- REQUEST FOR PROPOSALS -

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE PROPOSED PUBLIC PRIVATE PARTNERSHIP PROJECT FOR THE OPERATION AND MANAGEMENT OF THE SKUKUZA AIRPORT IN THE KRUGER NATIONAL PARK

IMPORTANT NOTICE

This Request for Proposals (RFP), incorporating all its attachments, has been produced by South African National Parks (SANParks), in connection with the tendering for management of the Skukuza Airport (“the Facility”) and the operation of scheduled air services to and from the Skukuza Airport in the Kruger National Park (“KNP”).

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

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

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.

September 2025

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General Information

1. INTRODUCTION

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

1.2 SANParks herewith initiates a PPP Tender process for the management of the Skukuza Airport ("the Facility") which entails the operation of scheduled air services to and from the Skukuza, managing curio shop and car rental facility. The airport is currently managed and operated as a Category 5 Airport in terms of ICAO (International Civil Aviation Organization). Should the Bidder re-categorize the airport, this should still be in line with the ICAO requirements and the Bidder must consider the runway weight during re-categorization.

***The maximum aircraft size allowed will remain Embraer 190 (E190) or equivalent even if the Airport category changes.

1.3 The Bidder will be responsible to supply all equipment, documents and operational aspects required by the South African Civil Aviation ("SACAA") to re-categorise the Skukuza Airport should the need arise. The airport must be maintained to the satisfaction of SACAA for the duration of the agreement.

1.4 The management of the Facility and the provision of scheduled air services to and from this Facility offers an attractive opportunity for the Bidder.

1.5 In keeping with SANParks' objectives, particular attention will be paid to the implementation of Broad-Based Black Economic Empowerment ("B-BBEE").

1.6 The Bidder will have to respect all existing SANParks regulations regarding protection of the environment, some of which are outlined in Section 4 – Environmental Proposal.

1.7 The Bidder will be given exclusive right to operate the Airport facility and provide scheduled slots (for flights) from different airlines (as far as possible) to and from Skukuza Airport for 10 (ten) years from the Operation Commencement Date. In return, the Bidder will propose a percentage of turnover (PPP fee) that will be payable to SANParks monthly for the duration of the contract.

1.8 Noise and visual impact will play a major role in the adjudication of the bids in compliance with strict environmental and technical standards maintained by SANParks, therefore the operator will need to offer slots to airlines operating aircrafts that have less noise and visual impact.

1.9 It is intended that by SANParks entering into the PPP with a Private Party, SANParks will generate additional revenue through PPP fees paid to the organization by the Private Party, while enabling SANParks to focus on its core activity of conservation. It is intended that the Private Party will comply with strict environmental standards maintained by SANParks for the duration of the contract.

1.10 **Value-for-Money Objectives**

The commercialisation strategy has various value-for-money objectives. The following are the main objectives for the Skukuza Airport PPP opportunity:

1.10.1 Tourism Promotion;

1.10.2 Revenue generation for SANParks

1.10.3 Reduction in aircraft activity in the Kruger National Park and surrounds in the interest of minimising noise and visual impact; and

1.10.4 B-BBEE and job creation (preference given to local communities near the park)

1.10.5 Biodiversity protection and conservation

1.10.6 Infrastructure upgrades/ renovations (where necessary) and maintenance of infrastructure. Plans to upgrade or renovate infrastructure must be submitted to SANParks' Technical Services for approval. Please note that upgrades and renovations will only be limited to the internal structures of the facility (e.g. changing layouts or changing specification on structures like the roof). No external structure expansion will be allowed.

2. GENERAL RULES OF THE TENDER

2.1 This RFP supersedes all other SANParks communications to Bidders about this PPP opportunity and the rules and conduct of the bid.

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

2.3 SANParks reserves the right to modify the timetable in Article 6 or otherwise amend, supplement or clarify the RFP at any time. SANParks may cancel the bid at any time without prior notice and may disqualify any Bidder as provided for in this RFP. SANParks shall not incur any liability whatsoever in exercising any rights in this Article 2.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.

2.4 The bid will be conducted in accordance with and shall be governed by the laws of the Republic of South Africa and this RFP.

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

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

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

2.8 Each Bidder must appoint a duly authorised representative (“Legal Representative”), mandated by an executive decision of the project company and legal power of attorney to represent the Bidder.

3. IDENTITY OF BIDDERS

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

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

3.3 The Bidder must be a single purpose vehicle (“**SPV**”) constituted for the sole purpose of participating in the PPP Agreement.

3.4 In its Bid Submission, the company or incorporated joint venture or trust must prepare submissions on the identity of the Bidders, Interested Parties are required to structure their submissions following the format:

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

3.4.2 Certify by providing an attestation from the Legal Representative, notarised by a Notary Public, that the company or incorporated joint venture or trust meets the operational and financial criteria as requested regarding the operational experience and financial prerequisites and provide a summary statement of the operational and financial criteria and how they are met;

3.4.3 Submit to SANParks the information set out in Section B – Information on Bidders in relation to the company, incorporated joint venture or trust and its shareholders, partners of beneficiaries; and

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

3.5 Each submission must set out, in detail, the structure that will be adopted for the entity. The shareholders should be clearly identified, and their roles and responsibilities listed. The submission should list the equity, ownership and directorships held by shareholders.

SANParks requires that Interested Parties create a newly formed special purpose vehicle (SPV) for bidding purposes except where a franchisor/umbrella company tenders in which case SANParks would require that SPV's be created. The sole purpose of the SPV will be to undertake the PPP Project. Where any parties are not shareholders but will be integrally involved in the operation of the SPV, such parties should also be listed. It will be expected that the SPV is legally constituted prior to the signature of the PPP Agreement.

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

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

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

Information on the opportunity

4. THE PPP OPPORTUNITY

The following outlines all aspects of the PPP Opportunity for the operation of the Skukuza Airport in the Kruger National Park:

4.1 The Bidder shall have a valid and current IATA Operational Safety Audit (IOSA) certificate.

4.2 The Bidder must be an existing airport management company, licensed and capable of offering all passenger services and scheduling slots to different airlines with a proven track record in providing such services. The Bidder is obliged to provide slots to at least two different airlines on the scheduled flights.

4.3 The Bidder will be required to demonstrate and warrant to the satisfaction of SANParks that it has the global sales and distribution capability to be able to sell air-services and access to the Skukuza gateway, in all of the target source markets for this destination.

4.4 The Bidder shall have the operational capacity and financial wherewithal to provide safe and reliable passenger services to and from Skukuza Airport from Operation Commencement Date.

4.5 The Bidder will be required to demonstrate that it has comprehensive experience and core expertise in the management of airport infrastructure and operations.

4.6 The Bidder must show competence in the ability to market the routes offered by the airport and possible new routes.

4.7 The Bidder is to pay SANParks a percentage (%) of the gross revenue derived from the conduct of air services, curio/retail and car rental as a monthly PPP fee.

4.8 The Bidder will be required to detail and demonstrate that it has the capability to provide all of the necessary infrastructure and resources required to make operations compliant with all SACAA Category 5 regulations and aviation statutory requirements including but not limited to:

4.8.1 Licensing and grading requirements i.e. fire-fighting and medical rescue equipment and services, passenger and luggage security screening services, runway markings, threshold markings, wind sockets etc;

4.8.2 Security requirements i.e. screening of passengers, baggage search system, baggage-passenger reconciliation system, separation of arriving and departing passengers, dedicated entry and exit points, detailed security plan, operations and security manual etc;

4.8.3 Infrastructure requirements i.e. upgrading or renovating of the Skukuza Airport building where necessary, apron and runway markings, lighting, fence (in consultation with SANParks' conservation services), perimeter road, grass cutting responsibilities, management of trees (including removal, trimming an/or pruning) (in consultation with SANParks' conservation services), windsocks, and;

4.8.4 Emergency services requirements including trained staff and equipment.

All cost associated with this will be for the Bidder's account. The Bidder will also be responsible for the maintenance of the above (as outline in Annexure 3 of the RFP).

Furthermore, the Bidder will be required, together with SANParks, to seek approval from SACAA to allow the implementation and adjusting of the flight paths, should there be a need. The current flight paths have recently been upgraded in line with the recommendations of the EMP, and any new flight paths must take into consideration the EMP.

4.9 The Bidder will be required to also manage and monitor any charter operations using the Skukuza Airport, this includes providing slots for the charter flights when applied for.

4.10 SANParks Air Services will be permitted to use the airport free of charge. SANParks will be exempt from certain restrictions, i.e. flight paths, etc. However, to simplify the management of the airport, SANParks undertakes to compile an Operations Manual (specifically applicable to SANParks that need to perform a management role in the conservation area) which outlines deviations from other carriers. SANParks will consult the Operator prior to concluding the Operations Manual and changes thereto.

4.11 SANParks is in the process of developing a heliport, and the operator is expected to work with SANParks Air Services unit for any collaborative services such as security, firefighting and or emergency services.

4.12 The operator shall be responsible for security at the airport, should there be a security issue that requires SANParks attention, the operator must contact the Ranger Services. Should there be animals found in and around the airport area the operator is advised to urgently contact the Ranger Services to deal with the matter.

4.13 Should the Bidder wish to buy the furniture and /or equipment within the airport from the current operator, the Bidder will need to negotiate the cost during handover.

4.14 The staff employed at the airport shall be transferred to the new operator in terms of Section 197 of the Labour Relations Act (LRA), as the business is an on-going concern. The transfer of employees is subject to their consent.

4.15 The Bidder will be responsible for the following management tasks:

4.15.1 Overall airport management;

4.15.2 All OHS Act compliances;

4.15.3 Development of emergency, security and operational manuals;

4.15.4 All security measures;

4.15.5 All operational requirements;

4.15.6 Management of the Fuel Depot;

4.15.7 Maintenance (as outlined in Annexure 3);

4.15.8 General administrative and HR Management;

4.15.9 Compliance with all relevant environmental management legislations;

4.15.10 The recovery of the SANParks Conservation Levy from all passengers;

4.15.11 Wash bay and parking; and

4.15.12 Management of the curio shop and car rental facilities within the airport.

4.16 The Bidder and SANParks shall enter into a binding service level agreement which shall, amongst other matters, manage the Bidder's performance in terms of reliability and punctuality.

4.17 Total flights (scheduled and non-scheduled) - In total a maximum of 15 (fifteen) arriving and 15 departing flights per day with a maximum of 70 (seventy) flights (excluding SANParks aircrafts) per week (70 arrivals and 70 departures) shall be allowed. All charter flights may apply with the operator for landings, departures and parking.

4.18 Parking fees for overnight flights must be specified on the turn-over amount so that a percentage gets paid to SANParks.

4.19 All flights shall be restricted to between 08:30 and 15h30 each day.

4.20 The Bidder shall be allowed to structure accommodation and flight packages with SANParks which shall be advertised to the public jointly.

4.21 The Bidder shall be obliged to offer SANParks employees for official business, not more than 4 (four) seats per day at 10% of the published fares, plus all applicable taxes and charges. In addition to this, SANParks employees and their families will be entitled to take up 4 open seats at 20% reduced price.

4.22 The Bidder is obliged to procure adequate insurance for the Skukuza Airport and other insurable properties including property and casualty insurance, business interruption insurance, third party liability and employer's liability insurance. In particular, the Bidder to undertake a comprehensive public liability policy and endorse SANParks' interests on such policy.

4.23 Airport staff to be housed outside of the Park. Accommodation can be availed for essential employees e.g. Airport Manager and Fire Fighting staff/ emergency staff on shift basis.

4.24 The Bidder will be responsible to compile an Airport Operating Manual (AOM) that contains all aspects of airport management in line with industry best practices. The AOM must be submitted to SANParks for approval.

4.25 The Bidder will be required to operate the airport in line with the SANParks Operational Environmental Management Guideline (OEMG).

4.26 Seeing that the Skukuza Airport is located in a protected area, guided by National Environmental Management Act (NEMA) and National Environmental Management of Protected Area Act (NEMPAA) and is surrounded by several lodges and rest camps such as Skukuza Camp, it is imperative that the following be managed well by the Bidder:

4.26.1 Noise impact and visual impacts - Bidders will be expected to come up with an "optimal model" which aims to optimise these impacts. Less frequent landings and departures of bigger aircraft, as this might result in higher noise impact, less frequently which might ultimately result in lower noise impact (in total) and lower visual impact.

***** Noise levels must be kept at 45db or lower*****

4.26.2 Aircraft pollution levels should be considered as part of the slot allocation for airlines. The operator is to ensure that the airlines slots are provided to airlines that use aircrafts with less emissions. The following will be considered during slotting of airlines:

4.26.2.1 Exhaust emission of smoke (Smoke Number) from each aircraft gas turbine engine divided by seats will give the pollution per seat;

4.26.2.2 Total Aircraft pollution / Hydrocarbons: Grams/kilonewton divided by seats will give the pollution per seat; and

4.26.2.3 Total Aircraft pollution / Carbon Monoxide: grams/kilo newton divided by seats will give the pollution per seat.

4.27 The Bidder is expected to install air (including emissions) and noise monitoring systems, to ensure that the flights scheduled by airlines are compliant.

4.28 With reference to lighting: any lighting erected at the airport must be designed not to create a light spill, especially vertical light spill. As such, the Bidder must ensure that lighting installed at the airport must be kept to a minimum level and must be downward and inward facing.

4.29 The Non-Directional Beacon (NDB) at the Skukuza Airport is the property of the South African Air Force (SAAF) who is responsible for the maintenance of all mechanical issues relating to the NDB. However, the Bidder will be responsible to ensure that the NDB is on and is operational at all times (wherever possible) and to direct any enquiries regarding the NDB to the Hoedspruit Air Force Base. The Bidder will implement an information communication system to incoming aircrafts in order to prevent fly over by pilots to determine conditions prior to landing.

4.30 SANParks will ensure that the Airport fences are handed over to the Bidder in a good condition i.e. as is on the day of handover. The Bidder will be responsible for the maintenance thereof for the duration of the PPP Agreement.

4.31 The Bidder will be responsible for the provision of a booking system and all arrival and departure services for passengers and providing all baggage handling services, and on-field services.

4.32 The Bidder shall further ensure that the Skukuza Airport facilities are universally accessible so as to conform with the standards set out by the tourism grading council of South Africa in its guidelines on universal access.

4.33 This PPP Opportunity includes the commercial opportunities for Car Rental and Retail Facilities at Airport with the Bidder responsible for the management thereof or to select preferred service providers for such opportunities subject to the approval of SANParks. Any revenue derived from such commercial opportunities shall be included in the gross revenue of the private party for purposes of determining the PPP Fee. The Bidder can contract two car rental companies with a total of 20 cars each and one service provider for the retail operation which can include a coffee bar. Car Rentals are to operate from the airport building.

4.34 Should the car rental companies require to operate more cars, the management company can request from KNP Technical Services for space. Technical Services approval is subject to availability of space.

4.35 SANParks will expect the Bidder to negotiate the seat prices with the scheduled flight carrier/s in order to make the route viable and attractive.

4.36 The Bidder is obliged to charge market-related prices with regards to landing charges, parking charges and passenger service charges.

4.37 The Bidder shall be responsible to pay for all the essential services that SANParks provide. The water and electricity consumption will be metered and charged at the approved KNP rates on a monthly basis. Monthly fixed rates will be charged for sewerage and solid waste disposal. The rates will be adjusted annually as per KNP tariff document.

4.38 Quality Standards and Monitoring - SANParks will conduct audits on a frequent basis to ensure that the Bidder complies with the requirements as outlined in the PPP Agreement.

4.39 The Operator must adhere to the SANParks normal operating hours in terms of gate access (except where deviations were applied for). Gate access hours to be confirmed with KNP.

4.40 SANParks shall give reasonable assistance in the form of advice, introductions and documentary support to the Bidder in its dealings with Relevant Authorities

4.41 and otherwise in connection with obtaining the necessary licenses and permits.

4.42 SANParks will cooperate with the Bidder regarding the marketing and promotion of the Skukuza Airport and shall make available any such studies or material as may be relevant to the Skukuza Airport. SANParks shall have no liability to the Bidder for the number of visitors to the Kruger National Park, or for any reduction or fluctuation thereof.

The opportunity will be for a ten (10) year term.

5. AREA OF OPERATION

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

The following additional tourism activities are offered in Skukuza:

- ✓ Conferencing Facilities
- ✓ Swimming Pool
- ✓ Golf Course
- ✓ Night & Morning Drives
- ✓ Bush braais
- ✓ Day walks
- ✓ There are restaurants at the Shalati train station, Skukuza rest camp, Skukuza Safari Lodge as well as the golf club utilised by SANParks' visitors
- ✓ There are retail shops at the Shalati train station, Skukuza Rest Camp, Skukuza golf club, and at the Skukuza Airport.

The Skukuza Airport is vital mode of effective transportation for visitors to come and enjoy all that the park has to offer. The airport gives access to not just the Skukuza Camp but other camps and lodges and many other activities within the park and outside the Kruger.

The airport has a single runway designated 17/35 with an asphalt surface of 1550 meters length and 30 meters width at an elevation of 311 meters.

Tender process Information

6. TIMETABLE

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

Summary Project Timetable	
Action	**Dates**
Public Advertisements	05 September 2025
Registration for Due Diligence Site Visit	19 September 2025
Due Diligence Site Visit	23 September 2025
Registration for Bidders conference	25 September 2025
Bidders conference (MS Teams)	30 September 2025
Due date for Bidders Questions submissions	13 October 2025
Facilitate and distribute questions and answers document	20 October 2025
Bid Submissions	14 November 2025
Bid Evaluation	November/December 2025
Bid Adjudication	December 2025

7. FURTHER INFORMATION

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

SOUTH AFRICAN NATIONAL PARKS

Monana Dhliwayo

Project Manager: Business Development

P O Box 787

PRETORIA, 0001

643 Leyds Street

Muckleneuk, Pretoria

Telephone: (012) 426 5287

E-mail: **monana.dhliwayo@sanparks.org**

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

8. BIDDERS REQUIRED QUALIFICATION CRITERIA

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

9. SITE VISITS AND DUE DILIGENCE

9.1 The Site Visit and Due Diligence process will be organised for the Bidders with the following objectives:

9.1.1 to provide all Bidders the opportunity to ascertain all information they need to present informed and competitive bids for the Skukuza Airport, including physical facilities; and

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

9.2 due Diligence site information will be provided to Bidders by means of a site visit – dates outlined in article 6.

9.3 for this purpose, all interested Bidders are required to register for this site visit as outlined in the Project Timetable by sending their Names, Company, Contact telephone and e-mail to:

Ms. Monana Dhliwayo

E-mail: **Monana.dhliwayo@sanparks.org, cc: Ibraheem.dockrat@sanparks.org**

9.4 The site visit will be conducted on the **23 September 2025.** A detailed schedule of the visit will be communicated to all parties that register for the visit. It should be noted that this visit will be the only formal visit arranged by SANParks.

9.5 Attendance will inform Bidders of possible challenges and opportunities that may or may not have an impact on the feasibility studies conducted by Bidders and will further serve to ensure the accuracy of viabilities conducted for the facility.

9.6 This site visits will form part of the due diligence process and should be attended by the Bidders or a duly authorized representative.

9.7 The programmes will be distributed to interested Bidders upon registration.

9.8 Please note that travel and accommodation costs for this visit will be for the Bidders account.

9.9 Each Bidder shall be solely responsible for its own due diligence investigation of the investment opportunity, the proposed PPP Agreement terms and all matters relating to this RFP. Neither SANParks nor any of their respective officers, employees, agents or advisers makes any representation or warranty, express or implied, concerning any matter affecting the PPP opportunity, except for the representations and warranties of SANParks that will be set out in the PPP Agreement.

9.10 Neither SANParks nor any of its staff or advisors makes any suggestions or guarantees, directly or indirectly, about anything affecting this RFP, the project site, or the tourism opportunities, except for those set out in the PPP Agreement provided to Bidders with the RFP.

9.11 No verbal agreement or conversation with, nor any verbal clarification from, any officer or employee of SANParks or any of their advisers shall affect or modify any of the terms and conditions contained in this RFP. Only written amendments, supplements or clarifications to this RFP from duly authorised Project Officer of SANParks, circulated to each Bidder, should be relied upon as authorised. For the purposes of this Article 9.11, communications sent from duly authorised staff of SANParks to Bidders via electronic mail shall be deemed as communications in writing.

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

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

Project Officer: Monana Dhliwayo E-mail: **monana.dhliwayo@.sanparks.org**

and administrator: Ibraheem Dockrat email **Ibraheem.dockrat@sanparks.org**

10. BID SUBMISSIONS

10.1 Bids must be submitted for the attention of:

The Project Officer

Monana Dhliwayo

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

10.2 Bid Submissions should be made ***not later than 11:00 on Friday 14 November 2025*** (the **"Bid Date"**).

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

11. CONTENTS OF BID SUBMISSIONS

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

11.2 The bid submission from each Bidder must contain all the information necessary for SANParks to evaluate the financial, broad-based black economic empowerment and functionality capabilities of the Bidder. Bidders are required to submit **two sealed envelopes** in accordance with the directions below.

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

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

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

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

11.3.4 Original of the Business, Operational and Design plan, in the format given in Section 3 – Business, Operational and Design Plan;

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

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

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

11.3.8 Tax certificates

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

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

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

11.3.9 An original signed version of the final PPP Agreement including all the relevant sections of the Bid Submission to be included in the PPP Agreement, with each page initialled by the duly authorised representative;

11.3.10 An original Bid Bond from a reputable bank in a form substantially similar to that set out in Annexure 2 - Acceptable wording of bid bond; and

11.3.11 <u>VERY IMPORTANT: An electronic copy containing all the Sections (clearly marked) of the bid submission should be submitted on USB disk. The Sections should be in non-edited PDF form and will be used for evaluation purposes and should be a replica of the hard copies submitted. Please note that the PPP fee offer should **NOT** be disclosed anywhere on the USB in electronic format as this could lead to disqualification.</u>

11.4 The **SECOND ENVELOPE** shall be clearly marked “B-BBEE and Financial” on the outside and will only be opened and evaluated if the minimum threshold for functionality is met. The contents of this Envelope shall be the current B-BBEE status of the Bidder (verified by a B-BBEE certificate) as well as the PPP Fee Offer in the format in Section 7 – PPP Fee Offer. Please note that SANParks reserves the right to disqualify any Bidder who does not submit a valid B-BBEE certificate or whose PPP fee offer is not in the specified format.

11.5 Envelopes should be clearly marked as to whether they are Envelope 1 or 2 and must have the bid cover letter in the format provided in Annexure 1 – Bid Cover Sheets attached to the front of each envelope.

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

11.7 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.

12. HOW THE BIDS WILL BE OPENED

12.1 The Project Officer will separate Envelopes 1 and 2 of all the bid. The unopened Envelope 2 will be locked away for the safekeeping until they are opened following the evaluation of the bids.

12.2 The Functionality Envelope will be opened by the Project Officer and the project administrator.

12.3 Functionality Offers will be evaluated and scored according to the procedure set out in Article 16.

13. BID EVALUATION METHODOLOGY (FOLLOWING QUALIFICATION)

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

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

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

13.1.3 **Envelope 2** contains the current B-BBEE status of the Bidder (verified by a B-BBEE certificate) as well as the PPP Fee Offer and will only be opened and evaluated if the minimum threshold in Article 13.1.2 is met.

14. HOW B-BBEE IS EVALUATED

14.1 B-BBEE will be evaluated in two ways:

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

14.1.2 in round two (together with price) as per the provisions of the Preferential Procurement Policy Framework Act, 2000 (PPPFA) – only for Bidders who passed the functionality threshold will be evaluated on their current B-BBEE certificate.

15. SCORING FOR FUNCTIONALITY (ENVELOPE 1)

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

Bid	Finance and Capital Plan	Risk Matrix	Environmental Plan	Business, Ops and Design Plan	B-BBEE
Bid Package	15%	10%	20%	35%	20%
Minimum Threshold	50%	50%	60%	50%	In line with BBBEE score card

Table 1: Sub-functionality weightings

The following outlines the objective of each element:

15.1 Financing and Capital plan (20%)

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

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

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

15.2 Business, Operational and Design plan (35%)

15.2.1 A Bidder is expected to provide a Business, Operational and Design plan in line with the format that is outlined in Section 3 – Business, Operational and Design Plan.

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

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

15.2.4 SANParks shall, with its technical and financial advisors, convene an Evaluation Committee to review and evaluate the Business, Operational and Design Plans submitted by Bidders.

15.2.5 The purpose of the evaluation of Business, Operational and Design Plans is to assess the following:

15.2.5.1 The ability of the Bidder to manage an airport at the category recommended in the bid;

15.2.5.2 The ability and competence of the Bidder to manage the air passenger services to and from Skukuza Airport;

15.2.5.3 To evaluate the Airport Operating Manual (AOM) that was compiled by the Bidder in line with the airport category that are recommended in the bid;

15.2.5.4 To evaluate the design of the airport building in line with the recommended airport category and in line with the AOM;

15.2.5.5 To evaluate the Bidder's ability to successfully apply for the relevant airport licences from SACAA in order start operation on 01 March 2026.

15.2.6 In the case of failure by the Bidder to submit a comprehensive and credible Business, Operational and Design Plan, the Evaluation Committee shall be entitled, in its sole and absolute discretion, to declare the Business, Operational and Design Plan non-compliant with the terms of this RFP. The minimum scoring threshold is 50 out of 100 points.

15.2.7 In the event of a Business, Operational and Design Plan being declared non-compliant, that Bidder's entire Bid Submission shall be declared non-compliant, and the Bidder's Financial Envelope shall be returned unopened.

15.2.8 The Business, Operational and Design Plan submitted by the Bidder will be annexed to the PPP Agreement which will be a record of the Bidder's intent to deliver on issues covered in Annexure 3 (Maintenance).

15.3 **Environmental plan (20%)**

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

15.3.2 The purpose of the evaluation of environmental proposals is to ensure that Bidders understand and have fully planned for the prevailing environmental issues that apply to the investment area, comply with minimum standards of responsible tourism and have factored those issues into their plans.

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

15.3.4 In the case of failure by the Bidder to submit a comprehensive and credible Environmental Plan, the Evaluation Committee shall be entitled, in its sole and absolute discretion, to declare the Environmental Plan non-compliant with the terms of this RFP. The minimum scoring threshold is 50 out of 100 points.

15.3.5 In the event of the Environmental Plan being declared non-compliant, that Bidder's entire Bid Submission shall be declared non-compliant, and the Bidder's Financial Envelope shall be returned unopened.

15.3.6 The Environmental Plan submitted by the Bidder will be annexed to the PPP Agreement which will be a record of the Bidder's intent to deliver on issues covered in Annexure 4.

15.4 **Risk Matrix (10%)**

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

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

15.5 **B-BBEE PROPOSAL (20%)**

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

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

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

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

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

16.2 B-BBEE

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

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

16.2.3 The following table outlines the final score weightings:

Table 2: PPPFA score split

PPP Fee Offer	Bidder's B-BBEE rating
80%	20%

16.3 **Bidder's existing B-BBEE rating**

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

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

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

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

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

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

16.3.3 The provisions of the Preferential Procurement Policy Framework Act, 2000 ("PPPFA") will apply for the calculation of the score out of 10 for the Bidder's existing B-BBEE rating, as per the following table:

80/20 B-BBEE table:

Table 3: Score for Bidder's existing B-BBEE rating

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	16
4	12
5	8
6	6
7	4
8	2

B-BBEE Status Level of Contributor	Number of Points
Non-compliant	0

16.4 **PPP Fee Offer**

16.4.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as outlined in Section 7 – PPP Fee Offer, the higher of:

16.4.1.1 the Minimum PPP Fee increased annually by CPI; or

16.4.1.2 the Variable PPP Fee expressed as a flat percentage of the gross revenue of the operation.

16.4.2 PPP Fee Offer will be inspected by SANParks' financial officers to verify that it has been submitted in the form corresponding to the requirements. A PPP Fee Offer that does not conform to the requirements may result in disqualification of the bid.

16.4.3 The points for the PPP Fee Offer are calculated using the prescribed price formula in the regulations to the PPPFA. The maximum points will be awarded to the qualified Bidder that makes the highest PPP Fee Offer and the remaining points being allocated pro rata to the remaining qualified Bidders. Bidders should be aware that a minimum PPP fee might be applied. If the minimum is not reached, the contract might not be awarded.

17. **INCOMPLETE BIDS**

17.1 The bid evaluation committee, in consultation with its advisors, will check Envelope 1 of each bid to see whether all the documentation that this RFP requires has been submitted correctly.

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

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

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

18. SELECTION OF PREFERRED BIDDER

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

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

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

a*(B-BBEE score/100) + b*(PPP fee score/100) = c a is the weighting for B-BBEE as outlined in 16.2.3 b is the weighting for PPP fee as outlined in 16.2.3 c is the Bidder’s overall score

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

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

18.6 Once ratified and approved, the preferred Bidder will be announced.

19. SIGNATURE AND EFFECTIVENESS OF PPP AGREEMENT

19.1 The Private Party will be sent a letter of award to notify them that they are the preferred Bidder for the PPP opportunity. Subsequent to the receipt of this letter, the Private Party will have one month to clarify any outstanding issues regarding the PPP Agreement.

Thereafter, SANParks will provide the Private Party with the final PPP Agreement, whereupon the Private Party will have two months from receipt of the final PPP Agreement to sign and submit it to SANParks to be countersigned. Failure to meet any of these timelines may result in cancellation of the award to the preferred Bidder. In such case, SANParks reserves the right to award the contract to the reserve Bidder.

19.2 The PPP Agreement becomes legally binding and enforceable from the Signature Date. Only after completion of certain Compliance Events can operation commence.

19.3 There will be no PPP Fees payable before Effective Date with Effective Date defined in the PPP Agreement.

20. BID BOND

20.1 At the time of submitting its Bid, each Bidder must submit a single Bid Bond (**"Bid Bond"**) payable to SANParks in the format prescribed in Annexure 2 - Acceptable wording of bid bond OR by paying the amount into SANParks' account – to be provided.

20.2 A Bid Bonds should be the amount of **R400 000,00** (four thousand rand) exclusive of VAT;

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

20.4 Bid Bonds must be valid until the Effective Date which shall not be later than 6 months from signature date.

20.5 The Bid Bonds of all Bidders other than the Winning Bidder shall be returned to them following signature by SANParks of the PPP Agreement. Money paid into the SANParks' account will be paid back to the Bidder after an original letter of the bank account was received from the Bidder.

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

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

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

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

21. BID PERFORMANCE

21.1 On operation commencement date the bid bond will be replaced by a performance bond (**"Performance Bond"**) which amount shall be adjusted annually with CPI as outlined in the PPP Agreement. The Performance Bond will be an amount of **R318 000,00** (three hundred and eighteen thousand rand).

21.2 The posting of the Performance Bond is for the purpose of ensuring that the Operator enforces the rules on the different carriers and to ensure that the airport is managed according to best industry practices.

21.3 Failure by the preferred Bidder to furnish the required Performance Bond under the PPP Agreement in accordance with the provisions of the PPP Agreement.

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

21.4.1 Financial non-performance

21.4.2 Non-performance on the environmental audits resulting in financial costs for SANParks;

21.4.3 SACAA inspections and compliance – possible closure and loss of income;

21.4.4 Any costs, losses, damages or expenses suffered or incurred by SANParks as a result of breach by the Bidder of this Agreement, including, but not limited to, compensation to SANParks for any actions taken by SANParks as a result of breach by the Bidder of any Regulatory Provision(s) or Environmental Guidelines and payment obligations.

22. **FURTHER INFORMATION**

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

Monana Dhliwayo

E-mail: **monana.dhliwayo@sanparks.org**

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

Bid Submission Sections

23. SECTION 1A – QUALIFICATION

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

23.1 Financial Requirements

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

23.1.1.1 Audited financial statements corresponding to the last two (2) years;

23.1.1.2 Achieve revenues at existing operations of at least R2 million per annum

23.1.1.3 Have an asset value of over R10 million

23.1.1.4 The Bidder must submit their latest company's Central Supplier Database (CSD) report.

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

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

23.1.4 The Bidder must have the ability to secure performance bonds/ bank guarantees.

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

23.2 Experience

23.3 The Bidder must have a track record in airport management and operations.

23.4 The Bidder must have a minimum of three (3) years of experience in management of an airport, managing airport services, including but not limited to:

23.4.1.1 Managing airports of similar size and/ or complexity;

23.4.1.2 Managing the passenger services to and from multiple destinations.

23.4.1.3 Some experience in managing car rental operations and a retail store or submit a plan of how the services will be procured. Proven ability to procure and manage contracts with car rental companies and retail companies.

23.4.1.4 Experience in Flight scheduling/ slot offering (managing slots) for multiple airlines, luggage handling and all security services.

24. SECTION 1B – INFORMATION ON BIDDERS

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

24.1 Special purpose vehicle constitutional information)

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

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

24.1.2 Directors/Partners/Trustees and their responsibilities.

24.1.3 Place of registration.

24.1.4 Registration number.

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

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

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

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

SECTION 2 – FINANCING AND CAPITAL PLAN

The finance and Capital plan comprises of 20% of the Functionality score.

24.2.1 The Bidder must 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 **(weighting 25%)**

24.2.2 Indicate the amounts proposed for capital investment and specifically for the following **(weighting 10%):**

24.2.2.1 Refurbishment of airport facility: any refurbishment plans must be submitted to SANParks for evaluation.

24.2.2.2 Maintaining airport facility space in National Parks to Industry Best practice standards.

24.2.3 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 **(weighting 10%).**

24.2.4 Confirmation of funding within 150 days from the date on which the email with this letter notifying you of such was sent by SANParks **(weighting 25%)**

24.2.5 A cash flow forecast (net of VAT) for the proposed term (number of years) of the PPP Agreement. This may be in a spread sheet format of the Bidder's choice, but must at least present the following: **(weighting 30%).**

****Bidder must include all cash inflows and outflows even those that are not specified in the table below for full points****

	Start-up R'000	Year 1 R'000	Year 2 R'000	Year 3 R'000	Year 4 R'000	Year 5 R'000	Year 6 R'000	Year 7 R'000	Year 8 R'000	Year 9 R'000	Year 10 R'000
Cash inflows											
Owners' capital											
Loans received											
Grants received											
Cash from sales and other operating revenue											
Cash from other sources											
Total cash inflow (A)											
Cash outflows											
Project costs and start-up expenses											
Salaries, wages and staff costs											
All other operating costs and expenses											
Loan repayments											
Infrastructure upgrades/Building additions/ internal décor etc.											
Replacement of equipment and vehicles											
Total cash outflow (B)											
Net cash flow [*A* – *B*] before PPP fees and tax											

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

SECTION 3 – BUSINESS, OPERATIONAL AND DESIGN PLAN

The objective of the Business, Operational and Design Plan is to determine the technical ability and expertise of the Operator. Experience has proved this element to be a critical success factor and hence the adjudication of this element forms a significant part of the bid. Bidders should provide the following information, with back-up evidence wherever possible.

The Business, Operation and Design plan comprise of 35% of the Functionality score.

24.3 **Background of Bidding Company (weighting 10%)**

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

24.3.1 **Company structure (weighting 10%)**

24.3.1.1 Group Managing Director with relevant experience

24.3.1.2 Group Human Resource Manager with relevant experience

24.3.1.3 Group Marketing structures with relevant experience

24.3.1.4 The structure of the company should be outlined

24.3.1.4.1 Display the company's focus on airport services specifically the ability to address both the requirements of the international visitor to National Parks but also the South African visitor.

24.3.2 **Track Record (weighting 10%)**

Bidders to submit the following documents:

24.3.2.1 Relevant References

24.3.2.2 Relevant Awards

24.3.2.3 Relevant Association Membership

24.3.3 **Institutional Depth (weighting 10%)**

24.3.3.1 Central Marketing and Support

24.3.3.2 Central Induction and Training Standards

24.3.3.3 Human Resource Policy specifically to succession/growth planning, retention and current staff turnover

24.3.3.4 Research and Development

24.3.3.5 Customer Feedback Mechanism

24.3.4 **Current Operations (weighting 10%)**

24.3.4.1 Number of airports managed

24.3.4.2 Number of airlines the Bidder currently manages slots for

24.3.4.3 Geographical distribution

24.3.4.4 Competitive Analysis

24.3.4.5 Operational Manual

24.3.5 **Health and Safety (weighting 10%)**

The Bidder to provide the following documents for exiting operations:

24.3.5.1 Health and Safety Policies and records

24.3.5.2 Security and Safety Procedures

24.3.5.3 Emergency evacuation plans

24.3.5.4 Safety Management System

24.3.5.5 Waste Management / Recycling

24.3.5.6 Planned Maintenance Schedule

24.3.6 **Human Resources Processes (weighting 10%)**

24.3.6.1 Training – Induction, career-pathing

24.3.6.2 Incentives & Bonuses (Equity, Bonus etc)

24.3.6.3 Disciplinary Procedures

24.3.6.4 Staff Transport

24.3.6.5 HIV Aids Policy

24.3.7 **Marketing (weighting 15%)**

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

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

24.3.7.3 Marketing programs

24.3.7.4 Marketing channels

24.3.7.5 Product and branding plans

24.3.7.6 Growth numbers

24.3.7.7 Pricing Strategy

24.3.7.8 Competitive analysis

24.3.7.9 Sales strategies

24.3.7.10 Data Base Management

24.3.7.11 Promotion / Growth strategies

24.3.7.12 Discount Policies (can be implemented on landing fees based on seasonality if the management company wish to).

24.3.8 **Systems (weighting 25%)**

24.3.8.1 Airport Management System

24.3.8.2 Slot management system and scheduling system in coordination with airlines

24.4 Outline Proposed Operational Vision and Plan. The Bidder to outline how they will carry out operations within a small airport terminal building offering slots to more than one airline. **(weighting 20%)**

24.4.1 **Customer Service (weighting 50%)**

24.4.1.1 Guest feedback mechanism

24.4.1.2 Guest complaints procedure

24.4.1.3 Optimal staff structure to ensure good customer service

24.4.1.4 Telephone Ethics

24.4.2 **Operational Procedure Manual (weighting 50%)**

24.4.2.1 SANParks has compiled an airport Operational Manual which outlines the following:

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

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

Undertaking given?	
Yes:	Continue
No:	Disqualify

24.5 **Current Operations (weighting 10%)**

24.5.1 The Bidder should demonstrate and warrant to the satisfaction of SANParks that it has the global sales and distribution capability to be able to sell its air-services and access to the Skukuza gateway, in all of the target source markets for this destination.

24.5.2 Bidder to provide its inventory hosted in Global Distribution Systems (GDS).

24.5.3 The Bidder should demonstrate that it has comprehensive experience and core expertise in the management of airport infrastructure and operations by providing examples of existing similar operations.

24.5.4 The Bidder should provide a certified copy of a valid and current IATA Operational Safety Audit (IOSA) certificate.

24.5.5 Bidder to provide certified copies of their applicable air licences i.e. valid Air Service Licence, Part 121 Air Operating Certificate or an undertaking to obtain such prior to operations.

24.5.6 Bidder to provide proof of operationally Global Navigation Satellite System (GNSS) certified approved by SACAA or an undertaking to obtain such prior to operations.

24.5.7 Bidder to provide the current route network, airlines being slotted and number passengers offered services for per annum.

24.5.8 Bidder to provide a year-to-date punctuality performance as independently measured by ACSA for the airlines they are slotting, as well as the comparative performance for the 2024 calendar year. Bidder to provide how they will measure punctuality performance of airlines.

24.5.9 The Bidder should clearly outline an understanding of all statutory requirements that exist in terms of airports management. These will include but will not be limited to those specified by the SACAA.

24.5.10 As the Bidder will be required to provide arrival and departure services for passengers and do all baggage handling and security functions: the Bidder should display their ability to perform these functions. Provide examples of how these services are provided for in the current operations.

24.5.11 The Bidder should display an ability to manage a profitable airport which includes an ability to cost and collect landing fees, parking fees, passenger services fees, rental fees which is in line with the rest of the industry. Provide examples of how these fees are being collected at current operations.

24.5.12 The Bidder shall provide a copy of its current insurance certificates. The Bidder shall acknowledge that it will be required to maintain comprehensive public liability insurance with SANParks' interests endorsed on such policy. This policy and amount of cover should be in line with Industry Best Practices.

24.5.13 The Bidder should attach at least one Airport Operating Manual (AOM) that are used at airports managed by themselves and indicate major areas that will differ from the Skukuza Airport.

24.5.14 The Bidder should display an ability to cooperate with third parties and attach any contracts or cooperation agreements of such nature that currently exists at other operations. The Bidder will be expected to engage with the following role players in order to establish appropriate services: Ground transport and people movement plan (transport between Skukuza Airport and Skukuza Camp), car rental facility, an Operator who will operate the shop and coffee area in the airport and refuelling services.

Skukuza Airport Operations

24.6 **Business Operations Strategy (weighting 25%)**

24.6.1 **Airport Management**

24.6.1.1 The Bidder should display an adequate ability, competence and capacity to manage the passenger services to and from Skukuza Airport. Only Bidders with a proven track record to provide passenger services shall be considered in terms of this RFP.

24.6.1.2 The Bidder to indicate what systems are to be used to source/ invite airlines and allocate slots for different airlines.

24.6.1.3 Should the Bidder propose new routes (currently the airport has two major routes: Cape Town international airport and OR Tambo International Airport), the Bidder must outline the following:

a) The proposed routes, aligned with current paths

b) How they will seek approval from relevant authorities

c) How these new routes will be marketed

***** Bidders to note that proposals to introduce new routes must take into consideration the visual and noise impacts as outlined in the EMP Specialist studies for commercialization of the Skukuza Airport.**

24.6.1.4 The Bidder to outline how they will source operators and contracting for the retail shop, including coffee bar and the car rental.

24.6.1.5 The Bidder to indicate what Strategies they will implement for seamless check-in (considering the different airlines scheduled), security, baggage handling, customer service and arrival.

24.6.1.6 The Bidder will be required to detail and demonstrate that it has the capability and capacity to provide all of the necessary infrastructure and resources required to make its operation compliant with all SACAA Category 5 regulations and aviation statutory requirements including but not limited to:

24.6.1.6.1 Licensing and grading requirements i.e. fire-fighting and medical rescue equipment and services, Passenger and luggage security screening services, Runway markings, threshold markings, windsocks etc;

24.6.1.6.2 Security requirements i.e. screening of passengers, baggage search system, baggage-passenger reconciliation system, separation of arriving and departing passengers, dedicated entry and exit points, detailed security plan, operations and security manual etc;

24.6.1.6.3 Infrastructure requirements i.e. upgrading of the Skukuza Airport building, apron and runway markings, lighting, grass cutting responsibilities, trees, windsocks and

24.6.1.6.4 Emergency services requirements including trained staff and equipment.

24.6.1.7 The Bidder should clearly display an understanding of airport processes and as such customised process charts for the Skukuza airport should form part of the bid.

24.6.1.8 Proposed Flight Schedules: Bidder to provide a proposed flight Schedules and how they will implement slot allocation to different airlines.

24.6.1.9 Aircraft Specifications – Bidder shall provide at least the following information in-regards to the aircraft type that it will allow to book slots or providing scheduled passenger services to and from Skukuza Airport, including but not limited to:

24.6.1.9.1 Aircraft make and model;

24.6.1.9.2 Aircraft manufacturer;

24.6.1.9.3 Year(s) of manufacture;

24.6.1.9.4 Serial number(s);

24.6.1.9.5 Registration number(s);

24.6.1.9.6 Seat configuration;

24.6.1.9.7 Certification;

24.6.1.9.8 Maximum Take Off Weight (“MTOW’);

24.6.1.9.9 Maximum Landing Weight (“MLW”);

24.6.1.9.10 Maximum Zero Fuel Weight (“MZFW”);

24.6.1.9.11 Maximum Ramp Weight (“MRW”)

24.6.1.9.12 Verification that the aircraft type recommended by airlines falls within the specifications as stipulated in the Pavement Classification Number (PCN) (The current runway can accommodate an Aircraft Classification Number (can) of 22 to a width of 3m from the centreline and an ACN of 13,5 to a width of 10m from the centreline).

24.6.2 **Human Resources & Workforce Management**

24.6.2.1 Bidder should outline the Company corporate structure, operational organogram, managerial structure and number of employees per department, as to be implemented at Skukuza Airport.

24.6.2.2 The Bidder to outline the recruitment method to be used for appointment of all additional airport staff, considering compliance with Labour Laws and SANParks recruitment policy.

24.6.2.3 The Bidder to provide proposed annual training plan for staff, inclusive of safety and emergency staff.

24.6.3 **Financial & Commercial Strategy**

24.6.3.1 The Bidder to outline what systems will be used to collect revenue in the following areas:

a) Conservation fees (fees to be collected for SANParks and to be credited into SANParks' account on the first day of every month following end of the month. Collection of conservation fees must be done efficiently considering local and international rates and Wild Card holders (WC holders do not pay the conservation fees).

b) Landing fees

c) Parking fees

d) Retail (including coffee bar) rental and Car Rental Concessions

24.6.4 **Infrastructure & Facility Management**

24.6.4.1 Bidder to submit technical drawings of any terminal upgrade proposals, blueprints, and proposed airport layouts if applicable.

24.6.4.2 Bidder to indicate how they will integrate smart security screening and biometric boarding

24.6.4.3 Bidder must outline how they will efficiently do baggage handling and cargo operations.

24.6.5 **Bidder’s undertakings**

24.6.5.1 The Bidder should undertake that the internal design and renovations, subject to approval by SANParks, of the building and maintenance thereof will be their responsibility.

24.6.5.2 The Bidder to undertake that it shall ensure that the Skukuza Airport facilities are universally accessible to conform with the standards set out by the tourism grading council of South Africa in its guidelines on universal access.

24.6.5.3 The Bidder to undertake that if required, together with SANParks, they will seek approval from SACAA to allow the implementation of new flight paths. Flight paths were revised in 2023.

24.6.5.4 The Bidder to undertake that it will be responsible to ensure that the NDB is on and operational at all times (wherever possible) and to direct any enquiries regarding the NDB to the Hoedspruit Air Force Base. The Bidder also to acknowledge that it will implement an information communication system to incoming aircrafts in order to prevent fly over by pilots to determine conditions prior to landing.

24.6.5.5 The Bidder to undertake that it will be required to also manage and monitor any charter operations using the Skukuza Airport. Charter flights to also be allocated slots within the approved times.

24.6.5.6 Bidder to undertake that SANParks Air Services will be permitted to use the airport free of charge. SANParks will be exempt from certain restrictions, i.e. flight paths, etc. However, in order to simplify the management of the airport SANParks undertakes to compile an Operations Manual (specifically applicable to SANParks that need to perform a management role in the conservation area) which outlines deviations from other carriers. SANParks will consult the Operator prior to concluding the Operations Manual and changes thereto.

***** Bidder to enter into a Memorandum of Agreement with SANParks's Air Services unit for joint services, as SANParks is developing an Airwing/Heliport near the Skukuza Airport**.

24.6.5.7 The Bidder to undertake that it will be responsible for the following management tasks:

24.6.5.7.1 Overall airport management;

24.6.5.7.2 All OHS Act compliances;

24.6.5.7.3 Development of emergency, security and operational manuals (SANParks Management Joint Operational Centre (MAJOC), to be part of the emergency management);

24.6.5.7.4 All security measures;

24.6.5.7.5 All operational requirements;

24.6.5.7.6 Management of the Fuel Depot;

24.6.5.7.7 All maintenance as outlined in Annexure 3

24.6.5.7.8 General administrative and HR Management;

24.6.5.7.9 Compliance with all relevant environmental management legislations; and

24.6.5.7.10 The recovery of the SANParks Conservation Levies from all passengers.

24.6.6 Bidder to provide an undertaking to erect two windsocks which includes a circular weight band (strategically placed).

24.6.7 The Bidder undertakes that it will be responsible for the maintenance of the Airport fences for the duration of the PPP Agreement (as outlined in Annexure 3). SANParks will ensure that the Airport fences are handed over to the Bidder in a good condition on handover day.

Undertaking given?	
Yes:	Continue
No:	Disqualify

24.6.8 Bidder undertakes that the airport will be treated as an un-manned airport and that Kruger Mpumalanga International Airport (KMIA) and Eastgate airport will be used for national airspace services.

Undertaking given?	
Yes:	Continue
No:	Disqualify

24.6.9 The Bidder undertakes to negotiate with airlines to offer SANParks employees for official business, not more than 4 (four) seats per day at 10% of the published fares, plus all applicable taxes and charges. In addition to this SANParks employees and their families will be entitled to take up open seats at a reduced price.

Undertaking given?	
Yes:	Continue
No:	Disqualify

24.6.10 The Bidder undertakes that it will be responsible for the management of the commercial opportunities for Car Rental and Retail Facilities at Airport or to select preferred service providers for such opportunities subject to the approval of SANParks. Any revenue derived from such commercial opportunities shall be included in the gross revenue of the private party for purposes of determining the PPP Fee.

Undertaking given?	
Yes:	Continue
No:	Disqualify

24.6.11 The Bidder undertakes to negotiate the seat prices with the flight carrier/s in order to make the route viable and attractive.

24.6.12 The Bidder undertakes that it will be obliged to charge market-related prices with regards to landing charges, parking charges and passenger service charges.

24.6.13 The Bidder undertakes that it will not be permitted to charge airport taxes and landing fees which are significantly higher than charged at other similar airports outside the Park.

24.6.14 Bidder to undertakes that they will be responsible to maintain discipline at the airport (form all related parties which includes scheduled flight operators/ airlines, chartered flight operators as well as SANParks pilots). This includes adherence to SACAA regulations and addressing any protected area violations. The Bidder will also be responsible to ensure that actions can be monitored, i.e. initiatives to monitor flight paths, etc. An ability to manage and control should be displayed.

24.6.15 The Bidder undertakes that SANParks will be allowed to audit their ability to manage the above maintenance plan.

24.6.16 Bidder must outline how it intends to implement regenerative tourism for the period of the contract.

24.7 Skukuza Airport Design Plan (weighting 15%)

24.7.1 The Bidder should provide internal drawings for the Skukuza Airport Facility and refurbishments, if necessary, that displays an optimal design and an understanding of all the Category 5 requirements i.e. licensing and grading requirements, security requirements, infrastructure requirements, emergency services requirements and Air Traffic Advisory Service.

24.8 The Bidder to provide Hygiene Initiatives (weighting 20%)

24.8.1 Hygiene audits (specification as per 25.1.8.1), the Bidder undertakes to:

24.8.1.1 Do a minimum of 2 hygiene inspections per year performed by a hygiene audit service provider whose laboratories are ISO 17025 accredited

24.8.1.2 To address areas outlined in the hygiene report and prevent re-occurrence of negative findings

24.8.1.3 Achieve a score of at least 75% on audits. If audit score achieved is less than 75%, the service provider has 3 months to address concerns and submit report.

24.8.1.4 Submit document / manual on hygiene standards (that will be implemented at the airport). Manual to contain the following as a minimum requirement:

a) Temperature monitoring for proper

b) Well documented cleaning programmes including Cleaning Schedule and cleaning checklist

c) Outline staff training that will be conducted related to hygiene practices

d) Hand washing requisites outlining facilities, chemicals and schedules / frequency of washing

e) Pest control is for the service provider responsibility as per SANParks Polices.

24.8.2 **Safety initiatives (weighting 15%)**

24.8.2.1 Extraction Cleaning Processes (every 6-months)

24.8.2.2 Emergency evacuation plans

24.8.2.3 Other safety initiatives

24.8.3 **Maintenance schedule (weighting 20%)**

24.8.3.1 The Private Party need to submit a detailed preventative maintenance plan for the facility over the contract period. Areas that need to be addressed includes but are not limited to those as highlighted in Annexure 3

24.8.4 **Matrix of Understanding (weighting 20%)**

24.8.4.1 The Private Party to subscribe to the Matrix of understanding that includes the following areas:

24.8.4.1.1 To submit 6-monthly reports on BEE compliance

24.8.4.1.2 To submit maintenance requests as per the Operations Manual

24.8.4.1.3 To submit financial audit reports within 3 months after year end

24.8.4.1.4 To allow SANParks to do environmental audits every 6 months and Bidder to correct areas that are non-compliant

24.8.4.1.5 To ensure compliance with checklist on area of responsibility, i.e. ensure that areas allocated to the airport building are clean and litter free.

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

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

24.8.4.1.8 To submit a list every 3 months outlining any sponsorships and any gifts given to SANParks personnel.

25. SECTION 4 – ENVIRONMENTAL PROPOSAL

25.1 Scoring

In the bid the Environmental Plan comprises of 20% of the Functionality score.

25.2 Environmental responsibility (weighting 5%)

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

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

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

25.3 Legislative Requirements (weighting 5%)

25.3.1 Confirmation that all relevant Environmental Legislative Requirements is understood and will be complied with;

25.3.2 Confirmation that any permits, licences and authorisation in terms of relevant environmental legislation requirements where applicable are understood, will be complied with and are applied for (Bidder to take responsibility for applying for licences, permits and authorisations); and

25.3.3 Acknowledgement that the Environmental Specifications could be amended from time to time and in particular to address any legal review findings underwritten in the Operational Environmental Management Guideline (OEMG).

25.3.4 SANParks adopted a Responsible Tourism Policy and during the evaluation and/or adjudication process only proposals that reflect strong sensitivities towards environmental issues will be considered.

25.4 SANParks Internal Requirements (weighting 5%)

25.4.1 Acknowledgement that Bidder will comply with SANParks' Internal Requirements including but not limited to:

25.4.1.1 Compilation of a risk analysis to compliment the OEMG;

25.4.1.2 Acceptance of the OEMG; and

25.4.1.3 Undertaking of audits of OEMG and address findings.

25.4.2 Acknowledgement by the Bidder that it will ensure that:

25.4.2.1 The Skukuza Airport Operations Manual (AOM) aligns with the KNP Management Plan (2018 - 2028), Corporate Policies and all procedures and standards.

25.4.2.2 Bidder will be responsible for auditing the AOM annually by a SANParks approved auditor and submitting the audit report to SANParks for approval within 1 calendar month of the audit undertaken. SANParks reserves the right to request changes to the recommended solutions/actions proposed which must be implemented within 1 month of the request being tabled to the Private Party; and

25.4.2.3 Address all audit findings within a specified time of the findings to SANParks' satisfaction. SANParks to determine the time given to the operator to address those findings.

25.4.3 Bidder to undertake that it will:

25.4.3.1 conduct an environmental review considering all environmental aspects of the Skukuza Airport activities, products and services, assessment methods, its legal and regulatory framework and existing environmental management practices and procedures, prior to operations and for every 6 months thereafter of operations;

25.4.3.2 in light of the results of the review that was done prior to operations, establish an effective Environmental Management System (EMS) based on international best practice standard i.e. ISO 14001 or other suitable EMS. This must be aimed at achieving SANParks' environmental policy and values as defined. The management system needs to set responsibilities, objectives, operational procedures, training needs, monitoring and communication systems.

25.4.3.3 conduct an environmental audit to assess compliance with the SANParks policy and Skukuza Airport's programme as well as with relevant environmental regulatory requirements and adaptive management principles.

25.5 **Code of Conduct (weighting 2%)**

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

25.5.2 The Private Party confirms that the Code of Conduct and Park specific Rules is understood and will be complied with.

25.6 **Staff safety (weighting 2%)**

25.6.1 Give an estimate of the total number of staff and the proposed organogram.

25.6.2 Safety, emergency and rescue procedures.

25.7 **Refuelling Facility (weighting 2%)**

25.7.1 The Bidder should indicate whether or not it shall make use of the existing refuelling facility at Skukuza Airport. If so, the Bidder should display an understanding of the processes associated to such a service and acknowledge that they would be required to consult with Puma who are the current fuel provider and owners of the underground facility.

25.8 **Visual impacts (weighting 5%)**

25.8.1 In terms of flights into the airport the Bidder should specifically outline their strategy to minimise visual impacts. (Please refer to the EMP). The following should form part of the proposal:

25.8.1.1 Flight paths (enforcement thereof); and

25.8.1.2 Number of flights and aircraft type (size).

25.8.2 Bidder must assess the visual impacts of all structures, material, interior decor, lighting, signage and other significant aspects of the development and describe the proposed mitigation measures in order to reduce the impact.

25.8.3 Provide locations of lightning arrestors and radio masts (where applicable) and how the visual impacts of these will be minimised.

25.9 **Noise impacts (weighting 5%)**

25.9.1 The Bidder should outline their strategy to limit noise impacts; in relation to what was specified in the EMP. In light of this the Bidder should work with the appointed environmental consultants, and, based on the proposed aircraft specifications and minimum requirements as set by SANParks, provide detail on the following:

25.9.1.1 Number of scheduled aircrafts to land and depart per week;

25.9.1.2 Noise levels total per day of all scheduled flights (extrapolated to identified noise sensitive receptors);

25.9.1.3 Noise impact distribution (surface area impact of landings and departures) per seat.

25.10 **Aircraft Pollution (weighting 5%)**

25.10.1 The Bidder should outline their strategy to limit pollution by choosing / proposing an aircraft that has lower gas omissions / in line with regulations. The omissions will be calculated per seat in order to be in a position to compare different bids. Bidder should also refer to the EMP.

25.10.2 The Bidder will be requested to provide the following information:

25.10.2.1 Hydrocarbons: grams/kilonewton per seat;

25.10.2.2 Carbon Monoxide: grams/kilo newton per seat; and

25.10.2.3 Smoke Number (SN) of the Aircraft gas turbine engine.

25.11 **Water (weighting 3%)**

25.11.1 Estimate total water demand per day; and

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

25.11.3 Operator recommended to install emergency reservoir of approximately the same provided capacity of 80 000L.

25.12 **Waste management - Liquid wastes (weighting 3%)**

25.12.1 Provide a liquid waste management plan for the operation of the Facility;

25.12.2 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;

25.12.3 Confirm that monthly wastewater monitoring will be undertaken and these reports made available to SANParks; and

25.12.4 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.

25.13 **Waste Management - Solid wastes (weighting 3%)**

25.13.1 Provide a solid waste management plan;

25.13.2 Estimate volumes of solid waste, by different waste categories, that the Facility is expected to generate;

25.13.3 Describe the operator’s proposed methods for storage of solid wastes, disposing of and/or recycling solid wastes; and

25.13.4 Acknowledge that landfills are not permitted

25.13.5 Operator undertakes to dispose waste outside KNP to a valid, registered waste service provider.

25.14 **Noxious Fumes (weighting 2%)**

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

25.15 **Fire management (weighting 5%)**

25.15.1 Acknowledgement that the Bidder will purchase fire-fighting and medical rescue services equipment in line with regulations as per a Category 5 Airport.

25.15.2 The Bidder further acknowledges that the fire-fighting equipment can be used by SANParks for other duties not specific to the airport at a pre-determined per kilometre rate. A separate agreement with SANParks will be drafted in this regard.

25.15.3 Operators acknowledge that it may not control natural fires occurring in the Protected Area, except in the immediate surrounds of the Facility or to save human life or property.

25.15.4 Operator agrees to subject final designs and safety specifications of all structures to a fire safety audit carried out by a qualified fire safety expert.

25.16 **Access (weighting 2%)**

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

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

25.16.3 Detailing a people movement plan from the airport to Skukuza (shuttle service). In line with environmental specifications SANParks would prefer the use of electric shuttles as this would have the least impact.

25.17 **Park specific environmental conditions: (weighting 2%)**

25.17.1 The following is compulsory:

25.17.2 Recycling – sort at source as per SANParks guidelines

25.17.3 Cleanliness of external area – bins must cleaned regularly to prevent attracting primates. Where possible, it is advisable to be primate proof.

25.17.4 Management of primates will remain SANParks responsibility but Private Party to communicate problem animals with the Skukuza Ranger Services. Private Party is responsible for putting in measures to reduce the attraction of primates or problem animals to the airport site. Operator must follow the KNP SOP to mitigate/ prevent problem animals (should focus on preventing access to food, access control for waste, appointment of monitors on cost of successful Bidder).

25.18 **Regulatory Provisions (weighting 2%)**

25.18.1 The Private Party undertakes to adhere to the Regulatory Provisions and the Environmental Specifications of both National Environmental Management of Protected Area Act (NEMPAA) and SANParks specifications.

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

25.18.3 The Private Party undertakes to always comply with the provisions of the Environmental Guidelines of SANParks.

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

25.19 **Environmental Impact (weighting 3%)**

25.19.1 Confirmation that all legislative requirements including Environmental Impact Assessment (EIA) or Basic Assessment (BA) requirements are understood and will be complied with.

25.19.2 The Private Party undertakes to bring to the attention of SANParks any matter which may, in its view, have a detrimental impact on the Environment within Selati Precinct Area and the Protected Area, including all other areas affected as per the EMP study.

25.20 **Solid Waste Management: (weighting 3%)**

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

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

25.20.2.1 Manage solid waste from source to disposal (use of green bags for recycle waste and black bags for non-recycle waste as per Waste management system);

25.20.2.2 Strive to eliminate non-recyclable or hazardous packaging or containers at the procurement phase;

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

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

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

25.20.4 The Private Party will follow the following guidelines to minimize the effect of the solid waste on the ecosystem:

25.20.4.1 Minimize solid waste production at all sources, by striving for the minimization of all waste.

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

25.20.4.3 All waste must be removed to the respective approved camp waste disposal site and incinerator for disposal and recycling. The dumping and disposal of waste other than at the approved waste site is strictly prohibited and failure to comply may result in termination of the contract.

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

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

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

25.20.4.7 The distribution of plastic bags to visitors is strictly prohibited and only brown paper bags are allowed to be given for the purpose of carrying items purchased (however, a model whereby only reusable bags are sold instead of giving out brown paper bags will be optimal).

25.20.4.8 In terms of packaging the Private Operator undertakes to not use the following as this pollutes the park:

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

25.20.4.8.2 Paper serviettes;

25.20.4.8.3 Butter tubs/pads;

25.20.4.8.4 Plastic straws; and

25.20.4.8.5 Similar items

25.20.4.9 Ensure that the all areas are kept free of litter by:

25.20.4.9.1 Promoting an ethic amongst guests and staff alike.

25.20.4.9.2 Soliciting the co-operation of all staff to pick up litter wherever they find it.

25.20.4.10 Reduce use of plastic as far as possible

25.20.4.10.1 Where a range exist in both plastic and cans, the Private Party should undertake to rather sell cans or glass bottles as opposed to plastic (i.e. 340 ml Coke cans versus 340 ml screw top plastic Coke bottles)

25.21 **Liquid Waste Management: (weighting 3%)**

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

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

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

25.21.4 The Private Party undertakes to implement waste procedures that optimize the principles of waste reduction and waste recycling and ensures that the end product does not pollute the environment;

25.22 **Water Management and guidelines: (weighting 3%)**

25.22.1 The Private Party undertakes to implement water conservation measures in the design and implementation of their operations;

25.22.2 The Private Party undertakes to:

25.22.2.1 Monitor the use of water;

25.22.2.2 Educate staff via on-site notices on the use of water;

25.22.2.3 Set water usage targets (monitored weekly/monthly) and manage these targets

25.22.2.4 Aim to avoid accidental loss through effective maintenance, installing quality storage and reticulation systems and implementing leak detection systems.

* Borehole can be an option for water supply. Car rental wash bay can be constructed behind the airport building, out of tourist view.

25.23 **Chemical substances (weighting 5%)**

25.23.1 The Private Party (including staff of the Private Party) undertakes to not sell or use any of the chemicals that are banned from use in National Parks (as determined by any Environmental Manager in National Parks);

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

25.23.3 The Private Party undertakes to ensure safe storage and disposal of chemicals and their containers;

25.23.4 The Private Party undertakes to have a specific disposal system for toxic or other waste regarded as being dangerous under supervision of the Technical Services Department;

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

25.24 **Pest Control (weighting 5%)**

25.24.1 The Private Party undertakes to comply with the integrated pest management plan as provided by SANParks;

25.24.2 Where and if required the Private Party undertakes to control bats as outlined in in the KNP Bat Management SOP;

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

25.25 **Visual Impacts (weighting 5%)**

25.25.1 Describe building materials to be used (where applicable) for all structures and obtain approval from SANParks where appropriate;

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

25.25.3 Provide locations of lightning arrestors and radio masts (where applicable) and how the visual impact of these will be minimised;

25.25.4 Specifically outline how brand signage and colors will be mitigated to complement the environment; and

25.25.5 The Private Party undertakes to implement mitigation measures in order to reduce the visual impact in the park.

25.26 **Monitoring (weighting 5%)**

25.26.1 The Private Party agrees to cooperate with SANParks during environmental audits. SANParks has compiled an environmental checklist which might be updated from time to time.

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

25.26.3 The Private Party agrees that SANParks will monitor, evaluate and score the operations (based on the line items in the checklist) and that a score of less than 85% for three (3) consecutive audits would imply material breach of the PPP Agreement.

25.27 **Energy use (weighting 5%)**

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

25.27.2 Appliances to be a minimum of A++ energy efficiency rating;

25.28 **Health and safety (weighting 5%)**

25.28.1 OHS requirements for the Airport. Compliance with OHS regulations helps reduce the risk of workplace accidents and ensures a safe environment for everyone. Regulations and standards must be adhered to and enforced at all time.

The Private operator must provide a plan outlining the following to be implemented:

- **Workplace Safety**
    - Slips, Trips, and Falls: Floors in kitchens, dining areas, and walkways must

be non-slip, and spills should be cleaned immediately to avoid accidents.

- Proper Lighting: Sufficient lighting should be provided in the airport building, check in area, arrival area, in all the bathrooms, in the curio shop and in the car rentals room, to prevent accidents.
- Emergency Exits: Clearly marked and accessible emergency exits must be available, with proper signage and lighting.
- Fire Safety: Install fire extinguishers, fire alarms, and suppression systems, and ensure employees are trained to use them. Regular fire drills are recommended.

- **Hygiene**
  - Personal Hygiene: Staff should maintain high standards of personal cleanliness, wear clean uniforms, and use protective gear at all times.
  - Sanitation: All kitchen and food preparation areas must be cleaned and sanitized regularly, with strict protocols for washing utensils and equipment.
  - Hygiene Protocols: Frequent cleaning and sanitizing of high-touch surfaces.
- **Hazardous Substances**
  - Chemical Handling: Cleaning chemicals and other hazardous materials should be stored properly, away from visitors, and employees should be trained on how to handle them safely.
  - Material Safety Data Sheets (MSDS): Airport must maintain MSDS for all chemicals used, outlining proper handling, storage, and emergency procedures.
- **Equipment Safety**
  - Machinery Maintenance: Regular maintenance of kitchen equipment, such as stoves, ovens, refrigerators, and dishwashers, is necessary to avoid malfunctions and accidents.
  - Proper Use of Equipment: Employees must be trained in the safe use of potentially dangerous equipment like knives, slicers, mixers, and fryers.

- **Personal Protective Equipment (PPE)**
  - All airport staff (including cleaning staff) must at all times be in uniform and wear appropriate PPE for different duties.
  - Cut-Resistant Gloves: For those handling sharp tools, cut-resistant gloves should be used
- **First Aid**
  - First Aid Kits: A fully stocked and easily accessible first aid kit should be available in case of minor injuries.
  - Trained Personnel: At least one person on shift should be trained in basic first aid and CPR.
- **Health and Safety Training**
  - Ongoing Training: Regular health and safety training sessions should be conducted for employees to ensure they are aware of safety protocols and procedures.
  - Health and Safety Policy: A written health and safety policy outlining the responsibilities of both the employer and employees must be in place.
- **Noise and Heat Exposure**
  - Ventilation: Proper ventilation must be in place throughout the airport building, throughout the day.
  - Noise Control: The airport can be noisy especially during arrival and departure time hearing protection should be considered for staff working on the runways preparing for departure and landings.
- **Reporting and Record Keeping**
  - Incident Reporting: Any accidents or near misses should be reported and documented to identify hazards and prevent future incidents.
  - Health Inspections: Restaurants should undergo regular inspections to ensure compliance with local health and safety standards.

SECTION 5 – RISK MATRIX

In the bid the Risk Matrix comprises of 10% of the Functionality score.

Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (institution/ private party/ shared)
Financing	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 considered or may change; fluctuating inflation, interest rates, and currencies may affect assumptions			
SACAA Compliance	SACCA approvals might not be obtained on time			
Cost over-run risk	The possibility that during the refurbishment phase, the actual project costs will exceed projected costs			
Environment and heritage	Liability for losses caused by environmental or heritage damage or delays			
Exchange rate and oil price risk	The possibility that exchanges rate fluctuations and oil price will impact on the affordability of the project			
Maintenance	The costs of maintenance to required standards may vary from projections or maintenance may not be carried out			
Operations	Any factors (other than force majeure) that may impact on operations.			
Market, demand, volume	The demand for the product may be less than projected.			
Political	Unforeseeable conduct by any government institution may adversely affect the project, or the			

Type of risk	General description of risk	Project-specific risk	Mitigation measures	Allocation of risk (institution/ private party/ shared)
	government may expropriate private party assets			
Force majeure	Unexpected events beyond either party's control			
Interest rate risk	The possibility of interest rate fluctuations affecting the availability and cost of funding			
Insurance risks	Loss of income caused by extreme events such as drought, fire or flooding			
Insurance risks	The risk of substantial increases in insurance premiums and/or costs related to excess payments			
Resource or input risk	The possibility of a failure or shortage in the supply of resources			
Supporting infrastructure	Supporting infrastructure may be inadequate to sustain the enterprise			
Utilities	Utilities may not be fully available or may cause delays			

26. **SECTION 6 – B-BBEE PROPOSAL**

In the bid the B-BBEE comprises of 20% of the Functionality score

Bidders should provide the following information, with supporting evidence wherever possible. Requirements for supporting evidence are described in article 26.3.5.

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

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

Or;

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

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

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

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

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

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

26.2 **Commitments and Scoring**

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

26.3 **B-BBEE Scorecard Definitions and Measurements**

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

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

26.3.3 **Large Enterprise Scorecard**

Element	Element Weighting	Indicator	Measurement Category & Criteria	Weighting Points	Compliance Targets	Bid Offered	Score
Ownership	27	Voting Rights	Exercisable Voting Rights in the entity in the hands of Black People	4	30%		
			Exercisable Voting Rights in the entity in the hands of Black Women	2	15%		
		Economic Interest	Economic Interest in the entity to which Black People are entitled	4	30%		
			Economic Interest in the entity to which Black Women are entitled	2	15%		
			Economic Interest of any of the following Black Natural Persons in the measured entity.				
			Black Designated Groups; Black Participants in Employee Share Ownership Programmes; Black People in Broad-Based Ownership Schemes; Black Participants in Co-operatives.	3	3%		
			Black New Entrants	4	10%		
		Realisation Points	Net Value	8	As per Codes		
	Score out of 27						
Management Control	19 (+2 Bonus)	Board Participation	Exercisable Voting Rights of Black Board Members as a percentage of all Board Members	2	50%		
			Exercisable Voting Rights of Black Female Board Members as a percentage of all Board Members	1	30%		
			Black Executive Directors as a percentage of all Executive Directors	2	50%		
			Black Female Executive Directors as a percentage of all Executive Directors	1	30%		
		Other Executive Management	Black Executive Management as a percentage of all Other Executive Management	2	60%		
			Black Female Executive Management as a percentage of all Other Executive Management	1	30%		
		Senior Management	Black Employees in Senior Management as a percentage of all Senior Management *Targets for Black People*	2	60%		

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

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

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

26.3.4 Qualifying Small Enterprise Scorecard

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

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

26.3.5 **Supporting information**

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

26.3.5.1 **Large Enterprises**

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

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

i. Black People	
ii.Black Women	
c) Total anticipated number of Executive Directors	
d) Anticipated number of:	
i. Black Executive Directors	
ii. Black Female Executive Directors	
2.3 Other Executive Management	
a) Total anticipated number of Other Executive Management	
b) Anticipated number of:	
i.Black Executive Managers	
ii.Black Female Executive Managers	
2.4 Management (Senior, Middle and Junior)	

Level of Management	Number of Proposed Employees per Group								
	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total
Senior Management									
Middle Management									
Junior Management									
TOTAL									

2.5 Employees with disabilities	
a) Total anticipated number of employees anticipated to be on payroll	
b) Anticipated number of Black Employees with disabilities	
3.Skills Development	**Input**
3.1Skills Development Expenditure	
a) Anticipated Leviable Amount (total payroll amount)	
b)Anticipated Skills Development expenditure	
c)Anticipated Skills Development expenditure on Black People:	

Skills Development Expenditure (Rands)	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White / Foreign Male	White / Foreign Female	Total

d) Anticipated Skills Development expenditure on Black People with Disabilities	

Note: Provide an overview on the Skills Development Plan referring to the investment in skills development initiatives through both external training providers and the quantifiable costs of accredited internal training programmes.

3.2Learnerships, Apprenticeships and Internships	
a)Total anticipated number of employees anticipated to be on payroll	
b)Participation in Learnerships, Apprenticeships and Internships paid for by the SPV:	

Anticipated Number of Learnerships, Apprenticeships and Internships	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Total
Employees									
Unemployed Learners									

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

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

26.3.5.2 **Qualifying Small Enterprises**

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

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

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

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

26.3.6 **Milestones and Targets Going Forward**

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

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

26.3.7 **External B-BBEE Verification**

26.3.7.1 Following signature of the PPP Agreement:

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

26.3.7.1.2 *For SPVs qualifying as EMEs (as per SANParks' B-BBEE requirements), the Private Party shall submit a sworn affidavit or certificate issued by the Companies and Intellectual Property Commission (CIPC) on an annual basis to confirm that the SPV's total annual revenue is within the EME threshold, as per the B-BBEE Proposal, and confirm the SPV's level of Black Ownership. A copy of such affidavit or CIPC certificate shall be provided to SANParks within 15 (fifteen days) after the end of each Financial Year of the SPV.* SANParks reserves the right to monitor and audit the Private Party's B-BBEE status. The Private Party shall co-operate in any monitoring or audit activity and provide SANParks with all information, documents, records and the like to enable SANParks to conduct such audits, or any other monitoring activities.

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

27. SECTION 7 – PPP FEE OFFER

27.1 Important note to Bidders

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

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

27.2 Form of Letter

To: South African National Parks

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

(a) the minimum PPP fee and

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

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

Monthly rental (excluding VAT)	Annual rental (excluding VAT)
R 106 000	R 1 272 000

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

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

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

Years	1	2	3	4	5	6	7	8	9	10
Minimum PPP fee or Variable PPP Fee, whichever is greater										

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

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

Signed: ______________________

Name: _______________________

Title: _________________________

28. SECTION 8 – PPP AGREEMENT

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

Annexures

29. ANNEXURE 1 – BID COVER SHEETS

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

ENVELOPE 1: TECHNICAL BIDS (ORIGINALS)

Bid for the following:

Skukuza Airport

ENVELOPE 1: TECHNICAL BIDS

Name of Bidder:
Postal address:
Street address:
Telephone:
Cell phone:
Fax:
Contact person:
Email address:
Signature of Bidder:
Date:
Capacity under which bid is signed:

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

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

Bid for the following:

Skukuza Airport

Name of Bidder:

Postal address:

Street address:

Telephone:

Cell phone:

Fax:

Contact person:

Email address:

Signature of Bidder:

Date:

Capacity under which bid is signed:

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

30. ANNEXURE 2 - ACCEPTABLE WORDING OF BID BOND

To: South African National Parks

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

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

R 400 000,00

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

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

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

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

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

SIGNATURE AND SEAL

Name of bank_________________

Address_________________

Date_________________

Please note: The Bid Bond will be replaced by a Performance Bond once operation commences to the amount equal to R318 000,00 and will be increased yearly on 1 April with CPI.

31. ANNEXURE 3 – MAINTENANCE

31.1 Maintenance by the Private Operator

31.1.1 The operator will be responsible for the maintenance of the runway, taxiways, aprons, windsock, bunkers, all internal and external structure of the airport building, and the Weather Station located on the road that links the airport to the main Skukuza/Tshokwane road;

31.1.2 The operator will be responsible for the maintenance of the vegetation within the airport area; this includes grass cutting and trimming/cutting of trees that are in the way (the operator must consult SANParks Conservation Services before trimming or cutting any trees);

31.1.3 The operator will be responsible for maintenance to the NDB terrain, and resetting after an electrical trip, possible during thunderstorms;

31.1.4 The operator will maintain all Emergency services equipment;

31.1.5 The operator will monitor and maintain the fences around the Airport facility;

31.1.6 The operator will be responsible for maintenance of air conditioners, compressors, electrical appliances, furniture and fittings.

31.1.7 The operator to maintain all paved surfaces, this includes but not limited to a clear maintenance and inspection plan.

31.1.8 The operator shall conduct the annual runway resistance test as required by SACAA.

31.1.9 The operator to maintain the airport terminal building this includes but not limited to, external and internal painting, roof maintenance, water pipes, water booster, sewage lines.

31.2 Maintenance by SANParks

31.2.1 SANParks will be responsible to manage the hangers and fuel drum storage area and the maintenance there off.