PPP Opportunity
Mobile Tented Safari Facilities
August 2019
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A. Brief Background of SANParks

- SANParks is a state run Conservation body
- Manage a system of National Parks:
  - 19 National Parks, i.e. Kruger & Table Mountain National Parks
  - Over 4 million Hectares of land across 6 Biomes
  - Core Functions:
    - Sustainable Conservation;
    - Socio-economic Transformation; and
    - Diverse and Responsible Tourism
      - State run tourism infrastructure
      - Public-Private Partnerships (PPP) are a key contributor to our ecotourism mandate
      - 7500 beds (from budget to 5-star) and another 7500 camping beds
B. PPPs in Protected Areas

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

• Parks in remote areas / unlock potential for decent job creation
• Global: conservation bodies looking for smarter ways of funding
• SANParks – connect to society through Responsible Tourism (Vision 2020)
  – Community (People)
  – Business (Profit)
  – Conservation (Planet)
B. PPPs in SANParks

- SA has leading legislation – PFMA Regulation 16.10
- SANParks is an established player in PPP’s:
  - Lodge Concessions
  - Retail & various restaurants
  - Activities
- SANParks:
  - Over 50 PPP contracts implemented

- Infrastructure development & refurbishment
- Additional beds in 5 star segment
- Improved efficiencies
- Enhanced visitor experience
- > 2000 jobs created through PPPs
- Local community shareholding
- Increased SMME spend
C. Understanding PPPs – Commercialise (PPP) vs Privatise

- Privatise → Assets are sold

- Commercialise (PPP):
  - Assets are leased for a period of time (PPP)
  - Risk Transfer (broad reason for PPP):
    - Commercial risk (market, capital, operation,..)
      *e.g. restaurants, airport (site) to Private Party*
    - Brand alignment, reputation etc. joint – Conservation + marketing = demand.

- Balanced & fair relationships are critical → “Partnership” understanding Private and Public sector objectives
D. PPP Opportunity

Principle contractual terms:

• 7 year operating term, during the below mentioned periods

• PPP Opportunity for the management and operation of the following full-service Mobile Tented Safari Facilities during the below mentioned time periods:
  
  – Two facilities (60 – 80 total beds, depending on site, minimum 40 guest beds) in the Kruger National Park (KNP) over the winter period (May, June, July, August and September)
  
  – One 50 guest bed facility in Knysna (Garden Route National Park (GRNP)) over the summer period (November, December, January, February, March and April)
  
  – In total, over the annual period, the Mobile Tented Safari Facilities should be operational for at least 10 months of the year over the broad periods defined above (KNP over winter period / GRNP over summer period)

• Temporal and mobile in nature – all equipment to be removed from site after seasonal operation (unless approved to store onsite)

• Time periods for set-up and removal of Mobile Tented Safari Facilities to be reviewed and agreed to with SANParks
D. PPP Opportunity

Principle contractual terms:

- **Project Sites**: 
  - **KNP**: 2 sites to be selected (Tshokwane / Satara / Olifants)
    - Access road to be constructed and maintained for Project Term (at cost to Operator)
    - Provision for the drilling and registering of a new borehole at each of the selected sites (at cost to Operator)
  - **GRNP**: 1 site to be selected (Diepwalle / Kranshoek)

- Fully catered product (frequency of meals and menu at Operator’s discretion)

- Approved tourism activities to be offered:
  - **KNP**: days walks in designated areas and game drives outside of gate operating hours to be approved by SANParks
  - **GRNP**: various activities available in the Park (activities limited to existing trails)

- SANParks solely responsible for conservation management of area

- Private Party responsible for all activities and costs related to preparation, set-up, operation, management and removal of Mobile Tented Safari Facilities

1 Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php
D. PPP Opportunity – Sites

KNP - Tshokwane

GPS Coordinates: -24.71918, 31.81707

Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php
D. PPP Opportunity – Sites

KNP - Satara

GPS Coordinates: -24.30262, 31.79361

White line running along stream bed is the Mananga 4x4 trail

Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php
D. PPP Opportunity – Sites

KNP - Olifants

Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php

GPS Coordinates: -24.04566, 31.67776
D. PPP Opportunity – Sites

GRNP - Diepwalle

Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php
D. PPP Opportunity – Sites

GRNP - Kranshoek

Detailed information on sites available from: https://www.sanparks.org/groups/tenders/2019/mobile-tented-safari-facilities.php
D. PPP Opportunity

Principle contractual terms:

• Staff to be housed in mobile tented accommodation:
  – **KNP**: onsite
  – **GRNP**: onsite / alternative site with GRNP

• Park & Ride Facilities to be implemented for all sites at agreed location, at cost to the Operator

• 12 month Development Period, after which operation will be deemed to have commenced

• PPP Fee due to SANParks, highest of:
  (1) Minimum rental of R 350 000 per annum (excl. VAT) or
  (2) Percentage of turnover – PPP Offer, which forms part of the scoring in round two of evaluation

  Fees paid on a monthly basis and reconciled at year-end based on actual turnover.

• Performance Bond of R350 000 (equal to Minimum Annual PPP Fee)

• Conservation fees and contribution to the Community Fund (currently 1% of fees charged per person, but is subject to change) to be paid by Operator
D. PPP Opportunity

Environmental and Technical Considerations
KNP – Environmental Requirements
Environmental Authorisation

• Operator to undertake an environmental authorisation process for Mobile Tented Safari Facilities, at their own cost

• SANParks anticipates that a Basic Assessment Report process will need to be conducted

• Operator’s responsibility to appoint an independent Environmental Assessment Practitioner (EAP) to conduct the BAR process with the competent authority

• Operator to operate in accordance with:
  – Environmental Guidelines for Operator’s Operation within The South African National Parks
  – Any site specific requirements identified by SANParks
  – EMPr and EMP (will form part of the environmental authorisation)
  – OMP, which must guide daily operations including safety and security, emergency procedures, reporting procedures in cases of incidents, procedures for conducting guided walks and drives etc.
Environmental Authorisation

Basic Assessment Report in accordance with the EIA Regulations (2017) Listing Notice 3:

Activity no. 5 The development of resorts, lodges, hotels, tourism or hospitality facilities that sleep less than 15 people;

Activity no. 6: The development of resorts, lodges, hotels, tourism or hospitality facilities that sleeps 15 people or more.
Environmental Control Officer

- As per the regulatory process, an independent consultant, registered with the Department of Environment, Forestry and Fisheries and with the relevant qualifications, must be appointed to conduct audits to ensure compliance against the environmental authorisation, at cost to the Operator.

- In addition, a full-time Environmental Control Officer (ECO) must be appointed for the duration of this PPP opportunity for KNP. This role is for a full-time employee to conduct day-to-day monitoring activities to ensure compliance with all environmental requirements.

- Either one ECO to be appointed per site, or one ECO across both sites.

- Operator will be obligated to correct and implement any findings of environmental compliance monitoring activities and audits.

- The Environmental Manager and local Section Ranger will also conduct site inspections from time to time.
Environmental Guidelines Overview

• Operator to commit to comply with each of the requirements specified, operate in compliance with regulatory provisions and in an environmentally responsible manner

• Code of Conduct:
  – Operator to comply with KNP Code of Conduct
  – Induct staff on Code of Conduct
  – Provide guests with Code of Conduct

• Natural Environment Manipulation:
  – Selective brush clearing and levelling may be allowed at the Project Sites, subject to approval by SANParks

• Bulk Infrastructure:
  – Operator to provide detail on bulk infrastructure requirements and sources (electricity / water)
  – Commitment to implement measures to reduce energy and water usage
  – No laundry may be washed onsite – service providers outside of KNP to be used
Environmental Guidelines Overview

- **Waste Management:**
  - No waste disposal onsite, with possible exception of grey water (depending on impact on insitu material)
  - Animal-proof recycle bins to be provided
  - Waste to be disposed of an authorised solid waste site, either at an approved camp waste disposal site or an approved disposal site outside the KNP
  - Waste management guidelines provided for Liquid, Chemical and Solid Waste, which Operator must commit to adhere to, i.e.
    - Onsite separation of solid waste
    - Undertaking to not use the following in outside seating and eating areas as this pollutes the park:
      - Sachets (for sugar, tomato sauce, salt and pepper, etc.)
      - Paper serviettes;
      - Butter tubs/pads, plastic straws or plastic cutlery
    - Continuously strive towards eliminating plastic water bottles and single-use plastics in their operations
Environmental Guidelines Overview

- **Pest Control:**
  - Compliance with SANParks’:
    - Integrated Pest Management Plan
    - Bat Management Plan
    - Pest Control Report

- **Visual Impacts:**
  - Operator must undertake to implement mitigation measures in order to reduce the visual impact in the park. A description of efforts the Bidder intends to undertake to minimise visual impacts must be provided.

- **Monitoring:**
  - Cooperate with SANParks in compiling a monitoring checklist that encompasses all environmental conditions.
  - SANParks will monitor, evaluate and score the operations (based on the line items in the checklist) and that a score of less than 85% for three (3) consecutive audits would imply material breach of the PPP Agreement.
Additional Requirements

• Additional requirements to mitigate environmental risks include:
  – The layout of the facilities are to be approved by the local Section Ranger before any erecting of infrastructure
  – Grass slashing can be done to facilitate placement of infrastructure and pathways
  – Any of the below will need to be approved by the local Section Ranger:
    • “Scoffling” out of grass
    • Cutting of brush
    • Cutting of branches
    • Digging of holes
  – Depending on the site and the environmental conditions at the time, the number and the size of vehicles accessing the site may need to be controlled to limit the impact to the site. Where access is controlled, SANParks and the Operator will arrange a suitable contingency plan
KNP – Technical Requirements
Roads and Tracks

• Operator to construct an access road from the nearest tourist road to the Project Site, which must adhere to the SANParks Road Classification and restrictions on road carrying capacities
  – At minimum, anticipated to be an “all weather two track road”, which is a 3m wide gravelled or stabilised road
  – Final classification of the road type will be confirmed by SANParks, depending on the Operator’s requirements and the outcome of the environmental authorisation

• Operator solely responsible for all costs to construct and maintain the access road for the Project Term

• Construction of roads and subsequent maintenance activities are subject to approval by SANParks
Water

• Unlikely that existing boreholes will be able to provide water, based on the anticipated water requirements

• Provision should be made for the drilling and registering of a new borehole at selected Project Sites (or for Olifants, the installation of a temporary Fin drain), subject to approval by SANParks and any limitations imposed by SANParks:

  – Correction in Information Memorandum – paragraph 6.4.4.1.2 Water (page 36):
    “For new water abstraction points, the Operator needs to apply for a water use licence, subject to approval by SANParks, provided that the usage is less than 10 000l per day”

    Amended to: “Subject to approval by SANParks, for new water abstraction points, the Operator needs to apply for a water use licence, in line with regulatory requirements”

  – Current regulatory requirements:

    • If the usage from a surface water source > 50 000l/day, then a water use licence is required
    • If the usage from a borehole > 10 000l/day, then a water use licence is required
    • If the usage as indicated below is less than 10 000 l/day, then no water use licence is required
Water

- Recommended to store a sufficient amount of water onsite (amount for 48 hour period)

- Operator responsible for procuring, installing and maintaining all necessary equipment

- Operator to treat water to ensure that the quality of the water complies the with safe drinking water (SANS 241) standards

- If the Operator installs a new water abstraction point:
  - The water abstraction point must be equipped with a water meter to record the water usage, but the Operator will not pay SANParks for the water usage

- If Operator is supplied from existing SANParks borehole or purification plant:
  - Operator must install a water meter and pay for water usage in accordance with the rates specified in the latest approved KNP Tariffs document
Waste Disposal

• Solid waste to be sorted and separated onsite

• Solid, chemical or black water waste to be disposed of either at a designated SANParks facility or at an authorised facility outside of the KNP

• Grey water could possibly be discharged through soak-aways (double fat traps to be installed for kitchen facilities before soak-away), subject to further investigation of impact on insitu material

• If waste is processed at SANParks’ facilities:
  – Tariffs shall be based the rates specified in the latest approved KNP Tariffs document, and adjusted based on the capacity required to process waste generated
  – Operator may be required to extend holding cages at Rest Camps to accommodate the waste from the Mobile Tented Safari Facilities
Electricity

• Operator to preferably install solar energy

• Operator permitted use of a diesel generator with a low decibel rating, subject to approval by SANParks

• If diesel generators are used, diesel tanks to be installed in bund walls to prevent any diesel spillages. A diesel spillage SOP will need to be put in place

• A low impact electric fence, in the form of electric stranding, to be erected. This must be removed after operation each season

• Certificate of compliance to be issued for all electrical works
Risk Management

• Operator to conduct full risk assessment for selected Project Sites and develop appropriate emergency response plans, subject to approval by SANParks

• Risk assessments must include:
  – Fire risk assessment
  – Flood risk assessment

• Fire fighting equipment to be kept onsite – Operator may only control fires that threaten the immediate surrounds of the Mobile Tented Safari Facilities and/or to save human life or property

• Operator will ensure that all tents are certified structurally safe and will subject the final layout of all structures to a ‘fire safety audit’
Telecommunications

• Operator will be responsible for arranging mobile communication infrastructure for the operation of the facility

• 24/7 communication network to be provided, in the case of emergency or dangerous situations arising

• A repeater system could be installed at each of the sites and SANParks’ existing radio towers could possibly be used. If such a system is approved and implemented, radio frequencies used by the Operator must not interfere with KNP radio frequencies

• Implementation of any radio communication infrastructure is subject to approval by SANParks and must be removed from the site following operation each year
GRNP – Environmental Requirements
Environmental Authorisation

- Operator to undertake an environmental authorisation (EA) process for Mobile Tented Safari Facilities, at their own cost.

- SANParks anticipates that a Basic Assessment Report process will need to be conducted.

- Operator’s responsibility to appoint an independent Environmental Assessment Practitioner (EAP) to conduct the BAR process with the competent authority.

  - Environmental Management Programme (EMPr) for set-up and remove and EMPr for operational management should form part of EA.

  - EMPr for set-up and remove should as a minimum include: site establishment, construction activities, waste management, safety and security, emergency procedures and rehabilitation after the 6 month period.

  - EMPr for operational management: daily operations, access and parking, waste management, safety and security, emergency procedures, reporting procedures in cases of incidents, maintenance of road, procedures for conducting guided walks and drives etc.
Environmental Compliance

• Operator to operate in accordance with:
  – Environmental Guidelines for Operator’s Operation within The South African National Parks.

• As per the regulatory process, an independent consultant, registered with the Department of Environment, Forestry and Fisheries and with the relevant qualifications, must be appointed as Environmental Control Officer (ECO) to monitor adherence to the EMPr and conduct audits as required in the EA, at the cost of the Operator.

• The Environmental Manager and local Section Ranger will also conduct site inspections from time to time.
Environmental Guidelines Overview

• Operator to commit to comply with each of the requirements specified, operate in compliance with regulatory provisions and in an environmentally responsible manner.

• Code of Conduct:
  – Operator to comply with GRNP Code of Conduct
  – Induct staff on Code of Conduct
  – Provide guests with Code of Conduct

• Natural Environment Manipulation:
  – Selective bush clearing and levelling may be allowed at the Project Sites and should be include in the BAR. Pruning of trees will require a permit from the Department of Forestry.

• Bulk Infrastructure:
  – Operator to provide detail on bulk infrastructure requirements and sources (power source / water / waste water).
  – Commitment to implement measures to reduce energy and water usage.
Environmental Guidelines Overview

- 2 sites were identified: Diepwalle and Kranshoek
Site Development Plan (SDP)

- A well thought out SDP for the tents and associated infrastructure (disturbance footprint), including staff accommodation and parking is critical to the success of the project.
- The desired state is off-the grid-development with minimal loss of indigenous vegetation – an eco-smart, green development.
- Both sites have unique features and challenges. Some permanent infrastructure may remain e.g. structures for rainwater harvesting and water tanks, platforms at Diepwalle.
Environmental Guidelines Overview

• **Waste Management:**
  
  – No solid waste disposal onsite. Waste to be disposed off at an authorised waste site outside the GRNP.
  
  – Grey and black water to be separated. Conservancy tanks or biolytic treatments systems should be explored, based on soil suitability. A honey sucker could be used to deal with sewerage.
  
  – Animal-proof recycle bins to be provided (baboon proof) in an adequate enclosure.
  
  – Waste management guidelines which Operator must commit to adhere to, i.e.
    
    • Onsite separation and responsible disposal of solid waste and recycling.
    
    • Undertaking not to use the following in and outside seating and eating areas as this pollutes the park:
      
      – Sachets (for sugar, tomato sauce, salt and pepper, etc.)
      
      – Paper serviettes;
      
      – Butter tubs/pads, plastic straws or plastic cutlery, Styrofoam take-away containers.
      
    • Continuously strive towards eliminating plastic water bottles and single-use plastics in their operations.
Environmental Guidelines Overview

• **Pest Control:**
  – Compliance with SANParks’ Integrated Pest Management Plan. To be included in BAR.

• **Visual Impacts:**
  – Operator must undertake to implement mitigation measures in order to reduce the visual impact of operations.

• **Additional requirements to mitigate environmental risks include:**
  – The layout of the facilities (SDP) is to be approved by the park before any erecting of infrastructure, this includes any permanent or semi permanent structures.
  – Depending on the site and the environmental conditions at the time, the number and the size of vehicles accessing the site may need to be controlled to limit the impact to the site. Where access is controlled, SANParks and the Operator will arrange a suitable contingency plan.
GRNP – Technical Requirements
Technical Requirements

Roads:

• The Kranshoek site is accessible via a gravel road (Kranshoek Road), 3km from the N2 highway.

• Alternative access road can be used via MTO land with a contract in place.

• The Diepwalle site is accessible via the R339, a gravel road that is 17.2 km from the N2 and a smaller access road (1.6 km from the R339). There is an alternative road via Simola to avoid the township area.

• Roads require a high clearance vehicle.

• Roads are likely to be slippery and waterlogged during periods of moderate to heavy rain.

• The Operator will be responsible for maintenance of roads in the concession area.
Technical Requirements

Park & Ride Facility:
- A Park & Ride Facility is to be implemented at an agreed location in the GRNP. The Operator is responsible for the cost of transporting visitors.

Water:
- No potable water available on site.
- Water tanks must be erected on site, screened and placed where they are not visually sensitive.
- Water can be collected with rainwater harvesting or trucked in to fill the tanks.
- No laundry may be done on site.
Technical Requirements

Electricity:

• Eskom lines onsite. No overhead electric lines will be supported.

• Solar energy preferred; but low decibel rating generator permitted, subject to SANParks’ approval and standards.

• If diesel generators are to be installed, bund walls to prevent any diesel spillages.

• Certificate of compliance to be issued for all electrical works.
Technical Requirements

Telecommunications:

- The sites have no Telkom lines nor cell phone coverage.
- Operator will be responsible for arranging mobile communication infrastructure for the Mobile Tented Safari Facility, if required. Antennae, if required, should be included in the BAR.
- Boosters may be sufficient to improve weak cell phone signal depending on the area and network.
- Should a radio frequency system be used, if approved and implemented it must not interfere with GRNP radio frequencies. Radio mast infrastructure is installed.
Technical Requirements

Risk Management:

- Operator to conduct full risk assessment for selected Project Sites (own cost) and develop appropriate emergency response plans, subject to approval by SANParks.

- Risk assessments must include: Fire risk assessment, Flood risk assessment and Wind damage from storms.

- SANParks will give input into the development of response and contingency plans for extreme events to ensure an integrated approach.

- Operational procedures and Immediate Action Drills (IAD) should be developed. These will be monitored by qualified park staff.

- Fire fighting equipment to be kept onsite. The Operator may only control fires that threaten the immediate surrounds of the Mobile Tented Safari Facilities to protect or save human life or property.

- Operator will ensure that all tents are certified structurally safe.

- Security of the site and safety of guests is the Operator’s responsibility and safety considerations must be taken into account in the operations. Security services are for the Operator’s account.
Thank You
E. Bid Submission Requirements
E. Identity of Bidders

- Single Company / unincorporated Joint Venture / Trust
- Public Institutions are excluded
- Special Purpose Vehicle (SPV) to be constituted for sole purpose of implementing the project (one SPV to contract with SANParks)
- Bid submission to set out in detail the structure of the entity
- SPV legally constituted before signature of PPP Agreement
E. Bidders Qualification Criteria

• Financial Capacity:
  – Minimum Gross Asset Value: R1 million
  – Minimum business turnover: R5 million per annum

• Financial Requirements:
  – Audited or independently reviewed financial statements corresponding to the last two (2) years

• Tourism Experience:
  – 5 years proven operating experience in the tourism industry
  – Minimum two mobile tented facilities in a remote location, each with a capacity of at least 20 tents, with related catering and tourism activities (operating / operated within the last 3 years)
  – Technical partner meeting these requirements must hold at least 30% shares in SPV

• B-BBEE Qualification Criteria - Enterprise Development:
  – Commitment to implement at least two ED programmes over duration of contract
E. Contents of Bid Submissions

- Bids will be evaluated on three main elements, using a two-Envelope system:
  - Functionality, B-BBEE & PPP Fee Offer

- Envelope 1 – Functionality *(Original plus memory stick)*
  - Section 1A – Qualification Submissions
  - Section 1B – Information on Bidders
    - SPV Information
    - Letter waiving rights to restrain tender
    - Original valid tax clearance certificate
    - Original signed copy of PPP Agreement
    - Original Bid Bond (R100 000) – format provided in Annexure 2
  - Section 2 – Financing & Capital Plan
  - Section 3 – Business & Operational Plan
  - Section 4 – Development & Environmental Plan
  - Section 5 – Risk Matrix
  - Section 6 – B-BBEE Proposal
E. Contents of Bid Submissions

• Envelope 2 – Existing B-BBEE Rating and PPP Fee Offer
  – Existing B-BBEE Rating (SANAS Accredited B-BBEE Certificate)
    • For Bidders that are bidding as a consortium:
      – B-BBEE certificate of the majority shareholder in the consortium will be used for evaluation of the Bidder’s existing B-BBEE rating; or
      – In the case of a signed JV Agreement between the shareholders in the consortium, a JV B-BBEE certificate must be submitted.
    – Original PPP Fee Offer (Section 7)
      • PPP Fee Offer must not be included on the memory stick
      • PPP Fee Offer must not be disclosed in the Functionality Envelope

• General
  – Envelopes clearly marked with bid cover sheets provided in Annexure 1
  – Bids must be valid for 120 business days from Bid Date
  – Submission of a bid implies that Bidders understands and acknowledges the terms and conditions
  – Incomplete bids shall be disqualified
  – Unsuccessful Bidders will have their Bid Bonds returned to them
E. Functionality Evaluation

- Functionality – score at least 70% overall

<table>
<thead>
<tr>
<th>Elements</th>
<th>Financing and Capital Plan</th>
<th>Business and Operational Plan</th>
<th>Development and Environmental Plan</th>
<th>Risk Matrix</th>
<th>B-BBEE Proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>15%</td>
<td>40%</td>
<td>20%</td>
<td>5%</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>

- Note: where an undertaking / acknowledgment is requested, this must be given in the Bid Submission
E. Functionality Evaluation

- Example – excerpt from RFP:

  24.4 Code of Conduct

  24.4.1 The Operator undertakes to induct all staff employed on the Kruger National Park’s and Garden Route National Park’s Code of Conduct.

  24.4.2 The Operator confirms that the Code of Conduct is understood and will be complied with.

- Example – compliant submission:

  24.4 Code of Conduct

  24.4.1 Should the XXX SPV be successful in this bid, we undertake to induct all our staff on the Kruger National Park’s Code of Conduct.

  24.4.2 The XXX SPV confirms that the Code of Conduct is understood and will be complied with, should we be successful in this bid.
B-BBEE Proposal
B-BBEE Proposal

Background

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

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

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

Five main elements, namely:

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

Each element consists of categories and associated criteria. Each criterion has a weighting and target.
B-BBEE Proposal Overview

Example of B-BBEE Category, weighting and target:

<table>
<thead>
<tr>
<th>Definition</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B-BBEE Element</strong></td>
<td><strong>B-BBEE Element:</strong> Enterprise &amp; Supplier Development</td>
</tr>
<tr>
<td><strong>Category:</strong> Sub-element of B-BBEE Element</td>
<td><strong>Category:</strong> Preferential Procurement</td>
</tr>
<tr>
<td><strong>Criteria:</strong> Principles against which entity is measured</td>
<td><strong>Criteria:</strong> Spend from 51% Black Owned Empowering Suppliers</td>
</tr>
<tr>
<td><strong>Weighting:</strong> Relative importance of criteria</td>
<td><strong>Weighting:</strong> 9</td>
</tr>
<tr>
<td><strong>Target:</strong> Scenario of recommended level for compliance</td>
<td><strong>Target:</strong> 40%</td>
</tr>
</tbody>
</table>

Example of B-BBEE Category, weighting and target:
# B-BBEE Proposal

## Enterprise Types

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

## Scorecard Summary

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

- Bidders to make commitments in the ‘bid offered’ column and insert scores in the far right column

- If bid offer is:
  - Less than target, score must be weighted accordingly
  - Equal or more than target, full points will be scored
  - For example:

<table>
<thead>
<tr>
<th>Element</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>Economic Interest</td>
<td>Economic Interest in the entity to which Black People are entitled</td>
<td>4</td>
<td>30%</td>
<td>20%</td>
<td>2.67</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black Women are entitled</td>
<td>2</td>
<td>15%</td>
<td>20%</td>
<td>2</td>
</tr>
</tbody>
</table>

Less than target, only score 2/3 of 4 points
Above target, score full 2 points
B-BBEE Proposal
Definitions and Measurements

• Consistent with the Amended Tourism Sector Code, unless otherwise stated

• Additional definitions:

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

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

• Additional measurements in scorecard for Local Communities:

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

**NB:** no engagement with Local Communities until after award to Preferred Bidder
B-BBEE Proposal
Definitions and Measurements

• For Large Enterprises, the demographic representation of Black People as defined in the Regulations of Employment Equity Act and CEE report are applicable to the calculation of scores

• In summary, targets are split based on race and gender, based on either National or Provincial demographics:
  – African male
  – African female
  – Coloured male
  – Coloured female
  – Indian male
  – Indian female

• Applicable to specified Management Control and Skills Development categories
B-BBEE Proposal
Definitions and Measurements

Example implementation of National Economically Active Population (EAP):

<table>
<thead>
<tr>
<th>Element</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Control</td>
<td>Senior Management</td>
<td>Black Employees in Senior Management as a % of all Senior Management</td>
<td>2</td>
<td>60%</td>
</tr>
</tbody>
</table>

- Assuming company has 10 employees at Senior Management:

<table>
<thead>
<tr>
<th>Level of Management</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>
<tbody>
<tr>
<td>Senior</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>30%</td>
<td>20%</td>
<td>0%</td>
<td>10%</td>
<td>10%</td>
<td>0%</td>
<td>20%</td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>
B-BBEE Proposal
Definitions and Measurements

1. Determine whether National or Provincial EAP applies for SPV:

<table>
<thead>
<tr>
<th>National EAP</th>
<th>Population Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African Male</td>
</tr>
<tr>
<td></td>
<td>42.70%</td>
</tr>
</tbody>
</table>


2. Calculate proportion of each race and gender group for Black People only:

<table>
<thead>
<tr>
<th>Adjusted EAP</th>
<th>Population Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African Male</td>
</tr>
<tr>
<td></td>
<td>46.97%</td>
</tr>
</tbody>
</table>

3. Calculate the relevant target and points in proportion to race and gender for Senior Management (Overall Target: 60%, Total Points: 2):

<table>
<thead>
<tr>
<th>Per race / gender group</th>
<th>Population Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African Male</td>
</tr>
<tr>
<td>Split Target</td>
<td>28.18%</td>
</tr>
<tr>
<td>Max Points</td>
<td>0.94</td>
</tr>
</tbody>
</table>

Split Target = Adjusted EAP x Overall Target → 39.38% x 60% = 23.63% Split Target
Max Points = Adjusted EAP x Total Points → 39.38% x 2 = 0.79 Maximum Points

“If an entity operates only at a provincial level, the provincial EAP will apply. However, if it operates nationally, the national EAP are applicable.” ~ B-BBEE Commission
4. Calculate the points scored:

<table>
<thead>
<tr>
<th>Per race / gender group</th>
<th>Population Group</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African Male</td>
<td>African Female</td>
<td>Coloured Male</td>
<td>Coloured Female</td>
<td>Indian Male</td>
<td>Indian Female</td>
</tr>
<tr>
<td><strong>Split Target</strong></td>
<td>28.18%</td>
<td>23.63%</td>
<td>3.43%</td>
<td>2.90%</td>
<td>1.12%</td>
<td>0.73%</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>30.00%</td>
<td>20.00%</td>
<td>0.00%</td>
<td>10.00%</td>
<td>10.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Max Points</strong></td>
<td>0.94</td>
<td>0.79</td>
<td>0.11</td>
<td>0.10</td>
<td>0.04</td>
<td>0.02</td>
</tr>
<tr>
<td><strong>Points Scored</strong></td>
<td>0.94</td>
<td>0.67</td>
<td>0.00</td>
<td>0.10</td>
<td>0.04</td>
<td>0.00</td>
</tr>
</tbody>
</table>

If Actual % of demographic group is greater than target, then Maximum Points scored. Points scored cannot exceed maximum points.

Total points scored: 1.75 / 2.00

<table>
<thead>
<tr>
<th>Element</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Control</td>
<td>Senior Management</td>
<td>Black Employees in Senior Management as a % of all Senior Management</td>
<td>2</td>
<td>60.00%</td>
<td>52.20%</td>
<td>1.75</td>
</tr>
</tbody>
</table>
B-BBEE Proposal Scorecard

- Complete only the relevant scorecard, based on anticipated SPV annual revenue
  - Large Enterprise; or
  - Qualifying Small Enterprise

- Supporting documentation to be provided, to enable thorough evaluation of commitments

- External B-BBEE Verification
  - Preferred Bidder will need to achieve commitments on an annual basis throughout Project duration
  - SPV to provide SANParks with certificate verifying B-BBEE status on an annual basis
  - Default may result in termination of PPP Agreement
Questions on B-BBEE Proposal?
E. Functionality Evaluation

- Functionality – score at least 70% overall

<table>
<thead>
<tr>
<th>Elements</th>
<th>Financing and Capital Plan</th>
<th>Business and Operational Plan</th>
<th>Development and Environmental Plan</th>
<th>Risk Matrix</th>
<th>B-BBEE Proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>15%</td>
<td>40%</td>
<td>20%</td>
<td>5%</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>

- **Note:** where an undertaking / acknowledgment is requested, this must be given in the Bid Submission
E. Final Bid Evaluation Weighting

- All Operators that comply with the minimum thresholds for Functionality will continue to final round of evaluation

- Provisions of the Preferential Procurement Policy Framework Act & Regulations 2017 will apply

- As per the PPPFA & Regulations 2017, Objective criteria will be applied, which may result in the contract being awarded to a bidder that did not score the highest points:
  - *To broaden participation in PPPs, SANParks will give preference to Bidders that have less than five PPP contracts with SANParks.*

- PPP Offer = 80%
  - % of gross revenue committed

- B-BBEE = 20%
E. Final Bid Evaluation Weighting

- B-BBEE = 20%

<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>
F. Communication

- No verbal communication with ANY SANParks member will be regarded as official
- Only written communication to and from the SANParks Project Officer will be official
- All questions aimed at the Mobile Tented Safari Facilities Project Team must be channelled via the Project Officer
- All questions and answers will be equally distributed to all Bidders
- Project Officer – Jeanette Greyvensteyn (jeanette.greyvensteyn@sanparks.org)
## F. Important Dates

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bidders Conference</td>
<td>6 August 2019</td>
</tr>
<tr>
<td>Submission of Written Comments and Questions by Bidders</td>
<td>19 August 2019</td>
</tr>
<tr>
<td>Distribute Minutes of Conference / Qs and As</td>
<td>26 August 2019</td>
</tr>
<tr>
<td>Tender Submissions</td>
<td>11 October 2019 (before 11am)</td>
</tr>
<tr>
<td>Bid Evaluation</td>
<td>14 October 2019</td>
</tr>
<tr>
<td>Bid Adjudication</td>
<td>25 October 2019</td>
</tr>
<tr>
<td>Contract Award</td>
<td>November 2019</td>
</tr>
</tbody>
</table>
Open forum, discussions and questions