Objectives

A. To provide a brief background of South African National Parks

B. To discuss PPPs in Protected Areas & SANParks

C. To communicate key attributes of PPPs

D. To provide a clear understanding of the opportunities on offer
   - Opportunity 1: Selati
   - Opportunity 2: Crocodile Bridge Bush Braais
   - Opportunity 3: Fleet Workshops

E. Allowing a forum to discuss the opportunities on offer and to clarify any concerns
A. Brief Background of SANParks

- SANParks is a state run Conservation body;
- Manage a system of National Parks:
  - 22 National Parks, i.e. Kruger & Table Mountain National Parks;
  - Over 4m Hectares of land, 6 Biomes;
  - Core Functions:
    - Nature Conservation;
    - Constituency Building; and
    - Tourism – State run tourism infrastructure – Beds (from budget to 5 Star) + 7500, Camping beds +7500
    - Public-Private Partnerships (PPP) is a key contributor to our ecotourism mandate.
B. PPP in Protected Areas

“To reduce the dependence on state funding and improving existing operational efficiencies.”

- Socio-Political Change
- Parks in remote areas / unlock potential for decent job creation
- Global: conservation bodies looking for smarter ways of funding
- SANParks – connect to society through Responsible Tourism (Vision 2020)

✓ Community (People), Business (Profit), Conservation (Planet) – Responsible Tourism / Triple bottom line
B. PPP in SANParks

- SA has leading legislation – PFMA Regulation 16.10
- SANParks is an established player in PPP’s;
  - SANParks effectively engages in Lodge Concessions (11), Shops & various restaurants (+35);
  - In addition, Cape Point Partnership, Table Mountain Cable Way, Skukuza Airport, etc.

- SANParks:
  - Currently over 2000 jobs through PPPs;
  - Over 40 PPP contracts running;
  - Seen as good implementers of PPP.
C. Understanding PPP

- Commercialize (PPP) Vs Privatize
  - Assets are leased for a period of time (PPP) / Assets are sold (Privatize);
  - Risk Transfer (broad reason for PPP):
    - Commercial risk (market, capital, operation,..) e.g. restaurants, airport (site) to Private Party;
    - Brand alignment, reputation etc. joint – Conservation + marketing = demand.

Balanced & fair relationships are critical. “Partnership” understanding Private and Public sector objectives.
D. Opportunities on offer

**Opportunity nr 1:** Operation of an accommodation product in train coaches on the Selati bridge (adjacent to the Skukuza camp)

**Opportunity nr 2:** Operation of a bush braai product in the Crocodile Bridge section of the Kruger National Park

**Opportunity nr 3:** Operation of the fleet workshops in the Skukuza, Letaba and Shingwedzi camps of the Kruger National Park
Opportunity nr 1: Operation of an accommodation product in train coaches on the Selati bridge (adjacent to the Skukuza camp)
Principle contractual terms:

- 25 year operating term (Land Claimants equity share increase over term)
- Development period of 12 months allowed (allows for sourcing, refurbishment, transport and off-loading of coaches)
- Optimal utilisation of under performing asset, job creation, revenue generation for SANParks
- Investment required – purchase/refurbishment of the coaches
  - Private Party to propose configuration (42 to 76 beds)
  - Train stagnant or can be pulled into station (no diesel locomotives to be used due to noise pollution – electric locomotives)
  - No ownership interest (Build/refurbish->Operate->Transfer/revert back) – new operator/SANParks option to purchase capital investment assets at residual value
Selati station could be used as restaurant or reception area – upgrades required

Access across bridge required during flood periods (only route between Skukuza and Skukuza Airport)

Private Party will be allowed to do game drives (including night drives) – rules as per concession rules and compliance with regulations (SATSA, etc.)

Design of sewerage integral – allow for at least 200m of sewerage piping to link up with camp sewerage system
  - Chemical holding tanks or pump design to remove sewerage from train

SANParks solely responsible for conservation management of area

Fees payable to SANParks for the right to use a state asset, but operator to collect
Section 197 – no current staff to be taken over

Staff housing allocated to Selati opportunity. Where staff stays outside the park the operator is to outline a transport model.

SANParks to appoint engineer to verify integrity of the bridge for 10 coaches and weight of approximately 500 tons – SANParks to be reimbursed by the successful bidder for this as a compliance event before operation commences.

Walk-way added to bridge allowed as long as this is designed and approved by professional engineer (and approved by SANParks) and in line with SAHRA requirements.
Selati

- Minimum rental: Highest of (1) Minimum rental of R 62,500 per month (excl. VAT) or (2) Percentage of turnover – bid percentage forms part of the scoring (sealed envelope)
  - Conservation fees as per concession rules – Paying guest to pay conservation fee equivalent to amount of local guest staying 1 night
Qualification criteria

➢ To apply (refer RFP document)

  o Financial Requirements:
    ▪ Asset value of the interested parties must be at least R 5 million
    ▪ Audited financial statements corresponding to the last two (2) years
    ▪ Annual reports for the last two (2) years

  o Financial capacity
    ▪ Outline ability to source suitable funding to perform under the PPP Agreement

  o Experience
    ▪ Proven hotel management experience in Africa of no less than 5 years (hotel management experience could include hotels on wheels i.e. overnighting on a train).
Qualification criteria

- To apply (refer RFP document)
  - The bidding company must presently be operating a minimum number of 20 rooms
  - Other:
    - Demonstrate that its shareholders are solvent
Maintenance

- Maintenance to the bridge and tracks will be done by SANParks
  - Where a flood damages the bridge to such an extent that repairs are not viable, contract termination through Force Majeure may be initiated
- The Private Party shall be responsible for the maintenance and renovation of all finishes and fittings of the interior of the building including electrical light fittings, sanitary ware, ironmongery, tiling, plastering, and painting
- The Private Party shall be responsible for the maintenance of the train
The Private Party shall be required to develop and adhere to a five year (5) year maintenance schedule which must be aligned to SANParks’ maintenance schedule.

The Private Party needs to maintain all walkways, stairs, handrails, retaining structures, Kentucky fencing and drainage structures to ensure that it is in good working order and safe for public use.

Selati building: SANParks shall be responsible for the maintenance and renovation of the exterior of the building structure, comprising of the roof structure, roof finishes and other exterior finishes which includes the following:

- foundations (Structural integrity of foundations and bases);
- superstructure (Structural integrity of walls, columns and beams);
- roof structure (roof timbers, trusses, ceilings and members);
- floor construction (Structural integrity of floor slabs and surface beds);
- external wall finishes (plastering, tiling, and painting);
- external roof finishes (thatching, roof tiles and roof sheeting);
- external drainage (from after the fat trap or gulley);
- external plumbing (up to the last shut off valve); and
- external electrical system (supply up to Distribution Board excluding Distribution Board contents).
Economic Development & Empowerment

Please note: 10% free equity to Land Claimants compulsory – as per BEE Scorecard

Initial period based on feasibility: 20 years
Term increased to 25 years to allow for an increased equity share – following model proposed:

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Share over 20 years: Successful bidder - 1800, Land Claimants – 200 (Total 2000)
Share over 25 years: Successful bidder – 1820, Land Claimants – 680 (Total 2500)

As Land Claimants have capital there is an opportunity to involve them as a funded equity partner (in exchange for greater equity share)
Evaluation process and criteria

- Functionality (60% weighting, minimum threshold 75%)
- BEE (10% weighting, minimum threshold 65%)
- PPP Fee offer (30%)
Evaluation process and criteria

- Functionality
  - Business, Operational and Design Plan (55%)
  - Financing and Capital Plan (15%)
  - Risk Matrix (10%)
  - Environmental Plan (20%)
Evaluation process and criteria

- Business, Operational and Design Plan:
  - **Background of the Bidding Company (20%)**
    - Rationale (10%)
    - Current operations (25%)
    - Track record (25%)
    - Operating standards (25%)
    - Management/Employees (15%)
  - **Operational Vision, Plan and Service Standards (25%)**
    - Products / Activities (20%)
    - Operating Standards (15%)
    - Hygiene / Service Standards (15%)
    - Proposed organizational and staffing structures (15%)
Evaluation process and criteria

- **Operational Vision, Plan and Service Standards (Cont)**
  - Menu (10%)
  - Customer Service (10%)
  - Proposed Health and Safety (10%)
  - Proposed Distribution Channels (5%)

- **Institutional Depth to sell the product (25%)**
  - Sales and Marketing (60%)
  - Understanding the market (40%)

- **Economics of the Business (25%)**
  - Initial investment (50%)
  - Turnovers (20%)
  - Gross and operating margins (20%)
Evaluation process and criteria

- Economics of the Business (Cont)
  - Fixed, variable and semi-variable costs (5%)
  - Other, i.e. OSV’s, cost to secure bridge from primates, etc (5%)
Selati

Length of Bridge and Distances

**Length of Bridge:**
- 9 arches x 34 m / arch = 306 m
  plus
- 8 linkages of 2 m each = 16 m
  equals 322 m (approximately)

**Distances:**
- From bridge (most southern point) to the gate = 77 m
  plus
- From gate to existing locomotive = 120 m
  equals 197 m (approximately)
Names of companies that can assist with coach refurbishments:

• Transnet Engineering’s Coaches Business  Nosipho Gqeke 083 461 4434

• African Railway Systems 071 679 6019 or dylan@africanrailsys.com

• CTE  021 510 1135 or investments@cte.co.za

• Naledi Rail 011 830 1470/1 or info@naledirail.co.za

• Transnet Rail Engineering 086 172 7427 or Tequeries@transnet.net
Important dates

- PPP Agreements published on SANParks website by close of business on **21 October 2016**
- Outstanding questions to be submitted to James on **james.daniels@sanparks.org** by **24 October 2016**
- All questions asked during site visits and bidders conference will be collated and send to bidders by **25 October 2016**
- Questions on the PPP Agreement to be submitted to SANParks by **26 October 2016**
Important dates

• Finals tender docs (in case of amendment) and all outstanding answers (including legal answers) to be published on the SANParks website and communicated to the bidders on **28 October 2016**

• Bids to be submitted before **11h00 on 18 November 2016**
- Feedback from Site Visits (if not covered in presentation) -

- Open forum, discussions and questions -
Opportunity nr 2: Operation of a bush braai product in the Crocodile Bridge section of the Kruger National Park
Bush Braai

Opportunity on offer

Principle contractual terms

- 8 year operating term
- Bush Braai Product in Crocodile Bridge Section of the Kruger National Park
  - Game Drives: Morning Game Drives & Night Game Drives
  - Catering: Bush Breakfast & Bush Dinner Braai
- Private Party shall provide Open Safari Vehicle (OSV’s), Guide Game Drivers, Guards on site, Chefs, Waiters and Bar attendants.
- Both Private Party and SANParks to benefit from the partnership
Opportunity on offer

Principle contractual terms

- Private Party shall also strategize on a seating arrangement with chairs and tables for tourist to seat and enjoy their meal.
- SANParks solely responsible for conservation management of area
- Fees payable to SANParks for the right to use a state asset – PPP Fees the higher of (Fixed PPP Fee R 10 000.00 or the variable Fee which is the % bided of the monthly turnover)
- Currently no staff employed at the facility. Staff to be employed from Land Claimants or local communities (Private Party encouraged)
- No housing is allocated to this operation
Qualification Criteria

- Qualification criteria will apply (refer RFP document)
  - Financial Requirements:
    - Audited financial statements corresponding to the last two (2) years
    - Annual reports for the last two (2) years
    - Asset value of at least R1 Million.
  - Financial capacity
    - Outline ability to source suitable funding to perform under the PPP Agreement (refurbishment and maintenance)
Qualification Criteria

- Qualification criteria will apply (refer RFP document)
  
  - Experience
    - **Existence**: Must have been in the Tourism industry for at least 3 years.
    - **Turnover**: Turnover in operation proposed should not be less than R 2 million per annum.
Environmental Management (Refer to the RFP document)

- Waste Management
- Noise Pollution
- Light Pollution
- Site Management
- Fire Risk Management
- Vegetation
- Health & Hygiene
- Site Security & Safety
OPERATOR RESPONSIBILITY IN TERMS OF MAINTENANCE OF THE FACILITY

- The Private Party shall be required to develop and adhere to a five year (5) year maintenance schedule which must be aligned to SANParks’ maintenance schedule.

- The Private Party shall be allowed to erect removable structures on site esp Enviroo Loo and storage facility that shall be less environmental impact.
The Bush Braai Product is not dependent on heavy usage of water and electricity. Water shall be the responsibility of the Private Party.

No erection of electricity is permitted on site.
Land Claimants & Local Communities

- Land Claimants are important to SANParks and SANParks has an obligation to channel benefits to them.
- It will be a contractual commitment from the Private Party to fill positions that becomes vacant with staff from the Land Claimants (as priority) and as second priority from local communities.
Evaluation process and criteria

- Functionality (70% weighting, minimum threshold 70%)
- BEE (10% weighting, minimum threshold 65%)
- PPP Fee offer (20%)
Evaluation process and criteria

• Functionality
  – Business, Operational and Design Plan (40%)
  – Financing and Capital Plan (30%)
  – Risk Matrix (10%)
  – Environmental Plan (20%)

Minimum threshold for all the above = 50%
Evaluation process and criteria

• Business, Operational and Design Plan:
  - Background of the Operator (20%)
    - Outline of Markets area whilst in industry (20%)
      o International (Y\N) – (60%)
      o Domestic (Y\N) – (40%)
    - Outline cooking experience for tourists (40%)
      o Do you have a Guest House, Bed and Breakfast, Lodge (Catering for Tourists) – (20%)
      o Have you catered for Picnic Groups in remote areas – (20%)
      o Have you taken Tourists on a Game Drive (Y\N) (40%)
      o How long were the game drives and were they varies in routes taken? (25%)
Evaluation process and criteria

• Business, Operational and Design Plan:
  o What are the standard game drive times? (25%)
  o Experience in running OSV-Game Drives in Kruger National Park or any Game Park in South Africa. (50%)

– Operational Plan (40%)
  ➢ Menu – (40%)
    o Will menu suite to the bush braai site? (15%)
    o Does it allow for options\tastes? (15%)
    o Does it allow for dietary options? (10%)
    o Will food presentation be in line with bush braai concept – outline concept (10%)
Evaluation process and criteria

- Business, Operational and Design Plan:
  - Does the menu contain at least the following options (10%)
    - Braai options which includes boerewors, white and red meat
    - Bakery options i.e (Garlic bread, normal bread, dumplings)
    - Dessert, i.e (Malva pudding etc)
    - Pap, sheba
    - Salad
    - Vegetables
  - Does the bush breakfast include the options (eggs, sausages, bacon, viennas and cereal package of cornflakes, muesli fruit breakfast salad, and fresh milk and yoghurt) (10%)
Evaluation process and criteria

- **Business, Operational and Design Plan:**
  - Will you provide a selection of coffees, teas and cold beverages including alcohol (license is required for this purpose) (10%)
  - Do you undertake to have a liquor license once you commence with operations of the bush braai product. (10%)

- **Site Plan – (30%)**
  - Submit a site layout plan with reference to at least the following; Dining section, Food preparation section, Drink \ beverage section, Fire pits locations, Enviroo loo section and Vehicle parking section (80%)
  - Outline initiatives to cater for people with disabilities i.e. (wheel chairs, blinds, deaf, walk in crutches etc.) (20%)
Evaluation process and criteria

- Business, Operational and Design Plan:
  - Décor Plans – (30%)
    - Outline plans to make the site attractive and to adapt décor to compliment the bush braai Site (100%)
  - Market Reach and Turnover Plans (10%)
    - Outline strategies to attract international and domestic visitors to the Bush Braai Product (70%)
    - Outline Initiatives of optimizing turnover (complement products) – biltong, nuts, storytelling, Telescope adventures - movable etc. (30%)
Evaluation process and criteria

• Business, Operational and Design Plan:
  - Logistical Plans (10%)

  Operator must outline logistical plans of the following;
  
  ➢ Catering: logistical plans from the business store warehouse - to the Park’s bush site area, which involves (Food, Drinks and Equipment etc.) (30%)
  
  ➢ Staff\Employees: outline timetable schedules for the transport of staff from the store warehouse to the Park’s bush site and their return. (30%)
  
  ➢ Guests\Tourists: interlink of the guests’ bookings, guests’ pick-ups, drives, bush breakfast\braai, return plan and timetable schedule. (40%)

  - Regulations and Qualifications (10%)

  The Private Party should demonstrate the following;
  
  ➢ Commitment to comply with the South African Tourism Association regulations (SATSA). (30%)
Evaluation process and criteria

- **Business, Operational and Design Plan:**

  - **Regulations and Qualifications (10%)**

    The Private Party should demonstrate the following:
    
    - Commitment to comply with the South African Tourism Association regulations (SATSA). (30%)
    - Provide a trained and skilled Guide with the following qualifications: (40%)
      - Cathsseta qualification TGSP02 Level 2 nature site guiding; (25%)
      - First Aid level 1 certificate; (25%)
    - Valid driver’s license for vehicle being used; (25%)
    - Valid Professional Drivers Permit (PDP). (25%)
    - Provide a trained and skilled Guard with the following qualifications; (30%)
      - Field Ranger Skills Program (NQF level 2) and Rifle handling at National Qualification Framework. (100%)
Evaluation process and criteria

• Business, Operational and Design Plan:
  
  – **Road Safety Initiatives (10%)**
    
    Due to the risk and dangerous nature of National Parks especially with wild and aggressive animals, the operator must outline the following:
    
    - Road Assistance Plans and resources of action while inside the Park (60%)
    - Emergency Response Plans and resource of action (30%)
    - Other safety initiatives (10%)
  
  – **Maintenance Schedule(2.5%)**
    
    - Existing training programs (weighting 30%)
  
  – **Existing Processes(2.5%)**
    
    - Private Party undertakes to compile(SOP) for the operation of the Bush Braai Product(80%)
    - Private Party must provide training plans of staff that shall be employed for the operations and duration of the project term(20%)
Important dates

- PPP Agreements published on SANParks website by close of business on **21 October 2016**
- Outstanding questions to be submitted to banele.malie@sanparks.org by **24 October 2016**
- All questions asked during site visits and bidders conference will be collated and send to bidders by **25 October 2016**
- Questions on the PPP Agreement to be submitted to SANParks by **26 October 2016**
Important dates

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- Feedback from Site Visits (if not covered in presentation) -

- Open forum, discussions and questions -
Opportunity nr 3: Operation of the fleet workshops in the Skukuza, Letaba and Shingwedzi camps of the Kruger National Park
Principle contractual terms:

- 5 year operating term (changed from initial 10 year term due to opportunity to move operations to Lisbon Estate)

- Private Party responsible for the following:
  - Service, break down and maintenance of all SANParks fleet vehicles
    (approximately 280 vehicles)
  - Break down services for tourists who requires such a service
  - Service, break down and maintenance of SANParks’ staff and concession lodges vehicles if and when required and where capacity of the Private Party allows
    (not an exclusive right – staff and concession lodges to decide to make use of service)
Principle contractual terms:

- panel beating services to SANParks’ fleet vehicles that were in accidents
- logistics and warehousing of spare parts
- despite the fact that SANParks may buy tyres through the Government tender, the Private Party should implement suitable but reasonable models to ensure availability of tyres
- deliver emergency road services 7 days a week (fully functional during times when camp gates are open and on a standby basis when camp gates are closed)
- initiate process to ensure that compressors are functioning optimally
- No ownership interest (Build/refurbish->Operate->Transfer/revert back)
Principle contractual terms:

- do canvass repairs to open safari vehicles
- Investment required – purchase of stock and assets
- SANParks solely responsible for conservation management of area
- Fees payable to SANParks for the right to use a state asset, but operator to collect
- Section 197 – applies to fleet workshop staff (17 staff members to be taken over by new operator – conditions of employment may not change)
- Staff housing allocated to workshop – rental payable as per KNP Tariffs document
Principle contractual terms:

- Parts can be sent with SANParks transport free of charge twice per week. If emergency parts need to be sent, the Private Party will be responsible for this.
- Minimum rental: Highest of (1) Minimum rental of R 56,500 per month (excl. VAT) or (2) Percentage of turnover – bid percentage forms part of the scoring (sealed envelope).
Qualification criteria

➢ To apply (refer RFP document)
  o Financial Requirements:
    ▪ Audited financial statements corresponding to the last two (2) years
    ▪ Annual reports for the last two (2) years
  o Financial capacity
    ▪ Outline ability to source suitable funding to perform under the PPP Agreement
      (capital for refurbishment of the workshop, maintaining the workshop and purchase of assets and stock)
  o Experience
    ▪ Operated at least two (2) workshops with a combined annual turnover of R 2 million per annum.
Qualification criteria

➢ To apply (refer RFP document)
  ▪ The operations should have been in existence for at least 3 years whilst achieving the above turnovers.
  ▪ Service a minimum of 150 vehicles per year
  ▪ Toyota, Nissan and Isuzu accreditation
Maintenance

- The Private Party shall be responsible for the maintenance and renovation of all finishes and fittings of the interior of the workshop buildings including electrical light fittings, sanitary ware, ironmongery, tiling, plastering, and painting. Where a building is open, such as the workshop area, all under roof areas will be seen as interior.

- The Private Party shall be required to develop and adhere to a five year (5) year maintenance schedule which must be aligned to SANParks’ maintenance schedule.
The Private Party needs to maintain all walkways, stairs, handrails, retaining structures, Kentucky fencing and drainage structures to ensure that it is in good working order and safe for public use.

SANParks shall be responsible for the maintenance and renovation of the exterior of the building structure, comprising of the roof structure, roof finishes and other exterior finishes which includes the following:

- foundations (Structural integrity of foundations and bases);
- superstructure (Structural integrity of walls, columns and beams);
- roof structure (roof timbers, trusses, ceilings and members);
- floor construction (Structural integrity of floor slabs and surface beds);
- external wall finishes (plastering, tiling, and painting);
Fleet Workshop

- external roof finishes (thatching, roof tiles and roof sheeting);
- external drainage (from after the fat trap or gulley);
- external plumbing (up to the last shut off valve); and
- external electrical system (supply up to Distribution Board excluding Distribution Board contents).
Economic Development & Empowerment

✔ Private Party to score at least 65% on the BEE Scorecard
✔ Targets to be set to score optimal points (annual verification of BEE score by BEE verification agency)
Evaluation process and criteria

- Functionality (85% weighting, minimum threshold 65%)
- BEE (10% weighting, minimum threshold 65%)
- PPP Fee offer (5%)
Evaluation process and criteria

• Functionality
  – Business, Operational and Design Plan (55%)
  – Financing and Capital Plan (20%)
  – Risk Matrix (10%)
  – Environmental Plan (15%)
Evaluation process and criteria

- **Business, Operational and Design Plan:**
  - **Experience of the Operator (25%)**
    - Experience in running workshops (40%)
    - Experience in relation to Emergency Road Services (10%)
    - Detailed information on the variety of vehicles that you have worked on (15%)
    - Detail on the workshop operated with specific reference on the number of staff employed (15%)
    - Detail on agreements in place to ensure optimal spares availability (inclusive of tires) (10%)
    - Experience servicing other motors, i.e. golf carts and tractors (10%)
Evaluation process and criteria

• Business, Operational and Design Plan:
  – Optimising service delivery (45%)
    ➢ Outline plan to ensure that all three workshops (Skukuza, Letaba and Shingwedzi) render a good service to the park (15%)
    ➢ Outline Standard Operating Procedures (SOP’s) that will be implemented to ensure quality service (10%)
    ➢ Undertaking to obtain and maintain accreditation of vehicles in the SANParks fleet (15%)
    ➢ Outline communication systems and channels that will be implemented to ensure good service delivery (10%)
    ➢ Outline Emergency Road Services (ERS) processes – outline specific processes (10%)
    ➢ Model to ensure that panel beating services and repairs to canvas happens (10%)
Evaluation process and criteria

- Business, Operational and Design Plan:
  - Detail on the anticipated spare warehouse model and distribution processes (15%)
  - Model to ensure availability of tyres when required (5%)
  - Undertaking to become AA-approved dealer in order to assist with breakdowns of AA customers in the park (5%)
  - Focus on administration – systems to be used to ensure accurate calculation of rental fees owed to SANParks (5%)

- Workshop design (25%)
  - Outline any changes that is anticipated at the workshop to ensure optimal service delivery (100%)
Evaluation process and criteria

- **Business, Operational and Design Plan:**
  - **Staff Housing (25%)**
    - In light of limited capacity in terms of staff housing, outline your model to house more staff (should this become a requirement) (100%)
Important dates

- PPP Agreements published on SANParks website by close of business on 21 October 2016
- Outstanding questions to be submitted to James Daniels / james.daniels@sanparks.org by 24 October 2016
- All questions asked during site visits and bidders conference will be collated and send to bidders by 25 October 2016
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Important dates

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THANK YOU