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SIX KNP CONCESSIONS RETENDER CLUSTER 1 BIDDERS CONFERENCE 16/10/2024

Please Note: This is the presentation used at the Bidder Conference. Some points/clauses that were agreed to be clarified or considered further will not reflect here. Continue to check for updates on the Website.





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WE WELCOME ALL POTENTIAL BIDDERS

Objective of the Bidders Conference:

- To prepare bidders for the upcoming tender process
- To ensure bidders understand what needs to be submitted and assist bidders to submit high quality bids
- To outline the evaluation process and expectations of information provided



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AGENDA FOR BIDDERS CONFERENCE

1. Purpose of Conference
2. Introduction of SANParks Team
3. Rules of Engagement
4. Concession Opportunities in this Tender Cluster
5. Timetable
6. Principles for Bidding Process
7. Documents Provided
8. Clarifying the RFP
9. Some Generic Question Responses
10. Q&A



INTRODUCTION OF THE SANPARKS TEAM FOR BIDDERS CONFERENCE

SANParks Representatives:

- Annemi van Jaarsveld – General Manager: Business Development Unit
- Jabulile Galane – Project Manager: Business Development Unit

Official Contact person

Tel: 012 426 5036

E-mail: Jabulile.galane@sanparks.org

Transaction Advisor:

- Christelle Grohmann – BDO: Lead & Financial Stream
- Lerato Mathopo, Vuyiswa Mahlangu – DM5: Legal Stream
- Thokozani Twala – Growthmap: Community & BEE
- Annemari Uys, Deelan Govender, Carol Njoroge – Turner & Townsend: Technical Stream



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RULES OF ENGAGEMENT FOR EFFICIENT BIDDERS CONFERENCE

- Questions should pertain to the bidding process for the four opportunities
- Decisions were made specific to concessions under tender based on bid requirements. These may differ from other SANParks tender opportunities and from existing contracts for these concessions. This is SANParks prerogative.
- Questions only to be posed in the Q&A Session not during the presentations
- Please keep questions short and to the point.
- To ensure all Bidders in the meeting have a chance to ask questions we will allow two (2) questions at a time per person before moving along. We will circle back as time allows. Should Bidders have further questions these can be raised in writing.



CONCESSION OPPORTUNITIES FOR THIS BIDDERS CONFERENCE

PUBLIC PRIVATE PARTNERSHIP TENDER FOR THE FINANCE, REFURBISHMENT, OPERATION AND MAINTENANCE OF FOUR CONCESSION AREAS IN THE KRUGER NATIONAL PARK:

Opportunity Nr 1: To operate the lodge accommodation of the Jock of the Bushveld Concession in the Kruger National Park.

Opportunity Nr 2: To operate the lodge accommodation of the Mluwati Concession in the Kruger National Park.

Opportunity Nr 3: To operate the lodge accommodation of the Lwakahle Concession in the Kruger National Park.

Opportunity Nr 4: To operate the lodge accommodation of the Jakkalsbessie Concession in the Kruger National Park.



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TIMETABLE

EVENT	INDICATIVE DATE
Public Advertisements	15 September 2024
Provide Information Memorandum, RFP and PPP Agreement and Schedules to Interested Parties	15 September 2024
Registration for Due Diligence Site Visit	16 to 25 September 2024
Due Diligence Site Visits	30 September to 4 October 2024
Registration of Interested Bidders for Bidders Conference	7 to 11 October 2024
Bidders Conference	16 October 2024
Submission of final written comments and questions by Bidders	30 October 2024
Distribute final list of responses on Bidders' comments and questions	8 November 2024
Tender Submissions	6 January 2025



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BIDDING PROCESS PRINCIPLES

- Due Diligence Site Visits for due diligence purposes of Bidders. No further site visits allowed.
- All questions of Site Visits and Bidder Conference will be responded to in writing in one document
- All questions received by email will be responded to in writing in one document. If your questions says “Confidential” we will simply not respond.
- Please continue to email your questions to the official channel:
 - Jabulile Galane – Project Manager: Business Development Unit
 - Tel: 012 426 5036
 - E-mail: Jabulile.galane@sanparks.org
- Understand that each question response is agreed by a number of individuals and thus it will take a number of days to respond
- The SANParks Website Folder for each of the four opportunities is the official communication mechanism:
 - All responses to questions, errata to bid documents and changes or additional documentation will be communicated on the Website Folders.
 - We will no longer respond to emails individually.
 - Please check Website Folders religiously for new information



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DOCUMENTS ON WEBSITE

Jakkalsbessie

Documents

- [PDF](#) 1. Information Memorandum
- [PDF](#) 2. Request For Proposal
- [PDF](#) 3. SANParks PPP Agreement
- [PDF](#) 3a. Annexure A – KNP OSV Permit Application Form
- [PDF](#) 3b. Annexure B – KNP OSV SLA Terms and Conditions
- [PDF](#) 3c. Annexure C – KNP OSV Vehicle Inspection Checklist
- [PDF](#) 3d. Annexure D – KNP OSV Code of Conduct
- [PDF](#) 4. Addendum to the Concession Agreement – Handover Agreement
- [PDF](#) 4a. Annexure A – Intellectual Property
- [PDF](#) 4b. Annexure B – Insurance Provisions
- [PDF](#) 4c. Annexure C – Dispute Resolution
- [DOC](#) Bidders Conference Information

Jock of the Bushveld

Documents

- [PDF](#) 1. Information Memorandum
- [PDF](#) 2. Request For Proposal
- [PDF](#) 3. SANParks PPP Agreement
- [PDF](#) 3a. Annexure A – KNP OSV Permit Application Form
- [PDF](#) 3b. Annexure B – KNP OSV SLA Terms and Conditions
- [PDF](#) 3c. Annexure C – KNP OSV Vehicle Inspection Checklist
- [PDF](#) 3d. Annexure D – KNP OSV Code of Conduct
- [PDF](#) 4. Addendum to the Concession Agreement – Handover Agreement
- [PDF](#) 4a. Annexure A – Intellectual Property
- [PDF](#) 4b. Annexure B – Insurance Provisions
- [PDF](#) 4c. Annexure C – Dispute Resolution
- [DOC](#) Bidders Conference Information



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DOCUMENTS ON WEBSITE

Lwakahle

Documents

- [PDF](#) 2. Request For Proposals
- [PDF](#) 3. SANParks PPP Agreement
- [PDF](#) 3a. Annexure A – KNP OSV Permit Application Form
- [PDF](#) 3b. Annexure B – KNP OSV SLA Terms and Conditions
- [PDF](#) 3c. Annexure C – KNP OSV Vehicle Inspection Checklist
- [PDF](#) 3d. Annexure D – KNP OSV Code of Conduct
- [PDF](#) 4. Addendum to the Concession Agreement – Handover Agreement
- [PDF](#) 4a. Annexure A – Intellectual Property
- [PDF](#) 4b. Annexure B – Insurance Provisions
- [PDF](#) 4c. Annexure C – Dispute Resolution
- [PDF](#) Information Memorandum
- [PDF](#) Erratum
- [PDF](#) Request For Proposals (Addendum) – Lwakahle
- [DOC](#) Bidders Conference Information

Mluwati

Documents

- [PDF](#) 1. Information Memorandum
- [PDF](#) 2. Request For Proposals
- [PDF](#) 3. SANParks PPP Agreement
- [PDF](#) 3a. Annexure A – KNP OSV Permit Application Form
- [PDF](#) 3b. Annexure B – KNP OSV SLA Terms and Conditions
- [PDF](#) 3c. Annexure C – KNP OSV Vehicle Inspection Checklist
- [PDF](#) 3d. Annexure D – KNP OSV Code of Conduct
- [PDF](#) 4. Addendum to the Concession Agreement – Handover Agreement
- [PDF](#) 4a. Annexure A – Intellectual Property
- [PDF](#) 4b. Annexure B – Insurance Provisions
- [PDF](#) 4c. Annexure C – Dispute Resolution
- [DOC](#) Bidders Conference Information



CLARIFYING THE RFP – SOME KEY CLAUSES TO NOTE

- 4. GENERAL RULES OF THE TENDER:
 - 4.2 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 the duly authorised Project Officer of SANParks, circulated to each bidder. Email communications from SANParks to Bidders will count as written communication.
 - 4.3 SANParks reserves the right to modify the timetable or otherwise amend, supplement or clarify the RFP 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. SANParks shall not incur any liability whatsoever in exercising any rights in this Paragraph 4.3 or otherwise granted in this RFP or available under the laws of the Republic of South Africa.
 - 4.8 The draft PPP Agreements will be included in the Tender Documents. SANParks reserves the right to modify or otherwise amend, supplement or clarify the PPP Agreements at any time. SANParks shall not incur any liability whatsoever in exercising any rights in this Paragraph or otherwise granted in this RFP, PPP Agreements, or available under the Republic of South Africa laws.
 - 4.9 Each Bidder must appoint one or more duly authorised representatives (“Legal Representatives”), mandated by an executive decision of the project company and legal power of attorney to represent the Bidder. The Legal Representative shall be present for the opening of the Financial Envelopes.
 - 4.12. 2 A Bidder may submit a bid response to a maximum of two (2) out of the six (6) Concessions that are subject to the tender.
 - 4.12.3 SANParks reserves the right to award or select a Preferred Bidder for a maximum of two (2) Bids.
- 5. IDENTITY OF BIDDER
 - 5.1 A Bidder may be a single company or an unincorporated joint venture or a trust. The Bidder must meet the operational and financial criteria as contained in this document. A minimum of 30% of the equity in the Bidder must be held by the technical/operational party in the SPV.
 - 5.9 Where a Bidder is made up of a number of parties, shareholders in one SPV may not in any way be shareholders of other SPV's bidding for the same PPP Opportunity in the tender process.
 - 5.10 Where a selected Preferred Bidder which is an unincorporated Enterprise or a Consortium, it must establish a Private Party that has a sole purpose, object and business of undertaking the PPP Opportunity, which is the subject of its Bid, with one or more Members becoming shareholders of such Private Party, no later than 15 Business Days before the anticipated date of signature of the PPP Agreement



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CLARIFYING THE RFP – BID SUBMISSION PROCESS

10.1 Bids must be submitted to:

Jabulile Galane

Project Administrator: SANParks Six KNP Concessions Tender

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

10.2 Bid Submissions should be made before **[12h00]** on **[6 January 2025]** (the “**Bid Date**”).

10.3 Submissions delivered after **[12h00]** on the Bid Date shall be regarded as invalid, and returned to the Bidder, unopened.



CLARIFYING THE RFP – BID SUBMISSION SECTIONS

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CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Envelope 1 – Functionality:

- Annexure 1A – Qualification Submissions
- Annexure 1B – Information on Bidders
- Annexure 2:
 - Financing & Capital Plan
 - Business, Operational and Design plan
 - Environmental plan
 - Original of a completed Risk Matrix
- Original tax clearance certificate
- Annexure 4 original signed version of the final PPP Agreement i
- Annexure 7 - An original Bid Bond from a reputable bank
- Annexure 8 - An original Residual Value payment undertaking

11.3.11 **VERY IMPORTANT:** An electronic copy containing all the Annexures (clearly marked) of the bid submission should be submitted on USB disk. The annexures should be in non-edited PDF form and will be used for evaluation purposes. Please note that the PPP fee offer should NOT be disclosed anywhere on the USB in electronic format.



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CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Envelope 2 – Financial & B-BBEE:

- Annexure 4 – PPP Fee Offer
- Annexure 3 – B-BBEE Project Scorecard Commitment

11.3.11 **VERY IMPORTANT:** An electronic copy containing all the Annexures (clearly marked) of the bid submission should be submitted on USB disk. The annexures should be in non-edited PDF form and will be used for evaluation purposes. Please note that the PPP fee offer should NOT be disclosed anywhere on the USB in electronic format.



CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Functionality - Qualifications:

- Bidders need to comply with all qualification criteria in order to proceed.
- This is the first step and if you do not comply you will waste your efforts, time and money in preparing and submitting a bid as your bid will not be evaluated and you do not stand a chance of being appointed (even if you are the only bidder).

Note:

The evaluation team evaluates from the documents as contained on the USB. We have found discrepancies between the electronic files on USB and the hard copies. As the hard copy will form part of the PPP Agreement, if the versions between USB and hard copy differs, then this might be perceived as fraudulent.

Ensure that these versions are in line.



CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Functionality - Scoring:

- Quality of the bid REFLECTS ability for that operator to perform optimally – this includes presentation
- Ensure all information requested is submitted
- Follow the structure of the RFP

Functionality Evaluation Sub-Category	Weighting
Financing and Capital Plan	25
Business and Operational Plan	45
Environmental Plan and Due Diligence	20
Risk Matrix	10

- Scored out of 100 points.
- Achieve 80% to pass
- At least a 50% threshold for each sub-category

- Provided expectations and detailed scoring and weighting per sub-category in Annexure 2
- This indicates how Bidders will be evaluated

EXAMPLE:

#	FUNCTIONALITY EVALUATION CRITERIA	SCORING	MAXIMUM SUBTOTAL / WEIGHTING	MAXIMUM TOTAL
1.	FINANCIAL & CAPITAL PLAN			25
1.1	Bidding Entity's Existing Business Finances		10%	
1.1.1	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	Fully = 100% Partially = 50% Not at all = 0	10%	
1.2	Bidding Entity's Financial & Capital Plan		90%	
1.2.1	Capital plan indicating the amount of capital 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		30%	
1.2.2	Confirmation of funding within 150 days from the date on which the email with this letter notifying you of such was sent by SANParks	Fully = 100% Partially = 50% Not at all = 0	30%	
1.2.3	Cash flow forecast (net of VAT) for the proposed term (number of years) of the PPP agreement. See suggested spreadsheet format below.	Excellent = 100% Reasonable = 50% Poor = 0	30%	



CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Functionality - Scoring:

EXAMPLE: Final Total

4	RISK MATRIX			10
4.1	Does the bidder commit to the RFP's required risk allocation for the project? (see below for matrix)	Fully = 100% Partially = 50% Not at all = 0	100%	
	Total functionality points			100
	Minimum threshold			80



CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Financial – PPP Fee Offer:

15.3.1 The applicable preference point system for this tender is the 90/10 preference point system.

90/10 Preference Point System Evaluation

15.3.1 The applicable preference point system for this tender is the 90/10 preference point system. i) A maximum of 90 points is allocated for price on the following basis:

= "90/10

Ps = Points scored for price of tender under consideration

Pt = PPP Fee Offer under consideration

Pmax = Price of highest acceptable tender"

Please note
Errata with
regards to
basis of
preference
points

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Financial – PPP Fee Offer:

- 15.2.1.1 Under the PPP Agreement, the PPP fee income to SANParks shall be, as per the schedule set out in Annexure 4 – PPP Fee Offer, the higher of:
- the Minimum PPP Fee indicated in Annexure 4 – PPP Fee Offer increased annually by CPIX; or
 - the Variable PPP Fee (a flat percentage of gross revenue earned by the private party in each project year).

Please note a different minimum fee has been specified for year 1 and 2 for each concession

EXAMPLE: Annexure 4 – what to complete

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7*
Gross revenue (net of VAT)							
Percentage of gross revenue due as Variable PPP Fee (same for each year)							
PPP fee due Minimum PPP fee or Variable PPP Fee, whichever is greater							

* Adapt for the 25-year term of the PPP.

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

B-BBEE:

24.1.1 SANParks has developed the B-BBEE Project Scorecard which will be the basis for evaluation and allocation of points for bidders' commitments for the identified Specific Goals for the Project.

24.2.1 Bidders, as part of Bid submission are required to prepare and provide a B-BBEE and socio-economic transformation proposal and/or commitment for achievement of the objectives identified in the B-BBEE Project Scorecard. Bidders are required to indicate their commitments in the "Bid Offer Compliance Target" column in the B-BBEE Project Scorecard as part of the Bidders B-BBEE and socio-economic transformation proposal.

Presenter to indicate source & process

Category and Criteria	Target	Bid Offer Compliance Target Year 1	Bid Offer Compliance Target Year 3
Ownership	33.3 points or 30%	16.7 points or 50%	Percentage share of exercisable voting rights and economic benefit as reflected by direct shareholding by Black People in the Private Party, to which Black People are entitled.
	8.35 points	Percentage share of	40%



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CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

B-BBEE:

Presenter to Outline B-BBEE Scorecard by element & weighting using actual RFP Scorecard Document for guidance

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

B-BBEE:

A maximum of 10 points will be awarded for specific goals.

In terms of Regulation 5(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in the table below, as must be supported by proof/ documentation stated in the conditions of this tender.

Please note Errata
on Website

	B-BBEE SPECIFIC GOALS	Preference Points Allocation
1.	Bidders B-BBEE Contributor Status of at least Level 4	2
2.	Bidders' commitment to meet and exceed all Compliance Targets set out in Annexure 3 (B-BBEE Obligations)	8
TOTAL		10



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SOME GENERIC QUESTIONS RESPONSES

Residual Value:

Presenter to Outline Residual Value Calculation using Example

Changes in values:

- Jakkalsbessie: March 2023 - R58,152,231 to March 2024 - R73,520,648
- Jock of the Bushveld: December 2023 – R23,237,935 (no change)
- Lwakahle: August 2023 - R12,608,658 (no change)
- Mluwati: March 2023 - R29,377,389 to March 2024 - R33,009,348



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SOME GENERIC QUESTION RESPONSES

1. Staff obligation – will share in writing post Bidder Conference
2. Bidding documents draft to final - Bidders to continuously check for updates and uploads on SANParks tenders' portal.
3. KNP Operating Manual - No updated KNP Operating Manual for now, SANParks will upload on the SANParks Website the latest version of the KNP Operating Manual aligned to the latest PPP Agreement once completed
4. Local Community Trust and Land Claimants – No interaction with these parties are allowed until preferred bidder status. Involvement of these parties are thus an undertaking at bidder stage
5. Explanation of “footprint” - Footprint” in the RoD or EIA is in fact not a set area specified but written descriptions of what is included. The description in the Information Memorandum of each concession is what is allowed and what has changed is the “footprint”. From a guest or staff camp site perspective what is currently in the sites as viewed at the Bidder Due Diligence site visit is within the described footprint. Please note that all of the physical facilities are always contingent to the Water License specifications which is provided in the Information Memorandum for each concession.
6. B-BBEE Audit - SANParks will only use the SANParks B-BBEE Project Scorecard. Refer to Clause 51.9 External B-BBEE Verification for information on BEE audit/verification.
7. Asset Lists – No asset lists will be provided until preferred bidder stage. The Bidder Due Diligence Site visits were for the purpose of Bidders assessing the condition of the Immovable Assets.
8. Movable vs Immovable Assets - Bidders should note that the concession opportunity is not a “sale” of the asset. The Residual Value is therefore not a valuation to determine a sales price but a reimbursement of the direct expenditure incurred by the concessionaire in managing the SANParks asset (which is the immovables) on its behalf over the contract period. Movables remain the asset of the concessionaire in undertaking its obligations in respect of the SANParks asset.
9. Occupancies of Concessions – We cannot provide occupancies. Bidders to undertake own market research and project occupancies based on market plan.



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Q&A



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WRITTEN QUESTIONS

Email to: Jabulile.Galane@sanparks.org

THANK YOU – ALL THE BEST