



REQUEST FOR PROPOSALS

**REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN
NATIONAL PARKS IN RESPECT OF THE PROPOSED PUBLIC
PRIVATE PARTNERSHIP PROJECTS FOR THE SPA PRODUCT
IN THE KRUGER NATIONAL PARK**



IMPORTANT NOTICE

This Request for Proposals (“**RFP**”), incorporating all its attachments, has been produced by South African National Parks (“**SANParks**”), in connection with the tourism public private partnership spa opportunity.

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

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

South African National Parks may amend or replace any information contained in this RFP at any time, without giving any prior notice or providing any reason.

Should this RFP lead to the award of the PPP Project, the award will only become binding after SANParks and the Private Party have signed the agreement.

December 2020

TABLE OF CONTENTS

General Information	5
1. INTRODUCTION	5
2. GENERAL RULES OF THE TENDER	5
3. IDENTITY OF BIDDERS	6
Information on the opportunity	8
4. A DESCRIPTION OF THE PPP OPPORTUNITY FOR THE SPA PRODUCTS IN THE KRUGER NATIONAL PARK	8
Tender process Information	15
5. TIMETABLE	15
6. BIDDERS REQUIRED QUALIFICATION CRITERIA	15
7. SITE VISITS AND DUE DILIGENCE	16
8. BID SUBMISSIONS	18
9. CONTENTS OF BID SUBMISSIONS	19
10. HOW THE BIDS WILL BE OPENED	21
11. BID EVALUATION METHODOLOGY (FOLLOWING QUALIFICATION)	21
12. HOW BEE IS EVALUATED	21
13. SCORING FOR FUNCTIONALITY (ENVELOPE 1)	22
14. BEE AND FINANCIAL BIDS (ENVELOPE 2)	24
15. INCOMPLETE BIDS	26
16. SELECTION OF PREFERRED BIDDER	26
17. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT	27
18. BID AND PERFORMANCE BOND	28

19. FURTHER INFORMATION..... 29

Bid Submission Sections

..... 30

20. SECTION 1A – QUALIFICATION 30

21. SECTION 1B – INFORMATION ON BIDDERS 31

22. SECTION 2 – FINANCING AND CAPITAL PLAN..... 32

23. SECTION 3 – BUSINESS OPERATIONAL AND DESIGN PLAN..... 34

24. SECTION 4 – ENVIRONMENTAL PROPOSAL 37

25. SECTION 5 – RISK MATRIX..... 42

26. SECTION 6 – B-BBEE PROPOSAL 44

27. SECTION 7 – PPP FEE OFFER..... 64

28. SECTION 8 – PPP AGREEMENT 66

Annexures

..... 67

29. ANNEXURE 1 – BID COVER SHEETS 67

30. ANNEXURE 2 - ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND..... 69

General Information

1. INTRODUCTION

- 1.1 This Request for Proposals ("**RFP**") is issued by South African National Parks ("**SANParks**") in accordance with the guidelines for Public Private Partnerships ("**PPPs**") contained in National Treasury's Tourism PPP Toolkit, and in compliance with Treasury Regulation 16 issued in terms of the Public Finance Management Act 1999.
- 1.2 SANParks, as part of its Strategic Plan for Commercialisation, identified the spa tourism PPP opportunities in the Kruger National Park ("**KNP**").
- 1.3 It is intended that by SANParks entering into the PPPs with a Private Party, SANParks may be able to generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks. In keeping with SANParks' objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment ("**BEE**"), particularly those from local communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment. In this regard, SANParks will require that Interested Parties confirm their willingness to promote BEE by entering into an agreement with a local community trust partner.

2. GENERAL RULES OF THE TENDER

- 2.1 This RFP supersedes all other SANParks communication to Bidders about this PPP opportunity and the rules and conduct of the bid.
- 2.2 No verbal discussion with any staff or advisor of SANParks can change, add to or clarify any of the terms and conditions contained in this RFP. Bidders should only rely on written changes, additions or clarifications from the duly authorised Project Officer of SANParks, circulated to each bidder. E-mail communications from

SANParks to Bidders will count as written communication.

- 2.3 SANParks reserves the right to modify the timetable in Article 5 or otherwise amend, supplement or clarify the RFP at any time. SANParks may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 2.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.
- 2.4 The bid will be conducted in accordance with, and shall be governed by the laws of the Republic of South Africa and this RFP.
- 2.5 Bids and all correspondence and documents relating to Bids shall be in the English language.
- 2.6 The submission of a Bid by a Bidder implies full knowledge and acceptance of, and submission to, all the terms and conditions set out in this RFP, the PPP Agreement and under the applicable laws of the Republic of South Africa.
- 2.7 Bidders shall be responsible for any and all costs, expenses and losses incurred by them in the preparation and submission of Bids or otherwise in connection with the Tender. SANParks will not compensate Bidders for any such costs, expenses or losses, regardless of the outcome of the Tender.
- 2.8 The draft PPP Agreements will be included in the Tender Documents and will be ready for distribution in line with the project schedule. 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. Individuals may not constitute a SPV – only legal entities. The sole purpose of the SPV will be to undertake the PPP Project. Where any parties are not shareholders, but will be integrally involved in the operation of the SPV, such parties should also be listed. It will be expected that the SPV is legally constituted prior to signature of the PPP Agreement.
- 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 or beneficiaries; and
- 3.6.3 certify to SANParks that the information contained therein is true, accurate and complete in all respects.
- 3.7 SANParks reserves the right to request, at any time, additional information or documentation from Bidders.

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

Information on the opportunity

4. A DESCRIPTION OF THE PPP OPPORTUNITY FOR THE SPA PRODUCTS IN THE KRUGER NATIONAL PARK

The spa PPP opportunity available to Bidders is summarised as follows:

4.1 Introduction

SANParks, as part of its Strategic Plan for Commercialisation, identified the spa tourism PPP opportunities in the Kruger National Park as a project that could be in demand, provide an opportunity for the Private Sector and contribute to SANParks' mandate through income generation.

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

The spa opportunity will be offered through four independent bid packages.

4.2 Location Map

The following map details the location of the spa opportunities per bid package:

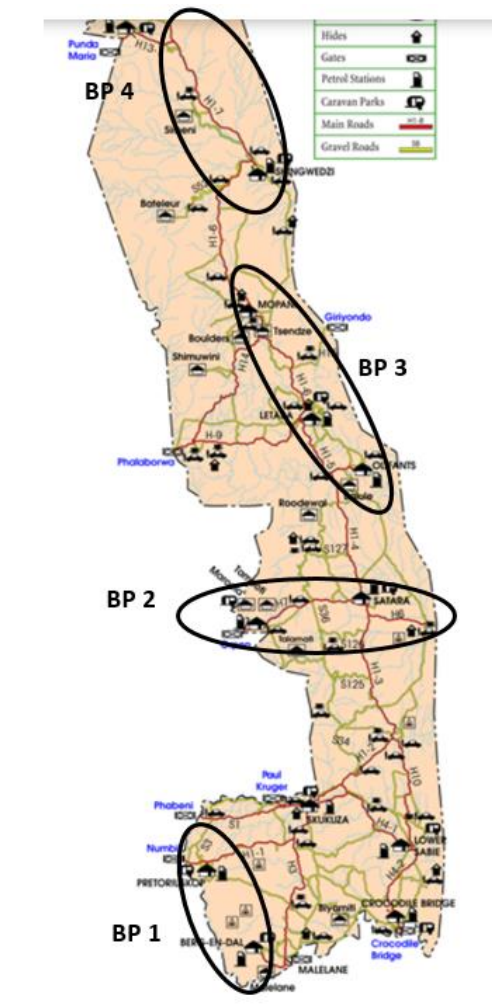


Figure 1: Location map in context of the greater Kruger National Park

4.3 Specific Conditions and Description

4.3.1 Location

The following outlines the four bid packages – all of which are located within the Kruger National Park:

Bid Package 1: Berg en Dal and Pretoriuskop

Bid Package 2: Satara, Orpen, Tamboti and Talamati

Bid Package 3: Letaba, Olifants, Balule, Tsendze, Mopani and Shimuwini

Bid Package 4: Punda Maria, Pafuri Border, Shingwedzi, Bateleur and Sirheni

Detailed locations in context of the greater Kruger National Park can be seen at Figure 1: Location map in context of the greater Kruger National Park

4.3.2 Description

The following aims to outline the opportunity/ies on offer:

- Present a Spa product in SANParks' main camps and or smaller camps and bushveld camps as defined in the Packages or at individual camps for which the right is awarded. Where a specific camp is not serviced, SANParks reserves the right to appoint another service provider to provide the service.
- Build or erect the Spa on the allocated area. The Spa could be of a permanent nature or consist of a mobile structure i.e. a motorhome and/or trailer and/or tent structure (including small bedouin tent). The spa facility should not be too big, i.e. a small greeting area and a treatment room (together with the option to add a splash pool / sauna area / steam room / hot tub). The area that will be allocated will be approximately 100 m2 and will have a water and electricity point. In some camps existing infrastructure can be converted into the Spa.
- To perform Spa treatments in chalets on request of the guests.
- The Private Party will be required to market the product, build the spa and / or assemble the product if of a mobile nature.
- Put measures in place to ensure the safety of guests.
- Operation times of the Spa: could be during the day and also at night time as long as this does not interfere with other products. A general guideline is between 8h00 and 21h00 but in camps where the operator does not have staff housing, the times will be shorter as to allow the staff to drive out of the park or to the camp where they reside..
- Responsible to appoint their own staff.
- Responsible to build staff accommodation (limited stands available and preferably only in one camp per Bid Package). The camp where staff

housing is preferred to be built should be outlined in the bid. SANParks to confirm whether a site in the preferred camp is available for staff housing.

- Market the product.

4.3.3 **Site**

SANParks will provide a dedicated area (approximately 100 m²) per camp which will have a water and electricity point where the operator can erect the spa. The sites in the main camps will be shown during the site visit as various options might be available. In some camps such as Mopani and Olifants existing infrastructure is available and could be changed to optimize the Spa offering.

4.3.4 **Infrastructure Present**

Yes, in some camps, i.e. Olifants and Mopani.

4.3.5 **Access**

Normal tourist routes to the camp will be used to gain access and to move between camps.

4.3.6 **Support Infrastructure**

4.3.6.1 **Water**

A water point with meter to measure usage will be provided.

4.3.6.2 **Electricity**

An electricity point with meter to measure usage will be provided..

4.3.6.3 **Waste**

Normal SANParks waste removal will apply at a cost to the operator.

4.3.6.4 **Communications**

No Telkom lines are available. Main camps have cellular signals but could be unstable at times.

4.3.7 **Guest Activities**

The operator will submit a proposal on the activities to be presented and could include a variety of items associated with spas. Limitations in relation to mobile nature and space should be considered.

4.4 Value for Money Objectives

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

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

- Revenue generation for SANParks
- Job creation
- BEE and
- Tourism promotion.

4.5 Minimum Development Specifications

The Private Party Operator will be expected to adhere to the following Minimum Development Specifications:

Spa Minimum Development Specifications	
Development of a spa	The operator should design and develop a spa on an area of approximate 100 m2 in at least one of the camps in the bid package
Other mobile structures	A caravan / motorhome / trailer / bedouin tent or combination of these can be used in some of the camps in the bid package. Creative ideas will be welcomed
Cooling	At least a fan but preferably a small air conditioner should allow for a

Spa Minimum Development Specifications	
	comfortable product – only one air conditioner per camp allowed
Food	Limited catering in line with the product allowed, i.e. cold lemonade or water with berries, snacks such as nuts, biltong, etc.
Decor	The décor should be funky and attract people to the spa. However, this should not be distracting and aim to fit into National Parks. Colors such as pink will be allowed but should be done tastefully.
Gym	Small gym in line with product will be allowed
Pool	A small splash pool will be allowed if required but should not be in the view of the general public.
Sauna / steam room / hot tub	These items might be allowed if it fits into the development area
Music	It is anticipated that soothing background music might complement the product well and hence a music system will be required. The operator might decide to stick with the sound of nature hence this is not a requirement
Toilets	The guests will primarily be required to make use of communal ablution facilities and not facilities at the site. A small toilet facility might be allowed if design is done to fit into small area
Plans	Approval of plans by SANParks technical services and conservation services.
Development period	The operator needs to obtain all

Spa Minimum Development Specifications	
	approvals and build the spa facility within 12 months from signature date of the PPP Agreement
Staff housing	No staff housing is available but the operator will be allowed to build limited units in at least one of the main camps in the Bid Package (should space for this be available and to be approved by SANParks technical services)

4.6 Zoning of the opportunity

The product will be presented in main camps which is zoned as high intensity leisure (HIL) or low intensity leisure (LIL) hence this product will be allowed and no additional approvals is anticipated.

4.7 Audits

The Private party will be required to do ECO audits at their own cost if required by SANParks. This will be required in instances where damage to the environment or excessive water and electricity use are anticipated.

4.8 Staff housing

The operator will be allowed to build staff accommodation in the main camps’ staff areas which should be used as base to service other camps from.

4.9 Contract term

10 years.

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.

EVENT	DATE
Public Advertisements	31 Oct to 6 Nov 2020
Provide tender documents to Interested Parties	9 Nov 2020
Registration for Due Diligence Site Visit	11 Nov 2020
Due Diligence Site Visit	16-18 Nov 2020
Registration of Interested Bidders for Bidders Conference	25 Nov 2020
Bidders Conference	30 Nov 2020
Submission of Written Comments and Questions by Bidders	4 Dec 2020
Distribute Minutes of Conference Qs and As	9 Dec 2020
Distribute final tender documents	11 Dec 2020
Bid Date - Tender Submissions	29 Jan 2021

6. BIDDERS REQUIRED QUALIFICATION CRITERIA

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

7. SITE VISITS AND DUE DILIGENCE

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

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

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

7.2 Due Diligence site information will be provided to Bidders by means of a site visit to the camps / area that forms part of this opportunity.

7.3 For this purpose, all interested bidders are required to register for this site visit by sending their Names, Company, Contact telephone and e-mail to james.daniels@sanparks.org by the 11th of Nov 2020. Whilst registration is not compulsory it will ensure that the bidder obtains the latest information and will allow for thorough planning in relation to the site visits.

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

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

7.6 The following outlines the programme for the site visits:

SITE VISIT SCHEDULE – SPA AND ASTRONOMY	BID PACKAGE	DATE	TIME
Meet at the Total garage in the specific camp			
16 November 2020			
Astronomy site 1 – LOWER SABIE	Astronomy BP 2	16 Nov 2020	12h00 – 12h30
Astronomy site 2 - SKUKUZA	Astronomy BP 3	16 Nov 2020	13h30 – 14h00

SITE VISIT SCHEDULE – SPA AND ASTRONOMY	BID PACKAGE	DATE	TIME
Meet at the Total garage in the specific camp			
Astronomy site 3 and Spa site 1 - PRETORIUSKOP	Astronomy BP 3 and Spa BP 1	16 Nov 2020	15h00 – 15h45
Astronomy site 4 and Spa site 2 – BERG EN DAL	Astronomy BP 3 and Spa BP 1	16 Nov 2020	16h45 – 17h30 (enough time to exit at Malelane gate or overnight in Berg en Dal)
17 November 2020			
Astronomy site 5 and Spa site 3 – SATARA	Astronomy BP 2 and Spa BP 2	17 Nov 2020	11h00 – 12h00
Astronomy site 6 and Spa site 4 – OLIFANTS	Astronomy BP 2 and Spa BP 3	17 Nov 2020	13h00 – 14h00
Astronomy site 7 and Spa site 5 - LETABA	Astronomy BP 1 and Spa BP 3	17 Nov 2020	15h00 – 16h00 (enough time to exit at Phalaborwa gate or overnight in park i.e. Letaba or Mopani)
18 November 2020			
Astronomy site 8 and Spa site 6 – MOPANI	Astronomy BP 1 and Spa BP 3	18 Nov 2020	09h00 – 10h00
Astronomy site 9 and Spa site 7 – SHINGWEDZI	Astronomy BP 1 and Spa BP 4	18 Nov 2020	11h30 – 12h30
Astronomy site 10 and Spa site 8 – PUNDA MARIA	Astronomy BP 1 and Spa BP 4	18 Nov 2020	13h30 – 14h30

- 7.7 Please note that traveling, gate entry fee and accommodation costs for this visit will be for the bidders own account.
- 7.8 Each Bidder shall be solely responsible for its own due diligence investigation of the investment opportunity, the proposed PPP Agreement terms and all matters relating to this RFP. Neither SANParks nor any of their respective officers, employees, agents or advisers makes any representation or warranty, express or implied, concerning any matter affecting the PPP opportunity, except for the representations and warranties of SANParks that will be set out in the PPP Agreement.
- 7.9 No verbal agreement or conversation with, nor any verbal clarification from, any officer or employee of SANParks or any of their advisers shall affect or modify any of the terms and conditions contained in this RFP. Only written amendments, supplements or clarifications to this RFP from duly authorised Project Officer of SANParks, circulated to each Bidder, should be relied upon as authorised. For the purposes of this Article 7.9, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.

7.10 **Principle Contact**

The principal contact in SANParks for all matters 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 the bid submission date as outlined in the project schedule (the “**Bid Date**”).
- 8.3 Submissions delivered after 11:00 on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.

9. CONTENTS OF BID SUBMISSIONS

- 9.1 Bids and all related correspondence and documents must be in English.
- 9.2 The bid submission from each bidder must contain all the information necessary for SANParks to evaluate the financial, broad-based black economic empowerment and functionality capabilities of the bidder. Bidders are required to submit **two sealed envelopes** in accordance with the directions below.
- 9.3 The **FIRST ENVELOPE** shall be clearly marked “Technical Criteria - original” on the outside and shall contain all the original non-financial aspects of the Submission (“**Technical Offer**”). The contents of the Technical Offer shall consist of:
- 9.3.1 The original of the Bidder Information, in the format given in Section 1A – Qualification;
- 9.3.2 The original of the Bidder Information, in the format given in Section 1B – Information on Bidders;
- 9.3.3 Original of the Financing and Capital plan, in the format given in Section 2 – Financing and Capital Plan;
- 9.3.4 Original of the Business, Operational and Design plan, in the format given in Section 3 – Business Operational and Design Plan;
- 9.3.5 Original of the Environmental Proposal, in the format given in Section 4 – Environmental Proposal;

- 9.3.6 Original of a completed Risk Matrix, in the format given in Section 5 – Risk Matrix;
- 9.3.7 Original of the BEE proposal, in the format given in Section 6 – B-BBEE Proposal;
- 9.3.8 An original tax clearance certificate, issued by the South African Revenue Service (“SARS”) within six months of the bid date, for each South African member of the bidder;
- 9.3.9 An original signed version of the final PPP Agreement including all the relevant sections of the Bid Submission to be included in the PPP Agreement, with each page initialled by the duly authorised representative;
- 9.3.10 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid and development bond; and
- 9.3.11 VERY IMPORTANT: An electronic copy containing all the Sections (clearly marked) of the bid submission should be submitted on USB disk. The Sections should be in non-edited PDF form and will be used for evaluation purposes. Please note that the PPP fee offer should NOT be disclosed anywhere on the USB in electronic format as this could lead to disqualification.
- 9.4 The **SECOND ENVELOPE** shall be clearly marked “BEE and Financial” on the outside and will only be opened and evaluated if the minimum threshold for functionality is met. The contents of this Envelope shall be the current BEE status of the bidder (verified by a BEE certificate) as well as the PPP Fee Offer in the format in Section 7 – PPP Fee Offer. Please note that SANParks reserves the right to disqualify any bidder who does not submit a valid BEE certificate or whose PPP fee offer is not in the specified format. Please note that PPP fee tranches is not allowed unless requested as part of the PPP Fee Offer Format.
- 9.5 Envelopes should be clearly marked as to whether they are Envelope 1 or 2 and must have the bid cover letter in the format provided in Annexure 1 – Bid Cover Sheets attached to the front of each envelope.
- 9.6 All information provided in the bid must be valid for 120 business days from the Bid Date.

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

10. HOW THE BIDS WILL BE OPENED

- 10.1 The Project Officer will separate Envelopes 1 and 2 of all the bids. The unopened Financial Envelopes will be locked away in the safekeeping of SANParks' legal advisors until they are opened following the evaluation of the bids.
- 10.2 The Technical Envelopes will be opened by members of a bid evaluation committee representing SANParks in the presence of SANParks' Project Officer.
- 10.3 Technical Offers will be evaluated and scored according to the procedure set out in Articles 11 13 to below.

11. BID EVALUATION METHODOLOGY (FOLLOWING QUALIFICATION)

- 11.1 The three main elements of the bid and the two-Envelope system
- 11.1.1 Bids will be evaluated on three main elements: Functionality, BEE and the PPP Fee Offer.
- 11.1.2 **Envelope 1** is for the functionality and is opened first. Bidders must score at least 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 In round one as part of Functionality in which the Private Party SPV will outline their

plans through the Tourism BEE scorecard with targets per sub section as well as a section which undertakes that enterprise and supplier development, skills development and socio-economic 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 and at least 50% per sub-element in order to pass. Functionality is made up of the elements and weights as outlined in Table 1: Sub-functionality weightings.

Elements	Finance and Capital Plan	Risk Matrix	Environmental Plan	Business, Ops and Design Plan	BEE
Weight	20%	10%	15%	35%	20%
Minimum Threshold	50%	50%	50%	50%	As per B-BBEE Proposal

Table 1: Sub-functionality weightings

The following outlines the objective of each element (**ENVELOPE 1**):

13.1 Financing and Capital plan

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

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

necessary financing has been secured and appropriate proof.

13.2 **Business Operational and Design plan**

13.2.1 A bidder is expected to provide a business, operational and design plan in line with the requirements set out in Section 3 – Business Operational and Design Plan.

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

13.3 **Environmental plan**

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

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

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

13.3.4 The operator will be required to obtain all environmental approvals at their own cost.

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.

13.5 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 and supplier development, skills development and socio-economic development initiatives will be identified and implemented during the contract period.

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

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

14. BEE AND FINANCIAL BIDS (ENVELOPE 2)

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

14.2 BEE

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

14.2.2 The following table outlines the final score weightings:

Table 2: PPPFA score split

PPP fee	BEE
80%	20%

14.3 Bidder's existing B-BBEE rating

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

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

14.3.1.2 In the case of a signed Joint Venture Agreement between the

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

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

Table 3: Score for Bidder’s existing B-BBEE rating

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

14.4 PPP Fee Offer

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

14.4.1.1 the Minimum PPP Fee increased annually by CPIX; or

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

- 14.4.2 Each PPP Fee Offer will be inspected by SANParks’ financial and legal advisors to verify that it has been submitted in the form corresponding to the requirements. A PPP Fee Offer that does not conform to the requirements may result in disqualification of the bid.

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

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

15. INCOMPLETE BIDS

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

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

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

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

16. SELECTION OF PREFERRED BIDDER

16.1 The functionality score is only used to pre-qualify the bidders and only bidders who achieved the 75% for functionality and at least 50% for each functionality element are considered in the final stage where BEE and price will be the determining factor.

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

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

16.3.1 To broaden participation in PPPs, SANParks might give preference to bidders whose black women ownership is highest.

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

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

$a*(BEE\ score/100) + b*(PPP\ fee\ score/100) = c$ <p>a is the weighting for BEE as outlined in 14.2.2</p> <p>b is the weighting for PPP fee as outlined in 14.2.2</p> <p>c is the bidder's overall score</p>

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

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

16.7 Once ratified, the preferred bidder will be announced.

17. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

17.1 The Private Party will be sent a letter of award to notify them that they are the preferred bidder for the PPP opportunity. Subsequent to the receipt of this letter, the Private Party will have one month to clarify any outstanding issues regarding the PPP Agreement. Thereafter, SANParks will provide the Private Party with the final PPP Agreement, whereupon the Private Party will have two months from

receipt of the final PPP Agreement to sign and submit it to SANParks to be countersigned. Failure to meet any of these timelines may result in cancellation of the award to the preferred bidder. In such case, SANParks reserves the right to award the contract to the reserve bidder.

- 17.2 The PPP Agreement becomes legally binding and enforceable from the Signature Date. Only after completion of certain Compliance Events can construction commence.
- 17.3 There will be no PPP Fees payable before Effective Date with Effective Date defined in the PPP Agreement as the date following a specific development period from the Signature Date or Operation Commencement Date, whichever comes first.

18. BID AND PERFORMANCE BOND

- 18.1 At the time of submitting its Bid, each Bidder must submit a single Bid Bond (“**Bid Bond**”) payable to SANParks in the format prescribed in Annexure 2 - Acceptable wording of bid and development bond OR by paying the amount into SANParks’ account – the following account number is to be used:
- 18.2 Bid Bonds should be for the amount of R6,000 (Six Thousand Rand).
- 18.3 The posting of the Bid Bond is for the purpose of ensuring that the all Bidders present valid and serious bids, and that the Winning Bidder subsequently executes the PPP Agreement.
- 18.4 Bid Bonds must be valid until the Effective Date which shall not be later than 18 months from signature date.
- 18.5 The Bid Bonds of all Bidders other than the Winning Bidder shall be returned to them following signature by SANParks of the PPP Agreement. Money paid into the SANParks’ account will be paid back to the bidder after an original letter of the bank account was received from the bidder and financial documentation completed by the SANParks Finance Dept.
- 18.6 Any of the following shall be grounds for the forfeiture of a Bidder’s Bid Bond:

- 18.6.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;
- 18.6.2 The withdrawal or modification of its Bid during the period of validity;
- 18.6.3 Failure by the preferred bidder to furnish the required Bid Bond under the PPP Agreement in accordance with the provisions of the PPP Agreement.
- 18.7 The Bid Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Article 18.6 above has occurred. Forfeiture of the Bid Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of South Africa.
- 18.8 A Performance Bond will replace the Bid Bond on signature date and will be for the amount of R12,000 (Twelve Thousand Rand).

19. FURTHER INFORMATION

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

SOUTH AFRICAN NATIONAL PARKS

James Daniels

P O Box 787

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.

Bid Submission Sections

20. SECTION 1A – QUALIFICATION

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

20.1 Experience

Number of functional outlets: There should be at least one (1) functional outlet of the spa brand proposed and brand proposed should have included a mobile aspect i.e. set up away from physical buildings.

Existence: The brand proposed should have been operational for at least one (1) year.

Turnover of the outlet: Combined turnover of the outlets in operation proposed should not be less than R 200,000 per annum.

BEE status: The bidder must be an EME or QSE with black women ownership of at least 75%.

Equity participation by technical partner: At least 30%.

20.2 Financials

The Private Party should provide financial statements for the last year of operation.

21. SECTION 1B – INFORMATION ON BIDDERS

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

21.1 Special purpose vehicle constitutional information

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

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

21.1.2 Directors/Partners/Trustees and their responsibilities.

21.1.3 Place of registration.

21.1.4 Registration number.

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

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

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

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

22. SECTION 2 – FINANCING AND CAPITAL PLAN

22.1 The Bidder should provide the following information:

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

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

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

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

	Start-up R'000	Year 1 R'000	Year 2 R'000	Year 3 R'000	Year 4 R'000	Year 5* R'000
Replacement of equipment and vehicles						
<i>Total cash outflow (B)</i>						
Net cash flow [A – B] before PPP fees and tax						

* Adapt for the applicable term of the PPP Opportunity

22.1.4 The Economics of the Business

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

- Initial investments
- Turnovers
- Gross and operating margins
- Fixed, variable and semi variable costs

23. SECTION 3 – BUSINESS OPERATIONAL AND DESIGN PLAN

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

23.1 A. Experience of the operator (20%)

23.1.1 A.1 Number of years in the business (30%)

23.1.2 A.2 Number of outlets operated, with specific reference to which of these outlets are mobile (20%)

23.1.3 A.3 Number of staff employed (20%)

23.1.4 A.4 Turnover of all outlets (20%)

23.1.5 A.5 Outline qualifications and expertise of current employees – relevant CVs to be submitted (10%)

23.2 B. Theme proposed (30%)

23.2.1 B.1 Fits into National Parks (11%)

23.2.2 B.2 Theme / unique features optimal in order to attract tourists (10%)

23.2.3 B.3 Décor proposed to offer unique experience (10%)

23.2.4 B.4 Design of spa unit and layout on the site allocated – floor plans and conceptual drawings to be provided (35%)

23.2.5 B.5 Mobile design / offering to be used in other camps where permanent structures are not available (25%)

23.2.6 B.6 Outline planning to scale size for demand / seasonality (5%)

23.2.7 B.7 As part of the model are you planning to provide / sell drinks and refreshments as well as skin and nail care products – please outline. (5%)

23.3 **C. Outline which of the following products will be offered in the facility (25%)**

23.3.1 C.1 Provide a detailed list of products that will be offered in the Spa facility as well as the mobile facility (60%)

23.3.2 C.2 Where certain things are not offered as part of the Spa please indicate why not and complexities associated with some products as part of a Spa.

23.3.3 Please explain the product composition and why you believe this would be optimal. (40%)

23.4 **D. Human resources 10%**

23.4.1 D.1 Existing training programs (50%)

23.4.2 D.2 Sourcing and selecting of personnel (from where – local, land claimants, etc. and qualifications required) (25%)

23.4.3 D.3 Proposed staffing structure (full/part time) to complement the products to be offered (25%)

23.5 **E. Market15%**

23.5.1 E.1 Provide an overview of the target market (30%)

23.5.2 E.2 Where men, women and kids are targeted outline how you plan to accommodate the diverse market in the small outlet (30%)

23.5.3 E.3 Outline marketing initiatives that will be followed to attract clients to the facility (40%)

23.5.4 E.1 Provide an overview of the target market (30%)

24. SECTION 4 – ENVIRONMENTAL PROPOSAL

Items to address in the Environmental Proposals.

24.1 **Environmental Responsibility (failure to commit to the following undertakings will result in disqualification)**

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

24.1.2 Acknowledgement that the Operator must comply at all times with SANParks' Environmental Guidelines for Private Party Operation within the South African National Parks, which may change from time to time.

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

24.1.4 Undertaking 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.

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

24.2 **Environmental Officer Monitoring Activities (weighting 10%)**

24.2.1 Acknowledgement by the Operator that an Environmental Officer will be appointed, at cost to the Operator, should SANParks requires verification of some environmental aspects (weighting 20%).

24.2.2 Provide a description of activities that will be monitored by the Environmental Officer and how issues of non-compliance will be addressed (weighting 80%).

24.3 Green Operations (weighting 10%)

24.3.1 Outline proposed green operations policy and procedures (weighting 50%).

24.3.2 Outline proposed green procurement policy, 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 (weighting 50%).

24.4 Environmental Impact (weighting 15%)

24.4.1 Describe the anticipated environmental impact that will result during construction and operations of the facility (weighting 50%).

24.4.2 Describe preliminary mitigation measures that demonstrate the types of initiatives / processes that could be implemented to ensure minimal environmental impact to the site (weighting 50%).

24.5 Energy Usage (weighting 15%)

24.5.1 Describe the energy sources that will be used during operation (weighting 20%).

24.5.2 Describe how the use of solar energy installations and technology will be implemented during the operation (weighting 20%).

24.5.3 Outline measures that will be implemented to reduce fossil fuel energy consumption and ensure that operations are energy efficient (weighting 20%).

24.5.4 Describe the awareness programmes that will be implemented to educate both staff and guests on energy consumption (weighting 20%).

24.5.5 Undertaking that energy usage will be measured during operation and initiatives implemented to reduce the usage to optimum levels (weighting 20%).

24.6 Water Management (weighting 15%)

24.6.1 Describe the water source(s) and water storage and supply infrastructure to be used during operation (weighting 20%).

24.6.2 Provide estimates of the average water usage per bed and of the total water usage requirements (weighting 20%).

24.6.3 Outline water conservation, re-use and recycling measures that will be implemented during operation (weighting 20%).

24.6.4 Describe the awareness programmes that will be implemented to educate both staff and guests on water consumption (weighting 20%).

24.6.5 Undertaking that water usage will be measured during operation and initiatives implemented to reduce the usage to optimum levels (weighting 20%)

24.7 Waste Management (weighting 20%)

24.7.1 Describe the awareness programmes that will be implemented to educate both staff and guests on waste management (weighting 25%).

24.7.2 Liquid Waste (weighting 25%):

24.7.2.1 Describe design management techniques to ensure liquid waste management is economically viable and environmentally sustainable (weighting 25%).

24.7.2.2 Describe how sustainable waste management principles of avoidance and reduction, re-use and recycling will be applied to liquid waste (weighting 25%).

24.7.2.3 Describe how sewerage will be managed (weighting 25%).

24.7.2.4 Outline proposed operating procedures for liquid waste management, from source to disposal (weighting 25%).

24.7.3 Solid Waste (weighting 25%):

24.7.3.1 Describe how sustainable waste management principles of avoidance and reduction, re-use and recycling will be applied to solid waste (weighting 20%).

24.7.3.2 Describe measures to eliminate non-recyclable or hazardous packaging or containers (including plastic water bottles and single-use plastics) at the procurement phase (weighting 20%).

24.7.3.3 Describe measures for the management of storage facilities and how these will remain clean and secured from problem animals (weighting 20%).

24.7.3.4 Indicate the proposed authorised waste disposal sites that will be used, inside and/or outside of the park and outline why usage of the site will be the best environmentally wise option (weighting 20%).

24.7.3.5 Outline proposed operating procedures for solid waste management, from source to disposal (weighting 20%).

24.7.4 Hazardous Waste (weighting 25%):

24.7.4.1 Outline of proposed operating procedures for hazardous waste management, from collection to disposal (weighting 80%).

24.7.4.2 Undertaking that hazardous waste will be stored and discarded in a safe and legal way (weighting 20%).

24.8 **Pest control (weighting 5%)**

24.8.1 Indicate the measures and products that will be used for pest management, with consideration of SANParks' preferred pest control chemicals, integrated pest management plan and bat management.

24.9 **Alien biota (weighting 5%)**

24.9.1 Describe proposed measures that will be implemented during construction and operations to reduce the risk of introducing alien biota into the park.

24.10 **Noise and visual pollution (weighting 5%)**

- 24.10.1 Describe the noise that will be generated and the proposed measures that will be implemented during construction and operations to reduce and minimise noise pollution (weighting 50%).

- 24.10.2 Describe the visual impacts of the facility and the proposed measures that will be implemented during construction and operations to reduce and minimise visual pollution (weighting 50%).

25. SECTION 5 – RISK MATRIX

DEVELOPMENT RISK MATRIX				
Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (SANParks/ private party/ shared)
Financing	The risk that the required capital for capex and opex may not be able to be raised; loans may not be able to be repaid; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, and currencies may affect assumptions			
Design risk	The possibility that the Private Party's design may not achieve the required output specifications			
Availability risk	The possibility that the service provided by the Private Parties do not meet the output specifications			
Cost over-run risk	The possibility that during the design the actual project costs will exceed projected costs			
Environmental risk	The risk of liability for losses caused by environmental damage arising during the operational phase of the project			
Exchange rate risk	The possibility that exchange rate fluctuations will impact on the affordability of the project			
Force Majeure risks	The possibility that the occurrence of unexpected events beyond the control of either parties effect the operation of the project			
Inflation risk	The possibility that the actual inflation rate may exceed the projected inflation rate			
Insurance risk	The risk of substantial increases in insurance premiums and/or costs related to excess payments			
Insolvency risk	The possibility of insolvency of a Private Party			
Interest rate risk	The possibility of interest rate fluctuations affecting the availability and cost of funding			
Maintenance risk	The possibility that the cost of maintenance exceeds the projected maintenance costs			

DEVELOPMENT RISK MATRIX				
Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (SANParks/ private party/ shared)
Market, demand or volume risk	The possibility that the demand for the service generated by the project may be less than anticipated			
Operating risk	Factors impacting on the operating requirements of the project and related expenditure			
Political risk	The possibility of unforeseeable conduct by SANParks or expropriation of the assets			
Resource or input risk	The possibility of a failure or shortage in the supply of resources			
Tax rate change risk	The possibility that changes in applicable tax laws decrease the anticipated return on investment			
Third Party claims	The risk of injury whilst doing a spa or spa related activity			
Utilities risk	The possibility that the utilities required may not be available			
Utilities risk	The possibility that the utilities required are too expensive			

26. SECTION 6 – B-BBEE PROPOSAL

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

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

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

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

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

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

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

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

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

Black Ownership	B-BBEE Level	B-BBEE Proposal Score
100% Black Owned	Level One	100%
At least 51% Black Owned	Level Two	95%
Less than 51% Black Owned	Level Four	80%

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

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	27	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	3	30%		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%		
			Exercisable Voting Rights in the entity in the hands of a Local Community Trust	1	10%		
		Economic Interest	Economic Interest in the entity to which Black People are entitled	4	30%		
			Economic Interest in the entity to which Black Women are entitled	2	15%		
			Economic Interest in the entity to which a Local Community Trust is entitled to	7	10%		
		Realisation Points	Net Value	8	As per Codes		
<i>Score out of 27</i>							
Management Control	19 (+2 Bonus)	Board Participation	Exercisable Voting Rights of Black Board Members as a percentage of all Board Members	1	50%		
			Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members	0.5	30%		
			Exercisable Voting Rights of Local People who are Board Members as a percentage of all Board Members	0.5	20%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			Black Executive Directors as a percentage of all Executive Directors	1	50%		
			Black Female Executive Directors as a percentage of all Executive Directors	0.5	30%		
		Other Executive Management	Black Executive Management as a percentage of all Other Executive Management	1	60%		
			Black Female Executive Management as a percentage of all Other Executive Management	0.5	30%		
		Senior Management	Black Employees in Senior Management as a percentage of all Senior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	2	60%		
			Black Female Employees in Senior Management as a percentage of all Senior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	30%		
		Middle Management	Black Employees in Middle Management as a percentage at all Middle Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	75%		
			Black Female Employees in Middle Management as a percentage of all Middle Management <i>Targets for Black People must be split according to the Economically Active Population</i>	0.5	38%		
			Local People in Senior / Middle Management as a percentage of all Senior and Middle Management	2	25%		
		Junior Management	Black Employees in Junior Management as a percentage of all Junior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	0.5	80%		
			Black Female Employees in Junior Management as a percentage of all Junior Management <i>Targets for Black People must be split according to the Economically Active</i>	0.5	40%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			<i>Population</i>				
			Local People in Junior Management as a percentage of all Junior Management	0.5	45%		
		Employees with disabilities	Black Employees with Disabilities as a percentage of all Employees	2	2%		
		All Employees	Black Employees as a percentage of all Employees (excluding Board and Executive Management)	1	75%		
			Black Female Employees as a percentage of all Employees (excluding Board and Executive Management)	1	40%		
			Local People as a percentage of all Employees (excluding Board and Executive Management)	2	60%		
		Bonus Points	BONUS: Number of Black Employees with Disabilities over and above the 2% target for Black Employees with Disabilities, as a percentage of all Employees	2	1% (over and above 2% target above)		
<i>Score out of 19 (+2 bonus)</i>							
Skills Development	20 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leivable Amount	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 Leivable Amount: - Accommodation; - Hospitality and related services; - Travel and related services <i>Targets for Black People must be split according to the Economically Active Population</i>	5	6%		
			Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People with Disabilities in any of the above three tourism sub-sectors as a percentage of Leivable Amount.	3	0.3%		
		Learnerships, Apprenticeships, and Internships	Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by	8	3.5%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			the measured entity as a percentage of total Employees. <i>Targets for Black People must be split according to the Economically Active Population</i>				
			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. <i>Targets for Black People must be split according to the Economically Active Population</i>	4	3%		
		Bonus Points	Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme.	5	100%		
Score out of 20 (+5 bonus)							
Enterprise and Supplier Development	40 (+ 2 Bonus)	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	80%		
			B-BBEE Procurement Spend from all local Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	15%		
			B-BBEE Procurement Spend from all local Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	15%		
			B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	9	40%		
			B-BBEE Procurement	4	12%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			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				
		Supplier Development	Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target	10	3% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions to local entities made by the measured entity as a percentage of the target	5	0.5% of NPAT		
		Bonus Points	Bonus point for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level	1	Yes		
			Bonus point for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity	1	Yes		
<i>Score out of 40 (+2 bonus)</i>							
Socio-economic Development	5 (+3 Bonus)	Socio-economic Development	Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
		<i>Score out of 5 (+3 bonus)</i>					
Total Points	111 (+12 Bonus)			111 (+12 Bonus)	Score out of 111		
Minimum Threshold						90	

26.3.4 Qualifying Small Enterprise Scorecard

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	26	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	3	30%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%				
			Exercisable Voting Rights in the entity in the hands of a Local Community Trust	2	10%				
		Economic Interest	Economic Interest in the entity to which Black People are entitled	5	30%				
			Economic Interest in the entity to which Black Women are entitled	3	15%				
			Economic Interest in the entity to which a Local Community Trust is entitled	3	10%				
		Realisation Points	Net Value	8	As per Codes				
		<i>Score out of 26</i>							
Management Control	15 (+2 Bonus)	Executive Management	Black representation at Executive Management	2	60%				
			Black Female representation at Executive Management	1	30%				
			Local People representation at Executive Management	1	20%				
		Senior, Middle and Junior Management	Black representation at Senior, Middle and Junior Management	4	60%				
			Black Female representation at Senior, Middle and Junior Management	2	30%				
			Local People representation at Senior, Middle and Junior Management	2	25%				
		All Employees	Black Employees as a percentage of all Employees (excluding Executive Management)	1	75%				
			Black Female Employees as a percentage of all Employees (excluding Executive Management)	1	40%				
			Local People as a percentage of all Employees (excluding Executive Management)	1	60%				
		Bonus Points	Number of Black Employees with Disabilities as a percentage of all Employees	2	1%				
		<i>Score out of 15 (+2 bonus)</i>							

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Skills Development	25 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leivable Amount	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 Leivable Amount: - Accommodation; - Hospitality and related services; - Travel and related services	10	3%		
			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 Leivable Amount.	9	1.5%		
		Learnerships, Apprenticeships, and Internships	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.	6	2.5%		
		Bonus Points	Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme.	5	100%		
<i>Score out of 25 (+5 bonus)</i>							
Enterprise and Supplier Development	30	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	8	60%		
			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	5	30%		
			B-BBEE Procurement Spend from all local Empowering Suppliers that are Exempted Micro Enterprises or Qualifying Small Enterprises based on the applicable B-BBEE Procurement	5	15%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			Recognition Levels as a percentage of Total Measured Procurement Spend				
		Supplier Development	Annual value of all qualifying Supplier Development contributions to local entities made by the measured entity as a percentage of the target	7	2% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions to local entities made by the measured entity as a percentage of the target	5	1% of NPAT		
<i>Score out of 30</i>							
Socio-economic Development	5 (+3 Bonus)	Socio-economic Development	Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
<i>Score out of 5</i>							
Total Points	101 (+10 Bonus)			101 (+10 Bonus)	Score out of 101		
Minimum Threshold						80	

26.3.5 Supporting information

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

26.3.5.1 Large Enterprises

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

1.Ownership	Input
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)	
1.3Realisation 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)	
2.2Board 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)										
Level of Management	Number of Proposed Employees per Group									
	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Black People From Local Community	Total
Senior Management										
Middle Management										
Junior Management										
TOTAL										
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:										
Skills Development Expenditure (Rands)	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Total	

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:									
Anticipated Number of Learnerships, Apprenticeships and Internships	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Total
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	
5.1Socio-economic Development contributions	
a) Anticipated value of local Socio-economic Development contributions	
b)Planned qualifying Socio-economic Development contributions / activities:	
5.2Status 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	Input
1.1Voting 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	
1.2Economic 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 Leivable 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:	

4.3Enterprise Development	
a) Anticipated value of local Enterprise Development contributions in Rands	
b)Planned qualifying Enterprise Development contributions / activities:	
5.Socio-economic Development	
5.1Socio-economic Development contributions	
a) Anticipated value of local Socio-economic Development contributions	
b) Planned qualifying Socio-economic Development contributions / activities:	
5.2Status 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	

26.3.6 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:

SPA MINIMUM PPP FEE	
	Per Annum
BP1	R 12,000
BP2	R 12,000
BP3	R 12,000
BP4	R 12,000

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:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year ..	Year ..*
--	--------	--------	--------	--------	--------	---------	----------

	Year 1	Year 2	Year 3	Year 4	Year 5	Year ..	Year ..*
Gross revenue (net of VAT)							
Percentage of gross revenue due as Variable PPP Fee (same for each year)							
PPP fee due							
Minimum PPP fee or Variable PPP Fee, whichever is greater							

* Adapt for the 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.

Annexures

29. ANNEXURE 1 – BID COVER SHEETS

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

Bid for the Spa in the Kruger National Park through a PPP Agreement (ORIGINALS).

Bid Package: _____

ENVELOPE 1: TECHNICAL BIDS

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity under which bid is signed:

Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.

Bid for the Spa in the Kruger National Park through a PPP Agreement (ORIGINALS).

Bid Package: _____

ENVELOPE 2: PPP FEE OFFER AND BEE SUBMISSION

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity under which bid is signed:

Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.

30. **ANNEXURE 2 - ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND**

To: South African National Parks

[Name of bidder] (“the bidder”) is to submit to SANParks a bid to enter into PPP agreement with SANParks for the purpose of the operation of a spa in the following camps: _____

And you require the bidder to include in the bid a bid bond for the amount of R 6,000 (Six Thousand Rand);

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

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 6,000 (Six Thousand Rand), upon any or all of the following occurrences:

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

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

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

SIGNATURE AND SEAL

Name of bank _____

Address _____

Date _____

Please note: The Bid Bond will be replaced by a Performance Bond once operation commences to the amount equal to R 12,000 (Vat excl) and will be increased yearly on 1 April with CPI.