



- REQUEST FOR PROPOSALS -

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE RESTAURANT AND RETAIL OPPORTUNITY IN THE FOLLOWING NATIONAL PARKS: KRUGER NATIONAL PARK, ADDO ELEPHANT NATIONAL PARK, TSITSIKAMMA SECTION OF THE GARDEN ROUTE NATIONAL PARK.



IMPORTANT NOTICE

This Request for Proposals (RFP), incorporating all its attachments, has been produced by South African National Parks (SANParks), in connection with the restaurant and retail opportunities available in National Parks across the country inclusive of the following National Parks: Kruger National Park, Addo Elephant National Park and the Tsitsikamma Section of the Garden Route National Park.

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

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

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

March 2025

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General Information

1. INTRODUCTION

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

1.2 The restaurant and retail operation contracts in the following National Parks expires in due course: Kruger National Park, Addo Elephant National Park and Tsitsikamma section of the Garden Route National Park. Considering that, SANParks needs to appoint Private Parties who will be responsible for the operation and management of the restaurants and retails at the various National Parks ("**the PPP**"). The PPP opportunities will consist of different bid packages that are outlined in more detail in the rest of this document.

1.3 It is intended that by SANParks entering into the PPP with a Private Party, SANParks will generate additional revenue through PPP fees paid to SANParks by the Private Parties, while enabling SANParks to focus on its core activity of conservation. It is intended that the Private Party in compliance with strict environmental standards maintained by SANParks will develop the project. In keeping with SANParks' objectives, particular attention will be paid to the implementation of Broad-Based Black Economic Empowerment ("**B-BBEE**"), particularly those from local communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment.

1.4 **Value-for-Money Objectives**

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

1.4.1 Revenue generation: The Private Party will pay a monthly PPP fee to SANParks in exchange for the right to operate the retail facilities in National Parks;

1.4.2 Loss minimisation and savings on operations if run internally;

- 1.4.3 Optimal utilisation of under-performing assets;
- 1.4.4 Job Creation;
- 1.4.5 BBBEE;
- 1.4.6 Biodiversity protection and conservation;
- 1.4.7 Tourism promotion through professional service rendered to guests visiting National Parks;
and
- 1.4.8 Infrastructure upgrades and maintenance of infrastructure.

2. GENERAL RULES OF THE TENDER

- 2.1 This RFP supersedes all other SANParks communications to Bidders about this PPP opportunity and the rules and conduct of the bid.
- 2.2 No verbal discussion with any staff or advisor of SANParks can change, add to or clarify any of the terms and conditions contained in this RFP. Bidders should only rely on written changes, additions or clarifications from duly authorised staff of SANParks, circulated to each bidder. E-mail communications from SANParks to Bidders will count as written communication.
- 2.3 SANParks reserves the right to modify the timetable in Article 6 or otherwise amend, supplement or clarify the RFP at any time. SANParks may cancel the bid at any time without prior notice and may disqualify any bidder as provided for in this RFP. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 2.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.
- 2.4 The bid will be conducted in accordance with and shall be governed by the laws of the Republic of South Africa and this RFP.
- 2.5 Bids and all correspondence and documents relating to Bids shall be in the English language.

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

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

Each Bidder must appoint one or more duly authorised representatives (“**Legal Representatives**”), mandated by an executive decision of the project company and legal power of attorney to represent the Bidder. The Legal Representative shall be present for the opening of the Financial Envelopes as defined in the relevant articles.

3. IDENTITY OF BIDDERS

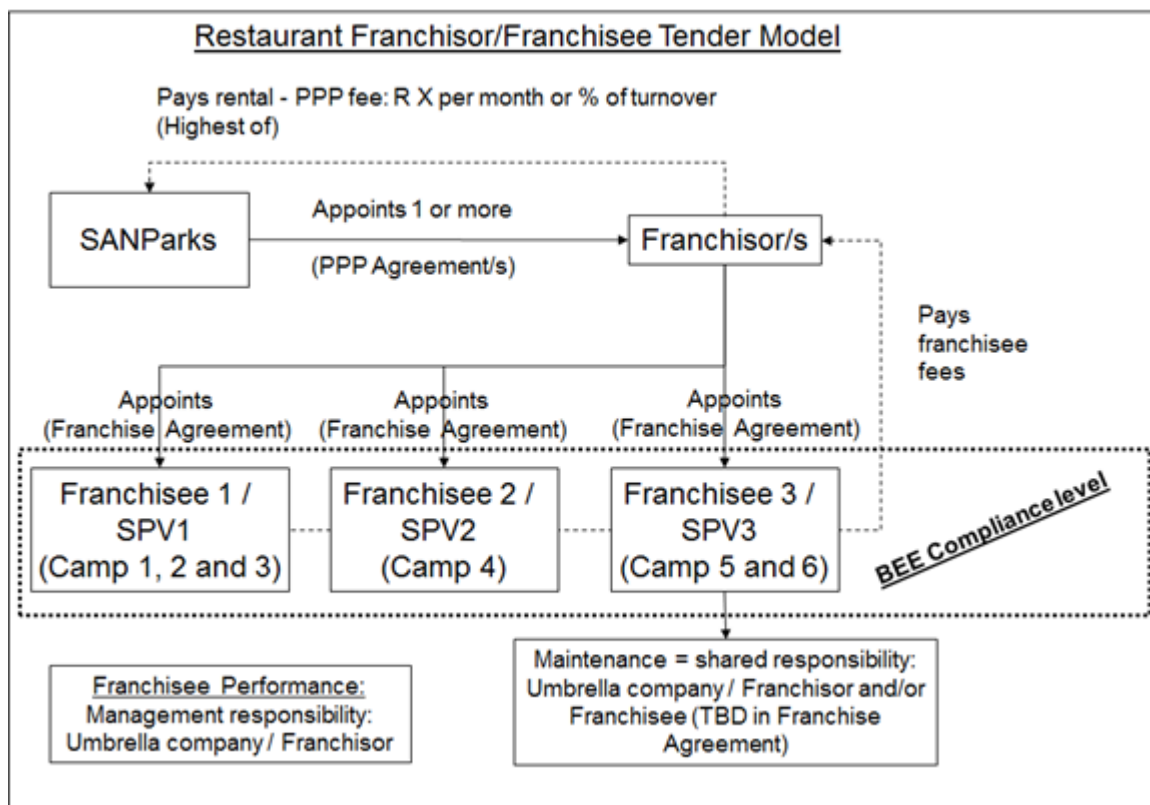
3.1 A Bidder may be a single company or an incorporated joint venture or a trust. The Bidder must meet the operational and financial criteria as contained in this document.

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

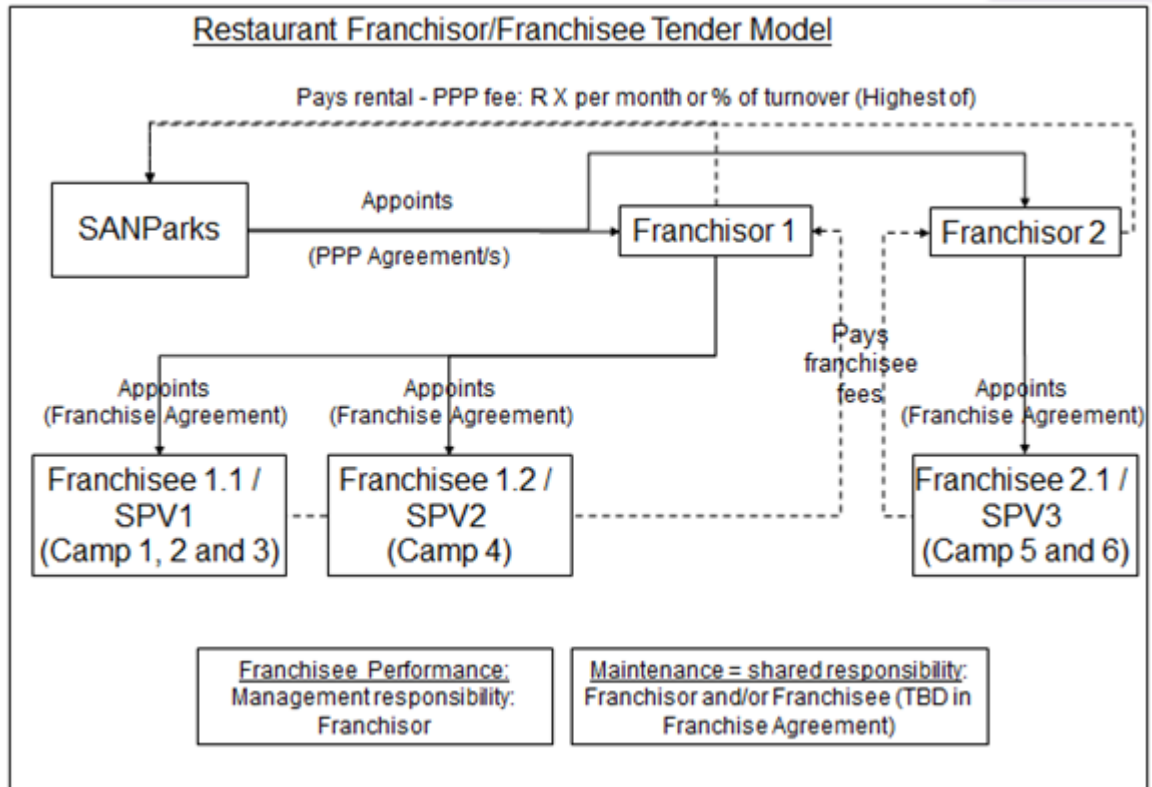
3.3 Each submission must set out, in detail, the structure that will be adopted for the entity. The shareholders should be clearly identified, and their roles and responsibilities listed. The submission should list the equity, ownership and directorships held by shareholders. SANParks requires that Interested Parties create a newly formed special purpose vehicle (SPV) except where a franchisor / umbrella company tenders in which case SANParks would require that SPV's be created on franchise outlet level. The sole purpose of the SPV will be to undertake the PPP Project. Where any parties are not shareholders but will be integrally involved in the operation of the SPV, such parties should also be listed. It will be expected that the SPV is legally constituted prior to the signature of the PPP Agreement.

3.4 With specific reference to the restaurants where SANParks is looking for a franchisor to appoint and oversee franchisees on operational level, the franchisor should ensure that an SPV is created on franchise outlet level. B-BBEE compliance to the Tourism

Scorecard will be measured on the franchise outlet level (Note: SANParks may decide to not appoint a franchisor). The following outlines the Model:



It should be noted that more than one franchisor could be appointed through different PPP Agreements – refer figure below.



The PPP Agreement and the Franchise Agreement will reference each other. Where the PPP Agreement is terminated, the implication will be that the Franchise Agreements are also terminated. However, termination of the individual Franchise Agreements will not imply termination of the PPP Agreement.

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

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

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

3.7.1 Submit to SANParks the information in relation to the Qualification Criteria;

3.7.2 Submit to SANParks the information set out in

Section 1B – Information on Bidders in relation to the company, incorporated joint venture or trust and its shareholders, partners of beneficiaries; and

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

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

Where a Bidder is made up of a number of parties, shareholders in one SPV may not in any way be shareholders of other SPV's competing for the same bid package.

Information on the opportunity

4. THE PPP OPPORTUNITY/IES

4.1 Further information about conditions will be made available to bidders following the site visits and will include (1) staff cost to company, (2) revenue for the last year and (3) visitor numbers to the parks.

4.2 The PPP opportunities entail the following (all of which will be valid for a 15-year term with the Private Party responsible for the maintenance of the building)

4.2.1 **Bid package 1:** Restaurant in Addo Elephant National Park (AENP)

4.2.2 **Bid package 2:** Retail in the Addo Elephant National Park

4.2.3 **Bid package 3:** Restaurant in the Kruger National Park (KNP), Berg en Dal

4.2.4 **Bid package 4:** Restaurant in the Kruger National Park, Pretoriuskop

4.2.5 **Bid package 5:** Restaurant in the Kruger National Park, Lower Sabie

4.2.6 **Bid package 6:** Restaurant in the Kruger National Park, Skukuza (Main Restaurant and take away shop)

4.2.7 **Bid package 9:** Restaurant in Tsitsikamma section of the Garden Route National Park

4.2.8 **Bid package 10:** Retail in Tsitsikamma section of the Garden Route National Park

The following aims to outline the above, SANParks' requirements and to provide more detail on the restaurant opportunities:

Ideally, SANParks would like to see diversity of brands (brand to compliment uniqueness of each camp). In light of this SANParks is looking at a franchisor/franchisee model whereby the franchisee is actively involved in the operation of the restaurant.

SANParks is sourcing a franchisor that will recommend a specific franchise / brand per camp best suited for the camp. A well-established franchising system with franchisor/franchisee agreements should exist together with a proven record of accomplishment with a distinct focus on servicing the dining needs of the South African market. The franchisor is to appoint franchisees per site who will purchase the franchise and ultimately invest capital whilst the franchisor manages the outputs. The take-away section should be outlined in the design plan of the bidder.

4.3 **Exclusivity**

The appointed operators will have exclusive rights to operate the restaurant and/or retail facilities as per Bid Packages in the respective National Parks tourist camps (excluding already established other retail and restaurant facilities and/or where growth of the camp justified additional outlets). National Parks also reserves the right to erect community shops at park gates and within camps (for specific events and especially if an area is not allocated to local artists in the retail shops) to serve as an outlet for curio manufactured by the local community and to boost local community involvement or continue to operate existing outlets or add outlets when capacity is added.

Restaurants: The product sold from the restaurants should be suitable for on-site consumption and should be prepared on site. Accompanying this would be products such as canned cool drinks which typically will be consumed together with the prepared food. Where a deli concept is introduced, the emphasis should remain on on-site meal / food consumption and should not develop into a convenience shop where majority of items could be classified as retail items.

The restaurant operators will be required to offer a bush braai product and work with

SANParks in order to establish this product. SANParks will be responsible for the drive as well as protection services where the operator will be required to set up and prepare the dining offering. Should SANParks decide to make this an independent product and advertise it as a tender, then the restaurant operator will be relieved from the obligation to offer this product.

In Skukuza under Bid package 6 the restaurant operator will be allowed to operate the area located between the retail building and take away section as a butchery. If not utilised, SANParks may take this area back and reallocate to another operator to establish another complementary operation.

Retails: The retail operator should focus on the sale of re-selling items that should not include food items that are prepared on site, and which aims to be in competition with the restaurants. Items such as rotisserie chickens, pies, prepared sandwiches and desserts should not be stocked. The following outlines items that should be stocked and which are not in competition with the restaurants:

Beer, ice cream, biltong, cold drinks, mineral water, snacks, chips, wines, spirits, sweets, cigarettes, phone cards, meat assortment (fresh, vacuum packed and frozen), dairy products such as milk, yogurt and cheese, kitchenware, i.e. plates, pans, cutlery and crockery, bakery (fresh bread baked daily is preferred), juice, ice, fruits, vegetables, toiletries, over the counter medicines, newspapers, magazines, insecticides (as per environmental list), canned food, cereals, sugar, eggs, cleaning aids, baking aids, infant products, coffee table books, games (especially wildlife) and curio.

Retail outlets will not be allowed to erect a seating area for eating of products that were sold in the shop as this would lead to scope creep and ultimately infringement on the restaurant operators' rights. SANParks will use its discretion to determine items stocked and would ultimately look for a solution whereby the two operations (restaurant and retail) do not infringe on the other. This does not apply to Orpen and Crocodile Bridge as there is no formal restaurant in these camps

5. AREA OF OPERATION

5.1 Bid Package 1: Addo Elephant Restaurant

The restaurant is located in the main camp of Addo Elephant National Park, in the Sunday's River Region of the Eastern Cape.

Additional tourism activities in the park:

- ✓ Self-drive game viewing
- ✓ Guided game drives
- ✓ 4x4 trails
- ✓ Short walks and longer overnight hikes
- ✓ Bird watching
- ✓ Spa facility

The restaurant serves the visitors to the park by selling food from an a la carte menu seven days a week. It also caters for groups and has a license to sell liquor to the visitors seven days a week.

Restaurant area is as follows:

- ✓ The restaurant can seat 70 people inside and 170 outside on the deck area which is covered with a thatch roof. This area also has drop down blinds of canvas. Inside are tables and chairs and outside is bench style seating. On the deck is also a lounge area with a flat screen TV.
- ✓ There is a big kitchen facility with a scullery. A dry, chemical and liquor store. There is also a service bar.
- ✓ There is a lapa available for use by the restaurant but this lapa will be used by the park from time to time for functions for free without the obligation to use the Restaurant for catering services.

The following equipment is available in the kitchen:

- ✓ 1 X walk in freezer
- ✓ 1 X walk in fridge
- ✓ 1 X extractor hop.
- ✓ Fixed gas lines in place for gas equipment

5.2 Bid Package 2: Addo Elephant Retail

The shop is situated in the main camp in the Addo Elephant National Park. It serves the visitors to the Parks by selling curios and groceries seven days a week. It also has a license to sell liquor to the visitors seven days a week.

- ✓ The shop has a curio section and a groceries section. There are 3 till check out points. The shop is well equipped with shelves and display cabinets. There is an office and curios, dry store as well as a cool room.
- ✓ The only fixed equipment is the selves, air conditioner and walk in cool room.

5.3 Bid Package 3: KNP Restaurant, Berg en Dal

Berg-en-Dal is situated on the bank of the Matjulu Spruit with a view of softly undulating hills to the east. On the northern and southern sides dry riverbeds and a seasonal dam border the camp (the dam might be dry). There are large trees along the streams and dry riverbeds. Special care has been taken to preserve the natural vegetation in the camp. Berg-en-Dal is the only camp set in a rugged mountain environment and is built on the site of a prehistoric settlement.

The following additional tourism activities are offered in Berg en Dal:

- ✓ Conferencing Facilities
- ✓ Rhino Perimeter Trail
- ✓ Swimming Pool
- ✓ Night & Morning Drives
- ✓ Bush braais
- ✓ Spa facilities (in construction)

The following is included for the restaurant operator:

The existing restaurant and kitchen inclusive of the area towards the dam where a deck could be erected (outside seating area) with the approval of SANParks. In addition the area between the ablutions and the retail shop used as a takeaway / deli area. Conference catering at Berg en Dal conference centre also forms part of this opportunity.

In addition to the existing shop, stores, office area, 1 walk-in fridge, 1 walk-in freezer, an outside gas storage and wood storage area, delivery area which will be shared with the restaurant operator (this excludes the restaurant's enclosed cold drinks storage area and vegetable storage area). The shop operator will be responsible for the paved area, in front of the shop entrance up to the amphitheatre and entrance to camp reception.

5.4 Bid package 4: KNP Restaurant, Pretoriuskop

Some 3500 million years ago, molten rock forced its way through the earth's crust and solidified to form the spectacular granite outcrops where Pretoriuskop Rest Camp is now nestled. The impressive granite dome known as "Shabeni hill" is not far from the Pretoriuskop Rest Camp. Brilliant red trees adorn the park like surroundings, pre-dating the decision to make exclusive use of indigenous plants in laying out rest camp gardens. Nostalgia prompted an exception to the rule for Pretoriuskop, the KNP's oldest rest camp, and exotic flowering plants were allowed to stay, enhancing the strong sense of the past that is so pervasive.

The following additional tourism activities are offered in Pretoriuskop:

- ✓ Swimming Pool
- ✓ Night & Morning Drives
- ✓ Bush braais
- ✓ Day walks
- ✓ Spa facility (soon to be constructed)

The following areas will be allocated to the restaurant operator:

The existing restaurant operated as a Wimpy together with the existing kitchen. Over the past 10 years the red Wimpy branding has proven to be less acceptable than other brands. In light of that a brand that fits better into the environment should be considered.

5.5 Bid Package 5: KNP Restaurant, Lower Sabie

Lower Sabie graces the banks of the Sabie River, one of the few perennial rivers to flow through the KNP. Visitors cannot but feel soothed by the view.

Lower Sabie is a very popular camp and is an ideal stopover on one of the best game viewing routes in the Kruger National Park. This bodes well for an Operator who can provide for the overnight visitor as well as the many day visitors. The Facility that was rebuilt in 2001 after being destroyed by fire is situated on the banks of the Sabie River with stunning views towards the river and the Lebombo mountains beyond, across expansive green lawns, shaded from the relentless African sun by majestic sycamore fig, marula and Natal mahogany trees. Watching the endless procession of animals coming to drink at the Sabie River establishes a sense of one's own place in the eternal cycle.

The following additional tourism activities are offered in Lower Sabie:

- ✓ Swimming pool
- ✓ Night & Morning Drives
- ✓ Bush braais
- ✓ Day walks

The following areas will be allocated to the operator:

The restaurant is located on the Sabie River with magnificent views. Whilst the deck up to the river falls in the footprint of the restaurant it is important to note that no member of public can be prohibited from walking on the deck and enjoying the view.

The restaurant is located on a very popular route which results in very busy lunch periods. In light of that an effective take away section is compulsory.

5.6 Bid package 6: KNP Restaurant, Skukuza Main restaurant including take away.

Skukuza is the largest camp in the Kruger National Park and is situated on the southern banks of the Sabie River. The camp is well foliated and there are some lofty trees along the river's edge. Activities and facilities are diverse, as are the animals and plants found both within the camp and in the surrounding areas.

The following additional tourism activities are offered in Skukuza:

- ✓ Conferencing Facilities
- ✓ Swimming Pool

- ✓ Golf Course
- ✓ Night & Morning Drives
- ✓ Bush braais
- ✓ Day walks
- ✓ There are restaurants at the Shalati train station as well as the golf club utilised by SANParks' visitors
- ✓ There are retail shops at the Shalati train station as well as the golf club utilised by SANParks' visitors – the shops are more product specific (rail and golf) but a variety of curios will also be stocked

Skukuza restaurant area:

The following areas will be allocated to the restaurant operator:

- ✓ main restaurant and kitchen area;
- ✓ the takeaway area to the south of the main restaurant;
- ✓ the butchery area south of the take-away area next to the retail shop (to be used by the operator but could be taken back by SANParks if not utilised by the operator);
- ✓ the deck over the river
- ✓ the kiddies playing area between the deck and the boma area
- ✓ the boma area

It should be noted that there are other restaurants in Skukuza also utilised by visitors including the Shalati restaurant, the restaurant at the golf club and the restaurant in the Skukuza Safari Lodge.

5.6.1 Bid Package 9: Tsitsikamma restaurant.

The Tsitsikamma Section of the Garden Route National Park has become known for its location on the sea. Views of the ocean, indigenous forests, fynbos and various rivers make this park truly special. The heartland of the park stretches some 5km to sea, protecting a wonderland of inter-tidal life, reef and deep-sea fish and are visited by both

overnight guests to the park as well as day visitors who tours the Garden Route. Sightings of dolphins and southern right whales are frequent as is special bird species such as the Knysna Loerie.

The Tsitsikamma section of the Garden Route National Park provides an enormous tourism experience which offers various eco – tourism activities to its visitors. These are in the form of:

- Boat rides,
- Kayaking,
- Canopy tours,
- Hiking trails (including the world-renowned Otter trail);
- Bird watching
- Cultural experiences ; etc

This draws a large number of visitors into the park in the form of either day visitors or overnight visitors to the Storms River mouth rest camp. This rest camp provides accommodation in the form of chalets, guest houses, caravan parking, tents, and backpackers' facilities.

An opportunity arose to have a restaurant facility that could cater for the needs of these visitors. These facilities are extremely popular with the visitors as they are not in a position to buy food. This is convenient to the visitors as the it is about 70 km from the town Plettenberg Bay in the West and about 50km from the town of Humansdorp in the East.

Main attractions to the park:

- suspension bridge;
- scuba diving;
- kayaking;
- boat rides;
- water fall;
- walking trails (Dolphin and Otter trail);
- bird watching;
- fauna and Flora;

- river tubing;
- tree top canopy tours; and
- View site (Big tree).

In 2016 the restaurant and retail facility burnt down. Since then, the restaurant was in a marquee tent but a permanent facility is nearing completion (completion date anticipated to be end of November 2024) and will offer bidders the opportunity to operate from a pristine, newly build restaurant overlooking the Tsitsikamma National Park.

5.6.2 **Bid Package 10: Tsitsikamma retail.**

Tsitsikamma shop is situated in the Garden route National Park. In 2016 the restaurant and retail facility burnt down. Since then, the shop is situated in a temporary retail facility and container facility. The newly built shop (due to replace the complex that burnt down in 2016) is anticipated to be completed end of November 2024. The retail facility serves the visitors to the Parks by selling curios and groceries seven days a week. It also has a license to sell liquor to the visitors seven days a week. The new shop will offer bidders the opportunity to operate from a pristine, newly build retail facility.

5.6.2.1 **Temp facility**

- ✓ Until completion of the newly built facility, the operation happens in the old office building on top of the hill overlooking the marquee restaurant. The size is approximately 120m².
- ✓ In addition, the operator will be required to buy over the container from the current operator at the residual value (value to be confirmed). This can then also be used as additional retail space. Floor space of the container is about 20m².

5.6.2.2 **Newly built facility**

- ✓ Expected date of completion July 2025.
- ✓ Size of the new retail space to be confirmed.

5.6.2.3 **Big tree specifications**

For Tsitsikamma the Big Tree support of a local operator model will count a bonus 10%

(added to the final functionality score). An operator who does not submit a model could be disqualified.

The following information needs to be provided as part of the bid and clearly marked as the supporting model for the Big Tree operation.

1. Identification of a local operator (weighting 20%)

- a) Experience
- b) Access to potential local operators

2. Provide an overview of the extent of support (weighting 50%)

- a) Training
- b) Funding
- c) Financial model inclusive of any fees payable to the
- d) Point of sale (POS) and financial systems
- e) Operational processes
- f) Purchases of stock through established channels
- g) Logistical model
- h) Allowances of freedom to create an own identity

3. Provision of a layout of the contract that would outline the subcontracting relationship (weighting 20%)

4. Reporting on operations (weighting 10%)

Tender process Information

6. TIMETABLE

The Tender shall take place in accordance with the timetable set out in this Article 6. SANParks reserves the right to modify the timetable at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 6 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

Project Timetable	
Action	Dates
Public Advertisements	30 March – 5 April 2025
Provide tender documents to Interested Parties	Available on SANParks website and e-Government portal on 28 March 2025
Site visits below	
Registration for Due Diligence Site Visit <u>(Registration is compulsory as this will allow for travel arrangements to be finalised)</u>	11 April 2025
Due Diligence Site Visits (BP 1 – Addo restaurant)	16 April 2025 (10h00)
Due Diligence Site Visits (BP 2 – Addo retail)	16 April 2025 (13h00)
Due Diligence Site Visits (BP 9 – Tsitsikamma restaurant)	17 April 2025 (10h00)
Due Diligence Site Visits (BP 10 – Tsitsikamma retail)	17 April 2025 (13h00)
Due Diligence Site Visits (BP 3 – Berg en Dal restaurant)	23 April 2025 (11h00)
Due Diligence Site Visits (BP 4 – Pretoriuskop restaurant)	23 April 2025 (14h00)
Due Diligence Site Visits (BP 6 – Skukuza restaurant)	24 April 2025 (11h00)
Due Diligence Site Visits (BP 5 – Lower Sabie restaurant)	24 April 2025 (14h00)
Bidders Conference below	
Registration for bidder's conference	16 May 2025

Project Timetable	
Action	Dates
Bidders conference (MS Teams)	20 May 2025
Receive Bidders Comments and Questions	26 May 2025
Facilitate and distribute questions and answers document and distribute final tender documents	30 May 2025
Bid Submissions / Bid Date	27 June 2025 before 11h00
Tender Evaluation	1-4 July 2025
Bid Adjudication	25 July 2025

7. **BIDDERS REQUIRED QUALIFICATION CRITERIA**

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

8. **SITE VISITS AND DUE DILIGENCE**

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

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

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

- 8.2 Due Diligence site information will be provided to Bidders by means of a site visit – dates outlined in article 6.
- 8.3 For this purpose, all interested bidders are required to register for this site visit as outlined in the Project Timetable by sending their Names, Company, Contact telephone and e-mail to:

Mr. James Daniels

E-mail: james.daniels@sanparks.org

- 8.4 Attendance will inform Bidders of possible challenges and opportunities that may or may not have an impact on the feasibility studies conducted by Bidders and will further serve to ensure the accuracy of viabilities conducted for the facility.
- 8.5 This site visits will form part of the due diligence process.
- 8.6 Proposed site visit dates and structure as per the Project Timetable:
- 8.7 The programmes will be distributed to interested bidders upon registration.
- 8.8 Please note that traveling and accommodation costs for this visit will be for the bidders account.
- 8.9 Each Bidder shall be solely responsible for its own due diligence investigation of the investment opportunity, the proposed PPP Agreement terms and all matters relating to this RFP. Neither SANParks nor any of their respective officers, employees, agents or advisers makes any representation or warranty, express or implied, concerning any matter affecting the PPP opportunity, except for the representations and warranties of SANParks that will be set out in the PPP Agreement.
- 8.10 No verbal agreement or conversation with, nor any verbal clarification from, any officer or employee of SANParks or any of their advisers shall affect or modify any of the terms and conditions contained in this RFP. Only written amendments, supplements or clarifications to this RFP from duly authorised Project Officer of SANParks, circulated to each Bidder, should be relied upon as authorised. For the purposes of this Article 8.10, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.

8.11 Contact for Due Diligence-related matters.

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

Mr. James Daniels

E-mail: james.daniels@sanparks.org

9. BID SUBMISSIONS

9.1 Bids must be submitted to:

The Project Officer

James Daniels

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

9.2 Bid Submissions should be made by latest 11h00 on the Bid Date as outlined in section 6.

9.3 Submissions delivered after 11:00 on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.

IMPORTANT: Please take special note of the Bid Date as the Bid Date differs for the Bid Packages.

10. CONTENTS OF BID SUBMISSIONS

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

10.2 The bid submission from each bidder must contain all the information necessary for SANParks to evaluate the financial, broad-based black economic empowerment and

functionality capabilities of the bidder. Bidders are required to submit **two sealed envelopes** in accordance with the directions below.

10.3 The **FIRST ENVELOPE** shall be clearly marked “Technical Criteria - original” on the outside and shall contain all the original non-financial aspects of the Submission (“**Technical Offer**”). The contents of the Technical Offer shall consist of:

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

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

10.3.3 Original of the Financing and Capital plan, in the format given in Section 2 – Financing and Capital Plan;

10.3.4 Original of the Business, Operational and Design plan, in the format given in Section 3 (please note the different sections under section 3 for different Bid Packages);

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

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

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

10.3.8 Tax certificates

10.3.8.1 Bidders are required to submit their unique personal identification number (PIN) issued by SARS to enable SANParks to view the taxpayer’s profile and tax status.

10.3.8.2 Bidders must also submit a Tax Compliance Status (TCS) certificate together with the bid.

10.3.8.3 In bids where consortia / joint ventures / sub-contractors are involved, each party must submit a separate TCS certificate / PIN.

- 10.3.9 An original signed version of the final PPP Agreement including all the relevant sections of the Bid Submission to be included in the PPP Agreement, with each page initialled by the duly authorised representative;
- 10.3.10 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid bond; and
- 10.3.11 VERY IMPORTANT: An electronic copy containing all the Sections (clearly marked) of the bid submission should be submitted via WeTransfer to the Project Officer and the download should be valid for 5 days. The Sections should be in non-edited PDF form and will be used for evaluation purposes and should be a replica of the hard copies submitted. Please note that the PPP fee offer should NOT be disclosed anywhere on the files sent via WeTransfer as this could lead to disqualification.
- 10.4 The **SECOND ENVELOPE** shall be clearly marked “B-BBEE and Financial” on the outside and will only be opened and evaluated if the minimum threshold for functionality is met. The contents of this Envelope shall be the current B-BBEE status of the bidder (verified by a B-BBEE certificate) as well as the PPP Fee Offer in the format in Section 7 – PPP Fee Offer. Please note that SANParks reserves the right to disqualify any bidder who does not submit a valid B-BBEE certificate or whose PPP fee offer is not in the specified format. Please note that PPP fee tranches are not allowed unless requested as part of the PPP Fee Offer Format.
- 10.5 Envelopes should be clearly marked as to whether they are Envelope 1 or 2 and must have the bid cover letter in the format provided in Annexure 1 – Bid Cover Sheets attached to the front of each envelope.
- 10.6 All information provided in the bid must be valid for 180 business days from the Bid Date.
- 10.7 Submitting a bid implies that the bidder knows and understands all the terms and conditions set out in this RFP and under the applicable laws of the Republic of South Africa, and that the bidder accepts these terms and conditions.

11. HOW THE BIDS WILL BE OPENED

- 11.1 The Project Officer will separate Envelopes 1 and 2 of all the bids. The unopened Financial Envelopes will be locked away until they are opened following the evaluation of

the bids.

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

12. BID EVALUATION METHODOLOGY (FOLLOWING QUALIFICATION)

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

12.1.1 Bids will be evaluated on three main elements: Functionality, B-BBEE and the PPP Fee Offer.

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

12.1.3 **Envelope 2** contains the current B-BBEE status of the bidder (verified by a B-BBEE certificate) as well as the PPP Fee Offer and will only be opened and evaluated if the minimum threshold in Article 12.1.2 is met.

13. HOW B-BBEE IS EVALUATED

- 13.1 B-BBEE will be evaluated in two ways:

13.1.1 as part of Functionality in which the Private Party SPV will outline their plans through the Tourism B-BBEE scorecard with targets per sub section.

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

14. SCORING FOR FUNCTIONALITY (ENVELOPE 1)

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

Park	Finance and Capital Plan	Risk Matrix	Environmental Plan	Business, Ops and Design Plan	BBBEE
Bid Package 1 Addo Restaurant	15%	5%	10%	50%	20%
Bid Package 2 Addo Retail	15%	5%	10%	50%	20%
Bid Package 3 Restaurant in KNP, Berg en Dal	10%	5%	20%	45%	20%
Bid Package 4 Restaurant in KNP, Pretoriuskop	10%	5%	20%	45%	20%
Bid Package 5 Restaurant in KNP, Lower Sabie	10%	5%	20%	45%	20%
Bid Package 6 Restaurant in KNP, Skukuza (main restaurant and take away)	10%	5%	20%	45%	20%
Bid Package 9 Tsitsikamma Restaurant	15%	5%	10%	50%	20%
Bid Package 10 Tsitsikamma Retail	15%	5%	10%	50%	20%
Minimum Threshold	50%	50%	50%	50%	In line with BBBEE scorecard

Table 1: Sub-functionality weightings

The following outlines the objective of each element:

14.1 Financing and Capital plan

14.1.1 A bidder is expected to provide a Financing and Capital plan in line with the format that is outlined in Section 2 – Financing and Capital Plan.

14.1.2 The purpose of the Financing and Capital plan is to assess the ability of the Bidder to secure adequate finance to implement the project and determine the capital investment proposed for the project. In addition, the information provided allows the evaluation team to evaluate whether the Private Parties financial model is sound and realistic.

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

14.2 Business, Operational and Design plan

14.2.1 A bidder is expected to provide a Business, Operational and Design plan in line with the format outlined.

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

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

14.3 Environmental plan

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

14.3.2 The purpose of the evaluation of environmental proposals is to ensure that bidders

understand and have fully planned for the prevailing environmental issues that apply to the investment area, comply with minimum standards of responsible tourism and have factored those issues into their plans.

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

14.4 Risk Matrix

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

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

14.5 B-BBEE

14.5.1 The Private Party SPV is expected to outline their B-BBEE plans through the Tourism B-BBEE scorecard with targets per sub section.

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

14.5.3 The B-BBEE weighting is outlined in Table 1: Sub-functionality weightings.

15. B-BBEE RATING AND FINANCIAL BIDS (ENVELOPE 2)

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

15.2 B-BBEE

15.2.1 The Preferential Procurement Policy Framework Act, 2000 (PPPFA) will apply with an 80/20 between the PPP Fee Offer and the Bidder's existing B-BBEE rating respectively.

15.2.2 The PPP Fee Offer and the Bidder's existing B-BBEE rating are scored out of a total 100 points.

15.2.3 The following table outlines the final score weightings:

Table 2: PPPFA score split.

Bid Package	PPP Fee Offer	B-BBEE
1	80%	20%
2	80%	20%
3	80%	20%
4	80%	20%
5	80%	20%
6	80%	20%
9	80%	20%
10	80%	20%

15.3 Bidder’s existing B-BBEE rating

15.3.1 Bidders are required to submit their existing B-BBEE rating (verified by a B-BBEE certificate), in line with the requirements of the B-BBEE Codes of Good Practice (or amended Tourism B-BBEE Sector code for tourism enterprises):

15.3.1.1 For Large Enterprises, a SANAS Accredited B-BBEE certificate must be provided;

15.3.1.2 For Qualifying Small Enterprises with less than 51% black ownership, a SANAS Accredited B-BBEE certificate must be provided;

15.3.1.3 For Qualifying Small Enterprises with at least 51% black ownership, a sworn affidavit must be provided;

15.3.1.4 For Exempted Micro-Enterprises, a sworn affidavit or CIPC EME certificate must be provided.

15.3.2 For Bidders that are bidding as an incorporated joint venture, a Joint Venture B-BBEE certificate must be submitted for evaluation of the Bidder’s existing B-BBEE rating.

15.4 PPP Fee Offer

15.4.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as outlined in

Section 7 – PPP Fee Offer, the higher of:

- 15.4.1.1 the Minimum PPP Fee increased annually by CPI; or
- 15.4.1.2 the Variable PPP Fee expressed as a flat percentage of the gross revenue of the operation.
- 15.4.2 Each PPP Fee Offer will be inspected by SANParks' financial and legal advisors to verify that it has been submitted in the form corresponding to the requirements. A PPP Fee Offer that does not conform to the requirements may result in disqualification of the bid.
- 15.4.3 The points for the PPP Fee Offer are calculated using the prescribed price formula in the regulations to the PPPFA. The maximum points will be awarded to the qualified Bidder that makes the highest PPP Fee Offer and the remaining points being allocated pro rata to the remaining qualified Bidders. Bidders should be aware that a minimum PPP fee might be applied. If the minimum is not reached, the contract might not be awarded.
- 15.4.4 Only the % that is bid will be used as PPP Fee Offer. No income forecasts will be used. The bidder that bids the highest % (variable fee) will score 80 points and the other bidders pro rata based on their percentages bid.

16. INCOMPLETE BIDS

- 16.1 The bid evaluation committee, in consultation with its advisors, will check Envelope 1 of each bid to see whether all the documentation that this RFP requires has been submitted correctly.
- 16.2 If a bid is not complete or something in it is not clear, the bid evaluation committee may, but is not obliged to, ask Bidders for more information. Bidders will receive such requests for more information in writing. No substantial changes to the bid will be asked for or allowed, except if there is a clear mistake in the bid.
- 16.3 SANParks may, but is not obliged to, disqualify a bid that is not complete or requires clarification without a request for further information.
- 16.4 SANParks shall not be obliged to reimburse Bidders for any costs and/or damage they

incurred during the preparation of Bid Submissions, in the event of cancellation, disqualification, suspension, modification or delay of the Tender.

17. SELECTION OF PREFERRED BIDDER

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

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

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

$$a*(B-BBEE \text{ score}/100) + b*(PPP \text{ fee score}/100) = c$$

a is the weighting for B-BBEE

b is the weighting for PPP fee

c is the bidder's overall score

17.4 The bidder that receives the highest overall bid score will be declared the preferred bidder; and the bidder that receives the second highest overall bid score will be declared the reserve bidder.

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

17.6 Once ratified and approved, the preferred bidder will be announced.

18. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

18.1 The Private Party will be sent a letter of award to notify them that they are the preferred bidder for the PPP opportunity. Subsequent to the receipt of this letter, the Private Party will have one month to clarify any outstanding issues regarding the PPP Agreement. Thereafter, SANParks will provide the Private Party with the final PPP Agreement, whereupon the Private Party will have two months from receipt of the final PPP Agreement to sign and submit it to SANParks to be countersigned. Failure to meet any of these timelines may result in cancellation of the award to the preferred bidder. In such

case, SANParks reserves the right to award the contract to the reserve bidder.

- 18.2 The PPP Agreement becomes legally binding and enforceable from the Signature Date. Only after completion of certain Compliance Events can operation commence.
- 18.3 There will be no PPP Fees payable before Effective Date with Effective Date defined in the PPP Agreement.

19. BID BOND

- 19.1 At the time of submitting its Bid, each Bidder must submit a single Bid Bond (“**Bid Bond**”) payable to SANParks in the format prescribed in Annexure 2 - Acceptable wording of bid bond OR by paying the amount into SANParks’ account – the following account number is to be used:
- 19.2 A Bid Bond should be for the amount of the following:

Bid Package	Bid Bond Amount
Bid Package 1	R 85 000
Bid Package 2	R 106 000
Bid Package 3	R 28 000
Bid Package 4	R 24 000
Bid Package 5	R 60 000
Bid Package 6	R 129 000
Bid Package 9	R 102 000
Bid Package 10	R 106 000

- 19.3 The posting of the Bid Bond is for the purpose of ensuring that all Bidders present valid and serious bids, and that the Winning Bidder subsequently executes the PPP Agreement.
- 19.4 Bid Bonds must be valid until the Effective Date which shall not be later than 6 months from signature date.

- 19.5 The Bid Bonds of all Bidders other than the Winning Bidder shall be returned to them following signature by SANParks of the PPP Agreement. Money paid into the SANParks’ account will be paid back to the bidder after an original letter of the bank account was received from the bidder.
- 19.6 Any of the following shall be grounds for the forfeiture of a Bidder’s Bid Bond:
- 19.6.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;
- 19.6.2 The withdrawal or modification of its Bid during the period of validity;
- 19.6.3 Failure by the preferred bidder to furnish the required Performance Bond under the PPP Agreement in accordance with the provisions of the PPP Agreement.
- 19.7 The Bid Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Article 19.6 above has occurred. Forfeiture of the Bid Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of South Africa.
- 19.8 On operation commencement date the bid bond will be replaced by a performance bond which amount shall be adjusted annually with CPIX as outlined in the PPP Agreement. The following Table outlines the Performance Bond per Bid Package:

Bid Package	Bid Bond Amount
Bid Package 1	R 308 000
Bid Package 2	R 424 000
Bid Package 3	R 118 000
Bid Package 4	R 101 000
Bid Package 5	R 254 000
Bid Package 6	R 548 000
Bid Package 9	R 308 000
Bid Package 10	R 424 000

20. FURTHER INFORMATION

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

SOUTH AFRICAN NATIONAL PARKS

James Daniels

P O Box 787

PRETORIA, 0001

643 Leyds Street

Muckleneuk, Pretoria

Telephone: 083 679 0472

E-mail: james.daniels@sanparks.org

- 20.2 All responses to enquiries may be circulated to other Interested Parties. No other communication with SANParks in respect of the RFP will be permitted.

Bid Submission Sections

21. SECTION 1A – QUALIFICATION

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

21.1 Central Supplier Database (CSD) registration and tax compliance

The Private Party must be registered on CSD and must be tax compliance when bidding. Failure to supply proof of this as part of the bid submission will result in disqualification.

21.2 Financial Requirements

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

21.2.1.1 audited financial statements corresponding to the last two (2) years;

21.2.1.2 annual reports for the last two (2) years;

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

21.2.3 If the financial criteria are met by companies which are privately held, and do not produce audited statements, or by private individuals, then these companies or individuals must produce a statement of assets, with confirmation of ownership, certified by a qualified auditor.

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

21.3 Financial capacity

21.3.1 Outline ability to source suitable funding to perform under the PPP Agreement

21.3.1.1 Refurbishment of the retail space;

21.3.1.2 Maintaining space in National Parks to Industry Best practice standards;

21.4 **Experience**

SANParks has categorised restaurant types in an effort to communicate the requirements per camp. The following types were identified Type: A = Café/coffee shop/Bistro, B=Steak House, C=Sports bar/pub, D=Fast Food/Take Away, E=Buffet style restaurant and F=Extensive seafood offering on menu. The restaurant types are not extensive and aim to serve as examples. SANParks realizes that other franchises might exist which might not fit any category. During evaluation the evaluation team will be informed of this and offering will be evaluated for suitability as per SANParks requirements (all submissions will be evaluated objectively).

21.4.1 **Bid Package 1: Restaurant in Addo Elephant National Park.**

21.4.1.1 The franchisor and franchisee proposed should combined achieve revenues at existing operations of R 14 million per annum;

21.4.1.2 Experience in the operation of restaurant type B or similar to type E (at least 2 operational restaurants and operational for at least 3 years) and should have a fast-food component which could be a sub-set of the main menu (need not be a separate Fast-Food outlet but could be if preferred);

21.4.1.3 Franchise to have an extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and desert as part of dinner menu;

21.4.1.4 Focus on a la carte menu which includes fish as well as red and white meat options, pastry/bread selection, good coffee and tea selection, extensive wine list with good selection per cultivar, selection of dietary requirements, i.e. halaal and vegetarian as well as a kids menu.

21.4.1.5 A well-established operational procedures and processes focusing on quality presentation of dishes, consistent delivery of the product, options inclusive of portion size variation, high level of service and friendliness, food preparation time medium to long (not a fast-food outlet but rather focus on quality food),

waiter menu knowledge high;

21.4.1.6 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming and décor.

21.4.2 Bid Package 2: Retail in Addo Elephant National Park

21.4.2.1 Retail operations with minimum of R 23 Million in Turnover per annum;

21.4.2.2 Established supplier database of Fast-Moving Consumer Goods (FMCG) and Curio product lines;

21.4.2.3 Distribution network / chain to ensure limited out-of-stock situation;

21.4.2.4 Well established Operations Manual focused on retail procedures, i.e. stock taking, procurement processes, control mechanisms, cash-up procedures, pricing, shelving, etc.

21.4.2.5 Proven retail experience and specifically an ability to source fresh FMCG products to cater for the local SA market which makes up most of the visitors to the park;

21.4.2.6 Proven ability to grow a business through good customer service and by addressing customer needs;

21.4.2.7 Willingness to offer diversity of products.

21.4.3 Bid Package 3: Restaurant in Kruger National Park, Berg en Dal camp

21.4.3.1 The franchisor and franchisee proposed should combined achieve revenues at

existing operations of R 10 million per annum;

- 21.4.3.2 Experience in the operation of restaurant type E or similar to type B and should have a fast food component which could be a sub-set of the main menu (need not be a separate Fast Food outlet but could be if preferred);
- 21.4.3.3 At least 2 operational Buffet style restaurants or steak house type restaurants/ franchise in operation;
- 21.4.3.4 Franchises as outlined in 21.4.3.3 in operation for at least 3 years or within a broader well-established / recognized franchise group;
- 21.4.3.5 Franchise to have a limited to extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and desert as part of dinner menu;
- 21.4.3.6 Focus on ability to cater for groups (including a conference market) through either a buffet style set-up or an a la carte menu that are geared for superior group service. Menus to include at least steak, chicken and fish options, pastry/bread selection, good coffee and tea selection, extensive wine list with good selection per cultivar, selection of dietary requirements, i.e. halaal and vegetarian as well as a kiddies menu.
- 21.4.3.7 Well established operational procedures and processes focusing on quality presentation of dishes, consistent delivery of the product, options inclusive of portion size variation, high level of service and friendliness, food preparation time medium to slightly longer as quality food is prepared. With groups, the procedures should address initiatives to serve big groups simultaneously;
- 21.4.3.8 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming and décor.

21.4.4 Bid Package 4: Restaurant in the Kruger National Park, Pretoriuskop.

- 21.4.4.1 The franchisor and franchisee proposed should combined achieve revenues at existing operations of R 5 million per annum;
- 21.4.4.2 Experience in the operation of restaurant type A or B and should have a fast-food component which could be a sub-set of the main menu (need not be a separate Fast-Food outlet but could be if preferred);
- 21.4.4.3 At least 2 operational Café, Coffee Shop, Bistro or Steak House franchises in operation.
- 21.4.4.4 Franchises as outlined in 21.4.4.3 in operation for at least 3 years or within a broader well-established / recognized franchise group;
- 21.4.4.5 Franchise to have a limited to extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and desert as part of dinner menu;
- 21.4.4.6 Focus on a la carte menu that includes at least steak, chicken and fish options, pastry/bread selection, good coffee and tea selection, extensive wine list with good selection per cultivar, selection of dietary requirements, i.e. halaal and vegetarian as well as a kiddies menu.
- 21.4.4.7 Well established operational procedures and processes focusing on quality presentation of dishes, consistent delivery of the product, options inclusive of portion size variation, high level of service and friendliness, food preparation time medium to long (not a fast food outlet but rather focus on quality food), waiter menu knowledge high;
- 21.4.4.8 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming

and décor.

21.4.5 Bid Package 5: Restaurant in the Kruger National Park, Lower Sabie

- 21.4.5.1 The franchisor and franchisee proposed should combined achieve revenues at existing operations of R 35 million per annum;
- 21.4.5.2 Experience in the operation of restaurant type A or B or C and should have a fast-food component which could be a sub-set of the main menu (need not be a separate Fast Food outlet but could be if preferred);
- 21.4.5.3 At least 2 operational Café, Coffee Shop, Bistro or Steak House or Sports bar / pub franchises in operation;
- 21.4.5.4 Franchises must be in operation for at least 3 years or within a broader well-established / recognized franchise group;
- 21.4.5.5 Franchise to have a limited to extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and desert as part of dinner menu;
- 21.4.5.6 Focus on a la carte menu that includes at least steak, chicken and fish options, pastry/bread selection, good coffee and tea selection, extensive wine list with good selection per cultivar, selection of dietary requirements, i.e. halaal and vegetarian as well as a kiddies menu.
- 21.4.5.7 Well established operational procedures and processes focusing on quality presentation of dishes, consistent delivery of the product, options inclusive of portion size variation, high level of service and friendliness, food preparation time medium to long (not a fast food outlet but rather focus on quality food), waiter menu knowledge high;
- 21.4.5.8 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing

uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming and décor.

21.4.6 Bid Package 6: Restaurant in the Kruger National Park, Skukuza main restaurant and take away

- 21.4.6.1 The franchisor and franchisee proposed should combined achieve revenues at existing operations of R 28 million per annum;
- 21.4.6.2 For the Skukuza main restaurant SANParks requires experience in the operation of a café, coffee shop, bistro, steak house or sports bar / pub restaurant type. For the Skukuza Take Aways SANParks requires experience in the operation of fast-food outlets (in more than one product type, i.e. hamburgers, pizzas, chicken, shawarmas, etc).
- 21.4.6.3 The bidder should have at least 3 operational Café, Coffee Shop, Bistro, Steak House, Sports bar / pub franchises or buffet style restaurants in operation;
- 21.4.6.4 For the fast food / take away outlets in Skukuza the bidder should have at least 2 operational Fast Food outlets where 2 or more product types such as burgers, chicken, pizza or fish are served;
- 21.4.6.5 Franchises as outlined in 21.3.6 and in operation for at least 3 years or within a broader well-established / recognized franchise group;
- 21.4.6.6 For the Skukuza main restaurant the franchise should have an extensive range of hot and cold foods, serving 3 meals per day (breakfast, lunch and dinner) and have various courses including starters, mains and desert as part of dinner menu and fast-food franchise to have selection of fast foods;
- 21.4.6.7 Focus on a la carte menu that includes at least steak, chicken and fish options, pastry/bread selection, good coffee and tea selection, extensive wine list with good selection per cultivar, selection of dietary requirements, i.e. halaal and vegetarian as well as a kiddies menu.

- 21.4.6.8 Ability to deliver buffet offering if and when required.
- 21.4.6.9 Well established operational procedures and processes focusing on quality presentation of dishes, consistent delivery of the product, options inclusive of portion size variation, high level of service and friendliness, food preparation time medium to long Main restaurants. At the fast food outlets the focus should be on product standardization and quick food preparation time, waiter menu knowledge high and at the sports bar / pub restaurant type the knowledge of alcoholic beverages should be high;
- 21.4.6.10 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming and décor.

21.4.7 Bid Package 9: Restaurant in the Tsitsikamma Section of the Garden Route National Park

- 21.4.7.1 The franchisor and franchisee proposed should combined achieve revenues at existing operations of R 10 million per annum;
- 21.4.7.2 Experience in the operation of Type F restaurant (extensive seafood offering). In addition, experience in conference catering as to allow for catering of small groups;
- 21.4.7.3 At least 2 operational seafood franchises OR well-established franchise with broad fish variety on menu in operation for at least 3 years or within a broader well-established / recognized franchise group
- 21.4.7.4 Local representation: Proven experience of the operation of restaurant facilities within the area;
- 21.4.7.5 Proven ability to grow a business through good customer service and by

addressing customer needs.

21.4.7.6 Existence of a successful system which as a minimum includes the operating manual, monitoring and evaluation, standards uniformity, marketing, procurement, training, HR procedures, hygiene, health and safety, pricing uniformity, point of sales, B-BBEE equity / corporate social responsibility initiatives, quality, financial reporting, distribution network, monitoring, theming and décor.

21.4.8 **Bid Package 10: Retail in the Tsitsikamma Section of the Garden Route National Park.**

21.4.8.1 Retail operations with minimum of R 7 million in Turnover per annum;

21.4.8.2 Established supplier database of Fast Moving Consumer Goods (FMCG) and Curio product lines;

21.4.8.3 Distribution network / chain to ensure limited out-of-stock situation;

21.4.8.4 Well established Operations Manual focused on retail procedures, i.e. stock taking, procurement processes, control mechanisms, cash-up procedures, pricing, shelving, etc.

21.4.8.5 Proven retail experience and specifically an ability to source fresh FMCG products to cater for the local SA market which makes up most of the visitors to the park;

21.4.8.6 Proven ability to grow a business through good customer service and by addressing customer needs;

21.4.8.7 Willingness to offer diversity of products

22. SECTION 1B – INFORMATION ON BIDDERS

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

22.1 Special purpose vehicle constitutional information)

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

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

22.1.2 Directors/Partners/Trustees and their responsibilities.

22.1.3 Place of registration.

22.1.4 Registration number.

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

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

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

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

23. SECTION 2 – FINANCING AND CAPITAL PLAN

In Bid Packages 1, 2, 9 and 10 the Finance and Capital plan comprises of 15% of the Functionality score and in Bid Packages 3, 4, 5, 6, 7 and 8 the Finance and Capital plan comprises of 10% of the Functionality score.

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

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

23.1.2.1 Refurbishment of the facility;

23.1.2.2 Maintaining the facility in National Parks to Industry Best practice standards; and

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

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

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

	Start-up R'000	Year 1 R'000	Year 2 R'000	Year 3 R'000	Year 4 R'000	...*	Year 10 R'000
Cash inflows							
Owners' capital							
Loans received							
Grants received							
Cash from sales and other operating revenue							
Cash from other							

	Start-up R'000	Year 1 R'000	Year 2 R'000	Year 3 R'000	Year 4 R'000	...*	Year 10 R'000
sources							
<i>Total cash inflow (A)</i>							
Cash outflows							
Project costs and start-up expenses							
Salaries, wages and staff costs							
All other operating costs and expenses							
Loan repayments							
Infrastructure upgrades/Building additions/ internal décor etc.							
Replacement of equipment and vehicles							
<i>Total cash outflow (B)</i>							
Net cash flow [A – B] before PPP fees and tax							

* Adapt for the 10-year term of the PPP

Evaluation of salary forecasts to be in line with benefits that are taken over from the current operator (including pension contributions, etc).

24. SECTION 3A - BUSINESS, OPERATIONAL AND DESIGN PLAN (BID PACKAGES 2 AND 10 - RETAIL)

In Bid Packages 2 and 10 the Business, Operational and Design plan comprises of 50% of the Functionality score.

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

24.1 Background of Existing Company (weighting 15%)

The background of the Bidding Company relevant to retail experience needs to be detailed addressing the format below.

24.1.1 Company structure(weighting 30%)

24.1.1.1 Group Managing Director with relevant experience (weighting 20%)

24.1.1.2 Group Human Resource Manager with relevant experience (weighting 20%)

24.1.1.3 Group Sales and/or Marketing structures with relevant experience (weighting 20%)

24.1.1.4 Procurement structures with relevant experience (weighting 20%)

24.1.1.5 The structure of the company should be outlined (weighting 20%)

24.1.1.5.1 Display the company's focus on retail and specifically the ability to address both the requirements of the international visitor to National Parks but also the South African visitor (self-catering market).

24.1.2 Years of Operation (weighting 10%)

24.1.2.1 Provide a comprehensive outline of years of operation over diverse market conditions

24.1.3 Track Record (weighting 30%)

- 24.1.3.1 Relevant References (weighting 33.3%)
- 24.1.3.2 Relevant Awards (weighting 33.3%)
- 24.1.3.3 Relevant Association Membership (weighting 33.3%)

24.1.4 Institutional Depth (weighting 30%)

- 24.1.4.1 Central Procurement and Logistical support (weighting 16.6%)
- 24.1.4.2 Central Marketing and Support (weighting 16.6%)
- 24.1.4.3 Central Induction and Training Standards (weighting 16.6%)
- 24.1.4.4 Human Resource Policy specifically to succession planning, retention and current staff turnover (weighting 16.6%)
- 24.1.4.5 Research and Development (weighting 16.6%)
- 24.1.4.6 Customer Feedback Mechanism (weighting 16.6%)

24.2 Current Operations (weighting 40%)

24.2.1 Number of Operational Outlets (weighting 11.1%)

24.2.2 Geographical outlet distribution (weighting 11.1%)

24.2.3 Competitive Analysis (weighting 11.1%)

24.2.4 Operational Manual (weighting 11.1%)

24.2.5 Labour

- 24.2.5.1 Give an undertaking that staff employed in current operations are paid in line with labour legislation and that all staff employed have valid working permits.

Undertaking given?

Yes: Continue

No: Disqualify

- 24.2.5.2 Undertaking needs to be given that the private party will be responsible for (1) staff transport (vehicle and driver), (2) ambulance services (during working hours and not covered by medical aid) and transport of employees kids to school (where applicable).

<u>Undertaking given?</u>

Yes: Continue

No: Disqualify

24.2.6 Financials (weighting 11.1%)

24.2.6.1 Turnovers

24.2.6.2 Cost of Sales Policy

24.2.6.3 Policy on Overheads

24.2.7 Health and Safety (weighting 11.1%)

24.2.7.1 Health and Safety Policies and records

24.2.7.2 Security and Safety Procedures

24.2.7.3 Emergency evacuation plans

24.2.7.4 Waste Management / Recycling

24.2.7.5 Planned Maintenance Schedule

24.2.8 Human Resources Processes (weighting 11.1%)

24.2.8.1 Training – Induction, career-pathing

24.2.8.2 Incentives & Bonuses (Equity, Bonus etc)

24.2.8.3 Disciplinary Procedures

24.2.8.4 Staff Transport

24.2.8.5 Staff Housing

24.2.8.6 HIV Aids Policy

24.2.9 Sales & Marketing (weighting 11.1%)

24.2.9.1 Existing plans and knowledge of market including existing relationships with tour operators and travel trade plus references

24.2.9.2 Target Market (geographical, income, nature of activity, etc)

24.2.9.3 Marketing programs

24.2.9.4 Marketing channels

24.2.9.5 Product and branding plans

24.2.9.6 Growth numbers

24.2.9.7 Pricing Strategy

24.2.9.8 Competitive analysis

24.2.9.9 Loyalty programs

24.2.9.10 Sales strategies

24.2.9.11 Data Base Management

24.2.9.12 Promotion / Growth strategies

24.2.9.13 Discount Policies

24.3 Proposed Operational Vision and Plan (weighting 60%)

24.3.1 Operational Plan for the Park (weighting 7.14%)

24.3.2 Operational Plan for each Retail Facility (weighting 7.14%)

- 24.3.2.1 Design of facility to ensure optimal sales
- 24.3.2.2 Central product range versus diversified range
- 24.3.2.3 Distribution plan
- 24.3.2.4 Strategic alliances – especially to ensure freshness of FMCG products
- 24.3.2.5 Basket to be audited to ensure reasonability of prices:
 - 24.3.2.5.1 Basket consisting of the following items: Brown bread, Brown bread flour (excluding wheaten bran), Samp, Dried mealies and mealie rice, eggs, Fruit and vegetables, Dried beans, Lentils, Maize meal, Rice, Pilchards in tins or cans, Vegetable cooking oil (excluding olive oil), Milk, cultured milk, milk powder and dairy powder blend, Edible legumes and pulses of leguminous plants (that is, peas, beans, peanuts etc.), and the Goods comprise of Wood, charcoal and firelighters, cool drink, juice and mineral water (containers of 1.5 liter and above), white bread, meat items (some fresh deli style vacuum packed meat items could still be offered at a premium but there should be a more affordable option), biltong, sugar, essential toiletries such as soap (body), washing powder, toilet paper and toothpaste
- 24.3.2.6 Margin percentage committed on the basket under Clause 24.3.2.5
- 24.3.3 A procurement policy that encourages procurement from surrounding communities should be submitted and implemented.
- 24.3.4 The Private Party to give an undertaking that best before dates will be checked on a frequent basis to ensure that no stock past the best before date is on the shelves.
- 24.3.5 The Private Party to give an undertaking that fire hydrants will be checked and addressed to ensure that they are serviceable.
- 24.3.6 **Proposed Style of Service for the Facility (weighting 7.14%)**
 - 24.3.6.1 Retail shops
- 24.3.7 **Take Over Strategy and Capacity (weighting 7.14%)**

- 24.3.7.1 Financial
- 24.3.7.2 Operational
- 24.3.7.3 Human Resources

24.3.8 Product and product range (weighting 7.14%)

- 24.3.8.1 Philosophy – values/commitment freshness and uniqueness
- 24.3.8.2 Range of items to be stocked
- 24.3.8.3 Value for Money
- 24.3.8.4 Variety
- 24.3.8.5 Fast Moving Consumer Goods (FMCG)
- 24.3.8.6 Curio (including local support)
- 24.3.8.7 Freshness of FMCG and specifically bread, meat and vegetables are very important. Processes and procedures to ensure high quality fresh produce is available should be outlined. For example will bread be freshly baked as opposed to freezing and defrosting of loaves?

24.3.9 Customer Service (weighting 7.14%)

- 24.3.9.1 Guest feedback mechanism
- 24.3.9.2 Guest complaints procedure
- 24.3.9.3 Optimal staff structure to ensure good customer service
- 24.3.9.4 Telephone Ethics

24.3.10 Operational Procedure (weighting 7.14%)

- 24.3.10.1 Stock taking
- 24.3.10.2 Ordering
- 24.3.10.3 Cash-up

- 24.3.10.4 Disposals
- 24.3.10.5 Stock storage and rotation procedures
- 24.3.10.6 Stock control measures
- 24.3.10.7 Etc.

- 24.3.11 **Proposed Distribution Channels (weighting 7.14%)**
 - 24.3.11.1 Outline distribution plan with specific focus on freshness of
 - 24.3.11.2 Bread
 - 24.3.11.3 Meat
 - 24.3.11.4 Vegetables
 - 24.3.11.4.1 Fruit
 - 24.3.11.5 Outline distribution plan to ensure stock availability

- 24.3.12 **Proposed Marketing Plans (weighting 7.14%)**
 - 24.3.12.1 Proposed plans and knowledge of market including existing relationships with tour operators and travel trade
 - 24.3.12.2 Target Market (geographical, income, nature of activity, etc)
 - 24.3.12.3 Proposed Marketing Programs
 - 24.3.12.4 Proposed Marketing Channels
 - 24.3.12.5 Product and Branding Plans
 - 24.3.12.6 Proposed Growth and sales Strategies

- 24.3.13 **Labour (weighting 7.14%)**
 - 24.3.13.1 Give an undertaking that staff will be taken over in line with section 197

Undertaking to take over staff as per section 197?

Yes: Continue

No: Disqualify

24.3.14 Sales Strategies (weighting 7.14%)

24.3.14.1 Outline initiatives to ensure that prices are affordable. Mark-up policies, initiatives to attract local market (who are used to wholesale prices), i.e. rebates when supporting the shops, etc.

24.3.14.2 Undertaking to keep prices as low as possible (within financial model) to ensure that people buy from the shops as opposed to bringing everything to the park

24.3.14.3 Initiatives to focus both on the local and international markets

24.3.14.4 Mark-up policy

24.3.14.5 Pricing Range

24.3.14.6 Initiatives to ensure that visitors to the park make use of the shops beyond convenience level

24.3.14.7 Promotion / Growth strategies

24.3.14.8 Discount Policies

24.3.14.9 Loyalty Programs

24.3.15 Systems (weighting 7.14%)

24.3.15.1 Point of sales systems

24.3.15.2 POS capability to differentiate between clients i.e. staff and non-staff (in order to provide differential pricing) **

Staff discounts to be applied:

10% for FMCG;

20% for curios; and

Undertaking to give staff discounts as outlined above?

Yes: Continue

No: Disqualify

24.3.16 Operational Manual (weighting 7.14%)

24.3.16.1 SANParks has compiled a Restaurant and Retail Operational Manual which outlines the following:

Communication, Code of Conduct, Financial Administration, Fee Collection, Environmental Compliance, Quality Monitoring, Maintenance & Repair, Alterations, Additions & Improvements to Facilities, Monitoring Mechanism During Construction, Empowerment, Breach of the PPP Agreement, Resolution of Disputes, Legal Administration.

24.3.16.2 The Private Party should give an undertaking that the above would be incorporated into the Private Parties Operations in order to ensure a good working relationship with SANParks.

24.3.17 Matrix of Understanding (weighting 7.14%)

24.3.17.1 The Private Party to subscribe to the Matrix of understanding that includes the following areas (weighting 100%):

24.3.17.1.1 To submit 6-monthly reports on BBBEE compliance (on a template to be provided by SANParks)

24.3.17.1.2 To submit maintenance requests as per the Operations Manual

24.3.17.1.3 To submit financial audit reports within 6 months after year end and financial management reports as and when required

24.3.17.1.4 To submit financial management reports as and when required by SANParks

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

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

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

- 24.3.17.1.8 To strive to improve customer feedback to score at least 70% customer satisfaction rating over a 3-month rolling period
- 24.3.17.1.9 To submit a list every 3 months outlining any sponsorships, gifts and/or free meals to SANParks personnel

25. SECTION 3B - BUSINESS, OPERATIONAL AND DESIGN PLAN (BID PACKAGES 1, 4, 5, 6 AND 9)

In Bid Packages 1 and 9 the Business, Operational and Design plan comprises of 50% of the Functionality score. In Bid Packages 4, 5 and 6 the Business, Operational and Design plan comprises of 45% of the Functionality score.

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

25.1 Background of the Franchisor / Bidder (weighting 30%)

25.1.1 Track record (weighting 35%)

25.1.1.1 Number of operational outlets (weighting 33.3%)

25.1.1.2 Number of years in Business (weighting 33.3%)

25.1.1.3 Turnover of all restaurants managed (weighting 33.3%)

25.1.2 Existing processes (weighting 65%)

25.1.2.1 Standard Operation Procedures (SOP's) (weighting 25%)

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

- People
- Equipment and
- Products

25.1.2.2 Marketing (weighting 25%)

25.1.2.2.1 Local initiatives and promotional campaigns (weighting 60%)

25.1.2.2.2 National reach and advertising (weighting 40%)

25.1.2.3 Training (weighting 25%)

- 25.1.2.3.1 How is training conducted (weighting 33.3%)
- 25.1.2.3.2 How are critical positions trained (weighting 33.3%)
- 25.1.2.3.3 Support structure to perform post implementation support (weighting 33.3%)
- 25.1.2.4 Franchise selection criteria (weighting 25%)
 - 25.1.2.4.1 Outline the criteria used to identify and appoint a franchisee (weighting 100%)
- 25.1.2.5 Labour
 - 25.1.2.5.1 Give an undertaking that staff employed in current operations are paid in line with labour legislation.

Undertaking given?

- Yes: Continue
- No: Disqualify

25.2 Experience of Franchisees / the bidder (weighting 20%)

25.2.1 Previous experience (weighting 100%)

- 25.2.1.1 Experience in running restaurants (weighting 50%)
- 25.2.1.2 Experience in running restaurants in difficult areas (remote, no access to temp staff, challenges related to basic services and logistics, etc) (weighting 50%)

25.3 Operational Plan (weighting 50%)

25.3.1 Menu (weighting 35%)

Does the menu cater for breakfast, lunch and dinner?

- Yes: Continue
- No: Disqualify

25.3.1.1 Breakfast (weighting 30%)

Is the proposed menu a la carte?

Yes: Continue

No: Disqualify

25.3.1.1.1 Does the menu have a hot and cold selection (weighting 6%)

25.3.1.1.2 Adaptability of the operator to cater for groups (weighting 16%)

- Provide models on how groups will be catered for
- Operator to outline pricing and dining options within the models

25.3.1.1.3 Does the menu contain at least the following options: (weighting 12%)

- Continental breakfast
- English breakfast
- South African breakfast which is a variation on the English breakfast variety whereby a more extensive protein range is offered
- Health breakfast
- Vegetarian breakfast
- Any other options suitable to the operation

25.3.1.1.4 Display an ability to adapt to market demand (weighting 3%)

25.3.1.1.5 Is there variety on the breakfast options in terms of preparation method, i.e. where eggs are on the menu could it be ordered as baked, fried or poached? (weighting 9%)

25.3.1.1.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)

25.3.1.1.7 Have the franchise adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 3%)

If no, will you adapt if this is required?

25.3.1.1.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)

- 25.3.1.1.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 25.3.1.1.10 Preparation time of meals to be consistent with service delivery as prescribed by the franchisor (in line with other franchise outlets and general acceptable standards) (weighting 12%)
- 25.3.1.1.11 Is the coffee and tea selection extensive (weighting 6%)
- 25.3.1.2 Lunch (weighting 20%)

Is the proposed menu a la carte?

Yes: Continue

No: Disqualify

- 25.3.1.2.1 Does the menu have a hot and cold selection? (weighting 6%)
- 25.3.1.2.2 Adaptability of the operator to cater for groups (weighting 16%)
- Provide models on how groups will be catered for
 - Operator to outline pricing and dining options within the models
- 25.3.1.2.3 Does the menu contain at least the following options: (weighting 12%)
- At least 5 starter choices
 - Protein range of at least 2 red and 2 white meat dishes
 - Variety of starch options available
 - Salad selections
 - At least 5 dessert choices
- 25.3.1.2.4 Display an ability to adapt to market demand (weighting 3%)
- 25.3.1.2.5 Does the menu offer choice in terms of food preparation methods? (weighting 9%)
- 25.3.1.2.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)
- 25.3.1.2.7 Have the franchise adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 3%)

If no, will you adapt if this is required?

- 25.3.1.2.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)
- 25.3.1.2.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 25.3.1.2.10 Preparation time of meals to be consistent with service delivery as prescribed by the franchisor (in line with other franchise outlets and general acceptable standards) (weighting 12%)
- 25.3.1.2.11 Is the coffee and tea selection extensive (weighting 6%)
- 25.3.1.3 Dinner (weighting 50%)

Is the proposed menu a la carte?

Yes: Continue

No: Disqualify

- 25.3.1.3.1 Adaptability (weighting 2%):
- Would the franchise consider changes to the standard menu to cater for the unique market, i.e. local requirements? Areas to be covered should include menu contents and design as well as local flavour (dishes from the area – tied to responsible tourism)
- 25.3.1.3.2 Does the menu have a hot and cold selection (weighting 2%)
- 25.3.1.3.3 Adaptability of the operator to cater for groups (weighting 14%)
- Provide models on how groups will be catered for
 - Operator to outline pricing and dining options within the models

Does the menu have starters, main course and desserts?

Yes: Continue

No: Disqualify

- 25.3.1.3.4 Is there extensive variety within the 3 courses (weighting 15%)
- At least 5 starter choices
 - Protein range of at least 2 red and 2 white meat dishes

- Variety of starch options available
 - Salad selections
 - At least 5 dessert choices
- 25.3.1.3.5 Does the menu offer choice in terms of food preparation methods? (weighting 9%)
- 25.3.1.3.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)
- 25.3.1.3.7 Have the franchise adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 2%)
- If no, will you adapt if this is required?*
- 25.3.1.3.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)
- 25.3.1.3.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 25.3.1.3.10 Preparation time of meals to be consistent with service delivery as prescribed by the franchisor (in line with other franchise outlets and general acceptable standards) (weighting 9%)
- 25.3.1.3.11 Good selection of wine, beer, spirits and soft drinks (carbonated and non-carbonated) (weighting 12%)
- 25.3.1.3.12 Is the coffee and tea selection extensive (weighting 2%)

25.3.2 Design (weighting 14%)

- 25.3.2.1 Submit design plans for the Front of House sections (weighting 35%):
- Interior guest seating areas
 - Exterior guest seating initiatives
 - o Optimise setting
 - o Ensuring comfort
 - o Initiatives to prevent littering through serviettes, sachets, etc
 - Food processing areas
 - Service Bar

- Etc

25.3.2.2 Submit design plans for the Back of House sections (weighting 35%):

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

25.3.2.3 Integrated overall design to ensure better service delivery and efficiency (weighting 10%)

25.3.2.4 Green design i.e. use of natural light, water usage, electricity efficient appliances, etc. (weighting 10%)

25.3.2.5 Universal accessibility (weighting 10%)

- Compliance with the Grading Councils standards on Universal Accessibility

25.3.3 Décor Plans (weighting 21%)

25.3.3.1 Whilst SANParks acknowledges the value that the brand brings to the park the following should be outlined:

- How do you propose to adapt your décor to compliment National Parks in Africa (weighting 50%)

25.3.3.2 Signage in such a fashion that the brand is recognisable but with minimised effect on the park in terms of visibility (weighting 50%)

25.3.4 Labour (weighting 5%)

Undertaking to take over staff as per section 197?

Yes: Continue

No: Disqualify

25.3.4.1 Initiatives relating to training, competency (i.e. good training to operate with lower staff numbers), etc. to overcome the challenge of not having access to casual labour – in light of seasonality of the product (weighting 100%)

25.3.4.2 Undertaking needs to be given that the private party will be responsible for (1) staff transport (vehicle and driver), (2) ambulance services (during working hours and not covered by medical aid) and transport of employees kids to school (where applicable).

Undertaking

Yes: Continue

No: Disqualify

25.3.4.3 An undertaking to build new staff housing (inclusive of bulk services) in areas approved and demarcated by SANParks if this is required. Humane living conditions imperative and to be undertaken.

Undertaking

Yes: Continue

No: Disqualify

25.3.5 Hygiene Initiatives (weighting 10%)

25.3.5.1 Hygiene audits:

25.3.5.1.1 Undertaking to do a minimum of 2 hygiene inspections per year performed by an hygiene audit service provider whose laboratories are ISO 17025 accredited (weighting 20%)

25.3.5.1.2 Undertaking to address areas outlined in the hygiene report and prevent re-occurrence of negative findings (weighting 20%)

25.3.5.1.3 Undertaking to achieve a score of at least 75% on audits (weighting 20%)

25.3.5.1.4 Submit document / manual on hygiene standards (that will be implemented at the restaurant). Manual to contain the following as a minimum requirement: (weighting 40%)

- Actions to be taken and implemented to prevent pathogens to be detected on food samples.
- Temperature monitoring including, receiving temp monitoring, fridges/freezers, cold display, cooking and hot holding, control of thawing, internal calibration of thermometers and corrective action for temperatures out of specification.
- Requisite for the facility to have a certificate of acceptability (R918).
- Well documented Cleaning programmes including Cleaning Schedule and cleaning checklist
- Outline staff training that will be conducted related to hygiene practices
- Hand washing requisites outlining facilities, chemicals and schedules / frequency of washing
- Zoning of food areas per food type
- Pest control measures such as screening and closure of windows/doors

25.3.6 Safety initiatives (weighting 5%)

- 25.3.6.1 Extraction Cleaning Processes (every 6-months) (weighting 40%)
- 25.3.6.2 Emergency evacuation plans (weighting 40%)
- 25.3.6.3 Other safety initiatives (weighting 20%)

25.3.7 Maintenance schedule (weighting 5%)

- 25.3.7.1 The Private Party need to submit a detailed preventative maintenance plan for the facility over the contract period. Areas that need to be addressed includes but are not limited to the following (weighting 100%):
 - 25.3.7.1.1 Air conditioners
 - 25.3.7.1.2 Compressors
 - 25.3.7.1.3 Furniture and fittings
 - 25.3.7.1.4 Electrical maintenance
 - 25.3.7.1.5 Appliances;

25.3.7.1.6 Etc.

25.3.8 Operational Manual

25.3.8.1 SANParks has compiled a Restaurant and Retail Operational Manual which outlines the following:

Communication, Code of Conduct, Financial Administration, Fee Collection, Environmental Compliance, Quality Monitoring, Maintenance & Repair, Alterations, Additions & Improvements to Facilities, Monitoring Mechanism During Construction, Empowerment, Breach of the PPP Agreement, Resolution of Disputes, Legal Administration.

25.3.8.2 The Private Party should give an undertaking that the above would be incorporated into the Private Parties Operations in order to ensure a good working relationship with SANParks.

25.3.9 Matrix of Understanding (weighting 5%)

25.3.9.1 The Private Party to subscribe to the Matrix of understanding that includes the following areas (weighting 100%):

25.3.9.1.1 To submit 6-monthly reports on BBBEE compliance (on a template to be provided by SANParks)

25.3.9.1.2 To submit maintenance requests as per the Operations Manual

25.3.9.1.3 To submit financial audit reports within 6 months after year end and financial management reports as and when required

25.3.9.1.4 Financial Management reports as and when required by SANParks

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

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

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

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

25.3.9.1.9 To submit a list every 3 months outlining any sponsorships, gifts and/or free

meals to SANParks personnel

For Bid Package 9:

The Private Party needs to outline the following:

Where fish will be sourced from and whether it is sustainable.

Give an undertaking to source fresh fish instead of frozen fish.

Give an undertaking to support local anglers and deep sea merchants with valid licenses from the area.

Give an undertaking that transport that is suitable to move food from the restaurant to the conference centre at the oceanettes will be available.

Clear acceptable model and undertakings given

Yes: Continue

No: Disqualify

The Private Party needs to submit a proposal on how a local community person will be identified, trained and supported to operate the Big Tree Coffee Shop.

The Private Party needs to submit a proposal on how to cater for fast moving groups coming in by bus with limited time available.

The Private Party needs to provide menus for internal conference customers (SANParks) consisting of groups of 10 – 15 people.

The Private Party to acknowledge that they will not have an exclusive catering right for events organised by the park such as the annual Otter Trail.

26. SECTION 3C - BUSINESS, OPERATIONAL AND DESIGN PLAN (BID PACKAGE 3)

In Bid Package 3 the Business, Operational and Design plan comprises of 45% of the Functionality score;

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

26.1 Background of the Brand (weighting 30%)

26.1.1 Existing operations and background of restaurant operations (weighting 33.3%)

26.1.1.1 Number of years in Business (weighting 20%)

26.1.1.2 Turnover of existing restaurant business (excluding conference catering) – average per outlet (weighting 40%)

26.1.1.3 Experience in running restaurants and specifically in difficult areas (remote, no access to temp staff, challenges related to basic services and logistics, etc) (weighting 20%)

26.1.1.4 Cost of sales and pricing policy of current brand (weighting 20%)

26.1.1.5 Labour

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

<u>Undertaking given?</u>
Yes: Continue
No: Disqualify

26.1.2 Existing operations and background of conference catering operations (weighting 33.3%)

26.1.2.1 Number of years in Business (weighting 10%)

26.1.2.2 Number of conferences presented (weighting 10%)

- 26.1.2.3 Number of delegates that attended the conferences and number of meals served (weighting 30%)
- 26.1.2.4 Turnover of existing conference business (focus on the catering portion of the conference) – average per outlet (weighting 30%)
- 26.1.2.5 Experience in doing conference catering and specifically in difficult areas (remote, no access to temp staff, challenges related to basic services and logistics, etc) (weighting 10%)
- 26.1.2.6 Conference menus / packages (weighting 10%)
 - 26.1.2.6.1 Variety (weighting 50%)
 - 26.1.2.6.2 Pricing (weighting 50%)

26.1.3 Marketing, Training and Standard Operating procedures (weighting 33.3%)

- 26.1.3.1 Marketing (weighting 33.3%)
 - Local initiatives and promotional campaigns (weighting 100%)
- 26.1.3.2 Training (weighting 33.3%)
 - 26.1.3.2.1 How is training conducted (weighting 50%)
 - 26.1.3.2.2 How are critical positions trained (weighting 50%)
- 26.1.3.3 Standard Operating Procedures (weighting 33.3%)
 - SOP to be submitted for evaluation. The SOP should at least cover the following areas:
 - People
 - Equipment and
 - Products

26.2 Gearing / Handover (weighting 10%)

Indicate how you plan to operate the restaurant and do conference catering in the National Park whilst also involved at other restaurants and with other conferences and also whether you have sufficient capacity to make a success at this restaurant and conference centre (weighting 100%)

26.3 Operational Plan – Restaurant (weighting 30%)

26.3.1 Menu (weighting 35%)

Does the menu cater for breakfast, lunch and dinner?

Yes: Continue

No: Disqualify

26.3.1.1 Breakfast (weighting 30%)

Is the proposed menu a la carte?

Yes: Continue

No: Disqualify

26.3.1.1.1 Does the menu have a hot and cold selection (weighting 6%)

26.3.1.1.2 Adaptability of the operator to cater for groups (weighting 16%)

- Provide models on how groups will be catered for
- Operator to outline pricing and dining options within the models

26.3.1.1.3 Does the menu contain at least the following options: (weighting 12%)

- Continental breakfast
- English breakfast
- Health breakfast

26.3.1.1.4 Display an ability to adapt to market demand (weighting 3%)

26.3.1.1.5 Is there variety on the breakfast options in terms of preparation method, i.e. where eggs are on the menu could it be ordered as baked, fried or poached? (weighting 9%)

- 26.3.1.1.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)
- 26.3.1.1.7 Have the brand adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 3%)
If no, will you adapt if this is required?
- 26.3.1.1.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)
- 26.3.1.1.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 26.3.1.1.10 Preparation time of meals realistic and in line with what is accepted in the market (weighting 12%)
- 26.3.1.1.11 Is the coffee and tea selection extensive (weighting 6%)
- 26.3.1.2 Lunch (weighting 20%)

Is the proposed menu a la carte?

Yes: Continue

No: Disqualify

- 26.3.1.2.1 Does the menu have a hot and cold selection? (weighting 6%)
- 26.3.1.2.2 Adaptability of the operator to cater for groups (weighting 16%)
- Provide models on how groups will be catered for
 - Operator to outline pricing and dining options within the models
- 26.3.1.2.3 Does the menu contain at least the following options: (weighting 12%)
- Starter choices
 - Protein range of at least 2 red and 2 white meat dishes
 - Variety of starch options available
 - Salad selections
 - Dessert choices
- 26.3.1.2.4 Display an ability to adapt to market demand (weighting 3%)

- 26.3.1.2.5 Does the menu offer choice in terms of food preparation methods? (weighting 9%)
- 26.3.1.2.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)
- 26.3.1.2.7 Have the brand adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 3%)
If no, will you adapt if this is required?
- 26.3.1.2.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)
- 26.3.1.2.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 26.3.1.2.10 Preparation time of meals realistic and in line with what is accepted in the market (weighting 12%)
- 26.3.1.2.11 Is the coffee and tea selection extensive (weighting 6%)
- 26.3.1.3 Dinner (weighting 50%)

Is the proposed menu a la carte?

- Yes: Continue
No: Disqualify

- 26.3.1.3.1 Adaptability (weighting 2%):
- Would the operator consider changes to the standard menu to cater for the unique market, i.e. local requirements? Areas to be covered should include menu contents and design as well as local flavour (dishes from the area – tied to responsible tourism)
- 26.3.1.3.2 Does the menu have a hot and cold selection (weighting 2%)
- 26.3.1.3.3 Adaptability of the operator to cater for groups (weighting 14%)
- Provide models on how groups will be catered for
 - Operator to outline pricing and dining options within the models

Does the menu have starters, main course and desserts?

Yes: Continue

No: Disqualify

- 26.3.1.3.4 Is there extensive variety within the 3 courses (weighting 15%)
- At least 5 starter choices
 - Protein range of at least 2 red and 2 white meat dishes
 - Variety of starch options available
 - Salad selections
 - At least 5 dessert choices
- 26.3.1.3.5 Does the menu offer choice in terms of food preparation methods? (weighting 9%)
- 26.3.1.3.6 Does the menu allow for dietary options, i.e. vegetarian and vegan (weighting 9%)
- 26.3.1.3.7 Have the franchise adapted for religious preferences i.e. Halaal and Kosher where the market demanded? (weighting 2%)
- If no, will you adapt if this is required?*
- 26.3.1.3.8 Menu to allow for portion variations, i.e. full and half portions (to cater for pensioners and kids) (weighting 12%)
- 26.3.1.3.9 Food presentation to be of high quality (images to be presented as part of the bid submission) (weighting 12%)
- 26.3.1.3.10 Preparation time of meals to be consistent with service delivery as prescribed by the franchisor (in line with other franchise outlets and general acceptable standards) (weighting 9%)
- 26.3.1.3.11 Good selection of wine, beer, spirits and soft drinks (carbonated and non-carbonated) (weighting 12%)
- 26.3.1.3.12 Is the coffee and tea selection extensive (weighting 2%)

26.3.2 Design (weighting 14%)

- 26.3.2.1 Submit design plans for the Front of House sections (weighting 35%):

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

26.3.2.2 Submit design plans for the Back of House sections (weighting 35%):

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

26.3.2.3 Integrated overall design to ensure better service delivery and efficiency (weighting 10%)

26.3.2.4 Green design i.e. use of natural light, water usage, electricity efficient appliances, etc. (weighting 10%)

26.3.2.5 Universal accessibility (weighting 10%)

- Compliance with the Grading Councils standards on Universal Accessibility

26.3.3 Décor Plans (weighting 21%)

26.3.3.1 Whilst SANParks acknowledges the value that the brand brings to the park the following should be outlined:

- How do you propose to adapt your décor to compliment National Parks in Africa (weighting 33.3%)

26.3.3.2 Signage in such a fashion that the brand is recognisable but with minimised effect on the park in terms of visibility (weighting 33.3%)

26.3.3.3 Outline what cutlery, crockery, condiments, linen, etc will be used in the restaurant (weighting 33.3%)

26.3.4 Labour (weighting 5%)

Undertaking to take over staff as per section 197?

Yes: Continue

No: Disqualify

26.3.4.1 Initiatives relating to housing, transport, training, competency (i.e. good training to operate with lower staff numbers), etc. to overcome the challenge of not having access to casual labour – in light of seasonality of the product (weighting 100%)

26.3.4.2 Undertaking needs to be given that the private party will be responsible for (1) staff transport (vehicle and driver), (2) ambulance services (during working hours and not covered by medical aid) and transport of employees kids to school (where applicable).

Undertaking given?

Yes: Continue

No: Disqualify

26.3.5 Hygiene Initiatives (weighting 10%)

26.3.5.1 Hygiene audits:

26.3.5.1.1 Undertaking to do a minimum of 2 hygiene inspections per year performed by an hygiene audit service provider whose laboratories are ISO 17025 accredited (weighting 20%)

26.3.5.1.2 Undertaking to address areas outlined in the hygiene report and prevent re-occurrence of negative findings (weighting 20%)

26.3.5.1.3 Undertaking to achieve a score of at least 75% on audits (weighting 20%)

26.3.5.1.4 Submit document / manual on hygiene standards (that will be implemented at the restaurant). Manual to contain the following as a minimum requirement: (weighting 40%)

- Actions to be taken and implemented to prevent pathogens to be detected on food samples.
- Temperature monitoring including, receiving temp monitoring, fridges/freezers, cold display, cooking and hot holding, control of thawing, internal calibration of thermometers and corrective action for temperatures out of specification.
- Requisite for the facility to have a certificate of acceptability (R918).
- Well documented Cleaning programmes including Cleaning Schedule and cleaning checklist
- Outline staff training that will be conducted related to hygiene practices
- Hand washing requisites outlining facilities, chemicals and schedules / frequency of washing
- Zoning of food areas per food type
- Pest control measures such as screening and closure of windows/doors

26.3.6 Safety initiatives (weighting 5%)

26.3.6.1 Extraction Cleaning Processes (every 6-months) (weighting 40%)

26.3.6.2 Emergency evacuation plans (weighting 40%)

26.3.6.3 Other safety initiatives (weighting 20%)

26.3.7 Maintenance schedule (weighting 5%)

26.3.7.1 The Private Party need to submit a detailed preventative maintenance plan for the facility over the contract period. Areas that need to be addressed includes but are not limited to the following (weighting 100%):

26.3.7.1.1 Air conditioners

26.3.7.1.2 Compressors

26.3.7.1.3 Furniture and fittings

26.3.7.1.4 Electrical maintenance

26.3.7.1.5 Appliances;

26.3.7.1.6 Etc.

26.3.8 Operational Manual

26.3.8.1 SANParks has compiled a Restaurant and Retail Operational Manual which outlines the following:

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26.3.8.2 The Private Party should give an undertaking that the above would be incorporated into the Private Parties Operations in order to ensure a good working relationship with SANParks.

26.3.9 Matrix of Understanding (weighting 5%)

26.3.9.1 The Private Party to subscribe to the Matrix of understanding that includes the following areas (weighting 100%):

26.3.9.1.1 To submit 6-monthly reports on BBBEE compliance (on a template to be provided by SANParks)

26.3.9.1.2 To submit maintenance requests as per the Operations Manual

26.3.9.1.3 To submit financial audit reports within 6 months after year end and financial management reports as and when required

26.3.9.1.4 Financial Management reports as and when required by SANParks

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

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

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

26.3.9.1.8 To strive to improve customer feedback to score at least 75% customer

satisfaction rating

26.3.9.1.9 To submit a list every 3 months outlining any sponsorships, gifts and/or free meals to SANParks personnel

26.4 Operational Plan – Conference Catering (weighting 30%)

26.4.1 Menu (weighting 25%)

26.4.1.1 Submit menus

26.4.1.1.1 Outline ability to compile different packages for different functions i.e. conference menu versus wedding menu (weighting TBD)

26.4.1.1.2 Provide example set menus for functions (weighting TBD)

26.4.1.1.3 Outline menus to cater for various groups i.e. upmarket conferences (VIP) standard conferences, bush braai menus, boma braai menus, etc (weighting TBD)

26.4.2 Cutlery, crockery, condiments and linen (weighting 25%)

Outline what cutlery, crockery, condiments, linen, etc will be used for conference catering as well as the PAR stock that will be kept

26.4.3 Marketing (weighting 25%)

26.4.3.1 How do you plan to market the facility to attract optimal customer base (weighting 100%)

26.4.3.1.1 Advertising (weighting 33.3%)

26.4.3.1.2 Selling (weighting 33.3%)

26.4.3.1.3 Coordinating (weighting 33.3%)

26.4.4 People / Staffing (weighting 25%)

26.4.4.1 Staff planning for seasonality (weighting 50%)

26.4.4.2 Training (weighting 50%)

27. SECTION 4 – ENVIRONMENTAL PROPOSAL

27.1 Scoring

In Bid Packages 1, 2, 9 and 10 the Environmental Plan comprises of 10% of the Functionality score and in Bid Packages 3, 4, 5, 6, 7 and 8 the Environmental Plan comprises 20% of the Functionality score.

27.2 Environmental responsibility:

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

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

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

27.3 Park specific environmental conditions:

27.3.1 The environmental proposal will include Operational Health and Safety (OHS). The Private Party to give an undertaking to work with SANParks to optimise this aspect.

27.3.2 More structured audits, performed by an Environmental control officer, will be required and will be for the account of the Private Party. This will ensure optimal operation and management of restaurant and retail facilities in National Parks. The Private Party to acknowledge and accept this.

27.3.3 During the contract period there will be a drive to remove plastic from the park. The Private Party will be required to subscribe to the following:

- 27.3.3.1 Removal of plastic carrier bags, plastic cutlery, once use cutlery, polystyrene, plastic cup lids, plastic straws, plastic used to wrap / package food, single wrapped sweets and bubble gums, plastic condiment sachets / containers, Low volume water bottles (330-500mls), Cleaning and Personal Hygiene Products such a facewash and toothpaste containing plastic microbeads, Shampoo, body wash and lotions in single use plastic bottles (versus dispensers), Polyester, poly-cotton and nylon in uniforms, clothes, material items and bedding items and conferencing and meeting plastic paraphernalia. The Private Party to acknowledge and accept this
- 27.3.3.2 Replacing single use plastic water bottles with water dispensers. The Private Party to acknowledge and accept this.
- 27.3.4 A plastic benchmark should be set and be reduced as follows: After 1 year, a 25% reduction, after year 5 a 60% reduction and after year 8, an 80% reduction. Where this is not complied to SANParks may issue a breach letter followed by termination if not implemented. Where optimum levels are implemented in year 1, no further reductions will be expected. The Private Party to acknowledge and accept this.
- 27.3.5 The following is compulsory:
- 27.3.5.1 Paper straws, no sachets (butter tubs and sugar sachets), no polystyrene, eco-friendly packaging and wooden utensils (for takeaways). The Private Party to acknowledge and accept this.
- 27.3.5.2 Installation of a functional fat trap (sized for the operation) together with a cleaning schedule (maintained in line with regulations). Fat must not enter the sewage system in any way of form. Fat must be collected and disposed at registered approved landfill site. The Private Party to acknowledge and accept this.
- 27.3.5.3 All cleaning chemicals (including dishwasher soap) must be biodegradable. Chemicals used to be approved by SANParks. The Private Party to acknowledge and accept this.
- 27.3.5.4 Kitchen must have a fully functional hot water system (such as geyser) for cleaning (e.g.dishes). The Private Party to acknowledge and accept this.
- 27.3.6 Recycling – This should be sorted at source as per SANParks guidelines. The Private Party to acknowledge and accept this.

27.3.7 Disposal of oil as per National and acceptable guidelines. The Private Party to acknowledge and accept this.

27.3.8 Cleanliness of external areas – bins must be cleaned regularly to prevent attracting primates. Infrastructure must be primate proof. The Private Party will be responsible to ensure that there are fully functional bins that are animal proof. The Private Party to acknowledge and accept this.

27.3.9 Management of primates will remain SANParks responsibility but Private Party to communicate problem animals with the rangers. Private Party must follow the KNP Standard Operating Procedure to mitigate/ prevent problem animals (should focus on preventing access to food, access control for waste, appointment of monitors on cost of successful bidder)

27.3.10 Consequence management will be applied for non-compliance by the Private Party. The Private Party to acknowledge and accept this.

27.4 Regulatory Provisions

27.4.1 The Private Party undertakes to adhere to all Regulatory Provisions, Environmental Specifications and guidelines. Where responsibilities are unclear SANParks' Environmental Manager will provide guidance to be adhered to. The Private Party to acknowledge and accept this.

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

27.4.3 The Private Party acknowledges that the terms and conditions set forth in the Environmental Guidelines are subject to amendment and the Private Party undertakes to comply with amended Environmental Guidelines.

27.5 Environmental Impact

27.5.1 Confirmation that all legislative requirements including Environmental Impact Assessment (EIA) or Basic Assessment (BA) requirements are understood and will be complied with. The Private Party to obtain written consent prior to undertaking an application for an environmental authorisation or any other environmental permits (such as water use licence).

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

27.5.3 Where fish might form part of the menu, the Private Party needs to subscribe to the South African Seafood Initiative (SASSI) and only sell fish with green status or SASSI certified.

27.6 **Code of Conduct**

27.6.1 The Private Party undertakes to induct all staff employed on the SANParks Code of Conduct and Park specific Rules.

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

27.7 **Waste Management:**

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

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

27.7.2.1 Manage general waste from source to disposal (use of green refuse bags for recyclable waste and black refuse bags for non-recyclable waste as per Park specific SOP's;

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

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

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

27.7.4 The Private Party will follow the following guidelines to prevent the effect of the waste on the ecosystem:

27.7.4.1 Prevent waste production at all sources, by striving for the minimization of all waste.

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

27.7.4.3 All waste must be disposed at registered approved landfill sites outside the Park. The disposal of waste at any waste sites within the National Park is strictly prohibited and failure to comply may result in termination.

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

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

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

27.7.4.7 The distribution of plastic bags to visitors is strictly prohibited and only brown paper bags (that should be sold and not given for free as this will discourage unnecessary use) are allowed to be given for the purpose of carrying items purchased (however, a model whereby only reusable bags are sold instead of giving out brown paper bags will be optimal). Employees should, as part of their training, be trained to ask whether customers require a bag.

27.7.5 In terms of packaging the Private Party commit to not use the following as this pollutes the park (and undertakes to work with the SANParks Environmental Manager to find the best solutions):

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

27.7.5.2 Paper serviettes;

27.7.5.3 Butter tubs/pads;

27.7.5.4 Plastic straws; and

27.7.5.5 Similar items

27.7.6 Ensure that the environment around and within the demarcated area of operation are kept free of litter.

27.8 Liquid Waste Management:

27.8.1 The Private Party acknowledges that, where SANParks' infrastructure is impacted due to irresponsible practices, that SANParks may charge and invoice the Private Party for the cost to take corrective action.

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

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

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

27.8.5 The Private Party undertakes to install a grease trap for:

27.8.5.1 Pot and Rinse Sinks attached to Dish Washers;

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

27.8.5.3 Soup Kettles or similar devices;

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

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

27.8.6.1 grease traps and interceptors (inside the Kitchen) must be inspected at least monthly and maintain a log sheet of each trap inspection detailing condition of the trap and any maintenance activity;

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

27.8.6.3 that waste recovered from the grease traps be removed from the park and disposed of at an authorized facility outside the Park.

27.9 Water Management and guidelines:

27.9.1 The Private Party undertakes to implement water conservation measures in the design and implementation of their operations and to set targets annually and monitor monthly in order to maintain optimal levels.

27.9.2 The Private Party undertakes to monitor the use of water against set targets;

27.9.3 The Private Party undertakes to educate staff via on-site notices, meetings on the use of water;

27.9.4 The Private Party undertakes to aim to avoid accidental loss through effective maintenance, installing quality storage (where needed) and reticulation systems and implementing leak detection systems.

27.9.5 SANParks will be responsible to install water meters at facilities where these are not installed.

27.10 Chemical substances

27.10.1 The Private Party (including employees of the Private Party) undertakes to not sell or use any of the chemicals that are banned from use in National Parks (as determined by the approved SOP of the applicable National Parks);

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

27.10.3 The Private Party undertakes to ensure safe storage and disposal of chemicals and their containers as per OHS Regulations and Material Safety Data Sheets;

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

27.11 Pest Control

27.11.1 The Private Party undertakes to comply with the integrated pest management plan as provided by SANParks and in line with the KNP Standard Operating Procedure (SOP) for integrated pest control;

27.11.2 Where and if required the Private Party undertakes to comply with the Bat Management SOP and KNP Bat Management Plan;

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

27.12 Visual Impacts

27.12.1 Specify building materials to be used for all structures upgrades, expansion, renovation, maintenance and obtain approval from particular specific SANParks Park;

27.12.2 Specify how visual impacts, including lighting, of the development will be minimised,

27.12.3 Provide locations of lightning arrestors and how the visual impacts of these will be minimized. The location of the lightning arrestor should be approved by Park

27.12.4 Specifically outline how brand signage and colours will be mitigated to complement the environment; and

27.12.5 The Private Party undertakes to implement mitigation measures in order to reduce the visual impact in the park, as determined by SANParks.

27.13 Monitoring

27.13.1 The Private Party agrees to cooperate with SANParks during environmental audits. SANParks has compiled an environmental checklist which might be updated from time to time and which will be agreed by the specific park.

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

27.13.3 The Private Party agrees that SANParks, facilitated by the Business Development

Unit (BDU) will monitor, evaluate and score the operations (based on the line items in the checklist) and that a score of less than 85% for three (3) consecutive audits would imply material breach of the PPP Agreement. The audits will also focus on the state of the infrastructure and OHS procedures.

27.14 Energy use

27.14.1 The Private Party undertakes to measure energy use and continuously aim to implement measures to reduce energy usage until optimal levels are reached.

27.14.2 The Private Party to monitor and report on energy usage.

27.14.3 The Private Party to specify optimum targets in line with the SANParks Energy Policy.

27.14.4 The Private Party to implement renewable energy sources according to SANParks Energy Policy.

27.14.5 The Private Party to supply, install and maintain own back up energy source.

28. SECTION 5 – RISK MATRIX

In all Bid Packages the Risk Matrix comprises of 5% of the Functionality score.

Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (institution/ private party/ shared)
Financing	Required capital for capex and opex may not be raised / secured; loans repayments might be difficult; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, oil prices and currency fluctuations may affect assumptions			
Supporting infrastructure	Supporting infrastructure may be inadequate to sustain the enterprise			
Planning, design and construction	Planning consents may not be acquired or granted; the design may not be fit for the purpose; construction may not be completed on time and in budget or might be higher than anticipated			
Utilities	Utilities may not be fully available or may cause delays			
Environment and heritage	Liability for losses caused by environmental or heritage damage or delays			
Maintenance	The costs of maintenance to required standards may vary from projections or maintenance may not be carried out			
Operations	Any factors (other than force majeure) that may impact on operations.			
Market, demand, volume	The demand for the product may be less than projected.			
Political	Unforeseeable conduct by any government institution may adversely affect the project, or			

Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (institution/ private party/ shared)
	the government may expropriate private party assets			
Force majeure	Unexpected events beyond either party's control			
Insurance risks	Loss of income caused by extreme events such as drought, fire or flooding			
Insurance risks	Public liability in the event of claims by clients related to hygiene deficiencies			

29. SECTION 6 – B-BBEE PROPOSAL

Bidders should provide the following information, with supporting evidence wherever possible. Requirements for supporting evidence are described in Section 29.3.5.

29.1 SANParks will evaluate the Bidder's B-BBEE Proposal and will assess scores according to the methodology and weightings based on the *Amended Tourism B-BBEE Sector Code, 2015 Targets*.

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

Or;

29.1.2 Bidders that anticipate that the SPV will qualify as an Exempted Micro Enterprise ("EME") (SPV total annual revenue of R5 million or below), as defined by the *Amended Tourism B-BBEE Sector Code*, are not required to complete the B-BBEE scorecard. As part of the bid, the Bidder must confirm that the anticipated total annual revenue of the SPV will be R5 million or below, as well as confirm the percentage black ownership in the SPV. The following wording should be used by the Bidder:

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

The SPV commits to [percentage]% black ownership, which will be maintained as a minimum throughout the duration of the PPP Agreement."

In terms of the B-BBEE Proposal, Bidders that anticipate that the SPV will qualify as an EME, will score as follows:

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

Where the SPV's annual revenue exceeds or falls short of the thresholds for a Large Enterprise, QSE or EME, SANParks may require the Private Party to submit a revised B-BBEE Proposal. In this case, a maximum transitional period of one year will be allowed for the SPV to achieve the new targets.

29.2 Commitments and Scoring

For Bidders anticipating that the SPV will qualify as a QSE or Large Enterprise, the relevant scorecard must be completed. The Bidder must make commitments in the 'bid offered' column and insert scores in the far right-hand column of the relevant B-BBEE scorecard below. If the percentage committed to by the Bidder is less than the target, then the score must be weighted accordingly; for example if the target is 1% and the maximum points to be scored are 5, and the Bidder's commitment is 0.5%, then only 2.5 points will be scored. If the percentage committed to by the Bidder is equal or more than the target, the full points will be scored. These commitments will become binding in the PPP Agreement. SANParks will confirm the scoring on the basis of supporting information provided and may use an accredited B-BBEE rating agency for this purpose.

29.3 B-BBEE Scorecard Definitions and Measurements

29.3.1 All B-BBEE definitions used are consistent with those used in the *Amended Tourism B-BBEE Sector Code, 2015*.

29.3.2 All measurements of scores are calculated consistently with those used in the *Amended Tourism B-BBEE Sector Code, 2015*

29.3.3 Large Enterprise Scorecard

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score	
Ownership	27	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	4	30%			
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%			
		Economic Interest	Economic Interest in the entity to which Black People are entitled	4	30%			
			Economic Interest in the entity to which Black Women are entitled	2	15%			
			Economic Interest of any of the following Black Natural Persons in the measured entity.					
			Black Designated Groups;					
			Black Participants in Employee Share Ownership Programmes;					
			Black People in Broad-Based Ownership Schemes;					
			Black Participants in Co-operatives.					
		Black New Entrants	4	10%				
Realisation Points	Net Value	8	As per Codes					
Score out of 27								
Management Control	19 (+2 Bonus)	Board Participation	Exercisable Voting Rights of Black Board Members as a percentage of all Board Members	2	50%			
			Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members	1	30%			
			Black Executive Directors as a percentage of all Executive Directors	2	50%			
			Black Female Executive Directors as a percentage of all Executive Directors	1	30%			
		Other Executive Management	Black Executive Management as a percentage of all Other Executive Management	2	60%			
			Black Female Executive Management as a percentage of all Other Executive Management	1	30%			
		Senior Management	Black Employees in Senior Management as a percentage of all Senior Management <i>Targets for Black People</i>	2	60%			

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			<i>must be split according to the Economically Active Population</i>				
			Black Female Employees in Senior Management as a percentage of all Senior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	30%		
		Middle Management	Black Employees in Middle Management as a percentage of all Middle Management <i>Targets for Black People must be split according to the Economically Active Population</i>	2	75%		
			Black Female Employees in Middle Management as a percentage of all Middle Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	38%		
		Junior Management	Black Employees in Junior Management as a percentage of all Junior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	80%		
			Black Female Employees in Junior Management as a percentage of all Junior Management <i>Targets for Black People must be split according to the Economically Active Population</i>	1	40%		
		Employees with disabilities	Black Employees with Disabilities as a percentage of all Employees	2	2%		
		Bonus Points	Number of Black Employees with Disabilities over and above the 2% target for Black Employees with Disabilities, as a percentage of all Employees	2	1% (over and above 2% target above)		
<i>Score out of 19 (+2 bonus)</i>							
Skills Development	20 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leivable Amount	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leivable Amount: - Accommodation; - Hospitality and related	5	6%		

Request for Proposal – Restaurant and Retail PPP Opportunities in Kruger National Park, Addo Elephant National Park and Tsitsikamma Section of the Garden Route National Park

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			services; - Travel and related services. <i>Targets for Black People must be split according to the Economically Active Population</i>				
			Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People with Disabilities in any of the above three tourism sub-sectors as a percentage of Leivable Amount	3	0.3%		
		Learnerships, Apprenticeships, and Internships	Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of total Employees <i>Targets for Black People must be split according to the Economically Active Population</i>	8	3.5%		
			Number of Black Unemployed Learners participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of number of total Employees <i>Targets for Black People must be split according to the Economically Active Population</i>	4	3%		
		Bonus Points	Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme	5	100%		
<i>Score out of 20 (+5 bonus)</i>							
Enterprise and Supplier Development	40 (+ 2 Bonus)	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	80%		
			B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	15%		

Request for Proposal – Restaurant and Retail PPP Opportunities in Kruger National Park, Addo Elephant National Park and Tsitsikamma Section of the Garden Route National Park

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			B-BBEE Procurement Spend from all Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	15%		
			B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	9	40%		
			B-BBEE Procurement Spend from Empowering Suppliers that are 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	12%		
		Supplier Development	Annual value of all qualifying Supplier Development contributions made by the measured entity as a percentage of the target	10	3% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions made by the measured entity as a percentage of the target	5	0.5% of NPAT		
		Bonus Points	Bonus point for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level	1	Yes		
			Bonus point for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity	1	Yes		
<i>Score out of 40 (+2 bonus)</i>							
Socio-economic Development	5 (+3 Bonus)	Socio-economic Development	Annual value of all Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
	<i>Score out of 5 (+3 bonus)</i>						
Total Points	111 (+12 Bonus)			111 (+12 Bonus)	Score out of 111		

29.3.4 Qualifying Small Enterprise Scorecard

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	26	Voting Rights	Exercisable Voting Rights in the hands of Black People	5	30%		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%		
		Economic Interest	Economic Interest in the entity to which Black People are entitled	5	30%		
			Economic Interest in the entity to which Black Women are entitled	3	15%		
			Economic Interest of Black New Entrants or Black Designated Groups	3	3%		
		Realisation Points	Net Value	8	As per Codes		
		Score out of 26					
Management Control	15 (+2 Bonus)	Executive Management	Black representation at Executive Management	5	60%		
			Black Female representation at Executive Management	2	30%		
		Senior, Middle and Junior Management	Black representation at Senior, Middle and Junior Management	6	60%		
			Black Female representation at Senior, Middle and Junior Management	2	30%		
		Bonus Points	Number of Black Employees with Disabilities as a percentage of all Employees	2	1%		
		Score out of 15 (+2 bonus)					
Skills Development	25 (+5 Bonus)	Skills Development Expenditure on any programme specified in the Learning Programme Matrix for Black People as a percentage of the Leivable Amount	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leivable Amount: - Accommodation; - Hospitality and related services; - Travel and related services.	10	3%		
			Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black Females in any of the above three tourism sub-sectors as a percentage of Leivable	9	1.5%		

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
			Amount.				
		Learnerships, Apprenticeships, and Internships	Number of Black People participating in Learnerships, Apprenticeships and Internships specified in the Learning Matrix paid for by the measured entity as a percentage of total Employees	6	2.5%		
		Bonus Points	Number of Black People absorbed by the measured and/ or industry entity at the end of the Learnerships/ internship or Apprenticeship programme	5	100%		
		<i>Score out of 25 (+5 bonus)</i>					
Enterprise and Supplier Development	30	Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	8	60%		
			B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	10	30%		
		Supplier Development	Annual value of all qualifying Supplier Development contributions made by the measured entity as a percentage of the target	7	2% of NPAT		
		Enterprise Development	Annual value of all qualifying Enterprise Development contributions made by the measured entity as a percentage of the target	5	1% of NPAT		
		<i>Score out of 30</i>					
Socio-economic Development	5 (+3 Bonus)	Socio-economic Development	Annual value of all Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	5	1% of NPAT		
		Bonus Points	Status as TOMSA levy collector	3	Yes		
		<i>Score out of 5</i>					
Total Points	101 (+10 Bonus)			101 (+10 Bonus)	Score out of 101		

Bidders are responsible for providing information to support their commitments, which includes the following (failure to provide supporting evidence may result in the bidder being penalised during evaluation):

29.3.5.1 Large Enterprises

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

1.Ownership	Input
1.1 Voting Rights	
a)Percentage of voting rights in the hands of:	
i. Black People	
ii. Black Women	
1.2 Economic Interest	
a)Percentage economic interest in the hands of:	
i. Black People	
ii. Black Women	
b)B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice)	
1.3 Realisation Points	
a) Net value:	
If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes. OR	
If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:	
i. Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)	
ii. Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount	
iii. Anticipated value of the SPV at end of Year 1	
2.Management Control	Input
2.1 Economically Active Population being applied for calculations (National / Provincial) – if Provincial, please specify province for evaluation purposes (North West and KZN do not apply as SANParks does not operate in these provinces)	
2.2 Board Participation	
a) Total anticipated number of Board Members	
b) Anticipated number of voting rights in the hands of the following Board Members:	

i. Black People									
ii. Black Women									
c) Total anticipated number of Executive Directors									
d) Anticipated number of:									
i. Black Executive Directors									
ii. Black Female Executive Directors									
2.3 Other Executive Management									
a) Total anticipated number of Other Executive Management									
b) Anticipated number of:									
i. Black Executive Managers									
ii. Black Female Executive Managers									
2.4 Management (Senior, Middle and Junior)									
Level of Management	Number of Proposed Employees per Group								
	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
Senior Management									
Middle Management									
Junior Management									
TOTAL									
2.5 Employees with disabilities									
a) Total anticipated number of employees anticipated to be on payroll									
b) Anticipated number of Black Employees with disabilities									
3. Skills Development									Input
3.1 Skills Development Expenditure									
a) Anticipated Leviable Amount (total payroll amount)									
b) Anticipated Skills Development expenditure									
c) Anticipated Skills Development expenditure on Black People:									
Skills Development Expenditure (Rands)	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
d) Anticipated Skills Development expenditure on Black People with Disabilities									
Note: Provide an overview on the Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes.									

3.2 Learnerships, Apprenticeships and Internships									
a) Total anticipated number of employees anticipated to be on payroll									
b) Participation in Learnerships, Apprenticeships and Internships paid for by the SPV:									
Anticipated Number of Learnerships, Apprenticeships and Internships	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Total
Employees									
Unemployed Learners									
c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship									
4. Enterprise and Supplier Development									Input
4.1 Preferential Procurement									
a) Anticipated Total Measured Procurement Spend in Rands									
b) Anticipated value of B-BBEE procurement spend (in Rands) with:									
i. Empowering Suppliers									
ii. Empowering Suppliers that are Qualifying Small Enterprises									
iii. Exempted Micro Enterprises									
iv. Empowering Suppliers that are at least 51% Black Owned									
v. Empowering Suppliers that are 30% Black Women Owned									
Note: Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement.									
4.2 Supplier Development									
a) Anticipated Net Profit After Tax (NPAT) in Rands									
b) Anticipated value of Supplier Development contributions in Rands									
Note: Where possible, provide planned qualifying Supplier Development contributions / activities.									
4.3 Enterprise Development									
a) Anticipated value of Enterprise Development contributions in Rands									
Note: Where possible, provide planned qualifying Enterprise Development contributions / activities.									
b) Bonus point anticipated for graduation of one or more qualifying Enterprise Development beneficiaries to graduate to the Supplier Development level									
c) Bonus point anticipated for creating one or more jobs directly as a result of qualifying Supplier Development and Enterprise Development contributions by the measured entity									
5. Socio-economic Development									Input
5.1 Socio-economic Development contributions									

a) Anticipated value of Socio-economic Development contributions	
Note: Where possible, provide planned qualifying Socio-economic Development contributions / activities.	
5.2 Status as a TOMSA levy collector	
a) If “Yes”, the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful	

29.3.5.2 Qualifying Small Enterprises

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

1.Ownership	Input
1.1 Voting Rights	
a)Percentage of voting rights in the hands of:	
i. Black People	
ii. Black Women	
1.2 Economic Interest	
a)Percentage economic interest in the hands of:	
i. Black People	
ii. Black Women	
b)B-BBEE certificates of all shareholders (for EMEs and for QSEs (with black ownership above 51%), as per the Tourism Sector Code, a sworn affidavit or certificate issued by Companies and Intellectual Property Commission (CIPC) will suffice)	
1.3 Realisation Points	
a) Net value:	
If Equity held by Black Participants is unencumbered (debt free) and meets the minimum targets, or if 30% or more of the shares held by Black Participants are unencumbered, full points will be scored. A statement to confirm this is required for evaluation purposes. OR	
If shares held by Black Participants are encumbered, the following should be provided to verify the anticipated Net Value at the end of Year 1:	
i. Anticipated value at the end of Year 1 of the Equity held by Black Participants in the SPV (where multiple participants, specify for each Black Participant)	
ii.Anticipated value of Acquisition Debts of Black Participants in the SPV at end of Year 1 (where multiple participants, specify for each Black Participant). Where Black Ownership of a shareholder in the SPV is encumbered, this should be accounted for in this amount	
iii.Anticipated value of the SPV at end of Year 1	
2.Management Control	Input

2.1 Executive Management	
a) Total anticipated number of Executive Management	
b) Anticipated number of:	
i.Black Executive Managers	
ii.Black Female Executive Managers	
2.2 Management (Senior, Middle and Junior)	
a)Total anticipated number of Senior, Middle and Junior Management	
b) Anticipated number of:	
i.Black Employees in Senior, Middle and Junior Management	
ii.Black Female Employees in Senior, Middle and Junior Management	
2.3 Employees with disabilities	
a) Total anticipated number of employees anticipated to be on payroll	
b) Anticipated number of Black Employees with disabilities	
3.Skills Development	Input
3.1 Skills Development Expenditure	
a) Anticipated Leviable Amount (total payroll amount)	
b)Anticipated Skills Development expenditure	
c)Anticipated Skills Development expenditure on Black People	
d) Anticipated Skills Development expenditure on Black Females	
Note: Provide an overview on the Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes.	
3.2 Learnerships, Apprenticeships and Internships	
a)Total anticipated number of employees anticipated to be on payroll	
b)Anticipated number of Black People that will participate in Learnerships, Apprenticeships and Internships paid for by the SPV	
c) Anticipated percentage of Black People to be absorbed at the end of the Learnership, Internship or Apprenticeship	
4.Enterprise and Supplier Development	Input
4.1 Preferential Procurement	
a) Anticipated Total Measured Procurement Spend in Rands	
b) Anticipated value of B-BBEE procurement spend (in Rands) with:	
i.Empowering Suppliers	
ii. Empowering Suppliers that are at least 51% Black Owned	
Note: Where possible, provide details for Black Enterprises or Black People targeted for subcontracting and procurement.	

4.2 Supplier Development	
a) Anticipated Net Profit After Tax (NPAT) in Rands	
b) Anticipated value of Supplier Development contributions in Rands	
Note: Where possible, provide planned qualifying Supplier Development contributions / activities:	
4.3 Enterprise Development	
a) Anticipated value of Enterprise Development contributions in Rands	
Note: Where possible, provide planned qualifying Enterprise Development contributions / activities.	
5.Socio-economic Development	Input
5.1 Socio-economic Development contributions	
a) Anticipated value of Socio-economic Development contributions	
Note: Where possible, provide planned qualifying Socio-economic Development contributions / activities.	
5.2 Status as a TOMSA levy collector	
a) If “Yes”, the TOMSA levy contributor certificate must be provided, or if the SPV intends to become a TOMSA levy collector, a commitment must be given, which will be binding if the Bidder is successful	

29.3.6 Milestones and Targets Going Forward

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

29.3.6.2 The milestones and targets of the *Tourism B-BBEE Charter and Scorecard* could thus be amended from time to time and the provisions of this Section and PPP Agreement would be modified accordingly. The Private Party would receive notification of such amendments and be provided a maximum transitional period of one year for the SPV to address the amendments.

29.3.7 External B-BBEE Verification

29.3.7.1 Following signature of the PPP Agreement:

29.3.7.1.1 *for SPVs qualifying as Large Enterprises and QSEs (as per SANParks’ B-BBEE requirements), the Private Party shall appoint a reputable external verification agency to determine the SPV/s B-BBEE status, as per the B-BBEE Proposal. A copy of such an independent verification certificate shall be provided to SANParks within 15 (fifteen days) after the end of each Financial Year of the SPV. The B-BBEE Verification Certificate will categorise the SPV/s*

according to their contribution to B-BBEE, as per the requirements of the B-BBEE Proposal.

29.3.7.1.2 *For SPVs qualifying as EMEs (as per SANParks' B-BBEE requirements), the Private Party shall submit a sworn affidavit or certificate issued by the Companies and Intellectual Property Commission (CIPC) on an annual basis to confirm that the SPV's total annual revenue is within the EME threshold, as per the B-BBEE Proposal, and confirm the SPV's level of Black Ownership. A copy of such affidavit or CIPC certificate shall be provided to SANParks within 15 (fifteen days) after the end of each Financial Year of the SPV.*

29.3.7.1.3 SANParks reserves the right to monitor and audit the Private Party's B-BBEE status. The Private Party shall co-operate in any monitoring or audit activity and provide SANParks with all information, documents, records and the like to enable SANParks to conduct such audits, or any other monitoring activities.

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

30. SECTION 7 – PPP FEE OFFER

30.1 Important note to Bidders

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

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

30.2 Form of Letter

To: South African National Parks

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

(a) the minimum PPP fee and

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

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

Bid Package	Monthly rental (excluding VAT)	Annual rental (excluding VAT)
Bid Package 1	R 90,000	R 1,080,000
Bid Package 2	R 190,000	R 2,280,000
Bid Package 3	R 60,000	R 720,000
Bid Package 4	R 30,000	R 360,000
Bid Package 5	R 200,000	R 2,400,000
Bid Package 6	R 260,000	R 3,120,000
Bid Package 7	R 1,500,000	R 18,000,000

Bid Package	Monthly rental (excluding VAT)	Annual rental (excluding VAT)
Bid Package 8	R 1,100,000	R 13,200,000
Bid Package 9	R 70,000	R 840,000
Bid Package 10	R 55,000	R 660,000

The Variable PPP Fee bid by [name of bidder] is _____[percentage]% of gross revenue. [Name of bidder] hereby warrants that the committed minimum PPP fee and the Variable PPP Fee shall be included in the PPP agreement, if accepted by SANParks.

For indicative purposes only, our projection of fees payable to SANParks is:

Years	1	2	3	4	5	6	7	8	9	10
Gross revenue (net of VAT)										
Percentage of gross revenue due as Variable PPP Fee (same for each year)										
PPP fee due										
Minimum PPP fee or Variable PPP Fee, whichever is greater										

* Adapt for the term of the PPP (10 or 15 years).

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

Signed: _____

Name: _____

Title: _____

31. SECTION 8 – PPP AGREEMENT

The PPP Agreement does not form part of the RFP but will be available on the SANParks website: www.sanparks.org.

Annexures

32. ANNEXURE 1 – BID COVER SHEETS

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

ENVELOPE 1: TECHNICAL BIDS (ORIGINALS)

Bid for the following:

- | | |
|--|--------------------------|
| Bid package 1 – Restaurant in Addo Elephant _____ | <input type="checkbox"/> |
| Bid package 2 – Retail in Addo Elephant _____ | <input type="checkbox"/> |
| Bid package 3 – Restaurant in KNP Berg en Dal _____ | <input type="checkbox"/> |
| Bid package 4 – Restaurant in KNP Pretoriuskop _____ | <input type="checkbox"/> |
| Bid package 5 – Restaurant in KNP Lower Sabie _____ | <input type="checkbox"/> |
| Bid package 6 – Restaurant in KNP Skukuza _____ | <input type="checkbox"/> |
| Bid package 9 – Restaurant in Tsitsikamma _____ | <input type="checkbox"/> |
| Bid package 10 – Retail in Tsitsikamma _____ | <input type="checkbox"/> |

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity under which bid is signed:

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

ENVELOPE 2: PPP FEE OFFER AND B-BBEE SUBMISSION (ORIGINALS)

Bid for the following:

- Bid package 1 – Restaurant in Addo Elephant _____
- Bid package 2 – Retail in Addo Elephant _____
- Bid package 3 – Restaurant in KNP Berg en Dal _____
- Bid package 4 – Restaurant in KNP Pretoriuskop _____
- Bid package 5 – Restaurant in KNP Lower Sabie _____
- Bid package 6 – Restaurant in KNP Skukuza _____
- Bid package 9 – Restaurant in Tsitsikamma _____
- Bid package 10 – Retail in Tsitsikamma _____

Name of bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of bidder:

Date:

Capacity under which bid is signed:

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

33. ANNEXURE 2 - ACCEPTABLE WORDING OF BID BOND

To: South African National Parks

[Name of bidder] (“the bidder”) is to submit to SANParks a bid to enter into PPP agreement with SANParks for the purpose of the operation of the retail facility in the _____ National Park;

And you require the bidder to include in the bid a bid bond for the amount:

Bid Package 1: R 84,473.95

Bid Package 2: R 105,592.43

Bid Package 3: R 27,622.98

Bid Package 4: R 23,610.47

Bid Package 5: R 59,723.08

Bid Package 6: R 128,907.24

Bid Package 9: R 101,368.74

Bid Package 10: R 105,592.43

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

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R _____ (Amount in words), upon any or all of the following occurrences:

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

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

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

SIGNATURE AND SEAL

Name of bank_____

Address_____

Date_____

Please note: The Bid Bond will be replaced by a Performance Bond once operation commences to the amount as indicated below:

Bid Package 1: R 308 000

Bid Package 2: R 424 000

Bid Package 3: R 118 000

Bid Package 4: R 101 000

Bid Package 5: R 254 000

Bid Package 6: R 548 000

Bid Package 9: R 308 000

Bid Package 10: R 424 000

The performance bond will be increased yearly on 1 April with CPI.

34. ANNEXURE 3 - PROHIBITED CHEMICALS

35. ANNEXURE 4 - PREFERRED CHEMICAL CONTROL

36. ANNEXURE 5 - BAT MANAGEMENT GUIDELINES

37. ANNEXURE 6 - PEST MANAGEMENT PLAN