

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (SOUTH AFRICAN NATIONAL BIODIVERSITY INSTITUTE)					
BID NUMBER:	Q8157/2022	CLOSING DATE:	30 June 2022	CLOSING TIME:	11:00
DESCRIPTION	THE SOUTH AFRICAN NATIONAL BIODIVERSITY INSTITUTE (SANBI) REQUIRES A SERVICE PROVIDER TO FACILITATE THE DEVELOPMENT OF A REPOSITIONING STRATEGY FOR THE NATIONAL ZOOLOGICAL GARDEN WITH IMPLEMENTATION PLANS.				
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Noloyiso Giyama		CONTACT PERSON	Leslie Mudimeli	
TELEPHONE NUMBER	012 339 2750		TELEPHONE NUMBER	012 339 2708	
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS	N.Giyama@sanbi.org.za		E-MAIL ADDRESS	l.mudimeli@sanbi.org.za	
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] ☐ Yes ☐ No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?		☐ Yes ☐ No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				☐ YES ☐ NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?				☐ YES ☐ NO	

DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?

☐ YES ☐ NO

DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?

☐ YES ☐ NO

IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?

☐ YES ☐ NO

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

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED--(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

(Proof of authority must be submitted e.g. company resolution)

DATE:

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

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

- 2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

- 2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

- 2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

- 2.2.1 If so, furnish particulars:

.....
.....

- 2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

- 2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

I, _____ the _____ undersigned,
 (name)..... in submitting the
 accompanying bid, do hereby make the following statements that I certify to be true
 and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found
 not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without
 consultation, communication, agreement, or arrangement with any competitor.
 However, communication between partners in a joint venture or consortium² will not
 be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements, or
 arrangements with any competitor regarding the quality, quantity, specifications,
 prices, including methods, factors or formulas used to calculate prices, market
 allocation, the intention or decision to submit or not to submit the bid, bidding with the
 intention not to win the bid and conditions or delivery particulars of the products or
 services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the
 bidder, directly or indirectly, to any competitor, prior to the date and time of the official
 bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements, or arrangements
 made by the bidder with any official of the procuring institution in relation to this
 procurement process prior to and during the bidding process except to provide
 clarification on the bid submitted where so required by the institution; and the bidder
 was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to
 combat any restrictive practices related to bids and contracts, bids that are suspicious
 will be reported to the Competition Commission for investigation and possible
 imposition of administrative penalties in terms of section 59 of the Competition Act No
 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for
 criminal investigation and or may be restricted from conducting business with the public
 sector for a period not exceeding ten (10) years in terms of the Prevention and
 Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3
 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN
 TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON
 PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT
 SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
 Signature Date

.....
 Position Name of bidder

TERMS OF REFERENCE

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill, and knowledge in an activity for the execution of a contract.

REQUEST FOR QUOTATION

APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE THE DEVELOPMENT OF A REPOSITIONING STRATEGY FOR THE NATIONAL ZOOLOGICAL GARDEN WITH IMPLEMENTATION PLANS.

**South African National Biodiversity Institute (SANBI)
Private Bag X101
Silverton
0184**

1. INTRODUCTION

The South African National Biodiversity Institute (SANBI) is a Schedule 3A public entity established in terms of the National Environmental Management Biodiversity Act (Act No. 10 of 2004), whose mission is to champion the exploration, conservation, sustainable use, appreciation, and enjoyment of South Africa's exceptionally rich biodiversity for all people. SANBI has been mandated to monitor and report on the status of the Republic's biodiversity. Its activities include undertaking and promoting research on indigenous biodiversity and its sustainable use; establishing and managing collections of plant and animal specimens; managing and maintaining national botanical and zoological gardens, with their facilities for horticultural display, environmental education, visitor amenities and research; collecting and disseminating information about biodiversity; assisting in the development of a national biodiversity framework, including bioregional plans and strategies; and coordinating programmes in conservation and sustainable use of indigenous biological resources and the rehabilitation of ecosystems.

The National Zoological Garden (NZG) is the largest zoo in the country with more than 300 000 people visiting the facility annually. It was incorporated into SANBI on 1 April 2018 in terms of the National Environmental Management: Biodiversity Act 10 of 2004 as amended (NEMBA). The 85-hectare campus houses 3 117 specimens of 209 mammal species, 1 358 specimens of 202 bird species, 3 871 specimens of 190 fish species, 388 specimens of four invertebrate species, 309 specimens of 93 reptile species, and 44 specimens of seven amphibian species. An aquarium and reptile park also form part of the NZG. The aquarium is the largest inland marine aquarium in the country. Furthermore, the third largest collection of exotic trees in South Africa can be found at the NZG.

The National Zoological Garden (NZG) has a satellite campus; the Mokopane Biodiversity Conservation Centre (MBCC) is located on the northern outskirts of Mokopane, Limpopo. The

MBCC covers an area of 1395ha. The MBCC houses various wildlife and plant species and receives on average 27 000 visitors per year. The MBCC is open to visitors daily, with official hours from 08:00 to 16:30, and offers overnight accommodation, guided tours, and may be booked for open-air functions.

The Mokopane campus comprises of primarily three operational areas: main entrance, main store, and nature reserve. The main entrance area houses various wildlife enclosures, an animal kitchen, cool room, animal care center, store, reception, office, and guesthouse. The main store is a separate area dedicated for the storage of dry and wet animal feed, cool and freezer rooms, staff ablutions, and material stores. The reserve, which makes up most of the surface area, is divided into two: the main reserve and the bordering portion of the farm Planknek. Within the nature reserve are various breeding camps and game capture infrastructure for the management of wildlife.

SANBI would like to appoint a reputable service provider to undertake a strategic review of its National Zoological Garden facilities and present a repositioning strategy with implementable plans for the operations.

The plans would be co-created together with the SANBI dedicated team. The plans will be a holistic look at SANBI's Vision and SANBI Mandate as enshrined in the NEMBA Act 10 of 2004 together with all other governance models of the organization. The strategic repositioning plan will be used to guide the strategic direction of NZG in the short (1-3 year) to medium term (3-5 years). The project will include the development of a repositioning strategy and a strategic plan and a business plan which will reposition NZG to play a prominent role in the biodiversity sector. This project is also aimed at ensuring that the NZG plans are aligned to the SANBI mandate and its business is thriving.

2. REPOSITIONING THE NZG

The NZG has been recently moved from the National Research Foundation which necessitates a review of the mandate and strategy towards playing a revised role within SANBI, underpinned by the National Environmental Management Biodiversity Act 10 of 2004 (NEMBA).

In order to affect the future role of the NZG the SANBI Board, together with SANBI senior management then agreed to include new performance indicators in the 2022/23 Annual Performance Plan (APP). These deal with the repositioning of the NZG and how the NZG will deal with accommodating iconic species in future.

In developing the new performance indicators, the Board took cognisance of the regulatory provisions concerning the keeping of iconic species (elephants, rhinos, leopards, and lions) in controlled environments.

The adjustments in the SANBI APP (Annual Performance Plan) therefore included the new outcome highlighting that the repositioning of the NZG to effectively contribute to conservation, animal welfare, research, recreation, tourism, education, awareness, and public engagement. This will be supported by output indicators on NZG Repositioning and

accommodation of iconic species with the latter pursuing the determination of future options for the accommodation of the current NZG elephant. Adjustment on the APP has been submitted to the minister for her consideration and final approval.

3. PRINCIPLES UNDERPINNING THE DEVELOPMENT OF THE STRATEGY FOR THE NATIOAL ZOOLOGICAL GARDENS

3.1. In developing the strategy, the service provider should be mindful of the following:

- 3.1.1. Specific challenges that zoos currently face globally.
- 3.1.2. Legislative imperatives, in particular the NEMBA Act and all legislation governing zoos and animal welfare, including all regulatory provisions and standards on zoos.
- 3.1.3. The High-Level Panel (HLP) and implications of its recommendations regarding the keeping of iconic species (elephants, rhinos, leopards and lions) in controlled environments.
- 3.1.4. The requirements of zoo associations (WAZA and PAAZA), the relevant compliance standards and the accreditation of zoos.
- 3.1.5. Contemporary zoos are guided by five basic principles that should be considered in a strategic plan: conservation, education, science (research), animal welfare, and entertainment (Maple, 2003). The current role played by the NZG and how it can be repositioned to play prominent role in the following areas:
 - The conservation of biodiversity through the selective breeding of species;
 - Promoting animal welfare;
 - Contributing to biodiversity education and human capacity building;
 - Influencing public opinion through engagement initiatives;
 - Providing recreational facilities and tourism experiences.
 - Conducting cutting edge research in the life sciences;
 - Providing veterinary support with its animal hospital and animal holding facilities;
- 3.1.6. Be able to link strategy of the NZG with social, cultural, and economic factors of the city where it is operating and country tourism objectives.

4. SCOPE OF WORK

4.1. Scope of work

The service provider will be required to undertake the following tasks:

- 4.1.1 To develop the Repositioning Strategy and business model for the National Zoological Gardens (NZG) with clear and specific short, medium, and long-term goals, objectives, indicators, and targets that aligns itself to the mandate of SANBI.

- 4.1.2. Assess the current financial and revenue generation modalities and develop a sustainable business model for revenue generation and financial sustainability at the NZG and its satellite campus {Mokopane Biodiversity Conservation Centre (MBCC)}.
- 4.1.3. Develop implementation plan to operationalise the repositioning strategy.
- 4.1.4. Benchmark the strategy, operational plan, and business model with emerging approaches of other modern zoos.
- 4.1.5. Assess and position the role of the NZG in *in situ* and *ex situ* conservation, animal welfare, research, recreation, tourism, education, awareness, public engagement, and community beneficiation.
- 4.1.6. Develop a plan/protocol for the enhanced management of iconic species in the NZG in compliance with relevant statutes.

The repositioning strategy should advance the strategic links with the social, cultural, and economic factors of the city, province and country tourism and development objectives. Furthermore, such strategy and plans should provide mechanisms for stakeholder engagement and partnerships including but not limited to public sector, donors, associations, private sector, interests groups and visitors).

5. REPORTING

The successful service provider will be required to:

- Commence work immediately after appointment and completed the entire scope work must be completed by 30 December 2022.
- Report timeously and on a regular basis on progress.
- Identify and consult with the relevant internal and external stakeholders.
- The successful service provider is
- expected to present the draft strategy and implementation plan to EXCO, Board and/or relevant Committee(s), address any comments and recommendations towards consolidating the final Report.

6. CAPACITY OF THE SERVICE PROVIDER

The service provider is required to meet the following requirements in terms of skills and experience:

- a) A minimum of 10 years of experience in development of strategies in similar environments/field.
- b) Must be able to reach out to identified key stakeholders.
- c) Must be able to conduct a strategic development process and provide requires reports to SANBI for consideration.

7. REQUIREMENTS FOR PROPOSALS

7.1. Mandatory documents required

Service Providers interested in this project should submit the following documents.

- a) Company Profile.
- b) Three signed, contactable reference letters for repositioning strategy or strategy development work done in a similar industry/field. Work to have been completed in the last five (5) years.
- c) A concise written summary of no longer than seven (7) pages that demonstrates the approach you envisage to use in developing the repositioning strategy, highlighting the following:
 - The approach to and philosophy of strategic planning;
 - The methodology with clear milestones, timelines, process, and tools that will be used.
 - The process for gathering input of various stakeholders and a key stakeholder list envisaged for the project?;
 - The facilitation style used for meetings in which strategic plan elements are discussed?;
 - How will you maintain momentum to ensure you complete project on time, while providing adequate time for deliberations?
- d) Price quotation clearly stipulating the amount to be charged for the entire process according to milestones.
- e) SBD forms (SBD 1, 4 and 6.1) The Standard Bidding Forms (included in the bid documentation) must be completed and submitted with this proposal.
- f) A current copy of the Central Suppliers Database (CSD) registration report or registration number must be provided.
- g) An original or Certified copy of BBEE Certificate or sworn affidavit (Please note that failure to submit a valid original or certified B-BBEE / sworn affidavit mentioned above will result in the tenderer not being awarded B-BBEE preference point)

8. EVALUATION PROCESS AND CRITERIA

SANBI promotes the concept of “best value” in the award of contracts, as opposed to merely looking for the cheapest price, which does not necessarily provide the best value. Best value incorporates the expertise, experience and technical proposal of the organisation and individuals who will be providing the service and the organisational capacity supporting the project team. The minimum functional threshold will be 70%.

Evaluation of proposals will be done according to the following criteria (so sufficient information should be provided):

Criteria for measuring Functionality	Weight
1. Quality of project methodology and approach: A concise written summary of no longer than seven (7) pages that demonstrates how the service provider will go about identifying the different phases of the project, sourcing of information, identify relevant stakeholders and facilitate the meetings. Service provider should provide a detailed methodology in the approach of executing the project. Allocation of Points and Scoring : 4 = The methodology is more than comprehensively described and provides detailed information regarding the relevant aspects of the project and exceeds the expectation. 3 = The methodology is satisfactorily and meets the requirements and provides information regarding the relevant aspects of the project and has comprehensive information. 2 = The methodology is very briefly described and provides little information regarding the relevant aspects of the project. 1 = The methodology is poorly described and/or does not provide any information regarding the relevant aspects of the project.	30%
2. Qualifications and experience of core team members: Minimum of four (4) signed and traceable references of similar or equivalent experience relating to the scope of work completed in the last five (5) years. Relevant qualifications and experience in relation to the scope of work. Team member's CV's that shows experience and qualifications as well as and membership of the professional bodies where applicable should be enclosed. Minimum of 10 years' experience in conducting similar or equivalent assignment. Experience and knowledge of relevant legislation (i.e. PFMA, Environmental legislation, standards governing animal welfare and zoos). Allocation of Points and Scoring : 4= Qualifications and experience exceed the requirements. 3 = Qualifications and experience demonstrate ability of the bidder and complies with the requirements. Meets minimum requirements for traceable reference with relevant experience. 2 = Qualifications and experience demonstrate average experience. 1 = Qualifications and experience demonstrate poor experience.	20%
3. Proven track record and experience of the potential service provider: Proven track record and experience in providing similar strategic development assignments. List should state the nature of the assignment; the value; the duration and contactable references. Proof of track record and experience such as appointment letters or reference letters should be included in the submission and the references should be traceable. Allocation of Points and Scoring : 4 = The knowledge, track record and experience exceeds understanding of the requirements. 3 = The knowledge, track record and experience is clear and relevant and is demonstrating bidders understanding of the requirements. 2 = The knowledge, track record and experience provided demonstrate average understanding of the requirements. 1 = The knowledge, track record and experience provided lacks context of the requirements.	30%
4. Quality of references.	20

Evaluation based on quality and relevance of each reference.	
Allocation of Points and Scoring : 4 = Eleven or more relevant references 3 = Six to Ten relevant references 2 = Four to Five relevant references 1 = One to Three relevant references	
TOTAL	100

Bidders who scored 70% on functionality will be evaluated further on Price and BBBEE. Bidders will be required to submit detailed outline of fees and expenses for the entire process, tied closely with requirements, milestones and timeline provided.

9. CONTRACTUAL ARRANGEMENTS

- 9.1. A contract will be drawn up between SANBI and the Service Provider.
- 9.2. Invoice will be paid after completion of the exercise i.e., as soon as the candidate has accepted the SANBI officer.
- 9.3. No upfront payments will be made. SANBI will pay for satisfactory completion of work within 30 days of submission of invoice.

10. PROPOSAL SUBMISSIONS

Closing date for submission of proposals: 30 June 2022

11. **Submission of proposals:** Proposals must be emailed to S.SCM-Quotation@sanbi.org.za and copy Ms Noloyiso Giyama N.Giyama@sanbi.org.za.

NB: e-mailed applications must not be more than 10MB in size.

12. Requests for further information on this Terms of Reference (ToR) must be directed to the Executive Director National Zoological Garden Mr Leslie Mudimeli at l.mudimeli@sanbi.org.za or 012 329 2700