REQUEST FOR PROPOSALS

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE MOBILE TENTED SAFARI FACILITIES PPP OPPORTUNITY IN THE KRUGER NATIONAL PARK AND GARDEN ROUTE 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 public private partnership (PPP) opportunity available for the seasonal Mobile Tented Safari Facilities in the Kruger National Park ("KNP") and the Garden Route National Park ("GRNP").

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.

June 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 of seasonal Mobile Tented Safari Facilities in the Kruger National Park and the Garden Route National Park.

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 ("B-BBEE"), 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 B-BBEE by entering into an agreement with a local community trust partner.

**NB:** Engagement with local communities may only take place subsequent to award of the preferred Bidder.

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 project are:

- Revenue generation for SANParks;
- Job creation;
- B-BBEE;
- Tourism promotion;
- Biodiversity protection and conservation; and
- Infrastructure upgrades and maintenance of infrastructure (where applicable).

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. 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. IDENTIFICATION 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 Signature Date of the PPP Agreement.

3.4 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.

3.5 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.

3.6 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.
4. A DESCRIPTION OF THE TOURISM PPP OPPORTUNITY FOR MOBILE TENTED SAFARI FACILITIES

The Mobile Tented Safari PPP opportunity available to Bidders is discussed in detail in the Information Memorandum provided to Bidders. Herewith summarised as follows:

4.1 SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity for a Mobile Tented Safari Facility at two sites the Kruger National Park and at one site in the Indigenous Knysna Forest in the Garden Route National Park.

4.2 The opportunity exists for full-service, catered Mobile Tented Safari Facilities to be developed in the Kruger National Park and the Garden Route National Park. The set-up of the Mobile Tented Safari Facilities will be done by a Private Party, who undertakes to erect, operate and remove the Mobile Tented Safari Facilities at their own cost and risk, in consultation with SANParks. The facilities must be temporal and mobile in nature so as to minimise environmental impact. The Operator will be required to remove the facilities as per the PPP Agreement. The opportunity is as follows:

4.2.1 To set-up and operate two Mobile Tented Safari Facilities within the Kruger National Park over the winter period. The facilities should be operational for five (5) months of the year – May, June, July, August and September, and must be removed after the agreed time period. The maximum carrying capacity of the Mobile Tented Safari Facilities in the Kruger National Park is site dependent, ranging between 60 and 80 beds in total; however, at least 40 guest beds should be provided at each facility (please refer to the Information Memorandum for a description of the site specific conditions). Given the accessibility of these sites, Bidders are highly encouraged to arrange for temporary staff accommodation onsite;

4.2.2 To set-up and operate a 50 bed (excluding staff) Mobile Tented Safari Facility within the Garden Route National Park over the summer period. The facility should be operational for six (6) months of the year – November, December,
January, February, March and April, and must be removed after the agreed time period. For this facility, the Operator will need to provide housing for at least one or two staff members at the site for the purposes of ensuring safety and compliance of guests, whilst other staff will need to be accommodated at an alternative site;

4.2.3 The duration of the opportunity is for a period of seven (7) years, during the above-mentioned periods;

4.2.4 The following sites and use zones have been identified for the Mobile Tented Safari Facilities:

4.2.4.1 SANParks has identified three potential sites for the Mobile Tented Safari Facilities in the Kruger National Park, near to Tshokwane, Satara and Olifants, which are zoned as either primitive, low intensity leisure or high intensity leisure use zones. Two sites will be made available to the preferred Bidder, pending the outcome of the environmental authorisation process; and

4.2.4.2 Two potential sites have been identified for the Mobile Tented Safari Facility in the Garden Route National Park - one site in the quiet zone in Kranshoek and a second site in the primitive zone in Diepwalle (Fiela se Huisie). One site will be made available to the preferred Bidder, pending the outcome of the environmental authorisation process.

4.2.5 The offering is fully serviced, requiring for all necessary amenities to be provided to guests.
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>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements for the Mobile Tented Safari Opportunity</td>
<td>30 June 2019</td>
</tr>
<tr>
<td>Provide Information Memorandum, RFP and PPP Agreement to Interested Parties</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 Visits</td>
<td>12 July (GRNP)</td>
</tr>
<tr>
<td></td>
<td>15 - 16 July (KNP)</td>
</tr>
<tr>
<td>Registration of Interested Bidders for Bidders Conference</td>
<td>2 August 2019</td>
</tr>
<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</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>
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 SANParks has identified several potential sites for the Mobile Tented Safari Facilities. Sites visits will be arranged for both the Kruger National Park and the Garden Route National Park for Bidders to view the potential sites and select sites on which to base their concept for the bid.

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

7.2.1 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

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

7.3 The proposed dates for the site visit will be communicated to Bidders. Specific arrangements for the site visits will be communicated to Bidders prior to site visit registration.

7.4 The site visit is highly recommended, as this will inform Bidders of 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 opportunity.

7.5 Please note that traveling and accommodation costs for this visit will be for the Bidders own account.

7.6 All interested Bidders are required to register for the site visit by sending their Names, Company, Contact telephone, fax number and e-mail to:
Jeanette Greyvensteyn  
Tel: (012) 426-5287  
E-mail: jeanette.greyvensteyn@sanparks.org

7.7 This site visits will form part of the due diligence process and should be attended by the Bidders or a duly authorised representative.

7.8 The programmes will be distributed to interested Bidders upon registration.

7.9 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.

7.10 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 7.10, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.

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

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

Jeanette Greyvensteyn  
Tel: (012) 426-5287  
E-mail: jeanette.greyvensteyn@sanparks.org
8. BID SUBMISSIONS

8.1 Bids must be submitted to:

The Project Officer
Jeanette Greyvensteyn
South African National Parks
643 Leyds Street,
Muckleneuk,
Pretoria.

8.2 Bid Submissions should be made by latest 11h00 on the 11th October 2019 (the “Bid Date”).

8.3 Submissions delivered after 11h00 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 PPP fee offer, Bidder’s existing B-BBEE rating 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 “Functionality - original” on the outside and shall contain all the original non-financial and B-BBEE proposal of the Submission (“Functionality”). The contents of the Functionality Bid shall consist of:

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

9.3.2 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 and Operational plan, in the format given in Section 3 – Business and Operational Plan;

9.3.5 Original of the Development and Environmental Proposal, in the format given in Section 4 – Development and 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 B-BBEE 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 “Bidders Existing B-BBEE Rating and PPP Fee Offer” 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 B-BBEE status of the Bidder (verified by a B-BBEE 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
B-BBEE certificate or whose PPP fee offer is not in the specified format. Please
note that PPP fee tranches are 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 for safekeeping until they are opened
following the evaluation of the bids.

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

10.3 Functionality elements will be evaluated and scored according to the procedure set
out in Articles 11 to 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, Bidder’s existing
B-BBEE rating and the PPP Fee Offer.

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

11.1.3 Envelope 2 contains the Bidder’s existing B-BBEE rating (verified by a B-BBEE 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 B-BBEE IS EVALUATED

12.1 B-BBEE 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 B-BBEE scorecard with targets per sub section.

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 existing B-BBEE 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 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>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>

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. Furthermore, the Financing and Capital Plan assesses the financial feasibility of the proposed project, including anticipated revenue and expenses of the project.

13.2  **Business and Operational Plan (40%)**

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 and Operational 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.

13.3  **Development and Environmental Plan (20%)**

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

13.3.2 The purpose of the evaluation of development and environmental proposals is to ensure that Bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area 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 authorisation process (Operator responsible for all environmental approvals and processes and cost associated - including all specialist studies).

13.3.4 The Operator will be required to obtain all environmental approvals at their own cost i.e. cost associated with environmental authorisation 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 24.20.

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.

13.5 **B-BBEE Proposal (20%)**

13.5.1 The Private Party SPV is expected to outline their B-BBEE plans through the B-BBEE scorecard provided in Section 6 – B-BBEE Proposal with targets per sub section.

13.5.2 An accredited B-BBEE auditor will audit the targets set on an annual basis.

14. **BIDDERS EXISTING B-BBEE RATING AND PPP FEE OFFER (ENVELOPE 2)**

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

14.1.1 The Preferential Procurement Policy Framework Act, 2001 (PPPFA) amended in 2017 will apply with an 80/20 split between the PPP Fee Offer and the Bidder's existing B-BBEE rating respectively.
14.1.2 The PPP Fee Offer and the Bidder’s existing B-BBEE rating are scored out of a total 100 points.

14.1.3 The following table outlines the final score weightings:

<table>
<thead>
<tr>
<th>PPP Fee Offer</th>
<th>Bidder’s existing B-BBEE rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>

14.2 Bidder’s existing B-BBEE rating

14.2.1 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:

14.2.1.1 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

14.2.1.2 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.

14.2.2 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>
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<tr>
<td>1</td>
<td>20</td>
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<tr>
<td>2</td>
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</tr>
<tr>
<td>B-BBEE Status Level of Contributor</td>
<td>Number of Points</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
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</tbody>
</table>

14.3 **PPP Fee Offer**

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

14.3.1.1 the Minimum PPP Fee increased annually by CPIX; or

14.3.1.2 the Variable PPP Fee expressed as a flat percentage of the gross revenue of the operation.

14.3.2 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.

14.3.3 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.

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 the 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 met the minimum thresholds and achieved the 70% for Functionality are considered in the final stage where B-BBEE and the PPP fee offer 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:

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

a is the weighting for B-BBEE as outlined in 14.1.3
b is the weighting for PPP fee as outlined in 14.1.3
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 operation commence.

17.3 There will be no PPP Fees payable before Effective Date with Effective Date defined in the PPP Agreement.

18. BID 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.

18.2 Bid Bonds should be for the amount of R 100 000.

18.3 The posting of the Bid Bond is for the purpose of ensuring that 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 12
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 Performance 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.

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
Jeanette Greyvensteyn
P O Box 787
PRETORIA, 0001
643 Leyds Street
Muckleneuk, Pretoria
Telephone: (012) 426 5287
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.

E-mail: jeanette.greyvensteyn@sanparks.org
20. SECTION 1A – QUALIFICATION

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

20.2 Financial Capacity

20.2.1 Given that the project may entail risk to both the preferred bidder and SANParks, it is important that interested parties demonstrate financial strength. In this regard the gross asset value of the interested party must be at least R 1 million, with a minimum business turnover of R 5 million per annum.

20.2.2 As the preferred bidder must be a Special Purpose Vehicle (SPV), it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding. The interested party must also demonstrate, to SANParks’ satisfaction, that its shareholders are solvent. Audited or independently reviewed 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.

20.3 Financial Requirements

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

20.3.1.1 audited or independently reviewed 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 that are privately held, and
do not produce audited financial statements or independently reviewed financial 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 Experience**

20.4.1 The project is likely to require interested parties with substantial experience and expertise in the tourism market. Interested parties are therefore required to provide examples of similar projects conducted by the interested parties. 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:

20.4.1.1 The interested Bidder must have proven operating experience of at least five (5) years in the tourism industry. The definition “operating experience” includes ownership, leasing or concession arrangements and management contracts for tourism products. It will not include employment at a tourism establishment, at however senior level; and

20.4.1.2 The interested Bidder must demonstrate that they are successfully operating, or have operated within the last three (3) years, at least two mobile tented facilities in a remote location, each with a capacity of at least 20 tents, with related catering and tourism activities.

20.5 **Tourism Track Record**

20.5.1 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.

20.5.2 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.

20.6 **B-BBEE Qualification Criteria - Enterprise Development**

20.6.1 The Operator will be required to implement a minimum of two (2) enterprise development programmes over the duration of the contract term distributed evenly over the period. The Bidder must give an undertaking that this will be done.

20.6.2 The Operator is to compile a plan that outlines the detail on how the enterprise development will be done and how this enterprise development will evolve into supplier development.

20.6.3 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 will be seen as a material breach of the contract, which could lead to termination.

20.7 Failure to comply with the above conditions will invalidate the bid.
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**

The successful Bidder must form a specific company, or special purpose vehicle (“SPV”), for the purposes of this PPP opportunity prior to signature date of the PPP Agreement. The following must be specified for the bidding company and its partners (if relevant), as well as the SPV or specific company if already formed. Where the SPV or specific company has not yet been formed, at minimum the intended shareholding in the SPV and the intended Directors/Partners/Trustees and their responsibilities must be demonstrated:

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.

21.3 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.

21.4 An original signed version of the 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.

21.5 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.
22. SECTION 2 – FINANCING AND CAPITAL PLAN

22.1 The Bidder should provide the following information:

22.1.1 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 (weighting 10%);

22.1.2 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 (weighting 30%);

22.1.3 The economics of the business – the bidder must provide feasibility studies reflecting the following (weighting 30%):

22.1.3.1 Turnovers (weighting 30%)

22.1.3.1.1 Occupancy rates, tariffs, sources of revenue etc.

22.1.3.1.2 Revenue growth for each year of operation

22.1.3.2 Gross and operating margins (weighting 40%)

22.1.3.3 Fixed, variable and semi variable costs (weighting 30%)

22.1.4 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 (weighting 30%):

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash inflows</th>
<th>Owners’ capital</th>
<th>Loans received</th>
<th>Grants received</th>
<th>Cash from sales and other operating</th>
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<td>Start-up</td>
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<td>revenue</td>
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<td>Cash from other sources</td>
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<td><strong>Total cash inflow (A)</strong></td>
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<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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<td>Loan repayments</td>
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<td>Infrastructure upgrades/Building additions/internal décor etc.</td>
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<td>Replacement of equipment and vehicles</td>
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<td><strong>Total cash outflow (B)</strong></td>
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<tr>
<td>Net cash flow [A – B] before PPP fees and tax</td>
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23. **SECTION 3 – BUSINESS AND OPERATIONAL PLAN**

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

23.1 **Background of Bidding Company (weighting 35%)**

23.1.1 **Rationale (weighting 25%)**

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

23.1.2 **Current / previous operations (weighting 25%)**

23.1.2.1 Size of current / previous operations i.e. Number of tents / number of beds / current turnover

23.1.2.2 Type of operation and similarity to the PPP opportunity (i.e. activities offered, catering options, location of operation, ability to manage logistics of operating facilities in remote locations)

23.1.3 **Track record (weighting 10%)**

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 (weighting 25%)**

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

23.1.5 **Management / employees (weighting 15%)**

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. Specific reference should be made to relevant qualifications and
experience that will ensure the safety of guests and staff in the Mobile Tented Safari Facilities, as well as the ability to offer catering and proposed activities to guests

23.1.5.4 Where skills and experience are lacking, outline the strategy to source these skills

23.2 Operational Vision, Plan and Service Standards (weighting 35%)

23.2.1 Products / activities (weighting 30%)

23.2.1.1 Detailed description of the Mobile Tented Safari Facilities and how these will be managed, considering the remote location. Specific reference should be given to:

23.2.1.1.1 The overall concept proposed for the facilities at each of the preferred sites (two sites for KNP and one site for GRNP)

23.2.1.1.2 Conceptual layout of the facilities at the proposed sites, specifying the positioning of different areas (i.e. accommodation, ablution facilities, kitchen areas, storage areas and communal areas)

23.2.1.1.3 Activities to be offered to guests

23.2.1.1.4 Catering options to be provided to guests

23.2.1.1.5 Parking solution for the facilities, and how the “Park and Ride” facility can be implemented

23.2.2 Operating standards and procedures (weighting 20%)

23.2.2.1 Proposed Operating Standards and Procedures for the Mobile Tented Safari Facilities, including an outline of the operations and procedure manuals that will be required.

These operating standards and procedures will form part of the Operational Management Plan (OMP) for the Mobile Tented Safari Facilities, which the Operator will be required to develop in consultation with SANParks. The OMP must guide daily operations and clearly state the roles and responsibilities of the Operator and SANParks.

23.2.3 Proposed organisational and staffing structures (weighting 20%)

23.2.3.1 Management policies
23.2.3.2 Involvement of local communities

23.2.3.3 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

23.2.3.4 Staff transport

23.2.3.5 Staff housing, considering that as far as possible, they should be accommodated in mobile accommodation onsite

23.2.4 Customer service (weighting 10%)

23.2.4.1 Guest feedback mechanism

23.2.4.2 Guest complaints procedure

23.2.4.3 Telephone / e-mail ethics

23.2.4.4 Reservation / booking policy

23.2.5 Proposed Health & Safety (weighting 20%)

23.2.5.1 Hygiene policies, with specific reference to management of ablution facilities

23.2.5.2 Emergency evacuation plans

23.2.5.3 Waste management / recycling

23.2.5.4 Other health and safety initiatives that will be implemented to ensure that the operation functions well and in line with the law / rules / regulations

23.2.5.5 Operational procedures

23.2.5.6 Cleaning procedures

23.2.5.7 Safety and security procedures, with specific reference to managing the safety of guests and staff, given that the Mobile Tented Safari Facilities will be located in an area of dangerous game

23.2.5.8 The Bidder must agree to cooperate with SANParks in compiling a monitoring checklist that encompasses all Health and Safety requirements, which may be used for auditing purposes
23.3 Institutional Depth to sell the Product (weighting 30%)

23.3.1 Current sales & marketing (weighting 60%)

23.3.1.1 Bidder’s 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 programmes

23.3.1.5 Current marketing channels

23.3.2 Understanding of the market for PPP Opportunity (weighting 40%)

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
24. SECTION 4 – DEVELOPMENT AND ENVIRONMENTAL PROPOSAL

Items to address in Development and Environmental Proposals.

24.1 Legislative Requirements

24.1.1 Confirmation that all legislative requirements, including Environmental Impact Assessment (EIA) requirements, are understood and will be complied with.

24.1.2 Acknowledgement that Development and Environmental Proposals lacking sufficient detail may be disqualified.

24.2 SANParks Requirements

24.2.1 Acknowledgement that the Operator must comply at all times with SANParks Environmental Guidelines, which may change from time to time.

24.2.2 Acknowledgement that the Operator will comply with the accreditation in terms of the National Standard for Responsible Tourism, 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 Operator that an Environmental Control Officer (“ECO”) will be appointed, at cost to the Operator, for the duration of the agreement. The ECO must conduct day-to-day monitoring activities to ensure compliance with all environmental requirements.

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.
24.5 **Environmental Responsibility**

24.5.1 The Operator acknowledges that SANParks has an active role to play in Responsible Tourism and expects the same from Private Parties that operate in National Parks. SANParks subscribes to the minimum standard of Responsible Tourism (SANS 1162) and expects the same from Operators that operate commercial outlets in National Parks.

24.5.2 Undertaking from the Operator to conduct, manage and carry out the Project at all times in environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a proclaimed National Park.

24.5.3 The Operator undertakes to take all reasonable steps in conducting of the Project to prevent and limit the occurrence of any environmental or health hazards and to ensure the health and safety of the Private Parties and the public.

24.6 **Regulatory Provisions**

24.6.1 The Operator undertakes to adhere to the Regulatory Provisions and the Environmental Specifications.

24.6.2 The Operator undertakes to comply with its statutory duties in terms of the Environmental Laws and to take reasonable measures to prevent pollution or degradation from occurring, continuing or recurring or, in so far as such harm to the Environment is authorised by SANParks, to minimise and rectify such pollution or degradation of the Environment.

24.6.3 The Operator undertakes to comply at all times with the provisions of the Environmental Guidelines.

24.6.4 The Operator acknowledges that the terms and conditions set forth in the Environmental Guidelines are subject to amendment.

24.6.5 The Operator undertakes to comply with amended Environmental Guidelines.
24.7 **Environmental Impact**

24.7.1 Acknowledgement that the Operator will bring to the attention of SANParks any matter that may in its view, have a detrimental impact on the Environment and the Protected Area.

24.7.2 Where fish might be part of the menu, the Operator needs to subscribe to the South African Seafood Initiative (SASSI) and only sell fish with green status or SASSI certified.

24.8 **Natural Environment Manipulation**

24.8.1 PPP Project sites 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, with exception of limited bush clearing within the site for the purposes of clearing and levelling prior to the set-up of the Mobile Tented Safari Facilities, subject to any restrictions identified by the environmental authorisation and included in the Environmental Management Plan (EMP), as well as subject to any requirements specified by the local Section Ranger and Environmental Manager of the Protected Area. Introduction of alien vegetation is not permitted under any circumstances. Baiting of wildlife is not permitted. The Operator must provide an agreement to abide by these provisions.

24.8.2 The Operator agrees to operate in accordance with an agreed and comprehensive Environmental Management Programme (EMPr), Environmental Management Plan (EMP) and Operational Management Plan (OMP) for the duration of the agreement, to ensure minimal environmental impact on the sites of the Mobile Tented Safari Facilities, and ensure that the site will be handed back to SANParks a state that is acceptable to SANParks.

24.8.3 As part of the Bid response, preliminary mitigation measures must be provided to demonstrate the types of initiatives / processes that could be implemented to ensure minimal environmental impact to the site.
24.9 Carrying Capacity

24.9.1 Acknowledgement that the Operator will not exceed the bed limit that SANParks has established for the particular Project Sites, as described in Section 4.2. These anticipated numbers may change subject to findings of the environmental authorisation, where applicable.

24.9.2 It must be noted that the bed limit provided relates to the **maximum number of persons on the Project Site at any point in time.** The Development and Environmental Proposal must include (i) the number of guest and staff beds the Operator intends to have within the Project Site, and (ii) the number of staff the Operator intends to house elsewhere (if applicable).

24.10 Bulk Infrastructure

24.10.1 Electricity / Energy

24.10.1.1 Identification of source(s) to be used during set-up and operation of the Mobile Tented Safari Facilities.

24.10.1.2 Describe how the use of solar energy installations and technology will be implemented during the operation of the Mobile Tented Safari Facilities.

24.10.1.3 If diesel generators are to be used, the Operator must confirm the following:

24.10.1.3.1 Generators will be low decibel generators;

24.10.1.3.2 Diesel tanks will be installed in bund walls to prevent diesel spillages; and

24.10.1.3.3 A diesel spillage SOP will be developed, in line with SANParks’ requirements and standards.

24.10.1.4 Confirmation that the Operator will provide an electrical certificate of compliance for all electrical works once the Mobile Tented Safari Facilities have been set-up for the period of operation.

24.10.1.5 The Operator undertakes:
24.10.1.5.1 To measure energy use and continuously aim to implement measures to reduce energy usage until optimal levels are reached;

24.10.1.5.2 Monitor the use of energy;

24.10.1.5.3 Educate staff via onsite notices on the use of energy;

24.10.1.5.4 Set energy usage targets (monitored weekly/monthly) and manage these targets.

24.10.2 Water Management and Guidelines

24.10.2.1 The Operator must identify water source(s) and water storage and supply infrastructure to be used during set-up and operation of the Mobile Tented Safari Facilities.

24.10.2.2 The Operator must provide estimates of total water usage requirements and confirmation that, during operation, total water usage from any and all sources inside the Park will be limited to the relevant Park’s water policy.

24.10.2.3 Description of water conservation and recycling measures the Operator intends to take in operating the Mobile Tented Safari Facilities.

24.10.2.4 The Operator undertakes to implement water conservation measures in the design and implementation of their operations;

24.10.2.5 The Operator undertakes to:

24.10.2.5.1 Monitor the use of water;

24.10.2.5.2 Educate staff via onsite notices on the use of water;

24.10.2.5.3 Set water usage targets (monitored weekly/monthly) and manage these targets; and

24.10.2.5.4 Aim to avoid accidental loss through effective maintenance, installing quality storage and reticulation systems and implementing leak detection systems.

24.11 Waste Management

24.11.1 Liquid Wastes:

24.11.1.1 Liquid waste refers to sewerage as well as grey water. Details of the proposed wastewater management system capable of ensuring that liquid
wastes meet or exceed South African water quality regulations prior to discharge or reuse must be given. These shall include an estimate of approximate volume of wastewater the development will produce daily, and a description of method of treatment and recycling the Operator intends to install. **NB: any system installed for the purposes of waste collection must be of a temporary nature, with a limited impact on the environment;**

24.11.1.2 Confirmation that monthly wastewater monitoring will be undertaken and these reports made available to SANParks;

24.11.1.3 The Operator undertakes to manage liquid waste in accordance with national and local legislation requirements;

24.11.1.4 The Operator undertakes to design management techniques to be both economically viable and environmentally sustainable;

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

24.11.1.6 The Operator undertakes to implement waste procedures that optimise the principles of liquid waste reduction and liquid waste reuse and ensures that the end product does not pollute the environment;

24.11.1.7 The Operator undertakes to maintain the grease taps for:

24.11.1.7.1 Pot and Rinse Sinks attached to Dish Washers;

24.11.1.7.2 Fixtures or drains through which significant amount of fats, oils or grease may be introduced;

24.11.1.7.3 Soup Kettles or similar devices;

24.11.1.7.4 All sinks that are used to clean any dishes, pots, pans or cooking utensils.

24.11.1.8 The Operator undertakes to implement processes and procedures which stipulates the following:

24.11.1.8.1 Kitchen staff should inspect and clean grease traps and interceptors at daily and maintain a log sheet of each trap inspection detailing condition of the trap and any maintenance activity;

24.11.1.8.2 that grease traps are cleaned daily; and
24.11.1.8.3 that waste recovered from the grease traps be disposed of at an authorised facility.

24.11.2 Solid Wastes:

24.11.2.1 The Operator must provide estimates of volumes of solid waste, by different waste categories, that the Mobile Tented Safari Facilities are expected to generate.

24.11.2.2 Description of Operator’s proposed methods for recycling solid wastes.

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

24.11.2.4 Acknowledgement that solid waste will be separated onsite and transported to an approved landfill site, either at a respective approved camp waste disposal site or outside the relevant Park to approved recycling depots. Final disposal arrangements will be agreed with the successful bidder prior to set-up of the Mobile Tented Safari Facilities on an annual basis.

24.11.2.5 The Operator undertakes to manage all waste that is generated in such a way that direct and indirect impacts are kept to a minimum.

24.11.2.6 The Operator undertakes to achieve Solid Waste Management Best Practices which implies the following:

24.11.2.6.1 Manage solid waste from source to disposal (use of green bags for recycle waste and black bags for non-recycle waste, in accordance with Park’s Waste management system);

24.11.2.6.2 Strive to eliminate non-recyclable or hazardous packaging or containers at the procurement phase;

24.11.2.7 The Operator undertakes to include the following policies in the waste management:

24.11.2.7.1 Green Procurement Policy: This policy defines the procedures that the Operator will implement to ensure that all produce, containers and packaging comes from suppliers that under-write environmental principles, and that waste be recyclable as far as possible;

24.11.2.7.2 Hazardous Waste Policy: The Hazardous Waste Policy defines procedures that the Operator will implement to manage any hazardous waste, to ensure that it is firstly minimised, but also that it
is stored and discarded in a safe and legal way.

24.11.2.8 The Operator commits to follow the following guidelines to minimise the effect of the solid waste on the ecosystem:

24.11.2.8.1 Minimise solid waste production at all sources, by striving for the minimisation of all waste.

24.11.2.8.2 Maximise the recycling of solid waste. Glass, tin, paper and cardboard must be sorted onsite for recycling, while actual recycling will take place off site at the approved camp waste disposal site or approved disposal site outside the relevant Park.

24.11.2.8.3 All waste must be removed to the respective approved camp waste disposal site and incinerator, or approved disposal site outside the relevant Park, for disposal and recycling. The dumping and disposal of waste other than at an approved waste site is strictly prohibited and failure to comply may result in termination. Final disposal arrangements will be agreed with the successful bidder prior to set-up of the Mobile Tented Safari Facilities on an annual basis.

24.11.2.8.4 Waste storage and sorting areas must be properly set-up and maintained. Waste storage areas must remain clean and secure from problem animals.

24.11.2.8.5 Waste storage areas must remain visually hidden from guests.

24.11.2.8.6 Packaging and containers given to visitors must be environmentally friendly, biodegradable and recyclable.

24.11.2.8.7 The distribution of plastic bags and polystyrene to visitors is strictly prohibited and only brown paper bags are allowed to be given for the purpose of carrying items purchased.

24.11.2.8.8 In terms of packaging the Operator undertakes to not use the following in outside seating and eating areas as this pollutes the park:

24.11.2.8.8.1 Sachets (for sugar, tomato sauce, salt and pepper, etc.);

24.11.2.8.8.2 Paper serviettes;

24.11.2.8.8.3 Butter tubs/pads
24.11.2.8.8.4  Plastic straws

24.11.2.8.8.5  Plastic cutlery

24.11.2.9  The Operator must undertake to continuously strive towards eliminating plastic water bottles and single-use plastics in their operations.

24.11.2.10  Ensure that the all areas are kept free of litter by promoting an ethic amongst guests and staff alike and soliciting the co-operation of all staff to pick up litter wherever they find it.

24.12  Chemical substances

24.12.1  The Operator (including staff of the Operator) undertakes to not use any of the chemicals that are banned from use in the relevant Park (as determined by any Environmental Manager in National Parks).

24.12.2  The Operator acknowledges that all chemicals listed as “Prohibited” may not be brought into or used in the relevant Park.

24.12.3  The Operator undertakes to ensure safe storage and disposal of preferred chemicals and their containers.

24.12.4  The Operator undertakes to have a specific disposal system for toxic or other waste regarded as being dangerous under supervision of the Technical Services Department.

24.12.5  The Operator undertakes to only use environmentally friendly and biodegradable detergents and cleaning agents.

24.13  Pest Control

24.13.1  The Operator undertakes to comply with the integrated pest management plan as provided by SANParks.

24.13.2  Where and if required the Operator undertakes to control bats as outlined in the SANParks Bat Management Plan (where applicable).

24.13.3  The Operator undertakes to make use of preferred pest control chemicals as
outlined in the SANParks Pest Control Report.

24.14 **Fire / Natural Disaster Management**

24.14.1 Acknowledgement that Operator may not control natural fires occurring in the Protected Area, except in the immediate surrounds of the Mobile Tented Safari Facilities and/or to save human life or property.

24.14.2 Acknowledgement that control of natural fires elsewhere in the Protected Area is the responsibility of SANParks and that Operator may not attempt to control natural fires without SANParks consent and direction.

24.14.3 Agreement to subject the final layout of the Mobile Tented Safari Facilities and safety specifications of all structures (all which are required to be mobile), to a ‘fire safety audit’ carried out by a qualified fire safety expert.

24.14.4 Acknowledgement that a full risk assessment must be completed and emergency response plans must be completed for each site, in line with SANParks' requirements and standards.

24.14.5 As part of the Bidder’s submission, a preliminary risk assessment and response plans must be provided for the selected sites, as well as the required equipment (e.g. fire-fighting) to be kept onsite to manage natural disasters.

24.15 **Staff Accommodation and Safety**

24.15.1 Estimate of total number of staff, including number to be (i) accommodated onsite and (ii) accommodated off-site (if applicable). Staff accommodation must be specified in the drawings specified in the Design Plan.

24.15.2 Acknowledgement that the Operator 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.

24.16 **Roads and Tracks**

24.16.1 Acknowledgement that SANParks will not allow the construction of new roads
around the Project Site, with exception of a direct access route to the selected sites at cost to the Operator, which must comply with the SANParks Road Classification. Where management roads are used for access to the site, only approved management roads may be used.

24.16.2 Agreement that if required, access roads will be upgraded by the Operator, in line with SANParks’ requirements and standards, at cost to the Operator and in line with the SANParks Road Classification for the Protected Area.

24.16.3 Agreement that the Operator will adhere to SANParks’ approved carrying capacity for roads and tracks.

24.17 Operator Vehicles

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

24.17.2 Agreement to abide by SANParks’ vehicle standards.

24.17.3 Acknowledgement that the number and size of vehicles entering the Mobile Tented Safari Facilities may be limited by SANParks, depending on environmental conditions at the time of set-up, operation or removal of the facilities, and that a suitable contingency plan will be arranged with SANParks.

24.18 Guest Activities

24.18.1 Off-road Driving

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

24.18.2 Monitoring of Compliance with Codes of Conduct:

24.18.2.1 Agreement to provide guests with Codes of Conduct, and to distribute a letter from SANParks to guests advising them of relevant Park rules and regulations.

24.18.2.2 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 Operator.

24.19 Monitoring

24.19.1 The Operator agrees to cooperate with SANParks in compiling a monitoring checklist that encompasses all environmental conditions. The checklist will be used for environmental compliance auditing purposes of the Mobile Tented Safari Facilities. In addition to the environmental compliance audits, the Environmental Manager and relevant Section Ranger will conduct site inspections from time to time.

24.19.2 The Operator agrees that 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.

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

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

24.19.5 The Operator acknowledges and agrees that failure to comply with any of the environmental standards and requirements would imply material breach of the PPP Agreement.

24.20 Design Plan

24.20.1 The Development and Environmental Proposal must contain a Design Plan. 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. The Design Plan must include sufficient detail regarding the design, location and orientation of mobile structures on the Project Site to enable evaluation of the visual and environmental impacts of the proposed development including but not limited to:
24.20.1.1 A drawing of development ‘footprint’ of the Mobile Tented Safari Facilities;

24.20.1.2 Conceptual and layout drawings of all structures and associated infrastructure (with consideration that all structures and infrastructure must be mobile);

24.20.1.3 Emergency escape routes must be depicted on the drawings;

24.20.1.4 The 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 of the Mobile Tented Safari Facilities, including lighting, must be provided;

24.20.1.5 The Operator must agree to minimise the visual impacts of the development, including lighting, lightning arrestors and radio masts (where applicable), brand signage and colours (to complement the environment). Specifically outline how brand signage and colours will be mitigated to complement the environment;

24.20.1.6 Acknowledgement that the structures will be certified structurally safe; and

24.20.1.7 Solutions must be provided to reduce the risk of problematic animals having a negative impact on the Mobile Safari Tented Facilities.
## 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 (institution/private party/shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing risk</td>
<td>Required capital for CAPEX and OPEX may not be raised / secured; loans repayments might be difficult; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, oil prices and currency fluctuations may affect assumptions</td>
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<tr>
<td>Environmental authorisation risk</td>
<td>The risk that consent required from the DEA (where applicable), is not obtained or that it delays operation</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 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 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>
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<tr>
<td>Insurance risk</td>
<td>The risk of substantial increases in insurance premiums and/or costs related to excess payments</td>
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<tr>
<td>Insolvency risk</td>
<td>The possibility of insolvency of a Private Party</td>
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<tr>
<td>Interest rate risk</td>
<td>The possibility of interest rate</td>
<td></td>
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<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 (institution/private party/shared)</td>
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<td>------------------------------</td>
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<tr>
<td>fluctuations affecting the availability and cost of funding</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>
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<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>
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<tr>
<td>Operating risk</td>
<td>Factors impacting on the operating requirements of the project and related expenditure</td>
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<tr>
<td>Planning risk</td>
<td>The possibility that the proposed use of the State Asset will not comply to the applicable legislation</td>
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<tr>
<td>Political risk</td>
<td>The possibility of unforeseeable conduct by SANParks or expropriation of the assets</td>
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<tr>
<td>Subcontractor risk</td>
<td>The risk of subcontractor defaults or insolvency</td>
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<tr>
<td>Rehabilitation risk</td>
<td>The possibility that the cost of rehabilitation of the project site exceeds the projected rehabilitation costs</td>
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<tr>
<td>Resource or input risk</td>
<td>The possibility of a failure or shortage in the supply of resources</td>
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<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>
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<tr>
<td>Third Party claims</td>
<td>The risk of injury or death due to the guests staying in a big 5 area</td>
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<tr>
<td>Utilities risk</td>
<td>The possibility that the utilities required for operation may not be available</td>
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</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 Commission 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 the Companies and Intellectual Property Commission 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.

26.3.2.2.2 For the purposes of all other Management Control Indicators, *Local People* refers to Black Employees from Local Communities for the relevant indicators.

26.3.2.2.3 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.

26.3.2.2.4 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:

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

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

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

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

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

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

26.3.2.2.5 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</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>
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<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 Interest</td>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black People are entitled</td>
<td>4</td>
<td>30%</td>
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</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>
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</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>
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<td>As per Codes</td>
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<td><strong>Score out of 27</strong></td>
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<td></td>
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</tbody>
</table>

<p>| Management Control    | 19 (+2 Bonus)     | Board Participation | Exercisable Voting Rights of Black Board Members as a percentage of all Board Members | 1         | 50%                |             |       |
|                       |                   |                      | Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members | 0.5      | 30%                |             |       |
|                       |                   |                      | Exercisable Voting Rights of Local People who are Board Members as a percentage of all Board Members | 0.5      | 20%                |             |       |
|                       |                   |                      | Black Executive Directors as a percentage of all Executive Directors                      | 1         | 50%                |             |       |
|                       |                   |                      | Black Female Executive Directors as a percentage of all Executive Directors            | 0.5      | 30%                |             |       |
|                       |                   |                      | Black Executive Management as a percentage of all Other Executive Management         | 1         | 60%                |             |       |
| Other Executive       |                   |                      |                                                                                       |           |                    |             |       |
| Management            |                   |                      |                                                                                       |           |                    |             |       |</p>
<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></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>
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<td></td>
</tr>
<tr>
<td>Senior Management</td>
<td></td>
<td>Black Employees in Senior Management as a percentage of all Senior Management</td>
<td>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>Black Female Employees in Senior Management as a percentage of all Senior Management</td>
<td>Targets for Black People must be split according to the Economically Active Population</td>
<td>1</td>
<td>30%</td>
<td></td>
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<tr>
<td>Middle Management</td>
<td></td>
<td>Black Employees in Middle Management as a percentage at all Middle Management</td>
<td>Targets for Black People must be split according to the Economically Active Population</td>
<td>1</td>
<td>75%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Black Female Employees in Middle Management as a percentage of all Middle Management</td>
<td>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>
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<tr>
<td></td>
<td></td>
<td>Local People in Senior / Middle Management as a percentage of all Senior and Middle Management</td>
<td></td>
<td>2</td>
<td>25%</td>
<td></td>
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<tr>
<td>Junior Management</td>
<td></td>
<td>Black 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>80%</td>
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<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>
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<td></td>
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<td>Local People in Junior Management as a percentage of all Junior Management</td>
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<td>Employees with disabilities</td>
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<td>Black Employees with Disabilities as a percentage of all Employees</td>
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<td>2</td>
<td>2%</td>
<td></td>
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<tr>
<td>All Employees</td>
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<td>Black Employees as a percentage of all</td>
<td></td>
<td>1</td>
<td>75%</td>
<td></td>
<td></td>
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<tr>
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<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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<td>-------------</td>
<td>-------</td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td>Employees (excluding Board and Executive Management)</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Board and Executive Management)</td>
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<td>40%</td>
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<td>Local People as a percentage of all Employees (excluding Board and Executive Management)</td>
<td>2</td>
<td>60%</td>
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</tr>
<tr>
<td>Bonus Points</td>
<td></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>2</td>
<td>1% (over and above 2% target above)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills Development</td>
<td>20 (+5 Bonus)</td>
<td></td>
<td>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leviable Amount: - Accommodation; - Hospitality and related services; - Travel and related services Targets for Black People must be split according to the Economically Active Population</td>
<td>5</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learnerships, Apprenticeships, and Internships</td>
<td></td>
<td></td>
<td>Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of total Employees. Targets for Black People must be split according to the Economically Active Population</td>
<td>8</td>
<td>3.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of Black Unemployed Learners participating in Learnerships, Apprenticeships and Internships</td>
<td>4</td>
<td>3%</td>
<td></td>
<td></td>
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</table>

Score out of 19 (+2 bonus)
<table>
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<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></td>
<td></td>
<td></td>
<td>Internships paid for by the measured entity as a percentage of number of total Employees.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Targets for Black People must be split according to the Economically Active Population</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bonus Points</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>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Score of 20 (+5 bonus)</td>
</tr>
</tbody>
</table>

### Enterprise and Supplier Development

#### Preferential Procurement

|                                |                               |                                | B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend | 5          | 80%                |             |       |
|                                |                               |                                | 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 | 3          | 15%                |             |       |
|                                |                               |                                | 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 | 4          | 15%                |             |       |
|                                |                               |                                | 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 | 9          | 40%                |             |       |
|                                |                               |                                | 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 | 4          | 12%                |             |       |
|                                |                               |                                | Annual value of all qualifying Supplier Development                                          | 10         | 3% of NPAT         |             |       |
## Element

<table>
<thead>
<tr>
<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>
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</thead>
<tbody>
<tr>
<td></td>
<td>Enterprise Development</td>
<td>Contributions to local entities made by the measured entity as a percentage of the target</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td></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>
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<tr>
<td></td>
<td>Bonus Points</td>
<td>Bonuses 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>
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<tr>
<td></td>
<td></td>
<td>Bonus points 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>
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<tr>
<td></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></td>
<td>Bonus Points</td>
<td>Status as TOMSA levy collector</td>
<td>3</td>
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**Score out of 40 (+2 bonus)**

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<th>111 (+12 Bonus)</th>
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<tr>
<td>Minimum Threshold</td>
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### 26.3.4 Qualifying Small Enterprise Scorecard

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<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
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</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></td>
<td></td>
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<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>
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</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>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting Points</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------</td>
<td>--------------------</td>
<td>-------------</td>
<td>-------</td>
</tr>
<tr>
<td>Economic Interest</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>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic Interest in the entity to which Black Women are entitled</td>
<td>3</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<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>
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</tr>
<tr>
<td>Realisation Points</td>
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<td>Net Value</td>
<td>8</td>
<td>As per Codes</td>
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<tr>
<td>Executive Management</td>
<td>Management Control</td>
<td>Black representation at Executive Management</td>
<td>2</td>
<td>60%</td>
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<tr>
<td></td>
<td></td>
<td>Black Female representation at Executive Management</td>
<td>1</td>
<td>30%</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Local People representation at Executive Management</td>
<td>1</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Score out of 15 (+2 bonus)</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior, Middle and Junior Management</td>
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<td>Black representation at Senior, Middle and Junior Management</td>
<td>4</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Black Female representation at Senior, Middle and Junior Management</td>
<td>2</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local People representation at Senior, Middle and Junior Management</td>
<td>2</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Employees</td>
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<td>Black Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>75%</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>40%</td>
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<tr>
<td></td>
<td></td>
<td>Local People as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>60%</td>
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<tr>
<td>Bonus Points</td>
<td></td>
<td>Number of Black Employees with Disabilities as a percentage of all Employees</td>
<td>2</td>
<td>1%</td>
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<tr>
<td><strong>Score out of 15 (+2 bonus)</strong></td>
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<tr>
<td>Skills Development</td>
<td></td>
<td>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leviable Amount:</td>
<td>10</td>
<td>3%</td>
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<td></td>
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**Page 61 of 77**
<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>
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<tbody>
<tr>
<td>percentage of the Leviable Amount</td>
<td></td>
<td>- Accommodation; - Hospitality and related services; - Travel and related services</td>
<td>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black Females in any of the above three tourism sub-sectors as a percentage of Leviable Amount.</td>
<td>9</td>
<td>1.5%</td>
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<tr>
<td>Learnerships, Apprenticeships, and Internships</td>
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<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>
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<td>6</td>
<td>2.5%</td>
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<tr>
<td>Bonus Points</td>
<td></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></td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
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<td></td>
<td>Score out of 25 (+5 bonus)</td>
</tr>
<tr>
<td></td>
<td></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></td>
<td>8</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></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></td>
<td>5</td>
<td>30%</td>
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<tr>
<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></td>
<td>5</td>
<td>15%</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Annual value of all qualifying Supplier Development contributions to local</td>
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<td>7</td>
<td>2% of NPAT</td>
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<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting Points</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Enterprise Development</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>
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<tr>
<td>Socio-economic Development</td>
<td>5 (+3 Bonus)</td>
<td>Socio-economic Development</td>
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<td>5</td>
<td>1% of NPAT</td>
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<tr>
<td>Bonus Points</td>
<td>Status as TOMSA levy collector</td>
<td>3</td>
<td>Yes</td>
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**Score out of 30**

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<tr>
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<th>101 (+10 Bonus)</th>
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</thead>
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<tr>
<td>Minimum Threshold</td>
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<td>80</td>
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</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.

**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.

### 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><strong>TOTAL</strong></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 Leivable 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>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</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

<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>
<tbody>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed Learners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4. Enterprise and Supplier Development

#### 4.1 Preferential Procurement

<table>
<thead>
<tr>
<th>Anticipated value of B-BBEE procurement spend (in Rands) with:</th>
</tr>
</thead>
<tbody>
<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>v. Empowering Suppliers that are 30% Black Women Owned</td>
</tr>
</tbody>
</table>

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

#### 4.2 Supplier Development

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

#### 4.3 Enterprise Development

| Anticipated value of local Enterprise Development contributions in Rands |
| 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.

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Voting Rights</td>
<td></td>
</tr>
<tr>
<td>1.1 Total number of anticipated voting rights</td>
<td></td>
</tr>
<tr>
<td>1.2 Anticipated number of voting rights in the hands of:</td>
<td></td>
</tr>
<tr>
<td>i. Black People</td>
<td></td>
</tr>
<tr>
<td>ii. Black Women</td>
<td></td>
</tr>
<tr>
<td>iii. Local Community Trust</td>
<td></td>
</tr>
<tr>
<td>1.2 Economic Interest</td>
<td></td>
</tr>
<tr>
<td>a) Percentage economic interest in the hands of:</td>
<td></td>
</tr>
<tr>
<td>i. Black People</td>
<td></td>
</tr>
<tr>
<td>ii. Black Women</td>
<td></td>
</tr>
<tr>
<td>iii. Local Community Trust</td>
<td></td>
</tr>
</tbody>
</table>

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

### 1.3 Realisation Points

<table>
<thead>
<tr>
<th>a) Net value:</th>
</tr>
</thead>
</table>
| 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 |
| b) Anticipated number of Black Employees with disabilities |

#### 2.4 All Employees

| a) Total anticipated number of employees (excluding Executive Management) |
b) Anticipated number of (for these sub-elements, Executive Management is excluded):

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Black Employees</td>
</tr>
<tr>
<td>ii.</td>
<td>Black Female Employees</td>
</tr>
<tr>
<td>iii.</td>
<td>Local People</td>
</tr>
</tbody>
</table>

### 3. Skills Development

#### 3.1 Skills Development Expenditure

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Anticipated Leviable Amount (total payroll amount)</td>
</tr>
<tr>
<td>b)</td>
<td>Anticipated Skills Development expenditure</td>
</tr>
<tr>
<td>c)</td>
<td>Anticipated Skills Development expenditure on Black People</td>
</tr>
<tr>
<td>d)</td>
<td>Anticipated Skills Development expenditure on Black Females</td>
</tr>
<tr>
<td>e)</td>
<td>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>

#### 3.2 Learnerships, Apprenticeships and Internships

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

### 4. Enterprise and Supplier Development

#### 4.1 Preferential Procurement

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Anticipated Total Measured Procurement Spend in Rands</td>
</tr>
<tr>
<td>b)</td>
<td>Anticipated value of B-BBEE procurement spend (in Rands) with:</td>
</tr>
<tr>
<td>i.</td>
<td>Empowering Suppliers</td>
</tr>
<tr>
<td>ii.</td>
<td>Local Empowering Suppliers that are Qualifying Small Enterprises</td>
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<td>iii.</td>
<td>Local Exempted Micro Enterprises</td>
</tr>
<tr>
<td>iv.</td>
<td>Empowering Suppliers that are at least 51% Black Owned</td>
</tr>
</tbody>
</table>

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

#### 4.2 Supplier Development

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Anticipated Net Profit After Tax (NPAT) in Rands</td>
</tr>
<tr>
<td>b)</td>
<td>Anticipated value of local Supplier Development contributions in Rands</td>
</tr>
</tbody>
</table>
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>

26.4 Milestones and Targets Going Forward

26.4.1 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.

26.4.2 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.

26.5 External B-BBEE Verification

26.5.1 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.

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

26.5.3 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 (WITHIN ENVELOPE 2: BIDDERS EXISTING B-BBEE RATING AND PPP FEE OFFER)

27.1 Important note to Bidders

27.1.1 Information on the PPP Fee Offer must be contained in Envelope 2 (Bidders existing B-BBEE rating and PPP Fee Offer) and is not to be submitted in Envelope 1 (with the Functionality and B-BBEE 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>MINIMUM PPP FEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Month (Excl VAT)</td>
</tr>
<tr>
<td>R 29 166.67</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 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>
</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>
</tr>
<tr>
<td><strong>PPP fee due</strong></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>
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</tbody>
</table>

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.
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 Mobile Tented Safari Facilities in the Kruger National Park and Garden Route National Park through a PPP agreement.**

**ENVELOPE 1: FUNCTIONALITY**

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 Mobile Tented Safari Facilities in the Kruger National Park and Garden Route National Park through a PPP agreement.

**ENVELOPE 2: BIDDERS EXISTING B-BBEE RATING AND PPP FEE OFFER**

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 set-up, operation and removal of the Mobile Tented Safari Facilities in the Kruger National Park and Garden Route National Park;

And you require the Bidder to include in the bid a bid bond for the amount of R100 000 (One Hundred 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 R100 000 (One Hundred 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 12 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 and Development Bond will be replaced by a Performance Bond once operation commences to the amount equal to R 350,000 (Vat excl) and will be increased yearly on 1 April with CPI.