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**REQUEST FOR PROPOSALS ISSUED BY SOUTH AFRICAN NATIONAL
PARKS IN RESPECT OF THE OPERATION OF RETAIL FACILITIES IN THE
ADDO, TSITSIKAMMA AND KRUGER NATIONAL PARKS**

- QUESTIONS AND ANSWERS DOCUMENT-

Question 1 Kindly assist us with a staff organogram and Cost to Company HR figures.

Answer 1 Lower Sabie – please refer to 1. Lower Sabie Restaurant - Employee CTC.xlsx

Pretoriuskop – please refer to 2. Pretoriuskop Restaurant - Employee CTC.xlsx

Berg en Dal – please refer to 3. Berg en Dal Restaurant - Employee CTC.xls.

Skukuza – please refer to 4. Skukuza restaurant CTC.pdf

Addo restaurant – please refer to 5. Addo restaurant CTC.pdf

Tsitsikamma restaurant – please refer to 6. Storms River Mount Tsitsikamma restaurant CTC.pdf

Question 2 Kindly assist us with the current cost of utilities

Answer 2 The following rates will apply in 2025:

Eskom electricity charged at R 3.03 per unit.

Generator supplied electricity charged at R 7.24 per unit.

Purified water supplied at R 8.80 per kiloliter.

Question 3 Kindly assist us with clarity on how the provident fund/retirement annuity or pension fund will be handled when transitioning from the current employer to the new company.

Answer 3 During handover the most practical and beneficial methods will be discussed and agreed. In the past with handovers there have been instances where the provident/retirement annuities transferred to a new fund but there have also been instances where the new operator chooses to let the staff stay with the current fund. In summary, the best and most practical method will be agreed and implemented.

Question 4 Kindly assist us with the total size of the space in square meters and a breakdown of the kitchen space

Answer 4 Please refer to the floor plans attached – unfortunately only available in pdf format.

- Lower Sabie: “7. Lower Sabie restaurant floor plans.pdf”*
- Pretoriuskop: “8. Pretoriuskop restaurant floor plans.pdf”*
- Berg en Dal: “9. Berg en Dal restaurant kitchen.pdf” and “10. Berg en Dal restaurant.pdf”*
- Skukuza: “11. Kids Play Area Proposal Rev 02.pdf”, “12. Skukuza*

Restaurant 01.pdf”, “13. Skukuza restaurant deck.pdf”, “14. Skukuza Restaurant.pdf”, “15. WD.100.1 GA Skukuza Restaurant.pdf” and “16. WD.100.02 SITE Skukuza Restaurant.pdf”

- *Addo restaurant: “17. Addo restaurant floor plan.xls”*
- *Tsitsikamma restaurant: “18. Tsitsikamma NP restaurant PRESENTATION - restaurant REV 001_compressed.pdf”*

Question 5 Kindly assist us with the exact capacity of the restaurant

Answer 5 Please note that seat capacity will differ based on the model proposed i.e., size of take away might be enlarged and sit-down area reduced. Pretoriuskop restaurant is a good example where the upper stairs area is not currently used but 50 seats could be added to this restaurant. In light of that please use the information that was shared, and observations made during the site visits as a base for the seating capacity.

Question 6 Kindly assist us with the current cost of waste removal

Answer 6 In line with the RFP, all waste must be disposed of by the Private Party at registered approved landfill sites outside the park. In light of that the current cost is not applicable. Where SANParks decides to give the option to remove waste, a tariff will be communicated which will allow for the Private Party the option to self-disposed or pay for waste removal.

Question 7 Looks like the tender bid should come from Franchisor and not clear if individual franchisee can bid.

Answer 7 Yes, where a franchisor oversees a franchise and where a franchise agreement is a requirement to make use of a specific brand, the franchisor should bid with that brand and the PPP Agreement will be signed between SANParks and the franchisor. The franchisor will be required to appoint a franchisee through a franchisee agreement and ensure compliance with the franchisor standards by the franchisee.

Question 8 I have attended the briefings for Berg n Dal, Pretoriuskop, Lower Sabie and Skukuza. I am an existing franchisee of three brands. You have indicated that you do not award these opportunities to franchisees but prefer franchisors. I have engaged with The Franchise Co, the company that owns the franchisors in which I hold the licenses to trade, and they do not have a problem tendering on my behalf. This was not clear in your request for a proposal document. Otherwise, I would've invited them to attend the briefing with me. Please clarify if it is okay for them to submit for the PPP opportunities in which I have participated in the briefings.

Answer 8 Yes, that is fine as you would have presented the franchisor at the site visit / briefing.

Question 9 Who holds the liquor license for the restaurants? Is it the owners or San Parks?

Answer 9 The owner and in the past we have not had issues to transfer this where a new operator is appointed. Cost to this need to be agreed between the new and previous operator.

Question 10 Do delivery vehicles get free access at the gate, or must they pay?

Answer 10 No, a gate entry permit needs to be purchased. Cost is as follows:

Annual	6 Months	3 Months	Daily Temporary
R 3 132.00	R1 566.00	R1 015.00	R90.55

Question 11 Please share trading hours for all the restaurants

Answer 11 This could be agreed with SANParks but is generally from 7h00 till 21h30.

Question 12 Does the camps' occupancy rate translate into the restaurant's sitting

capacity, or do you have some guests preparing meals in their rooms?

Answer 12 Many guests prefer to self-cater, so no, the occupancy rate does not translate into the sitting capacity.

Question 13 What is the expected increase percentage per annum on the amount agreed upon for the PPP?

Answer 13 The question is not clear. However, if this relates to menu pricing then it should be noted that SANParks will only interfere if the monopoly is abused. However, it is assumed that the pricing will be optimal to attract optimal customer numbers. In light of that annual revision will be done by the Private Party.

Question 14 What insurance do you require from the incumbent you appoint for these opportunities?

Answer 14 SANParks at least requires third party insurance, liability cover insurance of all assets and business interruption insurance. Cover such as fidelity, theft and money cover are recommended.

Question 15 In an unfortunate incident involving fire or anything terrible happening, who is responsible?

Answer 15 SANParks' insurance covers the building and the Private parties' insurance should cover the Private Parties assets. In the interim the two parties will work together to find a workable solution. However, it should be noted that SANParks' procurement processes to repair the building could be very long.

Question 16 Could you kindly provide us with statistics on the volume of guests for each camp, along with a breakdown of the number of rooms available for both camping and chalet accommodation?

Answer 16 Please refer to “19. SANParks accommodation - number of units and rates.xls” for the number of rooms available for both camping and chalet accommodation and refer to the following documents for occupancies: “20. Q1 Demographics April 2023- June 2023.xls”, “21. Q2 Demographics July 2023- September 2023.xls”, “22. Q3 Demographics October 2023- December 2023.xls” and “23. Q4 Demographics January 2024- March 2024.xls”.

Question 17 Please can you advise what the minimum score is for the BBEE commitment going forward in order to meet the functionality hurdle. I cannot seem to find this in the document. There is a table which says that the BBEE plan equates to 20% of the total functionality assessment – one needs to score 75% for the overall functionality and cannot score less than 50% for any individual section – how does this translate as far as the BEE section goes? This section has a scorecard out of 111 points – does this meant that if we score 50% of the 111 points, we get 50% for this section etc?

Answer 17 SANParks requires at least a level 4 score to proceed to the next stage with the SPV committing to a level 2 score after year 2 years from commencement date.

In terms of scoring the following is therefore required:

A score greater or equal to 80 but less than 90 points as entry and a commitment to achieve a score of greater or equal to 95 from year three if this score is not achieved from the operation commencement.

This completed scorecard as well as the undertaking needs to form part of the bid submission.

Question 18 Please confirm whether the partnership with the community trust has to be in place by the time of the tender or whether a commitment to conclude a partnership with a community trust as per the PPP Agreement is fine – i.e. the final community trust is not finalised at the time of the

RFP.

Answer 18 Commitment is all that is required. Following tender award SANParks' Socio-Economic Department will work with the appointed operator to create this partnership.

Question 19 Please can you confirm the geographical determination of “Local Community” – in the PPP document (clause 48.2.2), it notes that this is within 100km of the boundary of the protected area. Is this the measure?

Answer 19 No, this needs to change. The following is correct as per the definitions in the PPP Agreement:

The geographic area specified by SANParks in respect of the Project, being either within a fifty-kilometer (50 km) radius of the Facility or within a thirty-kilometer (30 km) reach of the boundary of the Protected Area fence (but excluding areas that fall within the boundaries of the neighboring countries)

Question 20 Please can you share more information on the profile of visitors to the various Parks.

Answer 20 The profile is approximately 75% local and 25% international in most of National Parks.

Question 21 Please provide the turnover information for the restaurant bid opportunities.

Answer 21 Please see below:

Turnovers	2017/2018	2018/2019	2022/2023	2023/2024
Addo Restaurant (BP1)	R 15 m	R 14 m	R 12.2 m	R 14.3 m
Berg en Dal restaurant (BP3)	R 7 m	R 7 m	R 8 m	R 10.6
Pretoriuskop restaurant (BP4)	R 6.5 m	R 6.4 m	R 4.9 m	R 5.5 m
Lower Sabie restaurant (BP 5)	R 24.6 m	R 26.7 m	R 29.3 m	R 35.2 m
Skukuza restaurant (BP 6)	R 48.7 m	R 50.8 m	R 37 m	R 54 m
Tsitsikamma restaurant (BP 9)	R 15.4 m	R 14.6 m	R 11.6 m	R 10.6 m
Karoo restaurant and retail	R 5.4 m	R 4.7 m	R 5.1 m	R 5.6 m
MZ restaurant and retail			R 2.8 m	R 3.2 m

Question 22 Please provide the number of visitors per camp information for the restaurant bid opportunities.

Answer 22 Refer Answer 16

Question 23 Please provide the number of staff for the restaurant bid opportunities.

Answer 23 Refer Answer 1.

Question 24 Could you kindly send the respective site plans and/or drawings for Addo and Tsitsikamma?

Answer 24 Refer Answer 4.

Question 25 Should the SPV be created for bidding purposes.

Answer 25 No, it will be expected that the SPV is legally constituted prior to the signature of the PPP Agreement. Only an undertaking needs to be given that the SPV will be constituted if declared the preferred bidder.

Question 26 Please provide the employee summary list (names, positions, salaries, benefits, start dates) for the staff at Lower Sabie.

Answer 26 Refer Answer 1. Please note that names will not be shared at this stage but only with the winning bidder when contracts will be compiled.

Question 27 Please outline the handling of employee carry-over retrenchment / severance values.

Answer 27 Refer Answer 3.

Question 28 Please outline housing costs and related expenses for the operator, including subsistence or travel benefits currently required.

Answer 28 Refer Answer 1

Question 29 Please outline union involvement in the KNP.

Answer 29 Most of the restaurant staff in the KNP restaurants are unionized.

Question 30 Please provide design and build restrictions.

Answer 30 This is not easy to describe as SANParks has no indication of what you would propose. Rather make proposals. SANParks' technical services department will outline areas of issues (if any).

Question 31 What is the potential for building or adding external structures (e.g., containers), if approved.

Answer 31 The Private Party will be confined to the area where the current restaurant is built. When refurbishment is done, alternatives could be considered such as containers but will not be on a permanent basis.

Question 32 Please outline fixtures remaining on the premises (e.g., cold rooms, extraction units) and flexibility for replacements or removals.

Answer 32 All the cold rooms and extraction units that were shown and present during the site visit will remain. SANParks is very flexible in terms of upgrades which might imply replacements.

Question 33 Please provide a plan of acceptable staff housing to be built by the Private Party.

Answer 33 Refer "24. Staff housing floor plan.pdf"

Question 34 Please outline SANParks support for structural improvements, potentially as a cash contribution or temporary rental rebate.

Answer 34 PPPs are a funding mechanism whereby rights are awarded in exchange for capital investment and rental (not confined to this only). However, SANParks will not contribute to the upgrade of these facilities.

Question 35 Please outline supply chain delivery restrictions (e.g., time, truck size, access control).

Answer 35 Normal gate hours will apply and is on the SANParks web page under park related information (seasonality applies). All suppliers will be required to purchase a permit – refer to Answer 10 for costs. Deliveries may be done by a 4-ton truck or smaller.

Question 36 Shared services or spaces with other tenants (such as convenience or tourist stores)

Answer 36 The site visit showed the areas. All operators will have their own allocated space.

Question 37 Permissibility of a wood-fired pizza oven or braai/grill setup, and any related thatch or park restrictions

Answer 37 A restaurant like Shalati train restaurant has a wood-fired pizza oven

hence this is not restricted in principle. However, more detail should be supplied as to placement, etc. in order to inform a decision.

Question 38 Monthly occupancy rate over the last 12 months or current operator turnover figures for that period.

Answer 38 Please refer to Answer 16 and Answer 21

Question 39 Additional health and safety requirements from Kruger or stipulated in the lease.

Answer 39 All health and safety regulations need to be complied with. Unfortunately, an extensive list will not be provided as part of this process as the regulations are very specific per industry.

Question 40 Please provide Refuse removal frequency, process, and costs, along with storage rules.

Answer 40 Refer Answer 6.

Question 41 Gas supply details and 12-month figures for utilities (electricity, water, sewerage, gas, etc.)

Answer 41 A decision was made to not share these figures as operations differ based on menu, culture, etc. In light of that only turnovers and staff costs are communicated which will enable all operators to make an informed decision.

Question 42 Status of a generator (whether part of the lease or operator-provided)

Answer 42 The RFP clearly outlines that the Private Party will be responsible for back-up power. Even though all camps have generators, SANParks cannot guarantee that these will always be operational.

Question 43 Permission to install solar panels, such as on a car park canopy or other

designated areas.

Answer 43 A proposal may be put forward and will be evaluated by SANParks' technical department. In principle SANParks is in favor of renewable energy.

Question 44 Related to Tsitsikamma restaurant, what kitchen equipment will be provided?

Answer 44 No kitchen equipment will be provided. Walk in freezers and fridges are supplied as well as an extractor canopy/hood. In addition, a gas line will be supplied to a point but will have to be reticulated by the Private Party from that point.

Question 45 Related to Tsitsikamma restaurant, will the sea facing windows be able to be opened?

Answer 45 Yes

Question 46 Related to Tsitsikamma restaurant, will the premises be air-conditioned?

Answer 46 Yes and 2x big fireplaces for heating in the colder months.

Question 47 Will the wooden deck down at the beach be included in the restaurant "footprint"?

Answer 47 Yes and the maintenance of the structure will also be for the Private Party in line with the 15-year operating period.

Question 48 Related to Tsitsikamma restaurant, how much of the roof deck or what parts of the roof deck will be available for restaurant use?

Answer 48 The roof will not be available for restaurant use but will be used as a viewing deck and roof garden.

Question 49 Related to Tsitsikamma restaurant, will the lift be installed?

Answer 49 The lift will be installed if and when funds are available. However, this has no relevance to the restaurant rights as the roof area will only be a viewing deck and roof garden and is accessible via the staircase.

Question 50 Related to Tsitsikamma restaurant, it would be immensely helpful if we could get copies of the electronic 3d images/ models of the new building and spaces that the appointed SANParks architect would have done which will allow us to accurately design in the spaces provided in these 3d models.

Answer 50 Refer to "25. Tsitsikamma REST CONSULTANT drawing.dwg" and "18. Tsitsikamma NP restaurant PRESENTATION - restaurant REV 001_compressed.pdf".

Question 51 Related to Addo restaurant, would it be possible to get floor plans?

Answer 51 Refer Answer 4

Question 52 In respect of the redevelopment plan, do this include replacement of fixed structures such as the roofs, staircases, window frames, doorways, decks etc...

Answer 52 All internal refurbishments should be done by the Private Party as well as minor maintenance. Where the party wants to change a building, building plans will have to be submitted and changes approved, and changes will be for the Private Parties account.

Question 53 In respect of the Physical Plant items, such as cold room condensers, HVAC systems, Extractors, Fire suppression systems etc, I understand that we are responsible for the maintenance thereof, however in the instance where for example Addo freezer Room the extractor is blowing into the freezer room and needs urgent replacement, who will be doing

that and at whose expense?

Answer 53 This will be the responsibility of the Private Party.

Question 54 Can you please confirm in writing that we would be able to pay bid bonds directly into SANParks account instead of getting the bank approved ones?

Answer 54 Yes, you may. Please refer to "26. Bid bond banking details SANParks.pdf" for banking details. Please also indicate what bid this is for as part of the reference.

Question 55 Can you please clarify, for the Tsitsikamma concession it was noted that you must have a seafood restaurant experience, however in the briefing sessions you shared that we only need to have an extensive seafood offering on our menu's? Please can you confirm that an extensive seafood offering is what is required.

Answer 55 Clause 21.3.9.2 and 21.3.9.3 will be changed to clarify. The Private Party should be able to display that they will be able, due to current experience, to offer an extensive seafood offering and seafood dining experience.

Question 56 Can you also please clarify for Tsitsikamma on the local presence or operation of restaurant facilities. How long does this facility need to have been opened for? How far do you consider local? Within 150km?

Answer 56 Within 150 km of Storms River Mouth camp and in operation for at least 3 years.

Question 57 Is there a limit to how many restaurant concessions we can apply for? In the briefing session last week, you indicated that we can only bid for one concession, however in the other site visits we can bid for more than one, but that each bid must be unique and offer a different menu, layout and restaurant look and feel. Please can you clarify this?

Answer 57 Any one company can be for as many Bid Packages as they like but are not allowed more than 1 bid per Bid Package. Within a Bid Package more than one brand is allowed as a model i.e., a brand for the main restaurant and a takeaway brand but still only one bid per company per Bid Package.

Question 58 In the instance where our audited historical revenue is just short of the minimum turnover requirements, would we be able to submit our AFS as well as current management accounts and projections for the remainder of the year showing we will meet and exceed this requirement, in the current operating year?

Answer 58 Please note that the qualification criteria are clear in that the revenues as requested per bid packaged should have been achieved. If not then you do not qualify to bid. Unfortunately, projections will not be considered.

Question 59 Is there a guideline for the building structure redevelopments we would be doing that speaks with the greater redevelopment, which is taking place within that particular camp, e.g., the redevelopment of the Skukuza Camp Units and Colour Schemes that we would need to adhere too? Roof, External Wall colours, aluminium colours etc...

Answer 59 SANParks uses toned down colors to fit into the environment. We do understand that, in certain instances, other colors will compliment a brand. In this case approval just need to be obtained and will not be withheld unreasonably.

Question 60 Will there be an additional Q&A submission allowed as we are only getting the rest of the information now on the 21st?

Answer 60 Follow up on the questions answered will be allowed for a limited time (1 week) as this would allow for clarification on answers given. No additional questions will be taken.

Question 61 We understand that a franchisor may only submit 1 bid per BP and not many bids with different brands. However, may a franchisor submit one bid that contains different brands, i.e., a main restaurant brand and a takeaway brand?

Answer 61 Yes, the tender rules state that one bidder may not submit more than one bid for the same opportunity but within the bid, the model could contain several solutions which could be different brands.

Question 62 Is there a limit to the number of tenders that SANParks will award a bidder? From my understanding - there is no limit to the number of tenders a bidder can submit for the restaurant opportunities currently on offer - but will SANParks be limiting what they award to one bidder?

Answer 62 There is no limit. However, SANParks could decide on this if they are of the view that the product will be too monotonous if the same brand is in all camps.

Question 63 Please can you confirm if the following complies with the current qualification criteria: A restaurant (type B and type E) that is located within a hotel / lodge (part of the service offering and not branded) that serves both a la carte and buffet menus and is open to both hotel guests and the public.

Answer 63 This does comply should the turnover of the restaurant be in line with the minimum turnover and existence in line with the experience requested.

Question 64 Does SANParks accept a sworn affidavit in terms of confirmation of current BBBEE level or is a BBBEE certificate required?

Answer 64 For an EME a sworn affidavit is acceptable. For QSE and large enterprises a BBBEE certificate is required.