REQUEST FOR PROPOSALS

Request for proposals issued by South African National Parks in respect of the following restaurants in the Kruger National Park:
Satara, Olifants and Letaba
IMPORTANT NOTICE

This Request for Proposals (RFP), incorporating all its attachments, has been produced by South African National Parks, in connection with the following restaurants in the Kruger National Park: Satara, Olifants and Letaba.

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

The RFP is provided to the recipient to assist in making its own appraisal of the PPP opportunities 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.

October 2019
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1. INTRODUCTION

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

1.2 SANParks is looking to source operators for the Kruger National Park ("KNP") restaurants that includes the Satara, Olifants and Letaba Rest camps.

1.3 It is intended that by SANParks entering into the PPP with a Private Party, SANParks will 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 Private Party in compliance with strict environmental standards maintained by SANParks will develop the project. In keeping with SANParks' objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment ("BEE"), particularly those from local communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment.

1.4 Value-for-Money Objectives

The commercialisation strategy has various value-for-money objectives. The following are the main objectives of this PPP:

1.4.1 Revenue generation: The Private Party will pay a monthly PPP fee to SANParks in exchange for the right to operate the restaurant facility in the Kruger National Park;

1.4.2 Job Creation;

1.4.3 BEE;

1.4.4 Tourism promotion through professional service rendered to guests visiting National Parks and ultimately contributing to customer satisfaction;
1.4.5 Infrastructure upgrades and maintenance of infrastructure; and

1.4.6 Biodiversity protection and conservation.

2. GENERAL RULES OF THE TENDER

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

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

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

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

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

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

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

2.8 The draft PPP Agreements will be included in the Tender Documents and will be ready
as per the Timetable outlined in article 5. SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article or otherwise granted in this RFP, PPP Agreements or available under the laws of the Republic of South Africa.

3. **IDENTITY OF BIDDERS**

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

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

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

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

3.5 Interested Parties will also be required to provide information on ownership of the entities of which the Interested Parties are comprised, together with organograms reflecting the ownership proportions.

3.6 When preparing submissions on the identity of the bidders, Interested Parties are required to structure their submissions following the format:

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

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

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

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

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

Information on the opportunity

4. THE PPP OPPORTUNITY/IES

4.1 Further information about conditions will be made available to bidders in the Information pack.

4.2 The PPP opportunities entail the following:

4.2.1 Bid package 1: The Satara restaurant in the Kruger National Park (KNP).

4.2.2 Bid package 2: The Olifants restaurant in the Kruger National Park (KNP).

4.2.3 Bid package 3: The Letaba restaurant in the Kruger National Park (KNP).

The following outlines the model of contracting:
To clarify the above:

Where the franchisor (who complies with the qualification criteria) contracts directly with SANParks, the franchisor may decide which franchisee to appoint (BEE requirements within the SPV to apply). However, the franchisor will manage the franchisee and could terminate the arrangement with the franchisee through termination of the Franchise Agreement. This will imply that the Franchisor could appoint another franchisee without affecting the PPP Agreement that is in place with SANParks. Where service delivery is poor SANParks will engage directly with the franchisor to take corrective action and if not taken could terminate through the legal process contained in the PPP Agreement.

Alternatively any operator who complies with the qualification criteria based on its own credentials, could propose a brand (franchised or non-franchised) for any of the Bid Packages. The PPP Agreement will be between SANParks and the bidder only. Where a franchised brand is proposed, SANParks would require a signed Franchise Agreement between the bidder (franchisee) and the franchisor.

The bidder should clearly indicate what camp the bid is for and separate bids per Bid Package will be required.

Where a take away section is required, the main restaurant and take away section will comprise one opportunity. The following outlines what SANParks requires per Bid Package:
<table>
<thead>
<tr>
<th>Bid Package</th>
<th>Camp</th>
<th>Offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid package 1</td>
<td>Satara</td>
<td>(a) Main restaurant &lt;br&gt; (b) Take Away section (separate). &lt;br&gt; (c) The pizza section that was at Satara the last 4 years has proven to be quite successful and popular hence it is highly recommendable (but not compulsory) that this remain as a third offering (in addition to the take away section).</td>
</tr>
<tr>
<td>Bid package 2</td>
<td>Olifants</td>
<td>Main restaurant with a take away menu which could form part of the main restaurant offering or be a separate entity</td>
</tr>
<tr>
<td>Bid package 3</td>
<td>Letaba</td>
<td>(a) Main restaurant with a take away menu that could be separate or form part of the main restaurant offering. &lt;br&gt; (b) A separate quick service bar serving coffees and teas is highly recommended due to the location of Letaba from Phalaborwa gate.</td>
</tr>
</tbody>
</table>

**Tender process Information**

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.
### Summary Project Timetable

<table>
<thead>
<tr>
<th>Action</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements</td>
<td>25 August 2019</td>
</tr>
<tr>
<td>Provide Information Memorandum and RFP to Interested Parties</td>
<td>25 August 2019</td>
</tr>
<tr>
<td>PPP Agreement published on the SANParks website</td>
<td>4 September 2019</td>
</tr>
<tr>
<td>Registration for site visit and bidders conference</td>
<td>6 September 2019</td>
</tr>
<tr>
<td>Due Diligence Site Visit and Bidders Conference (compulsory)</td>
<td>11 September 2019</td>
</tr>
<tr>
<td>Receive Bidders Comments and Questions</td>
<td>24 September 2019</td>
</tr>
<tr>
<td>Facilitate and distribute questions and answers document</td>
<td>1 October 2019</td>
</tr>
<tr>
<td>Tender Submissions</td>
<td>25 October 2019</td>
</tr>
<tr>
<td>Tender Evaluation</td>
<td>To be decided</td>
</tr>
<tr>
<td>Bid Adjudication</td>
<td>To be decided</td>
</tr>
<tr>
<td>Contract Award</td>
<td>To be decided</td>
</tr>
</tbody>
</table>

6. **BIDDERS REQUIRED QUALIFICATION CRITERIA**

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

7. **SITE VISITS AND DUE DILIGENCE**

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

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

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

7.2 Due Diligence site information will be provided to Bidders by means of a site visit followed by a Bidders Conference – dates outlined in article 5.

7.3 For this purpose, all interested bidders are required to register for this site visit (by latest on the 6th of September 2019) by sending their Names, Company, Contact telephone, fax number and e-mail to:

Mr. James Daniels

Tel: (012) 426-5280

E-mail: james.daniels@sanparks.org

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

7.5 This site visits will form part of the due diligence process and should be attended by the bidders or a duly authorized representative. The site visit followed by a bidders conference will be compulsory and only parties that attended this will be allowed to bid.

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

7.7 Please note that traveling and accommodation costs for this visit will be for the bidders account.

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

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

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

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

Mr. James Daniels

Tel: (012) 426-5280

E-mail: james.daniels@sanparks.org

8. **BID SUBMISSIONS**

8.1 Bids must be submitted to:

The Project Officer

**James Daniels**

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

8.2 Bid Submissions should be made by latest 11h00 on 25 October 2019 (the “**Bid Date**”).

8.3 Submissions delivered after 11:00 on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.
9. CONTENTS OF BID SUBMISSIONS

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

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

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

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

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

9.4 Original of the Financing and Capital plan, in the format given in Special purpose vehicle constitutional information (Non-franchisor/franchisee model)

In order to limit risk to SANParks the creation of a special purpose vehicle (SPV) on operational level is required. Where the bidding party will directly or indirectly be the operator, the bidding party will be required to form a specific company, or special purpose vehicle (SPV), for the purposes of bidding for this PPP opportunity per Bid Package. Failure to do so may result in the bid being disqualified. The following must be specified:

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

9.4.2 Directors/Partners/Trustees and their responsibilities.

9.4.3 Place of registration.

9.4.4 Registration number.

9.4.5 Memorandum and Articles of Association (or equivalent constitutive documents).
9.4.6 Shareholders Agreement/Partnership or Joint Venture Agreement/Trust Deed.

9.4.7 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.

9.5 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.

Important: The bidding company will be required to score at least 65% on the Tourism BEE Scorecard.

9.6 Special purpose vehicle constitutional information (franchisor/franchisee model)

Where a company that holds a franchise participates as a bidder, the company should give an undertaking to ensure that a special purpose vehicle (SPV) is formed on operational level per Bid Package. Failure to give this undertaking may result in the bid being disqualified.

The following information must be specified as part of the bid:

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

9.6.2 Directors/Partners/Trustees and their responsibilities.

9.6.3 Place of registration.

9.6.4 Registration number.

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

9.6.6 Shareholders Agreement/Partnership or Joint Venture Agreement/Trust Deed.
9.6.7 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.

9.7 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.

9.8 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.

9.9 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.

9.10 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid bond.
9.10.1 Section 2 – Financing and Capital Plan

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

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

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

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

9.10.6 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;

9.10.7 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;

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

9.10.9 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.

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

9.12 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.

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

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

10. **HOW THE BIDS WILL BE OPENED**

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

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

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

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

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

11.1.2 Envelope 1 is for the functionality and is opened first. Bidders must score at least 75% for functionality (Please note that functionality will contain a section which outlines the BEE plans for the SPV and will be scored as part of functionality).

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

12. **HOW BEE IS EVALUATED**

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

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

13. SCORING FOR FUNCTIONALITY (ENVELOPE 1)

The functionality aspects of a bid will be scored out of 100 points. A bidder must achieve 75% of the total functionality points in order to pass and not less than 50% for any of the elements contained in the functionality. Functionality is made up of the elements and weights as outlined in Table 1: Sub-functionality weightings.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Finance and Capital Plan</th>
<th>Risk Matrix</th>
<th>Environmental Plan</th>
<th>Business, Ops and Design Plan</th>
<th>BEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>15%</td>
<td>5%</td>
<td>15%</td>
<td>45%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Table 1: Sub-functionality weightings

The following outlines the objective of each element:

13.1 Financing and Capital plan

13.1.1 A bidder is expected to provide a Financing and Capital plan in line with the format that is outlined 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.

13.1.3 The Financing and Capital Plan weighting is outlined in Table 1: Sub-functionality weightings.

13.2 Business, Operational and Design plan

13.2.1 A bidder is expected to provide a Business, Operational and Design plan in line with the
format that is outlined in Section 3 – Business, Operational and Design Plan.

13.2.2 The purpose of the evaluation of the Business, Operational and Design plans is to ensure that the bidder has fully developed all business aspects of the proposed project, and is proposing credible schemes which are based on generally accepted business principles applicable to the project, and which are in line with SANParks’ specifications given in this RFP.

13.2.3 The Business, Operational and Design plan weighting is outlined in Table 1: Sub-functionality weightings.

13.3 Environmental plan

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

13.3.2 The purpose of the evaluation of environmental proposals is to ensure that bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area, comply with minimum standards of responsible tourism and have factored those issues into their plans.

13.3.3 The Environmental Plan weighting is outlined in Table 1: Sub-functionality weightings.

13.4 Risk Matrix

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

13.4.2 The Risk Matrix weighting is outlined in Table 1: Sub-functionality weightings.

13.5 BEE

13.5.1 The Private Party SPV is expected to outline their BEE plans through the Tourism BEE scorecard with targets per sub section as well as a section which undertakes that enterprise development initiatives will be identified and implemented during the contract
13.5.2 An accredited BEE auditor will audit the targets set and number of enterprises developed on an annual basis.

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

14. 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 2: PPPFA score split**

<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 Bider’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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<td>2</td>
<td>18</td>
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<td>3</td>
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<td>7</td>
<td>4</td>
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<tr>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
<td>0</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:

1. the Minimum PPP Fee increased annually by CPIX; or
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 all the documentation that this RFP requires has been submitted correctly.

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

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

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

16. **SELECTION OF PREFERRED BIDDER**

16.1 The functionality score is only used to pre-qualify the bidders and only bidders who achieved the 75% 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 PPP fee offer 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 may 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:
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 bond OR by paying the amount into SANParks’ account – the following account number is to be used:

18.2 Bid Bonds should be for the amount of the following (per bid package):

18.2.1 Bid Package 1: R 129,000 (One hundred and twenty nine Thousand Rand)

18.2.2 Bid Package 2: R 72,000 (Seventy Two Thousand Rand)

18.2.3 Bid Package 3: R 84,000 (Eighty Four Thousand Rand)

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

18.4 Bid Bonds must be valid until the Effective Date which shall not be later than 6 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**

James Daniels  
P O Box 787  
PRETORIA, 0001  
643 Leyds Street  
Muckleneuk, Pretoria  
Telephone: +27 12 426 5280  
E-mail: james.daniels@sanparks.org

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

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

20.1 **Financial Requirements**

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

20.1.1.1 audited financial statements corresponding to the last two (2) years.

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

20.1.3 If the financial criteria are being met by companies which 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.

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

20.2 **Restaurant experience**

20.3 **Bid Package 1 (Satara)**

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:

20.3.1 Experience in the operation of a sit down a la carte restaurant and should have a fast food
component (which could be a sub-set of the main menu);

20.3.2 At least 1 operational restaurant as outlined in 20.3.1 in operation;

20.3.3 Achieve revenues at existing restaurant/s of R 10.5 million per annum;

20.3.4 Restaurant/s as outlined in 20.3.2:

20.3.4.1 To be in operation for at least 3 years;

20.3.4.2 To have a limited to extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and dessert as part of dinner menu.

20.4 **Bid Package 2 (Olifants) and Bid Package 3 (Letaba)**

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 Experience in the operation of a sit down a la carte restaurant;

20.4.2 At least 1 operational restaurant as outlined in 20.4.1 in operation;

20.4.3 Achieve revenues at existing restaurant/s of R 7.5 million per annum;

20.4.4 Restaurant/s as outlined in 20.4.2:

20.4.4.1 To be in operation for at least 3 years;

20.4.4.2 To have a limited to extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and dessert as part of dinner menu.
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 (Non-franchisor/franchisee model)**

In order to limit risk to SANParks the creation of a special purpose vehicle (SPV) on operational level is required. Where the bidding party will directly or indirectly be the operator, the bidding party will be required to form a specific company, or special purpose vehicle (SPV), for the purposes of bidding for this PPP opportunity per Bid Package. Failure to do so may result in the bid being disqualified. The following must be specified:

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

21.1.2 Directors/Partners/Trustees and their responsibilities.

21.1.3 Place of registration.

21.1.4 Registration number.

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

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

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

21.2 A letter confirming that the Bidder and each of its members has irrevocably waived any right it may have to seek and obtain a writ of injunction or prohibition or restraining order against SANParks to prevent or restrain the Tender or any proceedings related to it. However, such waiver shall be without prejudice to the right of a disqualified or losing Bidder to question the lawfulness of their disqualification or the rejection of its Bid by appropriate administrative or judicial processes not involving the issuance of a writ or injunction or prohibition or restraining order.
Important: The bidding company will be required to score at least 65% on the Tourism BEE Scorecard.

21.3 Special purpose vehicle constitutional information (franchisor/franchisee model)

Where a company that holds a franchise participates as a bidder, the company should give an undertaking to ensure that a special purpose vehicle (SPV) is formed on operational level per Bid Package. Failure to give this undertaking may result in the bid being disqualified.

The following information must be specified as part of the bid:

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

21.3.2 Directors/Partners/Trustees and their responsibilities.

21.3.3 Place of registration.

21.3.4 Registration number.

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

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

21.3.7 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.

21.4 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.
21.5 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.

21.6 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.

21.7 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid bond.
22. SECTION 2 – FINANCING AND CAPITAL PLAN

22.1 In all Bid Packages the Financing and Capital Plan comprises of 15% of the Functionality score;

22.2 The Bidder should provide the following information:

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

22.2.2 Indicate the amounts proposed for capital investment and specifically for the following:

22.2.2.1 Refurbishment of the restaurant facility;
22.2.2.2 Purchase of assets;
22.2.2.3 Where a franchise is proposed, the bidder should show that the capital is available to secure the franchise and also that agreement was reached that the bidder will be allowed to become a franchisee;
22.2.2.4 Training of staff; and
22.2.2.5 Maintaining the restaurant to Industry Best practice standards.

22.2.3 A recent auditor’s report confirming that all the members of the bidder are solvent and liquid;

22.2.4 If a member of the bidder does not produce audited financial statements, it must produce a notarised statement of assets; and

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

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

*Adapt for the 15-year term of the PPP

**Evaluation of salary forecasts to be in line with benefits that are taken over from the current operator (including pension contributions, etc).**
23. **SECTION 3 – BUSINESS, OPERATIONAL AND DESIGN PLAN**

In all Bid Packages the Business, Operational and Design plan comprises of 45% of the Functionality score.

The Business, Operational and Design plans will be evaluated per Bid Package. The following outlines the evaluation criteria that will be used:

23.1 **Background**

23.1.1 **Existing operations and background**

23.1.1.1 Number of years in Business

23.1.1.2 Turnover of existing business – average per outlet

23.1.1.3 Experience in running restaurants and specifically in difficult areas (remote, no access to temp staff, challenges related to basic services and logistics, etc)

23.1.1.4 Outline cost of sales and pricing policy

23.1.1.5 Standard Operation Procedures (SOP’s)

SOP to be submitted for evaluation. The SOP should at least cover the following areas:

- People
- Equipment and
- Products

23.1.1.6 Marketing - Local initiatives and promotional campaigns

23.1.1.7 Training

23.1.1.7.1 How is training conducted

23.1.1.7.2 How are critical positions trained

23.1.1.8 Labour

23.1.1.8.1 Give an undertaking that staff employed in current operations are paid in
line with labour legislation

**Undertaking given?**

Yes: Continue  
No: Disqualify

### 23.2 Gearing / Handover

23.2.1 Indicate how you plan to operate the restaurant in the National Park whilst also involved at other restaurants and also whether you have sufficient capacity to make a success at this restaurant.

23.2.2 Outline your plan to provide an offering to the SANParks customers whilst the restaurant is closed for refurbishment.

### 23.3 Operational Plan

#### 23.3.1 Restaurant Menu

**Does the menu cater for breakfast, lunch and dinner?**

Yes: Continue  
No: Disqualify

Outline your plan to ensure that the menu (breakfast, lunch and dinner) does not become stagnant, i.e. how frequently will the menu be revised, etc.

23.3.1.1 Breakfast

**Is the proposed menu a la carte?**

Yes: Continue  
No: Disqualify

- Does the menu have a hot and cold selection
- Adaptability of the operator to cater for groups
  - Provide models on how groups will be catered for
- Operator to outline pricing and dining options within the models

23.3.1.3  Does the menu contain at least the following options:
- Continental breakfast
- English breakfast
- Health breakfast

23.3.1.4  Display an ability to adapt to market demand

23.3.1.5  Is there variety on the breakfast options in terms of preparation method, i.e. where eggs are on the menu could it be ordered as baked, fried or poached?

23.3.1.6  Does the menu allow for dietary options, i.e. vegetarian and vegan

23.3.1.7  Does the restaurant cater for religious preferences i.e. Halaal and Kosher
If no, give an undertaking that you will adapt if SANParks requires you to do so

23.3.1.8  Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids)

23.3.1.9  Food presentation to be of high quality (images to be presented as part of the bid submission)

23.3.1.10 Preparation time of meals realistic and in line with what is accepted in the market

23.3.1.11 Is the coffee and tea selection extensive

23.3.2  Lunch

<table>
<thead>
<tr>
<th>Is the proposed menu a la carte?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes: Continue</td>
</tr>
<tr>
<td>No: Disqualify</td>
</tr>
</tbody>
</table>

23.3.2.1  Does the menu have a hot and cold selection?

23.3.2.2  Adaptability of the operator to cater for groups
- Provide models on how groups will be catered for
- Operator to outline pricing and dining options within the models

23.3.1.2.3 Does the menu contain at least the following options:
- Starter choices
- Protein range of at least 2 red and 2 white meat dishes
- Variety of starch options available
- Salad selections
- Dessert choices

23.3.1.2.4 Display an ability to adapt to market demand

23.3.1.2.5 Does the menu offer choice in terms of food preparation methods?

23.3.1.2.6 Does the menu allow for dietary options, i.e. vegetarian and vegan

23.3.1.2.7 Does the restaurant cater for religious preferences i.e. Halaal and Kosher?

If no, give an undertaking that you will adapt if SANParks requires you to do so

23.3.1.2.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids)

23.3.1.2.9 Food presentation to be of high quality (images to be presented as part of the bid submission)

23.3.1.2.10 Preparation time of meals realistic and in line with what is accepted in the market

23.3.1.2.11 Is the coffee and tea selection extensive

23.3.1.3 Dinner

**Is the proposed menu a la carte?**

<table>
<thead>
<tr>
<th>Yes:</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No:</td>
<td>Disqualify</td>
</tr>
</tbody>
</table>

23.3.1.3.1 Adaptable
- Would the operator consider changes to the standard menu to cater for the unique market, i.e. local requirements? Areas to be covered should
include menu contents and design as well as local flavour (dishes from the area – tied to responsible tourism)

23.3.1.3.2 Does the menu have a hot and cold selection

23.3.1.3.3 Adaptability of the operator to cater for groups
- Provide models on how groups will be catered for
- Operator to outline pricing and dining options within the models

<table>
<thead>
<tr>
<th>Does the menu have starters, main course and desserts?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes: Continue</td>
</tr>
<tr>
<td>No: Disqualify</td>
</tr>
</tbody>
</table>

23.3.1.3.4 Is there extensive variety within the 3 courses
- At least 5 starter choices
- Protein range of at least 2 red and 2 white meat dishes
- Variety of starch options available
- Salad selections
- At least 5 dessert choices

23.3.1.3.5 Does the menu offer choice in terms of food preparation methods?

23.3.1.3.6 Does the menu allow for dietary options, i.e. vegetarian and vegan

23.3.1.3.7 Does the restaurant cater for religious preferences i.e. Halaal and Kosher?
If no, give an undertaking that you will adapt if SANParks requires you to do so

23.3.1.3.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids)

23.3.1.3.9 Food presentation to be of high quality (images to be presented as part of the bid submission)

23.3.1.3.10 Preparation time of meals realistic and in line with what is accepted in the market

23.3.1.3.11 Good selection of wine, beer, spirits and soft drinks (carbonated and non-carbonated)
23.3.1.3.12 Is the coffee and tea selection extensive

23.3.2 **Menu fatigue**

Outline your strategy to eliminate menu fatigue, i.e. changing of the menu once a year and also indicate how the staff will be trained to be able to offer the revised menus.

23.3.3 **Take Away Menu**

23.3.3.1.1 Is there extensive variety within the take away menu
- Protein range of at least 2 red and 2 white meat dishes
- Variety of starch options available (chips, patato, pap)
- Salad selections

23.3.3.1.2 Does the menu offer choice in terms of food preparation methods?

23.3.3.1.3 Does the menu allow for dietary options, i.e. vegetarian and vegan

23.3.3.1.4 Does the restaurant cater for religious preferences i.e. Halaal and Kosher? *If no, give an undertaking that you will adapt if SANParks requires you to do so*

23.3.3.1.5 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids)

23.3.3.1.6 Preparation time of take away meals realistic and in line with what is accepted in the market

23.3.4 **Bush Braai**

23.3.4.1 Give a detailed design of the product – set-up and concept

23.3.4.2 Outline pricing of the Bush Braai product

23.3.4.3 Provide detail on the menu that will be offered at the bush braai

23.3.5 **Design**

Design plans to be submitted to have floor plans, concept drawings and visuals to enable the evaluation team to get a clear picture of what is envisaged.
23.3.5.1 Submit design plans for the Front of House sections:

- Interior guest seating areas
- Exterior guest seating initiatives
  - Optimise setting
  - Ensuring comfort
  - Initiatives to prevent littering through serviettes, sachets, etc
- Food processing areas
- Service Bar
- Etc.

23.3.5.2 Submit design plans for the Back of House sections:

- Kitchen
- Dry store
- Liquor store
- Beer fridge
- Staff areas / locker rooms

23.3.5.3 Integrated overall design to ensure better service delivery and efficiency

23.3.5.4 Submit design for the take away section (where applicable to the Bid Package)

- Outline the model that will be implemented, i.e. will the take away section have waiter service or will an order number be generated and client called when the order is ready.
- Details to be provided i.e. how will the order number be called – display via LED or name called out, etc.

23.3.5.5 Green design i.e. use of natural light, water usage, electricity efficient appliances, etc.

23.3.5.6 Universal accessibility

- Compliance with the Grading Councils standards on Universal Accessibility
23.3.6 Décor Plans

23.3.6.1 Whilst SANParks acknowledges the value that a well-established brand brings to the park the following should be outlined:

- How do you propose to adapt your décor to compliment the Kruger National Park

23.3.6.2 Where you are proposing a well-established and recognisable brand, outline how signage of the brand will be done so that the brand is recognisable but with minimised effect on the park in terms of visibility. Where the brand that is proposed is not well known, submit signage that will be used and outline how this signage will complement the park.

23.3.6.3 Outline what cutlery, crockery, condiments, linen, etc will be used in the restaurant.

23.3.7 Labour

<table>
<thead>
<tr>
<th>Undertaking to take over staff as per section 197?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes: Continue</td>
</tr>
<tr>
<td>No: Disqualify</td>
</tr>
</tbody>
</table>

The following are challenges in the park and need to be elaborated on as to how this will be overcome – detailed plans to be submitted:

23.3.7.1 Initiatives relating to housing – what will happen if turnover grow to such an extent that additional staff needs to be appointed but there are no space for additional houses,

23.3.7.2 What initiatives will be taken to ensure that staff get home when its late and the staff cannot walk home due to the location of the housing,

23.3.7.3 Outline the training plan of staff (from takeover, to refresher training to the training of new staff),

23.3.7.4 Outline what will be done to overcome the challenge of not having access to casual labour (in light of seasonality of the product as well as remote location) and what can be done to ensure optimal service delivery with lower staff numbers.
23.3.8 **Hygiene Initiatives**

23.3.8.1 Hygiene audits:

23.3.8.1.1 Undertaking to do a minimum of 2 hygiene inspections per year performed by an hygiene audit service provider whose laboratories are ISO 17025 accredited

23.3.8.1.2 Undertaking to address areas outlined in the hygiene report and prevent re-occurrence of negative findings

23.3.8.1.3 Undertaking to achieve a score of at least 75% on audits

23.3.8.1.4 Submit document / manual on hygiene standards (that will be implemented at the restaurant). Manual to contain the following as a minimum requirement:

- Actions to be taken and implemented to prevent pathogens to be detected on food samples.

- Temperature monitoring including, receiving temp monitoring, fridges/freezers, cold display, cooking and hot holding, control of thawing, internal calibration of thermometers and corrective action for temperatures out of specification.

- Requisite for the facility to have a certificate of acceptability (R918).

- Well documented Cleaning programmes including Cleaning Schedule and cleaning checklist

- Outline staff training that will be conducted related to hygiene practices

- Hand washing requisites outlining facilities, chemicals and schedules / frequency of washing

- Zoning of food areas per food type

- Pest control measures such as screening and closure of windows/doors

23.3.9 **Safety initiatives**

23.3.9.1 Emergency evacuation plans

23.3.9.2 Other safety initiatives, i.e. fire prevention in the kitchen
23.3.10 **Maintenance schedule**

23.3.10.1 The Private Party need to submit a detailed preventative maintenance plan for the facility over the contract period. Areas that need to be addressed includes but are not limited to the following:

23.3.10.1.1 Extraction Cleaning Processes (to be performed at least once every 6-months)

23.3.10.1.2 Air conditioners

23.3.10.1.3 Compressors

23.3.10.1.4 Furniture and fittings

23.3.10.1.5 Electrical maintenance

23.3.10.1.6 Appliances;

23.3.10.1.7 Etc.

23.3.11 **Matrix of Understanding**

23.3.11.1 The Private Party to subscribe to the Matrix of understanding that includes the following areas:

23.3.11.1.1 To submit 6-monthly reports on BEE compliance

23.3.11.1.2 To submit maintenance requests as per the Operations Manual

23.3.11.1.3 To submit financial audit reports within 3 months after year end

23.3.11.1.4 To allow SANParks to perform environmental audits once every 4-months and to correct areas that are non-compliant

23.3.11.1.5 To ensure compliance with checklist on area of responsibility, i.e. ensure that areas allocated to the restaurant and/or shop are clean and litter free

23.3.11.1.6 To allow SANParks to perform HR audits to ensure that the Private Party complies with Labour Laws and to correct areas where the law is not practiced

23.3.11.1.7 To strive to improve customer feedback to score at least 75% customer satisfaction rating

23.3.11.1.8 To submit a list every 3 months outlining any sponsorships, gifts and/or free meals to SANParks personnel
23.4 **Enterprise Development**

23.4.1 The Private Party will be required to implement a minimum of four (4) enterprise development programs over the duration of the contract term distributed evenly over the period. An undertaking should be given that this will be done.

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

It is integral that the plans proposed as part of the bid submission be backed by thorough research with clear targets that would be met. Failure to meet these and the condition set out in 23.4.1 will be seen as a material breach of the contract which could lead to termination.
24. **SECTION 4 – ENVIRONMENTAL PROPOSAL**

24.1 **Scoring**

In the bids the Environmental Plan comprises of 15% of the Functionality score.

24.2 **Environmental responsibility:**

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

24.2.2 Undertaking from the Private Party to conduct, manage and carry out the Project at all times in an Environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a proclaimed National Park.

24.2.3 The Private Party 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.

24.3 **Regulatory Provisions**

24.3.1 The Private Party undertakes to adhere to the Regulatory Provisions and the Environmental Specifications.

24.3.2 The Private Party 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 authorized by SANParks, to minimize and rectify such pollution or degradation of the Environment.

24.3.3 The Private Party undertakes to comply at all times with the provisions of the Environmental Guidelines.
24.3.4 The Private Party acknowledges that the terms and conditions set forth in the Environmental Guidelines are subject to amendment.

24.3.5 The Private Party undertakes to comply with amended Environmental Guidelines.

24.4 **Environmental Impact**

24.4.1 Confirmation that all legislative requirements including Environmental Impact Assessment (EIA) or Basic Assessment (BA) requirements are understood and will be complied with.

24.4.2 The Private Party undertakes to bring to the attention of SANParks any matter which may, in its view, have a detrimental impact on the Environment within Selati Precinct Area and the Protected Area.

24.4.3 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.

24.5 **Code of Conduct**

24.5.1 The Private Party undertakes to induct all staff employed on the Kruger National Parks’ Code of Conduct.

24.5.2 The Private Party confirms that the Code of Conduct is understood and will be complied with.

24.6 **Solid Waste Management:**

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

24.6.2 The Private Party undertakes to achieve Solid Waste Management Best Practices which implies the following:

24.6.2.1 Manage solid waste from source to disposal (use of green bags for recycle waste and black bags for non-recycle waste as per KNP Waste management system);
24.6.2.2 Strive to eliminate non-recyclable or hazardous packaging or containers at the procurement phase;

24.6.3 The Private Party undertakes to include the following policies in the waste management:

24.6.3.1 Green Procurement Policy: This policy defines the procedures that the Private Party 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;

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

24.6.4 The Private Party will follow the following guidelines to minimize the effect of the solid waste on the ecosystem:

24.6.4.1 Minimize solid waste production at all sources, by striving for the minimization of all waste.

24.6.4.2 Maximize the recycling of solid waste. Glass, tin, paper and cardboard must be sorted on site for recycling, while actual recycling will take place off site at the approved camp waste disposal site.

24.6.4.3 All waste must be removed to the respective approved camp waste disposal site and incinerator for disposal and recycling. The dumping and disposal of waste other than at the approved waste site is strictly prohibited and failure to comply may result in termination.

24.6.4.4 Waste storage and sorting areas must be properly constructed and maintained. Back-of-house waste cages and waste storage areas must remain clean and secure from problem animals.

24.6.4.5 Waste storage areas must remain visually hidden from visitors to the park.

24.6.4.6 Packaging and containers given to visitors to the park must be environmentally friendly, biodegradable and recyclable.

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

24.6.4.8 In terms of packaging the Private Operator undertakes to not use the following as this pollutes the park:
24.6.4.8.1 Sachets (for sugar, tomato sauce, salt and pepper, etc.);
24.6.4.8.2 Paper serviettes;
24.6.4.8.3 Butter tubs/pads;
24.6.4.8.4 Plastic straws; and
24.6.4.8.5 Similar items

24.6.4.9 Ensure that the all areas are kept free of litter by:
24.6.4.9.1 Promoting an ethic amongst guests and staff alike.
24.6.4.9.2 Soliciting the co-operation of all staff to pick up litter wherever they find it.

24.6.4.10 Reduce use of plastic as far as possible
24.6.4.10.1 Where a range exist in both plastic and cans, the Private Party should undertake to rather sell cans or glass bottles as opposed to plastic (i.e. 340 ml Coke cans versus 340 ml screw top plastic Coke bottles)

24.7 Liquid Waste Management:

24.7.1 Liquid waste refers to sewerage as well as grey water;

24.7.2 The Private Party undertakes to manage liquid waste in accordance with national and local legislation requirements;

24.7.3 The Private Party undertakes to design management techniques to be both economically viable and environmentally sustainable;

24.7.4 The Private Party undertakes to implement waste procedures that optimize the principles of waste reduction and waste recycling and ensures that the end product do not pollute the environment;

24.7.5 The Private Party undertakes to install a grease tap for:

24.7.5.1 Pot and Rinse Sinks attached to Dish Washers;
24.7.5.2 Fixtures or drains through which significant amount of fats, oils or grease may be introduced;
24.7.5.3 Soup Kettles or similar devices;
24.7.5.4 All sinks that are used to clean any dishes, pots, pans or cooking utensils.

24.7.6 The Private Party undertakes to implement processes and procedures which stipulates the
following:

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

24.7.6.2 that grease traps are cleaned when 25% of the liquid level of the trap is grease or oil; and

24.7.6.3 That waste recovered from the grease traps be removed from the park and disposed of at an authorized facility.

24.8 **Water Management and guidelines:**

24.8.1 The Private Party undertakes to implement water conservation measures in the design and implementation of their operations;

24.8.2 The Private Party undertakes to:

24.8.2.1 Monitor the use of water;

24.8.2.2 Educate staff via on-site notices on the use of water;

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

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

**Note:** KNP will install bulk water meters and the Private Party to pay for the water use in accordance with the rate as included in the latest approved tariff document

24.9 **Chemical substances**

24.9.1 The Private Party (including staff of the Private Party) undertakes to not sell or use any of the chemicals that are banned from use in National Parks (as determined by any Environmental Manager in National Parks);

24.9.2 The Private Party acknowledges that all chemicals listed as “Prohibited” may not be brought into, sold or used in any National Park. The products include items such as Rattex, Finale, Dyant, Doom and Target (an extensive list is available from the Project Officer);
24.9.3 The Private Party undertakes to ensure safe storage and disposal of chemicals and their containers;

24.9.4 The Private Party undertakes to have a specific disposal system for toxic or other waste regarded as being dangerous under supervision of the Technical Services Department;

24.9.5 The Private Party undertakes to use environmentally friendly and biodegradable detergents and cleaning agents;

24.10 **Pest Control**

24.10.1 The Private Party undertakes to comply with the integrated pest management plan as provided by SANParks;

24.10.2 Where and if required the Private Party undertakes to control bats as outlined in in the SANParks Bat Management Plan;

24.10.3 The Private Party undertakes to make use of preferred pest control chemicals as outlined in the SANParks Pest Control Report.

24.11 **Visual Impacts**

24.11.1 Describe building materials to be used (where applicable) for all structures and obtain approval from SANParks where appropriate;

24.11.2 Describe efforts to minimise the visual impacts of the development, including lighting;

24.11.3 Provide locations of lightning arrestors and radio masts (where applicable) and how the visual impacts of these will be minimised;

24.11.4 Specifically outline how brand signage and colors will be mitigated to complement the environment; and

24.11.5 The Private Party undertakes to implement mitigation measures in order to reduce the visual impact in the park.
24.12 Monitoring

24.12.1 The Private Party agrees to cooperate with SANParks during environmental audits. SANParks has compiled an environmental checklist which might be updated from time to time.

24.12.2 The audits will be conducted once every 6 months; and

24.12.3 The Private Party 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.

24.13 Energy use

24.13.1 The Private Operator undertakes to measure energy use and continuously aim to implement measures to reduce energy usage until optimal levels are reached.
25. **SECTION 5 – RISK MATRIX**

In the bids the Risk Matrix comprises of 5% of the Functionality score.

<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</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>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting infrastructure</td>
<td>Supporting infrastructure may be inadequate to sustain the enterprise (inclusive of staff housing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning, design and construction</td>
<td>Planning consents may not be acquired or granted; the design may not be fit for the purpose; construction may not be completed on time and in budget or might be higher than anticipated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Utilities may not be fully available or may cause delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Insufficient coverage (cell phone or landline) due to location</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment and heritage</td>
<td>Liability for losses caused by environmental or heritage damage or delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>The costs of maintenance to required standards may vary from projections or maintenance may not be carried out</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of risk</td>
<td>General description of risk</td>
<td>Project-specific risk</td>
<td>Mitigation measures</td>
<td>Allocation of risk (institution/ private party/ shared)</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>---------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Political</td>
<td>Unforeseeable conduct by any government institution may adversely affect the project, or the government may expropriate private party assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party’s control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance risks</td>
<td>Loss of income caused by extreme events such as drought, fire or flooding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance risks</td>
<td>Public liability in the event of claims by clients related to hygiene deficiencies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
26. **SECTION 6 – B-BBEE PROPOSAL**

In the bids the BEE comprises of 20% of the Functionality score.

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

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

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

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

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

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

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

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

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

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

26.2 Commitments and Scoring

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

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

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

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

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

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

26.3.2.1 Ownership:

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

26.3.2.2 Management Control:

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

26.3.2.2.2 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 Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></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>
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<tr>
<td></td>
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<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>1</td>
<td>10%</td>
<td></td>
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</tr>
<tr>
<td>Ownership</td>
<td>27</td>
<td>Economic Interest</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>
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<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>
<td></td>
</tr>
<tr>
<td>Realisation Points</td>
<td>Net Value</td>
<td></td>
<td></td>
<td>8</td>
<td>As per Codes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score out of 27

<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Board Participation</td>
<td>Exercisable Voting Rights of Black Board Members as a percentage of all Board Members</td>
<td>1</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members</td>
<td>0.5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights of Local People who are Board Members as a percentage of all Board Members</td>
<td>0.5</td>
<td>20%</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Executive Directors as a percentage of all Executive Directors</td>
<td>1</td>
<td>50%</td>
<td></td>
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</tbody>
</table>

Score out of 27 (+2 Bonus)
<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Executive Management</td>
<td></td>
<td>Black Female Executive Directors as a percentage of all Executive Directors</td>
<td></td>
<td>0.5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Black Executive Management as a percentage of all Other Executive Management</td>
<td></td>
<td>1</td>
<td>60%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Black Female Executive Management as a percentage of all Other Executive Management</td>
<td></td>
<td>0.5</td>
<td>30%</td>
<td></td>
<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>
<td></td>
</tr>
<tr>
<td>Middle Management</td>
<td></td>
<td>Black 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>1</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<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>
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</tr>
<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>
<td></td>
</tr>
<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>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Black Female Employees in Junior Management as a percentage of all Junior Management</td>
<td>Targets for Black People must be split according to the Economically Active Population</td>
<td>0.5</td>
<td>40%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Local People in Junior Management as a percentage of all Junior</td>
<td></td>
<td>0.5</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
<tr>
<td>------------------------------</td>
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<td>------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Management</td>
<td></td>
<td>Employees with disabilities</td>
<td>Black Employees with Disabilities as a percentage of all Employees</td>
<td>2</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>All Employees</td>
<td>Black Employees as a percentage of all Employees (excluding Board and Executive Management)</td>
<td>1</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Board and Executive Management)</td>
<td>1</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local People as a percentage of all Employees (excluding Board and Executive Management)</td>
<td>2</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bonus Points</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>Skills Development</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>
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</tr>
<tr>
<td></td>
<td></td>
<td>Learnerships, Apprenticeships, and Internships</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</td>
<td>8</td>
<td>3.5%</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>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the Economically Active Population</td>
<td></td>
<td></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 paid for by the measured entity as a percentage of number of total Employees. Targets for Black People must be split according to the Economically Active Population</td>
<td>4</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></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>5</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score out of 20 (+5 bonus)

<table>
<thead>
<tr>
<th>Enterprise and Supplier Development</th>
<th>40 (+ 2 Bonus)</th>
<th>Preferential Procurement</th>
<th>B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</th>
<th>5</th>
<th>80%</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from all <strong>local</strong> Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>3</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from all <strong>local</strong> Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>4</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<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>9</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>B-BBEE Procurement Spend from Empowering Suppliers that are 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>4</td>
<td>12%</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>
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<td>-------------------------------------------------------------------------------------------------</td>
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<td>--------------------</td>
<td>-------------</td>
<td>-------</td>
</tr>
<tr>
<td>Supplier Development</td>
<td></td>
<td>percentage of Total Measured Procurement Spend</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Development</td>
<td></td>
<td>Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target</td>
<td>10</td>
<td>3% of NPAT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Bonus point for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level</td>
<td>1</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bonus point for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity</td>
<td>1</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socio-economic Development</td>
<td>5 (+3 Bonus)</td>
<td>Socio-economic Development</td>
<td>Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target</td>
<td>5</td>
<td>1% of NPAT</td>
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</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Status as TOMSA levy collector</td>
<td>3</td>
<td>Yes</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Total Points**

| 111 (+12 Bonus) | 111 (+12 Bonus) | **Score out of 111** |

**Minimum Threshold**

| 90 |

26.3.4 Qualifying Small Enterprise Scorecard

<table>
<thead>
<tr>
<th>Element</th>
<th>Element Weighting</th>
<th>Indicator</th>
<th>Measurement Category &amp; Criteria</th>
<th>Weighting Points</th>
<th>Compliance Targets</th>
<th>Bid Offered</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>26</td>
<td>Voting Rights</td>
<td>Exercisable Voting Rights in the entity in the hands of Black People</td>
<td>3</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of Black Women</td>
<td>2</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Exercisable Voting Rights in the entity in the hands of a Local Community Trust</td>
<td>2</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Interest</td>
<td></td>
<td>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>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>
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<td>--------------------------------------------------------------------------------------------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>------------</td>
<td>-------</td>
</tr>
<tr>
<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>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Interest in the entity to which a Local Community Trust is entitled</td>
<td>3</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realisation Points</td>
<td>Net Value</td>
<td>8</td>
<td>As per Codes</td>
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<td></td>
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<tr>
<td><strong>Score out of 26</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Management Control</strong></td>
<td>15 (+2 Bonus)</td>
<td>Executive Management</td>
<td>Black representation at Executive Management</td>
<td>2</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female representation at Executive Management</td>
<td>1</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local People representation at Executive Management</td>
<td>1</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior, Middle and Junior Management</td>
<td>Black representation at Senior, Middle and Junior Management</td>
<td>4</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<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>
</tr>
<tr>
<td></td>
<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>
</tr>
<tr>
<td></td>
<td></td>
<td>All Employees</td>
<td>Black Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>75%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Black Female Employees as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Local People as a percentage of all Employees (excluding Executive Management)</td>
<td>1</td>
<td>60%</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Bonus Points</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>
<tr>
<td><strong>Score out of 15 (+2 bonus)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Skills Development</td>
<td>25 (+5 Bonus)</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</td>
<td>10</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Element</td>
<td>Element Weighting</td>
<td>Indicator</td>
<td>Measurement Category &amp; Criteria</td>
<td>Weighting Points</td>
<td>Compliance Targets</td>
<td>Bid Offered</td>
<td>Score</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>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>
<td></td>
<td></td>
</tr>
<tr>
<td>Learnerships, Apprenticeships, and Internships</td>
<td></td>
<td>Number of Black People participating in Learnerships, Apprenticeships and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees.</td>
<td>6</td>
<td>2.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonus Points</td>
<td></td>
<td>Number of Black People absorbed by the measured and/or industry entity at the end of the Learnerships/internship or Apprenticeship programme.</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise and Supplier Development</td>
<td>30</td>
<td>Preferential Procurement</td>
<td>B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>8</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preferential Procurement</td>
<td>B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preferential Procurement</td>
<td>B-BBEE Procurement Spend from all <strong>local</strong> Empowering Suppliers that are Exempted Micro Enterprises or Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend</td>
<td>5</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supplier Development</td>
<td>Annual value of all qualifying Supplier Development contributions to <strong>local</strong> entities made by the measured entity as a percentage of the target</td>
<td>7</td>
<td>2% of NPAT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Score out of 25 (+5 bonus)*
26.3.5 Supporting information

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

26.3.5.1 Large Enterprises

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

<table>
<thead>
<tr>
<th>1. Ownership</th>
<th>Input</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Voting Rights</strong></td>
<td></td>
</tr>
<tr>
<td>a) Total number of anticipated voting rights</td>
<td></td>
</tr>
<tr>
<td>b) Anticipated number of voting rights in the hands of:</td>
<td></td>
</tr>
<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><strong>1.2 Economic Interest</strong></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>
<tr>
<td>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)</td>
<td></td>
</tr>
<tr>
<td>c) Where shareholders are individuals, ID documents should be provided as supporting documentation</td>
<td></td>
</tr>
</tbody>
</table>
d) Provide details of the Local Community Trust Ownership with names and contact details (where applicable)

1.3 Realisation Points

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

OR

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

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

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

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

2. Management Control

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

2.2 Board Participation

a) Total anticipated number of Board Members

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

   i. Black People

   ii. Black Women

   iii. Local People

c) Total anticipated number of Executive Directors

d) Anticipated number of:

   i. Black Executive Directors

   ii. Black Female Executive Directors

2.3 Other Executive Management

a) Total anticipated number of Other Executive Management

b) Anticipated number of:

   i. Black Executive Managers

   ii. Black Female Executive Managers
2.4 Management (Senior, Middle and Junior)

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

2.5 Employees with disabilities

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

b) Anticipated number of Black Employees with disabilities

2.6 All Employees

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

b) Anticipated number of (for these sub-elements, Board and Executive Management is excluded):

i. Black Employees

ii. Black Female Employees

iii. Local People

3. Skills Development

3.1 Skills Development Expenditure

a) Anticipated Leviable Amount (total payroll amount)

b) Anticipated Skills Development expenditure

c) Anticipated Skills Development expenditure on Black People:

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

d) Anticipated Skills Development expenditure on Black People with Disabilities

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

3.2 Learnerships, Apprenticeships and Internships

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

b) Participation in Learnerships, Apprenticeships and Internships paid for by the SPV:
| Learnerships, Apprenticeships and Internships | | | | | |
| Employees | | | | | |
| Unemployed Learners | | | | | |

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

### 4. Enterprise and Supplier Development

#### 4.1 Preferential Procurement

a) Anticipated Total Measured Procurement Spend in Rands

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

i. Empowering Suppliers

ii. Local Empowering Suppliers that are Qualifying Small Enterprises

iii. Local Exempted Micro Enterprises

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

v. Empowering Suppliers that are 30% Black Women Owned

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

#### 4.2 Supplier Development

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

b) Anticipated value of local Supplier Development contributions in Rands

c) Planned qualifying Supplier Development contributions / activities:

#### 4.3 Enterprise Development

a) Anticipated value of local Enterprise Development contributions in Rands

b) Planned qualifying Enterprise Development contributions / activities:

c) Bonus point anticipated for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level

d) Bonus point anticipated for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity

### 5. Socio-economic Development

#### 5.1 Socio-economic Development contributions

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

### 5.2 Status as a TOMSA levy collector

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

### 26.3.5.2 Qualifying Small Enterprises

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

#### 1. Ownership

<table>
<thead>
<tr>
<th>Input</th>
</tr>
</thead>
</table>

#### 1.1 Voting Rights

a) Total number of anticipated voting rights

b) Anticipated number of voting rights in the hands of:

i. Black People

ii. Black Women

iii. Local Community Trust

#### 1.2 Economic Interest

a) Percentage economic interest in the hands of:

i. Black People

ii. Black Women

iii. Local Community Trust

b) B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice)

c) Where shareholders are individuals, ID documents should be provided as supporting documentation for Black Ownership

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

#### 1.3 Realisation Points

a) Net value:

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

**OR**

If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:
| i. Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant) |
| ii. Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount |
| iii. Anticipated value of the SPV at end of Year 1 |

### 2. Management Control

#### 2.1 Executive Management

- **a)** Total anticipated number of Executive Management
  - **b)** Anticipated number of:
    - i. Black Executive Managers
    - ii. Black Female Executive Managers
    - iii. Local People represented at Executive Management

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

- **a)** Total anticipated number of Senior, Middle and Junior Management
  - **b)** Anticipated number of:
    - i. Black Employees in Senior, Middle and Junior Management
    - ii. Black Female Employees in Senior, Middle and Junior Management
    - iii. Local People in Senior, Middle and Junior Management

#### 2.3 Employees with disabilities

- **a)** Total anticipated number of employees anticipated to be on payroll
  - **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):
    - i. Black Employees
    - ii. Black Female Employees
    - iii. Local People

### 3. Skills Development

#### 3.1 Skills Development Expenditure

- **a)** Anticipated Leviable Amount (total payroll amount)
  - **b)** Anticipated Skills Development expenditure
  - **c)** Anticipated Skills Development expenditure on Black People
  - **d)** Anticipated Skills Development expenditure on Black Females
e) Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes

### 3.2 Learnerships, Apprenticeships and Internships

| a) | Total anticipated number of employees anticipated to be on payroll |
| b) | Anticipated number of Black People that will participate in Learnerships, Apprenticeships and Internships paid for by the SPV |
| c) | Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship |

### 4. Enterprise and Supplier Development

#### 4.1 Preferential Procurement

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

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

#### 4.2 Supplier Development

| a) | Anticipated Net Profit After Tax (NPAT) in Rands |
| b) | Anticipated value of local Supplier Development contributions in Rands |
| c) | Planned qualifying Supplier Development contributions / activities: |

#### 4.3 Enterprise Development

| a) | Anticipated value of local Enterprise Development contributions in Rands |
| b) | Planned qualifying Enterprise Development contributions / activities: |

### 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

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

26.3.6 Milestones and Targets Going Forward

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

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

26.3.7 External B-BBEE Verification

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

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

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

27.1 **Important note to Bidders**

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

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

27.2 **Form of Letter**

To: South African National Parks

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

(a) the minimum PPP fee and

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

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

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

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

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

Signed: _____________________

Name: ______________________

Title: ______________________
28. SECTION 8 – PPP AGREEMENT

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

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

<table>
<thead>
<tr>
<th>Envelope 1: Technical Bids (Originals)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid for the following:</td>
</tr>
<tr>
<td>Bid package 1 – Satara Restaurant</td>
</tr>
<tr>
<td>Bid package 2 – Olifants Restaurant</td>
</tr>
<tr>
<td>Bid package 3 – Letaba Restaurant</td>
</tr>
</tbody>
</table>

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.*
ENVELOPE 2: PPP FEE OFFER AND BEE SUBMISSION (ORIGINALS)

Bid for the following:

Bid package 1 – Satara Restaurant
Bid package 2 – Olifants Restaurant
Bid package 3 – Letaba Restaurant

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 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 operation of the restaurant in the Satara/Olifants/Letaba Camps in the Kruger National Park;

And you require the bidder to include in the bid a bid bond for the amount of R 129,000 (One hundred and twenty nine Thousand Rand) for BP1 OR R 72,000 (Seventy Two Thousand Rand) for BP2 OR R 84,000 (Eighty Four Thousand Rand) for BP3

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

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 129,000 (One hundred and twenty nine Thousand Rand) for BP1 OR R 72,000 (Seventy Two Thousand Rand) for BP2 OR R 84,000 (Eighty Four Thousand Rand) for BP3, upon any or all of the following occurrences:

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

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

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

**SIGNATURE AND SEAL**

Name of bank_________________

Address_________________

Date_________________

**Please note:** The Bid Bond will be replaced by a Performance Bond once operation commences to the amount equal to R 258,000 (Two Hundred and fifty Eight Thousand Rand)
for BP1 OR R 144,000 (One Hundred and forty Four Thousand Rand) for BP2 OR R 168,000 (One Hundred and Sixty Eight Thousand Rand) for BP3 and will be increased yearly on 1 April with CPI.
31. **ANNEXURE 3 – ASSISTANCE TO BIDDERS**

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

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

31.3 **Financing Packages through State Institutions**

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

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

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

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

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

31.3.2 Concessionary loan finance

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

Industrial Development Corporation

<table>
<thead>
<tr>
<th>Provider</th>
<th>IDC Tourism Strategic Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type</td>
<td>Medium- to long-term loans, with 5–10 year repayment terms and variable interest rates. In unusual circumstances, may consider risk participation in the form of equity or quasi-equity (mainly for large-scale or special projects such as strategically important BEE ventures).</td>
</tr>
<tr>
<td>Who qualifies</td>
<td>Local and foreign investors, developing new or expanding their current tourism operations. Focus has traditionally been on tourism accommodation, but has recently broadened.</td>
</tr>
<tr>
<td>Details</td>
<td>Minimum loan size is R1-million. Minimum contribution of 40% required in owner’s equity, but less may be accepted from historically disadvantaged entrepreneurs. Interest rates vary but are linked to prime and vary depending on the profile of the project. Under certain</td>
</tr>
</tbody>
</table>
circumstances a small discount on prime may be negotiated. Repayments are tailored to suit cash flow requirements through capitalisation and moratoriums on capital repayments.

| Contact details | Tel: 011 269-3472  
| Email: callcentre@idc.co.za | Website: http://www.idc.co.za |

### Development Bank of Southern Africa

| Provider | Development Bank of Southern Africa (DBSA) |
| Type | Medium- to long-term loans, with variable repayment terms and interest rates. May also consider equity participation and providing guarantees to leverage private sector support by reducing the perceived risk of investment. Mainly functions as a supply infrastructure funder, but will consider commercial infrastructure. |
| Who qualifies | Local investors developing new tourism infrastructure or expanding their current tourism operations. |
| Details | Significant owner’s equity (30%+) required. Capital grace period may be negotiated to accommodate cash flow needs during start-up period. Interest rates are linked to prime and vary depending on the profile of the project. Under certain circumstances a small discount on prime may be negotiated. Repayments are tailored to suit cash flow requirements through capitalisation and moratoriums on capital repayments. |
| Contact details | Tel: 011 313 3911 Fax: 011 313 3086 | Website: http://www.dbsa.org |

#### 31.3.3 Empowerment funds

These funds are to facilitate BEE in the tourism industry.

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

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

<table>
<thead>
<tr>
<th>Credit guarantee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Contact details</th>
</tr>
</thead>
<tbody>
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<td>Also have regional administration offices country wide</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:helpline@khula.org.za">helpline@khula.org.za</a></td>
</tr>
<tr>
<td>Website: <a href="http://www.khula.org.za">http://www.khula.org.za</a></td>
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<table>
<thead>
<tr>
<th>Entrepreneur support</th>
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<tbody>
<tr>
<td>Provider</td>
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<tr>
<td>Details</td>
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<td>-----------------</td>
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<tr>
<td>The National Empowerment Fund’s (NEF) entrepreneur support programme helps black enterprises expand and grow, and facilitates transformation in white-owned and operated enterprises. Targeted at SMMEs and provides a combination of debt and equity funding. The NEF seeks a commercial return on all finance supplied. Three products offered: Generator provides investment between R250 000 and R1 million for the creation of new black-owned businesses with the capacity to become sustainable SMMEs. 75% of the equity must be controlled by black people. Accelerator provides investment between R1 million and R3 million as expansion capital aimed at stimulating the growth of black-owned enterprises. 51% of the equity must be controlled by black people. Transformer provides between R3 million and R10 million towards the transformation of enterprises at the ownership, decision-making and control levels, and to encourage employee ownership of businesses. 26% of the equity must be controlled by black people.</td>
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<table>
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<tr>
<th>Community and rural development</th>
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<tbody>
<tr>
<td>Provider</td>
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<tr>
<td>Details</td>
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<tr>
<td>Contact details</td>
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</tbody>
</table>
Youth development

Provider | Umsombovu Youth Fund
---|---
Details | The Umsombovu Youth Fund (UYF) supports youth development for sustainable livelihoods through two schemes:

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

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

Black Business Supplier Development Programme

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

Cost sharing grant: Maximum grant is R100 000. A company may apply for multiple projects provided that the cumulative grants awarded do not exceed this sum. All business development costs including travel and subsistence qualify for cost sharing assistance.

The grant supports projects that:
- improve effectiveness of management systems, for example, production planning and control systems, quality management systems
- impart specialised, enterprise-specific skills to employees, for example, specialised technical courses
- upgrade management capability, for example, executive and financial management programmes and seminars on preparation of bids for tenders
- assist the entry of a firm into targeted markets, for example, market research and the development of marketing plans, design and development of marketing materials, website design (limited support for printing marketing materials).

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

<table>
<thead>
<tr>
<th>Tourism Enterprise Programme</th>
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<tbody>
<tr>
<td>Provider</td>
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<tr>
<td>Details</td>
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</table>
development; attending exhibitions and conferences; and certification and licensing. Grants made on a cost-sharing basis, typically 50-50 but can be negotiated. Average grant is about R25 000. SMMEs that operate as tourism enterprises (for example lodge, hotel, B&B, tour guiding company) or SMMEs that are formal suppliers of goods and services which derive at least 50% of their income from tourism-related activities can apply. TEP will only support SMMEs that demonstrate a potential to grow and create jobs. TEP does not provide start-up costs, operational capital, or contributions to equity or infrastructure.

<table>
<thead>
<tr>
<th>Contact details</th>
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<tbody>
<tr>
<td>Tel: 011 718-2000 Fax: 011 483-0049</td>
</tr>
<tr>
<td>Email: <a href="mailto:info@tep.co.za">info@tep.co.za</a></td>
</tr>
<tr>
<td>Website: <a href="http://www.tep.co.za">www.tep.co.za</a></td>
</tr>
<tr>
<td>Head Office Address: 53 Central Street, Houghton</td>
</tr>
<tr>
<td>Postal Address: PO BOX 1650, Houghton, 2041</td>
</tr>
<tr>
<td>TEP also has offices and management agencies in all provinces, details on website.</td>
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<table>
<thead>
<tr>
<th>Business Partners</th>
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<tbody>
<tr>
<td><strong>Provider</strong></td>
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<tr>
<td>Business Partner Tourism Fund</td>
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<tr>
<td><strong>Details</strong></td>
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<tr>
<td>The Business Partner Tourism Fund is a R 200 million specialist investment fund that has been created to enable and empower entrepreneurs in the travel and tourism industry. Business Partners is South Africa’s leading investment company for small and medium enterprises and the fund offers qualifying entrepreneurs all the benefits of its infrastructure and expertise. Using an internationally-recognised investment model developed by the company, Business Partners provides integrated investment and added-value solutions for small and medium enterprises, from single-owner businesses to partnerships and multi-owner ventures. In consultation with the entrepreneur, an appropriate repayment period is established during the initial investment negotiations. This is usually five years and is never longer than 10 years. In some cases, the fund takes minority shareholding in the business for the duration of the repayment period, after which Business Partners may wish to sell its shares in the business at market value. The</td>
</tr>
</tbody>
</table>
entrepreneur is always offered the right of first refusal on these shares.

**Contact details**

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

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### 31.3.4 Training grants and incentives

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

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

<table>
<thead>
<tr>
<th><strong>Contact details</strong></th>
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<tbody>
<tr>
<td>DTI Customer Contact Centre: 0861 843 384 or Fax 0861 843 888</td>
</tr>
<tr>
<td>Email: <a href="mailto:contactus@thedti.gov.za">contactus@thedti.gov.za</a></td>
</tr>
<tr>
<td>Website: <a href="http://www.thedti.gov.za">www.thedti.gov.za</a></td>
</tr>
<tr>
<td>DTI Campus, 77 Meintjies Street, Sunnyside, Pretoria</td>
</tr>
</tbody>
</table>

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

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

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

31.3.5 Marketing support

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

Export Marketing and Investment Assistance Scheme

<table>
<thead>
<tr>
<th>Provider</th>
<th>The Department of Trade and Industry via Trade and Industry South Africa (TISA)</th>
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<tbody>
<tr>
<td>Details</td>
<td>The Export Marketing and Investment Assistance Scheme provides partial compensation to exporters for certain costs in developing export markets for South African products and recruiting new foreign direct investment, specifically: primary export market research; foreign direct investment research; exhibition assistance; outward investment recruitment missions; inward investment missions; primary market research; between 50% and 100% of cost of economy class return airfare; subsistence allowance for up to 15 days (weekends may be included depending on appointments) – max R1 350 a day; marketing materials (designing and printing of</td>
</tr>
</tbody>
</table>
Request for Proposal – Restaurant Opportunities

export brochures, promotional video or CD) – max R10 000 a year. TISA will cover 80% of the cost of the following items to a maximum of R45 000: rental of exhibition space; construction of stand, excluding interior design; telephone installation, excluding phone calls; rental of essential furniture; listing in official exhibition directory; electrical costs; interpreting fees; cleaning and security fees.

<table>
<thead>
<tr>
<th>Contact details</th>
<th>DTI Customer Contact Centre: 0861 843 384</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Email: <a href="mailto:contactus@thedti.gov.za">contactus@thedti.gov.za</a></td>
</tr>
<tr>
<td></td>
<td>Website: <a href="http://www.thedti.gov.za">www.thedti.gov.za</a></td>
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</table>

31.3.6 Poverty relief funds

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

<table>
<thead>
<tr>
<th>Poverty Relief Programme</th>
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<tr>
<td>Provider</td>
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<td>Details</td>
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</table>
31.4 **Non-government Support Organisations**

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

<table>
<thead>
<tr>
<th>African Wildlife Foundation</th>
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<tr>
<td><strong>Type of work</strong></td>
</tr>
<tr>
<td><strong>Contact details</strong></td>
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</table>
### Business Linkages in Tourism

<table>
<thead>
<tr>
<th>Type of work</th>
<th>Consulting agency that seeks to create and strengthen business linkages between the tourism industry and local enterprises in ways that make business sense to companies and open up opportunities for black people and the poor in tourism-related business. Focuses on planning and implementing: product development based on local business linkages; procurement of goods and services locally; cultural and heritage product development; and sustainable local partnerships for tourism development.</th>
</tr>
</thead>
</table>
| Contact details | Tel: 012 654 7525 Fax: 012 654 7349  
Email: bizlink@tbcsa.org.za  
Address: 245 End Street, Clubview, Centurion  
Postal address: PO Box 11655, Clubview, 0157, Centurion |

### ComMark Trust

<table>
<thead>
<tr>
<th>Type of work</th>
<th>Supports and promotes policy, institutional and operational initiatives to improve the operation of markets, including tourism markets, for the poor in Southern Africa. Identifies areas of market failure and supports measures to correct these in favour of the poor. Seeks to overcome barriers to entry for new businesses, facilitate linkages between large and small enterprises, and enable community PPPs.</th>
</tr>
</thead>
</table>
| Contact details | Tel: 012 431-7900 Fax: 012 431 7910  
Email: commark@commark.org  
Website: www.commark.org  
Address: 826 Government Avenue, Arcadia, 0083 |

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

<table>
<thead>
<tr>
<th>Type of work</th>
<th>Encourages and publicises fair and responsible business practice by South African tourism establishments through the FTTSA trademark, an independent symbol of fairness in the tourism industry. The trademark is awarded to tourism establishments that meet stringent criteria including: fair wages and working conditions, fair operations, purchasing and distribution of benefits; ethical business practice; and respect for human rights, culture and the environment</th>
</tr>
</thead>
</table>
| Contact details | Tel: 012 342 2945/3642 Fax: 012 342 2946  
Email: info@fairtourismsa.org.za  
Website: www.fairtourismsa.org.za  
Address: 34A Hatfield Corner, 1270 Church Street, Colbyn, Pretoria  
Postal address: PO Box 12844, Queenswood, 0121 |
## GTZ Transform

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

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

## Wildlands Conservation Trust

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

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

## World Conservation Union (IUCN)

**Type of work**
One of the world’s largest conservation organisations. Promotes nature tourism that alleviates poverty. Plays key role in people and parks conferences for organisations representing communities on the borders of protected areas. Focus areas: integration of human development and the environment, poverty alleviation and sustainable livelihoods. South Africa office: promotes conservation of biological diversity through the sustainable use of natural resources, facilitates resolution of resource-based conflicts, advocates for policy changes, promotes a participatory approach to community-based natural resource management and advocates for sustainable land use and effective environmental management.

**Contact details**
IUCN-ESARO - IUCN Regional Office for Eastern and Southern Africa  
Kenya