



SIX KNP CONCESSIONS RETENDER BIDDERS CONFERENCE 7/10/2026



INTRODUCTION OF THE SANPARKS TEAM FOR BIDDERS CONFERENCE

SANParks Representatives:

- Wendy Davids – Acting Head: 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 Mahlangeni – DM5: Legal Stream
- Thokozani Twala – Growthmap: Community & BEE
- Annemari Uys, Deelan Govender – Turner & Townsend: Technical Stream

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

AGENDA FOR BIDDERS CONFERENCE

1. Introduction of SANParks Team
2. Purpose of Conference
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. Questions and Answers will be via email only and will be consolidated in a document to ensure transparency to all bidders and for audit purposes.

RULES OF ENGAGEMENT FOR EFFICIENT BIDDERS CONFERENCE

- 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.
- To maintain transparency and for audit purposes questions need to be emailed and SANParks will respond.
- Questions should pertain to this open bidding process for the Six Opportunities which commenced on 7 July 2026.
- Questions should be for clarification purposes – please note that SANParks is not obliged to provide reasons or reasoning for specifications/requirements.
- Please ensure the questions pertain to the bidders' ability to bid and be briefed.

CONCESSION OPPORTUNITIES FOR THIS BIDDERS CONFERENCE

PUBLIC PRIVATE PARTNERSHIP TENDER FOR THE FINANCE, REFURBISHMENT, OPERATION AND MAINTENANCE OF SIX CONCESSION AREAS IN THE KRUGER NATIONAL PARK FOR 25 YEARS:

Opportunity Nr 1: To operate the lodge accommodation of the Mitomeni 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.

TIMETABLE

EVENT	INDICATIVE DATE
Public Advertisements	07 July 2026
Provide Information Memorandum, RFP and PPP Agreement and Schedules to Interested Parties	07 July 2026
Registration for Due Diligence Site Visit	07 - 30 July 2026
Due Diligence Site Visits	3 - 6 August & 10 -13 August 2026
Registration of Interested Bidders for Bidders Conference	3 -17 August 2026
Bidders Conference, SANParks Head Office, Groenkloof, (Hybrid)	7 October 2026
Submission of final written comments and questions by Bidders	13 October 2026
Distribute final list of responses on Bidders' comments and questions	20 October 2026
Tender Submissions	13 November 2026

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 questions may require multiple disciplinaries and thus it will take a number of days to respond.
- The SANParks Website Folder for each of the Six 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 not respond to emails individually unless its request for information.
 - Please check Website Folders religiously for new information.

DOCUMENTS ON WEBSITE

Documents

- [PDF](#) Information Memorandum – Mutlumuvi
- [PDF](#) Request For Proposal – Mutlumuvi
- [PDF](#) Mutlumuvi – SANParks PPP Agreement (06072026) – Final Draft
- [PDF](#) SANParks Six Lodge Concessions Advert
- [PDF](#) Bidder Q Responses (20.07.2026)
- [PDF](#) KNP-Concessions-Operations-Manual-Version-2-3
- [PDF](#) Bidder Q Responses (31.07.2026)
- [PDF](#) Notice on Changes on Bidder's Conference
- [PDF](#) Bidder Q&A (27.08.2026)
- [PDF](#) Revised Information Memorandum – Mutlumuvi (18092026)
- [PDF](#) Revised Request For Proposal – Mutlumuvi (18092026)
- [PDF](#) Revised Project Timetable (1)
- [PDF](#) Erratum 1 – SANParks PPP Opportunity (18092026) (1)

Please note the documents are the same for all concessions thus Mutlumuvi given as an example

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. E-mail 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 is under review and will be uploaded once concluded. Changes to be discussed during this briefing session.
 - 4.9 Each Bidder must appoint one or more duly authorised representatives, mandated by an executive decision of the project company and legal power of attorney to represent the Bidder and the name(s) of such representatives should be provided in the Bidding documents.
- 4.12. 2 A Bidder may submit a Bid response to a maximum of four (4) out of the six (6) Concessions Subject to this tender.
- 4.12.3 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 tender.

CLARIFYING THE RFP – SOME KEY CLAUSES TO NOTE

- 4. 5. IDENTITY OF BIDDER
 - 5.1 A Bidder may be a single company or an unincorporated joint venture or a trust.
 - 5.2 A Bidder must meet the operational and financial criteria as contained in this RFP. A minimum of 30% of the equity in the Bidder must be held by the technical/operational partner (defined in the PPP Agreement to mean an equity holder in the Private Party which has the hospitality operations experience) in the SPV.
 - 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. Such Preferred Bidder shall provide SANParks with certified copies of the incorporation documents and share register of such Private Party no later than ten Business Days before the anticipated date of signature of a PPP Agreement.

CLARIFYING THE RFP – BID SUBMISSION PROCESS

Bids must be submitted to:

Jabulile Galane

Project Administrator: SANParks Six KNP Concessions Tender

South African National Parks

643 Leyds Street,

Muckleneuk,

Pretoria.

Bid Submissions should be made before **[12h00]** on **[13 November 2026]** (the “**Bid Date**”).

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

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

LABELLING	DESCRIPTION IN DETAIL	DOCUMENTS ATTACHED
ENVELOPE 1		
PART A. MANDATORY AND COMPLIANCE DOCUMENTS		(YES/ NO/ N.A.)
A1.	MANDATORY DOCUMENTS (PARAGRAPH 7 ABOVE)	

Bidders who include its Pricing Proposal and B-BBEE Proposal in Envelope 1 will be disqualified. Please note that the PPP fee offer and B-BBEE Proposal should NOT be disclosed anywhere on the electronic link.

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

LABELLING	DESCRIPTION IN DETAIL	DOCUMENTS ATTACHED
PART B. TECHNICAL PROPOSAL		
B.1	THE ORIGINAL OF THE BIDDER INFORMATION, IN THE FORMAT GIVEN IN ANNEXURE 1A – QUALIFICATION SUBMISSIONS	
B.2	THE ORIGINAL OF THE BIDDER INFORMATION, IN THE FORMAT GIVEN IN ANNEXURE 1B – INFORMATION ON BIDDERS	
B.3	ORIGINAL OF THE BUSINESS, OPERATIONAL AND DESIGN PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS, WEIGHTING AND SCORING	
B.4	ORIGINAL OF THE FINANCING AND CAPITAL PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS, WEIGHTING AND SCORING	
B.5	ORIGINAL OF THE ENVIRONMENTAL PLAN, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS, WEIGHTING AND SCORING	
B.6	ORIGINAL OF A COMPLETED RISK MATRIX, IN THE FORMAT GIVEN IN THE RELEVANT SECTIONS OF ANNEXURE 2 – FUNCTIONALITY COMPONENT REQUIREMENTS, WEIGHTING AND SCORING	

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

LABELLING	DESCRIPTION IN DETAIL	DOCUMENTS ATTACHED
ENVELOPE 2		
PART C. FINANCIAL PROPOSAL AND B-BBEE PROPOSAL		
C.1	FINANCIAL PROPOSAL - THE FORMAT IN ANNEXURE 4 – PPP FEE OFFER	
C.2	B-BBEE PROPOSAL – IN THE FORMAT IN ANNEXURE 3	

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, your bid will not be evaluated, and 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 electronic copy. As the hard copy will form part of the PPP Agreement, if the versions between electronic 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	Excellent = 100% Reasonable = 50% Poor = 0	30%	
1.2.2	Confirmation of funding available for 150 days from the date of Bid closure.	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	Excellent = 100% Reasonable = 50%	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:

90/10 Preference Point System Evaluation

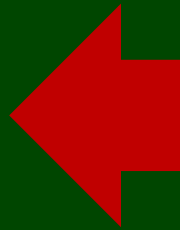
17.3.1 The applicable preference point system for this tender is the 90/10 preference point system. i) A maximum of 90 points is allocated for price on the following basis:

= "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
correction in
Q&A with
regards to
basis of
preference
points

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

Financial – PPP Fee Offer:

- 17.2.1.1 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:
- 17.2.1.1.1 the Minimum PPP Fee indicated in Annexure 4 – PPP Fee Offer increased annually by CPIX from year 3 onwards; or
 - 17.2.1.1.2 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

Financial – PPP Fee Offer – as per Q&A clarification:

SANParks requires each Bidder to submit one flat Variable PPP Fee, expressed as a percentage of aggregate Gross Revenue, which will apply throughout the full 25-year contract period.

A layered or sliding percentage based on different revenue levels will not be accepted.

Bidders must also submit the projected annual Gross Revenue and resulting PPP fees in the table contained in Annexure 4. For standardisation and comparison purposes, Bidders must use an inflation rate of 5% per annum when completing their financial projections.

The actual PPP Fee payable in each project year will be the higher of: · the applicable Minimum PPP Fee, increased annually by CPIX from year 3 onwards; or · the flat Variable PPP Fee percentage applied to the actual Gross Revenue achieved.

CLARIFYING THE RFP – SUBMISSION EXPECTATIONS

B-BBEE:

▲ 26.1.1

SANParks has set a requirement for Bidders to be B-BBEE compliant and has developed the B-BBEE Project Scorecard which will be the basis for B-BBEE evaluation and allocation of preference points for the identified Specific Goals for the Project.

▲ 26.2.1

Bidders, as part of Bid submission are required to prepare and provide a B-BBEE Proposal setting out its commitment for achievement of the objectives identified in the B-BBEE Project Scorecard. Bidders are required to complete B-BBEE Project Scorecard matrix herein below to indicate their commitments in the 'Target' column in the B-BBEE Project Scorecard as part of the Bidder's B-BBEE Proposal.

Presenter to
indicate
source &
process

Column 2	Column 3	Column 4	Column 5	Column 6	Column 7
Sub-element Weighting (points)	Compliance Target %	Compliance Target %	Compliance Target %	Bid Offer Year 1	Bid Offer Year 3
7.5	Percentage share of exercisable voting rights as reflected by direct shareholding by Black People in the Private Party, to which Black People are entitled.				
5	Percentage share of exercisable voting rights as reflected by direct shareholding by Black Women in				

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.

#	Specific Goal	Preference Points Allocation
1.	Level 4 B-BBEE Contributor Status as at RFP Submission - Level 4 - Level 3 - Level 2 - Level 1	2 points 0.5 points 1.0 points 1.5 points 2.0 points
2.	B-BBEE Proposal:	8 points
	2.2. <u>Commitments</u> B-BBEE using the form of B-BBEE Project Scorecard	2 Points
	2.3. B-BBEE Plan detailing how the Bidder will achieve its commitments / Targets set out in the B-BBEE Project Scorecard	6 points
Total		10 points

RESIDUAL VALUE

Based on the current contractual framework, SANParks is not obligated to pay the residual value, therefore residual value has been removed from the tender.

There will be no requirement to pay a residual value by the incoming party on commencement of the project and neither will there be a residual value paid to the outgoing party at the end of the 25-year period.

Changes to this effect have already been made to the Information Memorandum and to the Request for Proposal documents. The Notice on the residual value change specifies clauses removed/changed.

The PPP Agreement is being updated and will be provided after this Conference – **Presenter to provide indication of main area of changes**

SOME GENERIC QUESTION RESPONSES

1. Staff obligation & drawings/site plans – information can be requested from Jabulile Galane and will be shared individually.
2. 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.
3. Bidding documents PPPA revision after removal of Residual Value - Bidders to continuously check for updates and uploads on SANParks tenders' portal.
4. 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.
5. 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.
6. 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.
7. Movable vs Immovable Assets - Bidders should note that the concession opportunity is not a “sale” of the asset. Immovable assets remains in the ownership of SANParks and the PPP Agreement provides usage rights. Movables remain the asset of the concessionaire in undertaking its obligations in respect of the SANParks asset.
8. Occupancies of Concessions – We cannot provide occupancies. Bidders to undertake own market research and determine project occupancies based on market plan.
9. Updated KNP statistics are available for the YE25/26. Please request this from Jabulile Galane.



South African
NATIONAL PARKS

WRITTEN QUESTIONS

Email to: Jabulile.Galane@sanparks.org

THANK YOU – ALL THE BEST