REQUEST FOR PROPOSALS (RFP)

TSITSIKAMMA ZIP-LINE ADVENTURE

PPP OPPORTUNITY

REQUEST FOR PROPOSALS ISSUED BY SOUTHERN AFRICAN NATIONAL PARKS IN RESPECT OF THE PROPOSED ZIPLINE PUBLIC PRIVATE PARTNERSHIP PROJECT FOR THE TSITSIKAMMA SECTION OF THE GARDEN ROUTE NATIONAL PARK
# TABLE OF CONTENTS

1. **IMPORTANT GENERAL NOTES** ................................................................................................................... 4

2. **THE PPP OPPORTUNITY** .............................................................................................................................. 5

3. **SITE DUE DILIGENCE** ..................................................................................................................................... 5

4. **OTHER DUE DILIGENCE** ............................................................................................................................... 6

5. **INFRASTRUCTURE:** ....................................................................................................................................... 6

6. **QUALIFYING CRITERIA** ................................................................................................................................ 7

   6.1 REQUIRED QUALIFICATIONS TO OPERATE THE ZIPLINE ADVENTURE .............................................. 7

7. **WHAT MUST BE INCLUDED IN THE BID AND HOW TO SUBMIT IT** .......................................................... 8

8. **THE DATE AND PLACE FOR SUBMITTING BIDS** ......................................................................................... 9

9. **HOW THE BIDS WILL BE OPENED** .............................................................................................................. 9

10. **INCOMPLETE BIDS** .................................................................................................................................. 10

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

   11.2 THE WEIGHTING OF THE ELEMENTS .......................................................................................................... 10

   11.3 HOW FUNCTIONALITY IS EVALUATED ..................................................................................................... 10

   11.4 HOW BEE IS EVALUATED ......................................................................................................................... 13

   11.5 HOW THE PPP FEE OFFER IS EVALUATED .............................................................................................. 13

   11.6 THE OVERALL SCORE .................................................................................................................................... 13

   11.7 THE PREFERRED BIDDER ............................................................................................................................. 14

12. **FINALISING THE PPP AGREEMENT** .......................................................................................................... 14

13. **BID TIMETABLE** ........................................................................................................................................... 14

14. **ANNEXURE 1 – INFORMATION ON BIDDERS** .......................................................................................... 16

15. **ANNEXURE 2 - FINANCIAL INFORMATION** .............................................................................................. 18

   15.1 THE FINANCING PLAN ................................................................................................................................. 18

   15.2 A RECENT AUDITOR’S REPORT CONFIRMING THAT ALL THE MEMBERS OF THE BIDDER ARE SOLVENT AND LIQUID ............................................................................................................................ 18

   15.3 A SIMPLIFIED CASH FLOW FORECAST (NET OF VAT) FOR THE 5 YEAR TERM OF THE PPP AGREEMENT ................................................................................................................................. 18

16. **ANNEXURE 3 - BUSINESS AND OPERATIONAL PLAN** ............................................................................ 20

   16.1 RATIONALE, BACKGROUND AND CAPACITY .......................................................................................... 20
1. IMPORTANT GENERAL NOTES

1.1 SANParks requests proposals for the commercial use of a sections of the Tsitsikamma Indigenous Forest which forms part of the Tsitsikamma Section of the Garden Route National Park through a public private partnership (PPP) agreement for a Zipline Adventure Activity.

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

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

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

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

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

1.7 SANParks may change the timetable in paragraph 12. It may also make other changes to the RFP, add to it, or provide clarification, at any time. SANParks may cancel the bid at any time without prior notice, and may disqualify any bidder as provided for in this RFP.

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

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

A Tourism PPP investment opportunity exists within the Tsitsikamma Section of the Garden Route National Park for a Zipline Adventure Activity. This is a famous Costa Rican concept, where scientists devised a method that could be used for people to access the forest canopy to do research. Historical evidence proves that ziplines were used by researchers, woodcutters, soldiers to transverse via treetop canopies as part of doing their jobs. The concept involves traversing from one platform to the next along a steel cable that is suspended up to 30 Metres above the forest floor. This concept was modified over the years and it is has become a very sought after adventure activity which is enjoyed in various centres across the globe.

There are many Zipline Adventure activities inside and outside of the country. Each of offers something different than the other.

2.1 Some activities have steeper slopes then others;

2.2 Some zipline adventure activities fly over spectacular rivers and gorges whilst others fly over treetops in the forest.

The idea is to create a spectacular and exciting adventure activity that optimises the visual experience of the specific site.

The Tsitsikamma Zipline Adventure Opportunity is situated inside the Tsitsikamma Indigenous Forest and runs for a stretch of 8.86 Hectares. The area is fortunate to have a number of very large Yellow wood trees that are ideal for this adventure opportunity. The platforms can be tied at treetop canopy levels. The distance between the trees varies between 30m to 150m whilst the height goes up to 30m.

Normally these cables can be are tied from one tree to the next at a slight downward angle. This allows a person, who is wearing a climbing harness attached to a pulley, to slide along the cables through the Forest Canopy from one platform to the next. This is an activity that can be enjoyed by both young and old. The duration of one session could be up to 4 hours depending on the number of platforms that would be erected.

*NB: A more detailed description is provided in the Information Memorandum for the Zipline Adventure Activity.*

3. **SITE DUE DILIGENCE**

A compulsory due diligence site meeting for the Zipline Adventure Opportunity will be held on
the 4th February 2016 at the Tsitsikamma Forestry Section Boardroom in Storms River Village off the N2. The meeting will start at 11h00. This process is at no cost to bidders.

4. **OTHER DUE DILIGENCE**

Each bidder will be responsible for its own due diligence investigation of the investment opportunities, environmental compliance requirements, proposed contractual terms and anything else relating to this RFP. Neither SANParks nor any of its staff or advisors makes any suggestions or guarantees, directly or indirectly, about anything affecting this RFP, the Tsitsikamma Zipline Adventure Opportunity, or the tourism opportunities, except for those set out in 'Annexure 8: Draft tourism PPP agreement'.

5. **INFRASTRUCTURE:**

The current concessionaire that is running the Canopy Tours opportunity on the site is required to remove the existing infrastructure, in the event that they are not the successful bidder. This means that the successful bidder will have to acquire the equipment brand new or could opt to buy it from the current concessionaire at a price negotiated between themselves. The current Infrastructure includes some of the equipment list as per point 5.4 and 5.5. in the Information Memorandum (Safety and Equipment for the Zip Line Adventure Activity) and the following:

5.1 Platforms attached to the Yellowwood trees

5.2 Steel Cables and ropes

5.3 The operation happens entirely in the forest and there is no other infrastructure except the platforms and cables. The Stormsriver Village offers all the other support infrastructure like;

5.3.1 Parking space

5.3.2 Restaurants and Retail Outlets for buying refreshments and other necessities.

5.3.3 Accommodation: SANParks has accommodation establishments and there are also various other establishments in the Stormsriver Village.

5.3.4 The site is accessible via a gravel road that is about 3 Km from the Stormsriver Village. It should be noted that a section of the road traverse private land belonging to Cape Pine Plantations. The bidder will have to engage the private owner for
access to this piece of land.

5.3.5 Water: There is no fresh running water available on site and it is recommended that the participants take along fresh water from the village. Bottled water is available from the retail outlets or the successful bidder could provide bottled water as part of the package.

5.3.6 There are no ablution facilities on site

5.3.7 Mobile Phone Connectivity: The opportunity takes place within the forest and mobile phone reception is poor.

6. QUALIFYING CRITERIA

6.1 REQUIRED QUALIFICATIONS TO OPERATE THE ZIPLINE ADVENTURE

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

6.1.1 Financial capacity

6.1.1.1 Given the fact that both projects are of high value and may entail risk to both the preferred bidder and SANParks, it is important that interested parties demonstrate financial strength. In this regard the minimum asset value of the interested parties for the SANParks Zipline Adventure Concession must be R2,0000,000 (“Two Million Rands”).

6.1.1.2 As the preferred bidder must be a SPV, it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding. The interested party must also demonstrate, to SANParks’ satisfaction, that its shareholders are solvent. Audited financial statements, along with a letter confirming that the asset value exceeds the stipulated amount and that the shareholders are solvent, must be provided to illustrate any assertion made by an interested party in this regard.

6.1.2 Zipline and Tourism Industry experience

The projects are likely to require interested parties with substantial experience and expertise in the Treetop Zipline and in other similar adventure activities. A minimum five year experience in operating such an activity will be required. This coupled with a minimum of two years’ experience in the tourism industry will be required.
Interested parties are therefore required to provide examples of similar or related projects conducted by them.

The interested bidder must have either:

6.1.2.1 An extensive experience of five years in operating a zipline adventure activity coupled with registration with the relevant accreditation bodies as well as the relevant Licences.

6.1.2.2 The Zip Line adventure activities are currently not regulated because there is no umbrella body that performs this function. However, there is a movement towards establishing such a body. Role players in the sector are in a process of developing guidelines and other standards to ensure that this body is established.

6.1.2.3 Accreditation by at least 2 of the recognised Tourism bodies.

6.1.2.4 The bidder must also demonstrate exceptional knowledge and expertise pertaining to safety and emergency standards required to operate such kind of adventure tourism operations.

6.1.2.5 A minimum of 2 years’ experience in the tourism industry. This criterion may be met with reference to one of the Bidding Company’s parent shareholders or partners, provided that the parent involved holds at least 20% of total company equity or interest.

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

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

Bidders must submit two envelopes. Mark each envelope clearly Envelope 1 and Envelope 2. Attach the bid cover letter, in the format given in ‘Annexure 9: Bid cover sheets’, to the front of each envelope.

7.1 Envelope 1 must contain three copies of:

7.1.1 The Bidder information, in the format given in ‘Annexure 1 – Information on Bidders’

7.1.2 the financial information, in the format given in ‘Annexure 2 - Financial information’

7.1.3 a business and operational plan, in the format given in ‘Annexure 3 - Business and operational plan’
7.1.4 a development and environmental proposal, in the format given in ‘Annexure 4 - Development and environmental proposal’

7.1.5 a completed risk matrix, in the format given in ‘Annexure 5 - Risk matrix’

7.1.6 a BEE proposal, in the format given in ‘Annexure 6 - BEE proposal’

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

7.2 Envelope 2 must contain three copies of:

7.2.1 the details of the bidder's PPP fee offer, in the format in ‘Annexure 7 - Draft PPP fee offer’

7.2.2 a mark-up of the draft PPP agreement, provided in ‘Annexure 8 - Draft PPP tourism agreement’, clearly indicating any amendments that the bidder proposes.

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

7.4 Submitting a bid implies that the bidder knows and understands all the terms and conditions set out in this RFP and under the applicable laws of the Republic of South Africa, and that the bidder accepts these terms and conditions.

8. **THE DATE AND PLACE FOR SUBMITTING BIDS**

Bids must be submitted to the Garden Route National Park office at Thesens Island, End of Long Street, Knysna 6570. The envelope must be marked for the attention of Mr. Andile Namntu and must be submitted on or before 11h00 on the 29th February 2016.

9. **HOW THE BIDS WILL BE OPENED**

9.1 The bids will be opened by SANParks’ staff members.

9.2 The bid secretariat will separate envelopes 1 and 2 from all the bids. All envelopes 2 will be locked away in the safekeeping of the Regional Financial Officer until they are needed.
10. **INCOMPLETE BIDS**

10.1 The Project Evaluation Committee (PEC), in consultation with its financial and legal advisors, will check Envelope 1 of each bid to see whether all the documentation that this RFP requires has been submitted correctly.

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

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

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

11.1 The three main elements of the bid and the two-envelope system

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

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

11.2 **The weighting of the elements**

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

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

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

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

11.3 **How functionality is evaluated**
11.3.1 SANParks will evaluate functionality in terms of the elements set out in the functionality scorecard below.

11.3.2 Details of the format and information required for each element are contained in the Annexures.

11.3.3 Functionality scorecard

<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Financing plan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1 Has the bidder secured adequate finance to implement the project? Adequate proof to this effect must be provided. | Fully = 5
Partially = 3
Not at all = 0 | 5 | |
| 1.2 Are all the members of the bidder solvent and liquid? | Fully = 5
Partially = 3
Not at all = 0 | 5 | |
| 1.3 Has the bidder proven that they will have access to financial resources that may be required? | Fully = 5
Partially = 3
Not at all = 0 | 5 | |
| 1.4 Is the basic cash flow model viable? | Fully = 5
Partially = 3
Not at all = 0 | 5 | |
| **2 Business and operational plan** |         |                 |               |
| 2.1 Is, or will, the bidder be constituted as an entity as required in the RFP? | Fully = 3
Partially = 1
Not at all = 0 | 3 | |
| 2.2 Is bidders experience in designing and constructing similar enterprises, in similar environment as required in the RFP? | Excellent = 10
Acceptable = 5
Poor = 0 | 10 | |
| 2.3 What is the bidder’s experience and record of accomplishment in similar enterprises, in similar target markets? | Fully = 10
Partially = 5
Not at all = 0 | 10 | |
| 2.4 Does the thinking behind the business plan demonstrate the bidder’s commercial knowledge of the target market for this product? | Fully = 6
Partially = 3
Not at all = 0 | 6 | |
| 2.5 Has the bidder adequately provided proof of operating standards and staffing qualifications as per 14.2.4, 14.2.5, 14.2.7 and 15.2.1 of the RFP? | Excellent = 6
Acceptable = 3
Poor = 0 | 6 | |
<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6 Did the bidder plan and present marketing and product branding plans in the format as pointed out in 14.3 of the RFP?</td>
<td>Fully = 5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Development and environment proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Has the bidder understood and planned for all the environmental impact assessment (EIA) requirements?</td>
<td>Fully = 3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Has the bidder demonstrated adequate knowledge of the key environmental considerations that needs to be taken when operating such a business in a forestry area?</td>
<td>Yes = 3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Is the planned number of visitors and staff and operator vehicles within the limits given in the RFP?</td>
<td>Fully = 3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4 Are there adequate plans for health, safety and medical/emergency evacuation?</td>
<td>Fully = 10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5 Are infrastructure use plans within the RFP specifications?</td>
<td>Fully = 3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6 Are waste and fire management plans within the RFP specifications?</td>
<td>Fully = 3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not at all = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7 Is there commitment to abide by the SANParks rules/regulations/ environmental guidelines/codes of conduct?</td>
<td>Yes = 5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially = 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Risk matrix</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the bidder commit to the RFP’s required risk allocation for the project?</td>
<td>Fully = 10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Adequately = 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unacceptably = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Total functionality points</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Minimum threshold</td>
<td></td>
<td></td>
<td>75%</td>
</tr>
</tbody>
</table>
11.3.4 The functionality of a bid is scored out of 100 points. A bidder must score 75% or more for functionality or the bid will be disqualified.

11.4 How BEE is evaluated

11.4.1 SANParks will evaluate the bidder’s BEE proposal (details of the format and information required are in ‘Annexure 6: BEE proposal’) and will allocate scores according to the methodology and weightings in the BEE scorecard in ‘Annexure 6: BEE proposal’.

11.4.2 BEE is scored out of 100 points. A bidder must score 70% or more for BEE or the bid may be disqualified. This is SANParks’ decision.

11.5 How the PPP fee offer is evaluated

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

11.5.2 Under the PPP agreement, the PPP fee income to SANParks shall be, as per the schedule set out in ‘Annexure 7: The PPP fee offer’, whichever is higher of:

11.5.2.1 the minimum PPP fee, which is Rx per month (increased annually by CPIX)
11.5.2.2 the variable PPP fee (a flat percentage of gross revenue earned by the private party in each project year).

11.5.3 A PPP fee offer that does not conform to the requirements of ‘Annexure 7: The PPP offer’ will disqualify the bid.

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

11.5.5 The PPP fee proposal is scored out of 100 points.

11.6 The overall score

SANParks will calculate the overall score of each qualified bid, using the following formula.
a*(functionality score/100) + b*(BEE score/100) + c*(PPP fee score/100) = d

a is the weighting (60%) for functionality
b is the weighting (10%) for BEE
c is the weighting (30%) for PPP fee
d is the bidder’s overall score

11.7 The preferred bidder

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

12. FINALISING THE PPP AGREEMENT

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

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

13. BID TIMETABLE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements</td>
<td>21st January 2016</td>
</tr>
<tr>
<td>Due Diligence Site Visits</td>
<td>4th January 2016</td>
</tr>
<tr>
<td>Question and answers (Response to all questions)</td>
<td>9th February 2016</td>
</tr>
<tr>
<td>Bid Submissions</td>
<td>29th February 2016</td>
</tr>
<tr>
<td>Bid Evaluation</td>
<td>2nd &amp; 3rd March 2016</td>
</tr>
<tr>
<td>Announcement of Preferred and reserve bidder</td>
<td>7th March 2016</td>
</tr>
</tbody>
</table>
### SUMMARY PROJECT TIMETABLE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiations</td>
<td>8&lt;sup&gt;th&lt;/sup&gt;-9&lt;sup&gt;th&lt;/sup&gt; March 2016</td>
</tr>
<tr>
<td>Ratification by the SANParks Executive</td>
<td>22&lt;sup&gt;nd&lt;/sup&gt;-24&lt;sup&gt;th&lt;/sup&gt; March 2016</td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>Signature of PPP Agreement</td>
<td>29&lt;sup&gt;th&lt;/sup&gt; March 2016</td>
</tr>
</tbody>
</table>
14. ANNEXURE 1 – INFORMATION ON BIDDERS

Bidders must provide the following information labelled as “Information on (Bidder Name)”;

A bidder must form a specific company, or special purpose vehicle (SPV), for the purposes of bidding for this PPP opportunity. Failure to do so may result in the bid being disqualified. The following must be specified:

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

14.2 Directors/Partners/Trustees and their responsibilities.

14.3 Registration address.

14.4 Registration number.

14.5 Certified copy of Memorandum and Articles of Association or Memorandum of Incorporation (or equivalent constitutive documents).

14.6 Certified copy of Signed Shareholders Agreement/Partnership or Joint Venture Agreement/Trust Deed.

14.7 Certified copy of shareholders’ or partner register at the date of submission of the bid indicating each shareholder or partner’s beneficial interest and in the event that there is more than 1 (one) class of shares, the percentages held by each;

14.8 An irrevocable confirmation, to the satisfaction of SANParks by the bidder that it has irrevocably waived any right it may have to seek and obtain a writ of injunction or prohibition or restraining order against SANParks to prevent or restrain the tender or any proceedings related to it. Such waiver shall be without prejudice to the right of a disqualified or losing bidder to question the lawfulness of their disqualification or the rejection of its bid by appropriate administrative or judicial processes not involving the issuance of a writ or injunction or prohibition or restraining order.

14.9 The Bidders must certify by providing a attestation from the Legal Representative, notarised by a Notary Public, that the company or incorporated joint venture or trust meets the operational and financial criteria as contained in the RFP regarding the operational experience and financial prerequisites and provide a summary statement of
the operational and financial criteria and how they are met in the reasonable opinion of the bidder.
15. **ANNEXURE 2 - FINANCIAL INFORMATION**

Bidders must provide the following information.

15.1 **The financing plan**

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

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

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

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

Suggested format for the cash flow forecast

<table>
<thead>
<tr>
<th></th>
<th>Start-up</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash inflows</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Owners’ capital</td>
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</tr>
<tr>
<td>Loans received</td>
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<tr>
<td>Grants received</td>
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<tr>
<td>Cash from sales and other operating revenue</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Cash from other sources</td>
<td></td>
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<td></td>
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<tr>
<td><strong>Total cash inflow (A)</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Cash outflows</strong></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Project costs and start up expenses</td>
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<tr>
<td>Salaries, wages and staff costs</td>
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<tr>
<td>All other operating costs and expenses</td>
<td></td>
<td></td>
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<tr>
<td>Loan repayments</td>
<td></td>
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<tr>
<td>Replacement of equipment and vehicles</td>
<td></td>
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<tr>
<td><strong>Total cash outflow (B)</strong></td>
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<tr>
<td></td>
<td>Start-up</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Year 5</td>
</tr>
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<tr>
<td><strong>Net cash flow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>$[A - B]$ before PPP fees and tax</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
16. ANNEXURE 3 - BUSINESS AND OPERATIONAL PLAN

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

16.1 Rationale, background and capacity

16.1.1 The bidder’s objectives

16.1.2 The bidder’s track record on and knowledge of existing products or activities offered in the tourism industry, including the size of existing operations in terms of turnover

16.1.3 Detailed description of products or activities envisaged for and how these will be managed

16.1.4 Current operating standards, including an outline of any operations and procedures manuals

16.1.5 Proposed organisational and staffing structures, including:

16.1.5.1 management policies

16.1.5.2 measures to transfer knowledge and expertise

16.1.5.3 labour plan, including details of numbers of permanent and part-time staff that will be employed, staff recruitment policies, and employment policies

16.1.6 Memberships and registrations (list any awards, accolades or ratings)

16.1.7 Curriculum vitae of shareholders, directors, management and staff (including copies of qualifications and etc)

16.2 Market analysis

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

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

16.2.3 Marketing channels
<table>
<thead>
<tr>
<th>16.2.4</th>
<th>Product branding plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.2.5</td>
<td>Time taken to establish market</td>
</tr>
<tr>
<td>16.2.6</td>
<td>Growth in occupancy</td>
</tr>
<tr>
<td>16.2.7</td>
<td>Pricing range</td>
</tr>
<tr>
<td>16.2.8</td>
<td>Competitive analysis</td>
</tr>
</tbody>
</table>
17. **ANNEXURE 4 - DEVELOPMENT AND ENVIRONMENTAL PROPOSAL**

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

17.1 **Environmental impact assessment requirements**

Bidders need to adhere to the Operational Environmental Management Plan of working within the forest location where particular caution is taken onto consideration to ensure that there is limited or no impact on the environment.

17.2 **Staff and safety**

17.2.1 **Give an estimate of the total number of staff, including number to be employed on site (including family members) and off site.**

17.2.2 **No staff will be housed at the premises.**

17.2.3 **Describe proposed operating standards for facilities, including a detailed operations and procedures manual with the following minimum information:**

   17.2.3.1 **safety, emergency and rescue procedures**
   17.2.3.2 **equipment standards and adherence to the specifications of the relevant authorities**
   17.2.3.3 **management and replacement of equipment**
   17.2.3.4 **Ongoing assessment and improvement of skills.**

17.3 **Visual impacts**

17.3.1 **See map showing location of the Tsitsikamma Section of the Garden Route National Park**

17.3.2 **Provide drawings of any changes to all structures and associated infrastructure.**

17.4 **Bulk infrastructure**

17.4.1 **Electricity**

The operation is largely not depended on electricity.
17.4.2 Water

Water is available in the area.

17.4.3 Roads and tracks

Vehicular access to the facility by road as available and well maintained. Therefore, there is easy access.

17.5 Waste management

17.5.1 Liquid wastes

The project will not be expected to generate any liquid wastes.

17.5.2 Solid wastes

All solid waste generated on the premises must be disposed of in the bins that are provided within the area.

17.6 Fire management

17.6.1 The operator may not control natural fires occurring in the Garden National Park, except in the immediate surrounds of the Zipline Adventure area or to save human life or property.

17.6.2 Control of natural fires elsewhere in the Garden Route National Park is the responsibility of SANParks and the operator may not attempt to control natural fires without SANParks consent and direction.

17.7 Commitments

Acknowledge that the operator must comply at all times with SANParks environmental guidelines, code of conduct and regulations that may change from time to time. SANParks will supply these with time.
### 18. ANNEXURE 5 - RISK MATRIX

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>General description of risk</th>
<th>Project-specific risk</th>
<th>Mitigation measures</th>
<th>Allocation of risk (institution / private party/ shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>The required capital for capex and opex may not be able to be raised; loans may not be able to be repaid; tax obligations may not have been fully taken into account or may change; fluctuating inflation, interest rates, and currencies may affect assumptions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting infrastructure</td>
<td>Supporting infrastructure may be inadequate to sustain the enterprise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Utilities may not be fully available or may cause delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment and heritage</td>
<td>Liability for losses caused by environmental or heritage damage or delays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>The costs of maintenance to required standards may vary from projections or maintenance may not be carried out</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political</td>
<td>Unforeseeable conduct by any government institution may adversely affect the project, or the government may expropriate private party assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party’s control</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
19. **ANNEXURE 6 - BEE PROPOSAL**

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

19.1 **Commitments**

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

19.2 **Scores**

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

19.3 **Supporting information**

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

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

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

19.3.4 Give the anticipated number of construction and operating jobs.

19.4 **Definitions**

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

The following terms, as used herein, shall have the following meanings:
19.4.1 "Black Empowered SMME" means a small, medium or micro enterprise (with a turnover of up to R10 million per annum) which has between 25 percent and 50 percent direct ownership and management by Black People;

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

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

19.4.4 "Black Person" means any such citizen;

19.4.5 “Black Women” means female Black People;

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

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

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

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

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

19.4.8.3 Broad-based BEE schemes, employee share option schemes (ESOPs) and other employee share schemes, where the beneficiaries have the unconditional right to receive economic benefits and the capacity to elect and remove trustees, are specifically recognised as direct ownership. The flow-through principle will be applied to determine the level of black ownership represented by the employee share option scheme;
19.4.8.4 Direct ownership is measured as being the lower of the level of black participation in voting rights and black participation in the unencumbered economic interest of an enterprise, measured using the flow-through principle;

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

19.4.9.1 employment related expenditure;
19.4.9.2 procurement from public utilities and natural monopolies; and
19.4.9.3 facilitated procurement by travel agencies or other travel distribution providers where the choice of service providers remains with the consumer.

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

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

19.4.11.1 direct investment in Black Owned and Black Empowered SMMEs;
19.4.11.2 joint ventures with Black Owned and Black Empowered SMMEs that result in "substantive" skills transfer;
19.4.11.3 support and funding for the grading of emerging tourism companies, as well as providing mentorship, business relationships and linkages which, in turn, provide business opportunities to these enterprises; and
19.4.11.4 twinning initiatives with Black Owned and Black Empowered SMMEs which result in cost savings or revenue generation for those SMMEs;

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

19.4.13 "Learnership" refers to learnerships as defined in the Skills Development Act, No. 97 of 1998, amended in 2003;
19.4.14 "Local" means the geographic area being within a 50 km kilometre radius of the Project Site or Park;

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

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

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

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

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

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

all of which terms are defined as follows:

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

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

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

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

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

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

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

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

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

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

19.5 2104 Milestones and Targets

19.5.1 The Private Party shall ensure that the SPV/s, from the date of signature of the PPP Agreement to 31 December 2014, comply with the commitments and undertakings set out in the following table and score at least a Good BEE Contributor score for every SPV that falls within the Bid Package that are bidded for:
<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014 Weightings</th>
<th>Sub-weighting</th>
<th>Indicators to measure BEE achievement</th>
<th>2014 Milestone</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership</strong></td>
<td>20%</td>
<td>13%</td>
<td>Percentage share of economic benefits as reflected by direct shareholding by black people</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.0% Local Community trust ownership</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td><strong>Strategic representation</strong></td>
<td>12%</td>
<td>2.5%</td>
<td>Black people as a percentage of board of directors</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5%</td>
<td>Black women as a percentage of board of directors</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.0%</td>
<td>Local people as a percentage of board of directors</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5%</td>
<td>Black people as a percentage of executive management</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5%</td>
<td>Black women as a percentage of executive management</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td><strong>Employment equity</strong></td>
<td>12%</td>
<td>1.0%</td>
<td>Black people as a percentage of management</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.0%</td>
<td>Black women as a percentage of management</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.0%</td>
<td>Local people as a percentage of management</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.0%</td>
<td>Black people as a percentage of supervisors, junior and skilled employees</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.0%</td>
<td>Black women as a percentage of supervisors, junior and skilled employees</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.0%</td>
<td>Local people as a percentage of supervisors, junior and skilled employees</td>
<td>45%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.0%</td>
<td>Black people as a percentage of total staff</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.0%</td>
<td>Black women as a percentage of total staff</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.0%</td>
<td>Local people as a percentage of total staff</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td><strong>Skills development</strong></td>
<td>18%</td>
<td>4.5%</td>
<td>Percentage of payroll spend on skills development (including skills development levy) on all accredited training</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.5%</td>
<td>Percentage of skills development spend on all black employees</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.5%</td>
<td>Number of learnerships as a percentage of total employees</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Indicator</td>
<td>2014 Weightings</td>
<td>2014 MILESTONES</td>
<td>2014 Milestone</td>
<td>Target</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----------------</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Weighting</td>
<td>Sub-weighting</td>
<td>Indicators to measure BEE achievement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2014 Weightings</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2014 MILESTONES</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicators to measure BEE achievement</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>2014 Milestone</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4.5% Number of black learners as a percentage of total learners</strong></td>
<td>0.45</td>
<td></td>
<td></td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td><strong>Preferential procurement</strong></td>
<td>0.18</td>
<td>0.12</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td><strong>Spend on BEE compliant companies as a percentage of total procurement spend</strong></td>
<td></td>
<td></td>
<td>0.60</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td><strong>Spend on local BEE compliant companies as a percentage of total procurement spend</strong></td>
<td></td>
<td></td>
<td>0.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise development</strong></td>
<td>0.10</td>
<td>0.05</td>
<td>The sum of percentage spend of post-tax profits on enterprise development and percentage employee time contributed to enterprise development over total management time</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td><strong>Enhanced revenue and/or cost savings and/or twining initiatives facilitated for black owned SMMEs, as a percentage of revenue.</strong></td>
<td></td>
<td></td>
<td>0.05</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td><strong>Social development and industry specific</strong></td>
<td>0.10</td>
<td>0.06</td>
<td>Percentage CSI spend of post-tax profits on education, community programmes, job creation, training, health, conservation, community tourism and marketing activities to develop local black tourist market (or percentage management time over total employee time)</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage of new recruits with no prior work experience</strong></td>
<td></td>
<td></td>
<td>0.01</td>
<td>0.10</td>
<td></td>
</tr>
<tr>
<td><strong>Status of TOMSA levy collector</strong></td>
<td></td>
<td></td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 19.6 Milestones and Targets Post-2014

#### 19.6.1

The BEE Milestones and Targets for the duration of the PPP Term and in particular for the period from 1 January 2015 to the end of the PPP Term shall be determined by the restructured editions of the Tourism Charter and Scorecard as gazetted from
time to time.

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

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

19.7 External BEE Verification

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

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

19.7.3 The Private Party shall be obliged in terms of the PPP Agreement to ensure that the SPV/s, at a minimum, comply with the category of a Good BEE Contributor for each Project Year.

19.7.4 In the event of default by the SPV/s Private Party to comply with this provisions and the default is not remedied before the expiry of the period referred to in the notice by SANParks, SANParks will have the right to terminate the PPP Agreement with immediate effect by written notice to the Private Party.
20. **ANNEXURE 7 - THE PPP FEE OFFER**

**Important note to bidders**

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

Bidders must present the PPP fee offer in the form of a letter on the bidder’s letterhead as follows, inserting the bidder’s name and the percentage of gross revenue for the variable PPP bid as indicated:

To:

Garden Route National Park, P.O. Box 3542, Knysna 6570

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

20.1 (a) the minimum PPP fee and

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

The minimum PPP fee is R [sum payable monthly], which will be adjusted annually by 8%

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross revenue (net of VAT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of gross revenue due as variable PPP fee (same for each year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PPP fee due</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum PPP fee or variable PPP fee, whichever is greater</td>
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</tbody>
</table>

*Adapt for the proposed term of the PPP*

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

Signature: _____________________

Name: _____________________      Title: ________________________
21. **ANNEXURE 8 - DRAFT TOURISM PPP AGREEMENT**

The draft PPP Agreements are not attached hereto but will be made available to bidders.
22. **ANNEXURE 9 - BID COVER SHEETS**

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

   **Bid for the commercial use of a section of the Tsitsikamma Indigenous Forest in the Tsitsikamma Section of the Garden Route National Park through a PPP agreement**

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

   *Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.*
Bid for the commercial use of a section of the Tsitsikamma Indigenous Forest in the Tsitsikamma Section of the Garden Route National Park through a PPP agreement

ENVELOPE 2: PPP FEE OFFER AND MARKED-UP DRAFT PPP AGREEMENT

Name of bidder:  
Postal address:  
Street address:  
Telephone:  
Cell phone:  
Fax:  
Contact person:  
Email address:  
Signature of bidder:  
Date:  
Capacity in which it is signed:

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