REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL PARKS IN RESPECT OF THE SKUKUZA SAFARI LODGE MANAGEMENT AGREEMENT IN THE KRUGER NATIONAL PARK

- QUESTIONS AND ANSWERS DOCUMENT-

Question 1 Related to 5.4.2.2 Subcontracting as a condition of tender – The successful Operator must subcontract a minimum of 30% of the project to - Kindly advise how SANParks would like to see this work – what kind of operations i.e. Is this for laundry, transport etc? Not for the lodge management?

Section 5.4.2.1 of the Information Memorandum states the 30% partnership is required for lodge management (hotel operations). Subcontracting is a further 30% requirement that is separate from 30% partnership required for lodge management.

Opportunities for subcontracting and preferential procurement are listed under Section 18.4. Laundry and game drive services are non-negotiable.

Question 2 Related to 5.4.2.5 At least 51% of total measured procurement spend must be from black South African Suppliers within a 200km radius of the Skukuza Safari Lodge; Is black suppliers defined as 100% owned or 51% owned?
Section 6.4.4.5 of the Information Memorandum states that the EME/QSE (suppliers) must be at least 51% black owned by black people or black youths or black women.

Question 3 Will pulling the fibre from reception to the lodge require any kind of EIA? We assume it won’t be needed as the camp is already in disturbed land and it should trigger any other environmental factor, could you confirm if this is the case for the sake of timing?

A complete EIA was conducted for the development. An Environmental Management Plan will be required. Tracy Peterson to confirm at Bidders Conference.

Question 4 Can we please obtain the lodge organogram that was prepared?

See organogram attached to this mail.

Question 5 What is the date that SANParks would like to open the Safari Lodge?

The operational date is anticipated to be 1 March 2019.

Question 6 Would the Operator be permitted to offer bush walks? Would the walks be done by SANParks’ guides?

The Operator will be permitted to offer bush walks. Day walks should become part of subcontracted game activity opportunity in accordance with SANParks standards and requirements and with approval of areas, volumes and duration of such bush walks.

Question 7 Is it the operators responsibility to cover all costs associated with maintenance (i.e. not a reimbursed expense)? Does this also include any replacement of stock items from wear and tear over the 10 year management contract?

All approved operational expenses, including maintenance of buildings. Furniture and fittings and hotel inventory, incurred on behalf of SANParks, will be reimbursed to the Operator. The Operator is responsible to provide a 5% reserve on income that will be
placed into a separate account to be managed by the Operator and audited by SANParks. Replacements are paid from this account.

Question 8 To confirm – there will be a lease agreement between SANParks and the Operator for the 4 staff houses and the 16 overnight rooms which are located at the lodge? What will be the estimated cost of this lease agreement?

There may be lease agreements required, however there will be no cost to the Operator for the 4 staff houses and 16 overnight rooms. The lodge management should also consider the housing allowance for the staff that stays outside.

Question 9 With regards to operating expenditure on the lodge – would the Operator be required to obtain 3 quotes for all purchases? Would quotes only be necessary for expenses which are not covered in the monthly operational expenditure budget?

Yes, quotes will only be necessary for expenses not covered in the monthly operational budget.

Question 10 To confirm – the cost of the compliance certifications and licenses, will this be a reimbursed cost or solely for the Operator?

All approved expenses related to required accreditation, certification and licencing will be reimbursed to the Operator.

Question 11 With regards to the recruitment of staff – during the recruitment phase what is the policy on current Skukuza staff and staff from surrounding camps applying for jobs at the Safari Lodge?

The Operator is not prevented from recruiting from existing SANParks staff.

Question 12 With regards to Kruger gate access for staff and deliveries - which gates may be utilised and/or is there a designated gate and what would
the staff/supplier registration process entail?

*The Kruger Gate.*

**Question 13** If we form a joint venture to bid as the Operator, the joint venture may not yet have a verification certificate as a Level One Contributor – what would SANParks require of the Operator to prove that it will be verified as a Level One Contributor as soon as the verification process is complete?

*The JV must commit to obtain a Level One Contributor accreditation before signature of the Management Agreement.*

**Question 14** If we formed a joint venture to become a Level One Contributor and the partner is in the hospitality industry and at least 51% black owned, would we need to form an additional 30% partnership?

*Not if the partner meets the minimum criteria for a BEE partner. The criteria was explained at the briefing session as detailed below:*

30% partnership with EME/QSE in the hotel/hospitality industry which is at least 51% black owned (SPV, JV etc.)

*Qualification criteria for the EME/QS*

- Must have experience of operating 20 beds or more

- For a minimum of 2 years

*Verification - auditors letter/ financial statements*

**Question 15** When would the 30% partnership with an EME or QSE need to be effective from?

*Before signature of the management agreement.*
Question 16  Confirm that the full management of the conference centre including staffing and holding of 100% inventory will fall onto the Management Co.

*Full management will form part of the agreement. The staff will not be transferred to the Operator but the Operator may recruit the staff currently assigned to the Conference Facility.*

Question 17  Confirm exactly what the CAPEX contribution of R25-R29M is to be used for and date required?

*Details to be provided at the Bidders Conference.*

Question 18  If SANPARKS constructed the building according to GSSA standard why is the obligation of registration with the Manager and not the OWNER

*The Management company, as the GSSA EBP (Existing Building Performance) registration refers to the green operating of the existing building and ensuring that it performs within the 4 star criteria.*

Question 19  Please expand on the thought process of outsourcing the OVS services. The requirement is estimated at 30 vehicles which is almost an impossible capital outlay of R30M for a small company?

*Secondary business opportunities were sought that could benefit the land claimants communities. It is neither envisaged, nor a requirement that the Operator needs to be able to provide OSV capacity for all beds in the Safari lodge. It is envisaged that the appointed OSV operator will invest in a small number of vehicles and have agreements with industry to be able to increase seat offering should the need arise.*

Question 20  Also comment regarding the guides who would have to live offsite and make the early morning/late afternoon evening drives difficult
That is the purpose of the 16 sleep over units at the Lodge.

Question 21  Will the OVS operation be subject to times and rules of EXTERNAL OVS companies or will there be extended Game drive times etc?

OSV operation will be permitted to provide night and early morning drives (as SANParks operated drives are) to operate outside official gate hours.

Question 22  Please confirm that Roomseeker has a seamless integration to SANParks reservations program

Roomseeker is SANParks’ current reservation and property management system and this is currently under replacement. Roomseeker also has the web module allowing for web bookings.

Question 23  Please clarify the Park and Ride facility?

SANParks intend developing a park and ride facility at Kruger Gate where visitors could park their vehicles and use the official lodge OSVs while in Kruger and the Operator should introduce incentives to motivate guests to make use of this facility.

Question 24  Note : Annex 6 Point 25.6.2 (error?)

The Operator shall be obliged in terms of the Management Agreement to, at a minimum, adhere to the requirements in Annexure 6. In the event of default by the Operator to comply with this provisions and the Operator 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 Management Agreement with immediate effect by written notice to the Operator.

Question 25  Please confirm where PRE OPENING budget will be allocated?

Details to be provided at the Bidders Conference.

Question 26  Please clarify the term EBITDA
Earnings before Interest Taxes Depreciation & Amortisation.

Question 27 Note – Annex 10 – Bid Bond wording refers Malelane Safari Lodge?

Error – should be Skukuza Safari Lodge

Question 28 Please expand on how the banking and payment allocation is forseen to work? Will the manager have full access and management of the Skukuza Safari Lodge account in order to properly run the business

Operator must ensure that all the revenues and deposits received for future bookings are banked into the SANParks bank account. The Operator will be provided an advance equivalent to the average monthly operational expenditure. The advance remains the property of SANParks and must be accounted for at termination of the agreement. All expenditure will be incurred by the Operator in accordance to the business plan and income statement as submitted during the bidding process. Upon submission to SANParks of reasonable invoices and receipts for expenses incurred by the Operator, SANParks undertakes to reimburse within 7 working days of such submission.

Question 29 Is there a protocol for funding shortfalls in budget and limiting overspend.

The Operator to incur such reasonable expenditure in its discretion.

Question 30 Please confirm the date of draft MANAGEMENT agreement as I am sure this will clarify many points.

Unfortunately the SANParks Legal Services Department has not concluded the Management Agreement, it will be made available as soon as possible. If not available for the Bidders Conference, the preferred bidder will have ample opportunity to negotiate the terms of the management agreement post award.

Question 31 When will the “Management Agreement” Pack be available?
See Question 30.

Question 32 Can a bush-braai experience be offered through the lodge and operated by the lodge operator?

Yes, can be offered, but will be operated under a PPP Agreement.

Question 33 In terms of the SPV creation – does the SPV need to be created before the bid submission or can it be constituted only once the tender has been awarded – especially if the operator and the operators partner are rated level 1 on the BBBEE scorecard?

The commitment to partner must be made with bid submission. It must be legally constituted prior to signature of the management agreement.

Question 34 Can Cattle Barron be a supplier to the lodge and can guests eat at this establishment as well?

Yes

Question 35 In point 19.4.2.2 it states that subcontracting is a condition of tender …."the successful operator must subcontract a minimum of 30% of the project to an EME or QSE which is at least 51% black owned". I'm not sure how this works? What exactly do you subcontract? Laundry? Security? Or does this relate to the partnership share of 30%?

Section 5.4.2.1 of the Information Memorandum states the 30% partnership that is required for lodge management (hotel operations). Subcontracting is a further 30% requirement that is separate from 30% partnership required for lodge management.

Opportunities for subcontracting and preferential procurement are listed under Section 18.4. of the Information Memorandum Laundry and game drive services are non-negotiable.

Question 36 Will SANParks provide the environmental framework to the Operator
and then record what is expected of the Operator? This is in reference to Annexure 4: Environmental Proposal.

The Environmental Guidelines are detailed in Schedule 5 of the Information Memorandum

Question 37 Clause 25.6.2 under the External BEE Verification (25.6) is incomplete – please provide the correct/missing wording?

See Answer to Question 24.

Question 38 What are the safari-related activities?

Game drives and game walks.

Question 39 Will staff housing be provided or rented to the operator?

There will be no cost to the Operator for the 4 staff houses and 16 overnight rooms – rest of staff will stay outside and will receive a housing allowance.

Question 40 Can the operator use its own branding or is this subject to approval from SANParks? If so, to what extent can branding be initiated on the property?

Allowance is made for co-branding together with the Wild brand. See information pack attached. Operator branding highlighted in red.

Question 41 Is there a possibility of the lodge being extended in the future?

No, an extension to the lodge is not envisaged in the foreseeable future. The site, bulk services and guest impact in the south restricts additional development in Skukuza

Question 42 Does SANParks have a list of suppliers in the area? If so, can this list be provided?
The Bidders can access the SANParks Supply Chain Management database for potential suppliers.

Question 43  Does SANParks have a list of equipment, operating stock, etc. that needs to be replaced or refurbished in the Conference Facility? If so, can this be provided?

The Bidder must assess status in this regard and indicate refurbishment, replacement or acquisition in their bid submission.

Question 44  Does SANParks have a list of the detailed Capital Requirements, Operating Equipment and Operating Supplies for the lodge? If so, can this be provided or does the Operator have to provide their own lists and costings?

To be further discussed at the Bidders Conference.

Question 45  Is the gate fee for guests staying at the lodge going to be paid by the guest on entry to the park or is it the responsibility of the Operator to collect this on check-in on behalf of SANParks and pay it over monthly? Also will this fee be a per day fee or per stay fee? Will the rate charged to guests be based on guest nationality or will the gate fee be a flat fee based on local rates?

All guests will be subject to the SANParks Conservation Fee payment requirements. This is a three tiered structure, for SA residents, SADC national and international; guests at a ratio of 1:2:4 respectively. SA residents have to provide proof of residence through one of the stipulated documents proving this, whilst SADC nationals have to provide a SADC passport. All others are subject to the Standard Conservation Fee and this is payable per night for overnight guests. Conferencing guests) that pay the daily conference fees) are not charged Conservation Fees for the day/s that they pay conference fees. Conservation Fees for overnight guests is payable at the Lodge together with other expenses incurred. Proof of such payments has to be presented by guests at the gate when departing from the Park.
Question 46 Is the community levy payable by guests on a per day basis when staying at the lodge and is this equivalent of 1% of the room rate? Will this have to be paid over to SANParks as well or will this be waived?

A 1% contribution to the Community Fund is to be added to all overnight, conferencing and activity fees charged.

Question 47 Can you please provide clarity on the 4 tourism-related enterprises that needs to be implemented over the 10 year tenure? Do we need to provide the details of such enterprises and how it will be implemented or do you want us to acknowledge that we will meet this requirement?

The 4 enterprises to be developed is a commitment that needs to be acknowledged. Implementation should be staggered over the term i.e. one operational by year 2, next one by year 4, third one by year 6 and final one operational by year 8.

Question 48 Throughout the Bid Documentation, bidders are required to acknowledge that they will meet certain specified requirements. Will these requirements be detailed in the Management Agreement or is it expected that the bidder records these commitments individually in their Bid submission?

It is expected that Bidders acknowledge all commitments required in the RFP in their bid submissions. Bid submissions will form part of the management agreement.

Question 49 In terms of the obligatory requirement to subcontract (18.4.1) for the items such as Laundry/Linen Room and the Safari Outings and Game Drives (18.4.2), does this have to subcontracted at the outset of the tenure or can it be subcontracted at any time within the tenure by the operator?

It will have to be subcontracted before Operation Commencement Date i.e. anticipated 1 March 2019.
Question 50  Also in relation to the subcontracting above does the operator have to purchase the equipment for the subcontracted business or will this be paid for by SANParks or must the subcontractor provide the setup costs? Example: Game Drives → you purchases the OSV’s and kits it out to KNP standard, etc.

*Please see answer to Question 19. Subcontractor to arrange the funding requirements for the subcontracted business.*

Question 51  Section 6.4.2.2 on experience states “proven ability to manage at least two properties of 100 beds plus each, currently in operation”. We currently run level 1 BEE contributor with more than 51% black female youth owned lodge. The lodge has 30 years’ experience and possesses 110 keys (250 beds), 7 conference venues, a restaurant, a spa and a chapel (for weddings). Kindly advise if we qualify to tender alone (based on our profile).

*Yes, you will qualify.*

Question 52  We prefer to tender for this project using a new entity, kindly advise if that will be acceptable.

*It will be acceptable providing that it meets all the required qualification criteria.*

Question 53  Please confirm the SANParks PMS system that we will need to integrate with. If possible the name and the version.

*Currently SANParks uses Roomseeker as its Reservation and Property Management System and is currently acquiring a new system.*

Question 54  Will the lodge facilities, in particular food and beverages, be open to all KNP guests? I.e. walk-in business

*Yes*
Question 55  With the requirement that all employees are employed by the operator, please confirm the “handover” process and any liabilities on the owner to staff on termination of the management contract.

*Employees employed by the Operator at the time of termination of the agreement will be transferred to the new Operator in terms of section 197 of the Employment Act.*

Question 56  How is the pre-opening operations budget going to be handled? Pre-opening staff salaries and costs, staff training, pre-opening marketing, launch budget and event etc.

*Please see response to question 28.*

Question 57  Fire life and safety – we noticed no fire suppressant systems in the public areas or bedrooms. Is there a reason, and how does it affect future insurance premiums. Does it conform to international hotel bust practices/requirements, in particular as the roof is thatch.

*Yes the firefighting systems have been designed to conform to the latest SANS standards for a hotel and SANParks’ insurance will cover the building and all assets. The thatch roofs are covered with ridge irrigation and are sprayed with a fire retardant.*

*Hotel best practices depends on a stated code and standard base, as well as additional requirements contained in a hotel operator’s brand standards.*

*Brand standards are normally made mandatory within the management agreement. Within brand standards further stipulations would be made as to the code and standard based to be applied during the design (NFPA, etc).*

*With no management agreement in existence during the design and construction processes, and with the hotel constructed within South Africa, the design was done to conform with the South African legislative framework (Act No. 103 of 1977, as amended) and associated building regulations (SANS10400-series).*

*Related to the public areas, and automatic sprinkler system is only required per SANS10400 Part T if non-divided area exceed that stated in Table 3 (provided) below.*
The occupancy classification for the public area would be A1 – the area within the hotel is less than 2500m, thus no sprinkler system was provided for.

### Table 3 — Maximum division areas

<table>
<thead>
<tr>
<th>Occupancy</th>
<th>Maximum division area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No fixed automatic fire extinguishment installation</td>
</tr>
<tr>
<td></td>
<td>One storey</td>
</tr>
<tr>
<td>E1&lt;sup&gt;a&lt;/sup&gt;, E2&lt;sup&gt;a&lt;/sup&gt;, E3&lt;sup&gt;a&lt;/sup&gt;</td>
<td>1 250</td>
</tr>
<tr>
<td>E4</td>
<td>250</td>
</tr>
<tr>
<td>A2, B2, B3, C1, C2, C2, G1</td>
<td>No limit</td>
</tr>
<tr>
<td>A4, A5, D3, J3, J4</td>
<td>No limit</td>
</tr>
<tr>
<td>All other occupancies</td>
<td>2 500</td>
</tr>
</tbody>
</table>

<sup>a</sup> The maximum division area on any storey, and all such divisions, shall be interconnected.

Related to automatic sprinklers within the rooms, the requirement depends on various material aspects relating to combustibility, with the material installed within the rooms conforming to requirements for having non-sprinkler protected rooms.

Related to the thatched roof – a deluge sprinkler system has been installed on the roof ridge, which can be activated to wet the thatch. The thatch have further been sprayed with a fire retardant.

**Question 58**  
Who is responsible for insurance? We note point 19.2.2 of the Info Memo Under USALI the owners are responsible for “land and building” and operator for “liabilities”.

SANParks will insure the building, contents, stock, consumables and loss of revenue, as well as public liability for instances where SANParks are alleged to have been negligent. The Operator will need to have sufficient public liability insurance for instances where the Operator is alleged to have been negligent.

**Question 59**  
Will USALI be the guiding document for providing the operating statements (operator management accounts).
NO, SANParks accounting standards are aligned to GAAP – Generally Accepted Accounting Principles.

Question 60 What is the rationale for the incentive fee to be based on EBITDA as the Operator is normally incentivised on his management of the operations, i.e. up to GOP or AGOP, and not on costs that are not in his control (such as below GOP – rates, rent, insurance, other).

SANParks requires the Operator to control all costs under its control. Costs for insurance etc. will be fixed amounts and will form part of the operational expenses budgeted, hence the incentive fee is based on EBITDA.

Question 61 The Nombolo Mdluli Conference Centre - Please provide legal entity and thoughts on how the business is going to be integrated with the operator management agreement.

The Operator is responsible for the management of the conference facility and lodge as is often the case in hospitality service providers.

The conference centre is not a legal entity, it is a state owned property.

Question 62 The Nombolo Mdluli Conference Centre - Are assets going to be transferred.

All assets – safari lodge & conference centre – remain SANParks’ property but are managed by the Operator. The Operator will therefore take accountability for these from the start of the agreement, keep SANParks informed of changed status during agreement and relinquish accountability upon termination of the agreement.

Question 63 Conference Centre - Staff transferred?

See answer to question 16.

Question 64 Conference Centre - The book including debtors and creditors.
SANParks is accountable for all debtors and creditors to be managed by the Operator.

Question 65  Conference Centre - Is revenue to be included in the hotel operations business model. If yes, please provide a) Indication of current day delegate rates/rate sheet for all packages for the conference centre (weddings etc) b) Financials/management accounts c) Inventory or asset registry (to identify additional operating equipment requirements)

The revenue from both facilities will form part of the Management Agreement.

See answers to questions 43 and 62. All costs are to be reimbursed by SANParks hence no risk to the Operator.

Discussions will be continued at the Bidders Conference.

Question 66  RFP paragraph 5.4.2.3 - Are South African employees both citizens and permanent residents?

Citizens

Question 67  RFP paragraph 5.4.2.6 – Can you please provide an indication on how this is to be managed and “policed”. For example, are all four enterprises to be developed from day 1?

See answer to question 47.

Question 68  RFP paragraph 13.2.1.1 – What will be classed as gross revenue – are all third party (Safari Tours) board through the operator included?

Gross Revenue shall be defined as any and all income or revenue received by or accruing to the Private Party or its cessionaries and successors-in-title from all activities carried on at or by virtue of the Project, in any manner, directly or indirectly, as is or would normally be included in gross revenue in terms of GAAP and including the deemed value of any payments or benefits received by the Private Party that take a form other than a monetary form. Without derogating from its generality, the term “gross
“revenue” shall mean revenue based on the landing fees for scheduled flights and charter operations, airport taxes, passenger service charges, and the revenue derived from the retail and car rental facilities and fuel sales, before the deduction of: bad debts (or provisions therefore); commissions or similar consideration paid or payable; cash, credit-card or similar discounts or commissions; costs and expenses other than trade discounts granted in circumstances that are not arm's-length or to a related party; and gross revenue shall include: commissions received or receivable; rentals and other fees received or receivable; but shall exclude: sales tax, value-added tax and any other similar impost levied on gross revenue (or any of its components) that is normally included in or added onto the tariffs or prices charged to guests or customers and which is not normally included in gross revenue in terms of generally-accepted accounting practice; interest received or receivable; the proceeds of, profit or surpluses on the disposal of non-current assets; transfers from reserves; and bad debts recovered.

Question 69  
RFP paragraph 16 – Bid Bond – is this going to be lodged in an interest bearing instrument with rolled up interest payable to operator on termination of the bond requirements i.e. the ten year term?

No, the bid bond is a guarantee issued by the bank and not cash transferred into a SANParks account. Bids will be returned to the unsuccessful bidders.

Question 70  
Info Memo paragraph 7.1 - Please clarify operational commencement date

The date of actual operation anticipated to be 1 March 2019.

Question 71  
Info Memo paragraph 7.2.5 - What is the financial year. Is this SANParks or the Operators year end

It is SANParks’ financial year end as the audited accounts will be used to determine the fees payable to the Operator. The financial year end is 31 March.

Question 72  
Info Memo paragraph 7.5.5 - The incentive scheme - is this to be developed by the operator, or is the operator to implement a SANParks
incentive

This is to be developed by the Operator in collaboration and agreement of SANParks.

Question 73  Info Memo paragraph 10 - Please provide updated project timetable

The timetable is still the same with the exception of the management agreement – awaiting feedback from the Legal Services Department.

Question 74  Info Memo paragraph 11.1.3 - Just an observation – parking maybe insufficient in particular if the operator is to focus on the conference market. Say 90 bays with say 250 beds seems very light for a 700 seater facility as well

Most conferences will include accommodation. Therefore delegates will also be lodge guests. Parking was determined accordingly.

Question 75  Info Memo paragraph 11.2.1 - Forex requirements – is this to be an outsourced service or is the operator to use SANParks or acquire its own licence to transact in Forex

This is to be initiated and managed by the Operator.

Question 76  Info Memo paragraph 11.6.1 - Can the operator utilise the laundry facility at the hotel through developing (enterprise development) a land claimant’s own business “on property” with some form of lease or agreement

Yes, but only until the community laundry are ready to service the full laundry service.

Question 77  Info Memo paragraph 12 - Please provide drawings

Attached to e-mail.

Question 78  Info Memo paragraph 17.4.1 - When will introductions be made with
local communities for involvement in the bid process

*Introductions with local communities cannot be made prior to contract award due to the expectations that are created by numerous bidders approaching the communities. Upon contract award anticipated end October 2019, such information will be made available to the Bidder. Community commitments are acceptable for purposes of the Bid.*

**Question 79**  
Info Memo paragraph 18.4.1.1 - Does this have to be limited to one activities organiser How is the vetting undertaken as the outsourced staff will/may need qualifications (tour guiding) as well as conform to possible operator standards

*No, it can be more than one organiser as long as the co-ordination is managed. The vetting in terms of qualifications and weapons will be done by SANParks similar to all other concessions.*

**Question 80**  
Info Memo paragraph 19.1.9 - Who or how are these targets set

*SANParks uses a 2% savings target as agreed by the Board and will use the first year to set a baseline and from there we will use a 2% annual saving target.*

**Question 81**  
Info memo paragraph 19.2.2 - Noted do we know costs and will they be charged to the hotel

*SANParks will be liable for the insurance of both facilities.*

**Question 82**  
Have these items been specified and/or designed where applicable, for example a) uniform design – have they been designed b) 100 thread bed linen – has this been confirmed as the requirement or can the operator provide the different specification.

*Uniforms have not been designed. Uniform brief attached. Linen thread count 200TC 100% cotton.*
Question 83  CAPEX and OPEX : Food and Beverages - we note game drive equipment is also operator responsibility. Is this standard practice within the KNP

**CAPEX and OPEX requirements will be detailed at the Bidders Conference.**

Question 84  Conference - Is there an existing Capex/Opex forecast/plan

*See answers to questions 43 and 62.*

Question 85  Conference - Is there a 5 year Capex plan with top level costings

*See answers to questions 43 and 62.*

Question 86  Conference - When are major upgrades due – thoughts are software upgrades etc.

*See answers to questions 43 and 62.*

Question 87  Conference - What PMS/booking system does the centre use in order to be able to align with the hotels PMS

*Please refer to question 22.*

Question 88  Do we have to specify the 4 SMME opportunities in our bid document?

*See Question and Answer 47.*

Question 89  Am I correct in saying the only benefits the claimants will get from the operator are job, SMME and sub-contractor opportunities? In other words they do not have to be part of the Management Company?

*See answer to Question 1 - states the 30% partnership is required for lodge management (hotel operations). This partnership could be with the land claimants.*
Question 90  Please provide us with any advance bookings on the conference centre in order for us to build it in the budget.

*Phuti Namethe to provide.*

Question 91  Please provide a list /schedule of work still to be done to justify the R29m.

*This will be provided to Bidders at the Bidders Conference.*

Question 92  Will SANPARKS provide the operator with a guarantee on the repayment of the R29m?

*Will be clarified at the Bidders Conference.*

Question 93  I cannot recall if there is a workshop on site for repairs – please clarify. If not, will it possible to use a KNP workshop facility.

*The lodge has its own workshop and storerooms to handle the maintenance. The KNP Workshop can be used for the vehicle maintenance and repairs.*