REQUEST FOR PROPOSALS (RFP) FOR VARIOUS NON-EXCLUSIVE OPPORTUNITIES IN THE WILDERNESS SECTION OF THE GARDEN ROUTE NATIONAL PARK

REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARK FOR COMMERCIAL PERMITS IN RESPECT OF VARIOUS NON–EXCLUSIVE TOURISM OPPORTUNITIES IN THE WILDERNESS SECTION OF THE GARDEN ROUTE NATIONAL PARK
# TABLE OF CONTENTS

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

2. THE OPPORTUNITIES .................................................................................................................... 4

3. DUE DILIGENCE MEETING ........................................................................................................... 5

4. OTHER DUE DILIGENCE ............................................................................................................... 5

5. INFRASTRUCTURE: ....................................................................................................................... 5

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

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

8. HOW THE BIDS WILL BE OPENED ............................................................................................ 7

9. INCOMPLETE BIDS ...................................................................................................................... 7

10. HOW THE BIDS WILL BE EVALUATED AND THE PREFERRED BIDDER CHOSEN .............. 7

10.1 THE THREE MAIN ELEMENTS OF THE BID AND THE TWO-ENVELOPE SYSTEM .............. 7

10.2 THE WEIGHTING OF THE ELEMENTS ..................................................................................... 8

10.3 HOW FUNCTIONALITY IS EVALUATED .................................................................................. 8

10.4 HOW BEE IS EVALUATED ....................................................................................................... 11

10.5 HOW THE PPP FEE OFFER IS EVALUATED ......................................................................... 11

10.6 THE OVERALL SCORE ............................................................................................................. 12

10.7 THE PREFERRED BIDDER ....................................................................................................... 12

11. FINALISING THE PPP AGREEMENT ......................................................................................... 12

12. BID TIMETABLE ........................................................................................................................... 13

13. ANNEXURE 1: FINANCIAL INFORMATION ............................................................................. 13

13.1 THE FINANCING PLAN .......................................................................................................... 13

13.2 A RECENT AUDITOR’S REPORT CONFIRMING THAT ALL THE MEMBERS OF THE BIDDER ARE SOLVENT AND LIQUID ........................................................................... 13

13.3 A SIMPLIFIED CASH FLOW FORECAST (NET OF VAT) FOR THE 3 YEAR TERMS OF THE PERMIT ...... 13

14. ANNEXURE 2: BUSINESS AND OPERATIONAL PLAN ............................................................. 15

14.1 SPECIAL PURPOSE VEHICLE CONSTITUTIONAL INFORMATION .......................................... 15

14.2 RATIONALE, BACKGROUND AND CAPACITY ....................................................................... 15

14.3 MARKET ANALYSIS ................................................................................................................. 16

15. ANNEXURE 3: DEVELOPMENT AND ENVIRONMENTAL PROPOSAL ................................. 17

15.1 ENVIRONMENTAL IMPACT ASSESSMENT REQUIREMENTS ................................................ 17
1. IMPORTANT GENERAL NOTES

1.1 SANParks requests proposals for the commercial use of a sections of the Wilderness Section of the Garden Route National Park through commercial permits for various non-exclusive tourism opportunities,

1.2 This RFP overrides all other SANParks communications to bidders about this commercial opportunities.

1.3 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.

1.4 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.

1.5 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.

1.6 SANParks will not be responsible for any costs or damages whatsoever if it makes any changes to the bid (s), cancels the bid(s), 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.

1.7 The bids are governed by the laws of the Republic of South Africa and this RFP.

2. THE OPPORTUNITIES

These opportunities are given through commercial permits in line with SANParks' policies. Various non–exclusive opportunities have been identified throughout the Wilderness Section of the park. These opportunities include the following;

2.1 Canoe Activities on the Touws River – 2 Permits available;

2.2 Canoe Activity on the Swartvlei – 1 Permit available
2.3 Guided horse rides at Beervlei – 2 Permit available

2.4 Guided Hiking into the forest – 5 permits are available;

3. **DUE DILIGENCE MEETING**

A site due diligence meeting will be held on the 6th March 2018 in the Loerie nest within the Ebb and Flow Rest Camp. The meeting will start at 11h00.

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 non commercial opportunities, or the tourism opportunity, except for those set out in ‘Annexure 7: Draft Commercial Permit’

5. **INFRASTRUCTURE:**

These opportunities takes place in designated areas within the Wilderness Section of the GRNP. Each area has different infrastructure but overall the Wilderness Section has below stated infrastructure:

- Accommodation units
- Office buildings
- Security gates
• Reception area
• Ample parking space
• Ablution facilities
• Caravan parking or camping sites

6. 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 8: Bid cover sheets’, to the front of each envelope.

6.1 Envelope 1 must contain three copies of:

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

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

6.1.3 a development and environmental proposal, in the format given in ‘Annexure 3: Development and environmental proposal’

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

6.1.5 a BEE proposal, in the format given in ‘Annexure 5: BEE proposal’

6.1.6 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.

6.2 Envelope 2 must contain three copies of:

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

6.2.2 a mark-up of the draft PPP agreement, provided in ‘Annexure 7: Draft PPP tourism agreement’, clearly indicating any amendments that the bidder proposes.
6.2.3 All information provided in the bid must be valid for 90 business days from the bid date.

6.2.4 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.

7. 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 6th April 2018.

8. HOW THE BIDS WILL BE OPENED

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

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 Project Evaluation Committee (PEC), 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 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.

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.

10.2 **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><strong>1 Financing plan</strong></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 Partially = 3 Not at all = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>1.2 Are all the members of the bidder solvent and liquid?</td>
<td>Fully = 5 Partially = 3 Not at all = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>1.3 Is the basic cash flow model viable?</td>
<td>Fully = 5 Partially = 3 Not at all = 0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>2 Business and operational plan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Is, or will, the bidder be constituted as an entity as required in the RFP?</td>
<td>Fully = 3 Partially = 2 Not at all = 0</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

15
<table>
<thead>
<tr>
<th>Functionality evaluation criteria</th>
<th>Scoring</th>
<th>Maximum subtotal</th>
<th>Maximum total</th>
</tr>
</thead>
</table>
| 2.2 Is the proposed tourism product within the range of product types 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                             | 35            |
<table>
<thead>
<tr>
<th></th>
<th><strong>Safety and environment proposal</strong></th>
</tr>
</thead>
</table>
| 3.1 | Has the bidder understood and planned for all the environmental considerations pertaining to this kind of operation? | Fully = 4  
Partially = 2  
Not at all = 0  
4 |
| 3.2 | Has the bidder made sure that it will be able to recognise and report on cultural, archaeological and highly sensitive natural resource finds? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.3 | Has the bidder planned adequately for trained and accredited guides that will make the operation a safe and enjoyable one? | 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 |
| 3.5 | Is operator aware of the necessary safety standard of equipment and clothing to be used and has this been provided for? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.6 | Has the bidder been able to provide adequately for the communication of emergencies with all parties concerned? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.7 | Has the bidder provided adequately for all relevant maintenance of roads and other environmental aspects associated with the operation? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.8 | Has the bidder provided for acquiring the necessary indemnities and insurance to cover against accidents that could lead to injuries and potential loss of life? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.9 | Is there commitment to abide by the SANParks rules/regulations/environmental guidelines/codes of conduct? | Yes = 4  
Partially = 2  
No = 0  
4 |
| 3.10 | Has the bidder provided for the necessary vehicles to ferry staff, guests and any other party to and from the operation site? | [Score consistently with other scoring]  
4 |

<table>
<thead>
<tr>
<th></th>
<th><strong>Risk matrix</strong></th>
</tr>
</thead>
</table>
| 4 | Does the bidder commit to the RFP’s required risk allocation for the project? | Fully = 10  
Adequately = 5  
Unacceptably = 0  
10  
10 |
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**

<table>
<thead>
<tr>
<th>No</th>
<th>BEE Evaluation Criteria</th>
<th>Scoring</th>
<th>Maximum Sub Total</th>
<th>Maximum Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.</td>
<td>Has the bidder provided a valid BEE accredited certificate from a Reputable Verification Agency</td>
<td>Fully – 10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partially - 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>No – 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2.</td>
<td>Has the bidder provided adequate proof of BEE activities as contained in the attached Certificate</td>
<td>Fully – 5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partially - 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>No – 0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 Permit 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 Permit fee offer.

10.5.2 Under the PPP agreement, the Permit 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 Rx per month (increased annually by CPIX) the variable Permit fee (a flat percentage of gross revenue earned by the private party in each project year).
10.5.3 A Permit 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 Permit 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 Permit fee offer and the remaining points being allocated pro rata to the remaining qualified bidders.

10.5.5 The Permit 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.

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

- \( a \) is the weighting (60%) for functionality
- \( b \) is the weighting (10%) for BEE
- \( c \) is the weighting (30%) for Permit 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 PERMIT

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

11.2 If SANParks and the preferred bidder fail to come to agreement on the Permit within six weeks, SANParks may withdraw the appointment as preferred bidder and begin negotiations with the reserve bidder.
12. BID TIMETABLE

SUMMARY PROJECT TIMETABLE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Advertisements</td>
<td>22\textsuperscript{nd} February 2018</td>
</tr>
<tr>
<td>Due Dillegence Meeting</td>
<td>5 March 2018</td>
</tr>
<tr>
<td>Question and answers (Response to all questions)</td>
<td>16 March 2018</td>
</tr>
<tr>
<td>Bid Submissions</td>
<td>6 April 2018</td>
</tr>
<tr>
<td>Evaluation of Bids</td>
<td>17 -18 April 2018</td>
</tr>
<tr>
<td>Announcement of Preferred and reserve bidder</td>
<td>24\textsuperscript{th} April 2018</td>
</tr>
<tr>
<td>Negotiations</td>
<td>26 April 2018</td>
</tr>
<tr>
<td>Signature of Permit</td>
<td>4 May 2018</td>
</tr>
</tbody>
</table>

13. ANNEXURE 1: FINANCIAL INFORMATION

Bidders must provide the following information.

13.1 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.

13.2 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.

13.3 A simplified cash flow forecast (net of VAT) for the 3 year term of the Permit
## 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>
<td></td>
<td></td>
<td></td>
</tr>
<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>
<tr>
<td><strong>Cash outflows</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project costs and start up expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and staff costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other operating costs and expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan repayments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of equipment and vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total cash outflow (B)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net cash flow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>([A - B]) before PPP fees and tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14. ANNEXURE 2: BUSINESS AND OPERATIONAL PLAN

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

14.1 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 Permit. Bidders must therefore demonstrate that they have an appropriate plan to create an SPV by providing as much of the following information as possible:

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

14.1.2 Proposed directors of the SPV and their responsibilities

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

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

14.1.5 Shareholders’ agreement (if applicable)

14.1.6 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).

14.2 Rationale, background and capacity

14.2.1 The bidder’s objectives

14.2.2 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

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

14.2.4 Current operating standards, including an outline of any operations and procedures manuals
14.2.5 Proposed organisational and staffing structures, including:

14.2.5.1 management policies

14.2.5.2 measures to transfer knowledge and expertise

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

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

14.2.7 Curriculum vitae of shareholders, directors, management and staff

14.3 Market analysis

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

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

14.3.3 Marketing channels

14.3.4 Product branding plans

14.3.5 Time taken to establish market

14.3.6 Growth in occupancy

14.3.7 Pricing range

14.3.8 Competitive analysis
15. **ANNEXURE 3: DEVELOPMENT AND ENVIRONMENTAL PROPOSAL**

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

15.1 **Environmental impact assessment requirements**

Bidders need to adhere to the Operational Environmental Management Plan of working within the Tsitsikamma Section of Garden Route National Park where particular caution is taken onto consideration to ensure that there is limited or no impact on the environment.

15.2 **Staff and safety**

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

15.2.2 No staff will be housed at the premises.

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

15.2.3.1 safety, emergency and rescue procedures

15.2.3.2 equipment standards and adherence to the specifications of the relevant authorities

15.2.3.3 management and replacement of equipment

15.2.3.4 Ongoing assessment and improvement of skills.

15.3 **Visual impacts**

15.3.1 See map showing location of the different areas within the Tsitsikamma Section of the Garden Route National Park, where the projects will take place.

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

15.4 **Bulk infrastructure**

15.4.1 **Electricity**

The Electricity Infrastructure in the area is well developed.
15.4.2 Water

The Wilderness Section has a well-developed water supply system that will be very crucial to all the projects.

15.4.3 Roads and tracks

The Wilderness Section of the GRNP has well maintained road system and this makes access into and out of the park very easy.

15.5 Waste management

15.5.1 Liquid wastes

A well maintained liquid waste management system in the Wilderness Section of the GRNP will be beneficial to the success of the project.

15.5.2 Solid wastes

The system and infrastructure to manage solid waste that eminates from the projects within the Section of the Park.

15.6 Fire management

15.6.1 The operator may not control natural fires occurring in the Garden National Park, except in the immediate surrounds of project areas in question and or to save human life or property.

15.6.2 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.

15.7 Commitments

Acknowledge that the operator must comply at all times with SANParks environmental guidelines, code of conduct and regulations which may change from time to time. These will be supplied by SANParks with time.
### 16. ANNEXURE 4: 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>
17. **ANNEXURE 5: BEE PROPOSAL**

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

17.1 **Commitments**

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

17.2 **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.

17.3 **Supporting information**

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

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

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

17.3.4 Give the anticipated number of construction and operating jobs.

17.4 **External BEE Verification**

17.4.1 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.

17.4.2 The BEE Verification Certificate will categorise the SPV/s according to their contribution to BEE.
17.4.3 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.

17.4.4 In the event of default by the SPV/sPrivate 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.

18. ANNEXURE 6: THE FEE OFFER

18.1 Important note to Bidders

18.1.1 Information on the PPP Fee Offer must be contained in Envelope 2 and is not to be submitted in Envelope 1 with the functionality and BEE proposals.

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

18.2 Form of Letter

To: South African National Parks

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

(a) the minimum PPP fee and

(b) the Variable PPP Fee, expressed as a percentage of the gross turnover of the operation.

The minimum PPP fee that will be adjusted annually by CPIX is as follows and is VAT exclusive:

<table>
<thead>
<tr>
<th>Bid Package</th>
<th>Camp</th>
<th>Monthly rental (excl VAT)</th>
<th>Annual rental (excl VAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Variable PPP Fee bid by [name of bidder] is ____________[percentage]% of the gross revenue of the operation (where generator power is supplied) and

The Variable PPP Fee bid by [name of bidder] is ____________[percentage]% of the gross revenue of the operation (where hybrid power is supplied).

[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.

<table>
<thead>
<tr>
<th>Bid Package</th>
<th>Camp</th>
<th>Monthly rental (excl VAT)</th>
<th>Annual rental (excl VAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid Package</td>
<td>XXXXXX</td>
<td>XXX</td>
<td>XXX</td>
</tr>
</tbody>
</table>
19. ANNEXURE 8: BID COVER SHEETS

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

Bid for the commercial use of designated routes in the Wilderness Section of the Garden Route National Park through a Commercial Permit

<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 designated routes in the Wilderness Section of the Garden Route National Park through a Commercial Permit

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

<table>
<thead>
<tr>
<th>Field</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of bidder:</td>
<td></td>
</tr>
<tr>
<td>Postal address:</td>
<td></td>
</tr>
<tr>
<td>Street address:</td>
<td></td>
</tr>
<tr>
<td>Telephone:</td>
<td></td>
</tr>
<tr>
<td>Cell phone:</td>
<td></td>
</tr>
<tr>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td>Contact person:</td>
<td></td>
</tr>
<tr>
<td>Email address:</td>
<td></td>
</tr>
<tr>
<td>Signature of bidder:</td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Capacity in which it is signed:</td>
<td></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.*