



South African NATIONAL PARKS

INVITATION TO BID (SBD 1 PART A)

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE SOUTH AFRICAN NATIONAL PARKS

BID NUMBER:	GNP-039-20	CLOSING DATE:	20 June 2022	CLOSING TIME: 11:00
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DESCRIPTION

REQUEST FOR PROPOSAL (RFP) FOR THE APPOINTMENT OF A PANEL OF TRANSACTION ADVISORS TO SUPPORT IN THE IMPLEMENTATION OF THE SANPARKS' TOURISM PPP PROGRAMME FOR A PERIOD OF FIVE (5) YEARS

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT			
643 LEYDS STREET, MUCKLENEUK, PRETORIA (MAIN GATE)			
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO		TECHNICAL ENQUIRIES MAY BE DIRECTED TO:	
CONTACT PERSON	Quinton Chetty	CONTACT PERSON	Jeanette Greyvensteyn
TELEPHONE NUMBER	012 426 5247	TELEPHONE NUMBER	082 452 0586
E-MAIL ADDRESS	Quinton.Chetty@sanparks.org	E-MAIL ADDRESS	jeanette.greyvensteyn@sanparks.org
SUPPLIER INFORMATION			
NAME OF BIDDER			
POSTAL ADDRESS			
STREET ADDRESS			
TELEPHONE NUMBER	CODE		NUMBER
CELLPHONE NUMBER			
E-MAIL ADDRESS			
VAT REGISTRATION NUMBER			
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		CENTRAL SUPPLIER DATABASE No: MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT [TICK APPLICABLE BOX] ☐ Yes ☐ No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]			
2.1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]		2.2 ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED? ☐ Yes ☐ No [IF YES, ANSWER PART B:3]

QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?

☐ YES ☐ NO

DOES THE ENTITY HAVE A BRANCH IN THE RSA?

☐ YES ☐ NO

DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?

☐ YES ☐ NO

DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?

☐ YES ☐ NO

IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?

☐ YES ☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED-(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7) AND/OR AN SLA.**

2. TAX COMPLIANCE REQUIREMENTS

- 2.3 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.4 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.5 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 2.6 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.7 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.8 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.9 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

(Proof of authority must be submitted e.g. company resolution

DATE:

**THE SUCCESSFUL BIDDER WILL BE REQUIRED TO SIGN A WRITTEN CONTRACT WITH
SANParks**

Validity Period From Date Of Closure:

150 days

Non-Compulsory Briefing Session

Date: 31 May 2022

Time: 10H00 – 11H00

Venue: Virtual meeting via Microsoft Teams

Meeting Link: [Click here to join the meeting](#)

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NAME OF THE DULY AUTHORISED PERSON:	
SIGNATURE:	
DATE:	
CAPACITY UNDER WHICH THIS BID IS SIGNED:	
SETS OF BID DOCUMENTS REQUIRED:	
Number of ORIGINAL bid documents for contract signing	2
Electronic Copy of the original document in PDF (flash drive)	1
Bidders must submit the above number of original bid documents (including the bidder's response to the specification and the bidder's pricing) in hard copy format (paper document) and one copy in electronic format (USB/Memory Stick) to SANParks. These serve as the original sets of bid documents and form part of the contract. SANParks with the awarded bidder sign these original contracts in black ink. The signed legal contract constitutes the closure of the competitive bid/tender/request for quotation process and sets out each party's obligations for executing the contract. These original document sets serve as the legal bid document and the contract document between the bidder and SANParks. The bidders attach the originals or certified copies of any certificates stipulated in this document to these original sets of bid documents.	

MANDATORY AND MINIMUM RETURNABLE DOCUMENT CHECKLIST TO QUALIFY FOR EVALUATION

MINIMUM MANDATORY SCREENING REQUIREMENTS (RETURNABLE DOCUMENTS)

In this phase, all bids received will be verified for compliance and completeness of the submitted proposal per the below set of mandatory requirements. Bidders who fail to comply with the below requirements may be eliminated and bidders who comply with the below progress to the next phase of technical evaluation.

1. Bid forms must be properly received on the bid closing date and time specified on the invitation, fully completed, dated, signed in black ink and initialled every page of the bid.
2. Invitation to Bid (SBD 1) must be fully completed and signed.
3. Submission of fully completed SBD 4 (Declaration of Interest).
4. Submission of fully completed SBD 6.1 (Preference Claim Certificate), accompanied by the original or certified copy of the B-BBEE Status Level Verification Certificate or original B-BBEE Sworn Affidavit.
5. Submission of fully completed SBD 8 (Declaration of Bidders Past SCM Practice).
6. Submission of fully completed SBD 9 (Certificate of Independent Bid Determination).
7. Proof of CSD (Central Supplier Database) registration (all members of consortium to provide CSD registration).

MANDATORY RETURNABLE DOCUMENTS

It is a requirement to fully comply with all mandatory requirements. Failure to comply with the mandatory requirements listed below may lead to disqualification.

1. Service category returnable;
2. Company profile of bidder (for consortiums, company profiles must be provided for each member of the consortium);
3. If the bidder is bidding as a joint venture, the following must be submitted together with the proposal:
 - a. Copy of the Joint Venture Agreement, duly signed by all parties, which sets forth the responsibilities of each member of the Joint Venture; and
 - b. The original or certified copy of the B-BBEE certificate of the joint venture.
4. If the bidder is a consortium in the form of a prime contractor with subcontractor(s), a copy of the Subcontracting Agreement, duly signed by all parties, which sets forth the responsibilities of the subcontractor(s), must be submitted together with the proposal:

- a. Copy of the Subcontracting Agreement, duly signed by all parties, which sets forth the responsibilities of the subcontractor(s).
- b. The original or certified copy of the B-BBEE certificate of the subcontractor(s).
- 5. Bidder's professional experience;
- 6. Client references; and
- 7. Profile of Lead Advisor and / or Specialists for the service category.

BID PROCEDURE CONDITIONS

Counter Conditions

SANParks draws bidders' attention that amendments to any of the Bid Conditions or setting of counter conditions by bidders will result in the invalidation of such bids.

Response Preparation Costs

SANParks is NOT liable for any costs incurred by a bidder in the process of responding to this Bid Invitation, including on-site presentations.

Cancellation Prior To Awarding

SANParks reserves the right to withdraw and cancel the Bid Invitation prior to making an award. The cancellation grounds include insufficient funds, where the award price is outside of the objective determined fair market-related price range (in terms of the Preferential Procurement Policy Framework Act), or any process impropriety.

Collusion, Fraud And Corruption

Any effort by Bidder/s to influence evaluation, comparisons, or award decisions in any manner will result in the rejection and disqualification of the bidder concerned.

Fronting

SANParks, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes where applicable, conduct or initiate the necessary enquiries/investigations to determine the accuracy of the representation made in the bid documents. Should SANParks establish any of the fronting indicators as contained in the Department of Trade and Industry's "Guidelines on Complex Structures and Transactions and Fronting" during such inquiry/investigation, the onus is on the bidder to prove that fronting does not exist? Failure to do so within a period of 7 days from date of notification will invalidate the bid/contract and may also result in the restriction of the bidder to conduct business with the public sector for a period not exceeding 10 years, in addition to any other remedies SANParks may have against the bidder concerned.

DISCLAIMERS

SANParks has produced this document in good faith. SANParks, its agents, and its employees and associates do not warrant its accuracy or completeness. To the extent that SANParks is permitted by law, SANParks will not be liable for any claim whatsoever and how so ever arising (including, without limitation, any claim in contract,

negligence or otherwise) for any incorrect or misleading information contained in this document due to any misinterpretation of this document. SANParks makes no representation, warranty, assurance, guarantee or endorsements to any provider/bidder concerning the document, whether with regard to its accuracy, completeness or otherwise and SANParks shall have no liability towards the responding service providers or any other party in connection therewith.

INTENTION TO SELL

Is the bidder in the process of selling the bidding company?	☐ YES ☐ NO
Does the bidder have any intension of selling the bidding company within the next 12 months?	☐ YES ☐ NO
Does the bidder have any intension of selling the bidding company within the next 12 months to 60 months?	☐ YES ☐ NO

SANParks reserves the right not to award to any bidder who answers any of the questions above “yes” should the bidder be the overall highest points scorer. However the decision not to award will be on a case by case basis.

BID SELECTION PROCESS

Phase 1 – Compliance to minimum administrative documents

Bidders warrant that their proposal document has, as a minimum, the specified documents required for evaluating their proposals as set out in the Returnable Document List.

Phase 2A – Compliance with mandatory requirements

In this phase bid responses are verified against the set of mandatory requirements. Bidders who fail to comply with the requirements may not proceed to the next phase of evaluation.

Phase 2B – Compliance with functionality requirements

Bidders making the minimum evaluation score (70%) will pass and be appointed to the panel.

Phase 2C – Presentations

Where circumstances justifies it, SANParks reserves the right to request for shortlisted bidders who met the functionality threshold to present further information or provide further proof to the evaluation committee. In these cases, the SANParks may provide the areas of concern to the short listed bidders to address in their presentations.

Basis of competition:

Bidders making the minimum evaluation score (70%) will be appointed to the panel. No price and preference evaluation will be applicable to this bid as each member of the panel will be requested to quote for the required services, as and when required.

Award recommendation:

Awarding of tenders will be published on the National Treasury e-tender portal or SANParks' tender website. No regret letters will be sent out.

NB: It is essential that a bidder be tax compliant. No price quotations or competitive bids shall be awarded to businesses or persons who are not tax compliant.

THRESHOLD TO QUALIFY FOR PANEL

Bidders are only eligible to qualify for placement onto the SANParks Transaction Advisor Panel where they score at least **70%** or more for functionality.

THE BID CONTRACT

INTRODUCTION TO SANPARKS

SANParks was initially established in terms of the now repealed National Parks Act, 57 of 1976 and continue to exist in terms of the National Environmental Management: Protected Areas Act, 57 of 2003; with the mandate to conserve; protect; control; and manage national parks and other defined protected areas and their biological diversity (Biodiversity). As a public entity, SANParks is also governed by the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and it is listed as Schedule 3 Part A: 25 public entity.

Our vision is to have a world class system of sustainable National Parks reconnecting and inspiring society.

Our mandate is to deliver of Conservation Mandate by Excelling in the Management of a National Park System.

Our mission is to develop, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations.

INTRODUCTION TO SANPARKS BUSINESS UNIT RESPONSIBLE FOR THIS BID

The Business Development Unit (BDU), within the Tourism Development and Marketing division of SANParks, is responsible for executing on SANParks' Commercialisation Strategy, through the implementation and management of a range of Public Private Partnerships (PPPs) as a means of maximising SANParks' financial independence from the state, whilst enabling socio-economic transformation.

The unit consists of a General Manager: Business Development Unit, who reports to the Managing Executive:

Tourism Development and Marketing, as well as numerous Project Managers who are responsible for the implementation and management of PPPs across SANParks.

CONTEXT OF THIS PROCUREMENT

In September 1998, the then Department of Environmental Affairs and Tourism articulated the need for SANParks to prepare for a lesser dependence on state funding, which would increasingly be aimed at funding essential conservation requirements. This formed the basis of the Commercialisation Strategy adopted by SANParks in 2000, with the objective of reducing SANParks' dependence on state funding and improving existing operational efficiencies.

The Commercialisation Strategy 2000 was developed and implemented with assistance from the International Finance Corporation (IFC). SANParks appointed the IFC as the lead Transaction Advisor to:

- advise SANParks on the structuring of the commercialisation programme and the development of the PPP tender process;
- support the implementation of the tender process for identified PPP projects; and
- promote skills transfer to SANParks staff, thereby enabling SANParks to manage and implement PPP projects internally through the Business Development Unit.

This process resulted in the award of 11 Lodge Concession sites, 21 retail facilities and 17 restaurants to private operators.

Subsequently, through the Business Development Unit, SANParks have progressively increased the number of PPP transactions, successfully implementing and managing a wide range of projects, including accommodation, restaurants, retail, activities, an airport and the Table Mountain Aerial Cableway. Today, SANParks has a portfolio of more than 50 PPP projects.

As SANParks continues to evolve, PPPs have been reaffirmed as a key mechanism to fund and implement tourism products, as well as to promote socio-economic transformation and local community upliftment. In light of this, SANParks aims to accelerate the implementation of PPPs and has resolved to appoint a panel of Transaction Advisors to provide support in the implementation of the SANParks Tourism PPP Programme.

Responsible Tourism

SANParks' business operations are founded on three core pillars: Sustainable Conservation, Diverse and Responsible Tourism and Socio-Economic Transformation. SANParks' mandate is derived from its biodiversity conservation role, thus the conservation pillar is regarded as the basis upon which the other two core pillars' programmes and activities are directed.

The Commercialisation Strategy (through the implementation of PPPs) is a significant element of the Diverse and

Responsible Tourism pillar, which has allowed SANParks to expand its tourism product offering, generate additional revenue for funding of conservation and promote socio-economic development.

As a major provider of tourism accommodation and natural experiences in South Africa, SANParks, recognises that by implementing responsible tourism management and principles, the organisation will continue to benefit from increased income, a better quality of tourism product, better development and management practices, and higher levels of local involvement and benefits flowing to local communities.

Responsible Tourism within SANParks, and more specifically Commercialisation, is governed and guided by the Responsible Tourism Strategy 2022, the National Tourism Sector Strategy, the National Minimum Standards for Responsible Tourism (SANS1162) and the National Development Plan (NDP).

The Cape Town Responsible Tourism Charter describes guiding principles for Responsible Tourism and local community involvement, which can be regarded as a guideline for the vision of this Scope of Work. The charter describes Responsible Tourism as tourism that:

1. *“makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;*
2. *minimises negative economic, environmental, and social impacts;*
3. *provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;*
4. *is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence;*
5. *provides accurate information about accessibility of facilities and infrastructure for people with disabilities (visual, communication, mobility) to customers;*
6. *generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry; and*
7. *involves local people in decisions that affect their lives and life chances.”*

CONTRACT PERIOD

The contract will be for a period of five (5) years.

SPECIFICATIONS

DETAILED BACKGROUND

SANParks' PPP Portfolio

SANParks currently has a portfolio of 60 PPP projects, and intends on further expanding its PPP portfolio over the next few years.

A PPP is a commercial transaction between a private party and a public institution. A private party is awarded the exclusive rights to use state property for its own commercial purpose over a specific period, transferring associated financial, technical and operational risk from the public institution to the private party. In exchange for the exclusive rights to use the state property, the private party pays a PPP fee to the institution. PPPs are governed by Regulation 16 of the Public Finance Management Act (PFMA).

SANParks typically applies a 'build, operate and transfer' (BOT) model for PPPs. The contractual mechanism is a PPP Agreement (or concession contract), which enables the private operator to:

- use a defined area of land, plus any buildings that may already exist on that land; and
- make any required upgrades to the land or buildings for purposes of the tourism product, over a specific time period in return for payment of PPP fees.

Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the private operator regarding:

- Financial terms,
- Environmental management;
- Social objectives;
- Empowerment; and
- Contractual transfer of risk for building / refurbishing, developing, managing, operating and maintaining the facility.

Through the implementation of PPPs, SANParks aims to achieve the following goals:

1. Generate additional revenue (through PPP fees and conservations fees) for the funding of conservation and constituency building;
2. Reduce the cost of delivery for tourism products;
3. Improve service levels by focusing on core business;
4. Leverage private capital and expertise to expand tourism products;
5. Minimise losses or increase savings on existing operations;

6. Optimise the use of under-performing assets;
7. Create jobs and alleviate poverty;
8. Advance Broad-Based Black Economic Empowerment (B-BBEE);
9. Upgrade or develop infrastructure;
10. Upgrade / develop historical and / or cultural sites;
11. Promote tourism; and
12. Further advance biodiversity protection and conservation.

Based on SANParks' experience and expertise in implementing PPP projects, National Treasury has granted SANParks authorisation to apply for exemption from Regulation 16 of the PFMA, subject to a detailed application being submitted for each PPP project.

A New Era of PPPs in SANParks – Broadening the Network

As the largest state owned entity in tourism in South Africa, SANParks has an obligation to contribute towards the transformation of the tourism industry. This includes providing opportunities to increase the number of people and businesses benefiting from commercial opportunities in national parks, especially those from local communities and land claimant communities. To achieve this goal, SANParks has implemented various mechanisms to enable sustainable transformation and socio-economic development through the PPP process, including:

- a B-BBEE scorecard for all PPPs (with targets for transformation and local community upliftment);
- additional job creation / local procurement / enterprise and supplier development obligations;
- ring-fencing of PPP opportunities for SMMEs;
- enforced subcontracting to black owned EMEs / QSEs for specified projects; and
- an equity share model for Land Claimants in the KNP (note: the KNP Land Claimant Beneficiation Scheme could / may change, and consideration must be given to this in enhancing the PPP Framework).

SANParks aims to accelerate the implementation of PPPs and intends on appointing a panel of Transaction Advisors to provide support in achieving the above-mentioned goals.

SCOPE OF SERVICES

SANParks seeks to establish a panel of suitably qualified Transaction Advisors. This terms of reference explains the requirements for a bidder to be appointed onto the panel. Please note that SANParks does not guarantee that panel members will receive any work during the contract term.

The purpose of the panel is to provide SANParks with access to specialised skills and expertise (technical, commercial, financial, B-BBEE, local community development and enterprise development) to accelerate the implementation of the SANParks Tourism PPP Programme. During the contract term, the type of work that panel

members will be required for includes:

1. Provision of advisory and operational support in the development and implementation of PPPs:

- SANParks aims to accelerate the implementation of PPPs, for new PPPs and the retender of existing PPPs.
- Depending on the complexity of the each PPP project, whether specialised expertise is required and the internal capacity available, the Transaction Advisor may be requested to provide advisory and / or operational support to the SANParks Project Team in the development of specifications and execution of selected PPP tender processes.
- Advisory and operational support may include support for the full tender process, from project conceptualisation to appointment of an operator, or only a part thereof, e.g. undertaking a feasibility study.

***Note:** SANParks is in the process of revising the PPP Framework, which will guide all PPPs in the future.*

2. Review and enhancement of SANParks' 5-year Strategic Plan for Commercialisation (SPfC):

- The SANParks SPfC is updated every five years, in line with the requirements of the PPP Toolkit for Tourism.
- SANParks has identified the need for a Transaction Advisor to review the SPfC, and recommend enhancements to incorporate best practices and assist in identifying new PPPs to be implemented.

3. Business mentorship of SMMEs appointed to undertake PPPs:

- The involvement of Small, Medium and Micro-sized Enterprises (SMMEs) in PPPs is an important part of promoting transformation and creating opportunities for broader economic growth.
- SANParks has implemented a ring-fencing mechanism, with projects under a certain capital investment set aside for participation by SMMEs only.
- To ensure the success of these SMMEs, SANParks has identified the need for business mentorship to support the growth and development of such SMME-managed PPPs. This may include developing and implementing development programmes or monitoring performance of SMMEs and providing mentorship as and when required.

4. Advisory support related to tourism development for specific projects or parks:

- As and when required, SANParks may require advisory support on tourism development

matters.

- Advisory support is anticipated to incorporate various aspects of the tourism project development process, such as funding mechanisms, accessing new markets or the structuring of projects for optimal returns.

Panel members will be expected to apply the following principles when undertaking work for SANParks:

1. Local and international best practice

- SANParks requires access to local and international best practices on PPPs / concessions, with a strong focus on meaningful participation of local communities and empowering women, youth and people living with disabilities.
- The Transaction Advisor must have the expertise, experience and access to resources to advise SANParks on these best practices and the application thereof in the context of SANParks' circumstances.

2. Interactive engagement

- SANParks expects for any services provided by a panel member to be an interactive process between SANParks and the Transaction Advisor and not only a theoretical exercise.
- The Transaction Advisor is expected to make recommendations that are meaningful and practical for SANParks to implement.
- Once a panel member is appointed to execute a project, SANParks will arrange for regular engagement sessions with the Transaction Advisor to review progress of deliverables and recommendations and provide guidance on the way forward.

3. Evidenced-based decision-making

- The Transaction Advisor will be required to provide evidenced-based recommendations to SANParks.
- Research used to inform recommendations must incorporate best practices and lessons-learned; furthermore, research must include both primary and secondary sources.
- Once a panel member is appointed to execute a project, SANParks will provide the Transaction Advisor with internal documents related to the Scope of Work to inform research and recommendations.

Panel Appointment and Utilisation

The panel will be appointed and utilised as per the guidelines below:

- a. Bidders will be appointed onto the panel based on meeting or exceeding the minimum threshold of 70% for functionality, thereby demonstrating their experience in undertaking the type of work

described under the Scope of Services.

- b. Appointment onto the panel does not guarantee that the Transaction Advisor will be awarded any work from SANParks.
- c. A detailed scope of work will be issued as and when services from a panel member are required, either in the form of a Request for Proposal (RFP) or a Request for Quotation (RFQ), depending on the project value.
- d. The above-mentioned RFP or RFQ will be issued only to panel members who may be suitable for such work, based on the bidder's expertise (as indicated in the bid response to this Terms of Reference for appointment to the panel).
- e. To ensure that award of any project or part thereof is carried out in a transparent and fair manner, appointment of a panel member to provide any services will be on a competitive basis, in line with the price and preference requirements of the Preferential Procurement Policy Framework Act (PPPFA)
- f. SANParks reserves the right to interview panel members short listed for any specific project.
- g. SANParks may award a project or any part thereof to more than one panel member or to any other firm not forming part of the panel of Transaction Advisors, depending on the nature of the project.
- h. The Transaction Advisor appointed to undertake a project or part thereof may not cede or assign any part of its agreement with SANParks nor subcontract any part of the work assigned to them without the prior written authorisation of SANParks.
- i. Bidders will be required to provide indicative hourly rates; however, pricing will not be evaluated at during this stage (appointment onto the panel). Pricing will be evaluated during subsequent procurement as and when services are required.
- j. The successful panel members will be required to ensure transfer of skills to SANParks staff as and when they are awarded work by SANParks.

Service Categories

The panel will be expected to provide services to SANParks in the below service categories, as and when required. Bidders may submit proposals for a combination of these service categories or all (note: bidder must have requisite skills and expertise to provide services for mandatory categories). Bidders must indicate in their proposals the relevant experience and exposure as well as the capacity of the bidder in relation to the selected service categories.

Service Category	Please Tick (✓)
PPP procurement, structuring, implementation and management	Mandatory
Tourism development (i.e. skills in the development and implementation of strategies and plans to develop and enhance tourism destinations, with a strong focus on responsible tourism)	Mandatory
Strategic advisory	
Financial analysis and financial transaction advisory	
B-BBEE and Transformation advisory, in the context of PPPs	
Local economic and community development and beneficiation advisory (including an understanding of Community-Public-Private Partnership agreements and stakeholder charter agreements)	
Enterprise and Supplier Development	
Business mentorship	
Ecotourism, with an in-depth understanding of environmental aspects and green efficiencies	

It is SANParks' objective to promote the participation of small, medium and micro enterprises (SMMEs) and historically disadvantaged professionals. Bidders are required to indicate how this will be achieved in their proposal.

Experience required by SANParks

For the respective service categories, the bidder must demonstrate that either the Lead Advisor and / or Specialists meets the below mentioned experience. The Lead Advisor's and / or Specialists' profile must be submitted, describing their relevant experience.

Service Categories	Lead Advisor and / or Specialists Minimum Experience
PPP procurement, structuring, implementation and management	8 years' experience
Tourism development (i.e. skills in the development and implementation of strategies and plans to develop and enhance tourism destinations, with a strong focus on responsible tourism)	8 years' experience
Strategic advisory	8 years' experience
Financial analysis and financial transaction advisory	8 years' experience
B-BBEE and Transformation advisory, in the context of PPPs	5 years' experience
Local economic and community development and beneficiation advisory (including an understanding of Community-Public-Private Partnership agreements and stakeholder charter agreements)	5 years' experience
Enterprise and Supplier Development	5 years' experience
Business mentorship	5 years' experience
Ecotourism, with an in-depth understanding of environmental aspects and green efficiencies	3-5 years' experience

Note: the Lead Advisor and / or Specialists indicated in the bid proposal will be expected to be involved in any project or part thereof awarded to the panel member.

Any changes to the Lead Advisor and / or Specialists will require approval by SANParks. Any replacements will be required to meet or exceed the experience of the member being replaced.

GENERAL CONDITIONS OF CONTRACT

In this document words in the singular also mean in the plural and vice versa, words in the masculine mean in the feminine and neuter, words "department" means organs of state inclusive of public entities and vice versa, and the words "will/should" mean "must".

South African National Parks (SANParks) cannot amend the National Treasury's General Conditions of Contract (GCC). SANParks appends Special Conditions of Contract (SCC) providing specific information relevant to a GCC clause that requires the addition of Special Conditions and Special Conditions specific to this bid contract is not part of the General Conditions of Contract. No clause in this document shall be in conflict with another clause. Whenever there is a conflict, the provisions of the Special Conditions of Contract shall prevail.

GCC1	1. Definitions - The following terms shall be interpreted as indicated:
	1.1. "Closing time" means the date and hour specified in the bidding documents for the receipt of bids. 1.2. "Contract" means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein. 1.3. "Contract price" means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations. 1.4. "Corrupt practice" means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution. 1.5. "Countervailing duties" imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally. 1.6. "Country of origin" means the place where the goods were mined, grown, or produced, or from which the services are supplied. Goods produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components. 1.7. "Day" means calendar day. 1.8. "Delivery" means delivery in compliance of the conditions of the contract or order. 1.9. "Delivery ex stock" means immediate delivery directly from stock actually on hand. 1.10. "Delivery into consignees store or to his site" means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained. 1.11. "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the RSA. 1.12. "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars, or

	1.13. revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes. “Fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition. 1.14. “GCC” mean the General Conditions of Contract. 1.15. “Goods” means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract. 1.16. “Imported content” means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured. 1.17. “Local content” means that portion of the bidding price, which is not included in the imported content if local manufacture does take place. 1.18. “Manufacture” means the production of products in a factory using labour, materials, components, and machinery and includes other related value-adding activities. 1.19. “Order” means an official written order issued for the supply of goods or works or the rendering of a service. 1.20. “Project site”, where applicable, means the place indicated in bidding documents. 1.21. “Purchaser” means the organization purchasing the goods. 1.22. “Republic” means the Republic of South Africa. 1.23. “SCC” means the Special Conditions of Contract. 1.24. “Services” means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such obligations of the supplier covered under the contract. 1.25. “Written” or “in writing” means handwritten in ink or any form of electronic or mechanical writing.
GCC2	2. Application
	2.1. These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents. 2.2. Where applicable, special conditions of contract laid down to, cover specific supplies, services or works. 2.3. Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

GCC3	3. General
	3.1. Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged. 3.2. With certain exceptions (National Treasury's eTender website), invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za
GCC4	4. Standards
	4.1. The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.
GCC5	5. Use of contract documents and information
	5.1. The supplier shall not disclose, without the purchaser's prior written consent, the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure made to any such employed person is in confidence and shall extend only as far as may be necessary for purposes of such performance. 5.2. The supplier shall not make, without the purchaser's prior written consent, use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract. 5.3. Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser. 5.4. The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.
GCC6	6. Patent rights
	6.1. The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.
GCC7	7. Performance security
	7.1. Within thirty days (30) of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC. 7.2. The proceeds of the performance security shall be payable to the purchaser as

	compensation for any loss resulting from the supplier's failure to complete his obligations under the contract. 7.3. The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms: 7.3.1. bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or 7.3.2 a cashier's or certified cheque 7.4. The performance security will be discharged by the purchaser and returned to the supplier within thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.
GCC8	8. Inspections, tests and analyses
	8.1. All pre-bidding testing will be for the account of the bidder. 8.2. If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the purchaser or an organization acting on behalf of the purchaser. 8.3. If there are no inspection requirements indicated in the bidding documents and contract makes no mention, but during the contract period, it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned. 8.4. If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser. 8.5. Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the supplier shall defray the cost in connection with these inspections, tests, or analyses. 8.6. Supplies and services referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected. 8.7. Any contract supplies may on or after delivery be inspected, tested or analysed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies are held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies, which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier. 8.8. The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract because of a breach of the conditions thereof, or to act in terms

	of Clause 23 of GCC.
GCC9	9. Packing
	9.1. The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt, and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit. 9.2. The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.
GCC10	10. Delivery and Documentation
	10.1. The supplier in accordance with the terms specified in the contract shall make delivery of the goods/services. The SCC specifies the details of shipping and/or other documents furnished by the supplier. 10.2. Documents submitted by the supplier are specified in SCC.
GCC11	11. Insurance
	11.1. The goods supplied under the contract are fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.
GCC12	12. Transportation
	12.1. Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.
GCC13	13. Incidental services
	13.1. The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC: 13.1.1. Performance or supervision of on-site assembly and/or commissioning of the supplied goods; 13.1.2. Furnishing of tools required for assembly and/or maintenance of the supplied goods; 13.1.3. Furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods; 13.1.4. Performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and 13.1.5. Training of the purchaser's personnel, at the supplier's plant and/or on-site,

	conducted in assembly, start-up, operation, maintenance, and/or repair of the supplied goods. 13.2. Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.
GCC14	14. Spare parts
	14.1. As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier: 14.1.1. Such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and 14.1.2. In the event of termination of production of the spare parts: 14.1.2.1. Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and 14.1.2.2. Following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.
GCC15	15. Warranty
	15.1. The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models and those they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination. 15.2. This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC. 15.3. The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty. 15.4. Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser. 15.5. If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights, which the purchaser may have against the supplier under the contract.

GCC16	16. Payment
	16.1. The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC. 16.2. The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfilment of other obligations stipulated in the contract. 16.3. Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier. 16.4. Payment will be made in Rand unless otherwise stipulated in SCC
GCC17	17. Prices
	17.1. Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.
GCC18	18. Contract amendment
	18.1. No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.
GCC19	19. Assignment
	19.1. The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.
GCC20	20. Subcontract
	20.1. The supplier shall notify the purchaser in writing of all subcontracts awarded under this contract if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract
GCC21	21. Delays in supplier's performance
	21.1. Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract. 21.2. If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration, and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract. 21.3. No provision in a contract shall be deemed to prohibit the obtaining of supplies or

	21.4. services from a national department, provincial department, or a local authority. The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available. 21.5. Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties. 21.6. Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without cancelling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.
GCC22	22. Penalties
	22.1. Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.
GCC23	23. Termination for default
	23.1. The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part: 23.1.1. If the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2; 23.1.2. If the Supplier fails to perform any other obligation(s) under the contract; or 23.1.3. If the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract. 23.2. In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated. 23.3. Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years. 23.4. If a purchaser intends imposing a restriction on a supplier or any person associated

	with the supplier, the supplier will be allowed a period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier. 23.5. Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated. 23.6. If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information: 23.6.1. The name and address of the supplier and / or person restricted by the purchaser; 23.6.2. The date of commencement of the restriction 23.6.3. The period of restriction; and 23.6.4. The reasons for the restriction. These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector. 23.7. If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.
GCC24	24. Anti-dumping and countervailing duties and rights
	24.1. When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which may be due to him

GCC25	25. Force Majeure
	25.1. Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure. 25.2. If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.
GCC26	26. Termination for insolvency
	26.1. The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.
GCC27	27. Settlement of disputes
	27.1. If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation. 27.2. If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party. 27.3. Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law. 27.4. Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC. 27.5. Notwithstanding any reference to mediation and/or court proceedings herein, 27.5.1. The parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and 27.5.2. The purchaser shall pay the supplier any monies due the supplier.
GCC28	28. Limitation of liability
	28.1. Except in cases of criminal negligence or wilful misconduct, and in the case of infringement pursuant to Clause 6; 28.1.1. The supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not

	apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and 28.1.2. The aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.
GCC29	29. Governing language
	29.1. The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.
GCC30	30. Applicable law
	30.1. The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.
GCC31	31. Notices
	31.1. Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice 31.2. The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice
GCC32	32. Taxes and duties
	32.1. A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country. 32.2. A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser. 32.3. No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid, the SANParks must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services
GCC33	33. National Industrial Participation Programme
	33.1. The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.
GCC34	34. Prohibition of restrictive practices
	34.1. In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship

	and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging). 34.2. If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has/have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998. 34.3. If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.
	Contracted Party Due Diligence SANParks reserves the right to conduct supply chain due diligence including site visits and inspections at any time during the contract period.
	Jigs, Tools, and Templates, where applicable Unless otherwise agreed, all jigs, tools, templates, and similar equipment necessary for the execution of this contract is property of SANParks, if SANParks has paid for these. On completion or cancellation of the contract, the contractor delivers all SANParks property to SANParks premises, properly marked with the contract and the relevant code number as supplied by SANParks.
	Copyright and Intellectual Property All background intellectual property (existing prior to this contract) invests in and remains the sole property of the contributing party to this contract and/or the contracted discloses the same to SANParks at the commencement of this contract. The contracted supplier grants SANParks a fully paid up, irrevocable, non-exclusive, and transferable licence to use its background intellectual property including the right to sub-licence to third parties in perpetuity and to the extent that SANParks requires for the exploitation of the contract intellectual property and to enable SANParks to obtain the full benefit of the contract intellectual property. The parties agree that all right, title, and interest in the contract intellectual property rightly invests in SANParks and to give effect to the foregoing: (a) The contracted supplier hereby assigns all rights, titles, and interests in and to the contract intellectual property that it may own to SANParks and SANParks hereby accepts such assignment, and (b) The contracted supplier undertakes to assign in writing to SANParks all contract intellectual property and which may invest in the contracted supplier. The contracted supplier shall keep the contract intellectual property confidential and shall fulfil its

	confidentiality obligations as set out in this document. The contracted supplier shall assist SANParks in obtaining statutory protection for the contract intellectual property at the expense of SANParks wherever SANParks may choose to obtain such protection. The contracted party shall procure where necessary the signatures of its personnel for the assignment of the contract intellectual property to SANParks, or as SANParks may direct, and to support SANParks, or its nominee, in the prosecution and enforcement thereof in any country in the world. The contracted supplier hereby irrevocably appoints SANParks to be its true and lawful agent in its own name, to do such acts, deeds, and things and to execute deeds, documents, and forms that SANParks, in its absolute discretion, requires in order to give effect to the terms of this clause. The rights and obligations set out in this clause shall service termination of this contract indefinitely.
	Confidentiality The recipient of confidential information shall be careful and diligent as not to cause any unauthorised disclosure or use of the confidential information, in particular, during its involvement with SANParks and after termination of its involvement with SANParks, the recipient shall not: (a) Disclose the confidential information, directly or indirectly, to any person or entity, without SANParks' prior written consent. (b) Use, exploit or in any other manner whatsoever apply the confidential information for any other purpose whatsoever, other than for the execution of the contract and the delivery of the deliverables or (c) Copy, reproduce, or otherwise publish confidentiality information except as strictly required for the execution of the contract. The recipient shall ensure that any employees, agents, directors, contractors, service providers, and associates which may gain access to the confidential information are bound by agreement with the recipient both during the term of their associations with the recipient and after termination of their respective associations with the recipient, not to (a) Disclose the confidential information to any third party, or (b) Use the confidential information otherwise than as may be strictly necessary for the execution of the contract, The recipient shall take all such steps as may be reasonably necessary to prevent the confidential information from falling into the hands of any unauthorised third party. The undertakings set out in this clause shall not apply to confidential information, which the recipient is able to prove: (a) Was independently developed by the recipient prior to its involvement with SANParks or in the possession of the recipient prior to its involvement with SANParks; (b) Is now or hereafter comes into the public domain other than by breach of this contract by the recipient; (c) Was lawfully received by the recipient from a third party acting in good faith having a right

	of further disclosure and who do not derive the same directly or indirectly from SANParks, or (d) Is required by law to be disclosed by the recipient, but only to the extent of such order and the recipient shall inform SANParks of such requirement prior to any disclosure. The recipient shall within one (1) month of receipt of a written request from SANParks to do so, return to SANParks all material embodiments, whether in documentary or electronic form, of the confidential information including but not limited to: (a) All written disclosures received from SANParks; (b) All written transcripts of confidential information disclosed verbally by the SANParks; and (c) All material embodiments of the contract intellectual property. The recipient acknowledges that the confidential information made available solely for the execution of the contract and for no other purpose whatsoever and that the confidential information would not have been made available to the recipient, but for the obligations of confidentiality agreed to herein. Except as expressly herein provided, this contract shall not be construed as granting or confirming, either expressly or impliedly any rights, licences or relationships by furnishing of confidential information by either party pursuant to this contract.								
	1. BID DECLARATION 1.1. Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following: 2. B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1 2.1. B-BBEE Status Level of Contributor:= ... SUB-CONTRACTING 2.2. Will any portion of the contract be sub-contracted? (Tick applicable box) <table border="1" style="margin-left: 40px; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">YES</td> <td style="width: 25%;"></td> <td style="width: 25%;">NO</td> <td style="width: 25%;"></td> </tr> </table> 2.2.1. If yes, indicate: 2.2.1.1. What percentage of the contract will be subcontracted.....% 2.2.1.2. The name of the sub-contractor..... 2.2.1.3. The B-BBEE status level of the sub-contractor..... 2.2.1.4. Whether the sub-contractor is an EME or QSE (Tick applicable box) <table border="1" style="margin-left: 40px; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 25%;">YES</td> <td style="width: 25%;"></td> <td style="width: 25%;">NO</td> <td style="width: 25%;"></td> </tr> </table>	YES		NO		YES		NO	
YES		NO							
YES		NO							

2.2.1.5. Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Policy Framework Act:

Designated Group: An EME or QSE which is at least 51% owned by:	EME √	QSE √
Black people		
Black people who are youth		
Black people who are women		
Black people with disabilities		
Black people living in rural or underdeveloped areas or townships		
Cooperative owned by black people		
Black people who are military veterans		
OR		
Any EME		
Any QSE		

3. DECLARATION WITH REGARD TO COMPANY/FIRM

3.1. Name of company/firm:

3.2. VAT registration number:

3.3. Company registration number:.....

3.4. TYPE OF COMPANY/ FIRM

☐ Partnership/Joint Venture / Consortium

☐ One person business/sole propriety

☐ Close corporation

☐ Company

☐ (Pty) Limited

[TICK APPLICABLE BOX]

3.5. DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

.....

3.6. COMPANY CLASSIFICATION

☐ Manufacturer

☐ Supplier

☐ Professional service provider

☐ Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

3.7. Total number of years the company/firm has been in business:

3.8. I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contributor indicated in paragraphs 1.4 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we

acknowledge that: 3.8.1. The information furnished is true and correct; 3.8.2. The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form; 3.8.3. In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct; 3.8.4. If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have – 3.8.4.1. disqualify the person from the bidding process; 3.8.4.2. recover costs, losses or damages it has incurred or suffered as a result of that person's conduct; 3.8.4.3. cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation; 3.8.4.4. recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury from obtaining business from any organ of state for a period not exceeding 10 years, after the Audi alteram partem (hear the other side) rule has been applied; and 3.8.4.5. Forward the matter for criminal prosecution.	
WITNESSES 1. 2.	 SIGNATURE(S) OF BIDDERS(S) DATE: ADDRESS

SBD 9 - CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting this Bid in response to the invitation for the Bid made by SANParks, do hereby make the following statements that I certify to be true and complete in every respect:

I have read and I understand the contents of this Certificate;

I understand that the Bid will be disqualified if this Certificate is found not to be true and complete in every respect;

I am authorised by the Bidder to sign this Certificate, and to submit the Bid, on behalf of the Bidder;

Each person whose signature appears on the Bid has been authorised by the Bidder to determine the terms of, and to sign, the Bid on behalf of the Bidder;

For the purposes of this Certificate and the accompanying Bid, I understand that the word "competitor" shall include any individual or organisation, other than the Bidder, whether or not affiliated with the Bidder, who:

- a) Has been requested to submit a Bid in response to this Bid invitation;
- b) Could potentially submit a Bid in response to this Bid invitation, based on their qualifications, abilities or experience; and
- c) Provides the same goods and services as the Bidder and/or is in the same line of business as the Bidder

The Bidder has arrived at the accompanying Bid independently from, and without consultation, communication, agreement, or arrangement with any competitor. However, communication between partners in a joint venture or consortium (meaning an association of persons for combining their expertise, property, capital, efforts, skill, and knowledge in an activity for the execution of the bid) will not be construed as collusive bidding.

In particular, without limiting the generality of paragraphs above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:

- a) Prices;
- b) Geographical area where product or service will be rendered (market allocation);
- c) Methods, factors or formulas used to calculate prices;
- d) The intention or decision to submit or not to submit, a Bid;
- e) The submission of a Bid which does not meet the specifications and conditions of the Bid; or
- f) Bidding with the intention not to win the Bid.

In addition, there have been no consultations, communications, agreements, or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this Bid invitation relates.

The terms of this Bid have not been, and will not be, disclosed by the Bidder, directly or indirectly, to any competitor, prior to the date and time of the official Bid opening or of the awarding the bid or to the signing of the contract.	
I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to Bids and contracts, Bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of Section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation	
SBD 8 - DECLARATION OF BIDDER'S PAST SCM PRACTICES	
Is the Bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? If Yes, furnish particulars as an attached schedule:	YES / NO
Is the Bidder or any of its directors listed on the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? If Yes, furnish particulars as an attached schedule:	YES / NO
Was the Bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years? If Yes, furnish particulars as an attached schedule:	YES / NO
Was any contract between the Bidder and any SANParks terminated during the past five years because of failure to perform on or comply with the contract? If Yes, furnish particulars as an attached schedule:	YES / NO
The Database of Restricted Suppliers and Register for Tender Defaulters resides on the National Treasury's website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	
SBD 4 - DECLARATION OF INTEREST WITH GOVERNMENT	
Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-	

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1 Full Name of bidder or his or her representative:

2.2 Identity Number:

2.3 Position occupied in the Company (director, trustee, shareholder²):

2.4 Company Registration Number:

2.5 Tax Reference Number:

2.6 VAT Registration Number:

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

¹"State" means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

²"Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder **YES / NO**
presently employed by the state?

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

Name of state institution at which you or the person

connected to the bidder is employed :

Position occupied in the state institution:

Any other particulars:

.....

.....

.....

2.7.2 If you are presently employed by the state, did you obtain **YES / NO**
the appropriate authority to undertake remunerative
work outside employment in the public sector?

2.7.2.1 If yes, did you attached proof of such authority to the bid **YES / NO**
document?

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

2.7.2.2 If no, furnish reasons for non-submission of such proof:

		
2.8	Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months?	YES / NO
2.8.1	If so, furnish particulars: 	
2.9	Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid?	YES / NO
2.9.1	If so, furnish particulars. 	
	Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid?	YES/NO

2. 10.1

If so, furnish particulars.

.....
.....
.....

Do you or any of the directors / trustees / shareholders / members

YES/NO

of the company have any interest in any other related companies

whether or not they are bidding for this contract?

1. 1 1.1 If so, furnish particulars:

.....
.....
.....

FULL DETAILS OF DIRECTORS / TRUSTEES / MEMBERS / SHAREHOLDERS.

Full Name	Identity Number	Personal Tax Reference Number	State Employee Number / Persal Number

--	--	--	--

DECLARATION

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

Signature Date

.....

Position Name of bidder

BID SUBMISSION CERTIFICATE FORM

	I hereby undertake to supply all or any of the goods, works, and services described in this procurement invitation to SANParks in accordance with the requirements and specifications stipulated in this Bid Invitation document at the price/s quoted.	
	My offer remains binding upon me and open for acceptance by SANParks during the validity period indicated and calculated from the closing time of Bid Invitation.	
	The following documents are deemed to form and be read and construed as part of this offer / bid even where integrated in this document:	
	Invitation to Bid (SBD 1)	Specification(s) set out in this Bid Invitation inclusive of any annexures thereto
	Bidder's responses to this invitation as attached to this document	CSD / Tax clearance letter where applicable
	Declaration of Interest (SBD4);	Independent Price Determination (SBD 9)
	Preference (SBD 6.1) claims for Broad Based Black Economic Empowerment Status Level of Contribution in terms of the Preferential Procurement Policy Framework Act (SBD6.1) and supported by a valid BBBEE certificate that has been certified as either copy or original.	
	Declaration of Bidder's past SCM practice (SBD 8)	General Conditions of Contract and special/additional conditions of contract as set out in this document
	NIPP Obligations (SBD 5) where applicable	Local Content and Local Manufacturing Certification (SBD 6.2) in accordance with the SABS standard where applicable
	I confirm that I have satisfied myself as to the correctness and validity of my offer / bid in response to this Bid Invitation; that the price(s) and rate(s) quoted cover all the goods, works and services specified in the Bid Invitation; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.	
	I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me in terms of this Bid Invitation as the principal liable for the due fulfilment of the subsequent contract if awarded to me.	
	I declare that I have had no participation in any collusive practices with any Bidder or any other person regarding this or any other Bid.	
	I certify that the information furnished in these declarations (SBD4, SBD6.1, SBD 6.2 where applicable, SBD5 where applicable, SBD8, SBD9) is correct and I accept that SANParks may reject the Bid or act against me should these declarations prove to be false.	

	I confirm that I am duly authorised to sign this offer/ bid response.	
NAME (PRINT)		
CAPACITY		
SIGNATURE		
Witness 1		
NAME		
SIGNATURE		
Witness 2		
NAME		
SIGNATURE		
DATE		

ANNEXURE A: FUNCTIONALITY RESPONSIVENESS CRITERIA APPLICABLE FOR THIS BID

Bidders are only eligible to qualify for placement onto the SANParks Advisor Panel where they meet the set minimum threshold of 70% for the service category that they are bidding for. Bidders who fail to comply with the set minimum threshold of 70% per the above requirements will be eliminated and bidders who comply will be appointed onto the panel.

Where circumstances justifies it, SANParks may conduct interviews with shortlisted bidders for them to present further information or provide further proof to the evaluation committee. In these cases, SANParks may provide the areas of concern to the short listed bidders to address in their presentations.

Service Category: PPP Procurement, Structuring, Implementation and Management			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the PPP Procurement, Structuring, Implementation and Management Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 year's demonstrable and relevant experience 1 = 3 – 4 years' demonstrable and relevant experience 0 = Less than 3 years' demonstrable and relevant experience

Service Category: PPP Procurement, Structuring, Implementation and Management			
No	Functionality Criteria	Weighting	Points allocation
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the PPP Procurement, Structuring, Implementation and Management Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 years' demonstrable and relevant experience 1 = 1- 4 years' demonstrable and relevant experience 0 = No information was presented or 0 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Tourism Development			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Tourism Development Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 year's demonstrable and relevant experience 1 = 3 – 4 years' demonstrable and relevant experience 0 = Less than 3 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Tourism Development			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Tourism Development Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 years' demonstrable and relevant experience 1 = 1- 4 years' demonstrable and relevant experience 0 = No information was presented or 0 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Strategic Advisory			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Strategic Advisory Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 year's demonstrable and relevant experience 1 = 3 – 4 years' demonstrable and relevant experience 0 = Less than 3 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Strategic Advisory			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Strategic Advisory Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 years' demonstrable and relevant experience 1 = 1- 4 years' demonstrable and relevant experience 0 = No information was presented or 0 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Financial Analysis and Financial Transaction Advisory			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Financial Analysis and Financial Transaction Advisory Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 year's demonstrable and relevant experience 1 = 3 – 4 years' demonstrable and relevant experience 0 = Less than 3 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Financial Analysis and Financial Transaction Advisory			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Financial Analysis and Financial Transaction Advisory Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 8 years' demonstrable and relevant experience 3 = 8 years' demonstrable and relevant experience 2 = 5 – 7 years' demonstrable and relevant experience 1 = 1- 4 years' demonstrable and relevant experience 0 = No information was presented or 0 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: B-BBEE and Transformation Advisory			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the B-BBEE and Transformation Advisory Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 year's demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = Less than 1 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 3. Project successfully completed 4. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: B-BBEE and Transformation Advisory			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the B-BBEE and Transformation Advisory Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 years' demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = No information was presented or less than 1 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Local Economic and Community Development and Beneficiation Advisory			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Local Economic and Community Development and Beneficiation Advisory Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 year's demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = Less than 1 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Local Economic and Community Development and Beneficiation Advisory			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Local Economic and Community Development and Beneficiation Advisory Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 years' demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = No information was presented or less than 1 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Enterprise and Supplier Development			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Enterprise and Supplier Development Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 year's demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = Less than 1 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Enterprise and Supplier Development			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Enterprise and Supplier Development Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 years' demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = No information was presented or less than 1 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Business Mentorship			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Business Mentorship Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 year's demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = Less than 1 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Business Mentorship			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in the Business Mentorship Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 5 years' demonstrable and relevant experience 3 = 5 years' demonstrable and relevant experience 2 = 3 – 4 years' demonstrable and relevant experience 1 = 1 – 2 years' demonstrable and relevant experience 0 = No information was presented or less than 1 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

Service Category: Ecotourism (Environmental Aspects and Green Efficiencies)			
No	Functionality Criteria	Weighting	Points allocation
1	Number of years demonstrable and relevant experience: The bidder must have demonstrable and relevant experience in the Ecotourism (Environmental Aspects and Green Efficiencies) Service Category. This experience must be demonstrated through the provision of the following information: 1. List of relevant projects undertaken 2. Description of services performed and extent of the bidder's responsibilities 3. Duration of each project 4. Value of each project	40	4 = More than 5 years' demonstrable and relevant experience 3 = 3 – 5 years' demonstrable and relevant experience 2 = 2 year's demonstrable and relevant experience 1 = 1 years' demonstrable and relevant experience 0 = Less than 1 years' demonstrable and relevant experience
2	References: The bidder must provide at least three reference letters from clients for whom the bidder provided services, as described in Section 1 of the Functionality Criteria, which fully meet the following requirements: 1. Project successfully completed 2. Client recommends the services of the bidder	20	4 = 4 or more reference letters provided that are fully satisfactory or better. 3 = 3 reference letters provided that are fully satisfactory or better. 2 = 2 reference letters provided that are fully satisfactory or better. 1 = 1 reference letter provided that are fully satisfactory or better. 0 = No reference letters.

Service Category: Ecotourism (Environmental Aspects and Green Efficiencies)			
No	Functionality Criteria	Weighting	Points allocation
3	Lead Advisor and / or Specialists' Experience: The bidder must demonstrate the lead advisor and / or specialists' specific experience in Ecotourism (Environmental Aspects and Green Efficiencies) Service Category and must also demonstrate that they meet the number of years' experience described under "Experience required by SANParks". This must be evidenced by provision of a profile that describes the work / projects relevant to this service category.	30	4 = More than 5 years' demonstrable and relevant experience 3 = 3 – 5 years' demonstrable and relevant experience 2 = 2 years' demonstrable and relevant experience 1 = 1 years' demonstrable and relevant experience 0 = No information was presented or less than 1 years' demonstrable and relevant experience
4	Participation of SMMEs / historically disadvantaged professionals: The bidder must demonstrate their proposed plans to ensure the participation of SMMEs and / or historically disadvantaged professionals in any work that may be awarded to them by SANParks.	10	2 = Plan provided to ensure participation of SMMEs and / or historically disadvantaged professionals. 1 = Commitment made to involve SMMEs / historically disadvantaged individuals, but no detail provided. 0 = No information was presented.

ANNEXURE B: TEMPLATES APPLICABLE FOR THIS BID

SERVICE CATEGORY RETURNABLE	
Service Category	Please Tick (✓)
PPP procurement, structuring, implementation and management	Mandatory
Tourism development (i.e. skills in the development and implementation of strategies and plans to develop and enhance tourism destinations, with a strong focus on responsible tourism)	Mandatory
Strategic advisory	
Financial analysis and financial transaction advisory	
B-BBEE and Transformation advisory, in the context of PPPs	
Local economic and community development and beneficiation advisory (including an understanding of Community-Public-Private Partnership agreements and stakeholder charter agreements)	
Enterprise and Supplier Development	
Business mentorship	
Ecotourism, with an in-depth understanding of environmental aspects and green efficiencies	