

**TANZANIA NATIONAL PARKS (TANAPA)**

**EXPRESSION OF INTEREST**

**FOR**

**DEVELOPMENT OF REAL ESTATE TO SUPPORT  
SERENGETI FORTI IKOMA GOLF COURSE PROJECT**

**ISSUE DATE: May 22, 2025**

## **DISCLAIMER**

The information contained in this Expression of Interest document (the "EOI") or subsequently provided to Applicant(s), whether verbally or in documentary or any other form, by or on behalf of Tanzania National Parks ("TANAPA") or any of their employees or advisors, is provided to Applicant(s) on the terms and conditions set out in the EOI and such other terms and conditions subject to which such information is provided.

This EOI is not an agreement and is neither an offer nor invitation by TANAPA to the prospective Applicants or any other person. The purpose of this EOI is to provide interested parties with information that may be useful to them in the formulation of their application for qualification pursuant to this EOI (the "Application"). This EOI includes statements, which reflect various assumptions and assessments arrived at by TANAPA in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Applicant may require. This EOI may not be appropriate for all persons and it is not possible for TANAPA, its employees or advisors to consider the investment objectives, financial situation and particular needs of each party who reads or uses this EOI. The assumptions, assessments, statement and information contained in this EOI may not be complete, accurate, adequate or correct. Each Applicant should therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this EOI and obtain independent advice from appropriate sources.

Information provided in this EOI to the Applicant(s) is on a wide range of matters, some of which depends upon interpretation of law. The information given is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. TANAPA accepts no responsibility of the accuracy or otherwise for any interpretation or opinion on law expressed herein.

TANAPA, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Applicant, under any law, statute, rules or regulations or tort, principles or restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on

account of anything contained in this EOI or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the EOI and any assessment, assumption, statement or information contained therein or deemed to form part of this EOI or arising in any way with pre-qualification of Applicants for participation in the Selection process.

TANAPA also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Applicant upon the statements contained in this EOI.

The issue of this EOI does not imply that TANAPA is bound to select and shortlist pre-qualified Applications for Proposal Submission Stage or to appoint the selected Applicant or Developer, as the case may be, for the Project and TANAPA reserves the right to reject all or any of the Applications without assigning any reasons whatsoever.

The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Application including but not limited to preparation, copying, postage, delivery, fees, expenses associated with any demonstrations or presentations which may be required by TANAPA or any other costs incurred in connection with or relating to its Application. All such costs and expenses will remain with the Applicant and TANAPA shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Application, regardless of the conduct or outcome of the Selection Process.

## 1 SECTION 1: PROJECT INFORMATION

### 1.1 BACKGROUND

Tanzania National Parks (TANAPA) is a government organization responsible for the management of Tanzania's national parks. TANAPA currently manages 21 national parks, covering approximately 15% of the country's land area. The organization's mission is to conserve and manage Tanzania's national parks as world-class tourist destinations and sustain their unique natural and cultural heritage for the benefit of mankind.

TANAPA is committed to developing sustainable tourism infrastructure that enhances visitor experience while preserving the natural environment. As part of this commitment, TANAPA has identified the need to diversify tourism offerings and increase the length of stay for tourists visiting Tanzania's national parks, particularly the world-famous Serengeti National Park.

### 1.2 ABOUT SERENGETI GOLF COURSE PROJECT

TANAPA is currently developing an 18-hole golf course facility, the Serengeti National Park Golf course, which includes supporting infrastructure and amenities (the "Project") to complement the existing tourism offerings in and around the Serengeti National Park. TANAPA is expected to complete the development of the project this year readily for use. The Project is envisaged to be developed by TANAPA and has the following broad components:

**Table 1: Development by TANAPA**

No.	Project Components (Indicative)*
1	18-hole golf course playing fields designed to international standards
2	Fairways and irrigation system
3	Club house with restaurant, bar, golf shop, and changing rooms
4	Access roads and parking facilities

5	Environmental conservation measures
6	Internet Facilities to facilitate communications, promotion and marketing of Serengeti Tourism Services.

The proposed Project has significant potential for development through of private sector due to the increasing demand for diversified tourism products in Tanzania, the global popularity of golf tourism, and its strategic location near the world-renowned Serengeti National Park.

The Project aims to increase tourist activities and length of stay in national parks, add to TANAPA's tourism product offerings, increase revenues for TANAPA and stakeholders, and promote the economic well-being of local communities.

The following facilities are invited to be developed by the private sector in the earmarked land near to the Golf course.

**Table 2: Private Sector Invitation to Develop**

1	Multiple-use hotel with accommodation facilities
2	Housing estate for staff and visitors
3	Development of the historical Fort Ikoma site

## **2 SECTION 2: INSTRUCTIONS TO APPLICANTS**

### **2.1 GENERAL INSTRUCTIONS**

2.1.1 Tanzania National Parks ("TANAPA") is engaged in the development and operation of tourism infrastructure in Tanzania's national parks. As part of this endeavor, TANAPA has decided to undertake the Serengeti National Park Golf course project on by inviting the private sector developers for the auxiliary development to support the project.

2.1.2 TANAPA invites Expressions of Interest ("EOI") for pre-qualification of interested parties (the "Applicants") who fulfill the eligibility criteria given in section 3.1 and are interested in participating in the Project.

2.1.3 This EOI is issued for the short listing of Applicants for the development of the Serengeti auxiliary services outlined in 1.2 Table 2, indicating all, one or a combination of the development and any other associated developments.

2.1.4 The developer selected through TANAPA Investment Manual Process -TIM (available [www.tanzaniaparks.go.tz](http://www.tanzaniaparks.go.tz)) is required to undertake Planning, detailed Engineering & Designing, Financing, Construction, Marketing and Operation & Maintenance of the proposed facilities.

2.1.5 This Expression of Interest document contains information about the Project pre-qualification requirements and process in relation to pre-qualification of the Applicants for further participation in the selection process for the Project as per following sections:

- Section I: Project Information
- Section II: Instruction to Applicants
- Section III: Criteria for Evaluation
- Annexures
  1. Checklist for Submission of EOI
  2. Financial Information of the Applicant

2.1.6 Applicants are required to read carefully the contents of this document and to provide required information as per the checklist, so that capabilities of the Applicants can be fully appreciated and assessed.

2.1.7 The Expression of Interest document can be collected from the Issuing Office mentioned under section 2.6 herein below or downloaded from TANAPA website.

2.1.8 TANAPA shall receive Applications pursuant to this EOI in accordance with the terms set forth herein as modified, altered, amended and clarified from time to time by TANAPA, and all Applications shall be prepared and submitted in accordance with such terms on or before the date specified in the Schedule for Selection Process for submission of Applications (the "Application Due Date").

2.1.9 All EOI submissions would be evaluated in terms of financial and technical capability of the Applicants, Individual or Consortium, as the case may be. Detailed information on pre-qualification Criterion is available in this EOI (Section III).

2.1.10 Pre-qualified Developers/Consortium will be notified by TANAPA accordingly.

2.1.11 Request for detailed Development Prospects (DP) shall be invited from amongst the pre-qualified Developers/Consortium separately.

2.1.12 In line with TANAPA Investment Manual, TANAPA reserves the right to: a). Reject or accept the EOI, b). Cancel the process and reject all or any of the EOI without assigning any reasons whatsoever.

2.1.13 In case of any dispute, the Courts of United Republic of Tanzania (URT) shall be the jurisdiction for any legal matter.

## **2.2 ELIGIBLE APPLICANTS**

2.2.1 The Applicant for pre-qualification may be a single entity or a group of entities (the "Consortium"), coming together to implement the Project. However, no applicant applying individually or as a member of a Consortium, as the case may be, can be a member of another Applicant Consortium. The term Applicant used herein would apply to both a single entity and a Consortium.

The Applicant, comprising a Tanzanian partnership, is encouraged.

2.2.2 An Applicant shall not have a conflict of interest (the "Conflict of Interest") that affects the Selection Process. Any Applicant found to have a Conflict of Interest shall be disqualified. An Applicant shall be deemed to have a Conflict of Interest that affects the Selection Process, if a constituent of such Applicant is also a constituent of another Applicant.

2.2.3 Where the Applicant is a single entity, it may be required to incorporate a company under the Tanzanian Companies Act to execute the Concession Agreement and implement the Project. In case the Applicant is a Consortium, it should comply with the following additional requirements:

a) Number of members in a consortium should be limited to three members; b) The Application should contain the information required for each member of the Consortium; c) Members of the Consortium shall nominate one member as the lead member (the "Lead Member"), who shall have an equity share of at least 51% in the Consortium. d) Members of the Consortium shall enter into formal understanding vide a Memorandum

of Association ("MoA") in the format set out in Annexure 3, for the purpose of making the Application for the Project.

## **2.3 CHANGE IN COMPOSITION OF THE CONSORTIUM**

2.3.1 Change in the composition of a Consortium will not be permitted by TANAPA during the Expression of Interest Review Stage.

2.3.2 Where the Applicant is a Consortium, change in the composition of a Consortium may be permitted by TANAPA during the Selection Stage, only where:

a) The Lead Member continues to be the Lead Member of the Consortium; b) The substitute is at least equal, in terms of Technical Capacity and Financial Capacity, to the Consortium Member who is sought to be substituted and the modified Consortium shall continue to meet the prequalification and short-listing criteria for Applicants; and c) The new Member(s) expressly adopt(s) the Application already made on behalf of the Consortium as if it were a part to it originally, and is not an Applicant/Member/Associate of any other Consortium applying for this Project.

2.3.3 Approval for change in the composition of a Consortium shall be at the sole discretion of TANAPA and must be approved by TANAPA in writing.

2.3.4 The modified/reconstituted Consortium shall be required to submit a revised Memorandum of Association before the Selection Due Date.

## **2.4 SUBMISSION OF EOI**

2.4.1 EOI Application shall be submitted in a sealed single envelope (five sets) having the title of the envelope as: "EOI Application for Auxiliary Facilities to Facilitate the Development of Serengeti National Park Golf course at Fort Ikoma".

**The submission need to be in five sets inline with TANAPA Investment Manual provision.**

(i) Covering letter (ii) Checklist of submissions as per Annexure 1 (iii) Financial Information certified by Chartered Accountant as per Annexure 2 (iv) Audited Annual Accounts for the last three financial years (v) In case of Consortium, Memorandum of Association ("MoA") (vi) Experience certificates or its equivalent for Development/Construction



2.4.2 Applicants shall submit the EOI in English Language.

2.4.3 The EOI shall be submitted along with a cover letter together with the prescribed supporting documents and proofs on the letter head of the Applicant/Consortium together with each page of the Document duly signed by the head or authorized signatory of the Applicant/Consortium under a common seal.

## **2.5 MAILING PROPOSALS**

Proposers mailing proposals shall allow sufficient mail delivery time to ensure timely receipt by the Issuing Office. Proposals and unsolicited amendments to proposals arriving after the due date and time will not be considered.

## **2.6 ISSUING OFFICE**

The Issuing Officer is:

The Conservation Commissioner, Tanzania National Parks (TANAPA), P.O. Box 3134  
Arusha, Tanzania

Tel No.: +255 27 250 3471 Email: cc@tanzaniaparks.go.tz

2.6.1 The Issuing Office shall be the sole point of contact for the purposes of preparation and submittal of the EOI..

2.6.2 All questions on this EOI are to be directed to the Issuing Office.

## **2.7 MODIFICATIONS AND WITHDRAWAL**

A withdrawal of, or a modification to a proposal after submission is effective only if written notice thereof is filed to the Issuing Office prior to the date on which proposals are due to be opened. A notice of withdrawal or modification to a proposal must be signed by a duly authorized officer acting for and on behalf of the entity.

## **2.8 QUESTIONS AND ENQUIRIES**

2.8.1 Questions and enquiries shall be directed to the individuals referenced with the Issuing Office above. The Issuing Office will be open from 8:00 am to 4:30 pm, Mondays to Fridays (except holidays).

2.8.2 Questions and inquiries may be submitted in writing or emailed to the Issuing Officer up to the date of submission of EOI.

2.8.3 The answers provided by the Issuing Officer in respect of any question or inquiries made, shall be provided to all persons who have expressed interest to submit EOI documents and who will likely submit a proposal.

## **2.9 APPLICATION DUE DATE**

2.9.1 Applications should be submitted on or before the Application Due Date (August 22, 2025) at 12:00 Noon at the address provided in Section 2.6 in the manner and form as detailed in this EOI.

2.9.2 TANAPA may, in its sole discretion, extend the Application Due Date by issuing an Addendum in accordance with Section 2.10 uniformly for all Applicants.

## **2.10 AMENDMENT OF EOI**

2.10.1 At any time prior to the Application Due Date, TANAPA may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the EOI by the issuance of Addenda.

2.10.2 Any Addendum thus issued will be published in TANAPA website: [www.tanzaniaparks.go.tz](http://www.tanzaniaparks.go.tz).

2.10.3 In order to afford the Applicants a reasonable time for taking an Addendum into account, or for any other reason, TANAPA may, in its sole discretion, extend the Application Due Date.

## **2.11 SITE VISIT AND VERIFICATION OF INFORMATION**

Applicants are encouraged to submit their respective Applications after visiting the Project site and ascertaining for themselves the site conditions, location, surroundings,

climate, availability of power, water and other utilities for construction, access to site, handling and storage of materials, weather data, applicable laws and regulations, and any other matter considered relevant.

### **3 SECTION 3: CRITERIA FOR EVALUATION**

#### **3.1 EVALUATION PARAMETERS**

3.1.1 The Applicant's competence and capability is proposed to be established by the following parameters: a) Financial Capability in terms of Net Worth (the "Net-Worth"); and b) Technical Experience of Applicant.

3.1.2 On each of these parameters, the Applicants would be required to meet the evaluation criteria as detailed in this Section. The evaluation shall be carried out in terms of Pass/Fail of the Applicants for both the above-mentioned parameters separately. Applicant(s) meeting all the criteria will, subject to the terms of the Selection Documents, be qualified to submit its (their) Selection for the Project.

3.1.3 The Applicant fulfilling the following conditions will be eligible to apply for the EOI.

#### **FINANCIAL CAPABILITY:**

Applicant should have a minimum net-worth of US\$10,000,000.00 ("US\$10M") in last three financial years (2021-22, 2022-23 and 2023-24).

<b>NO.</b>	<b>Minimum Eligibility Criterion</b>	<b>Documentary Proof</b>	<b>Format Reference</b>
1	Applicant should have a minimum net-worth of US\$10M in last three financial years (2021-22, 2022-23 and 2023-24).	Audited Annual Accounts for last three financial years	Annexure 2

#### **TECHNICAL EXPERIENCE:**

The Applicant/Consortium should have the following minimum experience of at least one project in each of the below mentioned categories (i.e. development/construction over the past 5 (five) years).

(i) Development/Construction of a Golf Course with minimum 9 holes (preferably 18 holes), during last five years which is in operation as on date of issue of this EOI; OR (ii) Development/Construction of a 4/5 Star Category Hotel or Resort having minimum 50 rooms (in a single hotel), during last five years which is in operation as on date of issue

of this EOI; OR (iii) Development/Construction of a Real Estate Project with minimum investment of US\$10M (in a single Project), which was commissioned during last five years. (iv) Statement of environmental conservation regarding the proposed development to preserve nature

**Note:**

i. Development means Conceptualize, design, finance, build and market ii. Construction shall mean responsibility for physical construction of an owned project or project of other business entities as a contractor. iii. Real Estate Project would include development of residential projects (such as townships, housing colonies, apartments/group housing, cottages/villas etc.) commercial/retail projects (such as malls, shopping complexes, office complexes, town/district centres etc.) iv. Applicant/Consortium shall attach necessary supporting documents for consideration of projects under development/construction experience.

**MANAGEMENT EXPERIENCE:**

The Applicant/Consortium should demonstrate strong management experience in:

(i) Operating and managing hotels, or similar tourism facilities for a minimum of 5 years; OR (ii) Managing tourism or hospitality businesses with annual turnover of at least US\$10M for the last 3 years.

**PROOF OF FUNDING:**

The Applicant/Consortium should provide:

(i) Evidence of ability to finance the project through equity (at least 30% of the estimated project value to a tune of US\$ 5 mil), debt, or a combination thereof; (ii) Proposed financial structure for the project.

**CONCESSION PERIOD:**

The proposed concession period for the Project is 30 years, which may be extended based on performance and mutual agreement.

**PAYMENT TO TANAPA:**

The successful applicant will be required to make the following payments to TANAPA:

(i) Annual concession fee (to be proposed by the applicant); (ii) Revenue sharing arrangement (percentage of gross revenue to be proposed by the applicant);

## ANNEXURES

### ANNEXURE 1: CHECKLIST FOR SUBMISSION OF EOI

NO.	Enclosures to the EOI	Status (Submitted/Not Submitted)	Comments, if any
1	Cover Letter		
2	Memorandum of Association		
3	General Information		
4	Financial Information		
5	Audited Financial Statements/Annual Reports		
6	Experience Certificates for Construction/Development		
7	Company profile and manpower		
8	Proof of Funding		
9	Management Experience Documentation		

### IMPORTANT DATES TO NOTE:

ISSUE DATE	MAY 22, 2025	End of Day
SITE VISIT	JUNE 16-20, 2025	10:00 am
SUBMISSION OF INTEREST	AUGUST 22, 2025	12:00 Noon

## ANNEXURE 2: FINANCIAL INFORMATION OF THE APPLICANT

### 1. Net profit of the Applicant/Consortium

Financial Year	Single /Consortium Member	Applicant Original	Consortium Member 1	Consortium Member 2	Total
2022-23					
2023-24					
2024-25					
TOTAL					

Financial Year: 1st July to 30th June

### 2. Net-worth related data

Description	As at 30.06.2023	As at 30.06.2024	As at 30.06.2025	Average
<b>Single Applicant / Lead Member</b>				
Paid Up Capital				
Add: Free Reserves				
Less:				
Revaluation Reserve				
Intangible Assets				
Accumulate Losses				
Miscellaneous expenditure to the extend not written off				
Net-Worth				
<b>Consortium Member 1</b>				
<b>Consortium Member 2</b>				

**Note:**

The Applicant / Consortium shall submit annual reports and audited financial statements (Balance sheet, profit and loss accounts and if available cash/funds flow statement) for the Lead Member and each of the consortium members containing the audited financial statements in support of the financial data.

SIGNATURE \_\_\_\_\_ COMPANY \_\_\_\_\_

NAME \_\_\_\_\_ DESIGNATION \_\_\_\_\_

DATED \_\_\_\_\_ COMPANY SEAL