Question and Answer Document

In respect of the Bidders Conference for the Bush Braai PPP opportunities in the Phalaborwa Gate and Phabeni Gate of the Kruger National Park
1. **Is part of the Phabeni route on the Nkambeni concession?**

   No, the route does not fall within the Nkambeni concession.

2. **Why is there a variable element on the PPP Fee, instead of bidders?**
   The structure of the PPP fee is that the Operator needs to pay the higher of either a monthly minimum PPP fee, or a variable PPP fee (a percentage of turnover).

   The minimum PPP Fee serves as a mechanism to provide SANParks with guaranteed income. This income contributes towards covering SANParks’ costs related to the management of the PPP opportunity, as well as other activities related to the PPP during the Project Term (such as conservation management of the area in which the PPP project is situated). The variable fee forms part of the competitive bid process - the bidder puts forward a proposed percentage of gross revenue, based on what they deem to be fair and viable for the PPP operations, to be paid to SANParks for the use of the state’s assets.

3. **Who must provide the annual financials?**

   At minimum, the majority shareholder and the technical partner must provide annual financial statements.

4. **If the bidder is bidding as a consortium, how is the maximum turnover determined?**

   The maximum turnover is applied with reference to the turnover of each of the shareholders in proportion to their shareholding in the proposed SPV. In total, the bidder must not exceed the maximum turnover.

5. **What is the R10 million turnover based on?**

   SANParks has developed a ringfencing model, which guides the maximum turnover allowed for opportunities. This is based on the capital investment of the PPP opportunity.

6. **Do the financial statements need to be Independently Reviewed or can they be Independently Compiled?**

   The bidder may submit audited or independently reviewed and compiled financial statements – refer to clause 20.1 Financial Requirement read in full.

7. **A large company plans to support a community or trust to undertake this PPP opportunity, and does not intend on holding any shares in the SPV – is this allowed?**

   The technical partner must meet the minimum requirement for 30% shareholding in the SPV.

   It is important to note that these smaller opportunities are aimed at SMMEs – SANParks does also offer larger opportunities that large and established tourism
operators can apply for. The objective of ring-fencing is to provide opportunities for SMMEs to participate in PPP opportunities

8. **What is the limit of permanent structures allowed on the Bush Braai site?**

   The most permanent type of structure that would be allowed would be a firepit, but this shouldn’t be constructed with cement – refer to Section 3 of the Request for Proposal.

9. **Is it necessary for the OSV to carry rifles and what is the current process for OSVs in the Kruger National Park if they don’t have rifles?** Most of the roads that will be used by the Operator are public roads, which don’t require rifles.

   Rifles may not necessarily be needed during the day on the drives – however are required during night drives.

10. **With all the planned development around Phalaborwa, is it possible to allow for driving on management roads?**

    SANParks is looking at how the route can be extended. No new roads will be allowed to be constructed.

11. **How will the conservation fee work for the product?**

    Conservation fees will be charged at 50% of the normal tariff.

12. **What is the policy for children – with SANParks, game drives are limited to age of 6 and above?**

    Clause 24.13.6 RFPs The Private Party undertakes to educate guests of dangers and emergency procedures and ensure that parents\ guardians of children between 2 and 6 years old have been formally briefed before arriving on site.

13. **When will the successful bid be announced?**

    SANParks is aiming to announce the preferred bidder in November 2019; however, this is dependent on approval processes taking place within certain timelines.