REQUEST FOR PROPOSALS

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE PROPOSED PUBLIC PRIVATE PARTNERSHIP OPPORTUNITY FOR THE FINANCING, REFURBISHMENT, OPERATION AND MAINTENANCE OF THE JAKKALSBESSIE CONCESSION AREA IN THE KRUGER NATIONAL PARK (KNP)



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IMPORTANT NOTICE

This Request for Proposals ("**RFP**"), incorporating all its attachments, has been produced by South African National Parks ("**SANParks**"), in connection with the tourism public private partnership ("**PPP**") opportunity available at the Jakkalsbessie Concession Area ("**Concession or Concession Area**") in the Kruger National Park ("**KNP**"). This RFP pertains to one of six concessions to be tendered by SANParks including, Jock of the Bushveld, Mluwati, Lwakahle, Jakkalsbessie, Mutlumuvi and Mpanamana.

No representation or warranty, express or implied, is made, or responsibility of any kind is or will be accepted, by SANParks, 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 Bidder to assist in making its own appraisal of the PPP opportunity presented herein and in deciding whether to submit a proposal in connection with the opportunity. However, this RFP is not intended to serve as the basis for an investment decision on the opportunity, and each recipient is expected to make such independent investigation and to obtain such independent advice, as he or she may deem necessary for such a decision.

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

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

3 July 2026 / Revised 18 September 2026

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1. INTRODUCTION

1.1 This Request for Proposals ("RFP") is issued by South African National Parks (“SANParks”) in accordance with the guidelines for Public Private Partnerships (“PPPs”) contained in National Treasury's Tourism PPP Toolkit, and in compliance with Treasury Regulation 16, as amended, issued in terms of the Public Finance Management Act 01 of 1999.

1.2 SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity at the Concession Area in the Kruger National Park (“KNP”) that gives a selected private party the rights to the commercial use for 25 (twenty-five) years through a PPP agreement (“PPP Agreement”).

1.3 It is intended that by SANParks entering into the PPPs with a Private Party, SANParks will generate revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the Private Party will develop (upgrade and refurbish), operate and finance the Concession Area with strict compliance with SANParks environmental standards, Protected Areas conservation guidelines, existing environmental authorisations, permits and operating licences.

2. VALUE-FOR-MONEY OBJECTIVES

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

2.2 The Value-for-Money Objectives for the Concession Area are:

2.2.1 Revenue generation for SANParks by way of concession fee optimisation and increase in entry and conservation fees;

2.2.2 B-BBEE, job creation, development of communities within a 100km radius of the KNP (Local Communities) and the communities with which the government of the Republic of South Africa has entered into settlement agreements in respect of land claims instituted by such communities (Dispossessed Land Owner Communities);

2.2.3 Tourism promotion with particular focus on diversification of products and markets and penetrating markets not reached by SANParks facilities in the KNP;

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2.2.4 Optimal utilisation of prime assets - Standard of facilities and infrastructure to be maintained and improved where required (within existing footprint);

2.2.5 Biodiversity protection and conservation;

2.2.6 Cultural and Heritage Resources Conservation.

3. SANPARKS BENEFICIATION SCHEME AND COMMERCIALISATION STRATEGY OBJECTIVES

3.1 SANParks, as part of its mandate to drive sustainable B-BBEE and socio-economic transformation in the Tourism Sector, provide and accelerate opportunities to broaden the network of those benefiting from commercial activities/opportunities in the national Parks and to promote a synergistic existence of commercial activities with Local Communities including Dispossessed Land Owner Communities, has identified Specific Goals for the Project which have been articulated in Annexure 3 (B-BBEE Obligations) below.

3.2 Bids submitted in response to this RFP must demonstrate how the Specific Goals will be met, including timelines and targets set out in Annexure 3 (B-BBEE Obligations) below.

3.2.1 In keeping with SANParks' obligations and objectives articulated in its Beneficiation Scheme (as defined in paragraph 3.2.3 below) and Commercialisation Strategy policies, preferential procurement policies and legislation and B-BBEE laws, particular attention will be paid to Bidders' B-BBEE proposals in response to the B-BBEE Obligations in respect the identified Specific Goals, particularly Bidders' commitments to meet and exceed compliance targets in the B-BBEE Project Scorecard targeting socio economic transformation for Local Communities and/or Dispossessed Land Owner Communities.

3.2.2 Furthermore, the government of the Republic of South Africa and the Dispossessed Land Owner Communities have entered into settlement agreements in respect of land previously owned by the Dispossessed Communities in KNP in terms of section 42(D) of the Restitution of Land Rights Act, 1994. Pursuant to the settlement agreements the parties agreed that restitution shall take the form of equitable redress to ensure that the continuation of conservation, protection and management of KNP is not adversely impacted by the approval of land claims**.** In consequence thereof, the settlement comprises two phases, namely, phase one which entails payment of financial compensation for loss of improvements that were on the claimed land at the time of dispossession and phase two which entails the development of a beneficiation scheme by SANParks to ensure that the Dispossessed Land Owner

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Communities benefit from commercial, job and other economic opportunities deriving from KNP ("**the Beneficiation Scheme**").

3.2.3 The relevant principal terms of the Beneficiation Scheme are the following -

3.2.3.1 Tender Participation: The Dispossessed Land Owner Communities can fairly and equitably participate in SANParks open tender opportunities for concessions KNP, either alone or with partners;

3.2.3.2 Partnership Terms: If the Dispossessed Land Owner Communities collaborate with a third party (e.g. joint venture, consortium, partnership), the parties shall negotiate and agree the commercial terms of the relationship between them;

3.2.3.3 Equity in Concessions: SANParks shall require the Private Party to set aside a 10% (ten percent) equity interest which will be issued to an entity established by or on behalf of the Dispossessed Land Owner Communities for nominal consideration, on a "free carry" basis, for the duration of the Concession and be entitled to appoint 1 (one) director to the board of the entity through which the Private Party shall implement the Concession; and

3.2.3.4 Enterprise Development: The Private Party must support community development through procurement, training, and supplier development programmes or by contributing to a centralised fund established and managed by the Dispossessed Land Owner Communities on terms and conditions agreed between SANParks and the Private Party.

4. GENERAL RULES OF THE TENDER

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

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

4.3 SANParks reserves the right to modify the timetable 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 Paragraph 4.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

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4.4 The Bid will be conducted in accordance with and shall be governed by the laws of the Republic of South Africa and this Request for Proposals.

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

4.6 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.

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

4.8 The draft PPP Agreements will be included in the Tender Documents. SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Paragraph or otherwise granted in this RFP, PPP Agreements, or available under the Republic of South Africa laws.

4.9 Each Bidder must appoint one or more duly authorised representatives, mandated by an executive decision of the project company and legal power of attorney to represent the Bidder and the name(s) of such representatives should be provided in the Bidding documents.

4.10 **Non-eligible Persons**

Any Bid including the involvement of any person:

4.10.1 blacklisted by the National Treasury under the Register for Tender Defaulters in terms of GN 194 of 11 April 2005 issued in terms of the Prevention & Combating of Corrupt of Corrupt Activities Act, 2004;

4.10.2 listed on the Disqualified Director's Register (maintained by the Companies and Intellectual Property Registration Office) in terms of section 218(1A)(6) of the Companies Act available on http://www.cipc.co.za;

4.10.3 who is initiating or has initiated any litigation, arbitration or other administrative proceedings in respect of any of the six (6) Concessions for the tender; or

4.10.4 who has been found guilty in a court of law of fraud or corruption related crimes, will be rejected by SANParks.

4.11 **Integrity and Honesty**

A Bidder must act with the highest degree of integrity and honesty and with the utmost good faith in all dealings with SANParks. A Bid must not contain any misrepresentations.

4.12 **Invitation**

4.12.1 Bidders are hereby invited to submit Bids to be considered for appointment as Preferred Bidder in terms of and subject to the terms and conditions of this RFP.

4.12.2 A Bidder may submit a Bid response to a maximum of four (4) out of the six (6) Concessions Subject to this Retender.

4.12.3 SANParks reserves the right to award or select the same Preferred Bidder for a maximum of two (2) Bids out of six (6) Concessions Subject to this Retender.

4.12.4 A Bidder appointed as the Preferred Bidder in respect of the Concession Area shall, subject to the requirements of this RFP, conclude the PPP Agreement in respect of the Concession Area. A Reserve Bidder shall only be required to conclude the PPP Agreement in the event that the PPP Agreement is not or cannot be concluded with the Preferred Bidder or the Preferred Bidder is disqualified or the Preferred Bidder's status is revoked and in which event the Reserve Bidder shall be invited to conclude the PPP Agreement with SANParks in respect of the Concession Area. SANParks reserves the right to appoint a Reserve Bidder at any time subsequent to the disqualification of the Preferred Bidder or if the PPP Agreement is not or cannot be concluded with the Preferred Bidder.

4.12.5 In the event that SANParks is unable to conclude an agreement with a Preferred Bidder or a Reserve Bidder for the Concession Area, SANParks reserves the right to seek a new Private Party or at its sole discretion to procure the Concession with a successor Private Party or any other form of a procurement of the Concession as a whole or as possibly subdivided into several procurements of whatever nature at the entire discretion of SANParks.

4.12.6 No person (other than a Lender and a B-BBEE material and/or furniture supplier (B-BBEE Material and/or Furniture Supplier)) or advisor to a person may be a member of, or in any way participate in or be involved with (either directly or indirectly), more than one Bidder at any stage during the procurement process without the prior written consent of the Institution, which may be granted or refused in its sole and absolute discretion. Lenders and B-BBEE Material and/or Furniture Suppliers are permitted to support more than one Bidder subject to the observation, implementation and enforcement of strict information barriers and strict compliance with laws (including Competition laws).

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5. IDENTITY OF BIDDERS

5.1 Notwithstanding the qualification criteria set out in Annexure 1B (Information on Bidders) below, a Bidder may be an entity that is a single company, an unincorporated joint venture, consortium or a trust.

5.2 A Bidder must meet the operational and financial criteria as contained in this RFP. A minimum of 30% of the equity in the Bidder must be held by the technical/operational partner (defined in the PPP Agreement to mean an equity holder in the Private Party which has the hospitality operations experience) in the SPV.

5.3 Any Bid submission from an organ of state, including the involvement of any national public entity, provincial public entity and local government entity (as defined in section 239 of the Constitution, the PFMA and the MFMA), other than participation in the Bidding entity in the capacity of a funder, will be rejected by SANParks.

5.4 Other than participation as a funder or contractor that is not the main construction or operations subcontractor in the Private Party SPV, public institutions are specifically excluded from submitting proposals unless:

5.4.1 approved in advance by the applicable ministry with responsibility over such public entity;

5.4.2 the involvement of such public entity has been secured in advance by the Institution through a third-party agreement;

5.4.3 the provision of services by such public entity is made available to all Bidders; and

5.4.4 the provision of services by such public entity is permitted by law.

5.5 A Bidder must, in its Business and Operational Plan, set out in detail its shareholding structure as at Bid submission clearly identifying the percentage of equity participation of each shareholder in the Bidding entity, their roles and responsibilities and any directorships held by shareholders. Where any parties are not shareholders, but will be integrally involved in the operation of the SPV, the Bidder's proposal should clearly identify the parties and their role in the Bidding entity and proposed participation/ role in the Private Party SPV.

5.6 On appointment as a Preferred Bidder, the Bidder will be required to incorporate a new special purpose vehicle / Project company ("Private Party SPV") in accordance with the law of the Republic of South Africa, which will be the entity to contract with SANParks, ring fenced solely to undertake the PPP Concession and services as defined in the PPP Agreement.

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5.7 The Private Party SPV must be incorporated prior to the Signature of the PPP Agreement and must take the form of the organisation structure proposed at Bid submission stage and in line with the proposed terms of the SPV memorandum of incorporation, shareholders agreement and subcontracting terms.

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

5.9 Bidders will also be required to provide information on ownership of the entities of which the Bidder are comprised, together with organograms reflecting the ownership proportions.

5.10 When preparing submissions on the identity of the Bidders, Bidders are required to structure their submissions according to the following format:

5.10.1 submit to SANParks the information set out in Annexure 1A in relation to the Qualification Criteria;

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

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

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

5.12 Where a selected Preferred Bidder which is an unincorporated Enterprise or a Consortium, it must establish a Private Party that has a sole purpose, object and business of undertaking the PPP Opportunity, which is the subject of its Bid, with one or more Members becoming shareholders of such Private Party, no later than 15 Business Days before the anticipated date of signature of the PPP Agreement. Such Preferred Bidder shall provide SANParks with certified copies of the incorporation documents and share register of such Private Party no later than ten Business Days before the anticipated date of signature of a PPP Agreement.

5.13 No replacement of a Member, withdrawal of a Member or admission of a new Member of a Bidder (or the equivalent thereof in a Private Party established by it) (Change in Membership) is permitted after the Bid Submission Date without the prior approval of the SANParks.

5.14 A Bidder or any Member wishing to change its Membership as contemplated above must submit to SANParks a written request to do so. Such request must set out all relevant facts and circumstances that have arisen since the Bid Submission Date that necessitated the request,

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together with all documentation, information, data and responses required to fulfil, in respect of such change, the requirements in this RFP.

5.15 SANParks reserves the right to require a Bidder to supply such further information as SANParks may, in its sole discretion, request with regard to such Change in Membership as to enable SANParks to fully consider the impact of such change. The Bidder requiring such change will be liable for SANParks's costs in this regard, which will be payable on demand.

5.16 Other than an approved Change in Membership, a Bidder may not change any aspect of its Bid after the Bid Submission Date.

6. EVALUATION PROCESS

SANParks will evaluate Bids in accordance with the following process:

6.1 Evaluation Stage 1: Compliance

6.1.1 All Bidders must comply with the administrative requirements outlined in the Standard Bidding Documents and the mandatory requirements listed below. All Bidders failing to provide the required information and documentation in this evaluation stage may face disqualification from further evaluation.

6.1.2 The test for administrative responsiveness shall entail consideration of the following:

6.1.2.1 submission of returnable documents by the submission date and time; and

6.1.2.2 verification of the validity of all returnable documents.

6.1.3 Failure to comply with the requirements assessed in Stage 1 (compliance) may lead to the disqualification of the Bids and the Bidder will not be evaluated for functionality.

6.2 Evaluation Stage 2: Functionality Evaluation

6.2.1 The Bids will be evaluated for substantive responsiveness and functionality based on the evaluation criteria and the minimum threshold as shown in Annexure 2 – Functionality Component Requirements, Weighting and Scoring Schedule & Risk Schedule.

6.2.2 Each proposal that passed functional evaluation of 80% and more, will be on equal footing to proceed to this final round of evaluation on price and specific goals.

6.2.3 Any Bid that fails to meet the overall minimum threshold of 80% will be disqualified for further evaluation on Price and B-BBEE.

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6.3 **Evaluation Stage 3: Price and B-BBEE**

The 90/10 preference point system shall be applicable to this phase, where 90 points represent the maximum obtainable points for the highest acceptable price and 10 points represent the specific goals. The Bid documentation's table below will award points to a Bidder for achieving the specific goals.

7. **CHECKLIST OF MANDATORY RETURNABLE DOCUMENTS**

Bidders are required to adhere to the following instructions:

7.1 Tick in the relevant block below;

7.2 Ensure that the following documents are completed and signed where applicable; and

7.3 Use the prescribed sequence in attaching the annexes that complete the Bid Response.

NB: should all of these documents not be included, the Bidder may be disqualified on the basis of non-compliance.

NO.	MANDATORY RETURNABLE DOCUMENTS	YES	NO
1.	Bid Bond - An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 7 - Acceptable wording of Bid and performance bond		
2.	Resolution of the Project Company or Lead Member		
3.	Resolution of Each Member (Other than the Lead Member)		
4.	Tax Clearance Requirements - An original tax clearance certificate, issued by the South African Revenue Service (“SARS”) within six months of the Bid date, for each South African member of the Bidder		
5.	Audited Annual Financial Statements for the past 3 years		

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NO.	MANDATORY RETURNABLE DOCUMENTS	YES	NO
6.	A written statement of the Net Asset Value of any of the Shareholders in the Private Party of least R10 million (ten million). If the Bidder is a consortium or joint venture, it must demonstrate financial strength with reference to the asset value of its partners / shareholder in proportion to their shareholding		
7.	A written confirmation from the Bidder must demonstrate to SANParks that they have sufficient cashflow funding at least three months operational expenditure of the lodge		
8.	Bidder proof of registration on Central Supplier Database		

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8. A DESCRIPTION OF THE PPP OPPORTUNITY FOR THE JAKKALSBESSIE CONCESSION AREA IN THE KRUGER NATIONAL PARK

The Concession Area PPP opportunity available to Bidders is discussed in detail in the Information Memorandum provided to Bidders and herewith summarised as follows:

8.1 Introduction

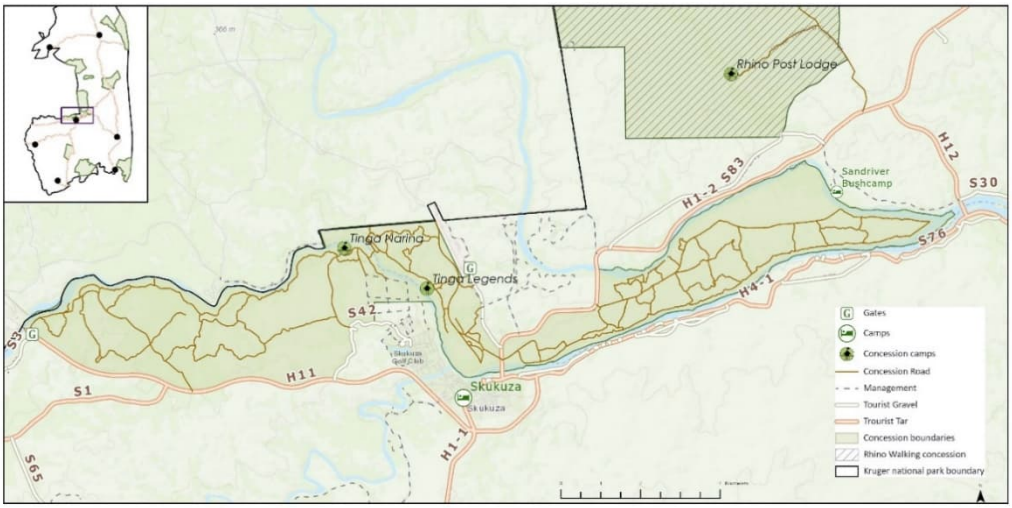
8.1.1 SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity for the Jakkalsbessie Concession Area in the Kruger National Park.

8.1.2 It is intended that by SANParks entering into the PPP with a Private Party, SANParks may be able to generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks. In keeping with SANParks' objectives, particular attention will be paid to the implementation of B-BBEE, particularly those from local communities and Dispossessed Land Owner Communities. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment.

8.1.3 The Bidders will be provided the opportunity to assess the sites. It should be noted that the opportunity will require all necessary environmental approvals and hence a Basic Assessment or EIA might be required. These must be prepared for certain prescribed activities, or activities that might affect designated areas such as a national park and must be prepared by an independent consultant. Given the financial cost and time required, EIAs will only be undertaken by the successful Bidder.

8.2 Location and Size of the Concession

The Jakkalsbessie Concession is located in the KNP, ±5km from Skukuza camp, near Skukuza airport and Golf Course. The size of the concession is 5500 ha with 120km of road development in the concession.



8.3 Minimum Development Specification

8.3.1 The Concessionaire will bear the cost of any upgrading of existing facilities, including roads, buildings and infrastructure, within the footprint as specified in the Information Memorandum.

8.3.2 Any changes requested require Detailed Design and must be prepared by the Private Party and should be in accordance with the findings of an EIA, Best Industry Practice, SANParks and National Building Code requirements.

8.3.3 The Bidder is guided to reference the Information Memorandum on a comprehensive description of the Concession's existing facilities and associated infrastructure such as water, waste, electricity, roads, communications etc. and National Building Code requirements.

8.4 High Level Description of the Existing Physical Facilities

8.4.1 Guest Facilities

The Concession currently comprises one (1) camp with two (2) lodges:

- Lodge 1: currently named Tinga Lodge
- Lodge 2: currently named Narina Lodge

Main Lodge currently known as Tinga Lodge

- Thatch and brick with classic safari seating, wooden outside decks
- Large reception lobby with shop, lounge and dining area, bar, indoor courtyard, spa sala, pool, library
- 9 Suites (18 beds) with king bed with separate seating area, bathroom with bath and indoor shower, outdoor shower and deck with loungers and private pool
- Annex with standalone residence with Kitchen, lounge and dining area and 2 bedrooms (4 beds) with private pool

Second Lodge currently known as Narina Lodge

- Thatch and brick buildings in modern safari style, with main deck area on stilts, large reception with shop, photographic studio/lab, bar, outdoor dining, raised wooden walkways, spa sala
- 9 Suites Perched on Stilts with King Beds, separate seating area, bathroom with bath and indoor shower, outdoor shower and deck with loungers and private pool

8.4.2 Staff Housing

- Staff accommodation was recently upgraded. 40 single rooms with own bathroom for staff to stay either permanently or temporarily on site.
- Staff areas separate and fences off. Build units and some fibre cement units.
- New electric fence in staff areas.

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- The staff accommodation must comply with national building regulations and requirements and the standards specified in the Information Memorandum.
- SANParks will allow only single/couple accommodation units and not dormitory structures.
- The existing staff housing at the Jakkalsbessie Concession is in good condition, however, it is required that the Private Party Bid considers the quantity, structure and quality of staff housing and provide proposals of how it could be improved. This is included in the Evaluation Criteria (refer to Annexure 2).

8.4.3 **Access Road and Support Infrastructure**

8.4.3.1 Access roads with efficient stormwater drainage to the Lodges - roads must be operated and maintained as per the contents of the SANParks Roads Manual.

8.4.3.2 The Private Party shall be solely responsible for the upgrade and maintenance of the lodges and support infrastructure (internal and external included access roads).

8.4.3.3 The Bidder is guided to reference the Information Memorandum on a comprehensive opportunity description of the Concession, the existing facilities and associated infrastructure such as water, waste, electricity, roads, communications etc.

8.4.3.4 The Private Party will bear the cost of any upgrading of existing facilities, including roads, buildings and infrastructure.

9. BIDDERS REQUIRED QUALIFICATION CRITERIA

In order to participate in the Bidding process, Bidders are required to meet the following high level qualification criteria (please note the detail is provided in Annexure 2 – Functionality Evaluation Schedule):

9.1 Financial Capacity & Business Plan

9.1.1 Given the fact that the project is of a high value and may entail risk to both the Preferred Bidder and SANParks, it is important that Bidders demonstrate financial strength. In this regard the asset value of the Bidder must be at least R10 million.

9.1.2 As the Preferred Bidder must be a SPV, if the Bidder is a consortium or joint venture, it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding.

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9.1.3 The Bidder must also demonstrate, to SANParks' satisfaction, that its shareholders are solvent.

9.1.4 Audited financial statements for at least 3 years, along with a letter confirming that the asset value exceeds the stipulated amount and that the shareholders are solvent, must be provided to illustrate any assertion made by a Bidder in this regard.

9.1.5 The Bidders must demonstrate their ability to raise debt and equity and to provide security.

9.1.6 The Bidder must demonstrate sufficient cashflows for initial months of operations where revenues may not be sufficient to cover expenses.

9.2 **Tourism Experience**

9.2.1 The project requires that interested parties have substantial experience and expertise in the tourism market as specified in Annexure 2. Interested parties are therefore required to provide examples of similar projects conducted by the interested parties. The interested party must be able to meet this tourism track-record requirement in the following ways:

9.2.1.1 Lodge operation experience of an upmarket to luxury nature with a minimum of 5 years' experience;

9.2.1.2 Previous experience with lodge operations in protected areas;

9.2.1.3 Experience in operating tourism activities such as game drives, game walks, etc;

9.2.1.4 Strong marketing and branding experience and existing channel relationships to the international tourism markets to South Africa; and

9.2.1.5 Acceptable hospitality operating and booking/marketing systems.

9.3 **Environmental Undertakings & Plan**

9.3.1.1 The Bidder must undertake to adhere to various environmental regulations and guidelines for South African, SANParks and the KNP and provide a detailed environmental plan for the Concession.

10. **SITE VISITS AND DUE DILIGENCE**

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

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10.1.1 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;

10.1.2 this site visit will form part of the due diligence process and should be attended by the Bidders or a duly authorised representative/s of not more than 5 people;

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

10.1.4 The site visit is not compulsory but Bidders are encouraged to attend to ensure it has access to information provided at the site visit. The site visit also affords the Bidders the opportunity to undertake measurements for drawings and design purposes. The site visits are planned for 1 month from Bid advertisement to allow for technical teams to be engaged and be present at the site visits.

10.2 Due Diligence site information will be provided to Bidders by means of a site visit to the Concession Area PPP Opportunity on **[13 August 2026]** from **[09h00 to 13h00].**

10.3 For this purpose, all interested Bidders are required to register for this site visit by sending their Names, Company, Contact telephone and e-mail to: Jabulile Galane, Project Administrator, Telephone: (012) 426 5036 and E-mail: jabulile.galane@sanparks.org.

10.4 This will be the only official site visit as part of the Bidding process. No individual site visits will be organised by SANParks.

10.5 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.

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

10.7 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.

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

10.9 A Bidder's conference will be held on **[20 August 2026]**. All interested Bidders are required to register for the Bidder's conference by sending their names, contact telephone, fax and e-mail address to: Jabulile Galane, Project Administrator, Telephone: (012) 426 5036 and E-mail: jabulile.galane@sanparks.org.

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

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

Jabulile Galane

Project Administrator

Tel: (012) 426 5036

E-mail: jabulile.galane@sanparks.org

11. PPP AGREEMENT

11.1 The draft PPP Agreements are included in the Tender Documents and will be published on the SANParks website during the course of the tender process.

11.2 SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Paragraph 11.2 or otherwise granted in this RFP, PPP Agreements or available under the laws of the Republic of South Africa.

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12. **BID SUBMISSIONS**

12.1 Bids must be submitted to:

Jabulile Galane

Project Administrator: SANParks Six KNP Concessions Tender

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

12.2 Bid Submissions should be made before **[12h00]** on **[13 November]** (the **"Bid Date"**).

12.3 Submissions delivered after **[12h00]** on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.

13. **FORM AND CONTENTS OF BID SUBMISSIONS**

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

13.2 The Bid submission from each Bidder must contain all the information necessary for SANParks to evaluate the financial, PPP fee offer, 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. The first Envelope (Envelope 1) shall be clearly marked "Technical Proposal - Original" on the outside and the second Envelope (Envelope 2) clearly marked ""Financial Proposal and B-BBEE Proposal" on the outside and shall contain all the original information identified below. Envelopes should be clearly marked as to whether they are Envelope 1 or Envelope 2 and must have the Bid cover letter in the format provided in Annexure 6 – Bid Cover Sheets, attached to the front of each envelope.

13.3 The Bidder's Envelope 1 (Technical Proposal) submission must consist of [one] original physical document and [one] electronic copy of the Bid document / [one] electronic copy (link details to be provided at Bidder's Conference). The Bidder's Envelope 2 (Financial Proposal and B-BBEE Proposal) must consist of [one] original physical document and [one] physical copy.

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13.4 VERY IMPORTANT: The electronic copy of the Bidder's submission must be an identical copy of and with subfolders that follow the same sequence and labelling as the original physical Bid submission. Bidders are prohibited from regenerating or amending the RFP forms and Annexures. Bidders must only make edits to the RFP forms for purposes of populating / completing the required Bidder information.

13.5 Bidders who include its Pricing Proposal and B-BBEE Proposal in Envelope 1 will be disqualified. Please note that the PPP fee offer and B-BBEE Proposal should NOT be disclosed anywhere on the electronic link.

13.6 All information provided in the Bid must be valid for 180 business days from the Bid Date.

13.7 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.

13.8 Bidders are required to package their Bid submission in accordance with the form prescribed in this paragraph and table below. SANParks is not liable for failure to consider information that has been placed in incorrect parts of the Bidder's Bid submission:

LABELLING	**DESCRIPTION IN DETAIL**	**DOCUMENTS ATTACHED**
ENVELOPE 1		
PART A. MANDATORY AND COMPLIANCE DOCUMENTS		**(YES/ NO/ N.A.)**
A1.	**MANDATORY DOCUMENTS (PARAGRAPH 7 ABOVE)**	

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LABELLING	DESCRIPTION IN DETAIL	DOCUMENTS ATTACHED
PART B. TECHNICAL PROPOSAL		
B.1	THE ORIGINAL OF THE BIDDER INFORMATION, IN THE FORMAT GIVEN IN ANNEXURE 1A – QUALIFICATION SUBMISSIONS	
B.2	THE ORIGINAL OF THE BIDDER INFORMATION, IN THE FORMAT GIVEN IN ANNEXURE 1B – INFORMATION ON BIDDERS	
B.3	ORIGINAL OF THE BUSINESS, OPERATIONAL AND DESIGN PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS**, WEIGHTING AND SCORING**	
B.4	ORIGINAL OF THE FINANCING AND CAPITAL PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS**, WEIGHTING AND SCORING**	
B.5	ORIGINAL OF THE ENVIRONMENTAL PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS**, WEIGHTING AND SCORING**	
B.6	ORIGINAL OF A COMPLETED RISK MATRIX, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS**, WEIGHTING AND SCORING**	

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LABELLING	DESCRIPTION IN DETAIL	DOCUMENTS ATTACHED
ENVELOPE 2		
PART C. FINANCIAL PROPOSAL AND B-BBEE PROPOSAL		
C.1	**FINANCIAL PROPOSAL - THE FORMAT IN ANNEXURE 4 – PPP FEE OFFER**	
C.2	**B-BBEE PROPOSAL – IN THE FORMAT IN ANNEXURE 3**	

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

14.1 The Project Officer will separate Envelopes 1 and 2 from all the Bids. The unopened Financial Envelopes will be locked away in the safekeeping until they are opened if a Bid passes the minimum functionality threshold or remain unopened and is returned to the Bidder if a Bid does not pass the minimum functionality threshold.

14.2 The Technical Envelopes will be opened by members of a Bid Evaluation Committee representing SANParks in the presence of SANParks' Project Officer.

14.3 Technical Offers will be evaluated and scored according to the procedure set out in Annexure 2 below.

15. **INCOMPLETE BIDS**

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

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

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

16. BID EVALUATION METHODOLOGY

16.1 SANParks has, in accordance with the National Treasury's Practice Note 6 of 2004, established two tiers of evaluation committees made up of the Bid Evaluation Committee and the Bid Adjudication Committee. In addition, the approach for evaluation of this RFP takes into account the [PPPF Act] and Preferential Procurement Regulations, 2022.

16.2 The Bid Evaluation will be through a two (2) envelope system and Bids will be evaluated on three main elements: Functionality and Compliance, PPP Fee Offer and B-BBEE proposal.

16.3 Envelope 1 (original) is for the functionality/technical and compliance elements and is opened first. Bidders will be evaluated for functionality once they have passed the assessment for responsiveness to the mandatory and other administrative requirements. Thereafter Bids will be evaluated for functionality and must score at least 80% for functionality.

16.4 Envelope 2 is for the PPP Fee Offer (Pricing) and B-BBEE proposal and will only be opened and evaluated if the minimum functionality threshold in Paragraph 16.3 is met.

16.5 The Bid Evaluation Process will be undertaken in stages set out herein below.

16.5.1 Bid Responsiveness to the Mandatory Requirement

16.5.1.1 During the first stage of evaluation SANParks will assess the Bid responses for responsiveness to the mandatory and other administrative requirements. This will entail consideration whether all the required documentation has been submitted by a Bidder in the manner and form prescribed in this RFP.

16.5.1.2 Failure by a Bidder to respond adequately to any of the requirements of this RFP shall have an adverse impact on the evaluation of its Bid and shall entitle SANParks, in its sole discretion, to disregard that Bidder's Bid and to disqualify that Bidder from participating in the Project.

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16.5.1.3 SANParks reserves the right to reject any Bid which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Institution in respect of such Bid.

16.5.2 **Functionality Evaluation**

16.5.2.1 The minimum overall threshold to pass Functional Requirements is 80%. The minimum threshold to pass any Functional Criteria sub-category (i.e. Financial and Capital Plan, Business and Operational Plan, Environmental Plan and Risk Matrix) is 50%.

16.5.2.2 If a Bid does not meet the threshold, it will be marked unacceptable and not proceed to the next stage of evaluation if there are other acceptable Bids.

16.5.3 **PPP Fee Offer and B-BBEE Proposal:**

16.5.3.1 The evaluation at this stage shall be based on the 90/10 Preference Points System in terms of the provisions of the Preferential Procurement Policy Framework Act, 2000 ("**PPPFA**") and PPPFA Regulations, 2022, wherein 90 points is for Bid Price (PPP Fee Offer) and 10 points for B-BBEE in accordance with identified Specific Goals, being a Consolidated B-BBEE Certificate and B-BBEE Project Scorecard set out in Annexure 3 - B-BBEE (*B-BBEE Obligations*).

17. BID EVALUATION CRITERIA SCORING

17.1 Functional Evaluation and Scoring Process

17.1.1 The functionality aspects of a Bid will be scored out of 100 points. A Bidder must achieve 80% of the total functionality points in order to pass. The minimum threshold to pass any Functional Criteria sub-category (i.e. Financial and Capital Plan, Business and Operational Plan, Environmental Plan, Risk Matrix and) is 50%. Functionality is made up of the elements specified in Annexure 2 – Functionality Evaluation Schedule, which also shows the sub-elements and weightings thereof.

17.1.2 The following shows the high-level scoring:

Functionality Evaluation Sub-Category	Weighting
Financing and Capital Plan	25
Business and Operational Plan	45

Environmental Plan and Due Diligence	20
Risk Matrix	10

17.2 **PPP Fee Offer and Specific Goals**

17.2.1 **PPP Fee Offer or Price Determination**

17.2.1.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as per the schedule set out in Annexure 4 – PPP Fee Offer, the higher of:

17.2.1.1.1 the Minimum PPP Fee indicated in Annexure 4 – PPP Fee Offer increased annually by CPIX from year 3 onwards; or

17.2.1.1.2 the Variable PPP Fee (a flat percentage of gross revenue earned by the private party in each project year).

17.2.1.2 Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R390 000 per month in the first full year of operations and R530 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.

17.2.1.3 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 set out in Annexure 4 – PPP Fee Offer. A PPP Fee Offer that does not conform to the requirements of Annexure 4 – PPP Fee Offer may result in disqualification of the Bid.

17.2.1.4 The points for the PPP Fee Offer are calculated using the prescribed price formula in the regulations to the PPPFA, 2022. The maximum points will be awarded to the qualified Bidder which makes the highest PPP Fee Offer and the remaining points being allocated pro rata to the remaining qualified Bidders.

17.2.1.5 SANParks reserves the right not to award the Bid in the unlikely event that only one Bid is received and the PPP Fee Offer does not meet SANParks' minimum requirements.

17.3 **90/10 Preference Point System Evaluation**

17.3.1 The applicable preference point system for this tender is the 90/10 preference point system.

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i) A maximum of 90 points is allocated for price on the following basis:

= **"90/10**

Ps = 90 (1-(PT - P max/P max))

Ps = Points scored for price of tender under consideration

Pt = PPP Fee Offer under consideration

Pmax = Price of highest acceptable tender"

17.3.2 Points Awarded For Specific Goals

17.3.2.1 A maximum of 10 points will be awarded for Specific Goals.

17.3.2.2 In terms of Regulation 5(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in the table below, as must be supported by proof/ documentation stated in the conditions of this tender.

Item No.	**B-BBEE SPECIFIC GOALS**	**Preference Points Allocation**
1.	Bidders' existing B-BBEE Contributor Status of at least Level 4 for the shareholders on a consolidated scorecard	2
2.	Bidders' commitment to meet and/or exceed all Compliance Targets and submit a B-BBEE Proposal as set out in Annexure 3 (B-BBEE Obligations)	8
TOTAL		**10**

17.3.3 Objective criteria

In an effort for SANParks to ensure meaningful participation of Black Women, Youth, Local Communities and Dispossessed Land Owner Communities to the commercial activities and opportunities in the Kruger National Park, SANParks reserves the right to appoint a Bidder who has scored the highest points for their B-BBEE Proposal, that exceed the minimum compliance Targets, has better commitments and targets for empowerment of Black Women, Youth and Communities as set out in Annexure 3 (B-BBEE Obligations), **even if such Bidder did not score the highest points in term of price.**

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 opportunity. Subsequent to the receipt of this letter, the Private Party will have **[2]** weeks to clarify any outstanding issues regarding the PPP Agreement. Thereafter, SANParks will provide the Private Party with final PPP Agreement, whereupon the Private Party will have **[3]** weeks 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 cases, 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.

18.3 There will be no PPP Fees payable before the Operations Commencement Date, which is defined in the PPP Agreement.

19. CONCESSION AREA HANDOVER PRINCIPLES

19.1 The Bidder agrees to be bound by the following terms of handover (and relocation principles):

19.2 Beginning of the PPP Agreement Term

On appointment as a Preferred Bidder, the Bidder shall undertake a handover process with the existing Concessionaire for relocation of the Preferred Bidder to the Concession Area. The handover process must be completed within a period of five (5) months from the date of signing of the PPP Agreement, with the first 3 (three) months for the Preferred Bidder and the Concessionaire to negotiate and agree on the handover process and the remainder of 2 (two) months shall be utilised by the Concessionaire to vacate and exit of the Concession Area. The detailed terms of handover of the facility and related services are set out in the Handover Agreement concluded between SANParks and the current Concessionaire.

19.3 End of PPP Agreement Term

19.3.1 On expiry of the Project Term of the PPP Agreement or such earlier termination of the PPP Agreement, the Preferred Bidder (Private Party) shall handover the Concession Area in accordance with the handover principles set out in Schedule 26 (Form of Handover Principles) of the PPP Agreement.

19.3.2 The Form of Handover Principles at the end of Project Term, shall be the terms of agreement and shall regulate all matters relating to handover of the Concession Area from the Private Party to a new operator appointed by SANParks.

20. BOND (BID AND PERFORMANCE BOND)

20.1 At the time of submitting its Bid, each Bidder must submit a single Bond (**"Bid and Performance Bond"**) payable to SANParks in the format prescribed in Annexure 7 - Acceptable wording of Bid and performance bond.

20.2 The Bid and Performance Bond is for the amount of R500 000.

20.3 The posting of the Bond is for the purpose of ensuring that all the Bidders present valid and serious Bids, and that the Winning Bidder subsequently executes the PPP Agreement and conditions contained therein.

20.4 Bonds must be valid from Bid Submission until the expiry of the PPP Agreement.

20.5 The 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's account will be paid back to the Bidder after an original letter to the bank account was received from the Bidder.

20.6 Any of the following shall be grounds for the forfeiture of a Bidder's Bond:

20.6.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;

20.6.2 The withdrawal or modification of its Bid during the period of validity;

20.6.3 Any default or breach by the Private Party during the term of the agreement; and

20.6.4 Any event caused by the Private Party that resulted in losses to SANParks.

20.7 The Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Paragraph 20.6 above has occurred. Forfeiture of the Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of the Republic of South Africa.

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20.8 **Please note:** the Bid Bond will at the election of the Preferred Bidder be replaced by a Performance Bond once operation commences to the amount equal to R500,000 (VAT excl.) and will be increased annually on 1 April with CPI. Where the Preferred Bidder elects not to replace the Bid Bond with a Performance Bond, the Preferred Bidder will be required to provide SANParks with a Performance Bond prior to the signature and effective date of the PPP Agreement in the form attached in Annexure 7.

21. BID TIMETABLE

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

21.2 Indicative Bid Timetable:

EVENT	INDICATIVE DATE
Public Advertisements	7 July 2026
Provide Information Memorandum, RFP and PPP Agreement and Schedules to Interested Parties	7 July 2026
Registration for Due Diligence Site Visit	8 – 30 July 2026
Due Diligence Site Visits	3 to 13 August 2026
Registration of Interested Bidders for Bidder's Conference	8 July to 18 August 2026
Bidder's Conference (Platform to be advised)	20 August 2026
Submission of final written comments and questions by Bidders	31 August 2026
Distribute final list of responses on Bidders' comments and questions	4 September 2026
Tender Submissions	5 October 2026

22. FURTHER INFORMATION

22.1 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

Jabulile Galane
Project Administrator: SANParks Six KNP Concessions Tender
P O Box 787
PRETORIA, 0001
643 Leyds Street
Muckleneuk, Pretoria
Tel: (012) 426 5036
E-mail: jabulile.galane@sanparks.org

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

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23. ANNEXURE 1A – QUALIFICATION SUBMISSIONS

23.1 Financial Requirements

23.1.1 The Bidder (and in case of an unincorporated joint venture, the joint venture partners) shall submit the following economic and financial documentation:

23.1.1.1 audited financial statements corresponding to the last three (3) years;

23.1.1.2 the Net Asset Value of the interested party must be at least R10 million. If the Bidder is a consortium or joint venture, it must demonstrate financial strength with reference to the asset value of its partners / shareholder in proportion to their shareholding;

23.1.1.3 the Bidder must demonstrate to SANParks that they have sufficient cashflow fund at least three months operational expenditure of the lodge;

23.1.1.4 the Bidder must demonstrate, to SANParks' satisfaction, that it (or in the case of a consortium or joint venture, its partners / shareholders) is solvent. This information is to be obtained from the Annual Financial Statements.

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

23.1.3 If the financial criteria are being 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.

23.2 Tourism Track Record

23.2.1 Refer also to the Annexure 2 Functionality Evaluation Schedule relevant sections for the information and proof required for the tourism track record.

23.2.2 In the event that the Bidding entity is satisfying the requirements under this Section by using the qualifications of a Partner, Shareholder or parent, these indicators must also be certified in the above-mentioned manner. Additionally, each of the members of the Partnership, or the Shareholder or subsidiary as the case may be, must demonstrate that such Shareholder, parent or partner is willing and able to support the technical operations of the Bidding entity for the PPP Concession.

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23.2.3 Where a Technical Partner is a juristic person, Bidders must submit a company profile clearly outlining the Technical Partner's experience. Where a Technical Partner is a natural person, Bidders must submit the CV with the Technical Partner's track record and qualifications.

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24. ANNEXURE 1B – INFORMATION ON BIDDERS

24.1 A Bidder must form a specific company, or special purpose vehicle ("SPV"), for the purposes of Bidding for this PPP opportunity. Failure to do so may result in the Bid being disqualified.

24.2 A Bidder must be registered on the government's Central Supplier Database and must provide its CSD registration number. Failure to do so will result in the Bid being disqualified.

24.3 Bidders must provide the following information labelled as "Information on (Indicate Bidder Name)".

24.4 **Legal Requirements**

24.4.1 For each Bid submission Bidders must submit a proposal setting out:

24.4.1.1 identifying the proposed operating name of the Project company (even if not yet established at Bid response date);

24.4.1.2 an organisational structure diagram detailing:

24.4.1.2.1 Members who are equity participants and directorship, including clear indication of participation in percentage (%) of equity in the hands of 'Black People/Entities' and the 10% free carry participation Dispossessed Land Owner Communities or Local Communities and details of the entity providing funding cover for equity participation by 'Black People/Entities' and/or free carry equity 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;

24.4.1.2.2 members / shareholders and their roles and responsibilities in the Project company;

24.4.1.3 detailed draft terms of its memorandum of incorporation, shareholders agreement or trust deed;

24.4.1.4 details of the main sub-contractors participating at Bidder equity and executive management level and indication of the portion/percentage of the total contract value to be subcontracted;

24.4.1.5 draft heads of terms of the subcontracting arrangements for subcontractors participating at Bidder equity and executive management level; and

24.4.1.6 making a firm statement confirming the accuracy of the Project company or organisational structure as reflected in clause 25.1 and that the Project company

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proposed incorporation and contracting terms at as Bid submission date will not materially change after Preferred Bidder award, PPP Agreement negotiation and signature.

24.5 **Special Purpose Vehicle Membership information**

24.5.1 The following must be specified in respect of all Members of the Bidder consortium, with supporting documents attached:

24.5.1.1 The name, company registration number registered business address, telephones and fax numbers, and the trading name of the Members if different from the registered name.

24.5.2 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.

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25. **ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS, WEIGHTING AND SCORING SCHEDULE & RISK SCHEDULE**

The Bidder should provide the information required as per the below Functionality schedule.

25.1 The Bidder should ensure it has responded as per the format and order required for each element and sub-element of the Functionality Schedule in the manner prescribed, i.e. undertaking, detailed plan, detailed description, additional proof or reference documents, etc. Should SANParks not find the information it will be regarded as not submitted and scored zero(0).

25.2 The Bidder should note the weightings, sub-weightings and total maximum score applied in compiling its Bid offer.

Functionality Schedule:

#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
1.	**FINANCIAL & CAPITAL PLAN**			**25**
1.1	**Bidding Entity's Existing Business Finances**		**10%**	
1.1.1	A recent auditor's report confirming that all the members of the Bidder are solvent and liquid; if a member of the Bidder does not produce audited financial statements, it must produce a notarised statement of assets	Fully = 100% Partially = 50% Not at all = 0	**10%**	
1.2	**Bidding Entity's Financial & Capital Plan**		**90%**	
1.2.1	Capital plan indicating the amount of capital 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	Excellent = 100% Reasonable = 50% Poor = 0	**30%**	
1.2.2	Confirmation of funding available for 150 days from the date of Bid closure.	Fully = 100% Partially = 50% Not at all = 0	**30%**	
1.2.3	Cash flow forecast (net of VAT) for the proposed term (number of years) of the PPP agreement. ***See suggested spreadsheet format below.***	Excellent = 100% Reasonable = 50% Poor = 0	**30%**	
2.	**BUSINESS AND OPERATIONAL PLAN**			**45**
2.1	**Bidding Entity's Existing Business**		**40%**	

#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
2.1.1	**Status of the Bidding Entity(s)**		**10%**	
a)	Bidding entity (or the various entities that will comprise the SPV) registered and established business for the minimum period specified in this RFP	Fully = 100% Mostly = 75% Partially = 50% Limited = 25% Not at all = 0	2.5%	
b)	Bidding entity's (or the various entities that will comprise the SPV) purpose and objectives as well as products and services that are aligned to and supportive of the Concession's business	Fully = 100% Mostly = 75% Partially = 50% Limited = 25% Not at all = 0	7.5%	
2.1.2	**Bidding Entity(s) Existing & Past Operations** **(*in this section the Bidder must clearly indicate why its current operations are a "best" fit for the Concession*)**		**10%**	
a)	Number of years active operations with tourism facilities and services relevant to the Concession's business	5+years = 100% 4 years = 75% 3 years = 50% 1-2 years = 25% 1 year and less = 0	2.0%	
b)	Size of existing and past operations with tourism facilities and services (revenue and capacity – expressed either in number of facilities/establishments or number of beds)	Large/High (Revenue above R125 million pa and 8+ facilities) = 100% Good/Acceptable (Revenue of R75 to R125 million pa and 5-7 facilities) = 75% Medium (Revenue of R40 to R75 million pa & 3-5 facilities) = 50% Limited (Revenue of R20 to R40 million pa & 2 facilities) = 25% Small/Low (Revenue<R20 million pa and 1 facility) = 0	2.0%	
c)	Geographic location(s) of existing and past operations with tourism facilities and services as well as type and range of tourism facilities by location	More than five = 100% Three to Four = 75% Two = 50% One = 25%	4.0%	
d)	Type and range of tourists/guests/visitors (domestic and foreign) handled at tourism facilities and split thereof	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
2.1.3	**Proven Tourism Track Record of Bidding Entity(s)**		**5%**	
a)	Extent of active memberships of relevant tourism organisations and associations (provide proof)	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
b)	Extent of awards and ratings in elements relevant to the Concession business (provide proof). This includes TGCSA and other ratings organisations relevant to the Concession's business	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
2.1.4	**Bidding Entity(s) Past and Current Marketing Experience**		**5%**	
a)	Bidding entity's existing client base and market penetration. Please note that this is more than indicating handling of domestic and foreign visitors but also the specific source markets and levels of penetration	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
b)	Existing plans and knowledge of the tourism market including existing relationships with tour operators and travel trade (include references). Particularly of importance here is showing experience in the trade that are reflective of the Concession's business	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.5%	
c)	Bidding entity's current marketing programmes and relevance to Concession's business. Please provide examples of programmes, markets targeted and results achieved	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
d)	Bidding entity's current marketing channels. Please provide examples of channels that are relevant to the Concession's business and an indication of the strength of marketing channels and extent of business attracted by channel	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
e)	Bidding entity's current rates and discounting strategies. Please provide an indication of strategies that are relevant to the concession's business and potential source markets. Please also provide an indication of the success of current pricing strategies.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
f)	Bidding entity's existing guest relations systems. Please provide an indication of systems that are relevant to the concession's business.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.25%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
g)	Bidding entity's existing reservations and bookings systems. Please provide an indication of systems that are relevant to the concession's business and information of how the systems work across platforms, channels and establishments.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.25%	
2.1.5	**Bidding Entity(s) Existing and Past Operating Standards and Quality**		**5%**	
a)	Proven experience in developing and implementing quality and standards operations and procedures in relevant tourism facilities. Provide policies and manuals where available and particularly those that are relevant to the Concession's business. Also link to 2.1.2 (c and d) in respect of quality management programmes your organisation prescribes to. If these are internal systems, please provide information of how the system work and the success thereof in maintaining quality standards.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	5%	
2.1.6	**Bidding Entity(s) Existing and Past Staff Operations**		**5%**	
a)	Indication of current and past management and staff structures relevant to the Concession's business. Particularly show the structures for similar facilities and what is considered best practice	Fully Applicable = 100% Somewhat Applicable = 50% Not applicable = 0	2%	
b)	Number of current and past management and staff positions relevant to the Concessions business	Extensive = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
c)	CVs and qualifications of existing key shareholders, management and staff	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
2.2	**Future Operational Vision & Plan for Concession**		**60%**	
2.2.1	**Plan for Future Products/Facilities/Activities**		**9%**	
a)	Detailed plan describing the range, type and grading of products/facilities to be offered for the Concession with particular focus on improving facilities to maintain or grow specific markets and/or improving the ability of the Concession to compete not just in the KNP and surroundings but across the country and Africa. This plan should clearly articulate the style and ambiance planned for the Concession and how it will be distinguished from other facilities in the competitive market (not just in KNP but further afield). Please note that the Lodges must be graded annually via TGCSA.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	5%	
b)	Detailed plan describing the range and type of activities and services to be offered for the Concession with particular focus on innovative approaches that will maintain and improve guest attraction and satisfaction.	Excellent = 100% Good = 75% Reasonable = 50%	4%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	This plan should articulate how activities and services will complement the product planned and how it will be used to distinguish this facility from the competitive market.	Limited = 25% Poor = 0		
2.2.2	**Plan for markets and marketing for the Concession**		**9%**	
a)	Detailed plan describing target markets (geographical, income, nature of the activity, etc.) indicating diversification and penetration strategies. The market demand plan should indicate which target markets will be targeted by year and timing within the year and how the target markets relate to the product/activities plan specified in 2.2.1. Ultimately the plan needs to show how the selected target markets will drive optimum demand performance.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	
b)	Detailed plan describing marketing activities. This plan should include clear indication of market programmes, marketing tools to be used, if tools and programmes differ by target market, what activities will be used specifically for this concession as opposed to group marketing activities. The activities should also indicate loyalty programmes if these are to be used by the Bidder. The plan should also indicate how marketing activity performance will be assessed using research as per 2.2.2e. Ultimately the marketing activities need to achieve optimum demand performance for the Concession.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	
c)	Detailed plan describing branding of Concession. This plan should include the branding if the Concession is part of a portfolio as well as the individual branding for this facility. The plan should also indicate how branding value will be assessed in 2.2.2e.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	
d)	Detailed plan describing rates, occupancy and yield management. This should indicate rate growth strategy over time and between seasons; how additional revenues will be generated; the occupancy in low and high season and how different markets will be targeted in respect of price and occupancy. The plan should show how the Bidder plan to achieve optimum rates and occupancy for the Concession.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
e)	Detailed plan for ongoing market research including competitive analysis, market surveys, guest surveys, etc. The research plan should indicate what activities will be done when over the contract period as well as what activities are part of portfolio research and what is specific to the Concession.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
2.2.3	**Customer Relations**		**2.5%**	
a)	Detailed plan for guest feedback system, including guest surveys for positive and negative feedback. This should reflect back to 2.2.2e as well as indicate how the customer relations information will be used.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.25%	
b)	Detailed bookings/reservations plan. This should reflect back to 2.2.2b. It should clearly indicate what systems/platforms are to be used for the Concession	Excellent = 100% Good = 75% Reasonable = 50%	1.25%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	and how these fits into a greater portfolio system if this exists.	Limited = 25% Poor = 0		
2.2.4	**Demand and Financial Viability**		**10.0%**	
a)	Feasibility plan for revenue by department. This should tie into the rates, occupancy and yield management plans specified in 2.2.2d. The plan should indicate by year of contract the base of the revenue (viz. rate and usage levels). The revenue plan should indicate the basis of revenue indicators and whether it is market related. The Feasibility plan for revenue should include sensitivity testing. The Bidder should clearly indicate in this feasibility plan how its plan for product development, marketing, etc will drive optimum revenues.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	5%	
b)	Feasibility plan for departmental profits and Gross Operation Profit. This should tie into the rates, occupancy and yield management plans specified in 2.2.2d. The plan should indicate by year of contract the base of the departmental profits and GOPs and how it relates to market norms. The Feasibility plan for profits should include sensitivity testing. The Bidder should clearly indicate in this feasibility plan how its plan for product development, marketing, etc will drive optimum profit levels.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
c)	Feasibility plan for departmental costs and overheads. The plan should indicate by year of contract the base of the costs and overheads how it relates to market norms. The Feasibility plan for costs/overheads should include sensitivity testing.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
2.2.5	**Operating standards**		**2.5%**	
a)	Proposed Operating Standards for the Concession including an operations and procedures manuals outline. The operating standards procedures should be compliment and align to the products and activities plan.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
2.2.6	**Food & Beverage Offering**		**3.0%**	
a)	Provide a plan on food philosophy – values/commitment to freshness and uniqueness; Food variety – range of options for example vegetarian/non-vegetarian, choice of meats, choice of courses, Health Options, Halaal, Vegan, etc and menu planning. The plan should include food cost of sales and pricing planning. The plans should provide for variety but also innovation to ensure the dining options complement the level and style of product and appeal to target markets to ultimately achieve optimum rates.	Extensive / Innovative = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
b)	Provide a plan for Beverage Variety – including soft drinks (fresh and bottled), wine lists, spirits, etc. The plan should include cost of sales and pricing planning.	Extensive / Innovative = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.5%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
c)	Provide a plan for dining ambiance, dining venue variety (bush dinners, boma dinners, sundowners, etc). Innovate ideas to distinguish from other concessions and competitive facilities are encouraged.	Extensive / Innovative = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
2.2.7	**Health and Safety Planning**		**3.0%**	
a)	Hygiene audits – The Bidder agrees to undertake at least 4 hygiene audits a year performed by a hygiene audit supplier with an ISO 17025 accreditation. The Private Operator agrees to address issues outlined in the hygiene audit findings report and will agree to achieve at least 75% on all audit results. The full report of hygiene audits will be submitted to SANParks for record and monitoring compliance. Bidder also agrees to co-operate with SANParks in compilation of Health & Safety monitoring checklist which is to be used in continuous monitoring of the health and safety of Concession.	Agree – 100% Disagree – 0	0.75%	
b)	Emergency evacuation plans. To be provided as part of the design plans specified in 2.2.8.	Excellent = 100% Reasonable = 50% Poor = 0	0.75%	
c)	Waste management/recycling plan including a cleaning procedures and products plan. To be provided as part of the design plans specified in 2.2.8.	Excellent = 100% Reasonable = 50% Poor = 0	0.75%	
d)	Safety procedures plan, with specific reference to managing the safety of guests and staff. To be provided as part of the design plans specified in 2.2.8.	Excellent = 100% Reasonable = 50% Poor = 0	0.75%	
2.2.8	**Bidder's Concession Development Plan**		**8.0%**	
a)	Facility style, standard and design plan. This plan should clearly link back to the product and facility planning in 2.2.1.a. The plan should provide actual designs, style boards and layout plans. This is required even if the footprint is not altered. It should clear articulate what is innovative and different and what is needed to ensure optimum rates and occupancies for the target markets. Essentially the design should be the best use of the assets for both SANParks and the Concessionaire's benefit.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	3.0%	
b)	Infrastructure Development Plan. This plan should provide details on building and refurbishment of all infrastructure including but not limited to roads, bridges, sewerage systems, energy provision solutions, water treatment systems, wastewater treatment systems, water drainage systems, WIFI, boreholes (if appropriate), etc.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	3.0%	
c)	Capital expenditure plan. This should link to the design plan in 2.2.8.a and the infrastructure plan in 2.2.8.b, and for the basis of the capital plan in 1.2.1a. It should show the expenditure at the start of the Concession contract period and over time. It should clear articulate what is needed to keep the Concession facility in a condition that could achieve optimum rates and occupancies.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
2.2.9	**Proposed organisational and staffing structures**		**8.0%**	
a)	Proposed management structure and policies including details of management positions, employment policies and recruitment policies. Particularly indicate key staff qualifications and how succession will be planned. Particularly relate this plan back to the B-BBEE Scorecard.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
b)	Staffing plan, including details of numbers of permanent and part-time staff, recruitment policies, employment policies and socio-economic goals with employment. Particularly relate this plan back to the B-BBEE Scorecard.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
c)	Staff payment plans, including salaries by level/position, incentives and bonuses and other benefits. Payment plans should indicate salary bands for positions and likely increases over time of the contract. The plans should also show a benchmark of the salaries to similar facilities in the KNP or surrounds.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
d)	Training and transfer of knowledge/expertise plans. Particularly relate this plan back to the B-BBEE scorecard training and development specifications. The plan should cover training by level of staff and broad type of positions, including the type and frequency of training. The plan should also indicate if training is within the group or provided by an external supplier and if qualifications/certifications would be provided for training. The plan should clearly articulate what training is to be provided to enhance the service and operations of the Concession.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
e)	Proposed disciplinary procedures. The plan should include clear procedures by type of disciplinary cause as well as the proposed remedy and timing for remedy.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.5%	
f)	Staff Transport Plans. This plan needs to be connected to the staff housing plan in 2.2.2.9.g. The transport plan needs to indicate the number of staff to be transported, the type of transport and the time of transport. It should also reflect where transport goes to on leaving the KNP. The purpose of the plan is to balance transport and housing needs to ensure overall better service to guests but also working conditions for the staff.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
g)	Staff Housing (including design). The plan particularly needs to indicate how staff housing will be improved (not just in rooms but also in staff public areas for staff in the housing area and in the lodges) in both quality and quantity. If housing is to be provided off-site (outside of the KNP) please include this in the plan and connect to the transport plan in 2.2.9.f. The purpose of this plan together with the transport plan is to improve the working conditions of the staff whilst at the same time balancing out the needs of guest service.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
h)	HIV Aids Policy	Excellent = 100% Good = 75%	0.5%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
		Reasonable = 50% Limited = 25% Poor = 0		
2.2.10	**Systems and Procedures Plans**		**2.5%**	
a)	Information Technology and Digital Innovation Systems and Policies Plan. This plan should link back to the bookings and reservations systems and plan in 2.2.3. The plan should include integrated operations (financial, staff, technical) and marketing/reservations systems.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2%	
b)	Procurement policy plan. This plan should link to financial plans and pricing policies. It should also link to the B-BBEE Scorecard.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.25%	
c)	Banking and payment procedures and policies plan (including payments received and made). This should link to the integrated IT systems as well as the procurement policy.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	0.25%	
2.2.11	**Maintenance Plan**		**2.5%**	
a)	Detailed preventative maintenance plan over the Concession period including the following: interior maintenance (extractor cleaning processions, air-conditioners, compressors, furniture and fittings, electrical maintenance, appliances, electrical light fittings, ceilings, sanitary ware, tiling, plastering, painting, tiling, geysers, etc), exterior maintenance within the Concession area (roads, bridges, sewerage systems, water drainage systems, etc). This plan should link to the design plan in 2.2.8.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.5%	
3	**ENVIRONMENTAL PROPOSAL**			**20**
3.1	**Environmental Responsibility**		**8%**	
3.1.1	The Bidder 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. The Bidder must include a statement as part of their Environmental Proposal, confirming that they will comply with the minimum standards of Responsible Tourism (SANS 1162).	Provided = 100% Not provided = 0%	2.0%	
3.1.2	The Bidder to provide a plan as part of their Environmental Proposal, which details how they will conduct, manage and carry out the Concession Opportunity at all times in an Environmentally responsible way by adopting	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25%	3.0%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	appropriate operating methods and practices for conducting such a Concession Opportunity in a proclaimed National Park.	Poor = 0		
3.1.3	The Bidder to provide a plan as part of their Environmental Proposal showing that they will take all reasonable steps in conducting of the Concession Opportunity 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. The plan should take into consideration the requirement as detailed in the Health and Safety Plan as per section 2.2.7.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	3.0%	
3.2	**Regulations**		**7.5%**	
3.2.1	The Bidder must comply with all Environmental Regulations and Guidelines for SANParks and South Africa, and any amendments thereto. The Bidder must include a statement as part of their Environmental Proposal.	Provided = 100% Not provided = 0%	2.5%	
3.2.2	The Bidder to provide a plan as part of their Environmental Proposal, which details how they propose 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.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	5.0%	
3.3	**Environmental Impact**		**7.5%**	
3.3.1	Confirmation that all legislative requirements including Environmental Impact Assessment (EIA) or Basic Assessment (BA) requirements are understood and will be complied with, including bringing to the attention of SANParks any matter which may, in its view, have a detrimental impact on the Environment within Concession Precinct Area and the Protected Area. The confirmation statement must be provided in the Environmental Plan.	Provided = 100% Not provided = 0%	7.5%	
3.4	**Code of Conduct**		**8%**	
3.4.1	The Bidder provides a statement confirming that it undertakes as part of their Environmental Plan, to regularly induct all staff employed on the KNP's Environmental Code of Conduct. This should form part of the training specified in section 2.2.9(d).	Provided = 100% Not provided = 0%	4.0%	
3.4.2	The Bidder to provide a statement as part of their Environmental Plan, that confirms that they understand and will comply with the KNP's Environmental Code of Conduct.	Provided = 100% Not provided = 0%	4.0%	
3.5	**Solid Waste Management**		**8%**	
3.5.1	The Bidder shall provide Solid Waste Management Plan and Policies. The Bidder undertakes to manage all waste that is generated	Excellent = 100% Good = 75%	3.0%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	in such a way that direct and indirect impacts are kept to a minimum, taking into consideration all site-specific challenges including problem animals.	Reasonable = 50% Limited = 25% Poor = 0		
3.5.2	The Bidder provides a statement confirming that it undertakes to manage Solid Waste in accordance with national and local legislation requirements.	Provided = 100% Not provided = 0%	1.0%	
3.5.3	The Bidder provides a statement confirming that it undertakes to achieve Solid Waste Management Best Practices which implies the following **which will be included in the Solid Waste Management Plan:** • Manage solid waste from source to disposal (use of green bags for recycle waste and black bags for non-recycle waste as per KNP Waste management system); • Strive to eliminate non-recyclable or hazardous packaging or containers (i.e. plastic).	Provided = 100% Not provided = 0%	1.0%	
3.5.4	The Bidder provides a statement confirming that it or anyone working under contract for the Bidder will undertake not to dump and/or dispose of waste anywhere other than at the authorised waste site as per the KNP's Waste Management System or as otherwise authorised by SANParks.	Provided = 100% Not provided = 0%	1.0%	
3.5.5	The Bidder provides a statement confirming that it undertakes to include the following policies in their waste management plan: • Green Procurement Policy: This policy defines the procedures that the Bidder 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; • Hazardous Waste Policy: The Hazardous Waste Policy defines procedures that the Bidder 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.	Provided = 100% Not provided = 0%	1.0%	
3.5.6	As part of responsible waste management, the Bidder to provide a plan that includes a circular economy plan for plastic waste minimisation and reduction in their operation. The plan should outline (but not limited to) how baseline information will be obtained, identify action that demonstrate leadership in the field of reimagining waste as and for benefits, reducing waste production and plastic use, transforming supply chain and education and inspiring activities around waste management.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to Solid Waste Requirements.			
3.6	**Liquid Waste Management (sewerage and grey water)**		**7%**	
3.6.1	The Bidder shall provide Liquid Waste Management Plan and Policies. Liquid waste must be managed to ensure that direct and/or indirect impacts are kept to a minimum.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.0%	
3.6.2	The Bidder provides a statement confirming that it undertakes to manage liquid waste in accordance with national and local legislation requirements.	Provided = 100% Not provided = 0%	1.0%	
3.6.3	The Bidder provides a statement confirming that it undertakes to achieve Liquid Waste Management Best Practices.	Provided = 100% Not provided = 0%	1.0%	
3.6.4	The Bidder provides a statement confirming that it undertakes to design management techniques to be both economically viable and environmentally sustainable.	Provided = 100% Not provided = 0%	1.0%	
3.6.5	The Bidder provides a statement confirming that it undertakes to implement waste procedures that optimize the principles of waste reduction and waste recycling and ensures that the end product does not pollute the environment.	Provided = 100% Not provided = 0%	1.0%	
3.6.6	The Bidder provides a statement confirming that it undertakes to install a grease trap for: • Pot and Rinse Sinks attached to Dish Washers; • Fixtures or drains through which significant amount of fats, oils or grease may be introduced; • Soup Kettles or similar devices; • All sinks that are used to clean any dishes, pots, pans or cooking utensils.	Provided = 100% Not provided = 0%	1.0%	
3.6.7	The Bidder provides a statement confirming that it undertakes to implement processes and procedures which stipulates the following: • Kitchen staff should inspect grease traps and interceptors at least monthly and maintain a log sheet of each trap inspection detailing condition of the trap and any maintenance activity; • that grease traps are cleaned when 25% of the liquid level of the trap is grease or oil; and • That waste recovered from the grease traps be removed from the park and disposed of at an authorized facility.	Provided = 100% Not provided = 0%	1.0%	
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to Liquid Waste Requirements.			

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
3.7	**Water Management and Guidelines**		**7%**	
3.7.1	The Bidder shall provide a Water Management Plan and Policies, to implement water conservation measures in the design and implementation of their operations comprising of: • Monitor the use of water; • Educate staff via on-site notices on the use of water; • Set water usage targets (monitored weekly/monthly) and manage these targets; • Aim to avoid accidental loss through effective maintenance, installing quality storage and reticulation systems and implementing leak detection systems. *Note: The Bidder should refer to the Information Memorandum for more detail in relation to Water Management and Guidelines.*	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	7.0%	
3.8	**Chemical Substances**		**6%**	
3.8.1	The Bidder (including staff of the Bidder) provides a statement confirming that it undertakes to not sell or use any of the chemicals that are banned from use in National Parks (as determined by any Environmental Manager in National Parks). The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	2.0%	
3.8.2	The Bidder provides a statement confirming that it 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). The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	1.0%	
3.8.3	The Bidder provides a statement confirming that it undertakes to ensure safe storage and disposal of chemicals and their containers. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	1.0%	
3.8.4	The Bidder provides a statement confirming that it undertakes to have a specific disposal system for toxic or other waste regarded as being dangerous under supervision of the Technical Services Department. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	1.0%	
3.8.5	The Bidder provides a statement confirming that it undertakes to use environmentally friendly and biodegradable detergents and cleaning agents. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	1.0%	
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to Chemical Substances requirements.			

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#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
3.9	**Pest Control**		**7.5%**	
3.9.1	The Bidder provides a statement confirming that it undertakes to comply with the integrated pest management plan as provided by SANParks. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	2.5%	
3.9.2	Where and if required the Bidder undertakes to control bats as outlined in in the SANParks Bat Management Plan. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	2.5%	
3.9.3	The Bidder provides a statement confirming that it undertakes to make use of preferred pest control chemicals as outlined in the SANParks Pest Control Report. The Bidder shall provide a statement in their Environmental Plan.	Provided = 100% Not provided = 0%	2.5%	
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to pest control requirements.			
3.10	**Visual Impacts**		**7.5%**	
3.10.1	The Bidder must provide a description of all building materials they intend to use (where applicable) for all structures and obtain approval from SANParks.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	2.0%	
3.10.2	The Bidder must provide a description of efforts to minimise the visual impacts of the development, including lighting.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
3.10.3	The Bidder must provide locations of lightning arrestors and radio masts (where applicable) and how the visual impacts of these will be minimised.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
3.10.4	The Bidder must specifically outline how brand signage and colours will be mitigated to complement the environment (colours to be used to paint the train should be limited to maroon, dark green or beige.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	1.5%	
3.10.5	The Bidder provides a statement confirming that it undertakes to implement mitigation measures in order to reduce the visual impact in the park.	Provided = 100% Not provided = 0%	1.0%	
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to Visual Impact requirements.			
3.11	**Monitoring**		**10%**	
3.11.1	The Bidder provides a statement confirming that it agrees to cooperate with SANParks in compiling a monitoring checklist that encompasses all environmental conditions. The	Provided = 100% Not provided = 0%	1.0%	

Final

#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
	checklist would be used for auditing purposes and would be conducted once every 6 months.			
3.11.2	The Bidder provides a statement confirming that it shall appoint an independent Environmental Control Officer (ECO) to perform quarterly audits, ensuring compliance with the environmental authorisation or any other relevant conservation aspects of managing the Concession.	Provided = 100% Not provided = 0%	1.0%	
3.11.3	The Bidder provides a statement confirming that it agrees that SANParks will monitor, evaluate and score the operations (based on the line items in the checklist) and that a score of less than 85% for three (3) consecutive audits would imply material breach of the PPP Agreement.	Provided = 100% Not provided = 0%	1.0%	
3.11.4	The Bidder to provide a Portfolio of Evidence (signed off audit report indicating a track record) of Environmental Compliance Audits spanning a minimum period of 5 years (within a time frame from 2004 to date). All audits must be undertaken by an EAPASA registered professional.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	7.0%	
3.12	**Energy Use**		**8%**	
3.12.1	The Bidder to provide a plan detailing how they intend to measure energy use and continuously aim to implement measures to reduce energy usage until optimal levels are reached. The plan should consider Industry Best Practice and indicate how the Bidder will future proof its solution for energy provision for the Concession period taking into consideration the challenges of establishing green-energy infrastructure in a national park.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	8.0%	
	Note: The Bidder should refer to the Information Memorandum for more detail in relation to Energy Conditions and Requirements.			
3.13	**Off Road Game Driving Provision**		**8%**	
3.13.1	The Bidder to provide a plan showing how it will undertake the game driving activities, considering all requirements specified in the Information Memorandum.	Excellent = 100% Good = 75% Reasonable = 50% Limited = 25% Poor = 0	8.0%	
4	**RISK MATRIX**			**10**
4.1	The Bidder must provide risk allocation by completing the risk matrix for the project? (see below for matrix)	Fully = 100% Partially = 50% Not at all = 0	**100%**	
	Total functionality points			**100**
	Minimum threshold			**80**

Final

25.3 Suggested Cashflow Spreadsheet format for point 1.2.3 of the Functionality Schedule**:**

This may be in a spreadsheet format of the Bidder's choice, but must at least present the following:

	Start-up R'000	**Year 1 R'000**	**Year 2 R'000**	**Year 3 R'000**	**Year 4 R'000**	**Year 5 R'000**	**Year 6 R'000**	**Year 7 R'000**
Cash inflows								
Owners' capital								
Loans received								
Grants received								
Cash from sales and other operating revenue								
Cash from other sources								
Total cash inflow (A)								
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								
Total cash outflow (B)								

Final

	Start-up R'000	Year 1 R'000	Year 2 R'000	Year 3 R'000	Year 4 R'000	Year 5 R'000	Year 6 R'000	Year 7 R'000
Net cash flow [A – B] before PPP fees and tax								

** Adapt for the full period of the PPP*

25.4 Risk Matrix as per point 4 of the Functionality Schedule:

Please note that the Bidder must use the below risk matrix and not any other format. The wording of the risk must not be changed. The Bidder must populate each line and all columns for each risk:

Final

CONCESSIONAIRE RISK MATRIX						
Item	**Risk Type**	**General description of risk**	**Project-specific risk**	**Mitigation measures**	**Risk Allocation: Private Party %**	**Risk Allocation : SANParks %**
1.	Capex over-run Risk	The possibility that the actual improvement costs will exceed projected costs				
2.	Default Risk	Risk associated with the non-compliance of the PPP agreement contractual obligation				
3.	EIA Risk	The risk that the EIA transfer required from DFFE from the current SPV holder to the new Concessionaire is not obtained or takes a longer than prescribed by DFFE				
4.	Environmental Risk	The risk of liability for losses caused by environmental damage arising during the improvement and operational phases of the concession and compliance with restriction on water and waste management.				
5.	Exchange Rate Risk	The possibility that the exchange rate fluctuations will impact on the viability of the concession				
6.	Financial Risk	The risk that Revenue, capex and opex are incorrectly projected, tax obligations may not have been fully taken into account or may change;				
7.	Financing Risk	The risk that the required capital may not be raised; loans may not be able to be repaid; fluctuating inflation, interest rates, and currencies may affect assumptions				
8.	Force Majeure Risk	The possibility that the occurrence of unexpected events beyond the control of either party affect both the improvement and operation of the concession				

CONCESSIONAIRE RISK MATRIX						
Item	**Risk Type**	**General description of risk**	**Project-specific risk**	**Mitigation measures**	**Risk Allocation: Private Party %**	**Risk Allocation : SANParks %**
9.	Handover Risk	Risk that there are delays in the handover from the existing Concessionaire or dispute				
10.	Inflation Risk	The possibility that the actual inflation rate may exceed the projected inflation rate				
11.	Infrastructure risk	The risk that infrastructure leading to and within the concession is inadequate affecting both Improvements and operations to the concession.				
12.	Insolvency Risk	The possibility of insolvency of the Private Party				
13.	Insurance Risk	The risk of substantial increases in insurance premiums and/or costs related to excess payments. Underwriting risks associated with the concession operation and infrastructure				
14.	Interest Rate Risk	The possibility of interest rate fluctuations affecting the availability and cost of funding				
15.	Maintenance Risk	The possibility that the cost of maintenance exceeds the projected maintenance costs				
16.	Market, demand or volume Risk	The possibility that the market demand and rates for the service generated by the concession may be less than anticipated				
17.	Operating Risk	Factors impacting on the operating requirements of the concession and related expenditure				
18.	Planning Risk	The risk that the proposed Concessionaire's project plan is not achieved				

CONCESSIONAIRE RISK MATRIX						
Item	**Risk Type**	**General description of risk**	**Project-specific risk**	**Mitigation measures**	**Risk Allocation: Private Party %**	**Risk Allocation : SANParks %**
19.	Political Risk	The possibility of unforeseeable decisions and conduct by Government				
20.	Product improvement completion Risk	The risk that property improvements identified by the Bidder cannot be completed on time				
21.	Regulatory Risk	The risk of changes in the authority governing the jurisdiction of the concession. (i.e. Increased involvement on local government) The possibility that the proposed use of the State Asset will not comply to the applicable legislation				
22.	Termination on Expiry or Early Termination risk	The risk that the Concession Assets at early termination or expiry of the PPP Agreement will not be in the prescribed condition for hand back to SANParks				
23.	Resource or input Risk	The risk of shortage and delays in the supply of resources to the concession				
24.	Safety Risk	The risk to guests, staff and suppliers associated with operating a concession within a protected conservation area.				
25.	Social Unrest Risk	Risk associated with civil unrest, strikes impacting operations and access to the concession				
26.	Tax Risk	The possibility that changes in applicable tax laws decrease the anticipated return on investment				
27.	Utilities Risk	The possibility that the utilities required for improvements and operation may not be available or delayed				

26. ANNEXURE 3 – B-BBEE OBLIGATIONS

26.1 B-BBEE and Socio-Economic Transformation Objectives

26.1.1 SANParks has set a requirement for Bidders to be B-BBEE compliant and has developed the B-BBEE Project Scorecard which will be the basis for B-BBEE evaluation and allocation of preference points for the identified Specific Goals for the Project.

26.1.2 SANParks' identified Specific Goals (B-BBEE and socio-economic transformation objectives) for this Project are informed by and seek to address the following challenges within the Tourism Sector:

26.1.2.1 structural economic imbalances within the Tourism Sector;

26.1.2.2 limited opening of the market for new entrants;

26.1.2.3 limited representation of Black People in higher management structures;

26.1.2.4 transformation taking place at a slow pace, particularly at an ownership level;

26.1.2.5 targets for procurement are in general not being met and minimal support to black-owned enterprises; and

26.1.2.6 other the challenges faced which include:

26.1.2.6.1 lack of skills and experience at an SMME level;

26.1.2.6.2 limitations of access to finance;

26.1.2.6.3 market access for SMMEs; and

26.1.2.6.4 limited procurement opportunities for SMMEs due to lack of partnership and collaboration between stakeholders.

26.1.3 These commitments will become binding in the PPP Agreement and Bidders will have an obligation to comply with the Bid Offer Compliance Targets for the duration of the PPP Agreement, and will be required to demonstrate compliance in accordance with the monitoring and reporting obligations.

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26.1.4 In designing the B-BBEE Project Scorecard, SANParks had regard of the following policy framework and legislation:

26.1.4.1 B-BBEE Act;

26.1.4.2 B-BBEE Amendment Act (2013);

26.1.4.3 B-BBEE Amended Codes of Good Practice (2019);

26.1.4.4 B-BBEE Codes of Good Practice;

26.1.4.5 B-BBEE Codes for PPPs;

26.1.4.6 Constitution of the Republic of South Africa, 1996;

26.1.4.7 Tourism B-BBEE Sector Codes;

26.1.4.8 National Treasury Toolkit for PPP;

26.1.4.9 National Treasury Guidelines on BEE;

26.1.4.10 National Development Plan;

26.1.4.11 Preferential Procurement Policy Framework Act;

26.1.4.12 Preferential Procurement Policy Framework Act Regulations (2022);

26.1.4.13 SANParks Commercialisation Strategy; and

26.1.4.14 SANParks Beneficiation Schemes.

26.1.5 Defined terms used in the B-BBEE Project Scorecard are as defined in the PPP Agreement, Schedule 5 (*B-BBEE Obligations*) of the PPP Agreement and aforementioned legislative framework.

26.2 **B-BBEE and Socio-Economic Transformation Requirements**

26.2.1 Bidders, as part of Bid submission are required to prepare and provide a B-BBEE Proposal setting out its commitment for achievement of the objectives identified in the B-BBEE Project Scorecard. Bidders are required to complete B-BBEE Project Scorecard matrix herein below to indicate their commitments in the ‘Target’ column in the B-BBEE Project Scorecard as part of the Bidder’s B-BBEE Proposal.

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26.2.2 In evaluating the Bids, the PPPFA 90/10 system will be applied, where 90 points will be allocated for Bidder's Financial Proposal and 10 points will be allocated for Bidder's compliance with the B-BBEE Project Scorecard.

26.2.3 Bidders will be evaluated on the basis of their B-BBEE contributor status level evidenced by submission of a B-BBEE Certificate, B-BBEE Affidavit, Consolidated B-BBEE Certificate, or Consolidated Verification Certificate, whichever is applicable to the Bidding entity and B-BBEE Proposal.

26.2.4 Bidder B-BBEE proposal must demonstrate how they intend to comply with the B-BBEE elements and Targets set out in the B-BBEE Project Scorecard, within the timelines stipulated and throughout the term of the PPP Agreement.

26.2.5 The B-BBEE contributor status level for this Project Scorecard is based on the corresponding B-BBEE Recognition Levels as prescribed in the B-BBEE Codes of Good Practice:

B-BBEE Status	**Qualification**	**B-BBEE Status Qualification B-BBEE recognition level**
Level One Contributor	≥100 points	135%
Level Two Contributor	≥ 95 but <100 points	125%
Level Three Contributor	≥90 but <95 points	110%
Level Four Contributor	≥80 but <90 points	100%
Level Five Contributor	≥75 but <80 points	80%
Level Six Contributor	≥70 but <75 points	60%
Level Seven Contributor	≥55 but <70 points	50%
Level Eight Contributor	≥40 but <55 points	10%

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Non-Compliant Contributor	<40 points	0%

B-BBEE Project Scorecard:

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
Ownership	30	**Exercisable Voting Rights: 15 points**				
		7.5	Percentage share of exercisable voting rights as reflected by direct shareholding by Black People in the Private Party, to which Black People are entitled.	40%		
		5	Percentage share of exercisable voting rights as reflected by direct shareholding by Black Women in the Private Party, to which Black Women are entitled.	40%		
		2.5	Percentage share of exercisable voting rights as reflected by direct shareholding by Dispossessed Land Owner Communities and/or Local Community entities in the Private Party	10% free carry equity which should be warehoused and will be allocated as per SANParks instructions		
		Economic Interest: 15 points				
		7.5	Percentage share of economic benefit as	40%		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
			reflected by direct shareholding by Black People in the Private Party, to which Black People are entitled.			
		5	Percentage share of economic benefit as reflected by direct shareholding by Black Women in the Private Party, to which Black Women are entitled.	40%		
		2.5	Percentage share of economic benefit as reflected by direct shareholding by Dispossessed Land Owner and/or Local Community entities in the Private Party	10% free carry equity which should be warehoused and will be allocated as per SANParks instructions		
Management Control and Employment Equity	30	2.5	Black People as a percentage of board of all directors in the Private Party.	50%		
		2	Black Women as a percentage of board of all directors in the Private Party.	30%		
		2.5	Black People as a percentage of executive management in the Private Party	50%		
		2	Black Women as percentage of executive management in the Private Party	30%		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
		2.5	Black People as a percentage of middle management in the Private Party.	70%		
		2	Black Women as a percentage of middle management in the Private Party	40%		
		2.5	Black People as a percentage of junior management & supervisors in the Private Party.	70%		
		2	Black Women as a percentage of junior management & supervisors in the Private Party.	40%		
		2	Black Women/Youth from local communities as a percentage of junior management & supervisors in the Private Party.	45%		
		2	Black People as a percentage of total staff	75% (as staff leave, they must be replaced by a person from the Dispossessed Land Owner Communities so in time these persons represent 60% of employment. Please note this does not apply to management positions in categories C and above of the SANParks jobs grading system which in respect of this Scorecard classification refers to junior management/supervisors, middle management and executive management.)		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
		2	Black Women as a percentage of total staff	40% (as staff leave, they must be replaced by a person from the Dispossessed Land Owner Communities so in time these persons represent 60% of employment. Please note this does not apply to management positions in categories C and above of the SANParks jobs grading system which in respect of this Scorecard classification refers to junior management/supervisors, middle management and executive management.)		
		3	Black People from Local Communities as a percentage of total staff	70% (as staff leave, they must be replaced by a person from the Dispossessed Land Owner Communities so in time these persons represent 60% of employment. Please note this does not apply to management positions in categories C and above of the SANParks jobs grading system which in respect of this Scorecard classification refers to junior management/supervisors, middle management and executive management.)		
		3	Black Women/Youth from Local Communities as a percentage of total staff	45% (as staff leave, they must be replaced by a person from the Dispossessed Land Owner Communities so in time these persons represent 60% of employment. Please note this does not apply to management positions in categories C and above of the SANParks jobs grading system which in respect of this Scorecard classification refers to junior management/supervisors, middle management and executive management.)		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
Skills Development	12	3.5	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for Black People in any of the following three tourism sub-sectors as a percentage of Leviable Amount: - Accommodation; - Hospitality and related services; - Travel and related services. *(Targets for Black People must be split according to the Economically Active Population)*	3% of NPAT		
		3.5	Number of Black Employees participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of total Employees participating in Learnerships, Apprenticeships. *(Targets for Black People must be split according to the Economically Active Population)*	75%		
		3.5	Number of learnerships as a percentage of total employees	10%		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
		1.5	Number of Black Unemployed Learners participating in Learnerships, Apprenticeships and Internships paid for by the measured entity as a percentage of number of total Learners participating in Learnerships, Apprenticeships and Internships. (*Targets for Black People must be split according to the Economically Active Population*	10%		
Enterprise Development and Supplier Development	35	**Preferential Procurement: 30 points**				
		6	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	50%		
		4	B-BBEE Procurement Spend from all Locally owned Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured	20% (minimum 20% of all procurement spend must be from Dispossessed Land Owner Community entities)		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
			Procurement Spend			
		4	B-BBEE Procurement Spend from all Locally owned Empowering Suppliers that are Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	20% (a minimum 20% of all procurement spend must be from Dispossessed Land Owner Community entities)		
		8	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	80% (a minimum 20% of all procurement spend must be from Dispossessed Land Owner Community entities)		
		8	B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured	70% (a minimum 20% of all procurement spend must be from Dispossessed Land Owner Community entities)		

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Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
B-BBEE Element	**B-BBEE Element Weighting (points)**	**Sub-element Weighting (points)**	**Measurement Category and Criteria**	**Compliance Target %**	**Bid Offer Year 1**	**Bid Offer Year 3**
			Procurement Spend			
		Enterprise Supplier Development: 5 points				
		3	Annual value of all qualifying Supplier Development contributions to Dispossessed Land Owner Community entities and/or local community entities made by the measured entity as a percentage of the target	3% of NPAT (The Private Party can opt to set up its own supplier development programme or contribute directly to a centrally funded supplier development programme established by the Dispossessed Land Owner Community Entities).		
		2	Annual value of all qualifying Enterprise Development contributions and Sector Specific Contributions to Dispossessed Land Owner Community entities and/or local community entities made by the measured entity as a percentage of the target	0.5% of NPAT (The Private Party can opt to set up its own supplier development programme or contribute directly to a centrally funded supplier development programme established by the Dispossessed Land Owner Community Entities).		
Social Economic Development	4	2	Annual value of all local Qualifying Socio-Economic Development contributions by the measured entity as a percentage of the target	0.5% of NPAT		
		2	Mandatory CSI contribution to SANParks	0.5% of NPAT		
Total Points	**111**					
Score Out of 111 Points*						

Final

Please note Free Carry is defined as: *"10% Free Carry means: the 10% (ten percent) ownership stake in an enterprise that will be granted to Dispossessed Landowner Communities / Local Communities without them having to pay for the shares or contribute Capital. The 10% free carry is to be initially warehoused at bidding stage by the Bidders and later granted by the Successful Bidders to either the Dispossessed Landowner Communities or to the Local Communities. Furthermore such communities will not be contributing to the ongoing development and operational costs for the duration of the PPP Agreement."*

26.3 **B-BBEE and Socio-Economic Targets and Timelines**

Timeline (Year)	Year 1	Year 3 – 20
Minimum B-BBEE Contributor Status Level	Level 4 to 1 (B-BBEE Verification based on the B-BBEE Project Scorecard)	Level 2 to 1 (B-BBEE Verification based on the B-BBEE Project Scorecard)

26.3.1 A B-BBEE Contributor Status must be at least level 4 as at the date of Bid submission. Where a is a single entity, the Bidders must demonstrate compliance by submitting a B-BBEE Certificate or B-BBEE Affidavit confirming the Bidder's B-BBEE Status Level. Where the Bidding entity is a joint venture or consortium, the Bidding entity must demonstrate compliance by submitting a consolidated B-BBEE Certificate or consolidated B-BBEE verification certificate clearly indicating the Bidder's B-BBEE Contributor Status Level as at the date of Bid submission.

26.3.2 From year 3 (three) from the effective date of the PPP Agreement, a Bidder must attain at least a level 2 B-BBEE Contributor Status based on the B-BBEE Project Scorecard which must be maintained and/or improved throughout the term of the PPP Agreement.

26.4 **B-BBEE Proposal**

26.4.1 Bidders are required to submit a detailed B-BBEE Proposal setting out their proposed plan on how they will achieve their commitment Targets set out in the B-BBEE Project Scorecard, within the timelines stipulated and throughout the term of the PPP Agreement. For purposes of evaluation for Price and Specific Goals (B-BBEE), this RFP will apply the 90/10 Preference Points System where 10 points will be allocated for Bidder's B-BBEE Proposal as follows:

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#	Specific Goal		Preference Points Allocation
1.	Level 4 B-BBEE Contributor Status as at RFP Submission - Level 4 - Level 3 - Level 2 - Level 1		**2 points** 0.5 points 1.0 points 1.5 points 2.0 points
2.	B-BBEE Proposal:		**8 points**
	2.2. Commitments B-BBEE using the form of B-BBEE Project Scorecard	2 Points	
	2.3. B-BBEE Plan detailing how the Bidder will achieve its commitments / Targets set out in the B-BBEE Project Scorecard	6 points	
Total			**10 points**

26.4.2 **The evaluation of the B-BBEE Proposal will be based on the following Matrix**

B-BBEE EVALUATION CRITERIA		SCORING	MAXIMUM SUBTOTAL / WEIGHTING
Ownership in the Private Party			**2 points**
Ownership in the Private Party held by the category of entities and people who are natural persons and juristic persons identified in the B-BBEE Scorecard	The Bidder's proposal shows with sufficient detail the Private Party shareholding structure, clearly demonstrates the % of shareholding in the Private Party with attached Private Party Organogram and draft terms of its Shareholders Agreement	Excellent = 75%-100% Good = 50%-75% Poor = 25% Not Provided = 0	
Collective B-BBEE Ownership Structures in the Private Party	A Bidder proposal must include a 10% free carry equity participation, to be		

B-BBEE EVALUATION CRITERIA		SCORING	MAXIMUM SUBTOTAL / WEIGHTING
identified in the B-BBEE Scorecard	warehoused at time of Bidding, the beneficiaries of which will be specified by SANParks as it relates to Dispossessed Land Owner Community and/or Local Communities through Collective B-BBEE Ownership Structures,		
Management Control			**1**
Management positions in the Private Party held by the category of entities and people who are natural persons identified in the B-BBEE Scorecard	The Bidder's proposal shows with sufficient detail the various levels of management within the respective operational structures in the Private Part, clearly demonstrating the % of the various categories of Black People in management with attached Organogram of the Private Party management and operational structure	Excellent = 75%-100% Good = 50%-75% Poor = 25% Not Provided = 0	1
Enterprise Development and Supplier Development			**2**
Preferential Procurement	The Bidder's proposal outlines how it will achieve and integrate the preferential procurement targets in its procurement for goods and services as part of its operational and business spend.	Excellent = 75%-100% Good = 50%-75% Poor = 25% Not Provided = 0	2

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B-BBEE EVALUATION CRITERIA		SCORING	MAXIMUM SUBTOTAL / WEIGHTING
Enterprise Development Plan	The Bidder proposal outlines the programmes and initiatives it will adopt to support qualifying enterprises identified in the B-BBEE Scorecard		
Skills Development			**0,5 points**
The Private Party proposals outline the skills development programmes that will be implemented	The Bidder's proposal has identified the skills and programmes to be implemented at various levels with the Private Party management and operational structures and other skills development programmes for people who are not Private Party Employees throughout the term of the PPP Agreement	Excellent = 75%-100% Good = 50%-75% Poor = 25% Not Provided = 0	
Social Economic Development:			**0,5 points**
Socio Economic Development programmes that will be implemented	The Bidder's proposal has identified the socio-economic development initiatives and programmes to be implemented throughout the term of the PPP Agreement	Excellent = 75%-100% Good = 50%-75% Poor = 25% Not Provided = 0	
Total Points for B-BBEE Proposal			**6 Points**

Final

27. ANNEXURE 4 – PPP FEE OFFER

27.1 Important note to Bidders

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

27.1.2 Bidders must present the PPP Fee Offer in the form of a letter on the Bidder's letterhead as follows, inserting the Bidder's name and the percentage of gross revenue for the variable PPP Bid as indicated below.

27.1.3 Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R390 000 per month in the first full year of operations and R530 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.

27.2 Form of Letter

To: South African National Parks

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

(a) the minimum PPP fee, expressed as a minimum monetary value increased annually by CPIX from year 3 onwards; or

(b) the Variable PPP Fee, expressed as a flat percentage of aggregate gross revenue as defined in the PPP agreement;

Note to Bidders: Please note the different Minimum PPP Fee specification for each concession.

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:

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1	2	3	4	5	6	7	8	9	10	11
Year	Number of Guest Beds	Occupancy	Average Rate	Forecasted Rooms Revenue	Other Revenue	Gross Revenue	Calculated Variable Concession Fee	Fixed Variable Concession Fee Commit-ment	Minimum Rental	Minimum Committed Concession Fee
				*(2*365*3*4)*		*(5+6)*	*(7*Variable %)*	*@65%)*		*(max. 9 & 10)*
1										
2										
3 4 5 6*										
25										

* Adapt for the 25-year term of the PPP.

Please note the above pro-forma table is to be used for Bidder evaluation purposes only. The evaluation of the PPP FEE offer for Bidding Purposes is undertaken as an assessment of the minimum fee and the flat variable fee.

Please note: The actual PPP Fees to be paid to SANParks will be the higher of the Minimum Committed Concession Fee and the Flat Variable Percentage Offered of Actual Gross Revenue achieved.

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: _____

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28. **ANNEXURE 5 - PPP AGREEMENT**

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

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29. **ANNEXURE 6 – BID COVER SHEETS**

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

Bid for the commercial use of the Jakkalsbessie Concession in the Kruger National Park through a PPP Agreement (ORIGINALS).

ENVELOPE 1: TECHNICAL PROPOSAL

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.

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Bid for the commercial use of the Jakkalsbessie Concession in the Kruger National Park through a PPP agreement.

ENVELOPE 2: PPP FEE OFFER AND B-BBEE PROPOSAL

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.

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30. ANNEXURE 7 - ACCEPTABLE WORDING OF BID AND PERFORMANCE 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 development, refurbishment, finance and operation of the Jakkalsbessie Concession in the Kruger National Park;

And you require the Bidder to include in the Bid a bond for the amount of R 500,000 (Five Hundred Thousand Rand);

And we have agreed to give you such a bond.

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 500,000 (Five Hundred Thousand Rand), upon any or all of the following occurrences:

- any material misrepresentation made by the Bidder in its Bid submission or any other information and documentation submitted by it under the request for qualifications or the request for proposals;
- the withdrawal or modification of its Bid during the period of Bid validity;
- Any default or breach by the Private Party during the term of the agreement; and
- Any event caused by the Private Party that resulted in losses to SANParks.

The bond is valid from Bid Submission until the expiry of the PPP Agreement.

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

SIGNATURE AND SEAL

Name of bank_____

Address_____

Date_____

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31. ANNEXURE 8 – ASSISTANCE TO BIDDERS

31.1 Financing Packages through State Institutions

The following schedule provides information on assistance to Bidders. The schedule provides a quick overview of incentive and loan schemes available to prospective tourism investors and institutions initiating PPPs. It is not exhaustive, and Bidders should undertake their own research.

Primary Funding Sources available

Entity	Description	Funding Criteria/Requirements	Contact Details
NDT - Tourism Support Programme (TSP)	Grant funding	TSP is a reimbursable cash grant that aims to support the development of tourism enterprises that will stimulate job creation and increase the geographic spread of tourism investment. The grant is for the establishment or expansion of tourism operations such as: • accommodation services • passenger transport services • tour operators • cultural services • recreational and entertainment services.	Mr Tlhopane Nthatisi Industrial Development Telephone: 012 444 6583 Email: tnthatisi@tourism.gov.za Email: tsp@tourism.gov.za Website: www.tourism.gov.za
NDT - Social Responsibility Implementation Programme (SRIP)	Grant funding	SRIP is the job creation or the Expanded Public Works Programme (EPWP) of NDT. Potential projects are sourced by the department based on the identified tourism priority and focus areas, and in consultation with the provincial department which is	Tel: 012 444 6000 Website: www.tourism.gov.za

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		responsible for tourism. SRIP provides funding support to the following projects: • Heritage tourism projects • Trails and adventure tourism • Recreational tourism • Accommodation – lodges, camp sites, resorts • Cultural Tourism • Niche tourism projects • Tourism information centres	
NDT and National Empowerment Fund - Tourism Transformation Fund (TTF)	Grant Funding	TTF is a dedicated capital investment mechanism to drive transformation in the tourism sector in a more direct and impactful manner that will not only assist small and micro black-owned tourism enterprises to expand and grow, but to catalyse the rise of a new generation of black-owned, youth, women and community-based tourism industrialists to take the sector to new heights. Requirements include: • Proven commercial viability and sustainability as per the NEF due diligence; • The Enterprise must be at least majority (51%) black-owned; • The enterprise must be black management controlled; • Shareholders must be operationally involved in the business; • Enterprises must be registered as a legal entity in South Africa in terms of • South African law;	Tel: 011 305 8000 Email: tourism@nefcorp.co.za Website: www.nefcorp.co.za

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		• The enterprise must either be a black-owned Exempted Micro Enterprise (EME) or black owned Qualifying Small Enterprise (QSE) in terms of the Amended Tourism Broad-Based Black Economic Empowerment (B-BBEE) Sector Code. • The grant funding is applicable to greenfield and brownfield transactions in the tourism sector; • An applicant may be required to contribute 10% of the total funding application.	
Jobs Fund	Grant funding	The minimum grant size that will be considered by the Jobs Fund is R5 million. Job creation is a primary objective of the Fund and there are separate eligibility and impact criteria for the Fund. Applications first go through an initial evaluation and then move to the next stage once the minimum score has been achieved. The eligibility criteria are as follows: • Track record: well established, measured by a minimum of two years of operational experience at the time of applying. • Linked to the core business of the applicant: the initiative must be directly relevant to the applicant's business • Not dependant on an outstanding government or legal decision: Initiatives must not be dependent on outstanding	Tel: 012 406 9166 Email: jobsfund@treasury.gov.za

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		government decisions of a strategic, financial, or regulatory nature. • Matched funding: provide matching funding at a minimum ratio of 1:1. • Explicit link to job creation: applicants should describe an explicit, credible link between the proposed initiative and the potential for job creation.	
Public Investment Corporation		Investments are limited to South African entities that derive the majority of their revenue from South Africa. Minimum investment size is R100 million. Ideal investment size is between R300 million and R500 million. Investments may comprise debt, equity, or a hybrid of both.	Tel: 012 742 3400/3560/2300 Email: info@pic.gov.za
Industrial Development Corporation	Loan funding	A comprehensive business plan is required as part of the funding application • The project/business must exhibit economic merit in terms of profitability and sustainability • Shareholders/owners are expected to make some financial contribution (the contribution of historically disadvantaged people under special circumstances may be lowered) • Security - the form and nature of which will relate to the applicant's specific circumstances	Tel: 011 269 3000 Website: www.idc.co.za

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Green Tourism Incentive programme (GTIP) - IDC	Grant funding	GTIP assists private sector tourism enterprises in reducing the cost of investing in energy and water efficient operations, while increasing their profitability and operational sustainability in the long term. Grant funding is provided to qualifying small and micro enterprises on a sliding scale from 30% to 90% of the total cost of implementing qualifying resource efficiency interventions, which is capped at R 1 million.	Tel: 011 269 3000 Email: gtip@idc.co.za Website: www.idc.co.za
National Empowerment Fund	Loan/equity funding	The NEF provides loan/equity funding from R250 000 to R75 million. The project must be commercially viable. Preference is given to projects located in previously disadvantaged areas and community involvement is preferred.	Tel: 011 305 8000 Email: applications@nefcorp.co.za Website: www.nefcorp.co.za
Business Partners Limited	Loan funding	Business Partners Limited provides business loans to all business owners who have a viable formal business and require financing for expansion, working capital, equipment, takeovers, property, franchises, or management buyouts. The loans provided range from R500 000 to R50 million to all business owners who have a viable formal business.	Tel: 011 713 6600 Email: enquiries@businesspartners.co.za Website: www.businesspartners.co.za
SEFA		SEFA provides directly to Small and Medium-sized Enterprises as well as Co-operatives operating in all sectors of the economy. The facilities range from a minimum of R50 000 to a maximum of R15 million.	Tel: 012 748 9600 Email: helpline@sefa.org.za Website: www.sefa.org.za

Other sources of financial assistance and Incentive Schemes

Provincial departments of economic development and tourism also provide facilitation support, grant funding for feasibility studies and projects. The table below provides a list of Other sources of financial assistance and incentives.

Institution	How it works	Benefits
Youth Employment Scheme	Under the scheme, businesses will create one-year paid positions for youth aged between 18 and 35 with a minimum paid stipend of R3,500 a month.	• One-year paid positions for youth aged between 18 and 35. • Enhanced overall B-BBEE status with up to 2 levels for enterprises.
CATHSSETA	CATHSSETA provide funding for bursaries, learnerships, internships and work integrated learning programmes. We also offer career advice.	Skills development and training
12J Tax Allowance - Venture Capital Company	Section 12J of the Income Tax Act allows an investor to deduct the full amount invested in a Section 12J VCC from their taxable income for the specific tax year. For example: if an investor invests R1 million into a Section 12J VCC (assuming a maximum marginal tax rate for an individual), the investor will receive a tax credit of R450,000 on the submission of their tax return for the year in which the investment is made. Effectively an investor's risk exposure will be 55% while earning a return on 100% of their investment.	The investor will benefit from both the tax deduction and a return on the investor's full investment.

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