REQUEST FOR PROPOSALS FOR THE ACQUISITION OF AN ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD) STRATEGIC PARTNER FOR A PERIOD OF 5 YEARS AT AIRPORTS COMPANY SOUTH AFRICA’S CORPORATE OFFICES.

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<th>Tender Number:</th>
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<tr>
<td>Issue Date</td>
<td>17 JULY 2017</td>
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<tr>
<td>Closing Date</td>
<td>25 AUGUST 2017 at 14:00PM</td>
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<tr>
<td>Briefing Session Date and Time</td>
<td>04 AUGUST 2017 at 12:00 – 14:00PM (OR Tambo International Airport Media Centre Room – Next to the post office)</td>
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<th>Bidding Company Name</th>
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<th>Entity with a BBBEE Level 1 - 2</th>
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1. SECTION 1: INSTRUCTIONS TO BIDDERS

1.1. Access to RFB documents


1.2. Submission of bid documents

The envelopes containing bid documents must have on the outside, the bidder’s return address, the full description of the tender, tender number and the details of the Tender Management Office/Procurement department where the bid will close. The documents must be signed and completed by a person who has been given authority to act on behalf of the bidder. The bottom of each page of the bid documents must be signed or stamped with the bidder’s stamp as proof that the bidder has read the tender documents. Bid documents must be submitted STRICTLY on or before 25 AUGUST 2017 at 14:00 (PM).

1.2.1. Hand delivery:

The bid document must be delivered to the Tender Management Office located at the address below:

Tender Box A

The Tender Box A is located at
ACSA Office
North Wing
3rd Floor
OR Tambo International Airport

1.3. Late Bids

Bids which are submitted after the closing date and time will not be accepted.
1.4. Clarification and Communication

Name: Onalenna Vilakazi

Designation: Senior Commodity Specialist

Tel: 011 723 2778/082 377 7047

Email: onalenna.vilakazi@airports.co.za

1.4.1. Request for clarity or information on the tender may only be requested until Friday 18 August 2017 at 14:00 (PM). All responses to queries or for clarity sought by a bidder will also be sent to all other entities which have responded to the Request for Bids within forty-eight (48) hours of clarification sought.

1.4.2. Bidders may not contact any ACSA employee on this tender other than those listed above. Contact will only be allowed between the successful bidder and ACSA Business Unit representatives after the approval of a recommendation to award this tender. Contact will also be permissible in the case of pre-existing commercial relations which do not pertain to the subject of this tender.

1.5. Compulsory Briefing Session

Compulsory briefing session shall be held at ACSA Airport on the date and time stipulated below:

**Briefing Session**

Airports Company South Africa (ACSA)

O.R Tambo International Airport

Media Room Centre

Next to the Post Office

**Date:** 04 AUGUST 2017

**Time:** 12:00 – 14:00PM
1.6. **Bid Responses**

Bid responses must be strictly prepared and returned in accordance with this tender document. Bidders may be disqualified where they have not materially complied with any of ACSA’s requirements in terms of this tender document. **Changes to the bidder’s submission will not be allowed after the closing date of the tender.** All bid responses will be regarded as offers unless the bidder indicates otherwise. No bidder or any of its consortium/joint venture members may have an interest in any of the other bidder/joint venture/consortium participating in this bid.

1.7. **Disclaimers**

It must be noted that ACSA reserves its right to:

1.7.1. Award the whole or a part of this tender;

1.7.2. Split the award of this tender;

1.7.3. Negotiate with all or some of the shortlisted bidders;

1.7.4. Award the tender to a bidder other than the highest scoring bidder where objective criteria allow;

1.7.5. To reject the lowest acceptable tender received; and/or

1.7.6. Cancel this tender.

1.8. **Validity Period**

1.8.1. ACSA requires a validity period of one hundred and twenty (120) calendar days calculated from the closing date for Bid submission. During the validity period of the tender the prices which have been quoted by the bidder must remain firm and valid.

1.8.2. During the validity period the prices which have been quoted by the bidder must remain firm and valid. It is only in exceptional circumstances where ACSA would accommodate a proposal to change the price.

1.9. **Confidentiality of Information**

1.9.1. ACSA will not disclose any information disclosed to ACSA through this tender process to a third party or any other bidder without any written approval form the bidder whose information is sought. Furthermore,

1.9.2. ACSA will not disclose the names of bidders until the tender process has been finalised.
1.9.3. Bidders may not disclose any information given to the bidders as part of this tender process to any third party without the written approval from ACSA. In the event that the bidder requires to consult with third parties on the tender, such third parties must complete confidentiality agreements, which should also be returned to ACSA with the bid.

1.10. Hot – Line

ACSA subscribes to fair and just administrative processes. ACSA therefore urges its clients, suppliers and the general public to report any fraud or corruption to:

Airports Company South Africa TIP-OFFS ANONYMOUS

Free Call: 0800 00 80 80

Free Fax: 0800 00 77 88

Email: acsa@tip-offs.com
2. SECTION 2: PRE-QUALIFICATION CRITERIA

2.1. In terms of the PPPFA Regulation 4, an organ of state can apply pre-qualifying criteria to advance certain Designated Groups.

2.2. Accordingly, only bidders with a Level 1 - 2 Broad Based Black Economic Empowerment contributor level will be considered to go through to the next stage of evaluation. **Bidder must submit a valid BBBEE certificate as issued by SANAS.** ACSA reserves the right to request further information necessary to evaluate the bidder in this regard.

2.3. The successful bidder will subcontract a minimum of 30% of the contract value to:

   2.3.1 an EME or QSE which is at least 51% owned by black people;
   2.3.2 an EME or QSE which is at least 51% owned by black people who are youth;
   2.3.3 an EME or QSE which is at least 51% owned by black people who are women;
   2.3.4 an EME or QSE which is at least 51% owned by black people living in rural or underdeveloped areas or townships
   2.3.5 a cooperative which is at least 51% owned by black people
   2.3.6 an EME or QSE which is at least 51% owned by black people who are military veterans
   2.3.7 an EME or QSE

2.4. A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender

2.5. By submitting a bid, the bidder certifies that the information and documents provided are true, correct and devoid of any fraudulent misrepresentations. ACSA reserves it right to seek further legal action in the event that the bidder fails to comply with this paragraph 2.5.

2.6. A bidder that fails to meet the above-mentioned pre-qualifying criteria, will be disqualified.
3. **SECTION 3: BACKGROUND, PURPOSE AND SCOPE OF WORK**

3.1. **Background**

- Since inception approximately 23 years ago, Airports Company South Africa Limited (ACSA) has transformed into a focused, profitable and commercial enterprise that is market-driven and customer service oriented. The principal ACSA sites comprise of major international airports namely O.R. Tambo (ORTIA), Cape Town (CTIA) and King Shaka (KSIA). The other sites are, Bram Fischer (Bram), Upington (UTN), Port Elizabeth (PLZ), East London Airport, George Airport, Kimberley Airport and the Corporate Office.

- The sustained growth in traffic over the years, coupled with a creative and performance focused management and leadership team have contributed to the Company’s excellent financial performance over time. This has enabled the Company to transform South Africa’s airports into world-class airports, delivering value for customers, stakeholders, shareholders and employees.

- ACSA is focused on creating and operating world-class airports measuring up to international standards. Numerous international awards won by certain of its airports over the years confirm that the Company has largely succeeded in this aim. This is also shown in the latest ratings for example, O.R. Tambo, Cape Town and King Shaka international airports rated first, second and third respectively in the Best Airport ACI-ASQ awards for Africa.

- As part of Airports Company South Africa’s Strategy 2025, the Company has identified an “Economic Transformation Framework” as a key strategic initiative. The transformation agenda is focused on designing equal opportunities that are reflective of fairness, transparency, and the elimination of unfair discrimination. As part of Enterprise and Supplier Development (ESD) programs, the company will seek to develop small, medium and large size businesses with a broad objective of changing the face of business at Airports Company South Africa to an industry that is reflective of SA demographics. In line with this, the Company (as supported by the Executive Committee) recognizes the need to partner with an ESD Strategic Partner which will assist, guide and implement key ESD initiatives. The ESD Strategic Partner will assist, design and implement these programmes over a five-year period.

3.2. **Purpose of this Tender**

3.2.1. **The rationale for the appointment of a strategic partner is:**

- The partner will guide ACSA towards the implementation of enterprise and supplier development
- The partner will have access to tools, resources and provide industry knowledge and insights which Airports Company South Africa does not have
- The partner will provide skilled resources who will impart technical and financial skills, access to markets and supplier relationships in the implementation of ESD programmes
- The partner will have access to black owned supplier databases
- The partner will facilitate ESD funding through their partnerships with development funding institutions
3.2.2 The strategic partner will accomplish all the following:

- ACSA ESD strategy formulation:
  - Develop ESD strategy in accordance with ACSA’s Transformation Framework, Transport and Public sector BBEE codes and RSA government transformation imperatives
  - Review and elaborate on sector specific strategies and ensure their alignment with the overall strategy
  - Support the strategy’s approval at all the relevant levels in the organisation

- Market Research:
  - Conduct market research for each sector providing insights into the greater landscape of each sector’s industry
  - Provide supplier and market intelligence

- ESD Governance model origination and implementation:
  - Review current operating model and recommend ESD capacity required
  - Develop project duration governance model and recommend post project structure
  - Ensure ESD is imbedded within ACSA’s organisational culture

- Develop, implement and support ESD initiatives:
  - Develop ESD programmes – ED and SD programmes
  - Identify, select and support beneficiaries
  - Identify opportunities to transform the value chain of bid awardees
  - Monitor and evaluate progress

- Facilitate Funding of ESD interventions and/or beneficiaries
  - Demonstrate proven relationships with ESD funding institutions
  - Facilitate funding of ESD interventions via the ESD funding institutions

3.3. Scope of Work

- ESD strategy formulation - The strategic ESD partner will be required to develop an ESD strategy aligned to our ACSA priority sectors as follows:
  - Sector 1 - ICT
  - Sector 2 - Construction
  - Sector 3 - Advertising
  - Sector 4 - Car Rental
  - Sector 5 - Retail
  - Sector 6 - Property and
  - Sector 7 - Ground Handling.

- Further strategy formulation activities will include the following:
  - Review and elaborate on each of the sector specific strategies to enable implementation thereof
  - Assess current performance
  - Review and elaborate on demand analysis and forecast performance
  - Compile frameworks, policies, procedures, templates and develop the required processes

- Market Research – The successful bidder will conduct sector specific research and provide insights into each sector’s greater landscape
  - Assess current sector environments (regulations, targets, charters, programs),
  - Provide supplier and market intelligence, industry insights and align with best practice.
• Embed ESD into ACSA Business – the ESD partner will be required to provide a plan to embed ESD into ACSA’s DNA including but not limited to:
  o Recommend capacity required to facilitate ESD (Organisational Alignment) in consultation with ACSA stakeholders.
  o Recommend staffing, Organisational structure, roles and responsibilities
  o Establish Delegated Levels of Authority and Key Performance Areas.
  o Performance measurement and monitoring
  o Recommend systems and technology
  o Develop High Level Knowledge Transfer plan and time frames set for achieving the transfer

• Develop and implement Change management plan.
  o Develop a governance model to manage interactions, status reporting, stakeholder engagement and terms of engagement
  o Provide High level Project Plan with milestones and deliverables
  o Change management plan (and activities)
  o Communications and Stakeholder engagement plan
  o Develop ESD programme monitoring and evaluation process

• Development and implementation of the ESD programmes.
  o Provide business support and facilitate capacity building in Exempted Micro Enterprises (EME) and Qualifying Small Enterprises (QSE).
  o Develop and support new entrepreneurs, ensure their growth and sustainability through holistic, structured development programmes

• Enterprise Development (ED) Programmes:
  o Ringfence a portion of tender opportunities across the 7 sectors and make them ED/SD programme opportunities.
  o Develop a structured 24-month enterprise development (ED) incubation program
  o Develop beneficiary selection criteria.
  o Identify SME awardees who will be incubated in this program (condition of tender)
  o Provide support tailored to the sectors in which the beneficiaries compete, in the form of Business coaching, Technical skills training, Funding and/or the procurement of assets
  o Incubation for the beneficiaries must include the development and implementation of a tailored development plan with milestones to track progress
  o Formulate a plan to also create market awareness of ACSA’s requirements for the sectors, provide the beneficiaries with ‘access-to-markets’ and to support ACSA through this process.
  o Facilitate the involvement of a development partner for the purposes of funding the beneficiaries
  o Develop a plan to incorporate the ESD programs into ‘business as usual activities
  o ED beneficiaries, where possible, to form part of the pipeline for supplier development (SD) program.

• Supplier Development (SD) Programme
  o Develop and implement supplier development program
  o Conduct Sourcing strategy review
  o Conduct demand and supplier analyses
  o Categorise procurement spend in all sectors
  o Identify procurement categories for development
Develop selection criteria for supplier development programme beneficiaries
Identify high potential suppliers to be incorporated into the supplier development programme (ACSA to provide list)
Conduct supplier business assessment
Identify and ringfence contract opportunities aimed to facilitate supplier development
Match identified suppliers with identified procurement opportunities
Develop a plan to incorporate the ESD programs into ‘business as usual activities
Monitor and evaluate programme interventions

3.3.1 Sector 1 – ICT

The IT transformation strategy is to enable and support ACSA to become a digital business that runs airports. The IT strategy execution will focus on transformation across four key dimensions designed to enable the digitisation state. These include:

- Passenger Experience
- Social and Mobile
- Intelligent Business
- Digital Infrastructure

The IT sector is in the process of appointing a business digitization strategic partner (Principal Service Provider (PSP)) to facilitate the execution.

- Along with the PSP, qualifying small black enterprises will be appointed to a panel of service providers to carry out 40% of work of the expected IT initiatives with spend of R 2 billion over the next five years.
- The panel will consist of three groupings of EMEs and QSEs across 10 different disciplines.
- The PSP will be expected to develop, upskill (meaningfully), mentor and support the panel of service providers as part of its scope of work.
- The IT sector has further identified incubation programs to help accelerate the development and transformation of skills and capability in disciplines that have limited representation and participation from the small business.
- The IT sector needs the ESD partner to support the PSP in the implementation of the strategy and:
  - to assist with the development of a plan for the distribution of work amongst the beneficiaries
  - programme monitoring and evaluation.

3.3.2 Sector 2 – Construction

The construction sector is responsible for the infrastructure value chain within ACSA. It encompasses the whole cycle from inception, planning, designing, construction (including monitoring and controlling), maintenance, repairs and operations (MRO) to disposal and refurbishment. The objectives of the construction sector include ensuring:

- World-Class Infrastructure that Promotes Growth and,
- Improved Financial Performance of Infrastructure Assets
The construction sector strategy has a multifaceted approach to transformation which includes the following:

- Appropriately package (unbundle or consolidate) projects to maximise the use of transformed companies
- Predetermine subcontractor transformation criteria to be used by main contractors
- Use Contract Participation Goals with predetermined sub-minima to maximise the spend to transformed businesses in the value chain
- Set up Mechanisms to measure and support the development of contractors / consultants

ESD partner activities to achieve these will include but not be limited to the following:

- Review and summarise all context documents such as:
  - ACSA Transformation policy (P010 004P)
  - Available procedures
  - Stated targets
  - CIBD guidelines
  - BBBEE Act 53, As amended by BBBEE Amendment Act 46 of 2013
  - Current BBBEE codes of good practice
- Conduct a Built Environment industry analysis
  - ACSA’s Technical Support Services historic performance (BBBEE, project portfolios, levels etc.)
  - Industry context and trends
  - ACSA’s TSS pipe line for next 10 years (values, portfolios, levels etc.)
- Develop target frameworks and initiatives
  - Equity
  - Management/employees
  - Localisation
  - Employment creation
- Conduct a Built Environment industry analysis
  - ACSA’s Technical Support Services historic performance (BBBEE, project portfolios, levels etc.)
  - Industry context and trends
  - ACSA’s TSS pipe line for next 10 years (values, portfolios, levels etc.)
- Develop target frameworks and initiatives
  - Equity
  - Management/employees
  - Localisation
  - ED/SD interventions
  - Employment creation
- Based on the above develop positions for:
  - Supply chain interventions
  - Funding constraints
  - QMS
  - Enablement factors (JV’s, databases, secondments)
  - Strategic partnering (black industrialist policy)
- Monitoring and evaluation of ED/SD interventions in the construction sector
- Developing interventions to transform the established players’ supplier value chains
- Program phases
  - Document and regulation review and report (1 month)
  - Market review and report (2 months)
• Initiatives and CPG targets (1 month)
• Final sector Transformation Manual with all scope deliverables (1 month)
  o The above must be lines in the pricing schedule and payment will only be made on
    approval and acceptance by ACSA of the deliverable in each phase.
  o Bidders must provide an outline project plan and approach to achieve the above.
  o Upon appointment of the ESD partner, the above deliverables must be detailed in a
    project plan for ACSA approval prior to the commencement of any work.

3.3.3 Sector 3 - Advertising:

ACSA’s advertising sector consists of four portfolios at all airports which are denoted as:
  o All outdoor
  o All international
  o All domestic arrivals
  o All domestic departures

The advertising sector seeks to implement ESD through the replacement of the 80:20 and 90:10
preference points system with a 50:50 version coupled with one of two of the following options:
  o Joint Venture (JV) partnerships between ACSA, an Established entity and potentially an
    Emerging entity combination with an equity split of up to 30% for ACSA. ACSA’s 30% stake
    in the JV is optional for ACSA to exercise and may be warehoused and ceded to the
    Emerging entity during the 10-year term. The ESD partner is encouraged to identify
    further ESD opportunities in this agreement.
  o Joint Venture (JV) partnerships between Established entities and Emerging entities. The
    emerging entity is to be incorporated into the Enterprise development program.
  o Established entities sub-contract up to 25% of the contract value to emerging entities
    with the same or better contributor status level.

In each of these options, bidders are required to submit a transformation plan clearly indicating
what steps shall be taken to ensure that they reach or maintain a level 3 contributor status as well
as how they intend meeting the transformation milestones set out in the Marketing, Advertising
and Communication (MAC) Sector codes as gazetted.

To address the lack of transformation in the advertising sector, ACSA would like the ESD partner
to identify black owned companies (pool to be provided by ACSA) in the advertising value chain
who can tender for printing, ‘flighting’ and maintenance opportunities i.e. supply services to the
awardee. This way ACSA can ensure transformation across the entire value chain.

The ESD partner must also provide operational, strategic and financial (via their development
funding partner) support to emerging entities forming part of the entities awarded any one of the
four tenders.

The ESD partner will be required to conduct measuring and evaluation of all ESD interventions in
the advertising sector

3.3.4 Sector 4 – Car Rental

More than 60% of car rental transactions in South Africa are carried out at ACSA airports. The
sector is characterized by market domination of established players and barriers to entry which
emanate mainly from lack of capital – fleet acquisition and disposal – as well as strategic alliances
between these established players and the public and private sectors which have been in place for decades. With the majority of car rental transactions taking place in airports, ACSA is presented with a burning platform to effect meaningful change in the sector with this captive audience. The ACSA Car Rental Sector therefore aims to facilitate transformation through ESD interventions which include:

- Established players being required to submit transformation plans with all tender submissions
- Requiring the established companies to increase participation of black owned businesses in the car rental supplier value chain.
- For established businesses to enter meaningful joint venture arrangements with black owned businesses at car rental level.
- Encouraging the established companies to upskill their black staff to management levels.
- Charging lower rentals and allocating prime kiosk and parking space to black owned car rental businesses.
- Supporting black owned businesses financially (via the development funding partner) and with industry interventions to ensure success and sustainability.
- Developing interventions to transform the established players’ supplier value chains
- The ESD partner will therefore be required to assist with all these initiatives and the following:
  - Through the car rental value chain, create sustainable supplier development initiatives to the car rental industry
  - Give support to black owned operators
  - Give support to black shareholders in current joint ventures with established operators
  - Monitoring and evaluation of all ESD interventions in the car rental space

3.3.5 Sector 5 - Retail:

ACSA aims to increase its non-aeronautical revenue to 55% of total revenue by 2020. The retail sector is a significant contributor to non-aeronautical revenue and will embark on an enterprise development initiative to balance the achievement of this goal with the transformation imperatives of the country.

The transformation approach of the retail sector is complex as there are several different retail categories at airport sites, the main ones being:

- Core Duty Free,
- Jewellery,
- Arts & Craft,
- Fashion,
- Food & Beverage,
- Forex, and
- Specialty

These have different and unique industry dynamics and therefore require comprehensively researched, highly specialised and tailored ESD solutions to propel them towards sustainability.
The retail industry is highly competitive; big brands generally dominate the market; supply chains are complex and barriers to entry & margins tend to be low.

Major retailers with larger footprints tend to dominate the market and thereby swallow the emerging players (traditionally black) who have limited skill, scale and capital.

Whilst non-financial barriers to entry are low, the quantum of financial investment and core retail skills is paramount in ensuring that the retailers are sustainable.

ACSA tender award prerequisites (coupled with those of franchisors) require complex project management, time and extensive capital outlay which hamstring the trading efforts of the new entrant, black owned SMEs.

The support provided by the ESD partner must involve the provision of a seasoned expert in retail operations to facilitate the growth of the beneficiaries by ensuring that:

- Retail operations owned by previously disadvantaged individuals are given the necessary support that will enable the retailer to exploit the opportunity operationally, financially and strategically.
- The ESD partner performs the necessary analysis of each of the retail categories mentioned above and advises ACSA on sustainable strategies to achieve transformation.
- For each category, the partner understands the value chain and determines how ACSA can influence sustainable transformation in the value chain.
- The ESD partner provides support to Black owned entities that are in JV’s with established entities who have been awarded opportunities at ACSA airports.
- The ESD partner conducts measurement and evaluation of all ESD interventions in the retail sector.

3.3.6 Sector 6 – Property

Property Development (IPD) in the main, aims to grow ACSA’s real estate development through facilitating the development of 1000Ha of land around ACSA airports, resulting in R3billion income over time. These developments will in turn create value for the ACSA stakeholders, increase our reputation as a development company as well as allow the ability to diversify the ACSA portfolio. Property development by its very nature is highly capital intensive, which has been the primary barrier in achieving transformation within the sector.

IPD aims to implement ESD through two ways; the first would be applying a pre-qualification criteria in line with the property sector codes, as well as the 50:50 procurement policy in evaluating bids emanating from the mega tender to be issued; the second being the establishment of a panel of developers and industry professionals to ensure the existence of the transformation value chain throughout the development process. The panel primarily aims at ensuring that the “traditional” developer with the experience and financial ability, partners effectively with emerging black developers through SPVs in developing properties within the ACSA network as well as utilising the services of experienced black industry professionals in executing these developments.

The panel will be constituted as follows:

- Greater than 51% black shareholding for emerging developers
- Professionals to meet hurdles in terms of sector codes in relation to ownership, management control and enterprise supplier development.
- Appropriate experience and financial criteria
- BBBEE plan for institutional developers and large enterprises which will include equity and management by designated groups, enterprise supplier development and annual review of BBBEE.
The panel would have to compete on a closed tender basis for development opportunities that present themselves within the ACSA network. Further, including industry professionals on the panel will also allow ACSA to directly engage on internally required studies for land enablement which will ensure that ACSA practices its own expectations within the industry.

The development opportunities will be offered using the following pre-determined criteria:
- Land leases with ACSA achieving a predetermined NPV and 30% equity option with yield and IRR in terms of internal benchmarks;
- Self-Development where risk and investment are tolerable at a predetermined IRR and capital investment and;
- Joint venture agreement achieving predetermined IRR and capital investment (this being subject to the provisions of the PFMA)

The transformation of the property sector is essential for its sustainability and ensuring that an inclusive strategy is developed to ensure that innovative and economically viable investments continue to thrive, with ESD in the forefront. It would also be important to ensure that the regional relevance is applied as regional appetites of developers differ.

Whilst the constitution of the panel will be based on tender, ACSA reserves the right to introduce new players into the panel who may demonstrate the ability to add value to the ESD value chain. The ESD partner therefore needs to ensure the identification of a wide variety of developers and industry professionals (pool to be provided by ACSA), around the country whom ACSA can add value in contributing to the sustainability of the industry as well as ensuring the meeting of industry targets for the sector.

The ESD partner will conduct measuring and evaluation of all ESD interventions in the property sector.

3.3.7 Sector 7 - Ground Handling

Ground Handling activities at an airport, include the handling of passengers, baggage, cargo and other ancillary services required for the landing and take-off of aircraft.

The provision of Ground Handling activities varies widely at different airports, in the world. Different models, or combinations thereof that exist, are listed below:

- Ground Handling Services carried out by the Airline (commonly known as Self-Handling);
- Ground Handling Services carried out by the Airport Authority;
- Ground Handling Services outsourced to third parties.

At ACSA, Ground Handling Services is outsourced to third parties, who are issued with a Ground Handling Licence to operate. The Ground Handling Service Provider’s negotiate with Airlines and enter into agreements for the provision of Ground Handling Services. Some International Airlines, have global agreements with Ground Handling Service Providers. Self-Handling is also permitted at ACSA airports.

The scope of the Ground Handling licenses issued by ACSA, are categorised into Ramp Handling Services and Passenger Handling Services.

Ramp Handling Services include: aircraft grooming, lavatory services, water services, aircraft weight and balancing, offloading /loading, pushback /towing, bussing, ground power, baggage handling and cargo handling.
Passenger Handling Services include: station management, check-in, passenger escort, ticket sales, PAU wheelchair service and crew transport.

Ground Handling is a specialised service which requires experienced and skilled staff and requires high capital for fleet acquisition. Given the nature of the work and the risks associated with operating on the airside, ACSA requires that all service providers have adequate liability and insurance cover.

Transformation interventions need to be well researched, informed and realistic. The ESD partner must assist with practical steps to bring emerging black owned service providers into the market and ensure that they are sustainable. The ESD partner must also develop a mechanism to increase ACSA’s influence levels in this area, one that compels the airlines to enter into service agreements with transformed ground handling agents.

The ESD partner will be required to conduct monitoring and evaluation of all ESD interventions in the Ground Handling sector.
3.4. **Mandatory Requirements** Only bidders meeting the following criteria will be considered for this tender:

a) A level 1 – 2 BBBEE Certificate and Report (SANAS issued) Supported by Shareholders Agreement/Certificate – ACSA reserves its rights to take into consideration any pertinent information to validate the BBBEE Level claimed

b) Tax Compliance Status (Tax Clearance Certificate or Tax Compliance Status PIN)

c) Transformation Plan

d) Names and identity numbers of Directors

e) Certificate of Incorporation

f) Audited 3 (three) years Financial Statements

g) Central Supplier Database (CSD) report
4. SECTION 4: PREFERENCE POINTS AND PRICE

4.1. Preference Points Claims

- In terms of the PPPFA and its regulations only a maximum of 20 points may be awarded for preference. The preferential point systems are as follows:

  4.1.1. The 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and

  4.1.2. The 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

- The tender will be evaluated on either the 80/20 or 90/10 preference point system.

4.2. The maximum points for this bid are allocated as follows:

<table>
<thead>
<tr>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
</tr>
<tr>
<td>B-BBEE Status Level of Contribution</td>
</tr>
</tbody>
</table>

Total Points for Price and B-BBEE must not Exceed 100

- Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate from a Verification Agency accredited by the South African Accreditation System (SANAS) or an affidavit in the case of Qualifying Small Enterprises and an Emerging Micro Enterprises together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

- ACSA reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by ACSA.
4.3. Definitions

- **“B-BBEE”** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;

- **“B-BBEE status level of contributor”** means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

- **“Black Designated Groups”** has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

- **“Black People”** has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

- **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act 53 of 2003;

- **“Designated Group”** means:
  4.3..1. Black Designated Groups;
  4.3..2. Black People;
  4.3..3. Women;
  4.3..4. People with disabilities; or
  4.3..5. Small enterprises, as defined in section 1 of the national Small Enterprise Act 102 of 1996;

- **“Consortium or Joint Venture”** 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;

- **“EME”** means an exempted micro enterprise in terms of the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

- **“Functionality”** means the ability of tenderer to provide goods or services in accordance with specifications as set out in the tender documents;

- **“Military Veteran”** has the meaning assigned to it in section 1 of the Military Veterans Act 18 of 2011;

- **“People with disabilities”** has the meaning assigned to it in section 1 of the Employment Equity Act, 55 of 1998;
• “Person” includes a juristic person;

• “PPPFA” means the Preferential Procurement Policy Framework Act 5 of 2000 and its Regulations published on 20 January 2017;

• “Price” means all applicable axes less all unconditional discounts;

• “QSE” means a qualifying small business enterprises in terms of the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

• “Rand Value” means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;

• “Rural Area” means:

  4.3.1. a sparsely populated area in which people farm or depend on natural resources including villages and small towns that are dispersed through the area; or

  4.3.2. an area including a large settlement which depends on migratory labour and remittances and govern social grants for survival, and may have a traditional land tenure system;

• “Total Revenue” bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the Government Gazette on 9 February 2007;

• “Township” means an urban living area that any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;

• “Trust” means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person;

• “Trustee” means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person; and

• “Youth” has the meaning assigned to it in section 1 of the National Youth Development Agency Act 54 of 2008

All terms not defined herein have the meanings assigned to them in the PPPFA.

4.4. Adjudication Using A Point System

• The bidder obtaining the highest number of total points will be awarded the contract, unless objective criteria exist justifying an award to another bidder or ACSA exercises one or more of its disclaimers.
• Preference points will be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts.

• Points scored will be rounded off to the nearest 2 decimal places.

4.5. Award of Business where Bidders have Scored Equal Points Overall

• In the event that two or more bids have scored equal total points, the successful bid will be the one scoring the highest number of preference points for B-BBEE.

• However, when functionality is part of the evaluation process and two or more bids have scored equal points including equal preference points for B-BBEE, the successful bid will be the one scoring the highest score for functionality.

• Should two or more bids be equal in all respects, the award will be decided by the drawing of lots.

4.6. Points Awarded for Price

The 80/20 or 90/10 Preference Point Systems

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

\[
P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right) \quad \text{or} \quad P_s = 90 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)
\]

Where

Ps = Points scored for comparative price of bid under consideration

Pt = Comparative price of bid under consideration

Pmin = Comparative price of lowest acceptable bid

4.7. Points Awarded for B-BBEE Status Level of Contribution

4.7.1. In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below
4.7.2. Bidders who qualify as EMEs in terms of the B-BBEE Act must submit an affidavit stating its annual turnover, certificate issued by a Verification Agency accredited by SANAS.

4.7.3. Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B-BBEE rating issued by a Verification Agency accredited by SANAS. QSEs have an additional option of submitting a sworn affidavit as its B-BBEE certificate in terms of the amendments to the B-BBEE Codes of Good Practice in 2013.

4.7.4. A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.

4.7.5. A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

4.7.6. Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.

4.7.7. A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract.

4.7.8. A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person.
concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

4.8. Bid Declaration

Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

(B-BBEE Status Level of Contribution Claimed in Terms of Paragraphs 4.2)

B-BBEE Status Level of Contribution: ________________ = _____________(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 0must be in accordance with the table reflected in paragraph 4.6.1 and must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS).

4.9. Sub-Contracting

- Will any portion of the contract be sub-contracted? YES / NO (*Delete whichever is not applicable)

- If yes, indicate:

  4.9.1. The sub-contracted percentage is:_____%

  4.9.2. The type of ownership is as follows in terms of percentage out of 100:

  4.9.2.1. black ownerships is:_________

  4.9.2.2. black youth ownership is:_________

  4.9.2.3. black women ownership is:_________

  4.9.2.4. black people with disabilities ownerships is:_________

  4.9.2.5. black people in rural areas, underdeveloped areas or townships ownerships is:_________

  4.9.2.6. black ownership of the co-operative is:_________

  4.9.2.7. black people who are military veteran ownership is:_________

  4.9.2.8. Combined ownership of any of the above is:_________

- The tendering condition must specify that the tenderer may only subcontract to a QSE listed above if the QSE has a B-BBEE status level that is equal to or more than that of the tenderer/bidder.
4.9.1. The name of the sub-contractor is: __________________________________________

4.9.2. The B-BBEE status level of the sub-contractor is: ______________________

4.9.3. The sub-contractor is an EME: YES / NO (*Delete whichever is not applicable)

- A bidder may not sub-contract any portion of the tender after award without the written approval of a delegated ACSA representative.

4.10. Declaration with Regard to the Bidder

- Name of bidding entity
  __________________________________________

- VAT Registration
  __________________________________________

- Company registration number:
  __________________________________________

- Type of company / firm:
  __________________________________________

- Partnership/Joint Venture / Consortium
- One person business/sole propriety
- Close corporation
- Company
- (Pty) Limited

[TICK APPLICABLE BOX]

4.11. Describe principal business activities

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

4.12. Company Classification

- Manufacturer
- Supplier
4.13. Total numbers of years the company / firm has been in business:

_________________________________________________________________________

4.14. I/we, the undersigned, who is/are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contribution indicated in this bid of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- The information furnished is true and correct;
- The preference points claimed are in accordance with the General Conditions as indicated in this Section;
- In the event of a contract being awarded as a result of points claimed, the contractor may be required to furnish documentary proof to the satisfaction of ACSA that the claims are correct;
- If the B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, ACSA may, in addition to any other remedy it may have:
  
  4.14..1. Disqualify the person from the bidding process;
  
  4.14..2. Recover costs, losses or damages it has incurred or suffered as a result of that person’s conduct;
  
  4.14..3. Cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
  
  4.14..4. Restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from ACSA for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
  
  4.14..5. Forward the matter for criminal prosecution.
Witnesses:

1. ____________________________
   ______________________________
   Signature(s) of bidder(s)

2. ____________________________
   Date: __________________________

Address: ______________________________________________________

__________________________________________________________________
5. SECTION 5: EVALUATION CRITERIA

5.1. Evaluation Criteria

- ACSA will use a pre-determined evaluation criterion when considering received bids. The evaluation criteria will consider the commitment made for pre-qualifying criteria/ local production and content/ Supplier Development, objective criteria and compulsory sub-contracting/ functionality/ Price and B-BBEE. During the evaluation of received bids ACSA will make an assessment whether all the bids comply with set minimum requirements and whether all returnable documents/information have been submitted. Bidders which fail to meet minimum requirements, thresholds or have not submitted required mandatory documents will be disqualified from the tender process.

- The requirements of any given stage must be complied with prior to progression to the next stage. ACSA reserves the right to disqualify bidders without requesting any outstanding document/information.

5.2. A staged approach will be used to evaluate bids and the approach will be as follows:

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
<th>Stage 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check if Bidder meets the pre- qualifying criteria</td>
<td>Check if all the mandatory documents have been received</td>
<td>Evaluate on functionality or the technical aspect of the bid</td>
<td>Evaluate price and Preference (B-BBEE)</td>
<td>Post tender negotiations</td>
</tr>
</tbody>
</table>


5.3. **Pre-qualification**

5.3.1 In terms of the PPPFA Regulation 4, an organ of state can apply pre-qualifying criteria to advance certain Designated Groups.

5.3.2 Accordingly, only bidders with a Level 1 - 2 Broad Based Black Economic Empowerment contributor level will be considered to go through to the next stage of evaluation. **Bidder must submit a valid BBBEE certificate as issued by SANAS.** ACSA reserves the right to request further information necessary to evaluate the bidder in this regard.

5.3.3 The successful bidder will subcontract a minimum of 30% of the contract value to:

5.3.3.1 an EME or QSE which is at least 51% owned by black people;

5.3.3.2 an EME or QSE which is at least 51% owned by black people who are youth;

5.3.3.3 an EME or QSE which is at least 51% owned by black people who are women;

5.3.3.4 an EME or QSE which is at least 51% owned by black people living in rural or underdeveloped areas or townships

5.3.3.5 a cooperative which is at least 51% owned by black people

5.3.3.6 an EME or QSE which is at least 51% owned by black people who are military veterans

5.3.3.7 an EME or QSE

5.3.4 A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender

5.3.5 By submitting a bid, the bidder certifies that the information and documents provided are true, correct and devoid of any fraudulent misrepresentations. ACSA reserves it right to seek further legal action in the event that the bidder fails to comply with this paragraph 2.5.

5.3.6 A bidder that **fails to meet the above-mentioned pre-qualifying criteria, will be disqualified.**
5.4. **Mandatory Requirements**

A list of mandatory returnable documents must be consulted to understand which documents are required at the closing date and time. Further, to the mandatory returnable documents/information ACSA will only consider bidders which have:

a) A level 1 – 2 BBBEE Certificate and Report (SANAS issued) Supported by Shareholders Agreement/Certificate – ACSA reserves its rights to take into consideration any information to validate the BBBEE Level

b) Tax Compliance Status (Tax Clearance Certificate or Tax Compliance Status PIN)

c) Transformation Plan

d) Names and identity numbers of Directors

e) Certificate of Incorporation

f) Audited 3 (three) years Financial Statements

g) Central Supplier Database (CSD) report
5.5. Functionality

The functionality evaluation will be conducted by the end-user/operations/the Bid Evaluation Committee which comprises of various skilled and experienced members from diverse professional disciplines. The evaluation process will be based on prequalification/threshold criteria. The criteria will be as follows:

5.5.1 Threshold

The functional evaluation will be based on a threshold, where bidders which fail to achieve a minimum of 80 on the functional stage will not be considered further in the evaluation. The thresholds on each element of the evaluation are as follows: it should be further noted that each minimum as per each criterion needs to be fully met.

**NB**: Functionality phase require full compliance of 80 Points to prevent elimination from the Bid. It should be further noted that a Minimum Qualifying Score per criteria must be met as set out. Failure to achieve any of the minimum score will result in the elimination for further consideration even if the overall minimum score has been achieved.

<table>
<thead>
<tr>
<th>Evaluation criteria</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company experience and organogram (Minimum of 3 years’ experience in the design and delivery of ESD programmes)</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>• 3 Years’ experience = 5 Points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Between 3 and 7 = 8 Points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 10 years and above = 10 Points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portfolio of evidence demonstrating requisite experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traceable References supported by Minimum 3 Reference Letters on a client letter head as per attached</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience of Key personnel (Lead personnel) (Minimum of 10 years’ experience in at least 4 of the 7 sectors; and demonstrate how the balance will be sourced)</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>• Minimum SME Lead experience in 4 sectors = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Minimum SME Lead Experience in 4-6 sectors = 8 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Minimum SME Lead Experience in 7 sectors = 10 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy formulation – (methodology and approach) and alignment with ACSA sector strategies</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>• Methodology and Approach = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Alignment to the specified 7 Sectors = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation and support of ESD programmes – methodology and approach</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>• Segmentation of the opportunity and Commodity (focused in relation to spend) = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify needs in relation to business and technical support required i.e incubation) = 5 points</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- A plan for consistence and sustainability of the opportunity identified = 5 points
- Post engagements support (impact in relation to potential job creation/skills development) = 5 points

<table>
<thead>
<tr>
<th>Governance model – methodology and approach</th>
<th>15</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management model (steercom/status reporting) = 5 point</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify ESD capacity required at ACSA = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Embedding of ESD into ACSA organisational culture = 5 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner to ACSA staff knowledge transfer plan = 5 points</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change management plan – methodology and approach</th>
<th>10</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding – proven track record in partnering with development funding agencies</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>MOU with Financial Development Institution as portfolio of evidence</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring and Evaluation – methodology and approach</th>
<th>10</th>
<th>10</th>
</tr>
</thead>
</table>

| 80 | 100 |
5.6. Price and B-BBEE

This is the final stage of the evaluation process and will be based on the PPPFA preference point system of__________/_________. Price will amount to _______ points, whilst preference will be _______ points. The award of business will be made to a bidder which has scored the highest overall points for this stage of the evaluation, unless objective criteria exists, justifying an award to another bidder or ACSA splits the award or cancels the tender, etcetera. The pricing schedule to be completed is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Methodology and approach for:</td>
<td></td>
</tr>
<tr>
<td>ESD Strategy Formulation (Overall &amp; alignment)</td>
<td></td>
</tr>
<tr>
<td>Market Research for each sector</td>
<td></td>
</tr>
<tr>
<td>Governance (during and post project)</td>
<td></td>
</tr>
<tr>
<td>ESD activities for each sector</td>
<td></td>
</tr>
<tr>
<td>Funding of all ESD interventions</td>
<td></td>
</tr>
<tr>
<td>b) Implementation of:</td>
<td></td>
</tr>
<tr>
<td>Market Research for each sector</td>
<td></td>
</tr>
<tr>
<td>Governance activities</td>
<td></td>
</tr>
<tr>
<td>ESD activities for each sector</td>
<td></td>
</tr>
<tr>
<td>Funding facilitation</td>
<td></td>
</tr>
<tr>
<td>c) Resource Skills and Experience</td>
<td></td>
</tr>
<tr>
<td>d) Management Fee</td>
<td></td>
</tr>
<tr>
<td>e) Administration Costs (Itemised)</td>
<td></td>
</tr>
</tbody>
</table>

Bidders must only price in accordance with the pricing schedule above, this will enable ACSA to compare priced offers. Failure to submit a priced offer using the prescribed schedule will make the bid liable for disqualification. Disbursements will be reimbursed at actual cost. The successful bidder will be required to provide proof of expenses in order to be reimbursed. Other expenses, for example accommodation (specify, e.g. three star hotel, bed and breakfast, telephone cost, reproduction cost, etcetera). On basis of these particulars, certified invoices will be checked for correctness.
6. SECTION 6: RETURNABLE DOCUMENTS

6.1. Mandatory Returnable documents

ACSA will disqualify from the tender process any bidder that has failed to submit mandatory returnable documents and information on the closing date and time. Bidders should therefore ensure that all the mandatory returnable documents and information have been submitted. In order to assist bidders, ACSA has also included a column next to the required mandatory document and information to enable bidders to keep track of whether they have submitted or not. The mandatory documents and information are as follows:

6.2. Other Returnable Documents and information

<table>
<thead>
<tr>
<th>MANDATORY RETURNABLE DOCUMENTS AND INFORMATION</th>
<th>SUBMITTED [Yes or No]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priced offer (pricing schedule)</td>
<td></td>
</tr>
<tr>
<td>Declaration of Interest Form</td>
<td></td>
</tr>
<tr>
<td>Non-Disclosure Agreement</td>
<td></td>
</tr>
<tr>
<td>Names and identity numbers of Directors</td>
<td></td>
</tr>
<tr>
<td>Certificate of Incorporation</td>
<td></td>
</tr>
<tr>
<td>Central Supplier Database (CSD) report</td>
<td></td>
</tr>
</tbody>
</table>

6.3. These types of documents and information are required but are not mandatory or are only mandatory at specific stages of the process. ACSA may request bidders to submit these documents or information after the closing date and time or might already have them on the system. Where a document or information is only mandatory at a specific stage in the process, ACSA may only disqualify a bidder for non-submission at that stage and after reasonable efforts were made to request the document from the bidder. The documents are as follows:

<table>
<thead>
<tr>
<th>MANDATORY RETURNABLE DOCUMENTS AND INFORMATION</th>
<th>SUBMITTED [Yes or No]</th>
</tr>
</thead>
<tbody>
<tr>
<td>B-BBEE Certificate</td>
<td></td>
</tr>
<tr>
<td>Tax Clearance Certificate (ACSA may not award a tender to a bidder whose tax affairs have not been declared to be in orders by SARS)</td>
<td></td>
</tr>
</tbody>
</table>
6.4. Validity of submitted information

Bidders must ensure that any document or information which has been submitted in pursuance to this tender remains valid for the duration of the contract period. The duty is on the bidder to provide updated information to ACSA immediately after such information has changed.
APPENDIX A  COVER LETTER (Attach a cover letter here)
APPENDIX B  DECLARATION OF INTEREST FORM

9.  SECTION 9: DECLARATION FORM

9.1.  Making a Declaration

Any legal person or persons having a relationship with persons employed by ACSA, including a blood relationship, may submit a bid in terms of this tender document. In view of possible allegations of unfairness, should the resulting bid, or part thereof, be awarded to persons connected with or related to ACSA employees, it is required that the bidder or his/her authorised representative declare his/her position in relation to ACSA employees or any member of the evaluation or adjudication committee which will consider bids. Furthermore, ACSA requires all bidders to declare that they have not acted in any manner inconsistent with the law, policy or fairness.

9.2.  All bidders must complete a declaration of interest form below:

Full name of the bidder or representative of the bidding entity

Identity Number

Position held in the bidding entity

Registration number of the bidding entity

Tax Reference number of the bidding entity

VAT Registration number of the bidding entity

I/We certify that there is a / no relationship between the bidding entity or any of its shareholders / directors / owner / member / partner with any ACSA employee or official.

Where a relationship exists, please provide details of the ACSA employee or official and the extent of the relationship below
9.3. Full Names of Directors / Trustees / Members / Shareholders of the bidding entity

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Identity Number</th>
<th>Personal Income Tax Reference Number</th>
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9.4. I/We declare that we have not acted in any manner which promotes unfairness, contravenes any law or is against public morals. We further certify that we will in full compliance of this tender terms and conditions as well as ACSA policies in the event that we are successful in this tender.

Declaration:

I/We the undersigned ___________________________________________ (Name) hereby certify that the information furnished in this tender document is true and correct. We further certify that we understand that where it is found that we have made a false declaration or statement in this tender, ACSA may disqualify our bid or terminate a contract we may have with ACSA where we are successful in this tender.

__________________________________  ____________________________
Signature                          Date

__________________________________  ____________________________
Position                          Name of bidder
APPENDIX C  DECLARATION OF FORBIDDEN PRACTICES FORM

10. SECTION 10: DECLARATION OF FORBIDDEN PRACTICES

I/We hereby declare that we have not/been found guilty of any illegal activities relating to corruption, fraud, B-BBEE fronting, anti-competitive practices and/or blacklisted by an organ of State Owned Company, etc. and/or any other forbidden practices.

I/We declare the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Penalty</th>
<th>Organ of State / State Owned Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td></td>
<td></td>
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<tr>
<td>b)</td>
<td></td>
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</tbody>
</table>

Furthermore, I/We declare that to the best of my/our knowledge there is /are no further practices to be declared or which are in the process of being finalised. The following are alleged practices which have not yet been finalised.

<table>
<thead>
<tr>
<th>Description</th>
<th>Organ of State / State Owned Company</th>
</tr>
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<tbody>
<tr>
<td>a)</td>
<td></td>
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<tr>
<td>b)</td>
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</tbody>
</table>

This declaration was signed on _______ of ____________________________ 201_____

Name:  
Designation:  
Signature:
APPENDIX D  BRIEFING SESSION FORM

11. SECTION 11: BRIEFING SESSION FORM

This is to certify that:

Bidder Name _____________________________________________________________

Attended a compulsory session which was held on ________ of August 2017 _____. Bidder was represented by:

Name: ________________________________________________________________
Designation: __________________________________________________________

This certification is made on behalf of ACSA by:

Name: ________________________________________________________________
Designation: __________________________________________________________
Signature: ___________________________________________________________
Date: ________________________________________________________________
APPENDIX E  ACCEPTANCE OF RFP TERMS AND CONDITIONS

TO: The Supply Chain General Manager
    Airports Company South Africa Ltd.

Proposal No: COR110/2017

1. **Bidder’s Name and Contact Details**

<table>
<thead>
<tr>
<th>Bidder:</th>
</tr>
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<tbody>
<tr>
<td>Physical Address:</td>
</tr>
<tr>
<td>Correspondence to be addressed to:</td>
</tr>
<tr>
<td>Fax Number:</td>
</tr>
<tr>
<td>Phone numbers:</td>
</tr>
<tr>
<td>Email Address:</td>
</tr>
<tr>
<td>Contact Person:</td>
</tr>
</tbody>
</table>
2. Bid Certification

We hereby submit a Bid in respect of the Request for Proposals for the Acquisition of an Enterprise and Supplier Development (ESD) Strategic Partner for a Period Of 5 Years at Airports Company South Africa’s Corporate Offices.

- We acknowledge that ACSA’s terms and conditions (as amended and mutually agreed between the parties if necessary) shall apply to the agreement with the successful Bidder,
- We have read, understand and agree to be bound by the content of all the documentation provided by ACSA in this Request for Bid,
- We accept that ACSA’s Tender Board’s decision is final and binding,
- We certify that all forms of Proposal as required in the Proposal document are included in our submission,
- We certify that all information provided in our Proposal is true, accurate, complete and correct,
- This Proposal is specific to this Bid only; it has no impact, influence or effect on any other project for which a Bid may be submitted,
- The undersigned is/are authorized to submit and sign the Bid that shall be binding on closure of the Bid submission,
- The Bid is binding on this Bid for a period which lapses after one hundred and twenty (120) days calculated from the closing date of Bid submission.

Thus done and signed at [ ] on this the [ ] day of [ ] 2016

Signature: [ ]
Name: [ ]

For and behalf of:

Tendering entity name: [ ]
Capacity: [ ]
APPENDIX F  COMPANY REGISTRATION DOCUMENTS (Attach CIPC documents here)
APPENDIX H  3 (THREE) YEARS AUDITED FINANCIAL STATEMENTS

3 Years Audited Financial Statements of the Bidder for the previous three financial years.
APPENDIX I  TAX CLEARANCE CERTIFICATE (Attach a Tax Compliance Status or PIN)
APPENDIX J  ORIGINAL OR CERTIFIED COPY OF B-BBEE CERTIFICATE (Attach Original or Certified copy of BBBEE here)
APPENDIX K COMPANY PROFILE (Attach your Company profile here)
APPENDIX N  REFERENCE LETTER TEMPLATE

REFERENCE LETTER TEMPLATE

(REFERENCE TO BE PRINTED ON LETTER HEAD OF REFEREES)

Attn.:  ACSA Supply Chain Management - Corporate
Airports Company South Africa Limited
E-mail:  Procurement.Corp@airports.co.za
Facsimile (086 535 9125)

Date:

To Whom It May Concern

ACSA:  RFB REFERENCE No. : COR110/2017

I hereby confirm that:

- The Bidder: ________________________________ performed ____________________ work for our Company.

- The work was completed to our satisfaction and successfully implemented at our Company.

- The estimated value of the contract with the Bidder was R______________

- The Bidder performed the specified work for our Company

From ________________________________ To ________________________________

MM/YYYY  MM/YYYY

Note to referee:  If any other work was done, please explain the relationship with your company below:

________________________________________________________________________

________________________________________________________________________

Yours faithfully

____________________________

NAME & SURNAME