REQUEST FOR PROPOSAL (RFP)

NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP
WITH CATERING AND RELATED TOURISM ACTIVITIES
Tourism PPP Opportunity for a Private Operator to operate a luxury mobile tented camp during the flower season for tourists at Groenrivier, Namaqua National Park
IMPORTANT NOTICE

This Request for Proposals ("RFP"), incorporating all its attachments, has been produced by South African National Parks ("SANParks"), for the commercial use of the Namaqua Flower season Beach camp site, at Groenrivier, Namaqua National Park through a public private partnership agreement. The bidder is requested erect and manage one temporary camp for tourists at the Namaqua National Park as tourism accommodation during the flower season. SANParks will approve the type and number of luxury dome tents.

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

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

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

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

October 2017
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1. IMPORTANT GENERAL NOTES

1.1 SANParks requests proposals for the appropriate commercial use for the Namaqua Flowers Beach Luxury Mobile Tented Camp, which includes catering, an accommodation product consisting of low impact luxury mobile tents and related tourism activities, at the Namaqua National Park through a public private partnership agreement. The Private Party is requested to bring all equipment and tents at their own cost and risk in consultation with SANParks.

1.2 This Request for Proposals (RFP) is issued by SANParks in accordance with the guidelines for public private partnerships (PPP) contained in National Treasury's PPP Toolkit for Tourism, and in compliance with Treasury Regulation 16 issued in terms of the Public Finance Management Act, 1999.

1.3 The regulatory provisions for tourism PPPs can be found on www.ppp.gov.za.

1.4 This RFP overrides all other SANParks communications to bidders about this PPP opportunity.

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

1.6 Bidders are responsible for all costs related to their bid. SANParks will not compensate bidders for any costs, regardless of the outcome of the bid.

1.7 SANParks may change the timetable in paragraph 12. It may also make other changes to the RFP, or add to it, or provide clarification, 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.

1.8 SANParks will not be responsible for any costs or damages whatsoever if it makes any changes to the bid, cancels the bid, or disqualifies any bidder. SANParks will not be responsible for any costs or damages whatsoever if it exercises any other rights as described in this RFP or available to it under the laws of the Republic of South Africa.

1.9 The bid is governed by the laws of the Republic of South Africa and this RFP.
2. **THE PPP OPPORTUNITY**

The Namaqua National Park (NNP) is situated within the Succulent Karoo biome. It is one of 34 internationally recognised biodiversity hotspots, and one of the world’s few arid hotspots. The relatively stable but arid climate contributed to the development of a diverse, locally adapted flora characterised by numerous bulb and succulent plant species. The number of species in the region is particularly high (6,356) by comparison with other arid regions of the world with many endemics (40%) and Red data listed (17%) species. The Succulent Karoo biome is also characterised by a unique and dynamic sand dune system in the coastal areas. The positioning of the park within this biome region offers a unique opportunity to conserve these exceptional ecological systems and processes.

2.1 **The Namaqua Flowers Beach Luxury Mobile Tented Camp at Groenriver, NNP**

This camp has been successfully operational during flower season in the NNP especially during the season from 18 August to 17 September. The purpose of the flower season camp was to market and promote NNP as a tourist destination during flower season within the park.

The mobile camp was situated on the site in the coastal (Delwers) section of the Namaqua National Park, known as Namaqua Flowers Beach Camp. The Delwers is earmarked for tourism accommodation units to be developed as part of the NNP’s future plans for the site. However, this tender will be a five year concession and NNP will liaise with the successful operator for an alternative camping site should the future development come into fruition whilst during the concession period. NNP and the successful bidder will be committed to ensure the success of this camp during the tenure of this concession.

Delwers is zoned as a low intensity leisure zone which is suitable for this temporary mobile tented camp to be erected and removed after the flower season as stated in the RFP document.

The successful private party who operates the Namaqua Flowers Beach Camp should be cognisant that he/she is operating within a national park where the private party, its agents, employees and guests will have to comply with the National Environmental Management: Protected Areas Act 57 of 2003, among other legislation.
The following outlines all aspects of the PPP opportunity in the NNP, which will be a 5-year tenure:

The erection of the mobile camp will be done by the private party who undertakes to erect the camps with its own means and at its own cost and risk in consultation with SANParks. The camp will be of a temporary nature and the private party will remove the camp at the expiry of the flower season, restore, and leave the sites in their previous condition.

The camp at the Namaqua Flowers Beach camp will consist of a maximum of 15 tents which will house 2 single beds each in accordance with the description below. A maximum of 30 beds will be allowed in the camp which can be configured in 2 or 4 beds per tent.

The tents will consist of the following:

- Should be fully furnished;
- Lighting should be battery driven and low impact (LED recommended)

Each tent can have a canvas patio cover providing shade for two director’s chairs; two single beds and one pedestal and include at least the following:

• Battery powered energy saving LED light;
• Bath towels;
• Personal amenities including soap and conditioning shampoo;
• Private but adjacent shower and chemical flush toilet. Warm water to be provided.

Catering, services and activities

The Private Party will provide breakfast, dinner, and the option of a light lunch at the request of the guests.

The camps will be serviced daily by the Private Party, which will include:

• The private party will provide temporary accommodation and facilities for a small staff component with a maximum of 15 staff members for the purposes of catering, cleaning and management of the camp.
The outsourcing of this PPP offers a fair return opportunity for the private sector. The Facility will be outsourced as a going concern under contractual terms that will transfer full operational control to the private operator. In keeping with SANParks’ objectives, particular attention will be paid to the implementation of broad-based Black Economic Empowerment, particularly those from communities adjacent to the Parks. In addition, private operators will have to respect existing SANParks regulations regarding protection of the environment.

2.2 Reservation/ Booking Policy

2.2.1 The successful operator will be able to use the SANParks’ Roomseeker bookings system as part of their reservation procedure. In doing so, they need to provide SANParks with the exact number of tourist accommodation to be uploaded on Roomseeker.

2.2.2 SANParks will have no responsibility in overbookings resulting from reservations made outside of the Roomseeker bookings system.

2.2.3 SANParks will be able to process reservations in consultation with the successful operator and or these reservations, will deduct an amount equal to 10% of the net achieved rate, and where a tour operator is making the booking an amount up to 20% off the rack rate will be permitted. SANParks will deduct an amount equal to 5% off the rack rate and pass the discount to clients who make self-service online reservations on SANParks website.

2.3 Guests to Park

21228 guests visited NNP in financial year-end March 2017. There were 902 unit nights sold and a unit occupancy of 49.3% for the same period. Bed nights sold during that period were 1998 and 30.4% bed occupancy. 3408 camping nights were sold with a 20.6% camping occupancy for that period. (SANParks Annual Report 2017).

Namaqua Flowers Beach camp occupancy ranged from 21% in 2011 to 75% in 2016.

3. SITE DUE DILIGENCE

A due diligence meeting for the Namaqua Luxury Mobile Tented Camp opportunity will
be held on the 26 October 2017 at the 11am at Groenrivier, in the NAMAQUA National Park. This meeting will start at 11h00 sharp and will be followed by a site visit.

4. OTHER DUE DILIGENCE

Each bidder will be responsible for its own due diligence investigation of the investment opportunities, environmental compliance requirements, proposed contractual terms and anything else relating to this RFP. Neither SANParks nor any of its staff or advisors makes any suggestions or guarantees, directly or indirectly, about anything affecting this RFP, the tourism opportunity, except for those set out in ‘Annexure 7: Draft tourism PPP agreement’.

5. REQUIRED QUALIFICATIONS TO OPERATE THE NAMAQUA LUXURY MOBILE TENTED CAMP

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

5.1 Financial capacity

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 interested parties demonstrate financial strength. In this regard, the minimum asset value of the interested parties for this tourism concession is R 1 million (“One million Rands)

As the preferred bidder must be a Special Purpose Vehicle (SPV), it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding. The interested party must also demonstrate, to SANParks’ satisfaction, that its shareholders are solvent. Audited financial statements, 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 an interested party in this regard.

5.2 NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMPS Proposal

The camp has been successfully operated over the years as a test case.

The project is likely to require interested parties with substantial experience and expertise in the mobile-tented camp sector. Interested parties are therefore required to provide examples of similar or related projects conducted by the interested parties.
The interested bidder must have either:

- Extensive experience of minimum of three years in the mobile tented sector. Show proof that they have operated at least 15 mobile tents with a minimum of 40 beds with catering and related tourism activities like mountain biking, site seeing and birding, to name a few being offered, coupled with registration with the relevant accreditation bodies specifically in the accommodation industry. Must demonstrate knowledge of the health and safety laws and regulations as well as have the relevant Licenses, or

- This criterion above may be met with reference to one of the Bidding Company’s parent shareholders or partners, provided that the parent involved holds at least 20% of total company equity or interest.

6. **WHAT MUST BE INCLUDED IN THE BID AND HOW TO SUBMIT IT**

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

6.2 Bidders must submit two envelopes. Mark each envelope clearly Envelope 1 and Envelope 2. Attach the bid cover letter, in the format given in ‘Annexure 8: Bid cover sheets’, to the front of each envelope.

6.3 Envelope 1 must contain **one hard copy and an electronic copy supplied on a USB** of:

- The Bidder Information, in the format given in Annexure 1A: Qualification Submissions;

- the financial information, in the format given in ‘Annexure 1: Financial information’

- a business and operational plan, in the format given in ‘Annexure 2: Business and operational plan’

- a development and environmental proposal, in the format given in ‘Annexure 3: Development and environmental proposal’

- a completed risk matrix, in the format given in ‘Annexure 4: Risk matrix’

- a BEE proposal, in the format given in ‘Annexure 5: BEE proposal’

- a tax clearance certificate, issued by the South African Revenue Service
(SARS) within the bid date requirements, for each South African member of the bidder.

a mark-up of the draft PPP agreement, provided in ‘Annexure 7: Draft PPP tourism agreement’, clearly indicating any amendments that the bidder proposes.

6.4 Envelope 2 must contain one hard copy and an electronic copy supplied on a USB of:

the details of the bidder's PPP fee offer, in the format in 'Annexure 6: Draft PPP fee offer'

6.5 All information to be provided in an electronic format in PDF forma on a USB.

6.6 All information provided in the bid must be valid for 90 business days from the bid date.

6.7 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.

7. THE DATE AND PLACE FOR SUBMITTING BIDS

7.1 Bids must be submitted to the South African National Parks, 643 Leyds Street, Muckleneuk, Pretoria.

7.2 The envelope must be marked for the attention of Wendy Davids and must be submitted on or before 11h00 on the 27 November 2017. No late bids will be accepted

8. HOW THE BIDS WILL BE OPENED

8.1 The bid will be opened by SANParks’ bid secretariat.

8.2 The bid secretariat will separate envelopes 1 and 2 from all the bids. All envelopes 2 will be locked away in the safekeeping of the Regional Business Manager until they are needed.
9. **INCOMPLETE BIDS**

9.1 The Project Evaluation Committee (PEC), 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.

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

9.3 A bid that is not complete or requires clarification may be disqualified without a request for further information. This is the SANParks' decision.

10. **HOW THE BIDS WILL BE EVALUATED AND THE PREFERRED BIDDER CHOSEN**

10.1 **The five main elements of the bid and the two-envelope system**

Bids will be evaluated on five main elements: functionality, BEE and the PPP fee offer.

Envelope 1 is for the functionality and BEE elements and is opened first. Bidders must score at least 65% for functionality and at least 65% for BEE. Envelope 2 is for the PPP fee offer and the mark-up of the draft PPP agreement and will only be opened and evaluated if those minimum thresholds are met.

10.2 **The weighting of the elements**

Functionality will be weighted at 70% of the overall bid score

BEE will be weighted at 10% of the overall bid score

The PPP fee offer will be weighted at 20% of the overall bid score.

The provisions of the Preferential Procurement Policy Framework Act, 2000 (PPPFA) apply.

10.3 **How functionality is evaluated**

SANParks will evaluate functionality in terms of the elements set out in the functionality scorecard below.

Details of the format and information required for each element are contained in Annexures 1 to 4.
## Functionality scorecard

<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
</table>
| **1** Financing plan **1.1** Are Audited Financial statements submitted as part of the RFP request as proof | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **1.2** Has the bidder secured adequate finance to implement the project?                          | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **1.3** Are all the members of the bidder solvent and liquid?                                       | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **1.4** Is the basic cash flow model viable?                                                       | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **1.5** Is there proof of asset value of R1 million by operator or shareholders shown as requested in the RFP? | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **1.6** What is the bidder’s experience and track record in similar enterprises, and in similar target markets?  
Do they have a minimum of three years’ experience in mobile tented camps with an operation of a minimum of 40 people? | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
|                                                                                                  |                                                          | 30               | 30           |
| **2** Business and operational plan **2.1** Is, or will, the bidder be constituted as a legal entity as required in the RFP? | Fully = 5  
Partially = 3  
Not at all = 0                                                                 | 5                |               |
| **2.2** Is the proposed tourism product within the range of product specified in the RFP?  
Are there 15 tents, with a maximum of 30 guests with equipment and descriptions as set out in this RFP? | Excellent = 5  
Acceptable = 3  
Poor = 0                                                                 | 5                |               |
| **2.3** Are there proofs of references, accolades and awards from industry and clients (at least 3 proofs) | Fully (3 proofs) = 5  
Partially (1 proof) = 3  
Not at all = 0                                                                 | 5                |               |
<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4 Does the bidder show proof that they have the logistical ability to erect and strike down temporary tents over a specific period?</td>
<td>Excellent = 5  &lt;br&gt;Acceptable = 3  &lt;br&gt;Poor = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2.5 Camp and tent design, linen and tent type, product standard – were they evident in the bid submission?</td>
<td>Excellent = 5  &lt;br&gt;Acceptable = 3  &lt;br&gt;Poor = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2.6 Is the bidder able to demonstrate shower, ablution, water, power, kitchen set up facilities as well as menus</td>
<td>Excellent = 5  &lt;br&gt;Acceptable = 3  &lt;br&gt;Poor = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2.7 Are the tourism activities proposed by the bidder within the tender specification and NNP Park Management Plan</td>
<td>Excellent = 5  &lt;br&gt;Acceptable = 3  &lt;br&gt;Poor = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2.8 Does the bidder’s planned operating standards and staffing qualifications meet those specified in the RFP?</td>
<td>Fully = 5  &lt;br&gt;Partially = 5  &lt;br&gt;Not at all = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>2.9 Does the bidder’s marketing and product branding plans comply with the RFP specifications?</td>
<td>Fully = 5  &lt;br&gt;Partially = 5  &lt;br&gt;Not at all = 0</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

3 Development and environment proposal

| 3.1 Has the bidder operated in an environmentally sensitive area before? | Yes = 2  <br>Partially = 1  <br>No = 0                             | 2                |               |
| 3.2 Is the planned number of visitors and staff and operator’s vehicles within the limits given in the RFP? | Yes = 2  <br>Partially = 1  <br>No = 0                             | 2                |               |
| 3.3 Are there adequate plans for health, safety and medical/emergency evacuation? | Yes = 4  <br>Partially = 2  <br>No = 0                             | 4                |               |
| 3.4 Are the visual impacts of the planned facility within the RFP specifications? | Yes = 2  <br>Partially = 1  <br>No = 0                             | 2                |               |
| 3.5 Are waste management plans within the RFP specifications? | Yes = 2  <br>Partially = 1  <br>No = 0                             | 2                |               |
| 3.6 Is there commitment to abide by the SANParks | Yes = 3                                                                 | 3                |               |
### Functionality evaluation criteria

<table>
<thead>
<tr>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
<tbody>
<tr>
<td>rules/regulations/ environmental guidelines/codes of conduct?</td>
<td>Partially = 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

#### 4 Risk matrix

<table>
<thead>
<tr>
<th>Does the bidder commit to the RFP’s required risk allocation for the project?</th>
<th>Private Party takes all the risk = 10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shared risk = 5</td>
</tr>
<tr>
<td></td>
<td>Private Party takes no risk = 0</td>
</tr>
<tr>
<td></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total functionality points</th>
<th>100</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Minimum threshold</th>
<th>65</th>
</tr>
</thead>
</table>

The functionality of a bid is scored out of 100 points. A bidder must score 65% or more for functionality or the bid will be disqualified.

#### 10.4 How BEE is evaluated

SANParks will evaluate the bidder’s BEE proposal (details of the format and information required are in ‘Annexure 5: BEE proposal’) and will allocate scores according to the methodology and weightings in the BEE scorecard in ‘Annexure 5: BEE proposal.

BEE is scored out of 100 points. A bidder must score 65% or more for BEE or the bid may be disqualified. This is SANParks’ decision.

#### 10.5 How the PPP fee offer is evaluated

If a bidder meets the minimum thresholds for both functionality and BEE, SANParks will evaluate the bidder’s PPP fee offer.

Under the PPP agreement, the PPP fee income to SANParks shall be, as per the schedule set out in ‘Annexure 6: The PPP fee offer’, whichever is higher of:

10.5.1.1 the minimum PPP fee for the NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP, which is as follows:
10.5.1.2 The variable PPP fee (a flat percentage of gross revenue earned by the Potential Bidder in each project year).

A PPP fee offer that does not conform to the requirements of ‘Annexure 6: The PPP offer’ will disqualify the bid.

The points for the PPP fee offer are calculated using the prescribed price formula in the regulations to the PPPFA. The maximum points will be awarded to the qualified bidder which makes the highest PPP fee offer and the remaining points being allocated pro rata to the remaining qualified bidders.

The PPP fee proposal is scored out of 100 points.

10.6 The overall score

SANParks will calculate the overall score of each qualified bid, using the following formula.

\[ a \times \left( \frac{\text{functionality score}}{100} \right) + b \times \left( \frac{\text{BEE score}}{100} \right) + c \times \left( \frac{\text{PPP fee score}}{100} \right) = d \]

- \( a \) is the weighting (70%) for functionality
- \( b \) is the weighting (10%) for BEE
- \( c \) is the weighting (20%) for PPP fee
- \( d \) is the bidder’s overall score
10.7 **The preferred bidder**

The bidder that receives the highest overall score will be appointed the preferred bidder. The bidder that receives the second highest overall score will be appointed the reserve bidder.

11. **FINALISING THE PPP AGREEMENT**

11.1 SANParks will negotiate the marked-up PPP agreement submitted by the preferred bidder.

11.2 If SANParks and the preferred bidder fail to come to agreement on the PPP agreement within six weeks, SANParks may withdraw the appointment as preferred bidder and begin negotiations with the reserve bidder.

12. **EXECUTION OF PPP AGREEMENT AND HANDOVER OF FACILITY**

12.1 There will be a handover period ("Handover Period"), and will be decided upon between the successful bidder and the NNP management, which will be the Operation Commencement Date. During the Handover Period, the Winning Bidder shall be entitled to work with the Park Management team, in good faith, to arrive at practical ways to affect an orderly Handover.

12.2 During the Handover Period the Winning Bidder will make detailed plans for the takeover of operations, procure the required Performance Bond, and take other such measures as necessary to take over the camping sites and make effective the PPP Agreement.

12.3 During the due diligence process, SANParks will disclose to Bidders the site-specific operational issues that, to the knowledge of SANParks, will require resolution during the Handover Period.

12.4 Bidders will include, in their Bid Submissions, pre-signed copies of the PPP Agreement. However, it is recognised that certain operational issues i.e. Stock Schedules, will not be resolved until the Winning Bidder and SANParks have concluded the site-specific discussions during the Handover Period. Final stock schedules will be signed by the Winning Bidder and SANParks on Operation Commencement Date and the PPP Agreement will be supplemented with such
schedules.

12.5 During the Handover Period, no fees shall be payable by the Winning Bidder (except in the instance where the winning bidder and the current operator are the same operator in which case payment of fees will continue without an interruption due to handover). All fees and rental payments to SANParks, as set out in the PPP Agreement, shall be adhered to as per the Operation Commencement Date.

12.6 During the Handover Period, the current operator shall retain responsibility for the operations, and expenses, of the NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP Facilities.

12.7 On the Operation Commencement Date, at end of the Handover Period, the Winning Bidder shall assume full responsibility for the operations, employees and expenses of the camping sites as per the PPP Agreement.

12.8 During the Handover Period, and thereafter, there shall be no suspension or disruption of service at the SANParks camping sites during the flower season at Namaqua National Park.

13. **BID BOND**

13.1 At the time of submitting its Bid, each Bidder must submit a single Bid Bond (“Bid Bond”) payable to SANParks for the amount of R 50,000 (Fifty Thousand Rand) in the format prescribed in Annexure 8.

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

13.3 Bid Bonds must be valid for a period of 180 Business Days from the Bid Date. The Bid Bonds of all Bidders other than the Winning Bidder shall be returned to them following Signature by SANParks of the PPP Agreement.

13.4 Any of the following shall be grounds for the forfeiture of a Bidder’s Bid Bond:

13.4.1 Any material misrepresentation made by the Bidder in its Bid Submission, or any other information and documentation submitted by it under this RFP;
13.4.2 The withdrawal or modification of its Bid during the period of validity;

13.4.3 Failure by the Winning Bidder to assume operations of the Camping sites at the end of the Handover Period.

13.5 The Bid Bond shall be callable upon first demand by SANParks in the event that one or more of the circumstances described at Article 13.4 above has occurred. Forfeiture of the Bid Bond shall not preclude SANParks from pursuing any other remedies it may have against the Bidder under the laws of South Africa.

14. **BID TIMETABLE**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Treasury Exemption</td>
<td>October 2017</td>
</tr>
<tr>
<td>Public Advertisements</td>
<td>20 October 2017</td>
</tr>
<tr>
<td>Due Diligence Site Visit</td>
<td>26 October 2017</td>
</tr>
<tr>
<td>Bid Submission Date</td>
<td>27 November 2017</td>
</tr>
<tr>
<td>Bid Evaluation</td>
<td>4 December 2017</td>
</tr>
<tr>
<td>Bid Adjudication</td>
<td>January 2018</td>
</tr>
<tr>
<td>Exco and/ Board</td>
<td>February 2018</td>
</tr>
<tr>
<td>Announcement of Preferred and reserve bidder</td>
<td>February 2018</td>
</tr>
<tr>
<td>Negotiations</td>
<td>March 2018</td>
</tr>
<tr>
<td>Signature of PPP Agreement</td>
<td>March 2018</td>
</tr>
</tbody>
</table>
ANNEXURE 1A: QUALIFICATION SUBMISSIONS

14.1 Financial Requirements

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

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

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

14.1.4 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.

14.2 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.

14.3 Mobile-tented Camp Track Record

The qualifying Private Operator(s) or individuals, shareholders or partners, of each Submitting Company, who are being used to meet the criteria regarding:

- minimum of three (3) years mobile tented camp experience and show proof that they have successfully able to operate a minimum of 15 luxury tents with the capacity of at least 40 people with catering and related tourism activities like mountain biking, sightseeing, to name a few being offered or the generation of turnover of at least R1 million for such a mobile tented camp, must provide a general description of the mobile tented camp facilities and services they have operated, including, (i) the number of years in active existence; (ii) the nature of the product sold; and (iii) the total number of beds such facilities or services comprised.

- In the event that the Submitting Company 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 Submitting Company for the PPP Project.
15. **ANNEXURE 1B: FINANCIAL INFORMATION**

Bidders must provide the following information.

15.1 **The financing plan**

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

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

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

15.3 **A simplified cash flow forecast (net of VAT) for the 5 year term of the PPP agreement.**

**Suggested format for the cash flow forecast**

<table>
<thead>
<tr>
<th>Cash inflows</th>
<th>Start-up R'000</th>
<th>Year 1 R'000</th>
<th>Year 2 R'000</th>
<th>Year 3 R'000</th>
<th>Year 4 R'000</th>
<th>Year 5 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owners’ capital</td>
<td></td>
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<tr>
<td>Loans received</td>
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<tr>
<td>Grants received</td>
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<tr>
<td>Cash from sales and other operating revenue</td>
<td></td>
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<tr>
<td>Cash from other sources</td>
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</tr>
<tr>
<td><strong>Total cash inflow (A)</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash outflows</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project costs and start-up expenses</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and staff costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other operating costs and expenses</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Loan repayments</td>
<td></td>
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<tr>
<td>Replacement of equipment and vehicles</td>
<td></td>
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<tr>
<td><strong>Total cash outflow (B)</strong></td>
<td></td>
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</tr>
</tbody>
</table>

**Net cash flow**

\[A – B]\ before PPP fees and tax
16. **ANNEXURE 2: BUSINESS AND OPERATIONAL PLAN**

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

16.1 **Special purpose vehicle constitutional information**

While bidders are not required to form a special purpose vehicle (SPV) for the purpose of bidding, the preferred bidder will have to do so to enter into the PPP agreement. Bidders must therefore demonstrate that they have an appropriate plan to create an SPV by providing as much of the following information as possible:

16.1.1 Bidder’s name, address, telephones and fax numbers, and the trading name if this is different from the registered name

16.1.2 Proposed directors of the SPV and their responsibilities

16.1.3 Place of registration (if applicable) and registration number (if applicable)

16.1.4 Memorandum and articles (or equivalent constitutive documents) (if applicable)

16.1.5 Shareholders’ agreement (if applicable)

16.1.6 Direct shareholder(s) and their percentage shareholding or other beneficial interest or participation (if there is more than one class or share or funding, give the percentages to be held by each).

16.2 **Rationale, background and capacity**

16.2.1 The bidder’s objectives to be outlined

16.2.2 Show their experience and expertise as a the bidder (in term of mobile tented products);

16.2.3 Include as proof of the above a list of awards, accolades and references from organisations and clients (at least three proofs)

16.2.4 Demonstrate their logistical ability to set up and take down temporary erected tents.
16.2.5 Provide SANParks with their camp design and product layout in terms of types of tents that will be used, the look and feel of the tents described, comfortability of the tents that will be used in terms of, but not limited to, a veranda area on each tent so that the guests can enjoy the scenery while under the veranda of their tent. Indicate what type of bedding or linen will be used for each tent as well as any other décor information that can be useful to the bid. Stipulate how frequently these tents will be replaced to ensure that the product’s standard remains good.

16.2.6 Shower and ablutions layout to be included indicating how water will be heated and how water will be provided to the camp; to name a few.

16.2.7 Electricity usage – use of generators versus solar, versus other ways of power provision

16.2.8 Please provide information as to the kitchen set-up, menus that will be provided, refrigeration methods and communal areas and how it will be executed.

16.2.9 Please provide the list of related tourism activities that you will provide

16.3 Please provide standard operating procedure (SOPs) as part of your business operation

16.4 Please provide us with your management policies which can include labour plan, including details of numbers of permanent and part-time staff that will be employed, staff recruitment policies, and employment policies

16.5 **Market analysis**

16.5.1 The bidder’s track record in and knowledge of the market, including existing relationships with tour operators and the travel trade (include references)

16.5.2 Target market (geographical, income, nature of activity, and so on)

16.5.3 Marketing channels

16.5.4 Product branding plans

16.5.5 Time taken to establish market
16.5.6  Growth in occupancy
16.5.7  Pricing range
16.5.8  Competitive analysis
17. **ANNEXURE 3: DEVELOPMENT AND ENVIRONMENTAL PROPOSAL**

Bidders should provide the following information, with back-up evidence wherever possible. Bidders need to budget for environmental, heritage, services and specialists thereof.

17.1 **Legislative Requirements**

17.1.1 Confirmation that Legislative Requirements is understood and will be complied with;

17.1.2 Acknowledgement that the Environmental Specifications could be amended from time to time and in particular to address any legal review findings underwritten in the OMP.

17.2 **SANParks Internal Requirements**

17.2.1 Acknowledgement that Bidder will comply with SANParks’ Internal Requirements including but not limited to:

17.2.1.1 Compilation of a Operation Management Plan (OMP); and

17.2.1.2 Code of Conduct

17.2.1.3 Confirmation that the Code of Conduct understood and will be complied with.

17.3 **Environmental Specifications**

17.3.1 Confirmation that Legislative Requirements is understood and will be complied with; and

17.3.2 Acknowledgement that Environmental Specification could be amended from time to time and in particular to address the legal review findings underwritten in the OMP.

17.4 **Staff accommodation and safety**

17.4.1 **Give** an estimate of the total number of staff, including number to be accommodated on site (including family members) and off site; and

17.4.2 Safety, emergency and rescue procedures.
17.5 Visual impacts

17.5.1 Describe building materials to be used (where applicable) for all structures;

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

17.6 Water

17.6.1 Identify water source(s);

17.6.2 Describe intended water conservation and recycling measures in design and operation.

17.7 Waste management - Liquid wastes

17.7.1 Provide a liquid waste management plan for the operation of the camping sites and with the preparation of food on these sites;

17.7.2 Detail the proposed wastewater management system capable of ensuring that liquid wastes meet or exceed South African water quality regulations prior to discharge or reuse, including an estimate of the approximate volume of wastewater the project will produce daily and a description of the method of disposal, treatment and recycling the bidder intends to install;

17.7.3 Confirm that fuels, solvents and other liquid wastes will be stored in vessels equipped with secondary containment structures, removed from the Protected Area, and disposed of in compliance with national, local and SANParks requirements.

17.8 Waste Management - Solid wastes

17.8.1 Provide a solid waste management plan detailing the packaging that will be used for the operation of the camping sites;

17.8.2 Estimate volumes of solid waste, by different waste categories, that the camping sites are expected to generate;
17.8.3 Describe the operator’s proposed methods for storage of solid wastes, disposing of and/or recycling solid wastes; and

17.8.4 Acknowledge that landfills are not permitted.

17.9 **Noxious Fumes**

17.9.1 Describe the proposed methods to minimise the level of smoke and noxious fumes.

17.10 **Fire management**

17.10.1 Acknowledge that the operator may not control natural fires occurring in the Protected Area, except in the immediate surrounds of the camping sites or to save human life or property.

17.10.2 Agree to subject final designs and safety specifications of all structures to a fire safety audit carried out by a qualified fire safety expert.

18. **ACCESS**

18.1.1 Bidders should acknowledge that the specifications related to Access are understood and will be complied with; and

18.1.2 Acknowledgement by the Bidders that the Speed Monitoring Programme of the Protected Area is understood and will be complied with.

18.2 **Bulk infrastructure**

The potential bidder to take full responsibility for all equipment, waste removal, sewerage removal and water management at both camping sites.

The bidder will not be expected to pay a fee for the water and should supply its own power supply via generators.

18.3 **Maintenance**

The potential bidder must take responsibility for all their assets and ensure that they are in good industry standard.
18.4 Commitments

SANParks manages the land, marine protected area, property and current assets at these sites as part of a declared National Park in terms of the National Environment: Protected Areas Act (No. 57 of 2003) and Integrated Coastal Management Act 24 of 2008 (ICMA, 24 of 2008). As part of SANParks, it has the legal right to enter PPPs at these locations as stipulated above.

Acknowledge that the bidder must comply at all times with SANParks environmental guidelines, code of conduct and regulations which may change from time to time. These will be supplied by SANParks with time.
19. **ANNEXURE 4: RISK MATRIX**

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>General description of risk</th>
<th>Project-specific risk</th>
<th>Mitigation measures</th>
<th>Allocation of risk (institution / Potential Bidder/ shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>The required capital for capex and opex may not be able to be raised; loans may not be able to be repaid; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, and currencies may affect assumptions</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Supporting infrastructure</td>
<td>Supporting infrastructure may be inadequate to sustain the enterprise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Utilities may not be fully available or may cause delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment and heritage</td>
<td>Liability for losses caused by environmental or heritage damage or delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>The costs of maintenance to required standards may vary from projections or maintenance may not be carried out</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political</td>
<td>Unforeseeable conduct by any government institution may adversely affect the project, or the government may expropriate Potential Bidder assets</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party's control</td>
<td></td>
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<tr>
<td>Public Liability</td>
<td></td>
<td></td>
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<tr>
<td>New site allocation not optimal</td>
<td></td>
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</tbody>
</table>
20. **ANNEXURE 5: BEE PROPOSAL**

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

20.1 **Commitments**

Make commitments in the ‘bid offered’ column in the BEE scorecard below. These will become binding in the PPP agreement.

20.2 **Scores**

Insert scores in the far right-hand column of the BEE scorecard below. SANParks will confirm the scoring on the basis of supporting information provided. It would be advisable that the bidder may use an accredited BEE rating agency for this purpose.

20.3 **Supporting information**

20.3.1 Bidders are responsible for providing information to support their scores.

20.3.2 Provide names, BEE credentials and contact details of black shareholders, black managers and black women managers.

20.3.3 Where possible, provide these details for black enterprises or black people targeted for subcontracting and procurement.

20.3.4 Give the anticipated number of construction and operating jobs.

20.4 **Definitions**

In this Section any term, defined in the Broad-based Black Economic Empowerment Act, No. 53 of 2003 ("BEE Act"), or in terms of any Codes of Good Practice issued in terms of Section 9 of the BEE Act, when used in the scorecard below shall have the same meaning as there defined, save where such meaning may be in conflict with the provisions of the Tourism BEE Charter and Scorecard, in which case the provisions of the Tourism BEE Charter and Scorecard will prevail.

The following terms, as used herein, shall have the following meanings:

20.4.1 "**Black Empowered SMME**" means a small, medium or micro enterprise (with a turnover of up to R10 million per annum) which has between 25 percent and 50 per cent direct ownership and management by Black People;
20.4.2 "Black Owned SMME" means a small, medium or micro enterprise (with a turnover of up to R10 million per annum) which has more than 50 per cent direct ownership and management by black people;

20.4.3 “Black People” is as defined in the BEE Act, save that it is limited to South African citizens. In other words, Black People are Africans, Coloureds and Indians who are South African citizens. For avoidance of doubt, this term does not include juristic persons or any form of enterprise other than a sole proprietor.

20.4.4 "Black Person" means any such citizen;

20.4.5 “Black Women” means female Black People;

20.4.6 "Board Representation" refers to membership by Black People of the duly constituted board of directors (or equivalent structure) of an enterprise and is calculated upon the basis of the percentage that black directors hold to the total number of directors of that enterprise;

20.4.7 "Community Trust" means the a trust registered in terms of the Trust Property Control Act;

20.4.8 "Direct Ownership" means ownership of an equity interest in an enterprise where such equity interest comprises:

20.4.8.1 the right to participate in the voting rights in that enterprise;

20.4.8.2 the right to receive unencumbered economic interest (such as dividends) flowing to the shareholders of that enterprise; and

20.4.8.3 Broad-based BEE schemes, employee share option schemes (ESOPs) and other employee share schemes, where the beneficiaries have the unconditional right to receive economic benefits and the capacity to elect and remove trustees, are specifically recognised as direct ownership. The flow-through principle will be applied to determine the level of black ownership represented by the employee share option scheme;

20.4.8.4 Direct ownership is measured as being the lower of the level of black
participation in voting rights and black participation in the unencumbered economic interest of an enterprise, measured using the flow-through principle;

20.4.9 "Discretionary Procurement" includes all amounts expended by an enterprise subject to measurement. Discretionary procurement excludes:

20.4.9.1 employment related expenditure;

20.4.9.2 procurement from public utilities and natural monopolies; and

20.4.9.3 facilitated procurement by travel agencies or other travel distribution providers where the choice of service providers remains with the consumer.

20.4.10 "Employees with no prior working experience" refers to those employees who have no formal employment experience prior to joining an enterprise in tourism. Formal employment does not include learnerships, traineeships or short-term and temporary assignments;

20.4.11 "Enterprise Development" may take a variety of forms, including:

20.4.11.1 direct investment in Black Owned and Black Empowered SMMEs;

20.4.11.2 joint ventures with Black Owned and Black Empowered SMMEs that result in "substantive" skills transfer;

20.4.11.3 support and funding for the grading of emerging tourism companies, as well as providing mentorship, business relationships and linkages which, in turn, provide business opportunities to these enterprises; and

20.4.11.4 twinning initiatives with Black Owned and Black Empowered SMMEs which result in cost savings or revenue generation for those SMMEs;

20.4.12 "Executive Representation" refers to the participation by Black People in the senior non-board level management of an enterprise and more specifically, targets management levels which influence the strategic and operational management of an enterprise.
Participation is measured upon the basis of the percentage that black executive managers hold to the total number of executive managers of that enterprise;

20.4.13 "**Learnership**" refers to learnerships as defined in the Skills Development Act, No. 97 of 1998, amended in 2003;

20.4.14 "**Local**" means the geographic area being within a 50 km kilometre radius of the Project Site or Park;

20.4.15 "**Local Community Trust Ownership**" means Equity in the Private Party which must, as a mandatory provision of the Project, be acquired by a Local Community Trust;

20.4.16 "**Management**" refers to all senior and middle management who do not form part of the executive management of the board of directors of the Private Party;

20.4.17 "**Ownership**" refers to equity participation and the ability to exercise rights and obligations, including voting rights and the rights to the flow of economic benefits, which accrue under such ownership;

20.4.18 "**Preferential Procurement**" refers to all spend with BEE compliant suppliers, to be calculated as follows:

20.4.18.1 one Rand (R1) for every one Rand (R1) spent with Excellent BEE Contributors, Good BEE Contributors, BEE Compliant SMMEs and Black Women Owned BEE Contributors; and

20.4.18.2 fifty cents (50c) for every one Rand (R1) spent with Satisfactory BEE Contributors;

all of which terms are defined as follows:

20.4.18.3 an Excellent BEE Contributor means a company which has scored in excess of 90 percent on a BEE scorecard under a scorecard governing that company's sector or a BEE scorecard issued in the Codes of Good Practice and under the BEE Act;

20.4.18.4 a Good BEE Contributor means a company which has scored in excess of 65 percent, but less than 90 percent, on a BEE scorecard under a scorecard governing that company's sector or a BEE scorecard issued in
the Codes of Good Practice and under the BEE Act;

20.4.18.5 a Satisfactory BEE Contributor means a company which has scored in excess of 40 percent but less than 65 percent, on a BEE scorecard under a scorecard governing that company's sector or a BEE scorecard issued in the Codes of Good Practice and under the BEE Act;

20.4.18.6 a Limited BEE Contributor means a company which has scored less than 40 percent, on a BEE scorecard under a scorecard governing that company's sector or a BEE scorecard issued in the Codes of Good Practice and under the BEE Act;

20.4.18.7 a BEE Compliant SMME means a small, medium or micro enterprise (with a turnover of up to R10 million per annum) which is either an Excellent, Good or Satisfactory Contributor to BEE; and

20.4.18.8 a Black Women Owned BEE Contributor is a company which is more than 30 percent owned by black women and which is also an Excellent, Good or Satisfactory contributor to BEE;

20.4.19 "Skills Development Spend" refers to investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes. Internal training spend does not include the opportunity cost of employees attending the skills development initiatives;

20.4.20 "Supervisory" refers to the junior management and professional staff;

20.4.21 "TOMSA (Tourism Marketing South Africa) Levy Collectors" refers to tourism enterprises who are registered to raise funds on behalf of the trust;

20.4.22 "Total Employee Time" refers to the total working hours calculated as the product of the total number of employees and their standard working hours;

20.4.23 "Total Staff" refers to all employees and/or contractors, excluding those accounted for under Strategic Representation, from whom the tourism enterprise is responsible for the collection and payment of applicable employee tax. The intention of the scorecard
below is to include temporary staff in the definition of total staff, since tourism is an industry that relies heavily on temporary, casual and seasonal staff.

20.5 **2014 Milestones and Targets**

The Potential Bidder shall ensure that the SPV/s, from the date of signature of the PPP Agreement to the termination of the contract, comply with the commitments and undertakings set out in the following table and score at least a Good BEE Contributor score for every SPV that falls within the Bid Package that are bidded for:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014 Weightings</th>
<th>2014 MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weighting</td>
<td>Indicators to measure BEE achievement</td>
</tr>
<tr>
<td></td>
<td>Sub-weighting</td>
<td>Indicator</td>
</tr>
<tr>
<td>Ownership</td>
<td>20%</td>
<td>Percentage share of economic benefits as reflected by direct shareholding by black people</td>
</tr>
<tr>
<td></td>
<td>13%</td>
<td>7.0% Local Community trust ownership</td>
</tr>
<tr>
<td>Strategic representation</td>
<td>12%</td>
<td>Black people as a percentage of board of directors</td>
</tr>
<tr>
<td></td>
<td>2.5%</td>
<td>2.5% Black women as a percentage of board of directors</td>
</tr>
<tr>
<td></td>
<td>2.0%</td>
<td>2.5% Local people as a percentage of board of directors</td>
</tr>
<tr>
<td></td>
<td>2.5%</td>
<td>2.5% Black people as a percentage of executive management</td>
</tr>
<tr>
<td></td>
<td>2.5%</td>
<td>2.5% Black women as a percentage of executive management</td>
</tr>
<tr>
<td>Employment equity</td>
<td>12%</td>
<td>Black people as a percentage of management</td>
</tr>
<tr>
<td></td>
<td>1.0%</td>
<td>1.0% Black women as a percentage of management</td>
</tr>
<tr>
<td></td>
<td>2.0%</td>
<td>2.0% Local people as a percentage of management</td>
</tr>
<tr>
<td></td>
<td>1.0%</td>
<td>1.0% Black people as a percentage of supervisors, junior and skilled employees</td>
</tr>
<tr>
<td></td>
<td>1.0%</td>
<td>1.0% Black women as a percentage of supervisors, junior and skilled employees</td>
</tr>
<tr>
<td></td>
<td>2.0%</td>
<td>2.0% Local people as a percentage of supervisors, junior and skilled employees</td>
</tr>
<tr>
<td></td>
<td>1.0%</td>
<td>1.0% Black people as a percentage of total staff</td>
</tr>
<tr>
<td>Indicator</td>
<td>2014 Weightings</td>
<td>2014 MILESTONES</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>Weighting</td>
<td>Sub-weighing</td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>2014 Weightings</td>
<td>2014</td>
<td>Milestone</td>
</tr>
<tr>
<td>Skills development</td>
<td>18%</td>
<td>4.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled development</td>
<td>18%</td>
<td>4.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferential procurement</td>
<td>18%</td>
<td>12.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise development</td>
<td>10%</td>
<td>5.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social development and industry specific</td>
<td>10%</td>
<td>6.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 20.6 Milestones and Targets Post-2018

The BEE Milestones and Targets for the duration of the PPP Term and in particular for the end of the PPP Term shall be determined by the restructured editions of the Tourism Charter and Scorecard as gazetted from time to time.

The Tourism BEE Charter was developed to be in line with the Department of Trade and Industry's first phase of the Codes of Good Practice. Once the Codes of Good Practice has been gazetted, the Tourism Charter will be guided of how best it can be aligned to the final draft Codes of Good Practice.

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

## 20.7 External BEE Verification

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

The BEE Verification Certificate will categorise the SPV/s according to their contribution to BEE.

The Potential Bidder shall be obliged in terms of the PPP Agreement to ensure that the SPV/s, at a minimum, complies with the category of a Good BEE Contributor for each Project Year.
In the event of default by the SPV/s Potential Bidder to comply with this provisions and the default is not remedied before the expiry of the period referred to in the notice by SANParks, SANParks will have the right to terminate the PPP Agreement with immediate effect by written notice to the Potential Bidder.
21. **ANNEXURE 6: THE PPP FEE OFFER**

**Important note to bidders**

Information about the PPP fee offer must be contained in Envelope 2 and is not to be submitted in Envelope 1 with the functionality and BEE proposals.

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:

To:

NAMAQUA National Park, Kamieskroon, 8241

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

(a) the minimum PPP fee and

(b) the variable PPP fee, expressed as a flat percentage of aggregate gross revenue as defined in the PPP agreement.

The minimum PPP fee is as follows:

<table>
<thead>
<tr>
<th></th>
<th>MINIMUM PPP FEE FOR NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Flower Season Month Only and may differ from season to season. Each year is increased by CPI</td>
</tr>
<tr>
<td>Year 1</td>
<td>R50 000.00</td>
</tr>
<tr>
<td>Year 2</td>
<td>R53 000.00</td>
</tr>
<tr>
<td>Year 3</td>
<td>R56 180.00</td>
</tr>
</tbody>
</table>

The variable PPP fee bid by [name of bidder] is [percentage] % of gross revenue.

[Name of bidder] hereby warrants that the committed minimum PPP fee and the variable PPP fee shall be included in the PPP agreement, if accepted by SANParks.

For indicative purposes only, our projection of fees payable to SANParks is:
<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue (net of VAT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of gross revenue due as variable PPP fee (same for each year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PPP fee due</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum PPP fee or variable PPP fee, whichever is greater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

Signature: _____________________

Name: _____________________      Title: ________________________
22. ANNEXURE 7: DRAFT TOURISM PPP AGREEMENT

The draft PPP Agreements are not attached hereto but will be made available to bidders.
20. **ANNEXURE 8 - ACCEPTABLE WORDING OF BID AND DEVELOPMENT BOND**

To: South African National Parks

[Name of bidder] (“the bidder”) is to submit to you a bid to enter into PPP agreement with SANParks for the purpose of the NAMAQUA National Park Luxury Mobile Tented Camps

And you require the bidder to include in the bid a bid bond for R 50 000.00 (Fifty Thousand Rand);

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

We hereby irrevocably and unconditionally undertake to pay you, upon your first written demand and without objection or argument, the sum of R 50 000.00 [Fifty Thousand], upon any or all of the following occurrences:

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

This bid bond shall be valid until [date 180 business days after the bid date].

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

**SIGNATURE AND SEAL**

Name of bank____________________

Address____________________

Date____________________
21. **ANNEXURE 9: BID COVER SHEETS**

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

**Bid for the commercial use of the NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP at the NAMAQUA National Park through a PPP agreement**

<table>
<thead>
<tr>
<th>ENVELOPE 1: FUNCTIONALITY, BEE BIDS AND MARKED-UP DRAFT PPP AGREEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of bidder:</td>
</tr>
<tr>
<td>Postal address:</td>
</tr>
<tr>
<td>Street address:</td>
</tr>
<tr>
<td>Telephone:</td>
</tr>
<tr>
<td>Cell phone:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>Contact person:</td>
</tr>
<tr>
<td>Email address:</td>
</tr>
<tr>
<td>Signature of bidder:</td>
</tr>
<tr>
<td>Date:</td>
</tr>
<tr>
<td>Capacity in which bid is signed:</td>
</tr>
</tbody>
</table>

*Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.*
Bid for the commercial use of the NAMAQUA FLOWERS BEACH LUXURY MOBILE TENTED CAMP at the NAMAQUA National Park through a PPP agreement

<table>
<thead>
<tr>
<th>ENVELOPE 2: PPP FEE OFFER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of bidder:</td>
</tr>
<tr>
<td>Postal address:</td>
</tr>
<tr>
<td>Street address:</td>
</tr>
<tr>
<td>Telephone:</td>
</tr>
<tr>
<td>Cell phone:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>Contact person:</td>
</tr>
<tr>
<td>Email address:</td>
</tr>
<tr>
<td>Signature of bidder:</td>
</tr>
<tr>
<td>Date:</td>
</tr>
<tr>
<td>Capacity in which it is signed:</td>
</tr>
</tbody>
</table>

*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.*