



THE SOUTH AFRICAN NATIONAL PARKS (“SANParks”)

**BIDDER QUESTIONS & REPOSES FOR THE PUBLIC PRIVATE PARTNERSHIP
TENDER FOR THE FINANCE, REFURBISHMENT, OPERATION AND MAINTENANCE OF
SIX 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.

Opportunity Nr 5: To operate the lodge accommodation of the Mpanamana Concession in the Kruger National Park.

Opportunity Nr 6: To operate the lodge accommodation of the Mutlumuvi Concession in the Kruger National Park.

31 July 2026

	Bidder Question	SANParks Response
1.	Requests for sensitive information such as staffing and plans/drawings.	NOTICE ON OBTAINING SENSITIVE INFORMATION IN RESPECT OF PPP OPPORTUNITIES ADVERTISED ON 7 JULY 2026 Please note that given the confidentiality of the information, bidders should request the information by email from Jabulile Galane, jabulile.galane@sanparks.org. The information will be emailed directly, it will not be uploaded on the Website. The information pertains to: • staff information (number of Staff that will form part of a Section 197 and the Cost to Company Value) • Available site and building plans
2.	Requests for information such as: 1. The KNP Concession Operations Manual 2. The KNP Roads Manual	Please note that these items will be uploaded to the SANParks Website. Bidders are reminded to monitor the SANParks Website continuously during this bid preparation period for additional information uploads or more recent versions of information uploads that may be in the process of being finalised.
3.	Request for information: - SANParks Job Grading Schedule	Please note that SANParks uses a Paterson Grading System. Bidders are to research the Paterson Job Grading System and align their bids accordingly.

	Bidder Question	SANParks Response
4.	The minimum PPP rental fee differs for Mpanamana and Mutlumuvi Concessions between the RFP and the Information Memorandum?	Clause 17.2.1.2 of the Mutlumuvi RFP should read: <i>“Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R210 000 per month in the first full year of operations and R250 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.”</i> Clause 7.2.1.3 of the Mpanamana Information memorandum should read: <i>“Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R410 000 per month in the first full year of operations and R510 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.”</i>
5.	The Bidders Conference conflicts with an industry association conference.	Please note that the date for the Bidder Conference is 20 August 2026 and will remain at that date and time as specified in the RFPs. Bidders may attend either physically at the venue to be confirmed or remotely on the meeting link which will be confirmed.

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6.	May bidders attend all six site visits and decide thereafter as to which concessions they will bid for?	Yes, bidders may attend all site visits. SANParks encourages bidders to attend site visits. However, the specification of the RFPs should be noted: • <i>“A Bidder may submit a Bid response to a maximum of four (4) out of the six (6) Concessions Subject to this Retender.”</i> • <i>“SANParks reserves the right to award or select the same Preferred Bidder for a maximum of two (2) Bids out of six (6) Concessions Subject to this Retender.”</i> Bidders are reminded that they must register their intention to attend site visits with Jabulile Galane, jabulile.galane@sanparks.org.
7.	Generic Note on Monitoring the SANParks Website.	SANParks would like to take this opportunity to remind Bidders to monitor the SANParks Website continuously during this bid preparation period for additional information uploads and responses to Bidder Questions.
8.	Generic Note on Bidder Site Visit Logistics.	Please note the logistics for each bidder site visit.

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		General rules: • Please strictly follow these logistics instructions. • At no time should bidders wander by themselves on the properties either by vehicle or by foot. • Please keep questions to when we halt at intervals or for the start or end of the site visit. This ensures all bidders have the same information. • Please be cognizant of guests when taking photographs and keep voice levels to low as you move between rooms and buildings – all of the concessions are operating and many are fully occupied and we want to keep the impact on guests as limited as possible. • Please ensure you leave sufficient time to arrive at the site visit on time. There will be no separate visits if a bidder is late. Site Logistics: • Tuesday 4 August 2026, Mpanamana Concession: ○ Site Visit Timing - 9h00 to 13h00

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		○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179. ○ Logistics – Convene at Shishangeni Staff village – a staff member will indicate where bidders are to park inside the staff camp. We will advise at the lodge on transport to satellite camps. • Wednesday 5 August 2026, Lwakahle Concession: ○ Site Visit Timing - 9h00 to 13h00 ○ Cell Number to Contact in case of issues: Jabulile– 072 359 9179. ○ Logistics – Convene at Lukimbi Lodge – a staff member will indicate where bidders are to park inside the staff camp and where to convene for opening discussions. • Thursday 6 August 2026, Jock of the Bushveld Concession: ○ Site Visit Timing - 9h00 to 13h00 ○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179. ○ Logistics – Convene at emergency landing field on the road to the Lodge – a staff member will indicate where bidders should park and

	Bidder Question	SANParks Response
		where to convene for opening discussions. The bidders will be transported with concession vehicles to the lodges. • Tuesday 11 August 2026, Mluwati Concession: ○ Site Visit Timing - 9h00 to 13h00 ○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179. ○ Please take note that reaching the meeting place for this concession will take significant time as it requires significant driving on tar and dirt roads. Please obtain input from SANParks KNP staff on the driving time – if you are leaving from the Skukuza Rest Camp it is recommended to leave at 6am. Bidder can also enter from Orpen Gate to Talamati. ○ Please also note that connectivity is poor in this area and thus it may be likely you will not be able to reach another cell phone. ○ Logistics – Convene at SANParks Talamati Bush Camp. Vehicles will be parked here and the bidders will be transported with concession vehicles to the three lodges.

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		• Wednesday 12 August 2026, Mutlumuvi Concession: ○ Site Visit Timing - 9h00 to 13h00 ○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179. ○ Please take note that the plains camp is some distance from the main lodge and due to recent floods it is unlikely that this camp will be included in the site visit. We will ensure that recent photos and video information of the camp and roads status is provided to bidders. ○ Logistics – To be picked up at Skukuza Nombolo Mdluli Conference parking area. Vehicles will be parked here and the bidders will be transported with concession vehicles to the concession lodges. • Thursday 13 August 2026, Jakkalsbessie Concession: ○ Site Visit Timing - 9h00 to 13h00 ○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.

	Bidder Question	SANParks Response
		○ Logistics – To be picked up at Skukuza, Nombolo Mdluli Conference parking area. Vehicles will be parked here and the bidders will be transported with concession vehicles to the concession lodges.
9.	Generic Note on Bidders Conference	Please note that bidders should register with Jabulile Galane, jabulile.galane@sanparks.org, by 13 August 2026 for attendance of the Bidders Conference. Please indicate the number of persons that will attend and if you will attend online or physically. Please monitor the SANParks Website continuously information uploads on the venue and online link.
10.	Generic Note on Residual Value Payment Obligation	In terms of the RFP, SANParks will contract with a new SPV for all Successful Bidders, even if a Successful Bidders happens to be an existing concessionaire. The requirement for payment of the Residual Value, will therefore apply to all Successful Bidders, irrespective of whether they are a current concessionaire or a new contracted Successful Bidder. Bidders must all apply an initial residual value in their financial plan.
11.	Is it likely that the Residual Value will change and by how much?	As indicated in the RFP there is a likelihood that the Residual Value could change during the bid preparation period. Bidders are advised to closely monitor the SANParks Website for uploads on changes to the Residual Value. The reasons for

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		changes are the timing of Concession year end and availability of audited information on immovable assets as well as impact of the January floods and emergency projects to allow upkeep of the product to a standard aligned with customer expectations in order to fulfil bookings.
12.	Please could you elaborate on the pricing calculation for Clause 17.3.1 of the RFP.	SANParks will provide further elaboration with examples of the calculation at the Bidders Conference.
13.	The OSV application/registration	KNP OSV registration link: https://osv.sanparks.org/