



**JOHANNESBURG CITY PARKS AND ZOO
SUPPLY CHAIN MANAGEMENT UNIT**

**APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT RISK MATURITY
ASSESSMENT/SURVEY AT JCPZ**
*(ONLY BIDDERS THAT WERE APPOINTED ON THE PANEL OF SERVICE PROVIDERS FOR
INTERNAL AUDITS, FORENSIC AUDITS, INFORMATION TECHNOLOGY AUDITS,
ENTERPRISE-WIDE RISK MANAGEMENT, COMPLIANCE AND FINANCIAL ACCOUNTING
AND MANAGEMENT SERVICES JCPZ/IA01/2022 ARE ALLOWED TO RESPOND ON THIS
ADVERT)*

Reference No: JCPZ/RSK/SCM02/2023

<p>SUBMISSION OF QUOTATIONS JOHANNESBURG CITY PARKS AND ZOO Registration No: 2000/028782/08 City Parks House, Ground Floor 40 De Korte Street, Braamfontein Johannesburg</p> <p>Project Enquiries: Name: Kenalemang Moseki Telephone: <u>011 712 6796</u> Email: <u>kmoseki@jhbcityparks.com</u></p>	<p>GENERAL ENQUIRIES JOHANNESBURG CITY PARKS AND ZOO Registration No: 2000/028782/08 P O Box 2824 Johannesburg 2000</p> <p>The SCM Senior Manager Supply Chain Management Unit Telephone: 011-712 6617 Email: <u>dhlathshwayo@jhbcityparks.com</u></p>
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Name of Bidder

Total Amount Excl. Vat: R

VAT : R

Total Amount Incl. Vat : R

Compulsory Site Briefing : YES
Date and Time: 7 March 2024 @ 10:00am – 11:00am
Venue: 40 DeKorte Street, Braamfontein, Johannesburg
The closing date and time for receipt of the RFQ is Tuesday 12 March 2024 @12:00pm.
Telegraphic, telephonic, telex, facsimile and late quotations will not be accepted.
N.B. Due to COVID19 restrictions, Service Providers are to submit quotations in the boxes provided at the entrance of JCPZ head office, ONLY on the Friday before the closing date between 8am and 4pm AND on the closing date between 8am and 12pm.
PLEASE READ ALL THE SPECIAL AND ADDITIONAL CONDITIONS ON THE NEXT PAGE!

Mandatory Requirements

Completion of the Bill of Quantities (BOQ)/ Specification (where applicable)

Attendance of compulsory site briefing (where applicable)

Administrative Requirements:

- Provide valid Companies' proof of address and/ or Director's proof of residence (Only latest municipal statement not older than three (3) months (not in arrears for more than 90 days) or valid lease agreement in their area of jurisdiction;
- Provide Valid COIDA Certificate from Department of Labour (Letter of good standing);
- Provide a valid Joint Venture (JV) agreement signed by all parties with all individual parties' mandatory documents submitted; if applicable
- Provide Proof of registration with CSD (Central Supplier Database) at National Treasury compliant with all regulatory requirements;
- The use of correction fluid is strictly prohibited and shall lead to disqualification;
- All corrections must be initialled by the bidder; and
- Completion of the entire tender document as issued or downloaded is compulsory
- RFQ's would state the evaluation criteria that would among others:
 - a) State out clearly all mandatory as well as administrative requirements specific to that bid;
 - b) Special conditions that apply to that bid if there are any;
 - c) Evaluation process to be followed either functionality and/or price
 - d) That compliance documents should only be requested from qualifying, shortlisted or recommended service providers that passed the previous stages mentioned above;
 - e) Clause (d) should be implemented by giving service providers within seven (7) days from a day when a letter of request was issued to respond, of which failure to adhere to that timeline should result to elimination

Special Conditions

- Accepted RFQ's will be communicated by way of an official order. Accordingly, no goods, work or service must be prepared or delivered before an official order is received by the respondent
- The process of closing and opening of RFQ's is open for all service providers who submitted quotations
- Non submission of mandatory Municipal Bidding Documents (MBD forms) will result in the bid being disqualified.
- All Municipal Bidding Documents (MBD Form) must be signed and completed in full
- The lowest, or any tender will not necessarily be accepted and Johannesburg City Parks and Zoo reserves the right to accept any tender either in whole or in part.

Evaluation Criteria: 80/20 Preference point system as presented in the preferential procurement regulations 2022, for this purpose MBD 1, MBD 3,1, MBD 4, MBD6.1, MBD 8 and MBD 9 forms should be scrutinized, completed and submitted together with your quotation.

1. All prices quoted must be firm and be inclusive of Value Added Tax (VAT).
2. The lowest, or any, offer will not necessarily be accepted and Johannesburg City Parks and Zoo reserves the right to accept any offer either in whole or in part.
3. No offer shall be considered unless it has been signed and accompanied by sufficient information to show whether or not the goods offered comply with the specifications.
4. The offer herein shall remain binding and open for acceptance by Johannesburg City Parks and Zoo during the validity period indicated and calculated from the closing time of the RFQ.

All Service Providers that are currently not on the Central Supplier Database of National Treasury www.csd.gov.za are required to register and provide the CSD vendor number when submitting quotations/tenders. For more information on Tenders and Quotations visit our website www.jhbcityparks.com as well as on www.etenders.gov.za

JOHANNESBURG CITY PARKS AND ZOO is committed to combat fronting. Insofar as it is legally permitted to do so, and provided that service delivery will not be severely influenced, contracts executed by fronting enterprises will be cancelled, the service provider in question will be blacklisted on its database of service providers and reported to the applicable authorities.

For more information on bids and quotations visit our website www.jhbcityparks.com . Bids completed in Pencil will be regarded as invalid.

SUBMISSIONS MUST BE IN SEALED ENVELOPES CLEARLY MARKED WITH REFERENCE NUMBER AND DESCRIPTION "JCPZ/SCM....."

TERMS OF REFERENCE	
PROJECT TITLE	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT RISK MATURITY ASSESSMENT/SURVEY AT JCPZ

PURPOSE

A need has been identified within Johannesburg City Parks and Zoo (JCPZ) for the appointment of a suitable, qualified and an experienced external service provider to perform a comprehensive maturity assessment of risk management systems. JCPZ is seeking to appoint a suitably qualified and capacitated service provider, to carry out and conduct an assessment on the maturity of its risk management culture, systems, and processes. The assessment should be aligned to and in line with National Treasury Guidelines, latest IRMSA guidelines and recognized international best practices such as the ISO 31000.

BACKGROUND

Johannesburg City Parks and Zoo (JCPZ) is a non-profit legal entity wholly owned by the City of Johannesburg Metropolitan Municipality (COJ). It was established as a Municipal Owned Entity (MOE) mandated to develop, maintain and conserve the green open spaces and manage cemeteries in Johannesburg, as well as the Johannesburg Zoo. The Company has a portfolio in excess of 20 000 ha of public green open spaces including parks, cemeteries, nature reserves and approximately 3.2 million trees.

The company provides the following products and services:

- Urban parks, recreation and leisure facilities
- Cemeteries and crematoria
- Botanical services
- Nature reserves, including bird sanctuaries, nature trails, dams and lakes
- Environmental conservation, including biodiversity management and awareness
- Eco-tourism products and services
- Horticultural and arboriculture services
- Horticultural technical training
- Environmental and Conservation education and awareness
- Bio-aquatic management

- Zoological services; and
- Zoo conservation and research farm

In terms of the Local Government: Municipal Finance Management Act of 56 of 2003 (MFMA) section 95(c)(i) requires an Accounting Officer of a municipal entity to maintain an effective, efficient, and transparent system of risk management within the organization. This is also echoed by National Treasury Guideline and other best practice codes and standards such as COSO Framework, ISO 31000:2018 and King IV report on good governance.

Section 217 of the Constitution of the Republic of South Africa, 1996, provides that goods and services must be contracted through a system that is fair, equitable, transparent, competitive, and cost-effective and confers a constitutional right on every potential supplier to offer goods and services to the public sector when needed.

Anticipated contracting period for the project execution and delivery of defined outputs/deliverable is 30 working days. All expected deliverables and outputs must be delivered no later 7 working days after completion of the project. Dates for presentations of oral presentations to the management and the Board of Directors, will be communicated to the appointed service provider.

OBJECTIVES

The key objective in undertaking this assessment is to evaluate, determine and measure maturity levels of systems of Risk Management of Johannesburg City Parks and Zoo. The entity is undertaking the project strategically, in line with its objectives of ensuring good governance, service delivery excellence continuous improvement of systems and processes of risk management.

Through this project the entity should be empowered by taking best-practice improvement steps towards an integrated (optimal and efficient) enterprise-wide risk management program that will ensure world class service delivery and business performance.

SCOPE OF WORK

Potential service providers are expected to submit a detailed project proposal taking into consideration at the minimum the following key activities as part of implementing the project:

- Evaluate the overall Risk Management Culture, processes, and systems within JCPZ
- Evaluate and assess JCPZ risk governance policies and frameworks in line with the best practices and international standards such as ISO 31000:2018 Risk Management Standard and National Treasury and the IRMSA Guidelines.
- Evaluate and assess the Risk Management policy policies including but not limited to: The risk appetite and tolerance and implemented quantification methodology and aligned matrix, Evaluate, and assess the adequacy and effectiveness of Risk Assessment Processes (identification, analysis, and treatment process)
- Evaluate and assess the adequacy of the Monitoring and Review process
- Evaluate and assess the adequacy of Risk Reporting
- Provide recommendations based on findings
- Develop and present the Risk Maturity Assessment report and aligned output as detailed under the Key Deliverables and Outputs Section

FORMAT OF PROPOSAL

In the submissions or proposals, bidders must indicate the following:

- Proposed methodology that will be followed/utilised to undertake the review of JCPZ risk management maturity level.
- Detailed costs breakdown (inclusive of vat where applicable). The total bid price for the assignment must be based on the skills, resources and time allocated in providing the services. JCPZ reserves the right to request additional information or clarity on cost proposals prior to the evaluation thereof.
- Detailed plan indicating key activities and deliverables.

EXPECTED DELIVERABLES AND OUTPUTS

On completion of the survey/assessment, JCPZ expects to be provided with a maturity report, with actionable set of guidelines/recommendations that can help the entity on improving its ERM program immediately. Mainly, a detailed report should provide:

- ERM Maturity Assessment report on maturity level of the company.

- Maturity Improvement Plan, with recommendations on improvements to be implemented, addressing gaps identified during the assessment.
- The maturity improvement plan should address key risk ERM areas including the risk culture, systems and aligned process amongst other things. improvement roadmap
- High level Presentation at close out of the project, to be tabled to the Executive Committee and applicable Board Committee. E.g., Risk and Audit Board Committee.
- All expected deliverables and outputs should be delivered no later than 7 days after completion of the project.

EVALUATION CRITERIA

All bids/proposals will be evaluated in terms of Qualification, Functionality and PPPFA 80/20 (price/specific goals) criteria. All bids that score less than 70% on functionality (70 points out of 100) will not be considered further.

FUNCTIONALITY

PRE-QUALIFICATION CRITERIA Functionality Tables (100 Points)

Description of Evaluation and Evidence Required	Weights	Total Weight	Points
<p>Experience and Qualifications of key personnel (Provide CERTIFIED copies of qualifications of key personnel)</p> <p>Degree in Risk Management, or Commerce Honours in Risk Management or Commerce Masters in Risk Management or Commerce</p> <p>(Certified stamp date not more than three months from tender closing date)</p>	<p>05/15 10/15 15/15</p>	15	
<p>Number of years in relevant field of key personnel (provide detailed CVs of the same key personnel who submitted qualifications above indicating experience and specific years of key</p>			

Description of Evaluation and Evidence Required	Weights	Total Weight	Points
<p>personnel who conducted Risk Maturity Assessment/Survey)</p> <p>3 to 5 years</p> <p>6 to 11 years</p> <p>12 years and above</p>	<p>05/15</p> <p>10/15</p> <p>15/15</p>	<p>15</p>	
<p>Experience of Company – Company Profile and all supporting documents and references</p> <p>Provide reference letters from your clients where you were conducting Risk Maturity Assessment/Survey services with contact details in line with your Executive Summary highlighted in Company profile as below.</p> <p>3 to 5 reference letters</p> <p>6 and above reference letters</p> <p>NB: The following must be provided:</p> <ul style="list-style-type: none"> • Contactable references of current and previous Risk Maturity Assessment/Survey services/projects must be submitted (i.e., Name of department/organization, telephone number, contact person, contract duration and the contract value) <p>References should be presented in a form of a written letter on official letterhead from clients where Risk Maturity Assessment/Survey services have been provided and should not be older than five (5) years, from this tender closing date.</p>	<p>05/10</p> <p>10/10</p>	<p>10</p>	
<p>Number of years of company providing Risk Maturity Assessment/Survey services. Provide company profile with Executive Summary</p>			

Description of Evaluation and Evidence Required	Weights	Total Weight	Points
<p>indicating number of years and names of clients serviced in line with reference letters submitted above, company cannot score on number of years if failed to submit reference letters requested above.</p> <p>3 to 7 years 8 to 11 years 12 years and above</p>	<p>10/30 20/30 30/30</p>	<p>30</p>	
<p>Methodology & Project Implementation Plan</p> <p>Bidders must provide a detailed approach on how they intend to execute the required services from inception to completion.</p> <p>Describe in detail your proposed methodology or approach, including detailed work breakdown structure for performing the assignment, which includes at a minimum ALL of the following items:</p> <ul style="list-style-type: none"> • Methodology and framework adopted for the development of deliverables. • High Level work plan indicating deliverables, timelines/ milestone, resources, dependencies, exclusions, etc. • Breakdown of project costs. Prices submitted for the bid must be comprehensive (i.e., include Labour, Material, Overheads, and other costs). • Contingency plans to be invoked and implemented in case of disruption/s that may 	<p>30/30</p>	<p>30</p>	

Description of Evaluation and Evidence Required	Weights	Total Weight	Points
adversely impact on implementation and completion of project. NB: Bidder shall not score points if their proposed Methodology does not include all four items listed above.			
Total		100	

NB: A bidder who obtained the minimum threshold for Functionality of 70 points will be considered further.

CONFIDENTIALITY

The request for a technical and cost proposal and all related information shall be held in strict confidence by bidders and usage of such information shall be limited to the preparation of the bid. All bidders are bound by a confidential agreement preventing the unauthorized disclosure of any information regarding JCPZ or of its activities to any other organization or individual. The bidders may not disclose any information, documentation, or products to other clients without the written approval of JCPZ.

PAYMENTS

No advance payments will be made in respect of this assignment. Payments shall be made in terms of the deliverables as agreed upon and shall be made strictly in accordance with the prescripts of the Municipal Finance Management Act No. 56 of 2003 (MFMA).

RETENTION

Upon completion of the assignment and/or termination of the agreement, the successful bidder shall on demand hand over to JCPZ Risk Unit all documentation, information, etc. relevant to the assignment without the right of retention.

CANCELLATION OF THE REQUEST FOR A TECHNICAL AND COST PROPOSAL

JCPZ reserves the right to cancel the bid if:

- (a) Due to changed circumstances, there is no longer a need for the service; or
- (b) Funds are no longer available to cover the part and/or total envisaged expenditure; or
- (c) No acceptable bids are received.

The entity reserves the right to withdraw this request for technical and cost proposals, to amend the term or to postpone this work by email notice to all parties who have received this request.

CLARIFICATION

Any clarification required by a bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning this request for technical and cost proposals, is to be requested in writing from Risk department: mkenalemang@jhbcityparks.com or lleso@jhbcityparks.com

THIS RFQ IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT. NB: NO RFQ's WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE (as defined in Regulation 1 of the Local Government: Municipal Supply Chain Management Regulations)

**THE FOLLOWING PARTICULARS MUST BE FURNISHED
(FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED)**

SUPPLIER IDENTIFICATION (NATIONAL TREASURY CSD NUMBER)
NAME OF BIDDER
ID NUMBERS OF SHAREHOLDERS
TAX NUMBERS OF SHAREHOLDERS.....

EQUITY OWNERSHIP % (attach proof e.g ID Copies of Shareholders, CK)		
Woman Ownership %	Youth Ownership %	Disabled Ownership %

BUSINESS ADDRESS (Postal).....
BUSINESS ADDRESS (Street).....
TELEPHONE NUMBER CODE.....NUMBER.....
CELLPHONE NUMBER.....
FACSIMILE NUMBER CODENUMBER.....
CONTACT PERSON
E-MAIL ADDRESS
VAT REGISTRATION NUMBER.....
COMPANY INCOME TAX NUMBER.....

HAS AN ORIGINAL AND VALID TAX CLEARANCE CERTIFICATE BEEN ATTACHED? (MBD 2) YES/NO

AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)

A REGISTERED AUDITOR
(Tick applicable box)

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS/SERVICES/WORKS OFFERED?
YES/NO (IF YES ENCLOSE PROOF)

SIGNATURE OF BIDDER

DATE

CAPACITY UNDER WHICH THIS BID IS SIGNED.....

Bids must be submitted in Sealed Envelopes clearly marked "Bid For.....and Bid Number JCPZ/....."

INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF MUNICIPALITY/ MUNICIPAL ENTITY)				
BID NUMBER:		CLOSING DATE:		CLOSING TIME:
DESCRIPTION				
THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (MBD7).				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE				
BID BOX SITUATED AT (STREET ADDRESS				
SUPPLIER INFORMATION				
NAME OF BIDDER				
POSTAL ADDRESS				
STREET ADDRESS				
TELEPHONE NUMBER	CODE		NUMBER	
CELLPHONE NUMBER				
FACSIMILE NUMBER	CODE		NUMBER	
E-MAIL ADDRESS				
VAT REGISTRATION NUMBER				
TAX COMPLIANCE STATUS	TCS PIN:		OR	CSD No:
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]	<input type="checkbox"/> Yes		B-BBEE STATUS LEVEL SWORN AFFIDAVIT	<input type="checkbox"/> Yes
	<input type="checkbox"/> No			<input type="checkbox"/> No
[A VALID CK DOCUMENT AND SHARE CERTIFICATE AS WELL AS RATES AND TAXES OR LEASE AGREEMENT MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS]				

2

<p>ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?</p>	<p><input type="checkbox"/>Yes <input type="checkbox"/>No [IF YES ENCLOSE PROOF]</p>	<p>ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?</p>	<p><input type="checkbox"/>Yes <input type="checkbox"/>No [IF YES, ANSWER PART B:3]</p>
<p>TOTAL NUMBER OF ITEMS OFFERED</p>		<p>TOTAL BID PRICE</p>	<p>R</p>
<p>SIGNATURE OF BIDDER</p>	<p>.....</p>	<p>DATE</p>	
<p>CAPACITY UNDER WHICH THIS BID IS SIGNED</p>			
<p>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:</p>		<p>TECHNICAL INFORMATION MAY BE DIRECTED TO:</p>	
<p>DEPARTMENT</p>		<p>CONTACT PERSON</p>	
<p>CONTACT PERSON</p>		<p>TELEPHONE NUMBER</p>	
<p>TELEPHONE NUMBER</p>		<p>FACSIMILE NUMBER</p>	
<p>FACSIMILE NUMBER</p>		<p>E-MAIL ADDRESS</p>	
<p>E-MAIL ADDRESS</p>			

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR ONLINE**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR THE TAX COMPLIANCE STATUS (TCS) CERTIFICATE OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
- 2.4 FOREIGN SUPPLIERS MUST COMPLETE THE PRE-AWARD QUESTIONNAIRE IN PART B:3.
- 2.5 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.6 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.7 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

- 3.1. IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? YES NO
- 3.2. DOES THE ENTITY HAVE A BRANCH IN THE RSA? YES NO
- 3.3. DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA? YES NO
- 3.4. DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? YES NO
- 3.5. IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? YES NO

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

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

DATE:

**PRICING SCHEDULE – FIRM PRICES
(PURCHASES)**

NOTE: ONLY FIRM PRICES WILL BE ACCEPTED. NON-FIRM PRICES (INCLUDING PRICES SUBJECT TO RATES OF EXCHANGE VARIATIONS) WILL NOT BE CONSIDERED

**IN CASES WHERE DIFFERENT DELIVERY POINTS INFLUENCE THE PRICING,
A SEPARATE PRICING SCHEDULE MUST BE SUBMITTED FOR EACH DELIVERY
POINT**

Name of Bidder.....	Bid Number.....
Closing Time	Closing Date
.....

OFFER TO BE VALID FOR **30 DAYS** FROM THE CLOSING DATE OF BID.

ITEM NO.	QUANTITY (QTY)	DESCRIPTION	UNIT PRICE (P)	TOTAL PRICE (QTY*P)
SUB-TOTAL				R
VAT AT 15%				R
GRAND TOTAL (BID PRICE IN RSA CURRENCY WITH ALL APPLICABLE TAXES INCLUDED)				R
I (full name) _____, in my capacity as _____, the duly authorized representative of _____ (company name) hereby declares that the offer is in accordance with the attached specification, notes to suppliers & accepts all conditions/ clauses contained in the said documents.				
Signature of duly authorized representative			Date:	

-
- Required by:
 - At:
.....
 - Brand and Model
 - Country of Origin
 - Does the offer comply with the specification(s)? *YES/NO
 - If not to specification, indicate deviation(s)
 - Period required for delivery
 - *Delivery: Firm/Not firm
 - Delivery basis

Note: All delivery costs must be included in the bid price, for delivery at the prescribed destination.

** "all applicable taxes" includes value- added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

*Delete if not applicable

DECLARATION OF INTEREST

1. No bid will be accepted from persons in the service of the state¹.
2. Any person, having a kinship with persons in the service of the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons connected with or related to persons in service of the state, it is required that the bidder or their authorised representative declare their position in relation to the evaluating/adjudicating authority.

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

3.1 Full Name of bidder or his or her representative:.....

3.2 Identity Number:

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

3.4 Company Registration Number:

3.5 Tax Reference Number:.....

3.6 VAT Registration Number:

3.7 The names of all directors / trustees / shareholders members, their individual identity numbers and state employee numbers must be indicated in paragraph 4 below.

3.8 Are you presently in the service of the state? **YES / NO**

3.8.1 If yes, furnish particulars.

.....

¹MSCM Regulations: "in the service of the state" means to be –

(a) a member of –

(i) any municipal council;

(ii) any provincial legislature; or

(iii) the national Assembly or the national Council of provinces;

(b) a member of the board of directors of any municipal entity;

(c) an official of any municipality or municipal entity;

- (d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
- (e) a member of the accounting authority of any national or provincial public entity; or
- (f) an employee of Parliament or a provincial legislature.

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

3.9 Have you been in the service of the state for the past twelve months? **YES / NO**

3.9.1 If yes, furnish particulars.....

.....

3.10 Do you have any relationship (family, friend, other) with persons in the service of the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

3.10.1 If yes, furnish particulars.....

3.11 Are you, aware of any relationship (family, friend, other) between any other bidder and any persons in the service of the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

3.11.1 If yes, furnish particulars

.....

3.12 Are any of the company’s directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.12.1 If yes, furnish particulars.

.....

3.13 Are any spouse, child or parent of the company’s directors trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.13.1 If yes, furnish particulars.

.....

3.14 Do you or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company have any interest in any other related companies or business whether or not they are bidding for this contract. **YES / NO**

3.14.1 If yes, furnish particulars:

.....

4. Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	State Employee Number

.....
Signature

.....
Date

.....
Capacity

.....
Name of Bidder

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS: 25% OR MORE WOMEN OWNED	20
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) “**tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) “**rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) “**tender for income-generating contracts**” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) “**the Act**” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$Ps = 80 \left(1 - \frac{Pt - Pmin}{Pmin} \right) \quad \text{or} \quad Ps = 90 \left(1 - \frac{Pt - Pmin}{Pmin} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$Ps = 80 \left(1 + \frac{Pt - Pmax}{Pmax} \right) \text{ or } Ps = 90 \left(1 + \frac{Pt - Pmax}{Pmax} \right)$$

Where

- Ps = Points scored for price of tender under consideration
 Pt = Price of tender under consideration
 Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(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 table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,
- then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Price	N/A	80	N/A	
25% and above women Owned	N/A	20	N/A	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One-person business/sole propriety
- Close corporation
- Public Company
- Personal Liability Company
- (Pty) Limited
- Non-Profit Company
- State Owned Company

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person’s conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

 SIGNATURE(S) OF TENDERER(S)
SURNAME AND NAME:
DATE:
ADDRESS:

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Municipal Bidding Document must form part of all bids invited.

- 2 It serves as a declaration to be used by municipalities and municipal entities in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

- 3 The bid of any bidder may be rejected if that bidder, or any of its directors have:
 - a. abused the municipality's / municipal entity's supply chain management system or committed any improper conduct in relation to such system;
 - b. been convicted for fraud or corruption during the past five years;
 - c. willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - d. been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).

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

Item	Question	Yes	No
4.1	<p>Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector?</p> <p>(Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p>The Database of Restricted Suppliers now resides on the National Treasury's website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.1.1	If so, furnish particulars:		
4.2	<p>Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)?</p> <p>The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court of law outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.3.1	If so, furnish particulars:		
Item	Question	Yes	No
4.4	Does the bidder or any of its directors owe any municipal rates and taxes or municipal charges to the municipality / municipal entity, or to any other municipality / municipal entity, that is in arrears for more than three months?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		
4.5	Was any contract between the bidder and the municipality / municipal entity or any other organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.7.1	If so, furnish particulars:		

CERTIFICATION

**I, THE UNDERSIGNED (FULL NAME)
CERTIFY THAT THE INFORMATION FURNISHED ON THIS
DECLARATION FORM TRUE AND CORRECT.**

**I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION
MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.**

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

CERTIFICATE OF INDEPENDENT BID DETERMINATION

- 1 This Municipal Bidding Document (MBD) must form part of all bids¹ invited.
- 2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.
- 3 Municipal Supply Regulation 38 (1) prescribes that a supply chain management policy must provide measures for the combating of abuse of the supply chain management system, and must enable the accounting officer, among others, to:
 - a. take all reasonable steps to prevent such abuse;
 - b. reject the bid of any bidder if that bidder or any of its directors has abused the supply chain management system of the municipality or municipal entity or has committed any improper conduct in relation to such system; and
 - c. cancel a contract awarded to a person if the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract.
- 4 This MBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.
- 5 In order to give effect to the above, the attached Certificate of Bid Determination (MBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Municipality / Municipal Entity)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign, the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

³ Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder



JOHANNESBURG CITY PARKS AND ZOO NPC

CODE OF ETHICS

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1. INTRODUCTION

It's imperative that the Johannesburg City Parks and Zoo (JCPZ) is, and is seen to be a responsible corporate citizen. JCPZ is an integral part of the broader society in which it operates and as such KING IV advocates a stakeholder inclusive approach in which the Board of Directors takes account of the legitimate and reasonable needs, interests and expectations of all material stakeholders in the execution of its duties in the best interest of the Organization over a period of time. It is important therefore that the Board ensures that the corporate ethics are governed well with a view of supporting an ethical culture in the Organization in line with Principle 2 of KING IV.

The Code of Ethics (the Code) intends to guide both Non-Executive and Executive Directors, service providers acting on behalf of JCPZ, JCPZ business partners and all employees on common ethics and compliance related issues, the Code offers guidelines on expectations around business conduct; and also to know where to go and how to get help about ethical concerns and questions.

The Code illustrates JCPZ's commitment to a culture of openness, accountability and compliance. Adherence to this Code is not optional and should be read with JCPZ's policies and all applicable legislation.

While each Director and employee is accountable for upholding the JCPZ Code of Ethics, ensuring that our values remain fundamental to our work, and following all applicable laws, regulations and company policies, JCPZ advances its unified approach to ethics and compliance through the integration of the Organization's Code of Conduct, Delegation of Authority Framework and JCPZ's Anti – Fraud and Corruption Policy to name a few.

When acting on behalf of JCPZ, Directors and employees shall not take unfair advantage through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or other unfair-dealing practices.

It is also JCPZ's stance to maintain ethical behavior, accountability, transparency and integrity in the conduct of its business. Therefore, ethical decision making, business practices, processes and procedures should be the norm within JCPZ's professional environment.

2. GLOSSARY OF TERMS

Accountability:	The obligation to answer for the execution of responsibilities. Accountability cannot be delegated, whereas responsibility can be delegated without abdicating accountability for that delegated responsibility.
Accounting Officer	Refers to the Managing Director, the highest ranking employee in an organisation as envisaged in the Municipal Finance Management Act 56 of 2003.
Board:	If it is used in the context of a Company, it means the Board of Directors of a company as defined in section 1 of the Companies Act.
Code:	The Johannesburg City Parks and Zoo Code of Ethics.
Companies Act:	Companies Act, No 71 of 2008, as amended.
Company:	A juristic person incorporated in terms of the Companies Act.
Conflict of Interest:	A conflict of interest, used in relation to members of the Board and its committees, employees and suppliers occurs when there is direct or indirect conflict, in fact or in appearance, between the interests of such member and that of the organisation. It applies to financial, economic and other interests in any opportunity, including information. It also applies to member's related parties holding such interest.
Culture:	In an organisational context, "the way in which members of an organisation relate to each other, their work and outside world in comparison to other organisations.
Director:	A Non-Executive member of the Board of JCPZ, as contemplated in Section 66 of the Companies Act or any person occupying the position of a director or alternate director, by whatever name designated" as defined in section 1 of the Companies Act.

Diversity:	Diversity should be understood as the varied perspectives and approach offered by members of different identity groups.
Effective or effectively:	The adequate accomplishment of the desired objective or a pursuit with the minimum expenditure of time, resources, waste and effort.
Ethics:	Considering what is good and right for the self and the other, and can be expressed in terms of the golden rule, namely to treat others as you would like to be treated yourself. In the context of the organisation, ethics refers to ethical values applied to decision- making, conduct, and the relationship between the organisation, its stakeholders and the broader society.
Fairness:	Fairness refers to the equitable and reasonable treatment of the sources of value creation, including relationship capital as portrayed by the legitimate and reasonable needs, interests and expectations of material stakeholders of the organisation.
Integrity:	In the context of governance and ethics, integrity refers to the quality of being honest and having strong moral principles. It encompasses consistency between stated moral and ethical standards and actual conduct.
KING Code:	KING IV Report on Corporate Governance in South Africa
Management:	Management includes all managers, and executive managers of Johannesburg City Parks and Zoo.
MFMA:	Municipal Finance Management Act, No 53 of 2003, as amended.
MSA:	Municipal Systems Act, No 32 of 2000, as amended.
Must:	'Must' is used specifically to indicate a legal obligation.

NPO:	Non-profit Organisation.
Organisation:	In the context of this Code, 'organisation' typically refers to Johannesburg City Parks and Zoo.
Related party:	A related party is a person or entity as set out in section 2(1) of the Companies Act.
Responsibility:	Taking ownership of a duty, obligation or liability.
Risk:	Risk is about the uncertainty of event; including the likelihood of such events occurring and their effect, both positive and negative, on the achievement of the organisation's objectives. Risk includes uncertain events with a potential positive effects on JCPZ (i.e. opportunities) not being captures or not materialising.
Sensitive/ confidential Information:	Information that is likely to compromise competitiveness, privilege or commercial advantage
Society:	Refers principally to the broader society or community as part of the triple context in which JCPZ operates. Society includes the JCPZ's internal and external stakeholders, which in turn form part of the broader society as a whole.
Stakeholder:	<p>Groups or individuals that can reasonably be expected to be significantly affected by an organisations business activities, outputs or outcomes, or whose actions can reasonably be expected to significantly affect the ability of the organisation to create value over time.</p> <p>Internal stakeholders are directly affiliated with the organisation and include its governing bod, management, employees and the shareholder.</p>

External stakeholder could include trade unions, civil society organisations, government, customers and consumers.

Sustainability: Sustainability is the ultimate, long-term goal of sustainable development.

Sustainable development: Development that meets the needs of the present without compromising the ability of future generations to meet their needs.

Transparency: The unambiguous and truthful exercise of accountability such that decision making processes and business activities, outputs and outcomes (both positive negative) are easily able to be discerned and compared with ethical standards.

Values: Convictions and beliefs about how JCPZ and those who represent it should conduct themselves; how resources should be treated; what the core purpose and objectives of JCPZ should be; and how work duties should be performed.

3. SCOPE AND APPLICATION

The code of ethics applies to all JCPZ employees and Directors and to an applicable degree to suppliers/ service providers acting on behalf of JCPZ.

4. OBJECTIVES OF THE CODE OF ETHICS

The Code seeks:

- To offer guidance to JCPZ’s stakeholders in the manner in which they conduct their duties and responsibilities;
- To ensure that ethical standards are institutionalized in the Organization by establishing an agreed set of ethical Principles;
- To record the Company’s zero tolerance approach to unethical behavior;
- To control and ensure mitigation of ethics risks and leverage on opportunities within the JCPZ environment and
- To ensure that ethics performance is monitored and reported to the relevant authority, i.e. the Accounting Officer and/or the Board of Directors.

5. JCPZ VALUES



JCPZ operations predominantly focus on visible service delivery and as such the Company is committed to service excellence towards greening, cleaning, conserving all parks, cemeteries and nature reserves within its mandate. The Johannesburg Zoo places importance on 4 (four) key pillars namely, Conversation, Education, Research and Recreation. The Johannesburg Zoo is therefore managed in line with established ethical standards set by the World Associations of Zoo and Aquaria.

JCPZ is also committed to inspiring, instilling and promoting its core values of service excellence, Ubuntu (Care and Concern for People), Teamwork, Ownership and Commitment, and Innovation as depicted in the table below.

Value	What it means in practice for JCPZ
Service excellence	<ul style="list-style-type: none"> • Conduct our work in an efficient, effective, professional and accountable manner; • At all times render the quickest, most responsive and best service to our customers; and • Work with a commitment to quality and high performance.
Ubuntu (Care and concern for people)	<ul style="list-style-type: none"> • Work with care, empathy, respect and consideration for the well-being of our staff, customers and other stakeholders; • Maintain a safe and healthy work environment and promote care and concern for assets and facilities; and • Focus on people development, growth and work/life balance.
Teamwork	<ul style="list-style-type: none"> • Focus on collaboration and working together to achieve more; • Promote an environment of sharing knowledge and information.
Ownership and commitment	<ul style="list-style-type: none"> • Take responsibility for our actions and “do it right the first time”; • Act with integrity and in a transparent, ethical and honest manner; • Work with pride, passion and discipline; • Demonstrate a focus on customer service and satisfaction and in the best interests of the City.
Innovation	<ul style="list-style-type: none"> • Listen to and understand needs and create new approaches to what we do; • A focus on cutting edge, best in class and “outside the box” approaches and solutions.

6. APPLICATION OF CORE VALUES

6.1. SERVICE EXCELLENCE

A commitment to service excellence requires being able to conform to the following principles at a minimum:

- Promoting legitimate business interests in a diligent manner;
- Maintaining confidentiality of information;
- Keeping proper records;
- Using resources efficiently and effectively as well as
- Refraining from any form of harassment and intimidation.

Principle: Promoting legitimate business interests in a diligent manner

How do we adhere to this principle?

- Obeying applicable laws and legislation;
- Offering quality products and services to stakeholders;
- Providing timely service and remedies for customer complaints and

Principle: Maintaining confidentiality of information

How do we adhere to this principle?

- Employees are required to ensure that Company information is properly safeguarded at all costs;
- Refraining from disclosing any confidential information belonging to the Company;
- Avoiding the disclosure of customer information without prior authorization;
- Maintaining confidentiality of information received from other stakeholders;
- Abstaining from unlawfully disclosing employee information;
- Employees are required to protect intellectual property and refrain from exploiting intellectual property to both internal and external parties

Principle – Keeping proper records

How do stakeholders adhere to this Principle?

- Ensuring the accurate retention of all records and documents submitted to or on the behalf of JCPZ in line with applicable legislation.

Principle – Using resources effectively

How do we adhere to this principle?

- Safeguarding the Company's resources and ensuring their prudent and effective use;
- Completing tasks and projects efficiently and effectively;
- Employees and service providers acting on behalf of JCPZ are expected to apply knowledge and skills in the best interest of the Company and
- Conducting business or performing tasks using good judgment and due care, refraining from negligent or reckless conduct.

Principle - Refraining from any form of harassment and intimidation

To provide an environment free of any form of harassment and intimidation, employees, directors and service providers must:

- Remain courteous and respectful in all dealings when acting for and on behalf of JCPZ; and
- Refrain from any form of conduct that may be perceived to be prejudicial, intimidate or harass, based on race, religion, gender, political conviction, sexual orientation or disability.

6.2. OWNERSHIP AND COMMITMENT

JCPZ believes in dedicated, honest, open and constructive service delivery. We pay attention to detail while delivering what is expected on time and giving of our best at all times. We support and encourage internal and external stakeholders to do it right, ethically, honestly and with integrity at the first instance. Application of this value translates to commitment to transparency and building trust and a good reputation in all our relationships. Required principles are as follows at a minimum:

- Being honest and trustworthy
- Being clear in all communication
- Reporting unethical and dangerous conduct
- Avoiding perceived and actual conflict of interest

Principle - Being honest and trustworthy

How do we adhere to this principle?

- JCPZ believes firmly that honesty and its characteristics can create a positive impact in the work environment. Further that, honesty is the act of following good work ethics and acting diligently at all times. Accordingly, the Company encourages its employees to influence the honesty of those around them.
- By proactively being truthful in such a manner that it does not create false impressions, mislead or deceive;
- Communicating in an open and transparent manner, subject to legal and competitive constraints and
- Utilizing Company resources for Company purposes and not for personal gain.

Principle - Being clear in all communication and actions

How is this Principle observed?

- JCPZ accepts its obligation to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. Subsequent to this, employees and service providers acting on behalf of the Company shall be responsible for the tasks they are assigned to perform and shall therefore be accountable for his or her actions in conducting those duties;
- Providing honest and constructive feedback in given timeframes;
- Offering/ providing clarification and precise information prior to executing tasks;
- Avoiding making any false or misleading statements to others who may rely on the accuracy and truthfulness of the information being provided;
- Avoiding untruths, untruthful omissions, deception, concealment and overstatement in their communication with stakeholders;
- Avoiding any form of intentional misrepresentation, fraud, corruption or illegal practices or actions;

Principle – Reporting unethical and dangerous conduct



It is vital that employees and stakeholders support this Code and it is encouraged that there should be disclosure of unethical behavior the first time it comes to light. JCPZ is committed to having an environment where employees and stakeholders can raise concerns or enquire on perceived transgression without fear of prejudice.

All raised concerns are taken seriously and are appropriately investigated, to the extent that it is possible. All employees, directors and stakeholders are encouraged to raise ethical concerns or enquire through these channels mainly by:

- Reporting to line manager (if possible);
- Report to Head of Internal Audit and/or the Accounting Officer
- Reporting to the Company Secretariat and
- Reporting via the Anonymous Tip Off Line on 0800 002-587

All Management has a duty of ensuring that the matter is given priority and resolved in a timely manner.

The Anonymous Tip Off Line is a service which allows employees and other stakeholders to raise and ask ethical questions confidently and anonymously in their own language. The line is managed by an external firm to ensure anonymity and when a concern or question is received, it is sent to the Accounting Officer and/or Head of Internal Audit for investigation when necessary. The role of the Social and Ethics Committee is to have oversight, provide guidance and to ensure that investigations are done and are concluded accordingly.

Due to certain confidential matters that are typically raised through these channels, the reporter

should not expect to receive detailed feedback on the findings of an investigation. The privacy of whistle blowers is top priority however all employees and stakeholders are required to handle personal data with the utmost care.

Principle - Avoiding both actual and perceived conflicts of interest



For the purposes of the code, conflict of interest exists where a Non– Executive Director or an Executive Manager, or any other employee has a relationship with either a natural or juristic person doing or intending to do business with JCPZ.

This includes a situation where either the director or employee has direct or indirect influence for directing or controlling the activities and resources that may unlawfully benefit a natural or juristic person.

It should be noted that the definition contained herein does not exclude the definition in the International Accounting Standard 24 Related Party Disclosures.

- Employees and stakeholders must refrain from any attempt to influence persons in public office in order to obtain an improper gain or advantage;
- Employees and stakeholders must refrain from offering any JCPZ staff member any item of value, including money, in return for a certain action or inaction by the staff member;
- Refraining from soliciting or accepting any item of value, including money, in return for a certain action or inaction, or that which could reasonably be perceived to create such an obligation;
- Disclosure of any personal interest they or a relative, has in relation to JCPZ’s business (such conflict of interest could include directorships or employment of family members);

- By acting in JCPZ's best interest without any improper motives when entering into contracts or accepting business on behalf of the Organization;
- Refusal and reporting any offers of bribes or other potential corruption emanating from any source;
- Refraining from engaging in other income producing activities without the prior written approval of the Accounting Officer;
- Desist from tendering for JCPZ business or any tender by the Government if you are a JCPZ employee or Director as per legislation.

Where a conflict of interest situation could arise for an employee, s/he must desist from dealing with the contract giving rise to that situation and may not attempt in any way to influence the Company decision on the matter. The employee must further report the matter accordingly; failure to timeously report an arising conflict is regarded as a breach of this code.

To avoid conflicts of interest related to outside activities, employment, and directorships, employees must:

- Ensure compliance with all provisions of the Code of Ethics when invited to hold outside directorships;
- Obtain approval from the Managing Director when invited to become an outside director;
- Refrain from using their position for personal gain or to advance the interests of family members, friends, juristic persons or others;
- Refrain from taking full-time or part-time outside employment without the prior written approval of the functional head; and
- Refrain from acquiring a business interest or participating in any activity outside JCPZ that creates or appears to create excessive demand on their time, attention or energy, that would deprive JCPZ of their best efforts in executing daily tasks.

To avoid conflicts of interest related to relationships with suppliers/service providers, employees must:

- Refrain from compromising their independence when engaging with service providers; and
- Refrain from investing or acquiring a direct or indirect financial interest in a customer or service provider Organization, if such an investment or acquisition influences, or creates the impression of influencing, their ability to pursue JCPZ best interest.

To avoid conflicts of interest related to receiving gifts and entertainment, employees must:



- Refuse favors and/or gifts which may affect one's ability to make independent judgment, and report any such approaches in writing to one's line manager or head of department;
- Disclose all gifts with a value exceeding three hundred and fifty Rand (R350) in line with the Municipal Finance Management Act 56 of 2003
- Disclose any subsequent gift from the same party within any one year, regardless of value;
- Refrain from accepting business entertainment other than invitations to occasional lunches, cocktail parties or dinners; and
- Refrain from accepting personal hospitalities other than occasional tickets to local sporting or other events.

Employees may accept gifts from suppliers or contractors who have worked for JCPZ, provided:

- The gift is unsolicited and disclosed;

- The gift is not a reward or favour for persuading any official or member, structure or functionary of the council of the City of Johannesburg with regard to the exercise of any power or the performance of any duty;
- A staff member will not be expected to declare and/or disclose any benefit received by him/herself, his/her spouse, partner, business associate or close family member, if such benefit was acquired in common with all the other employees of JCPZ

To avoid conflicts of interest related to the receipt of commission, employees must:

- Waive and report any offers of commission or monetary remuneration related to the sale of any JCPZ product or service.

Principle – Combating criminal activities



How do we intend on adhering to this Principle?

- Refrain from and report observed fraud (willful misrepresentation yielding undue gain); and
- Refrain from and report observed corruption, including bribery.

6.3. UBUNTU (CARE AND CONCERN)

We show that we care by leading by example and providing each other direction and support and a workplace that is free of harassment, discrimination, nepotism and favoritism. JCPZ appreciates and values the diversity of the workforce and the uniqueness of each employee.

JCPZ respects stakeholders' assets by using them for the purpose that they are intended; and not gain personally through the abuse of assets and resources. A commitment to Ubuntu requires being able to conform to the following principles at a minimum:

- Treating people fairly;
- Complying with health, safety and security standards;
- Providing a working environment free of discrimination;
- Providing opportunities for personal growth and professional development for all employees
- Valuing the different cultures and beliefs of all JCPZ's stakeholders; and
- Respecting the communities in which we are located

Principle – Treating people fairly



How do we act on this Principle?

- JCPZ commits itself to the principle of Ubuntu. The value of Ubuntu underpins the culture of interconnectedness and co-operation;
- JCPZ and its employees have the responsibility to treat every person, be it a fellow employee or a member of the public with respect and dignity;

- JCPZ respects all basic human and constitutional rights of stakeholders;
- Supporting and protecting human rights within the Company's sphere of influence;
- Giving reasonable notice of operational changes likely to have a major effect on stakeholders livelihood;
- By refraining from retaliating or tolerating victimization of persons who report unethical or dangerous conduct;
- Responding to stakeholders' suggestions, requests and complaints;
- Acknowledging rights to free association, collective bargaining and arbitration; and
- Complying with relevant Labour laws and regulations.

Principle - Providing a working environment free of unjust discrimination

We observe this Principle by:

- Providing a working environment free of unjust discrimination, all stakeholders must;
- Refraining from practices of unjustified discrimination based on race, religion, gender, political conviction, sexual orientation or disabilities; and
- Reporting practices of unjustified discrimination to the relevant authorities.

Principle – Providing opportunities for personal growth and professional development for all employees

This Principle is given priority by way of Creating and sustaining an environment providing personal growth and professional development, applicable employees must:

- Assume personal accountability for own training and development;
- Continuously seek opportunities to enhance their knowledge, thus improving personal skills;
- Explore and be receptive to innovation in order continuously to improve the quality and efficiency of their work; and
- Actively participate in the performance review process to better understand what they can do to be more effective, efficient and valuable employees.

Principle – Valuing the different cultures and beliefs of all JCPZ's stakeholders

How do we adhere to this Principle?

- By respecting the traditions and cultures of all people;
- Promoting equal employment opportunities;
- Respecting the right to freedom of social, religious and political association;
- Respecting the rights of differently abled people;
- Supporting employee involvement in civic affairs;
- Supporting and protecting democratic institutions; and

Principle - Respecting the communities in which we are located

To respect the communities in which JCPZ is located, employees, service providers/ suppliers must:

- Cooperate with public authorities to address threats to public health and safety from the Company's products and services;
- Engage in community focused corporate social investments;
- Recognize the government's obligations and jurisdiction concerning society at large;
- Communicate and consult with communities affected by environmental and health and safety impacts of JCPZ's operations;
- Be sensitive to the needs of local communities and consider their well-being in all policies and actions; and
- Aim to contribute to the economic well-being and social development of the communities in which JCPZ conducts business.

Principle – Prevent Modern Slavery

To prevent modern slavery the Company and its stakeholders must:

- Report slavery, servitude, forced and compulsory labour and human trafficking this is not limited to the following groups
 - Directors;
 - Employees;
 - Agency workers;
 - Seconded employees;
 - Suppliers and business partners;
 - Agents;
 - Interns;

- Volunteers;
- Contractors and Subcontractors;
- Consultants and
- Third party representatives
- Report with an effort of combatting modern slavery.

6.4. TEAMWORK

Together we grow our Company by developing, recognising and trusting our employees. The focus on collaborating and working together to achieve the common goal is paramount to the success of JCPZ. Through this Code and in our everyday dealings we intend to promote an environment of sharing knowledge and information. A commitment to Teamwork requires being able to conform to the following Principles at a minimum:

- Protecting the natural environment in which we operate;
- Protecting JCPZ's reputation;
- Working according to the highest standards of service and productivity;
- Working in unity as a team. No silo mentality ; and
- Protecting and respecting JCPZ's assets.

Principle - Protecting the natural environment in which we operate

How do we achieve this Principle?

- Promoting sustainable development;
- By engaging in environmentally focused corporate social investments;
- Engage and adhere to all environmental laws; and
- Treat the environment as a sustainable resource for present and future generations by limiting to an acceptable minimum air, noise or any other form of pollution emanating from carrying our duties and responsibilities.

Principle – Protecting Johannesburg City Parks and Zoo' reputation



How do we adhere to this Principle?

- Promoting and upholding JCPZ' values in our everyday business dealings and operations;
- Acting as ambassadors of JCPZ at every appropriate opportunity.

Principle – Working according to the highest standards of service and productivity

How do we intend on adhering to this Principle?

- By providing a reliable, punctual service in terms of the Service Excellence value and adhering to service level agreements;
- Conducting business according to the highest standards of accuracy and completeness;
- Employees are expected to perform their duties in a manner that reduces risk;
- Employees must ensure that they only commit to what that they can reasonably expect to fulfill to internal and external stakeholders and
- Continuously seek better and efficient ways of performing work.

Principle – Working in unity

How do we achieve this Principle?

- Promoting inter-departmental, interdivisional and interpersonal cooperation for the good of JCPZ and all its stakeholders, internal and external;
- Avoiding debilitating politics, and contravening the Code of Ethics and the Code of Conduct and

- Proactively sharing successful means of enhancing any and all aspects of efficiency or service quality with management and other employees in order to maximize the benefits.

Principle – Protecting Johannesburg City Parks and Zoo physical assets and animals



How do we achieve this Principle?

- By avoiding misuse of JCPZ property, assets or equipment;
- By treating all company assets with care and preventing loss or theft

6.5. INNOVATION

JCPZ constantly strives to redefine the standard of excellence in everything we do and also in confronting business challenges. Therefore, we are open to ideas that challenge the conventional views and drive innovation. The only constant in life is change and we believe that in order to stay relevant we must constantly improve with society's changing needs. The Company openly communicates and encourages goals and successes in order to attract new ideas and talented individuals.

7. APPLICATION OF THE CODE OF ETHICS

There will be times when stakeholders are uncertain whether a decision they make is consistent with both the letter and spirit of the Code. There will be other times when stakeholders suspect or believe they have observed unethical conduct.

JCPZ is committed to the highest ethical standards and principles in all JCPZ business, and requires the same from its Employees, directors, suppliers and all external stakeholders in fulfilling their responsibilities at the Company. Compliance with the Code and Ethics and all Company policies is therefore required of all the aforementioned.

Managerial Responsibilities

In addition to their general rights, roles and responsibilities as employees of JCPZ, managers and supervisors have additional responsibilities resulting from their seniority and the nature of their managerial/supervisory duties.

Managers and Supervisors are required to:

- Make a personal commitment to act in accordance with the Code, communicate this commitment to staff members and lead by example.
- Guide staff members to behave in accordance with the Code.
- Identify ethics risks in your business activities, and establish ways to mitigate these risks, and to address potential contraventions of the Code.
- Take appropriate action to correct behavioural deviations, and
- Enforce disciplinary action when appropriate.

Managers and Supervisors are required to ensure that their staff members, including temporary employees and contract workers in the department are sensitised to the Code and ethics related policies through staff dialogue sessions facilitated by managers and supervisors.

Employees need to know how to apply the Code in their specific work environment.

Managers and Supervisors are accountable for ensuring that all new employees and temporary or contract workers attend their Divisions induction programme, as well as formal ethics training workshops. The Ethics Office should be contacted to provide ad-hoc ethics training on request.

Managers and Supervisors are required to give their staff members opportunities to discuss ethics issues and concerns both formally and informally. It is recommended that ethics is a standing agenda item for staff meetings, so as to encourage 'ethics' dialogue.

Managers and Supervisors are required to assist staff members in:

- Addressing ethics issues and concerns and queries,
- Reporting unethical behaviour and violations of the law and policies so that incidents can be investigated and appropriate action taken.

Managers and Supervisors may not, under any circumstances, victimize staff members who report unethical behaviour and/or violations of the law and JCPZ Policies.

Employee Responsibilities

- Employees must ensure that they are aware of and familiar with the Code, and Company policies, and that you receive proper training on these.
- Use the Code to guide your decisions, especially when you are in doubt, or if there are no rules or policies that address the specific situation.
- If you have questions or concerns, seek advice.
- Request detailed information from managers, supervisors and policy custodians regarding policies and procedures which relate to your work, and ensure that you understand and comply with these.
- Use the appropriate channels to report unethical behaviour, crime, irregularities and grievances. JCPZ will protect employees who have reported suspected illegal activities and violations of the policy, against any form of victimisation or occupational detriment, and will make every effort to protect the confidentiality of anyone reporting a breach.
- Loyally execute the lawful policies of JCPZ;
- Perform the functions of office in good faith, diligently, honestly and in a transparent manner.
- Act in the best interest of JCPZ and in such a way that the credibility and integrity of JCPZ are not compromised.
- Act impartially and treat all people, including other staff members, equally without favour or

prejudice.

Other Role Players' Responsibilities

- Human Resource practitioners are required to ensure that new employees receive a briefing on the Code as part of the sign-on process.
- New employees must be registered to attend an induction programme within one (1) month of joining JCPZ.
- All individuals acting on behalf of JCPZ must be made aware of, and are expected to adhere to, JCPZ's Code of Conduct and Code of Ethics. The Supply Chain Management department is required to ensure that suppliers receive a briefing on the Code as part of the contract documentation provided by JCPZ.

Internal Audit Department:

- Provide assurance function that the Divisions are complying with applicable legislation, JCPZ policies and procedures.
- Investigate and report on matters of ethics referred to them and ensuring that disciplinary action is recommended where evidence of non-compliance exists.

Employee Relations:

Facilitate and support any grievances and/or disciplinary actions required when contraventions of this Code occurs in terms of the relevant JCPZ disciplinary code, policies and procedures.

8. BREACH OF THE CODE OF ETHICS



A breach of this Code will be regarded as misconduct. Violation of the code will therefore be dealt with in accordance with the JCPZ Disciplinary Code.

Those engaging in ethical misconduct not explicitly mentioned herein may be subject to disciplinary action.

9. FREQUENTLY ASKED QUESTIONS

What are Business Ethics?

Business ethics also known as corporate ethics is a form of applied ethics or professional ethics, that examines ethical principles and moral or ethical problems that can arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

What is ethics?

Ethics concerns what is good and right for the self and the other, and can be expressed in terms of the golden rule, namely to treat others as you would like to be treated yourself. In the context of the organisation, ethics refers to ethical values applied to decision- making, conduct, and the relationship between the organisation, its stakeholders and the broader society.

Who are our Stakeholders?

Stakeholders are groups or individuals that can reasonably be expected to be significantly affected by an organizations business activity, outputs or outcomes, or whose actions can reasonably be expected to significantly affect the ability of the organization to create value over time.

Internal stakeholders are directly affiliated with JCPZ and include its Board of Directors, management, employees and the shareholder (City of Johannesburg).

External stakeholder could include trade unions, civil society organisations, government, customers and consumers.

What are core values?

Core values are convictions and beliefs about how JCPZ and those who represent it should conduct themselves; how resources should be treated; what the core purpose and objectives of JCPZ should be; and how work duties should be performed.

What does it mean to conduct business responsibly in Johannesburg City Parks and Zoo?

Responsible business conduct in means acting professionally, being transparent, conducting oneself with pride and respecting diversity.

What does it mean to be professional?

To be professional means performing to the highest standard, offering the best possible service, exercising safety and ensuring excellence in all we do.

What does it mean to be transparent?

To be transparent means being truthful, and building trust as well as a good reputation in all our relationships and actions.

What does it mean to grow our company with pride?

To grow our company with pride means building the company by developing, recognising and trusting our people, as well as respecting the environment.

What does it mean to value diversity?

To respect diversity means recognising the inherent worth of every human being and the value they bring to our business and interactions.

What may cause conflicts of interest?

Conflicts of interest may be caused by:

- Inappropriate outside activities, employment, and directorships;
- Relationships with customers and service providers or suppliers;
- Accepting gifts and entertainment;
- Giving gifts and entertainment;
- Political contributions; and
- Unauthorized receipt of commission on business deals

What is compliance?

Compliance is following specific rules called laws, regulations, procedures and policies that apply to us. All good rules are do's and don'ts rooted in core values, such as Professionalism, Transparency, Pride and Diversity.

What are laws?

Laws are the rules (do's and don'ts) of the countries within which we operate, guiding us in responsibly conducting our business. If we break these laws we may be punished.

What are regulations?

Regulations are rules (do's and don'ts) for large organisations like Johannesburg City Parks and Zoo, guiding us to conduct our business responsibly all over the world. These rules often support the laws of the countries in which we operate.

What are Policies and Procedures?

Policies and procedures are rules (do's and don'ts) for our various departments, divisions and business partners, guiding us to conduct our business responsibly. These rules are often supported by laws and regulations.

What should I do in the absence of legal, regulatory and policy guidelines?

Remember, when you are in doubt, always revert to the JCPZ values. You may also ask yourself:

- Am I acting with service excellence in mind?
- Am I doing the best to encourage innovative ways in my dealings?
- Are my actions incorporating values of Ubuntu?
- Am I being transparent?
- Are my actions in the best interest of the Company and its stakeholder?
- Am I being fully honest and trustworthy?
- Am I being considerate towards my Teammates?
- Am I respecting diversity?

What should I do when I think JCPZ's values clash with laws or regulations?

When you encounter such a situation, elevate your concern to the Accounting Officer. JCPZ is committed to responsible business conduct; therefore, the highest ethical standards - our values – should guide our actions.

10. REVIEW OF THE CODE OF ETHICS

Last review date: 31 October 2022

This policy will be reviewed annually, or as and when required.