REQUEST FOR PROPOSALS (RFP)

COMMERCIAL ABSEILING

TOURISM PPP OPPORTUNITY

TABLE MOUNTAIN NATIONAL PARK:

NORTHERN SECTION

12 February 2015
IMPORTANT NOTICE

This Request for Proposals ("RFP"), incorporating all its attachments, has been produced by South African National Parks ("SANParks"), in connection with the commercial tourism abseiling public private partnership opportunity available at the Table Mountain National Park: Northern Section.

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

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

South African National Parks may amend or replace any information contained in this RFP at any time, without giving any prior notice or providing any reason.

Should this RFP lead to the award of the PPP Projects, the award will only become binding after SANParks and the Private Party have signed the agreement.

February 2015
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1. **IMPORTANT GENERAL NOTES**

1.1 SANParks requests proposals for the commercial use of an abseiling activity in a designated area of the Table Mountain National Park (TMNP): Northern Section, through a public private partnership (PPP) agreement.

1.2 This Request for Proposals (RFP) is issued by SANParks 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](http://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, or 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 OPPORTUNITIES**

One Tourism PPP investment opportunity exists within the Table Mountain National Park (TMNP): Northern Section. This is;

2.1 **The commercial abseiling tourism opportunity:**
A successful abseiling business operated in the Table Mountain National Park: Northern Section. See locality map Annexure 9 for the details. This opportunity provides exclusive commercial use of the site for five years.

3. SITE DUE DILIGENCE

A due diligence meeting for the commercial abseiling tourism opportunity will be held on the 27 February 2015 at the Kloofnek offices, Signal Hill Road, Cape Town in the Table Mountain National Park. This meeting will start at 11h00 and will be followed by a site visit. 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 tourism opportunity, except for those set out in ‘Annexure 7: Draft tourism PPP agreement’.

5. REQUIRED QUALIFICATIONS TO OPERATE THE COMMERCIAL ABSEILING ACTIVITY

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

5.1 Financial capacity

5.1.1 Given the fact that the project is of a 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 commercial abseiling activity concession must be R 200k.

5.1.2 As the preferred bidder must be a Special Purpose Vehicle (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.

5.2 Commercial abseiling industry experience

The project is likely to require interested parties with substantial experience and expertise
in the abseiling / adventure sector as well as in the tourism industry. Interested parties are therefore required to provide examples of similar or related projects conducted by the interested parties.

The interested bidder must have either:

5.2.1 In the case of the abseiling and / adventure opportunity extensive experience of five years in the abseiling / adventure sector coupled with registration with the relevant accreditation bodies, health and safety standards as well as the relevant Licences according to National and Provincial Legislation.

5.2.2 A minimum of 3 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. Proof that the registration with the relevant accreditation bodies, health and safety standards as well as the relevant licences are in place for the abseiling/adventure sector activities according to National and Provincial Legislation.

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

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

6.2 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 8: Bid cover sheets’, to the front of each envelope.

6.3 Envelope 1 must contain three copies of:

6.3.1 The Bidder Information, in the format given in Annexure 1A: Qualification Submissions;

6.3.2 the financial information, in the format given in ‘Annexure 1B: Financial information’

6.3.3 a business and operational plan, in the format given in ‘Annexure 2: Business and operational plan’

6.3.4 an Environmental Management Plan (EMP), in the format given in ‘Annexure 3: Environmental Management Plan (EMP)’

6.3.5 a completed risk matrix, in the format given in ‘Annexure 4: Risk matrix’

6.3.6 a BEE proposal, in the format given in ‘Annexure 5: BEE proposal’
6.3.7 a tax clearance certificate, issued by the South African Revenue Service (SARS) within the bid date, for each South African member of the bidder.

6.4 Envelope 2 must contain three copies of:

6.4.1.1 the details of the bidder's PPP fee offer, in the format in ‘Annexure 6: Draft PPP fee offer’

6.4.1.2 a mark-up of the draft PPP agreement, provided in ‘Annexure 7: Draft PPP tourism agreement’, clearly indicating any amendments that the bidder proposes.

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

6.6 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.

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

Bids must be submitted by hand and in sealed envelopes to the Table Mountain National Park office at The Tokai Manor, Tokai Road, Tokai 7848. The envelopes must be marked for the attention of Mxolisi Tshelu and must be submitted on or before 11h00, 24 March 2015.

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

8.1 The bids will be opened by SANParks' secretariat.

8.2 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.

9. **INCOMPLETE BIDS**

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

9.2 If a bid is not complete or something in it is not clear, the BEC 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.

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

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

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

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

10.1.2 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.

10.2 The weighting of the elements

10.2.1 Functionality will be weighted at 60% of the overall bid score

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

10.2.3 The PPP fee offer will be weighted at 30% of the overall bid score.

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

10.3 How functionality is evaluated

10.3.1 SANParks will evaluate functionality in terms of the elements set out in the functionality scorecard below.

10.3.2 Details of the format and information required for each element are contained in Annexures 1 to 4.

10.3.3 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>1 Financing plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Has the bidder secured adequate finance to implement the project?</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>1.2 Are all the members of the bidder solvent and liquid?</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>Functionality evaluation criteria</td>
<td>Scoring</td>
<td>Maximum subtotal</td>
<td>Maximum total</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------</td>
<td>-----------------</td>
<td>--------------</td>
</tr>
</tbody>
</table>
| 1.3 Is the basic cash flow model viable? | Fully = 5  
Partially = 3  
Not at all = 0 | 5 | |
| 2 Business and operational plan | | 15 | |
| 2.1 Is, or will, the bidder be constituted as an entity as required in the RFP? | Fully = 3  
Partially = 2  
Not at all = 0 | 3 | |
| 2.2 Is the proposed tourism product within the range of product type specified in the RFP? | Excellent = 5  
Acceptable = 3  
Poor = 0 | 5 | |
| 2.3 What is the bidder’s experience and track record in similar enterprises, and 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 = 10  
Partially = 5  
Not at all = 0 | 10 | |
| 2.5 Do the bidder’s planned operating standards and staffing qualifications meet those specified in the RFP? | Excellent = 5  
Acceptable = 3  
Poor = 0 | 5 | |
| 2.6 Do the bidder’s marketing and product branding plans comply with the RFP specifications? | Fully = 2  
Partially = 1  
Not at all = 0 | 2 | |
| 3 Environmental Management Plan | | 35 | |
| 3.1 Has the bidder understood and planned for all the environmental and heritage operational management requirements? | Fully = 4  
Partially = 2  
Not at all = 0 | 4 | |
| 3.2 Has the bidder demonstrated understanding of EMP requirements and adherence to it? | Yes = 4  
Partially = 2  
No = 0 | 4 | |
| 3.3 Is staff adequately qualified to perform adventure guides functions? | Yes = 4  
Partially = 2  
No = 0 | 4 | |
| 3.4 Are there adequate plans for health, safety and medical/emergency evacuation? | Yes = 4  
Partially = 2  
No = 0 | 4 | |
<p>| 3.5 Are the visual impressions of the planned facility Yes = 4 | | | |</p>
<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
<tbody>
<tr>
<td>within the RFP specifications?</td>
<td>Partially = 2</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6 Are bulk services hindered or not by this abseiling activity as specified in the RFP?</td>
<td>Yes = 4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Partially = 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7 Are waste management plans within the RFP specifications?</td>
<td>Yes = 4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Partially = 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.8 Are fire management plans within the RFP specifications?</td>
<td>Yes = 4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Partially = 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.9 Is there commitment to abide by the SANParks rules/regulations/environmental guidelines/codes</td>
<td>Yes = 4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>of conduct?</td>
<td>Partially = 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.10 Other project specific criteria if needed; if not, allocate allotted points elsewhere</td>
<td>[Score consistently with other</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>scoring]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Risk matrix</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Does the bidder commit to the RFP’s required risk allocation for the project?</td>
<td>Fully = 10</td>
<td></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>10</td>
</tr>
<tr>
<td>Total functionality points</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Minimum threshold</td>
<td></td>
<td></td>
<td>65</td>
</tr>
</tbody>
</table>

10.3.4 The functionality of a bid is scored out of 100 points. A bidder must score 65% or more for functionality or the bid will be disqualified.

10.4 How BEE is evaluated

10.4.1 SANParks will evaluate the bidder’s BEE proposal (details of the format and information required are in ‘Annexure 5: BEE proposal’) and will allocate scores according to the methodology and weightings in the BEE scorecard in ‘Annexure 5: BEE proposal.

10.4.2 BEE is scored out of 100 points. A bidder must score 65% or more for BEE or the bid
may be disqualified. This is SANParks’ decision.

10.5 **How the PPP fee offer is evaluated**

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

10.5.2 Under the PPP agreement, the PPP fee income to SANParks shall be, as per the schedule set out in ‘Annexure 6: The PPP fee offer’, whichever is higher of:

- the minimum PPP fee, which is as follows:

<table>
<thead>
<tr>
<th>COMMERCIAL ACTIVITY</th>
<th>MINIMUM PPP FEE Per Annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>60,000</td>
</tr>
<tr>
<td>Year 2</td>
<td>70,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>80,000</td>
</tr>
</tbody>
</table>

- the variable PPP fee (a flat percentage of gross revenue earned by the private party in each project year).

10.5.3 A PPP fee offer that does not conform to the requirements of ‘Annexure 6: The PPP offer’ will disqualify the bid.

10.5.4 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.

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

10.6 **The overall score**

SANParks will calculate the overall score of each qualified bid, using the following formula.

\[ a \times (\text{functionality score}/100) + b \times (\text{BEE score}/100) + c \times (\text{PPP fee score}/100) = d \]

- 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
10.7 **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.

11. **FINALISING THE PPP AGREEMENT**

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

11.2 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.
### BID TIMETABLE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Treasury Exemption</td>
<td>Third week January 2015</td>
</tr>
<tr>
<td>Public Advertisements</td>
<td>20 February 2015</td>
</tr>
<tr>
<td>Due Diligence Site Visits</td>
<td>27 February 2015</td>
</tr>
<tr>
<td>Bid Submission Date</td>
<td>24 March 2015</td>
</tr>
<tr>
<td>Bid Evaluation</td>
<td>8-9 April 2015</td>
</tr>
<tr>
<td>Announcement of Preferred and reserve bidder</td>
<td>10 April 2015</td>
</tr>
<tr>
<td>Negotiations</td>
<td>14-24 April 2015</td>
</tr>
<tr>
<td>Signature of PPP Agreement</td>
<td>5 May 2015</td>
</tr>
</tbody>
</table>
13. **ANNEXURE 1A: QUALIFICATION SUBMISSIONS**

13.1 **Financial Requirements**

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

- audited financial statements corresponding to the last two (2) years;
- annual reports for the last two (2) years;

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

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

13.2 **Tourism Track Record**

13.2.1 The qualifying tourism Operator(s) or individuals, shareholders or partners, of each Submitting Company, who are being used to meet the criteria regarding tourism experience or the generation of turnover, must provide a general description of the Tourism/ adventure/ abseiling facilities and services they have operated, including, (i) the number of years in active existence; (ii) the nature of the product sold; and (iii) the total number of visitors such facilities or services comprised.

13.2.2 In the event that the Submitting Company is satisfying the requirements under this Section by using the qualifications of a Partner, Shareholder or parent, these indicators must also be certified in the above-mentioned manner. Additionally, each of the members of the Partnership, or the Shareholder or subsidiary as the case may be, must demonstrate that such Shareholder, parent or partner is willing and able to support the technical operations of the Submitting Company for the PPP Project.
14. **ANNEXURE 1B: FINANCIAL INFORMATION**

Bidders must provide the following information.

14.1 **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.

14.2 **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.

14.3 **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>Cash inflows</th>
<th>Start-up R'000</th>
<th>Year 1 R'000</th>
<th>Year 2 R'000</th>
<th>Year 3 R'000</th>
<th>Year 4 R'000</th>
<th>Year 5 R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owners’ capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash from sales and other operating revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash from other sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total cash inflow (A)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Cash outflows**

| Project costs and start-up expenses |                |              |              |              |              |              |
| Salaries, wages and staff costs    |                |              |              |              |              |              |
| All other operating costs and expenses |            |              |              |              |              |              |
| Loan repayments                    |                |              |              |              |              |              |
| Replacement of equipment and vehicles |              |              |              |              |              |              |
| **Total cash outflow (B)**          |                |              |              |              |              |              |

**Net cash flow**

\[ (A - B) \text{ before PPP fees and tax} \]
15. **ANNEXURE 2: BUSINESS AND OPERATIONAL PLAN**

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

15.1 **Special purpose vehicle constitutional information**

While bidders are not required to form a special purpose vehicle (SPV) for the purpose of bidding, the preferred bidder will have to do so to enter into the PPP agreement. Bidders must therefore demonstrate that they have an appropriate plan to create an SPV by providing as much of the following information as possible:

15.1.1 Bidder’s name, address, telephones and fax numbers, and the trading name if this is different from the registered name

15.1.2 Proposed directors of the SPV and their responsibilities

15.1.3 Place of registration (if applicable) and registration number (if applicable)

15.1.4 Memorandum and articles (or equivalent constitutive documents) (if applicable)

15.1.5 Shareholders’ agreement (if applicable)

15.1.6 Direct shareholder(s) and their percentage shareholding or other beneficial interest or participation (if there is more than one class or share or funding, give the percentages to be held by each).

15.2 **Rationale, background and capacity**

15.2.1 The bidder’s objectives

15.2.2 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

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

15.2.4 Current operating standards, including an outline of any operations and procedures manuals as well as health and safety plans.

15.2.5 Proposed organisational and staffing structures, including:

management policies

measures to transfer knowledge and expertise

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

This plan must also include an indication of how current staff employed in the abseiling facility will be accommodated in the project.

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

15.2.7 Curriculum vitae of shareholders, directors, management and staff

15.3 Market analysis

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

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

15.3.3 Marketing channels

15.3.4 Product branding plans

15.3.5 Time taken to establish market

15.3.6 Growth in occupancy

15.3.7 Pricing range

15.3.8 Competitive analysis
16. ANNEXURE 3: ENVIRONMENTAL MANAGEMENT PROGRAMME

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

16.1 Environmental and Heritage management requirements

Table Mountain National Park (TMNP) is managed in terms of the National Environmental Protected Areas Act (No. 57 of 2003). An Environmental Management Programme (EMP) is required for all third-party activities undertaken in the Park to ensure compliance, cognizance and mitigation of environmental impacts.

The Abseil activity and operation is located in an environmental, heritage and visually sensitive area, utilising a slope of the iconic Table Mountain, which falls in TMNP. TMNP is also a Cape Floral Region World Heritage Site and therefore all activities within TMNP need to be managed and operated responsibly.

In line with these parameters, bidders need to submit an Environmental Management Programme (EMP) for the management and operation of the commercial abseiling activity at the site location of Upper Cableway Station and related mountain slope of Table Mountain, TMNP: Northern section. See Annexure 9: locality map and Annexure 10: Abseil activity area/operator area and approved footpath route.

16.1.1 Environmental aspects

The EMP should address the scope of activity, i.e. abseiling only, and the extent of the area to be used must be confirmed. The operational management actions should be based on current extent and scope of the abseil activity, to ensure that there is limited impact on the environment. TMNP will expect the operator to be responsible for:

- Restoration of the damaged area

Restoration of any vegetation damage that occur during course of operations at the landing site or along approved footpath as a result of the abseil activity and its users, must be made good by the operator. No further expansion of operational area or scope will take place.

- Heritage aspects:

TMNP Northern Section, which includes the Upper Cableway Station and the slopes of the mountain, is part of the Table Mountain 1959 national monument area and therefore subject to the provisions of the National Heritage Resources Act (No. 25 of 1999). TMNP is also part of the Cape Floral Region World Heritage Site. The EMP must acknowledge the heritage status and governing regulations insofar as the impact thereof and compliance of operations and management of the abseil activities in adherence to these regulations.
- Access to and from the abseiling site:
The operator will have to access the site by means of hiking up the mountain, or by use of the cable car, which is the property and operation of the concessionaire Table Mountain Aerial Cableway Company (TMACC). It is important to note that the standard prevailing TMACC tariffs will apply to all users of the cable car facility. The abseiling convening/starting point makes use of a small area just inside of TMACC’s concession area, and actual abseiling commences just outside of TMACC’s concession footprint at the Upper Cableway Station. A Footpath at the bottom of the slope is currently an approved route used to get back up the mountain after abseiling. See Annexure 10 for footpath route. This route will remain part of the operator’s areas of responsibility and use. Maintenance of the footpath and any required restoration due to impacts (vegetation trampling, etc.) are to be addressed in the EMP.
- Signage:
The criteria for use of signage and branding are to be agreed to in consultation with SANParks and the concessionaire TMACC.
- Other:
Other aspects to be addressed in the EMP include are set out in following sections 16.2 – 16.7. These include: Staff and Safety, Fire management (i.e. fire safety, fire mitigation), erosion prevention and mitigation, user/visitor number control to limit excessive impacts (staggering of users, etc.) and Health & Safety issues i.t.o. operations, medical emergencies, etc.

16.2 **Staff and safety**
Bidders should provide the following information, with back-up evidence wherever possible.

16.2.1 Give an estimate of the total number of staff, including number to be employed on site (including family members) and off site, including abseil start point, end point, footpath route, etc.

16.2.2 No staff will be housed at the site of the abseiling activity.

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

- safety, emergency and rescue procedures
- equipment standards and adherence to the specifications of the relevant authorities
- management and replacement of equipment
- On-going assessment and improvement of skills.

16.3 **Visual impressions**
16.3.1 See Annexure 9: Locality map, showing location of the abseiling site of the Table Mountain National Park: Northern Section earmarked for the abseiling operational area. The abseiling operational area (launching and landing) is within a visually exposed area. Sensitivity to the surrounding landscape is required. No intrusive banners or signage will be allowed in the operational area or along approved footpath route. Provide information (including access, parking, services etc.) with sufficient detail for SANParks to make a decision on.

16.4 **Bulk infrastructure**

Users of the abseiling activity are to make use of the ablution facilities provided by TMACC at the Upper Cable Station and restaurant areas. The operation and management of the abseiling activity must not impede, hinder or interfere with the bulk services supply requirements of the concessionaire TMACC as required for their operations. Any anticipated impacts are to be brought to the attention of SANParks and TMACC timeously and in writing and such impacts prevented until written agreement is reached between parties.

16.5 **Waste management**

16.5.1 **Liquid wastes**

The project will be expected to manage any liquid wastes appropriately. No run off of any fluids are allowed against the mountain slope, such as spillage of drinks, cleaning or greasing materials used for equipment management, etc.

16.5.2 **Solid wastes**

All solid waste generated at the abseiling launch site, along the entire length of the abseiling, at the landing site and along the approved footpath route, must promptly collected, be disposed of in the bins and removed by the Operator through appropriate means that are provided within the area. No litter is allowed by the operator or the users/visitors of the abseiling activity. Compliance by visitors is the responsibility of the operator.

16.6 **Fire management**

16.6.1 The operator may not control natural fires occurring in the Table Mountain National Park, except in the immediate surrounds of the operational area of the tourism facility or to save human life or property.

16.6.2 Control of natural fires elsewhere in the Table Mountain National Park is the responsibility of SANParks and the operator may not attempt to control natural fires without SANParks consent and direction.
16.7 Commitments

Acknowledge that the operator must comply at all times with SANParks environmental guidelines and governing laws, code of conduct and regulations which may change from time to time. These will be supplied by SANParks with time.

17. ANNEXURE 4: RISK MATRIX

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>General description of risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing</td>
<td>The required capital for 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>
</tr>
<tr>
<td>Supporting infrastructure</td>
<td>Supporting infrastructure may be inadequate to sustain the enterprise</td>
</tr>
<tr>
<td>Utilities</td>
<td>Utilities may not be fully available or may cause delays</td>
</tr>
<tr>
<td>Environment and heritage</td>
<td>Liability for losses caused by environmental or heritage damage or delays</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>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations</td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected</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>
</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party’s control</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project-specific risk</th>
<th>Mitigation measure</th>
<th>Allocation of risk (institution / private party / shared)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
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<tbody>
<tr>
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<td>Maintenance</td>
<td>The costs of maintenance to required standards may vary from projections or maintenance may not be carried out</td>
</tr>
<tr>
<td>Operations</td>
<td>Any factors (other than force majeure) that may impact on operations</td>
</tr>
<tr>
<td>Market, demand, volume</td>
<td>The demand for the product may be less than projected</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>
</tr>
<tr>
<td>Force majeure</td>
<td>Unexpected events beyond either party’s control</td>
</tr>
</tbody>
</table>
18. **ANNEXURE 5: BEE PROPOSAL**

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

18.1 **Commitments**

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

18.2 **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.

18.3 **Supporting information**

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

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

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

18.4 **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:

18.4.1 "**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 per cent direct ownership and management by Black People;

18.4.2 "**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 per cent direct ownership and management by black people;

18.4.3 “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.

18.4.4 “Black Person” means any such citizen;

18.4.5 “Black Women” means female Black People;

18.4.6 “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;

18.4.7 “Community Trust” means the a trust registered in terms of the Trust Property Control Act;

18.4.8 “Direct Ownership” means ownership of an equity interest in an enterprise where such equity interest comprises:

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

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

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;

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;

18.4.9 “Discretionary Procurement” includes all amounts expended by an enterprise subject to measurement. Discretionary procurement excludes:
employment related expenditure;

procurement from public utilities and natural monopolies; and

facilitated procurement by travel agencies or other travel distribution providers where the choice of service providers remains with the consumer.

18.4.10 "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;

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

direct investment in Black Owned and Black Empowered SMMEs;

joint ventures with Black Owned and Black Empowered SMMEs that result in "substantive" skills transfer;

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

twinning initiatives with Black Owned and Black Empowered SMMEs which result in cost savings or revenue generation for those SMMEs;

18.4.12 "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;

18.4.13 "Learnership" refers to learnerships as defined in the Skills Development Act, No. 97 of 1998, amended in 2003;

18.4.14 "Local" means the geographic area being within a 50 km kilometre radius of the Project Site or Park;

18.4.15 "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;
18.4.16 "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;

18.4.17 "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;

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

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

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

all of which terms are defined as follows:

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;

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;

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;

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;

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

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;

18.4.19 "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;

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

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

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

18.4.23 "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.

18.5 2014 Milestones and Targets

18.5.1 The Private Party shall ensure that the SPV/s, from the date of signature of the PPP Agreement to the termination of the contract, 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 bided for:
<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014 Weightings</th>
<th>2014 MILESTONES</th>
<th>2014 Milestone</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weighting</td>
<td>Sub-weighting</td>
<td>Indicators to measure BEE achievement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Ownership</td>
<td>20%</td>
<td>13%</td>
<td>7.0%  13% Percentage share of economic benefits as reflected by direct shareholding by black people</td>
<td>20%</td>
</tr>
<tr>
<td>Str</td>
<td>7.0%  Local Community trust ownership</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ategic representation</td>
<td>12%</td>
<td>2.5%</td>
<td>2.5% Black people as a percentage of board of directors</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>2.5% Black women as a percentage of board of directors</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.0% Local people as a percentage of board of directors</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5% Black people as a percentage of executive management</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5% Black women as a percentage of executive management</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment equity</td>
<td>12%</td>
<td>1.0%</td>
<td>1.0% Black people as a percentage of management</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>1.0% Black women as a percentage of management</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.0% Local people as a percentage of management</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.0% Black people as a percentage of supervisors, junior and skilled employees</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.0% Black women as a percentage of supervisors, junior and skilled employees</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.0% Local people as a percentage of supervisors, junior and skilled employees</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.0% Black people as a percentage of total staff</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.0% Black women as a percentage of total staff</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.0% Local people as a percentage of total staff</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills development</td>
<td>18%</td>
<td>4.5%</td>
<td>4.5% Percentage of payroll spend on skills development (including skills development levy) on all accredited training</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>4.5% Percentage of skills development spend on all black employees</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.5% Number of learnerships as a percentage of total employees</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator</td>
<td>Weighting</td>
<td>Sub-weighting</td>
<td>Indicators to measure BEE achievement</td>
<td>Target</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-----------</td>
<td>---------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>2014 Weightings</td>
<td>2014 MILESTONES</td>
<td>2014 MILESTONE</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>2014</td>
<td>Target</td>
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<tr>
<td></td>
<td>Milestone</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferential procurement</td>
<td>18%</td>
<td>12.0%</td>
<td>Number of black learners as a percentage of total learners</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td>6.0%</td>
<td></td>
<td>Spend on BEE compliant companies as a percentage of total procurement spend</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Spend on local BEE compliant companies as a percentage of total procurement spend</td>
<td>25%</td>
</tr>
<tr>
<td>Enterprise development</td>
<td>10%</td>
<td>5.0%</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>1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Enhanced revenue and/or cost savings and/or twining initiatives facilitated for black owned SMMEs, as a percentage of revenue.</td>
<td>1%</td>
</tr>
<tr>
<td>Social development and industry specific</td>
<td>10%</td>
<td>6.0%</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>1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of new recruits with no prior work experience</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Status of TOMSA levy collector</td>
<td>Yes</td>
</tr>
<tr>
<td>Total BEE points</td>
<td>100</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18.6 **Milestones and Targets Post-2014**

18.6.1 The BEE Milestones and Targets for the duration of the PPP Term and in particular for 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.
18.6.2 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.

18.6.3 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.

18.7 **External BEE Verification**

18.7.1 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.

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

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

18.7.4 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.
19. **ANNEXURE 6: 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: Table Mountain National Park, The Tokai Manor, Tokai Road, Tokai 7848.

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

(a) the minimum PPP fee and

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

The minimum PPP fee is as follows:

<table>
<thead>
<tr>
<th>COMMERCIAL ABSEILING ACTIVITY</th>
<th>MINIMUM PPP FEE Per Annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>60,000</td>
</tr>
<tr>
<td>Year 2</td>
<td>70,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>80,000</td>
</tr>
</tbody>
</table>

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>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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: ________________________
20. **ANNEXURE 7: DRAFT TOURISM PPP AGREEMENT**

   The draft PPP Agreements are not attached hereto but will be made available to bidders.
21. **ANNEXURE 8: BID COVER SHEETS**

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

   **Bid for the commercial use of the abseiling activity in the Table Mountain National Park: Northern Section through a PPP agreement**

   **ENVELOPE 1: FUNCTIONALITY AND BEE BIDS**

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

   *Signature of this document means that the bidder accepts the terms and conditions of this bid. Failure by the bidder to sign this form may disqualify the bid.*
Bid for the commercial use of the abseiling activity in the Table Mountain National Park: Northern Section 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.
22. **ANNEXURE 9: LOCALITY MAP**
23. ANNEXURE 10: ABSEIL ACTIVITY AREA/OPERATOR AREA AND APPROVED FOOTPATH ROUTE