of businesses. 26% of the equity must be controlled by black people. |
| Community and rural development | National Empowerment Fund |
| Details | The community and rural development programme enables communities to acquire equity in an income-generating project that will result in social upliftment in historically marginalised economic areas. Support available to groups comprising black people. There must be a project champion and co-funding by other investors or financiers. Funding limited to the community investment portion of the project. Equity funding can be provided where investment ranges from R2 million to R10 million. Projects must be undertaken in conjunction with a partner recognised by the NEF. The project proposal must include detailed information on the business, owners, leadership and management before the NEF will meet the applicants. The NEF seeks a commercial return on all finance supplied. |
| Contact details | Tel: 011 305 8000 / 0861 843 633 Fax: 011 305 8001 Email: info2@nefcorp.co.za Website: www.nefcorp.co.za Address: West Block, 187 Rivonia Road, Morningside,2057 Postal address: Box 31, Melrose Arch, 2076 |
### Youth development

<table>
<thead>
<tr>
<th>Provider</th>
<th>Umsombovu Youth Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Details</strong></td>
<td></td>
</tr>
<tr>
<td>The Umsombovu Youth Fund (UYF) supports youth development for sustainable livelihoods through two schemes: The Youth Entrepreneurship Programme provides access to finance and business development services for small businesses through two schemes: - Micro finance provides funding to unemployed, under-employed or self-employed youth to establish new businesses or expand existing businesses via two micro finance providers: the Nations Trust Youth Enterprise Finance Company, which provides loans up to R40 000 and Nicro Enterprise Finance for former prisoners. - SMME finance provides development capital funds aimed at increasing the number of black youth-owned and managed SMMEs. Through loans or equity. UYF has entered into joint ventures to create two separate development capital funds: FNB-Momentum-UYF Progress Fund and Umsombovu Youth Fund-Business Partners Franchise Fund. - The Business Development Services Voucher Programme gives entrepreneurs access to business services such as bookkeeping, marketing and developing business plans. Young entrepreneurs access the services through vouchers, which range in value from R1 500 to R23 000. Recipients themselves are required to make contributions on a progressive basis as they benefit from additional vouchers. A young person will pay 10% of the value of the first voucher received, 20% of the value of the second voucher, up to 40%.</td>
<td></td>
</tr>
</tbody>
</table>

### Contact details

| Tel: 011 651 7000 Fax: 011 8059709 |
| Email: [info@uyf.org.za](mailto:info@uyf.org.za) Website: [www.uyf.org.za](http://www.uyf.org.za) |
| Address: Umsombovu House, 11 Broadwalk Avenue, Halfway House, Midrand |
| Postal address: PO Box 982, Halfway House, 1685 |
| Regional Offices countrywide refer to website |

### Black Business Supplier Development Programme

<table>
<thead>
<tr>
<th>Provider</th>
<th>Department of Trade and Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Details</strong></td>
<td>The Black Business Supplier Development Programme (BBSDP) is</td>
</tr>
</tbody>
</table>
a cash grant incentive scheme that aims to fast track existing SMMEs that exhibit a good potential for growth into the mainstream formal economy and to foster linkages between black-owned SMMEs and corporate and public sector enterprises. Companies that qualify include majority black-owned companies (51% or more) with significant numbers of black managers. Grants are limited to companies with a maximum R12 million per year and which have been trading for a minimum of one year.

Cost sharing grant: Maximum grant is R100 000. A company may apply for multiple projects provided that the cumulative grants awarded do not exceed this sum. All business development costs including travel and subsistence qualify for cost sharing assistance. The grant supports projects that:
- improve effectiveness of management systems, for example, production planning and control systems, quality management systems
- impart specialised, enterprise-specific skills to employees, for example, specialised technical courses
- upgrade management capability, for example, executive and financial management programmes and seminars on preparation of bids for tenders
- assist the entry of a firm into targeted markets, for example, market research and the development of marketing plans, design and development of marketing materials, website design (limited support for printing marketing materials).

Contact details
BBSDP Secretariat Tel 012 394-1444 Fax 012 394-1426
DTI Customer Contact Centre: 0861 843 384
email: contactus@thedti.gov.za Website: www.thedti.gov.za

Tourism Enterprise Programme

<table>
<thead>
<tr>
<th>Provider</th>
<th>Tourism Enterprise Programme (managed by ECI Africa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details</td>
<td>The Tourism Enterprise Programme (TEP) is a joint initiative of the Business Trust and the Department of Environment Affairs and Tourism. TEP fosters viable business transactions between established industry players and SMMEs in the tourism sector. TEP can provide grants to support tourism SMMEs in: marketing assistance for events; development of business and marketing plans; preparation of and submission of tenders; training and skills</td>
</tr>
</tbody>
</table>
development; attending exhibitions and conferences; and certification and licensing. Grants made on a cost-sharing basis, typically 50-50 but can be negotiated. Average grant is about R25 000. SMMEs that operate as tourism enterprises (for example lodge, hotel, B&B, tour guiding company) or SMMEs that are formal suppliers of goods and services which derive at least 50% of their income from tourism-related activities can apply. TEP will only support SMMEs that demonstrate a potential to grow and create jobs. TEP does not provide start-up costs, operational capital, or contributions to equity or infrastructure.

**Contact details**

Tel: 011 718-2000 Fax: 011 483-0049
Email: info@tep.co.za
Website: www.tep.co.za
Head Office Address: 53 Central Street, Houghton
Postal Address: PO BOX 1650, Houghton, 2041

TEP also has offices and management agencies in all provinces, details on website.

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**Business Partners**

<table>
<thead>
<tr>
<th>Provider</th>
<th>Business Partner Tourism Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details</td>
<td>The Business Partner Tourism Fund is a R 200 million specialist investment fund that has been created to enable and empower entrepreneurs in the travel and tourism industry. Business Partners is South Africa's leading investment company for small and medium enterprises and the fund offers qualifying entrepreneurs all the benefits of its infrastructure and expertise. Using an internationally-recognised investment model developed by the company, Business Partners provides integrated investment and added-value solutions for small and medium enterprises, from single-owner businesses to partnerships and multi-owner ventures. In consultation with the entrepreneur, an appropriate repayment period is established during the initial investment negotiations. This is usually five years and is never longer than 10 years. In some cases, the fund takes minority shareholding in the business for the duration of the repayment period, after which Business Partners may wish to sell its shares in the business at market value.</td>
</tr>
</tbody>
</table>
entrepreneur is always offered the right of first refusal on these shares.

### Contact details
Business Partners Centre – Tel 011 480-8700 Fax 642-2791  
email: enquiries@businesspartners.co.za  
Website: www.businesspartners.co.za  
Regional offices countrywide details on Website

## 31.3.4 Training grants and incentives

Various other forms of assistance are available, especially in the field of training and skills development:

<table>
<thead>
<tr>
<th>Skills Support Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider</strong></td>
</tr>
<tr>
<td><strong>Description</strong></td>
</tr>
</tbody>
</table>

| Contact details | DTI Customer Contact Centre: 0861 843 384 or Fax 0861 843 888  
Email: contactus@thedti.gov.za  
Website: www.thedti.gov.za  
DTI Campus, 77 Meintjies Street, Sunnyside, Pretoria |

<table>
<thead>
<tr>
<th>Tourism, Hospitality and Sport Education and Training Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider</strong></td>
</tr>
</tbody>
</table>
### Details
The Theta offers a range of support services as well as grants and levies to tourism operators. Also administers the National Skills Funding for the tourism sector. Two specialist programmes, the Tourism Learnership Project and the Integrated Nature Tourism and Conservation programme, offer grants and levies to tourism enterprises.

The Theta aims to: develop worker skills; increase levels of investment in education and training; encourage employers to train their employees, provide opportunities for work experience and employ new staff; encourage workers to participate in learnership and other training programmes; improve the employment prospects of disadvantaged people; ensure the quality of education and training in and for workplaces; assist work seekers to find work and employers to find qualified employees; and encourage providers to deliver education and training in and for the workplace.

### Contact details
Call Centre: 0860 100 221; Tel: 011 217-0600 Fax: 011 783-7745
Email: theta@theta.org.za
Address: 3rd Floor, Block E, Sandhurst Office Park, Cnr Rivonia & Katherine Street, Sandton
Postal address: PO Box 1329, Rivonia, 2128

### Marketing support
The DTI offers support for South African companies in the tourism (and other) sectors for activities aimed at developing export markets, attracting foreign tourists to the country, and recruiting foreign direct investment into South Africa.

### Export Marketing and Investment Assistance Scheme

<table>
<thead>
<tr>
<th>Provider</th>
<th>The Department of Trade and Industry via Trade and Industry South Africa (TISA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details</td>
<td>The Export Marketing and Investment Assistance Scheme provides partial compensation to exporters for certain costs in developing export markets for South African products and recruiting new foreign direct investment, specifically: primary export market research; foreign direct investment research; exhibition assistance; outward investment recruitment missions; inward investment missions; primary market research; between 50% and 100% of cost of economy class return airfare; subsistence allowance for up to 15 days (weekends may be included depending on appointments) –</td>
</tr>
</tbody>
</table>
max R1 350 a day; marketing materials (designing and printing of export brochures, promotional video or CD) – max R10 000 a year. TISA will cover 80% of the cost of the following items to a maximum of R45 000: rental of exhibition space; construction of stand, excluding interior design; telephone installation, excluding phone calls; rental of essential furniture; listing in official exhibition directory; electrical costs; interpreting fees; cleaning and security fees.

Contact details
DTI Customer Contact Centre: 0861 843 384
Email: contactus@thedti.gov.za
Website: www.thedti.gov.za

31.3.6 Poverty relief funds

The Department of Tourism administers a number of poverty relief funds.

<table>
<thead>
<tr>
<th>Poverty Relief Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provider</strong></td>
</tr>
</tbody>
</table>
| **Details**              | The Poverty Relief Programme in the tourism and environment sectors has a special focus on infrastructure investment and product development (such as heritage sites, rock art and conservation) at emerging tourism growth points, and priorities such as transfrontier conservation areas. Aims to alleviate poverty through long-term sustainable work opportunities, using grant facilities:
Sustainable Land Based Livelihoods includes funding of Working for Water, Working for Wetlands, Working for the Land, and Community Based Natural Resource Management programmes.
Working for Tourism funds tourism enterprises that create jobs and benefit local communities.
People and Parks focuses on projects that involve communities in conservation of protected areas and maximise benefits to the poor.
Working for the Coast supports programmes that use coastal resources for the benefit of coastal communities.
Working for Waste supports SMMEs involved in waste management and recycling.
The programme also funds the purchase of community equity in tourism enterprises, especially those partnering with a private party. These grants include components for technical support. |
Each poverty relief project must have an implementing agency (IA). Can be a government department, a municipality or local council, a non-governmental organisation (NGO), a community-based organisation (CBO) or a private company. Primary consideration is that the IA must be legally constituted, able to open a bank account, and have a history of sound financial management.

### Contact details

**Poverty Relief Unit**
Tel: 012 310 3837 Fax: 012 320 6906  
Email: ndyantyi@deat.gov.za  
Website: [www.deat.gov.za](http://www.deat.gov.za)  
Address: 15th Floor, Fedsure Forum, corner Pretorius and Van der Walt Streets, Pretoria  
Postal address: Private Bag X447, Pretoria, 0001

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### 31.4 Non-government Support Organisations

There are a number of skilled and experienced non-government organisations (NGOs) working in South Africa to support local economic development, poverty alleviation and the empowerment of the poor through tourism. They are able to assist and pass on skills to public institutions, community organisations, new black-owned enterprises and SMMEs at various stages of the PPP project cycle. Many are funded by aid agencies or philanthropic foundations and are thus able to provide support at low cost. By obtaining assistance from these NGOs, public institutions and private parties may reduce their reliance on consultants. Following is a list of some of these organisations. It is not exhaustive and private parties should undertake their own research.

<table>
<thead>
<tr>
<th><strong>African Wildlife Foundation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of work</strong></td>
</tr>
</tbody>
</table>
| **Contact details** | Tel: 011 447-2399 Fax: 011 447-7293  
Email: africanwildlife@awfsa.org  
Website: [www.awf.org](http://www.awf.org)  
Address: African Wildlife Foundation, 26 Barker Street, South Entrance, |
### Business Linkages in Tourism

**Type of work**
Consulting agency that seeks to create and strengthen business linkages between the tourism industry and local enterprises in ways that make business sense to companies and open up opportunities for black people and the poor in tourism-related business. Focuses on planning and implementing: product development based on local business linkages; procurement of goods and services locally; cultural and heritage product development; and sustainable local partnerships for tourism development.

**Contact details**
Tel: 012 654 7525 Fax: 012 654 7349
Email: bizlink@tbcsa.org.za
Address: 245 End Street, Clubview, Centurion
Postal address: PO Box 11655, Clubview, 0157, Centurion

### ComMark Trust

**Type of work**
Supports and promotes policy, institutional and operational initiatives to improve the operation of markets, including tourism markets, for the poor in Southern Africa. Identifies areas of market failure and supports measures to correct these in favour of the poor. Seeks to overcome barriers to entry for new businesses, facilitate linkages between large and small enterprises, and enable community PPPs.

**Contact details**
Tel: 012 431-7900 Fax: 012 431 7910
Email: commark@commark.org Website: www.commark.org
Address: 826 Government Avenue, Arcadia, 0083

### Fair Trade in Tourism South Africa (FTTSA)

**Type of work**
Encourages and publicises fair and responsible business practice by South African tourism establishments through the FTTSA trademark, an independent symbol of fairness in the tourism industry. The trademark is awarded to tourism establishments that meet stringent criteria including: fair wages and working conditions, fair operations, purchasing and distribution of benefits; ethical business practice; and respect for human rights, culture and the environment

**Contact details**
Tel: 012 342 2945/3642 Fax: 012 342 2946
Email: info@fairtourismsa.org.za Website: www.fairtourismsa.org.za
<table>
<thead>
<tr>
<th>Address: 34A Hatfield Corner, 1270 Church Street, Colbyn, Pretoria</th>
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<tr>
<td>Postal address: PO Box 12844, Queenswood, 0121</td>
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### GTZ Transform

**Type of work**
GTZ runs the Transform partnership programme with the Department of Environmental Affairs and Tourism and South African National Parks. Supports joint management of conservation, community-based natural resource management, and joint venture tourism in South Africa. Experience includes the Makuleke Region of the Kruger National Park, the Richtersveld, Riemvasmaak, the Blyde River Canyon in Mpumalanga, Maputaland in KwaZulu-Natal and the Wild Coast of the Eastern Cape.

**Contact details**
Tel: 012 342 3174 Fax: 012 342 3178  
Email: johannesbaumgart@gtz.de  
Website: [www.gtz.de](http://www.gtz.de)

### Wildlands Conservation Trust

**Type of work**
Promotes community-based conservation and partnerships in nature tourism in KwaZulu-Natal, Mpumalanga and Eastern Cape. Works closely with conservation agencies, local authorities and other public institutions.

**Contact details**
Tel: 033 343 6380 Fax: 033 343 1976  
Website: [www.wildlands.co.za](http://www.wildlands.co.za)  
Postal address: PO Box 1138, Hilton, 3245

### World Conservation Union (IUCN)

**Type of work**
One of the world’s largest conservation organisations. Promotes nature tourism that alleviates poverty. Plays key role in people and parks conferences for organisations representing communities on the borders of protected areas. Focus areas: integration of human development and the environment, poverty alleviation and sustainable livelihoods. South Africa office: promotes conservation of biological diversity through the sustainable use of natural resources, facilitates resolution of resource-based conflicts, advocates for policy changes, promotes a participatory approach to community-based natural resource management and advocates for sustainable land use and effective environmental management.
| Contact details | IUCN-ESARO - IUCN Regional Office for Eastern and Southern Africa  
Kenya  
Tel: +254 (20) 890-606/07/08.../13  
Fax: +254 (20) 890-615  
Email: earo@iucn.org  
www.iucn.org/esaro/ |