



INFORMATION MEMORANDUM

**INFORMATION MEMORANDUM ISSUED BY SOUTH AFRICAN
NATIONAL PARKS IN RESPECT OF THE PROPOSED PUBLIC
PRIVATE PARTNERSHIP PROJECT FOR THE SUNDAYS RIVER
CANOE AND ECO_ADVENTURE ACTIVITY CONCESSION IN
ADDO ELEPHANT NATIONAL PARK**



IMPORTANT NOTICE

This Information Memorandum has been produced by **South African National Parks (SANParks)**, in connection with the tourism public private partnership (PPP) opportunity available at the **Sundays River Valley (SRV) in the Addo Elephant National Park (AENP) for Canoeing and other Eco-Activities.**

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TABLE OF CONTENTS

1. INTRODUCTION4

2. SANPARKS’ VISION, MISSION AND KEY STRATEGIC OBJECTIVES5

3. ARTICULATION OF SANPARKS’ COMMERCIALISATION POLICY,
OBJECTIVES AND STRATEGY7

4. SANPARKS LEGAL MANDATE9

5. A DESCRIPTION OF THE PPP OPPORTUNITY AT THE SUNDAYS RIVER
VALLEY CANOE AND ECO-ACTIVITIES CONCESSION 10

6. ANALYSES OF SA TOURISM QUARTERLY REPORTS ON EASTERN CAPE
AND SOUTH AFRICA28

7. SUNDAYS RIVER CONCESSION MAPS.....28

8. VARIOUS IMAGES OF SUNDAYS RIVER CONCESSION28

9. ENVIROMENTAL INTRODUCTION28

10. ENVIRONMENTAL GUIDELINES28

1. **Introduction**

- 1.1 SANParks is currently investigating the feasibility of a PPP opportunity in which it gives a selected private party right to the commercial use of the Sundays River Concession.
- 1.2 This Information Memorandum (“Memorandum”) is issued by South African National Parks (SANParks) in accordance with the guidelines for Public Private Partnerships (“PPPs”) contained in National Treasury’s Tourism PPP Toolkit, and in compliance with Treasury Regulation 16 issued in terms of the Public Finance Management Act 1999.
- 1.3 SANParks makes no guarantees about and takes no responsibility for the accuracy and completeness of this Information Memorandum and disclaims any liability for any interested party’s use of the information.
- 1.4 This Information Memorandum is not intended to serve as the basis for an investment decision. Each recipient is expected to make an independent investigation and to obtain the necessary independent advice regarding the PPP opportunity.
- 1.5 SANParks may change or replace any information contained in this Information Memorandum at any time, without giving any prior notice or providing any reason.
- 1.6 In a typical PPP agreement in this sector, the private party is granted rights to finance, design, build, maintain and operate a tourism facility on state conservation land for a period likely to provide a fair return on investment. In return, the private party will meet agreed environmental, development, operating and broad-based BEE obligations, and pay a PPP fee to SANParks. At the end of the agreement term, the facility reverts to SANParks.
- 1.7 SANParks is following the PPP feasibility and procurement processes set out in *National Treasury’s PPP Toolkit for Tourism*. The toolkit can be downloaded from www.ppp.gov.za.

2. SANParks’ Vision, Mission and Key Strategic Objectives

2.1 SANParks’ Vision and Mission

South African National Parks (SANParks) was established as a parastatal through an Act of Parliament in 1927. As per the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), SANParks is a Schedule 3(a) “public entity” that functions under the ambit of the NEMA: Protected Areas Act, 2003 (Act 57 of 2003) read concurrently with the Biodiversity Act of 2004 and the Protected Areas Act. The core mandate of SANParks is the conservation and management of biodiversity and associated cultural heritage through a system of National Parks. SANParks is also involved in the promotion and management of nature-based tourism, and delivers both conservation management and tourism services through an authentic people centred approach on all its programmes.

The organisation’s operations are totally guided by its vision statement (the word picture of the future) and mission statement (depicting the purpose of its existence). As a public entity, the organisation is committed to act in pursuance of transformation of South Africa’s society in support of entrenching South Africa’s democracy. In this regard the organisation has adopted a transformation mission to guide its efforts accordingly.

VISION - National parks will be the pride and joy of all South Africans and of the world.

MISSION - To develop and manage a system of national parks that represents the biodiversity, landscapes, and associated heritage assets of South Africa for the sustainable use and benefit of all.

TRANSFORMATION MISSION - To ensure effective transformation both within SANParks and the broader society and economy, through the implementation of broad-based Black Economic Empowerment in support of the Constitution of South Africa.

2.2 SANParks’ Key Strategic Objectives

SANParks’ business operations are founded on three important core pillars:

2.2.1 **Conservation**

The primary mandate of the organisation is the conservation of South Africa's biodiversity, landscapes and associated heritage assets through a system of National Parks.

2.2.2 **Nature-based tourism**

The organisation has a significant role in the promotion of South Africa's nature-based tourism, or ecotourism business targeted at both international and domestic tourism markets. The eco-tourism pillar of the business architecture provides for the organisation's self-generated revenues from commercial operations that is necessary to supplement government funding of conservation management.

A significant element of the ecotourism pillar is the Strategic Plan for Commercialisation (which through the implementation of Public Private Partnerships) has as its objective reducing the cost of delivery, improving service levels by focusing on core business and leveraging private capital and expertise as well as the objective of expansion of tourism products and the generation of additional revenue for the funding of conservation and constituency building.

2.2.3 **Constituency building towards a people-centred conservation and tourism mandate**

SANParks is required to build constituencies at international, national and local levels, in support of the conservation of the natural and cultural heritage of South Africa. It has to ensure that a broad base of South Africans participate and get involved in biodiversity initiatives, and further that all its operations have a synergistic existence with neighbouring or surrounding communities for their socio-economic benefit.

The core mandate of the organisation derives from its biodiversity conservation role, thus the conservation pillar is regarded as the basis

upon which the other two sub-core pillars' programmes and activities are directed.

In addition to the core and sub-core business pillars that provide SANParks with a level of uniqueness, the organisation has generic support functions of Finance, Human Resources, Corporate Communications, Corporate Support Services (including Information and Communications Technology), and Legal Services. The operational component of SANParks is delivered through the current twenty two (22) national parks – these being organised under two divisions namely, Kruger National Park and the Parks Division (which entails the remaining twenty-one (21) national parks).

3. Articulation of SANParks' Commercialisation policy, objectives and strategy

3.1 The Motivation for Commercialisation

“Global conventions and programmes alone are not enough to ensure the continued existence of, and sufficient funding for, protected areas. In times of fiscal austerity and tightening government budgets – especially in developing countries which are home to much of the world's biodiversity – traditional funding sources are increasingly under threat. Innovative alternatives to these traditional sources are needed in order to secure the long term viability of protected areas.” (IUCN, 1998)

In order to encourage greater efficiency in the delivery of public services, the Cabinet in April 1997 approved the establishment of an interdepartmental task team chaired by the Department of Finance, to explore how public private partnerships ("PPPs") could improve infrastructure and service delivery efficiency, and make more efficient use of under-utilised state assets. The key objectives of this programme were to develop a package of cross-sectoral and inter-Institutional policies and legislative and regulatory reform.

In September 1998, the Department of Environmental Affairs and Tourism articulated the need for SANParks to prepare for a lesser dependence on state funding, which would increasingly be aimed at funding the essential

conservation requirements. This formed the basis of the Commercialisation Strategy adopted by SANParks in 2000 with its foundation in the economic theory which defines the State's responsibility as one of performing a regulatory function and intervening in the market-place only where there is market failure. The objective was to reduce the dependence on state funding and improve existing operational efficiencies. This does not imply that SANParks has to be independent of the State but rather that the collective funding sources (i.e. state funding, private donations, NGO and international donations, SANParks' tourism activities and commercialisation) must be able to "sustain" the total business of SANParks. Sustainable tourism development depends on a partnership and balance between the social, technological, economical, the environment and political values and benefits. Hence, should one source of funding be threatened, SANParks must be able to absorb such withdrawal without compromising its sustainability.

The implementation of the Commercialisation Strategy 2000, resulted in the awarding of 10 (ten) concession sites to private operators, seven of which are in Kruger National Park, two in Addo Elephant National Park, and one in the then Cape Peninsula National Park (now Table Mountain National Park).

In addition to the concessions, the Commercialisation Strategy 2000 also resulted in the awarding of 21 shops and 17 restaurants across all national parks to private operators. Facilities were upgraded by the operators and SANParks receives a PPP Fee from these operators.

3.2 The Strategic Plan for Commercialisation 2006

Following the implementation of the Commercialisation Strategy 2000, there have been significant developments in SANParks' approach to PPP initiatives. SANParks accordingly developed the Strategic Plan for Commercialisation 2006 to accommodate and benefit from:

- (i) The experience and specialist skills acquired;
- (ii) The lessons learnt from implementation and management of PPPs;
- (iii) Legislative requirements; and

- (iv) The extended scope of projects identified to enable SANParks to improve its infrastructure towards 2010 and beyond, generate revenues, promote BEE and create employment.

The objective of the strategy is to ensure that SANParks has the fundamentals including capacity in place for managing existing, and for entering into new PPPs successfully. In addition, SANParks has a responsibility towards creating tourism infrastructure on a longer term as compared to a tourism organisation run by a private company. Such infrastructure will enable South Africa to compete with global tourism destinations like Brazil, Thailand etc. Commercialisation through Public Private Partnerships provides SANParks the opportunity to achieve this goal.

High-level commercialisation objectives for SANParks include any or all of the following:

- Revenue Generation;
- Loss minimisation or savings on existing operations;
- Optimal use of under-performing assets;
- Job creation;
- Broad based Black Economic Empowerment;
- Infrastructure upgrades;
- Upgrade/development of historical and/or cultural sites;
- Tourism promotion; and
- Further biodiversity protection and conservation.

For more background on SANParks please visit www.sanparks.org.

4. SANParks Legal Mandate

SANParks has the legal mandate in terms of the National Environmental Management: Protected Areas Act, 2003 (Act no. 57 of 2003) to enter into PPP Agreements.

5. A description of the PPP opportunity at the Sundays River Valley Canoe and Eco-Activities Concession

5.1 Introduction

The Canoe and Eco-Activities Concession will run from the low level bridge below the dam wall of Darlington Lake/Dam (formerly Lake Mentz) along the Sundays River in a south and south-westerly direction to just beyond Mvubu Camp where the river exits the Addo Elephant National Park (see maps in section 11). The length of the river in the concession area is 46 km. To the immediate west and east is the Kabouga Section of the Park, to the north and north-west the Darlington Section, while further east is the Zuurberg Section and associated Zuurberg Mountains. The river's flow is regulated through water release from Darlington Dam. Flows are generally strongest midweek and may recede over the weekends, but the river is still very navigable and canoeing should be safe at all times. At the northern end of the concession one finds oneself in the Nama Karoo biome. However at the southern end one has entered the valley thicket biome.

The operator will have exclusive use of activities on the river as well as the right to motivate to run additional activities in the surrounding valley. At various points along the river there are existing structures in variable condition (most are very dilapidated and major refurbishment would be required). These include Prospect House; Kruisrivier River Lodge and nearby camping area (disturbed area which was a tented accommodation site in the past); Pietersenskraal (Old Farmhouse); and Mvubu Camping Area (this location will be non exclusive as the park uses it for some of their 4x4 trails, but it is large enough to accommodate more than one party, although the ablutions may need upgrading). The operator may be allowed to utilize scenic spots along the river, but Environmental Impact Assessments will need to be concluded and Park Management approval will need to be granted.

5.2 Description of Project - Scope of concession

Bidding parties will be given leeway to submit their proposal based on their own assessment of the information provided and their experience of the concession location. SANParks would like to see some form of canoeing product permanently available, but the nature and duration of this is for the bidding parties to articulate. Bidders will also be granted license to propose to what extent they wish to involve supplementary activities that compliment the canoeing product as well as the accommodation of their guests in the concession area.

The current River Lodge site is felt to offer an excellent opportunity for the development of an activity centre, but bidders may choose to upgrade this for staff or guest accommodation purposes. Should the bidder elect to develop the River Lodge site (or any of the other existing disturbed sites, they would be given a time period, probably of twelve months, during which the facilities can be upgraded for operation.

5.2.1 Area of operation

The canoe trails will operate on the Sundays River in the Zuurberg mountain range section in the northwest of the AENP. Although this is a controlled river system, the flow may be turned off for a short period between Saturday and Sunday, but the river is generally fast flowing. However, there are sections of the river which are wide and slow-flowing for which considerable paddling effort is going to be required. Furthermore, the stretch of the river earmarked for the canoe trails is inhabited by between 15 and 20 hippopotamus, and since this is a potentially dangerous animal, canoeing along this stretch is considered a high-risk activity that requires considerable expertise not only in river craft but also in avoiding potentially dangerous situations with these amphibious mammals. Climate in the area varies from hot summers with temperatures sometimes exceeding 40°C to mild winters with minimum temperatures dropping to 3°C. Rainfall occurs throughout the year.

5.2.2 Seasonality of operation

It is intended that the canoe trails be conducted throughout the year. It is important to note, however, that certain access roads will become impassable after heavy rainfall events and that if this occurs the

operator may elect to close the canoe trails temporarily during such occurrences.

5.2.3 Duration of canoe trails

As previously indicated, the duration of the canoe trails will be up to the bidding parties to propose. It is felt by SANParks that the length of the river could be canoed over a 3 night period, but by combining the canoeing with other activities it would be easy to expand to 4 or 5 nights. Conversely the bidder may wish to propose optional shorter trails to accommodate limited time that certain guests may have. In all likelihood bidders would like to propose a combination of canoeing options with different time periods.

5.2.4 Number of participants

It is envisaged that the trail will accommodate a maximum of 16 participants on 8 canoes led by two river guides in two separate canoes. It is felt that anything higher would constitute too great a security risk. Guides will also be required to alternate as spotters whereby one guide leads the group and the other travels 50 – 100 m in front of the group (depending on terrain) sweeping the river to locate hippopotamus. If different canoe products are offered simultaneously of varying durations, then sufficient guides to act as river sweepers would need to be involved.

5.2.5 Canoe type

It is recommended that inflatable “croco-duck” canoes be used for the trail participants as a result of the shallowness of the river in places rendering fiberglass inappropriate and safety considerations in terms of hippos. The river guides will be able to utilize canoes that best suit their own individual preferences. SANParks is however open to alternative suggestions from industry experts.

5.2.6 Logistical support

The operator would probably require 4x4 vehicles to transport guests between various points in the concession area, unless an alternative plan is made around the arrival and pick-up points for guests. Successful operation of the canoe trail could also require a back-up 4x4 vehicle, trailer and associated support staff to set up and break down camp and to prepare meals, depending on the product offered. It is envisaged that the back-up vehicle should comprise a Unimog-type vehicle that has sufficiently high clearance for deep river crossings and is sufficiently large to carry all participants, river guides, canoes and supplies.

5.2.7 Vehicle access

The River Lodge and Darlington Dam area are accessible to robust sedan vehicles, but the Kabouga area is accessible to 4x4 vehicles only. There is also a road along the river that links Darlington Dam to the River Lodge site, but this road is also only accessible to 4x4 vehicles with high clearance. Entry and exit points for vehicles to and from the river are located at Darlington Dam, Pietersenskraal and Kabouga.

5.2.8 Food and beverage provisions

Drinking water is available along the entire route from the river, but this should always be boiled and treated with chlorine tablets prior to consumption. There is no fresh water available for ablutions at the River Lodge site and the Mvubu campsite, nor at any other potential camping venues (e.g. Western shores of Lake Darlington). Rainwater tanks can be installed at the River Lodge site by the operator.

The operator could opt to create a catering base at the River Lodge site and, provide catering where necessary, during all outdoor activities and at overnight stops. The operator would not be responsible for catering if and when participants in any outdoor activity product overnight at other accommodation establishments inside the Park (e.g. Darlington Lake Lodge), although a venue like Kabouga is self catering, so the operator may chose to extend catering if their guests are staying at this venue.

The operator will have the exclusive right to operate and manage restaurant and retail facilities at the River Lodge site, subject to all the terms and conditions agreed with the park.

The operator will be held responsible for any misconduct related to alcohol abuse by staff or guests.

5.2.9 Roads and tracks

SANParks recognises that the type of tourism product likely to be offered at the River Lodge site and throughout the concession area will necessitate a certain network of roads and tracks, both for access to and from the site for guests and supplies, as well as for guided game viewing for guests. As such, the operator may be permitted to develop new roads and tracks subject to Park management approval and the relevant EIAs, but will probably be urged to make use of what exists at present. The successful operator and SANParks will sit down and agree upon which roads can be used. The extent of new road and track development will be limited to the amount that SANParks has established for the area. The operator will be responsible for the day to day maintenance of roads within the concession area. A network of roads already exists around the River lodge and any extension to this network will be at the discretion of park management. No off-road driving will be permitted.

5.2.10 Accommodation

Bidders should be aware of the current accommodation situation in AENP in the immediate surrounds of the concession area.

At the concession's northern end Darlington Lake Lodge is located near the northern starting point of the concession site. It is an existing SANParks concession and its use by guests of the canoe trail would have to be arranged separately with the concession operator. Darlington Lake Lodge is a luxury establishment with a bar and restaurant. Activities offered by SANParks and/or by Darlington Lake

Lodge at Darlington Dam include canoeing on the dam, black rhino tracking, game drives and a boat cruise.

There are fishermen's cottages at the Darlington Lake dam wall, but these will not be for use of the concession and it is envisaged these will be converted to staff accommodation. Should operators wish to set up a mobile camp at the start of the canoe trail, it is envisaged they could set up camp on the western shores of Darlington Lake but there are no facilities at this location.

At the concession's southern end is the Mvubu Camping Site (this location will be non exclusive as the park uses it for some of their 4x4 trails), where the operator could erect mobile tents at the rustic campsite for overnight use by their guests. Facilities at the Mvubu campsite include:

- Single toilet
- Single shower
- Braai facilities
- Viewing deck overlooking the river and jetty

Operators may want to upgrade the ablution facilities that are present. Further accommodation is available at the nearby Kabouga guesthouse that can sleep up to 6 people. Activities at this site could include guided walks.

(Note: use of the campsite and guesthouse is not exclusive but has to be booked through the park).

Along the length of the river in the confines of the concession are several existing structures that could be upgraded for the purposes of accommodation in the concession. These first of these heading in a southerly and river flow direction from the dam wall is Prospect House which is about 21 km from the dam wall. Prospect House is basically a flat with 2 bedrooms, a living room area and small kitchen. There are no outside buildings. It will need a lot of work and does not have electricity or water.

About 5 km further downriver or 26km from the Dam wall is Kruisrivier River Lodge and nearby camping area (disturbed area which was a tented accommodation site in the past). The River Lodge site is situated in the Kabouga section of the AENP on the banks of the Sundays River. The site currently comprises the following:

- (a) An old house with 4 rooms that is in need of renovation
- (b) 4 ablution facilities
- (c) Camp kitchen with thatch roof
- (d) Bar area
- (e) Braai lapa
- (f) Deck overlooking the river
- (g) A river boat that could be used for sundowner cruises;
- (h) There is also a second house nearby at Breeknek that could be converted in for exclusive use by the operator.

Another 3 or 4 km down river is Pietersenskraal (an old farmhouse). The house at Pietersenskraal is large and has numerous room options but needs considerable work done to it and currently has no electricity or water supply. The operator may be allowed to utilize scenic spots along the river for mobile or more permanent camps, but Environmental Impact Assessments will need to be concluded and Park Management approval will need to be granted.

5.2.11 Development of sites

The development of accommodation facilities will be restricted to the existing sites such as the River Lodge, the perimeter of which has been designated by the Park management. The operator will be entitled to renovate the house and all other existing facilities at this site and also at the nearby Breeknek site. The operator may wish to erect a small number of safari tents at the River Lodge Site to accommodate canoe trail guests pending the findings an EIA. Provision is made for the installation of bore-holes and generators within the scope of renovations. It is intended for the accommodation to be of a basic but comfortable nature so as to appeal to both foreign and local visitors.

5.2.12 Possible Adventure activities

The operator will be encouraged to offer a range of outdoor adventure product along the concession, particularly from the River Lodge site. For the duration of the agreement, the operator will have the exclusive right to:

1. Operate canoe trails in AENP;
2. Operate other appropriate activities on the river (e.g. tubing)
3. Operate an accommodation establishment at the River lodge site;

Should the operator wish to operate activities in the valley surrounding the river in all likelihood the Park management will then grant them exclusivity for such activities in this area of the park, although this will need to be agreed with Park management. It is envisaged that the operator would operate outdoor activities from the River Lodge site (see list below);

For the duration of the agreement, the operator will be able to conduct the following activities from the River Lodge site, but on a non-exclusive basis in AENP:

1. Open vehicle game drives;
2. Bush walks;
3. Abseiling;
4. Rock climbing;
5. Mountain biking;
6. 4x4 trails;
7. Sundowner cruises;
8. Overnight backpack trails;
9. Swimming (only permitted at designated campsites, and at the participants own risk provided the absence of hippo has been established) ;
10. The operator will be permitted to utilize the Bedrogfontein 4x4 trail, through prior arrangement with the park as this will be non exclusive. This runs between Kabouga and Darlington Dam. The full distance of

the trail is 45km and can take up to 6 hours. It can be shortened to 20km if accessed from the River Lodge;

11. The operator will be supported with regards to the development of other activity product during the tenure of the agreement. The development of additional activity product will be offered to the operator on a non-exclusive basis in AENP, and any such developments, either at or away from the River Lodge site, will require prior approval from Park management and will need to adhere to the necessary environmental controls and procedures.

- 5.3 Possible itineraries (please note these are only suggestions and are in no way determining – prospective bidders are encouraged to use their own discretion after investigating matters). Prospective operators should calculate where it is appropriate to meet and collect guests from. The most suitable options are likely to be Addo Main Camp or encouraging guests to travel to the River Lodge via the town of Kirkwood. Other options would be at Darlington or through arrangement with private landowner in the Kirkwood area.

Possible Itinerary 1:

Day 1:

The operator will collect trail participants at the main rest camp in the original AENP and then transport them from Kabouga to Darlington Dam via the Bedrogfontein 4x4 trail. The full distance of the 4x4 trail is 45 km, but can be shortened to 20km if accessed from the River Lodge site. The maximum duration of the 4x4 trail is 6 hours, comprising grade 2 to 3 obstacles and an optional grade 5 river crossing, and following a historical Anglo-Boer war trail that offers beautiful views and a wide diversity of flora and fauna. The first night will be spent at Darlington Dam, where the operator could erect a temporary camp on the western shores of Lake Darlington and provide catering for the guests (guests could alternatively elect to stay in the upmarket Darlington Lake Lodge where their catering would be provided for)

Day 2:

Guests will embark on the canoe trail on the morning of the second day and will cover a distance of 26 km to the River Lodge site, where they could overnight in mobile tents or in the refurbished lodge (until such time as the accommodation establishment/activities centre has been completed). Afternoon activities from the River Lodge site could include guided walks, mountain biking, abseiling and/or a boat cruise.

Day 3:

On the third day, guests will paddle a distance of 20km from River Lodge to Mvubu Campsite where they will overnight in mobile tents at the rustic campsite or close by at Kabouga guesthouse. Facilities at the Mvubu campsite include:

- Single toilet
- Single shower
- Braai facilities
- Viewing deck overlooking the river and jetty

Further accommodation is available at the nearby Kabouga guesthouse that can sleep up to 6 people. The operator will have use of the campsite and/or guesthouse when in camp. Activities at this site could include guided walks.

(Note: as previously indicated use of the campsite and guesthouse is not exclusive but has to be booked).

Day 4:

Guests would be transported back to main camp to leave the park at their own discretion.

Possible Itinerary 2:

Day 1:

Guests make their way via Kirkwood to River Lodge site – afternoon arrival. Sundowner on river in boat. Guests to overnight in accommodation at River Lodge

Day 2:

Guests will embark on the canoe trail on the morning of the second day. They would need to be transported via the shortest 4x4 route to the starting point at Darlington Lake dam wall. In the canoes the group will cover a distance of 26 km to the River Lodge site, where they will overnight in mobile tents (until such time as more permanent tented accommodation has been established or the river lodge/activities centre has been refurbished). Afternoon activities from the River Lodge site could include guided walks, mountain biking, abseiling and/or a boat cruise. If guests wish to leave at this point they could, or they could elect to spend an additional day on the river the following day paddling down to Mvubu Camp – from here they would need to be transported back to the River Lodge base.

Family or friends not wishing to paddle the longer distances could base themselves at the River Lodge while the rest of their party was out on the river. They could do shorter canoe trips in the vicinity of the lodge if excess guides were available or alternatively partake in any of the activities mentioned above.

5.4 General

5.4.1 Administration, sales and marketing

The operator will be responsible for their own bookings, administration, advertising and marketing, as well as the premises from which these functions are conducted. Furthermore, the operator will be responsible for the sale and reservations of all products, but SANParks will gladly assist with sales and reservations through the SANParks central reservations office in Pretoria. All product branding must include the terminology “Addo Elephant National Park”.

5.4.2 Entrance fees

All visitors and activity product participants will be subject to the standard Park conservation fees.

5.4.3 Liability and insurance

The operator will be fully responsible for Public Liability Insurance and will sign an indemnity with SANParks absolving SANParks of any responsibility with regards to the safety of guests, participants and all personnel. SANParks will accept no responsibility for any injuries, deaths or damage to personal property incurred on the canoe trails and/or on any other activity conducted by the operator. The operator is encouraged to apply their own indemnity arrangements with their guests

5.4.4 Accommodation in AENP

Accommodation at existing establishments within the Park will be subject to availability, but the operator will have access to the campsite at Mvubu and the Kabouga guesthouse on a non-exclusive basis and exclusive access to the River Lodge site or any other camps they develop along the river, or on the western shore of Lake Darlington. Such sites would be with prior agreement with the park.

5.4.5 Purchase, repair and maintenance of vehicles and equipment

The purchase, repair and maintenance of all vehicles and equipment will be the operator's responsibility.

5.4.6 Qualifications of personnel

It will be mandatory for all guides to:

- (a) be registered with the Department of Environmental Affairs and Tourism (DEAT);
- (b) have the necessary qualifications specific to the activity in question;
- (c) have at least two years experience on the relevant activity product
- (d) have a minimum of a TGSP3 tourist guide qualification;
- (e) have a minimum of level II first aid; and
- (f) have a valid and appropriate drivers license.

It will be mandatory for all back-up personnel to:

- (a) be registered with DEAT;
- (b) have a minimum of a TGSP2 tourist guide qualification;
- (c) have a minimum of level I first aid; and
- (d) have a valid and appropriate driver's license.

It will be necessary for certified proof of all qualifications to be submitted to the Park management and every guide will be required to successfully complete the internal AENP examination and rifle handling assessment prior to being allowed to operate in the Park. The number of guests participating in guided walks in areas where large and dangerous animals occur must not exceed 8. The operator will be responsible for supplying the rifles. Rifles must be carried by canoe guides on the trail.

5.4.7 Emergency procedures

The operator will develop and practice an appropriate emergency evacuation procedure and will ensure that all visitors/participants are adequately covered in terms of medical insurance. All activity products must include sufficient and appropriate first aid kits. SANParks will accept no responsibility for injury, death or loss of property on any activities offered, managed and run by the operator or at any accommodation establishment managed by the operator.

5.4.8 Minimum and maximum age requirements and fitness levels

The operator will impose the minimum and maximum age of participants and fitness requirements for all activities. Bidding operators may propose subject to their staff availability to offer accommodation at the River Lodge Base for less able members of trail participants families or parties while their companions are on a trail provided they are adult or supervised by adults and would thus not put the operator under any liability.

5.4.9 Fuel provisions

No fuel is available on site. The nearest fuel stations are located at Kirkwood, Addo, Somerset East, Jansenville and 30km north of Darlington Dam (Henderson's Farm; petrol only). Any fuel kept on the property must fall within the fuel storage and health and safety guidelines set out by SANParks.

5.4.10 Communications

It will be necessary for all guides to carry radios on all activities for communication between each other and with the Park management. A repeater system is available if necessary. There is no cell phone reception in the area of operation.

5.4.11 Operational manual

Each bidder will be required to submit a detailed operational manual, and this must include a detailed emergency procedure and CASEVAC plan for all proposed activities.

5.4.12 Refuse and sewage disposal

All refuse will be removed from the AENP by the operator and taken to a registered dump site. An adequate and appropriate means of dealing with sewage will be determined for each product from the EIA and/or scoping report.

5.4.13 Fire

No wood may be collected from the AENP, and all firewood must be sourced from outside the AENP by the operator. SANParks strongly encourages the use of non-indigenous wood for firewood, and wood in the concession area should not be used. Fires may only be made at designated overnight localities and a fire plan for the River Lodge site is to be submitted by the operator. The Park management reserves the right to burn the area of operation at its discretion as part of the overall ecological management plan for the AENP. The operator will be advised of such interventions in advance.

5.4.14 Water

The operator may use river water and a borehole may be sunk at the River Lodge site if required, subject to the findings of an EIA.

5.4.15 Etiquette

The operator and guides will comply with the National Parks Act and relevant DEAT policy regarding conduct of tourist guides. The operator and guides should not disturb or cause distress to any animal at any time. With regards to the canoe trail, when the lead river guide (spotter) locates a hippo, he/she must radio back to the canoe party to exit the river, whereby all participants will be required to carry their canoes on the riverbank around the hippo and to re-enter the river at a safe distance from the hippo. The canoe guides will carry rifles on their canoes, of a calibre suitable to deal with potentially dangerous hippos.

5.4.16 Environmental considerations

A scoping report will be required for the canoe trail and for all other adventure product and an EIA will be required for renovations/additions to the River Lodge site. The costs of these environmental control procedures will be borne by the operator. SANParks retains the right to introduce game and execute any other wildlife/habitat interventions as deemed necessary. The operator will be informed of all such interventions in advance.

5.5 Legal and Site Review

With regard to the Sundays River Valley, while DWAF are the authority controlling the water in the river, SANParks has got title for everything above the water surface and there are no legal issues of land ownership or land tenure to consider. The property was purchased both from private ownership on a 'willing seller and willing buyer' basis or ceded by the state.

5.6 Competitor Information

The following is a summary of some of the guided canoe operations in Southern Africa:

<u>Canoe Trail</u>	<u>Length</u>	<u>Restrictions</u>	<u>Operator</u>	<u>Contact details</u>
Black Eagle Trail Orange River	75km/5day	average; guided; all equipment and food provided; linear;overnight under stars/own tent; 12 persons min/30 persons max; no under 8	Adventure Runners	Tel: + 27 (0)11 646-3548 or (021) 686-3386 Fax: + 27 (0)11 646-5088 e-mail: info@adventurerunners.com
Orange Gorge Orange River	3 to 5 days	confident swimmers only; runs mid March to mid January; need passports and visas	River Rafters	Tel: + 27 (0)21 72-5094 Fax: + 27 (0)21 72-5241
Orange River Safari Richtersveld	4 to 6 days	guided; all equipment and food provided; base camp; camping on river banks; no experience required; average fitness	River Rafters	Tel: + 27 (0)21 72-5094 Fax: + 27 (0)21 72-5241
Breede Escape Breede River	Not stipulated	own canoe; rubber dingies available at R50 per day; lapa; rondawels; catering available; 12 persons max;	Not given	Tel: + 27 (0)2346 2995
Wine Route Canoeing & Rafting Breede River	1 day	guides; all equipment food and wine provided; mid October to mid March	Felix Unite	Tel: + 27 (0)21 683-6433 Fax: + 27 (0)21 683-6488
Doring Rivier	2 days	camp sites; guided; all equipment and food provided; 40 persons maximum; June to September; wetsuit required; grade 3 rapids	River Rafters	Tel: + 27 (0)21 72-5094 Fax: + 27 (0)21 72-5241
Tugela River	1 – 4 days	all equipment and meals provided; accommodation in bush camps; must be confident swimmer; no persons under 16; 30 persons maximum; September to March	Felix Unite	Tel: + 27 (0)11 8039778 Fax: + 27 (0)11 8039603
Silo	1 – 2 nights	overnight facilities; 12 persons max; R25 per person	CB Theunissen	Tel: + 27 (0)334 33355 Fax: + 27 (0)334 33355
Chobe River	5 days	maximum 6 persons; guided; and all equipment provided; tented camps	Kalizo	Tel: + 27 (0)11 764-4606
Strandloper Kei River	2 days	Overnight accommodation is provided in comfortable 12 bunk self-catering cabins.	Strandloper	Tel: +27(0)43 841 1046 Fax: +27(0)43 841 1046 e-mail: strandloper2net4u.co.za
Bushman's	2 days	maximum persons 12; children	Ken Kings	Tel: + 27 (0)46 648-1223

<u>Canoe Trail</u>	<u>Length</u>	<u>Restrictions</u>	<u>Operator</u>	<u>Contact details</u>
River	(30km)	under 15 must be with an adult; equipment and overnight hut provided		
Langebaan Lagoon	2 hours	guide and 5 double canoes provided; accommodation at Langebaan; August and September only	SANParks and Flaming Jo's	www.sanparks.org
Lake Kariba	Shorter and Longer Safaris	watch out for storms on lake	Fothergill Island Safaris	Tel: + 264 (0)61 2253
Lower Zambezi River	1 – 9 days at 20km/day	accommodation in equipped camps; 4 to 20 persons; no under age 15; March to December best; easy going	Zambezi River Safaris	Tel: + 260 (0)1 287748 Fax: + 260 (0)1 1- 230576
Upper Zambezi River	1 to 3 days; do about 20 km per day	equipment provided; also meals and drinks; 6 to 9 persons; no under 16; average fitness	Makora Quests	Tel: + 260 (0)3 32-1679 Fax: + 260 (0)3 32-0732
Zambesi River	13km white water rafting; trips up to 7 days also possible	20 persons maximum; no under age 16; June to mid July and December to March; rapids grade 3 to 6; 23 rapids; portage; guides and equipment	Sobek White Water Adventures	Tel: + 260 (0)1 224248 Fax: + 260 (0)1 224265
Orange River Cape/Namibia Border	6 days	sleep under stars; all equipment and meals provided; March to October very hot; provide adequately for sunburn; max 30 persons; passports and visas required; other options available	Felix Unite	Tel: + 27 (0)21 683-6433 Fax: + 27 (0)21 683-6488
West Coast Guided Kayak Trails	Not stipulated	Guided Kayak trails along the West Coast	Hannes Kleynhans	Cell: + 27 (0)82 926 2267 e-mail: info@kayaktrails
Keurbooms River	7km upriver & 7 km down river	overnight hut; braai facilities; 12 persons max; life jackets supplied; arrival and departure at 12:00	Keurbooms River Nature Reserve	Tel: + 27 (0)44 573-2125 Fax: + 27 (0)44 573-0322 Web: http://www.capenature.org.za
Kap River	Not stipulated	Beautiful beaches; numerous birds; mammals and flora. We also offer hiking and mountain biking. Swimming pool, picnic and fishing.	Western Region District Council	Tel: + 27 (0)46 625-0631 Fax: + 27 (0)46 625-0631 e-mail: phil@conservation.za.net

<u>Canoe Trail</u>	<u>Length</u>	<u>Restrictions</u>	<u>Operator</u>	<u>Contact details</u>
Breede River Wine Route	1 or 2 day	private camp; guided; all equipment and food provided; 40 persons maximum; June to September; wetsuit required; grade 3 rapids	River Rafters	Tel: + 27 (0)21 72-5094 Fax: + 27 (0)21 72-5241
Drift to Drift Vredefort Dome Vaal River	30km/2 day	moderate; guided; one way; on the Vaal River; 8 persons min/16 persons max. Accommodation: Base Camp, overnight at Yellowfish Lodge bush camp, Owl's Cottage or Elgro Chalets. Transport is provided back to Base Camp. Largest meteorite impact crater in the world; rock climbing, swimming, mountain bikes, bird watching and tree spotting. Abseiling facilities and canoe trail (Boot & Paddle Drift) available on the Vaal River. Other options Rooihaas, Summit (Kruin) Trail and Old Mine (Ou Myn) Trail. Must be able to swim	Dome Highland Trails	Tel: + 27 (0)18 294-8572 Fax: + 27 (0)18 297-7976 Cell: + 27 (0)82 856 9736 e-mail: domeavnt@iafrica.com Web: http://dometrails.hypermart.net
Wilderness National Park Canoe Trail	3 days	Canoes for hire	SANParks Eden Adventures	www.sanparks.org

5.6.1 Unique Selling Features

- Malaria free activities.
- Canoe Trail in Big 5 National Park – although at this stage the big 5 are found in other parts of the park and hippo (non big 5) is the largest ungulate in the river system. Kudu and other antelope species also occur. In time the park may elect to re-introduce some of the big 5 into this section of the park, or some may even find their way there on their own.
- Exploration in a remote and unknown part of AENP that is scenically very beautiful.
- Opportunity for complimentary activities in same area.

6. ANALYSES OF SA TOURISM QUARTERLY REPORTS ON EASTERN CAPE AND SOUTH AFRICA

The following extracted analyses are provided to bidders to give them some statistics to inform them on investment opportunities in the region. It should be noted that more recent figures may have been published and bidders are encouraged to research latest trends in terms of tourism, visitation and opportunities:

Q3 (July to September) and Q2 (April to June)

DEMOGRAPHICS OF FOREIGN ARRIVALS TO THE EASTERN CAPE Q2 AND Q3				
	Q3 2004	Q3 2003	Q2 2004	Q2 2003
Foreign arrivals	105,268	93,697	95,210	103,465
Share of visitors to province	6.4%	5.9%	6.3%	6.9%
Bed nights spent in the province	816,563	832,017	794,864	781,402
Country of residence:				
Europe	41.7%	61.9%	51.0%	49.2%
Africa & Middle East	23.0%	19.7%	30.7%	30.3%
Americas	28.1%	11.4%	13.0%	12.9%
Asia & Australasia	7.3%	7.0%	5.3%	7.7%
Cities visited in province:				
Port Elizabeth	82.4%	81.9%	69.4%	73%
East London	26.8%	25.1%	23.6%	26.3%
Mthatha	5.0%	3.8%	4.7%	5.7%
Purpose of visit:				
Holiday	63.8%	73.5%	76.1%	71.7%
VFR	16.3%	10.7%	11.1%	13.0%
Business	8.4%	4.9%	4.6%	5.6%
MICE	3.1%	4.4%	4.4%	2.4%
Accommodation usage:				
Friends & family	24.5%	22.9%	25.9%	26.1%
Hotels	17.3%	22.1%	20.9%	16.9%
Backpacker establishments	15.7%	13.5%	13.8%	14.1%
B & B	7.8%	6.7%	8.7%	10.4%
Self-catering units	4.3%	9.1%	7.7%	13.7%
Guest Houses	5.9%	8.1%	5.8%	4.0%
Game lodges	6.2%	9.0%	4.4%	6.7%
Camping sites	3.3%	3.9%	4.1%	2.4%
Landmarks visited:				
Beaches, Wild Coast	57.4%	61.8%	61.9%	57.3%
Nature reserves	59.6%	60.6%	56.2%	60.5%
Township tours	10.3%	11.1%	13.9%	9.9%
Activities undertaken in the province:				
Entertainment, nightlife, theatre, shows	61.0%	69.6%	61.5%	71.5%
Shopping, malls, flea markets	58.2%	66.1%	58.0%	56.0%
Beach, surfing, sunbathing, swimming	51.0%	48.1%	55.2%	56.8%
Visiting natural attractions, scenic drives	44.9%	47.7%	16.4%	59.8%
Wildlife, game viewing in a nature reserve	42.5%	44.0%	38.3%	51.4%
	23.8%	26.0%	20.8%	29.6%

Historical, heritage, cultural village Adventure, bungee jumping, scuba diving	11.4%	15.8%	8.7%	14.5%
Total Foreign Direct Spend (TFDS) in SA	R12.5bn	R15bn	R7.8bn	R8.6bn
Total Foreign Direct Spend (TFDS) in province	R853m	R841m	R703m	R583m

Commentary on foreign arrivals to the Eastern Cape:

- 78% will visit Port Elizabeth
- 74% will come for holiday purposes
- 7% will stay in a game lodge
- 54% will visit a nature reserve / national park
- 42% will participate in nature based activities
- 44% will enjoy game viewing in a nature reserve / national park

Q3 (July to September) and Q2 (April to June)

PSYCHOGRAPHICS OF FOREIGN ARRIVALS TO THE EASTERN CAPE Q2 AND Q3				
	Q3 2004	Q3 2003	Q2 2004	Q2 2003
Gender:				
Male	56.9%	60.3%	58.2%	54.4%
Female	43.1%	39.7%	41.8%	45.6%
Respondents Age Group:				
18 – 24 years	17.6%	15.3%	14.6%	12.1%
25 – 34 years	36.7%	29.8%	30.9%	32.8%
35 – 44 years	16.5%	22.5%	17.4%	19.6%
45 – 54 years	14.7%	18.3%	14.8%	12.7%
55 – 64 years	9.9%	10.7%	10.7%	15.0%
65 + years	3.5%	3.4%	9.2%	7.6%
Life Stage:				
Single, divorced, widowed with no children	39.6%	34.6%	28.0%	31.3%
Married or living together, with no children und 18 years	17.4%	23.2%	25.0%	20.0%
Married or living together, with children und 18 years	16.9%	15.8%	21.3%	19.8%
Married or living together, with no children	20.2%	19.5%	19.8%	22.2%
Income:				
R0 – R5 000	20.5%	17.5%	17.5%	23.2%
R5 000 – R10 000	13.6%	10.5%	16.9%	10.6%
R10 000 – R20 000	20.8%	23.7%	23.9%	29.7%
R20 000 – R40 000	31.1%	32.5%	28.7%	28.5%
R40 000 +	14.0%	15.9%	13.0%	8.0%
Repeater Rate:				
First time	68.2%	68.5%	56.5%	67.3%

2 – 3 times	19.0%	14.3%	20.2%	14.6%
4 – 5 times	2.4%	3.9%	9.8%	6.8%
6 – 9 times	2.5%	2.0%	3.4%	1.8%
10 or more times	7.6%	4.5%	10.0%	6.7%
Transport used within SA:				
Rental car	43.7%	43.5%	35.4%	37.4%
Private car or van	34.1%	32.0%	39.9%	41.1%
Airplane	44.5%	38.5%	39.0%	27.3%
Tour bus	15.7%	22.8%	14.6%	19.5%
Commercial bus	7.7%	6.5%	4.4%	8.4%
Minibus taxi	9.4%	8.1%	10.3%	6.0%
Other taxi	6.3%	8.8%	7.3%	5.3%

Q3 (July to September) and Q2 (April to June)

FACTORS THAT INFLUENCED DECISION TO VISIT SOUTH AFRICA Q3 AND Q2		
	Q3 2004	Q2 2004
Friends / family in SA	26.1%	31.0%
Safari / Wildlife / Game Parks / National Parks	21.2%	
Shopping		13.7%
Scenic beauty	13.5%	13.0%
Business	10.7%	11.4%
Curiosity	11.4%	9.3%
Medical facilities / medication		8.6%
Friendly people	4.2%	6.0%
Travel agency		4.8%
General holiday / relaxing	4.7%	4.4%
Advice from friends	6.4%	
Culture and heritage	6.0%	3.8%
Studying / Education	4.2%	

FACTORS THAT INFLUENCED DECISION TO VISIT SOUTH AFRICA Q3 AND Q2		
	Q3 2003	Q2 2003
Advice from friends – relations in your country	38.4%	34.8%
Personal experience from previous visits	20.1%	24.2%
Advice from friends – relations in South Africa	19.4%	23.7%
Advertisements for South Africa in newspapers, magazines	16.6%	22.2%
Advice from travel agent	21.7%	17.2%
Internet – other computer-accessed information	20.3%	16.6%
Tourist brochures, leaflets or videos on South Africa	19.6%	16.1%
Editorial material and publicity on South Africa	7.5%	6.4%
Advice from business associates	6.6%	5.4%
Information from SA Tourism Board	11.5%	3.3%

Commentary on foreign arrivals to the Eastern Cape:

- 22% were influenced to come to South Africa for a wildlife or safari experience in a game park

- 15% were influenced to come to South Africa because of the country’s scenic beauty

Q1 (January to March) and Q4 (October to December)

DEMOGRAPHICS OF FOREIGN ARRIVALS TO THE EASTERN CAPE Q1 AND Q4				
	Q1 2004	Q1 2003	Q4 2004	Q4 2003
Foreign arrivals	146,522	155,864	169,761	149,335
Share of visitors to province	9.0%	9.5%	8.9%	8.4%
Bed nights spent in the province	917,681	945,430	950,072	923,670
Country of residence:				
Europe	67.4%	63.8%	72.3%	78.3%
Africa & Middle East	21.9%	22.5%	15.1%	10.0%
Americas	5.9%	7.0%	7.8%	6.4%
Asia & Australasia	4.8%	6.7%	4.8%	5.3%
Cities visited in province:				
Port Elizabeth	79.8%	78.2%	87.5%	78.0%
East London	23.5%	22.9%	20.1%	17.6%
Mthatha	7.9%	3.9%	5.1%	5.3%
Purpose of visit:				
Holiday	76.1%	74.3%	76.0%	81.5%
VFR	11.1%	8.4%	11.5%	8.5%
Business	4.6%	4.8%	5.6%	3.5%
MICE	4.4%	3.8%	1.9%	0.8%
Accommodation usage:				
Friends & family	27.5%	17.9%	21.6%	15.2%
Hotels	18.8%	27.4%	24.3%	22.2%
Backpacker establishments	14.0%	13.7%	11.9%	13.9%
B & B	9.2%	13.5%	10.7%	9.4%
Self-catering units	11.9%	5.3%	7.3%	9.6%
Guest Houses	6.1%	10.5%	8.9%	6.1%
Game lodges	5.5%	5.5%	7.5%	7.3%
Camping sites	3.0%	3.5%	2.2%	3.6%
Landmarks visited:				
Beaches, Wild Coast	66.4%	63.0%	58.4%	56.5%
Nature reserves	68.4%	62.6%	61.2%	64.3%
Township tours	12.7%	11.5%	10.2%	11.6%
Activities undertaken in the province:				
Entertainment, nightlife, theatre, shows	64.0%	68.4%	73.0%	66.0%
Shopping, malls, flea markets	58.9%	49.7%	58.0%	52.0%
Beach, surfing, sunbathing, swimming	57.6%	44.2%	47.0%	50.0%
Visiting natural attractions, scenic drives	48.3%	40.7%	57.0%	50.0%
Wildlife, game viewing in a nature reserve	45.4%	37.0%	44.0%	49.0%
Historical, heritage, cultural village			23.0%	23.0%
Adventure, bungee jumping, scuba diving	15.1%	11.6%	19.0%	8.0%
Total Foreign Direct Spend (TFDS) in SA	R10.3bn	R12.0bn	R15.8bn	R17.2bn
Total Foreign Direct Spend (TFDS) in	R855m	R949m	R1.3bn	R1.2bn

province				
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Q1 (January to March) and Q4 (October to December)

PSYCHOGRAPHICS OF FOREIGN ARRIVALS TO THE EASTERN CAPE Q1 AND Q4				
	Q1 2004	Q1 2003	Q4 2004	Q4 2003
Gender:				
Male	50.7%	54.5%	56.9%	53.5%
Female	49.3%	45.5%	43.1%	46.5%
Respondents Age Group:				
18 – 24 years	9.7%	7.7%	8.4%	10.4%
25 – 34 years	24.3%	24.1%	30.5%	35.3%
35 – 44 years	18.2%	22.9%	21.0%	19.9%
45 – 54 years	18.8%	19.8%	13.6%	11.4%
55 – 64 years	19.9%	18.2%	18.0%	15.6%
65 + years	7.7%	7.3%	8.5%	7.2%
Life Stage:				
Single, divorced, widowed with no children	26.8%	25.3%	27.2%	35.6%
Married or living together, with no children und 18 years	32.2%	24.8%	28.5%	21.5%
Married or living together, with children und 18 years	15.4%	20.2%	15.8%	13.3%
Married or living together, with no children	18.8%	24.2%	22.3%	24.1%
Income:				
R0 – R5 000	6.8%	21.7%	11.5%	7.0%
R5 000 – R10 000	18.1%	9.0%	8.6%	7.9%
R10 000 – R20 000	24.2%	24.4%	24.6%	23.8%
R20 000 – R40 000	34.0%	28.5%	35.4%	34.5%
R40 000 +	17.0%	16.4%	19.9%	26.7%
Repeater Rate:				
First time	63.9%	64.4%	70.6%	71.3%
2 – 3 times	17.2%	17.5%	16.3%	14.4%
4 – 5 times	6.1%	6.0%	4.7%	5.0%
6 – 9 times	3.7%	3.9%	3.0%	2.8%
10 or more times	4.8%	4.1%	5.4%	3.5%
Transport used within SA:				
Rental car	48.1%	50.3%	53.0%	55.0%
Private car or van	33.8%	27.6%	23.0%	22.0%
Airplane	30.0%	25.4%	47.0%	37.0%
Tour bus	16.4%	20.9%	22.0%	25.0%
Commercial bus	4.6%	5.3%	4.0%	6.0%
Minibus taxi	4.3%	6.3%	6.0%	5.0%
Other taxi	4.1%	6.0%	3.0%	4.0%

Q1 (January to March) and Q2 (October to December)

FACTORS THAT INFLUENCED DECISION TO VISIT SOUTH AFRICA Q1 AND Q4		
	Q1 2004	Q4 2004
Friends / family in SA		20.1%
Safari / Wildlife / Game Parks / National Parks		23.6%
Shopping		
Scenic beauty		17.3%
Business		6.9%
Curiosity		11.2%
Medical facilities / medication		
Friendly people		5.0%
Travel agency		
General holiday / relaxing		
Advice from friends		11.4%
Culture and heritage		
Studying / Education		
Lovely Country		10.0%
Good Weather		4.2%
Experience from previous visits		3.7%

FACTORS THAT INFLUENCED DECISION TO VISIT SOUTH AFRICA Q3 AND Q2		
	Q1 2003	Q4 2003
Advice from friends – relations in your country	25.2%	22.8%
Personal experience from previous visits	18.8%	18.3%
Advice from friends – relations in South Africa	17.7%	16.7%
Advertisements for South Africa in newspapers, magazines	4.1%	0.9%
Advice from travel agent	10.9%	4.0%
Internet – other computer-accessed information		
Tourist brochures, leaflets or videos on South Africa	5.3%	2.0%
Editorial material and publicity on South Africa	1.7%	5.5%
Advice from business associates	2.9%	11.3%
Information from SA Tourism Board	1.6%	4.9%

7. Sundays River Concession Maps



Figure 1: Concession in relation to the Greater Addo Elephant National Park

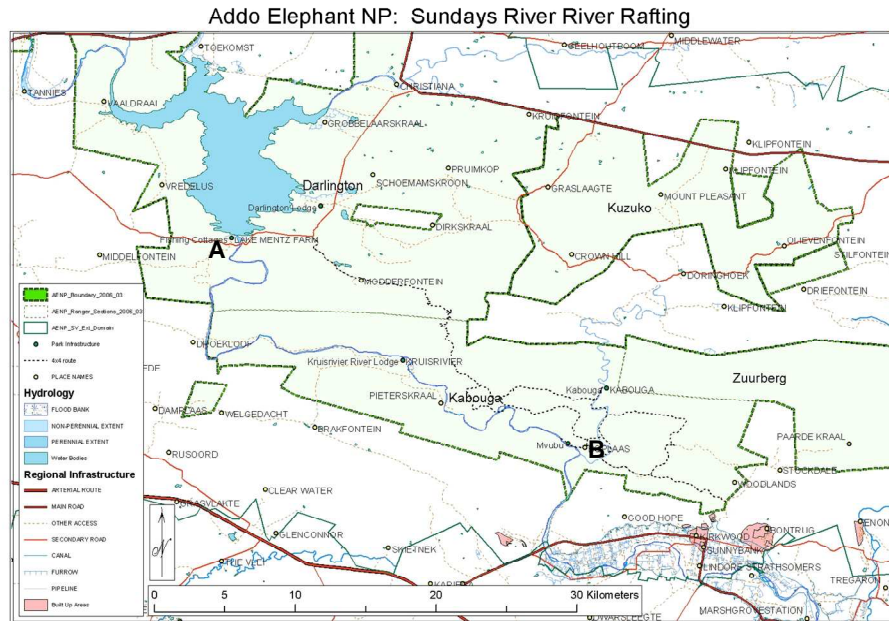


Figure 2: Concession Area (A to B) Close up view

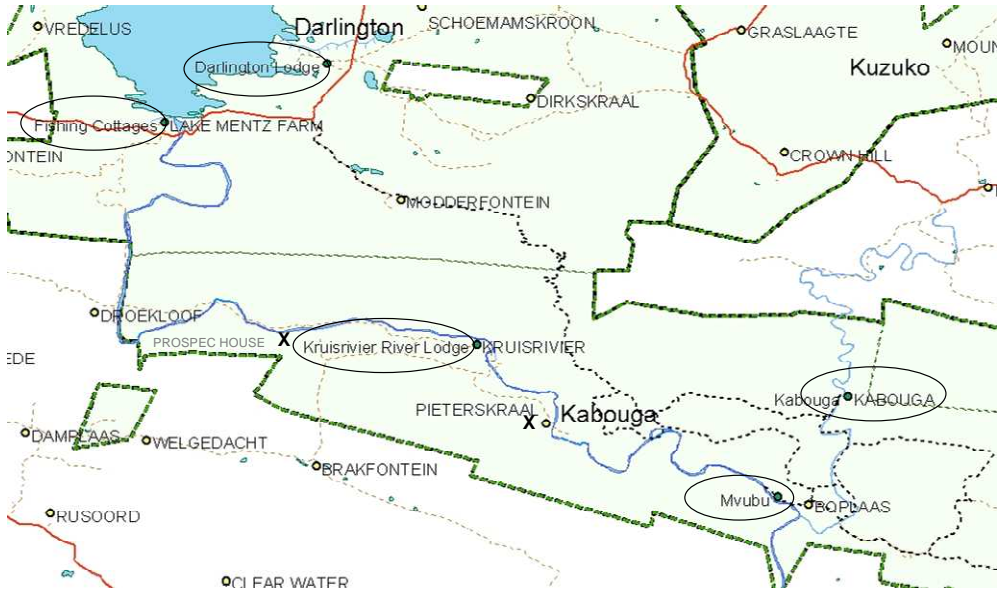


Figure 3: Existing structures in concession vicinity

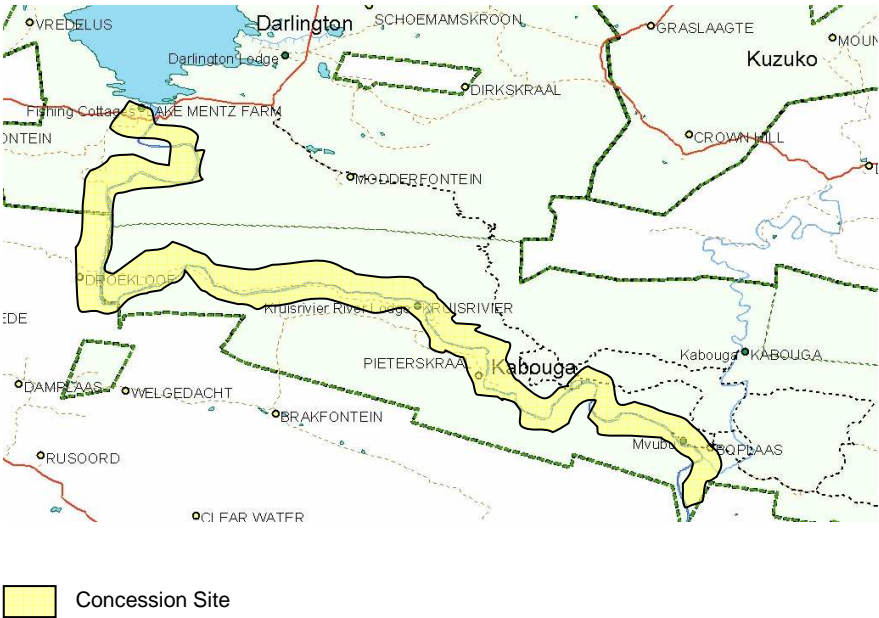


Figure 4: Concession area surrounding Sundays River (not to scale)

8. **VARIOUS IMAGES OF SUNDAYS RIVER CONCESSION**



Figure 5: Darlington Lake Dam wall



Figure 6: View towards dam wall from low level bridge (concession starting point)



Figure 7: View from low level bridge at start of canoe trail and concession

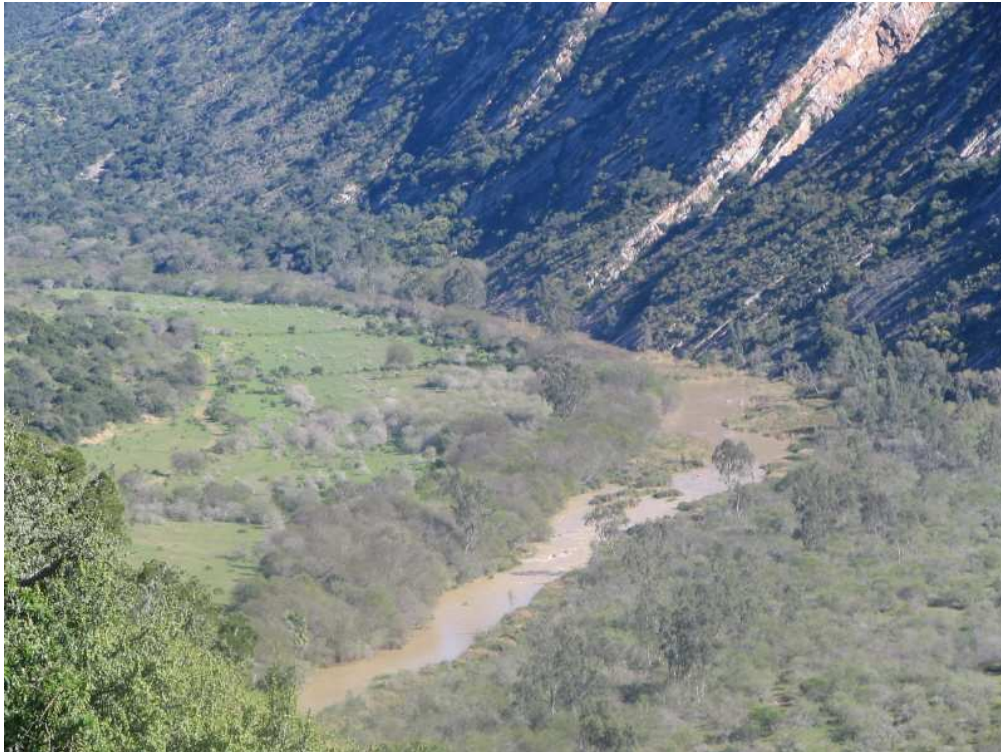


Figure 8: View of Sundays River from lookout near Prospect House



Figure 9: View from Prospect House



Figure 10: Prospect House (requires refurbishing)



Figure 11: River Lodge (Requires major Refurbishing)



Figure 12: River Lodge dilapidation



Figure 13: Bar Structure on river at the River Lodge



Figure 14: Disturbed Site near River Lodge



Figure 15: Disturbed Site near River Lodge (reversed angle)



Figure 16: Pietersenskraal (requires refurbishing)



Figure 17: View of rapids on Sundays River



Figure 18: View from jetty at Mvubu Campsite

ENVIRONMENTAL GUIDELINES FOR OUTDOOR ADVENTURE ACTIVITY OPERATORS WITHIN THE SOUTH AFRICAN NATIONAL PARKS

9. ENVIRONMENTAL INTRODUCTION

South African National Parks (SANParks) is embarking on further initiatives to commercialise aspects of its operations. One component of this effort is the development and commercialisation of outdoor adventure and activity products through the private sector. As the custodian for the Parks, however, SANParks will retain broad oversight responsibility for any developments and/or operations on lands under its care. SANParks recognises that the development of adventure and activity product may or may not include a Construction Phase and may or may not comprise a subcomponent of a larger tourism development initiative. In this context, SANParks has established Guidelines that incorporate both Construction and Operational Phases and Components of development.

9.1 Legislative Basis for these Guidelines

SANParks is bound by a number of statutes with relevance to environmental and conservation management of Parks, including the National Environmental Management Act of 1998 (NEMA), Environment Conservation Act of 1989, National Parks Act of 1976 and National Water Act of 1998. Key requirements resulting from these various statutes are discussed below.

The South African Department of Environmental Affairs and Tourism (DEAT) has adopted an Integrated Environmental Management (IEM) Procedure¹ to guide the planning and implementation of development proposals. According to DEAT, the purpose of the IEM procedure is *“to ensure that the possible environmental consequences of development proposals are investigated and understood before decisions are taken, enabling informed decision-making and accountability for decisions taken.”* The IEM procedure applies to a prescribed set of activities, as well as to any development that might affect a “designated

¹ See Department of Environment Affairs, 1992. *The Integrated Environmental Management Procedure* (Guideline document 1) and the *Integrated Environmental Management Guideline Series* (Guideline documents 2-6).

area or feature,” one of which is “*national, provincial and municipal nature reserves.*”

A key component of the IEM procedure is the preparation of an Environmental Impact Assessment (EIA) of the proposed development. Under the IEM framework, EIA’s must be prepared for prescribed activities and/or activities that might affect a designated area such as a national park. In March 1994 DEAT published draft legislation for compulsory EIA’s. In April 1998, under the authority of the Environment Conservation Act, DEAT promulgated a Guideline Document for implementing the EIA regulations.² The Guideline Document further specifies activities for which an EIA is required to include “*public and private resorts and associated infrastructure,*” where a resort is defined as “a place frequented by people for holiday, recreation, health or similar purpose.” Under the EIA Guidelines, EIA’s must be prepared by an independent consultant.³

The EIA for each Development must rely on detailed information provided by the Operator in the Development and Environment Proposal, supplemented by specialists' reports and input from interested and affected parties (IAPs) during the EIA process.⁴ The Development and Environment Proposal must be sufficiently detailed regarding key aspects of the development to enable evaluation at the time the Bids are reviewed. Development and Environment Proposals lacking sufficient detail may be disqualified.

² Department of Environmental Affairs, 1998. *Guideline Document: EIA Regulations - Implementation of sections 21, 22 and 26 of the Environment Conservation Act.*

³ Under the Guidelines, the definition of 'independent consultant' is: "A consultant not in the permanent service of the applicant [i.e., the developer]. In addition a consultant ceases to be independent if (1) involved in any design or work of the same project; (2) earns more than 50% of his or her income from the same company; (3) payment depends on the successful authorisation of the application [i.e., the development]."

⁴ The recently promulgated *National Environmental Management Act* (No. 107 of 1998) reiterates the need to consider input from IAPs: "The participation of all interested and affected parties in environmental governance must be *promoted* (chapter 1(4)(f)), emphasis added); and "Decisions must take into account the interests, needs and values of all interested and affected parties..." (chapter 1(4)(g)).

The EIA's for all developments will be reviewed by DEAT, the "relevant environmental authority" as defined in the EIA Guideline documents.⁵ SANParks also will have a role in the review of the EIA's, both as an IAP and as the regulatory authority with jurisdiction over the Parks. All EIA findings and recommendations, including the detailed Environmental Management Plan (EMP) that addresses both the Construction and Operational Phases and Components of the development, will be incorporated by reference and in full to the Concession Contract.

9.2 Guidelines Based on SANParks Internal Requirements

SANParks anticipates that national EIA regulations will adequately cover many of the issues that will arise during the assessment of Developments within the Parks. In addition, SANParks has undertaken a review of its internal policies that may impact on Developments. A large component of this effort focused on policies associated with the Kruger National Park (KNP) where, because of its size and importance within the Parks, planning efforts are more advanced than at many other Parks.

As a result, some of the Guidelines contained herein flow from internal SANParks management documents, such as the Kruger National Park Management Plan or Memorandum of Understanding between the Governments of the Republic of South Africa and Botswana regarding management of the Kgalagadi Transfrontier Park. In some instances, however, these documents were neither sufficiently comprehensive nor sufficiently detailed to provide clear guidance as to the allowable parameters for development by commercial operators. Where this occurred, SANParks undertook an internal effort to develop the necessary Guidelines.

A series of workshops was held with conservation staff from within SANParks, and specifically from KNP, who assisted in establishing standards to be applied to commercial tourism developments within the Parks. Draft standards

⁵ In the case of the SANParks Development Areas, the 'relevant environmental authority' for review of EIA's conducted in National Parks is the national Department of Environmental Affairs and Tourism.

were reviewed by a wide range of professionals within SANParks, including the Manager, Environmental Management, and Park rangers and staff from Scientific Services, Conservation Development, Park Planning and Technical Services. The Guidelines contained herein are the result of these efforts.

The Environmental Guidelines set out and referred to in this document must be regarded as a single step in SANParks' efforts to compile a comprehensive Environmental Management System (EMS) for the entire Parks. Once in place, the EMS likely will be modified and refined over time, as and when needed to take into account new information, standards and conditions. Operators must be aware; therefore, that the terms and conditions set forth in these Guidelines are subject to amendment. Operators will be expected to comply at all times with the provisions of the Environmental Guidelines as they may change from time to time.

The remainder of this document presents the specific standards or parameters that the Operator will be expected to apply to activities contained within the scope of the Development.

9.3 **Precautionary Principle**

Ecological and natural resource processes are not always clearly understood, nor are the interactions among such processes. SANParks recognises that issues may arise suddenly, or circumstances change, due to limitations in current knowledge. SANParks has endeavoured to identify these limitations wherever possible, and to design the commercialisation process in a way that minimises the environmental risk to the national assets under its control.

10. **ENVIRONMENTAL GUIDELINES**

Environmental impacts will occur during both Construction and Operational Phases of Development. These impacts and the Guidelines that apply to each are described below.

10.1 **Preparation of an Environmental Management Plan**

The Republic of South Africa's IEM Guidelines require that the EIA report for each Development include a detailed Environmental Management Plan (EMP).⁶ The EMP typically becomes part of the Record of Decision (ROD) prepared by the relevant environmental authority that reviews the EIA report (in this instance, DEAT). The ROD is a legally binding agreement between the project developer and the environmental authority, and becomes the basis for monitoring compliance with the recommendations of the EIA both during both Construction and Operational Phases. The EMP will form the basis of the environmental performance conditions in the Concession Contract between the Operator and SANParks. If applicable, the EMP must address both Construction and Operational Phases.

10.2 Cultural and Natural Resources

A detailed survey of cultural or archaeological resources is required during the EIA process, and must include a specialist report on the cultural and archaeological resources that occur in the Development Area. Prior to commencement of Construction, the Operator shall be responsible for arranging a pre-construction 'walk through' of the Development Site by a qualified archaeologist to identify undocumented cultural or archaeological resources.

The Operator's construction supervisors and crews must be trained to recognise cultural resources, in the event of 'chance finds' during construction. All such finds must be brought to the immediate attention of the Section Ranger or other relevant SANParks staff member.

If the Operator discovers undocumented cultural sites or artefacts of any type at any time during the Concession Period, these must not be disturbed, damaged or removed. All such finds shall be brought to the immediate attention of the Section Ranger or other relevant SANParks staff member.

⁶ See Department of Environmental Affairs, 1992. *Guidelines for Report Requirements* (volume 3), section 4.2 (p.17).

A survey of the natural resources occurring in the Development and/or Operational Area must be undertaken by appropriate specialists during the EIA. The purpose of such a survey is to ensure that no rare, threatened or endangered species or habitats will be affected by construction-related and/or activity-related disturbances to the natural environment.

10.3 Biosphere Manipulation

Concession developments and activities must adhere to all relevant SANParks rules regarding biosphere modification and habitat manipulation. In the context of commercial tourism developments, several requirements must be emphasised. No bush clearing is allowed, either to enhance game viewing, obtain firewood, or for any other purpose. Limited bush clearing may be allowed within sites designated for Construction for the purposes of clearing and levelling prior to Construction, subject to any restrictions identified by the EIA and included in the EMP. Introduction of alien vegetation is not permitted under any circumstances. Baiting of wildlife to enhance viewing is not permitted.

10.4 Visual Impacts

Any development within the Parks must take due cognisance of the visual impacts it may have on surrounding areas and other Park users. SANParks has based its guidelines for visual impacts on interpretations of existing management documents, specifically on the KNP Management Plan section on *Recreational Opportunity Zoning (ROZ)*. ROZ zoned all of KNP into categories of 'Recreational Opportunities' representing different degrees of 'wilderness qualities' ranging from '*pristine wilderness areas*' to '*high density development areas*.' Most of the Development Areas in KNP are located in 'limited access, motorised general visitor areas' which are defined as areas "*with gravelled roads and one small camp...*" Pristine wilderness is defined as an area "...in which small groups can hike on foot and overnight anywhere in self-carried tents with a 'no trace left' camping ethic." Primitive wilderness area is defined as "...similar to the above (*pristine wilderness*) but do have some signs of human impact visible on occasion."

These definitions suggest that no developments should be visible from pristine wilderness areas, but that it would be acceptable if such developments were visible from primitive wilderness areas. It is assumed that ‘visible’ means to the naked eye. The structures also must not be visible from existing public Park roads. For those Parks where zonation or management plans are not yet available, these principles will apply within the context of the particular Park, and the location and design of the development. That is, the developments may not be visible from other tourism developments or facilities, or in the Park generally.

Irrespective of the zonation designation of the area, SANParks believes that visual impacts must be reduced further by utilising aesthetically pleasing structures that blend into the environment. For example, structures that break the skyline will be more visible than will those that lie below the treeline. Careful design both reduces visibility over large distances and affords the Operator an attractive product that satisfies guests’ desire to enjoy a ‘wilderness’ experience. Developments that are well hidden within broken topography, hills, or mountains result in less visual impact than those situated on hilltops or plains. The EIA must specifically assess the visual impacts of all structures, signage and other significant aspects of the development, and the Operator must implement the mitigation measures set forth in the EIA in regard to visual impacts. The Development and Environment Proposal must contain sufficient detail regarding the design, location, and orientation of all structures to enable evaluation during the Bid evaluation process.

The building style -- structure, materials and design -- must be in harmony with the environment including relief, local culture and physiognomy. The height of buildings is important. *Structures more than two stories in height are not permissible*, with the exception of the Kalahari Gemsbok Development Area, where only single story structures are permitted.

10.4.1 **Building Materials**

The use of local building materials will not be permitted as a general rule. In exceptional circumstances, it may be appropriate to use certain local materials.

In such instances, the use of such materials must be subject to the findings of the EIA, and the Operator must obtain written approval from SANParks.

10.4.2 **Lighting**

Developments that blend into the landscape during daylight hours may nonetheless be visible over long distances at night as a result of artificial lighting. The Operator shall therefore take the impacts of lighting into consideration in siting and designing the development. Such impacts can be minimised, for example, by utilising reflected light off low reflective surfaces. Lights illuminating pathways and other areas must be low to the ground and directed downwards. Similarly, lights at artificial water features, including those associated with Web cameras, if these are permitted, must be positioned so as to minimise visual impacts. The design must consider the need to obscure fires and other light sources away from areas of the Park where they may be visible.

10.4.3 **Lightning Arrestors and Radio Masts**

Such structures likely will be required at most developments to comply with insurance provisions and ensure adequate communications. If the Operator envisages a need for such structures, same shall be included in the Development and Environment Proposal. The visual impacts of any and all such structures must be assessed fully in the EIA.

SANParks is well aware that standards and "best practices" with regard to telecommunications technology are currently changing at a rapid pace. SANParks is currently in the process of determining which sorts of communications are most appropriate within a National Park. The Operator acknowledges, therefore, that SANParks' determination as to what is acceptable may change over time, and that it will be expected to comply at all times with recommended "best practices."

10.5 **Bulk Infrastructure**

10.5.1 **Electricity**

Provision of electricity from the national grid to a Development Area can have a significant environmental impact. The Operator shall ensure, therefore, that if electricity is brought into the Development Area, the environmental impacts of doing so are considered fully.

If the Development Area is one for which electricity from the national grid must be reticulated over long distances, and/or through sensitive areas or restricted zones, the Operator is unlikely to use this energy source, as the cost likely will be prohibitive. Electricity brought to the Development Site must be transmitted along the route with the lowest cumulative impacts, as determined by the EIA.

SANParks envisages that, for some Development Areas, alternative energy sources will be the only viable option. Solar power or generators generally will be the most practical of these. Some Development Areas already have solar power that may prove adequate for the proposed development. If new solar panels are installed, their visual impacts must be considered, along with the disposal of batteries and their by-products, in the context of the EIA. The size of the development must take into account the limitations of these alternative sources, with the likely result that smaller developments will be most appropriate for certain Development Areas. Generators will be permitted, although the potential environmental impacts (noise, potential contamination from oil and fuel spills) must be considered in the EIA and effective mitigation measures implemented to address these impacts.

10.5.2 **Water**

Reliable water of good quality and sufficient quantity is essential for any tourism development. Identification of an adequate source of water must be a key factor in determining where a development should be sited. Water is a limiting factor throughout the Republic of South Africa, and the Development and/or Operational Area's 'carrying capacity' in respect to available water resources must be a major issue for consideration in the EIA.

Given constraints on water supplies in many areas where National Parks are located, SANParks encourages systems that enable reuse of treated water. Indeed, no matter how abundant the water supply, SANParks encourages

Operators to implement water conservation measures in the design and implementation of their developments. Strong consideration must be given to recycling, especially if water holes, garden irrigation and other water-intensive amenities are to be provided.

The proposed source(s) of water for both Construction and Operational Phases must be presented in the Development and Environment Proposal. Artificial water features to attract game may be supplied from an additional quota, subject to the capacity of the water source(s) as determined by the EIA. Under the provisions of the National Water Act,⁷ South African law requires that a permit be obtained from the Department of Water Affairs and Forestry (DWAF) for use of water from both surface and underground sources. The DWAF permit requirement applies to both new Development Areas and existing developments, and to sources within and outside of the Park. SANParks will monitor all water extraction points. The Operator must therefore ensure that requisite meters are installed at all permanent and/or semi-permanent extraction points and that these are functional at all times. If the extraction limit proves insufficient, the Operator must reduce water use -- for example, by outsourcing high use activities such as laundry. In extreme cases the number of tourists accommodated at a particular Development Area may have to be reduced, either permanently or temporarily during severe dry periods.

If water is supplied to the Development Area from a distant source, the EIA must consider the impacts of the supply pipeline. It is important to remember that elephants occur in abundance in several Parks and any underground water pipes must be buried to a minimum depth of 1 meter to ensure that they are not unearthed or otherwise damaged.

10.5.3 Water Sources for Attracting Wildlife

Any opening or closing of water holes must be done in consultation with SANParks staff and with due cognisance of SANParks Policies. SANParks reserves the right to close any water features as necessary to carry out its Park

⁷ Government of South Africa, 1998. *National Water Act (No, 36 of 1998)*.

management activities. Every effort will be made not to close water features in the Development Areas over the life of the project. The EIA must include an assessment of all artificial water features. The exact design, size and location of new water features must be determined in consultation with SANParks.

In cases where an artificial water feature is destroyed by natural causes, SANParks will allow the Operator to develop an alternative source for the remainder of the project. The location of this alternative feature must be determined in consultation with SANParks, and the cost of developing it will be for the Operator's account, as will routine maintenance of all such features.

10.6 **Communications Infrastructure**

10.6.1 **Telephones**

Given the increasingly widespread availability of microwave and other wireless telephone systems, Operators must make use of these types of systems for their telephonic communication needs. The Operator must arrange for service with the appropriate telephone company.

10.6.2 **Radios**

Most Operators will require radios for communicating with their staff in the field, and for maintaining contact with relevant SANParks staff in the event of emergencies. When conducting mobile activities in isolated or remote localities, Operators must ensure that their communications infrastructure is adequate to ensure reliable communication with field staff at all times.

It must be noted that, in addition to normal South African licensing laws, the Operator will require permission from SANParks to operate any radio frequency within a National Park.

Operators may not utilise SANParks radio networks. SANParks will, however, add the Operator's channel to the relevant Park's radio network, to enable the Operator to contact both the Section Ranger and Regional Ranger in the event of an emergency. The cost of adding a channel to SANParks' network will be for the Operator's account. Installation of radio masts is a prescribed activity

under the Republic of South Africa's EIA Guidelines.

10.7 **Waste Management**

10.7.1 **Liquid Wastes**

The Operator must provide a wastewater management system capable of ensuring that either (a) liquid wastes are treated to a level that meets or exceeds South African water quality regulations prior to discharge or reuse, or (b) liquid wastes are adequately stored on site in vessels equipped to prevent contamination of soil, groundwater and surface waters due to accidental spills or releases and then removed from the Development and/or Operational Area and disposed of in accordance with all applicable national, local or SANParks requirements.

When conducting mobile activities in isolated or remote localities in which toilet and refuse facilities are not readily available, the Operator must be cognisant of the fact that toilet activities represent the only liquid waste regarded as degradable. Toilet paper must be disposed of by digging a small hole in the ground, with the toilet paper then being burnt and buried in this hole. Under such circumstances, all other waste generated must be carried out of the area of operation and disposed of in an appropriate manner. When conducting mobile activities, the Operator must prevent contamination of surface water by toilet activities and must avoid habitual use of the same areas for toilet activities.

Sufficient detail regarding the proposed sewerage system and disposal mechanisms must be provided at the time the EIA is undertaken to enable the EIA consultant to evaluate the soundness of the proposed approach. SANParks prohibits the use of either French drains or French drains used in conjunction with septic tanks at any Development Area. Given constraints on water supplies in many areas where National Parks are located, SANParks encourages the use of systems that enable reuse of treated water. The Operator must make provision for monitoring the quality of wastewater discharge, on at least a monthly basis, by a qualified, independent body

acceptable to SANParks. Monthly monitoring reports must be made available to SANParks, which will oversee compliance with relevant standards.

Fuels, solvents and other liquid wastes (e.g., used oils from vehicles) must be stored on site in vessels equipped with secondary containment structures to prevent contamination of soil, groundwater and surface waters due to accidental spills or releases. These must be removed from the Development Area and disposed of in accordance with all applicable national, local or SANParks requirements.

The Development and Environment Proposal must include an estimate of the approximate volume of wastewater that the development will produce daily, as well as a description of the method of (a) treatment and recycling, or (b) storage and disposal that the Operator intends to use.

The EMP must include a liquid waste management plan for both Construction and Operational Phases, which will be monitored by SANParks.

10.7.2 **Solid Wastes**

SANParks encourages Operators to implement a policy of sorting and recycling solid wastes. Wastes that cannot be recycled must be removed from both the Development Area and the Park and disposed of appropriately. Landfills are not permitted in any Development Areas. Biodegradable wastes must be disposed of in incinerators or in approved waste sites outside the Park. SANParks will process Operators' biodegradable wastes in its incinerators, where these are available and providing the units have sufficient capacity. SANParks will charge the Operator a fee for this service on a cost recovery basis. The Operator will be required to transport wastes to these units in a responsible manner.

The Operator must include in the Development and Environment Proposal estimates of the volumes of solid waste, for different waste categories, that the development is expected to generate. If the Operator anticipates it will need to construct an incinerator on site, this requirement must also be included in the Development and Environment Proposal. Ash from incinerators must be

removed from the Development Area and Park and properly disposed of. The EIA must consider the design and capacity of the unit to be installed, as well as the suitability of the Development Site to this type of facility.

Solid wastes may need to be stored before being processed or removed from the Development Area. In these instances, the storage facilities must be secured from wildlife and ensure pollution does not arise. SANParks has developed appropriate design standards and specifications for such storage facilities. The EIA must address the siting and design of all storage facilities.

When conducting mobile activities in isolated or remote localities in which toilet and refuse facilities are not readily available, solid toilet wastes should be disposed of in the same manner as discussed above for liquid wastes.

Solid waste management during both the Construction and Operational Phases, including site rehabilitation after construction is completed, must be addressed in the EIA and included as items in the EMP.

10.8 Roads and Tracks

SANParks recognises that tourism developments often require a certain network of road and tracks, both for access to and from the Development and/or Operational Area/s for guests and supplies and/or for guided game viewing for guests. If the Tourism Development includes exclusive use of a tract of land within a Park, then the Operator may utilise existing roads and tracks in its Development Area but must take responsibility for maintaining same to SANParks' satisfaction. If the Operator identifies certain Park roads or tracks within the Development Area that it does *not* wish to utilise, then this must be indicated to both SANParks and the EIA consultant at the time the EIA is undertaken.

10.8.1 Positioning and Design of new Roads and Tracks

Roads and tracks can have a major impact on ecosystems, particularly in terms of erosion and sedimentation of local watercourses. To minimise these impacts, the siting of new roads and tracks must take into account the type(s) of soils, presence of water, and other factors related to the degree of impact

they will have. New roads and tracks for game viewing purposes shall be limited to an amount determined by SANParks. Any new roads and tracks must be subjected to a detailed assessment as part of the EIA process. Roads shall be sited on soils conducive to road development (such as those that are not highly erodable or with lower clay contents) and which will enable access throughout the year. Such roads will generally entail the lowest cost both in terms of construction and maintenance, and likely will result in fewer negative environmental impacts.

10.8.2 Standards for Roads and Tracks

The types of roads and tracks built must be consistent with the use for which they are intended, and must comply with relevant Park standards. The Operator must indicate in its Development and Environment Proposal the type and quantity of traffic that is expected on these roads. The design, layout, construction and maintenance of roads will vary among Development Areas. For Development Areas in KNP, the KNP Technical Services Department is available to design, construct and maintain all roads and tracks within the Development Area, in consultation with the Operator. The Operator will bear the cost of these activities.

All tracks for game viewing purposes must be kept to the narrowest width possible to accommodate one vehicle at a time. Wide roads are costly, not in keeping with the type of product being offered, and typically have greater environmental impacts and higher costs. All roads and tracks must be designed with minimal disturbance to the environment as a priority. SANParks expects that construction of two-spoor tracks for game viewing purposes will need to be done largely manually, to prevent unnecessary disturbance to the environment. The use of heavy machinery to construct tracks is permitted only where it is absolutely essential, in consultation and with the approval of SANParks.

Where possible, roads must be built with in situ material rather than by importing gravel into the area, because of the potential environmental impacts, possible introduction of alien species, and cost of transporting such materials.

In some Development Areas, however, it may be necessary to import gravel for hardening and capping certain roads to ensure year-round access. The location of 'borrow pits' or quarries for this purpose must be done in consultation with Park staff and subject to an EIA, which will also address maintenance, management and final reclamation of all roads and tracks. If gravel must be imported from outside the Park, the Operator must notify SANParks, and SANParks will ensure that the gravel comes from an acceptable source.

The Operator must indicate in its Development and Environment Proposal that it agrees to abide by the limit of new road development specified in Schedule B. Detailed siting, alignment and 'ground truthing' of the road and track network for each Development Area will be done at the time the EIA is conducted, in conjunction with the relevant Section Ranger and SANParks soil scientist.

10.9 Fire Management

Fire management is an important concern at all Parks, and a major policy and operational issue at Parks such as Kruger and Golden Gate. SANParks recognises the need to balance the intent of its fire management policies with the understandable desire of the Operator to protect its investment in the event of a major fire. As regards KNP, where lightning fires are common and can be significant, SANParks agrees that:

- (1) lightning ('natural') fires in KNP Development Areas must be allowed to burn;
- (2) consistent with current policy, however, SANParks will endeavour within its capacity to ensure that no more than 50% of any Development Area burns due to one particular lightning fire; and
- (3) the Operator must implement fire prevention and life safety measures that comply fully with South African standards (SABS 0400).

Within a Development Area, natural fires may not be controlled, except in the immediate surrounds of the Development Site, and/or to save human life or property. Control of natural fires that occur elsewhere in the Development

Area is the responsibility of SANParks. Under no circumstances may a Operator attempt to control natural fires without SANParks consent and direction. SANParks encourages Operators to train their staffs in fire protection and response techniques, and to make staff available to assist SANParks in fire response activities.

Should a significant portion of a Development Area burn in one season, SANParks will permit traversing in other nearby areas, in consultation with Park staff, until the burned areas have recovered sufficiently. If this is in a 'general public area,' normal rules and conditions applicable to the public will prevail. The Operator must familiarise itself with the relevant fire policies and procedures of the Park in which its Development Area is located.

The EIA must address issues relating to fire safety and management as they apply to the Development Area. At the time the EIA is undertaken, the Operator must subject its designs and safety specifications to a 'fire safety audit' carried out by a qualified fire safety expert. Should this expert make any modifications or recommendations, these must be incorporated into the EMP.

10.10 **Staff Issues**

10.10.1 **Construction Workers**

SANParks will make arrangements for gate access to the Development Area for all permanent and casual workers involved in the Construction Phase. The total number of people to be employed on site during Construction must be provided and addressed in the EIA. The EIA will assess all of the key Construction issues, including access to site, temporary accommodation, source of water, provisions for solid and liquid waste removal, etc. The Operator must abide by all of the recommendations presented in the EMP. SANParks will urge the Operator to maintain close communication and co-ordination with Parks staff throughout the Construction Phase.

10.10.2 **Staff Accommodation**

The Operator must accommodate as many staff as practical off-site, as doing so commonly reduces the environmental and social impacts of the

development. However, in Development Areas located further from entrance gates, a higher proportion of total staff may require on-site accommodation. All staff accommodation must comply with national building regulations and standards. SANParks will allow only single accommodation units; no dormitory structures will be permitted. This restriction applies to all Development Areas, including those utilising tented structures. On-site staff accommodation requirements, including design and location of all units and associated facilities, must be included in the Development and Environment Proposal. The Development and Environment Proposal also must indicate the number of people to be accommodated on site, including family members. The health and safety of staff and their families must be ensured at all times, including when commuting between accommodation facilities and place of work.

10.10.3 **Collection of Natural Resources by Staff**

No natural resources may be collected and used within any Park without written approval from SANParks. Specifically, the collection of firewood for cooking and other uses is not permitted, during either the Construction or Operational Phase. If firewood is brought in from outside the Park, it must be done in accordance with relevant Park policies. Some Parks may only permit the use of firewood from approved alien vegetation clearing operations.

10.10.4 **Staff Health and Safety**

The Operator must implement a staff medical plan that complies with the Health and Safety Act. The Operator also must have an emergency medical evacuation policy that covers both guests and staff in the event of a serious injury or acute medical emergency. Relevant staff must be trained in and aware of this policy. All buildings, vehicles, machinery and other structures (including their operation) must comply with relevant South African legislation and standards. The design, construction and layout of facilities must take cognisance of dangerous animals that occur at all the Development Areas.

10.11 **Access**

10.11.1 **Park Entrance Gates**

All guests, deliveries and other vehicles entering Parks will have to do so through SANParks designated or otherwise agreed entrance gates. In general, standard opening and closing times will apply. The Operator may negotiate special provisions with SANParks to accommodate late guest arrivals or to allow staff to leave the Park outside of normal hours. Such provisions must be agreed in writing by the relevant Park Manager (or the Director in the case of KNP). All Development Area guests must pay relevant Park entry fees, although SANParks will allow Operators to pay these fees on a monthly basis rather than at the time of entry. Such entry fees are separate from and in addition to the Concession Fee. Concession staff commuting to and from the Development Area to carry out the terms of their employment do not pay Park entry fees.

Control of gates will in most cases lie with SANParks; although actual gate management functions may be out-sourced. Should any additional costs be incurred by SANParks as the result of changes required by the Operator to the current *status quo*, these will be charged to the Operator.

For some Development Areas, access by guests and staff may be required beyond normal gate opening times. SANParks will allow extended access times under the following conditions:

- Extended gate opening times to accommodate late arriving or early departing guests, as well as staff commuting to and from work, will be permitted up till 23h30 and from 03hr30.
- Any additional costs that SANParks may incur as a result will be for the Operator's account.
- An extended permit to enter or leave outside of normal gate times must be obtained from the relevant Park Manager. This permit may impose additional limitations to those defined herein, such as speed limits, type of vehicles permitted, and other operational provisions.
- The Operator must ensure that only designated staff are permitted to transfer guests and staff, either in Concession vehicles or in a convoy

between the Development Area and a specified exit/entry point to the Park. All designated staff must be identified on the SANParks permit. Such staff must observe all normal speed limits and other traffic regulations. In addition, staff must be made aware of the environmental and conservation issues relating to night driving, especially with regard to other Park users (i.e., on night drives), and animals and birds that may be temporarily blinded by vehicle headlights. Deviating from the designated route will not be permitted.

10.11.2 **Access by Private Aircraft**

Air traffic over and into all National Parks is limited by law. No private aircraft may land except at designated landing areas. As a general rule, private airstrips or helipads will not be permitted within the Development Areas.

10.11.3 **Access to Development Areas by SANParks staff**

SANParks staff or their agents will have access to all Development Areas at all times for the purpose of carrying out normal management activities.

10.12 **Operator Vehicles**

10.12.1 **Vehicle Standards**

All game drive vehicles and game drive activities must conform to minimum standards, as detailed below.

- All drivers must be in possession of a license for the category of vehicle they are operating, and of SANParks permits for both the vehicle and the driver;
- All drivers transporting passengers must be in possession of a valid public drivers permit;
- All vehicles must be licensed with the relevant authorities, and operators must ensure they are roadworthy and comply with the Department of Transport requirements;

- All vehicles must be fully insured against all perils and third party liabilities;
- Prior to commencing operations, the Operator must provide SANParks and the relevant Section Ranger with a list of all of its game drive vehicles, including the vehicle specifications and registration numbers of each;
- Vehicles may not exceed the size of a typical LWB Toyota Land Cruiser with a 1-ton net capacity. The exception to this restriction is a delivery vehicle travelling on the main designated arterial access road;
- 4X4 capability is essential, especially in the rainy period;
- Basic tools for typical repairs, first aid kits and a fire extinguisher must be carried on all vehicles;
- All vehicles must be fitted with a two-way radio that is in communication with the Operator's base facility at all times;
- A rack for carrying a firearm must be fitted in an appropriate place;
- Seating must be fixed to the vehicle. Loose seats are not permitted;
- Vehicles must have an appearance that suits the character of the experience being offered;
- Guests may not stand up in the vehicle while at a sighting of a dangerous animal;
- Vehicles must be designed and built to ensure visitor safety at all times, especially from wild animals;
- An overhead cover for rain and sun is advised; and
- Protection of guests must be provided on the sides of the vehicle where appropriate.

SANParks will provide the Operator with a detailed "Operations Manual" prior to the commencement of the Operational Phase, which will contain all relevant standards and codes of conduct in force at that time. SANParks may update this Operations Manual as needed, and will provide the Operator with updated copies of the Manual in due course.

10.12.2 **Other vehicles**

Only designated Operator game drive vehicles and SANParks management vehicles are permitted on game viewing tracks. All other Concession vehicles must remain on the main designated arterial access route(s) or official public roads within the Parks.

10.13 **Activities**

Guest activities contemplated in this document include guided game drives (day and night), guided walks, canoe trails, horse trails, abseiling, rock climbing, guided boat activities, and use of mountain bikes. ***The Operator shall indemnify SANParks against any liability in the event of an accident or other incident involving a guest to the Development Area.***

10.13.1 **Game Drives**

Game drives are only permitted on designated tracks within the Development Area (see section 2.10 above). The general public road network is available for use by the Operator, but normal SANParks rules and regulations will apply to drives on these roads. Within Development Areas, the following rules shall apply:

- Driving after dark is permitted in agreed areas up to 22hr00. Driving later than this time requires SANParks approval;
- Guests may alight from the vehicle only under instruction from the Guide and not move more than 50m from the vehicle. Should they wish to move beyond this distance, this must be done with the concurrence of the Guide, and the Guidelines for Walks (see section 2.15.4) will then

apply to this activity. Guides must ensure the group is not visible to other Park users;

- Guests may not stand up while driving or at game sightings;
- Only Operator staff are permitted to sit or track on the 'tracker seat' located on the bonnet, and they must move inside the vehicle when approaching dangerous game;
- Noise levels on a drive must to be kept to a minimum and controlled by the Guide;
- Calling of any nature, baiting or any other activity the purpose of which is to attract animals' attention is not permitted;
- Guides must be registered with the Department of Environmental Affairs and Tourism and must have attained a minimum of a TGSP2 (Nature Site Guide) qualification to conduct drives in a National Park.

10.13.2 **Sighting Procedures**

The following procedures must be observed at sightings in a Concession Area:

- Only one vehicle may move into, around, or away from a sighting at any one time;
- The Guide who first arrives at a sighting will take charge and control of the sighting, and will hand over to another Guide upon leaving the sighting;
- A maximum of three vehicles is permitted at a sighting at any one time;
- Escape routes from the sighting must be assessed before entering;
- All animals must be regarded as potentially dangerous and caution must be observed at all times;
- Sighting must be approached in the appropriate gear;

- Guests may not remove or damage vegetation or artefacts; and
- Areas where guided walks may be being conducted must be avoided.

10.13.3 **Off-road driving**

Off-road driving is prohibited in Development Areas where information currently available indicates that impacts will be unacceptably high. Following an assessment of the Development Area by SANParks, and only once approval has been obtained from SANParks, Operators may be allowed to drive off-road provided that the following guidelines are strictly adhered to:

- Off-road driving may only be undertaken in the event of a confirmed sighting of agreed species. In general these shall include elephant, leopard, lion, rhino, buffalo, wild dog, and cheetah. SANParks may identify other sighting circumstances under which off-road driving is allowed, as appropriate to the Park in question and subject to the finding of the EIA;
- Off-road driving is not be permitted in wet conditions, on sodic patches, or duplex soils;
- Off-road driving will not be permitted in areas where Red Data Book species are known to exist, or in any other areas that SANParks may designate at any time for conservation or other management purposes;
- Vehicles driving off-road may under no circumstances follow in the tracks of another vehicle;
- Under no circumstances will off-road driving be permitted at river crossings. Operators wishing to drive along riverbeds must develop and carefully manage track spurs into and out of the river(s), which will count as part of the road and track network allocation. As with the entire road and track system, these river bed entry and exit spurs will be subject to the findings of the EIA and approval by SANParks; and

- The Operator shall maintain a register of all off-road events. Guides must record on a daily basis each off-road driving event that occurs, including all relevant details of the event, as required by SANParks. Failure to maintain the register regularly and completely will be deemed cause for terminating an Operator's permission to drive off-road.

Bidders wishing to be allowed to drive off-road must so indicate in their Development and Environment Proposals, and include any additional methods that the Bidder proposes for limiting, managing, monitoring and, where necessary, mitigating the impacts of off-road driving. The proposed methods shall (i) take into account the specific features of the Development Area being sought, and (ii) be sufficiently detailed to enable evaluation during the Bid evaluation process. SANParks encourages Bidders to propose creative and innovative methods to address the legitimate concerns about off-road driving, as well as to cite their experience in managing this activity at other locations (i.e., maximising the number of passengers per vehicle to reduce the total number of vehicles in use; offering and promoting walking excursions as an alternative to lengthy game drives).

At the time of evaluating the Development and Environment Proposals, SANParks will indicate to the successful Bidder (if that Bidder has requested off-road driving permission) whether, based on the material presented, there appears to be *prima facie* case for granting this request. SANParks may allow a Bidder to redesign an unacceptable proposal before the financial Bids are opened. It must be understood by all that final approval of permission to drive off-road is conditional upon the findings of the EIA.

SANParks will establish a special committee to evaluate the proposed approaches to determine whether they provide SANParks and DEAT with a sufficient 'level of comfort' to allow the activity to be undertaken. SANParks reserves the right to select a particular Bid but refuse that Bidder's request to be allowed to drive off-road.

Including the activity within an EIA will ensure that both specialist inputs and the views of all IAPs are considered in making a final determination with

respect to each Development Area. Irrespective of its decisions regarding off-road driving at the time of the Bid awards, SANParks and DEAT will abide by the findings and recommendations of the EIA in respect to off-road driving.

The decision to allow off-road driving will be made for a trial period of no less than one year and no more than three years, subject to frequent monitoring by SANParks, as well as an independent evaluation during this trial period by external conservation experts. The cost of the evaluation shall be borne equally by SANParks and the Operator.

SANParks may suspend a decision to allow off-road driving in any or all Development Areas at any time, if it determines that the adverse impacts are of a level unacceptable to SANParks. An Operator who fails immediately to abide by such a determination will be considered in material breach of the contract and SANParks will have the right to terminate the contract with immediate effect.

10.13.4 **Walks**

Walking excursions with guests must comply with the following standards:

- These are permitted anywhere within the Development Area, although specific provisions may vary depending on the Park in question;
- All guides must be registered with the Department of Environmental Affairs and Tourism. Two guides per trail are required, namely a 1st rifle guide, or trail leader, and a back-up rifle guide. Guides acting in a 1st rifle capacity (lead guide) must have attained a minimum of a TGSP3 qualification, must have successfully completed the requisite POSLEC unit standards regarding weapons handling, must have a valid level 1 first aid certificate, must be able to provide proof of at least one years' prior walking experience in a dangerous game area and must have successfully completed a SANParks rifle handling competency assessment. Guides acting in a back-up capacity must have attained a minimum of a TGSP2 qualification, must have successfully completed the requisite POSLEC unit standards regarding weapons handling, must

have a valid level 1 first aid certificate and must have successfully completed a SANParks rifle handling competency assessment;

- The Guides must carry a rifle of a minimum calibre of .375, which must be loaded with solid-nose ammunition. The Guides also must carry a minimum of 10 rounds of additional ammunition. Both guides must walk at the front of the group;
- The maximum number of guests on a trail may not exceed eight guests plus two Guides, or a total of 10 (ten) people. If an Operator wants to utilise additional staff on any given walk, the number of guests must be decreased commensurately. The lead guide must be in charge of the activity and one of the guides should have extensive local knowledge of the area and be able to utilise the radio.
- All trailists must sign an indemnity form before proceeding on a trail and dangers and safety procedures must be explained to all trailists;
- Walking is only permitted between sunrise and sunset; and
- Dangerous game may not be tracked.

10.13.5 **Horse trails**

The conduct of guided horse trails and/or self-guided excursions in a National Park must comply with the following standards:

- These are permitted only where agreed upon by SANParks;
- All guides must be registered with the Department of Environmental Affairs and Tourism, must have a valid level 1 first aid certificate and must have successfully completed a SANParks horsemanship proficiency assessment. For operation in areas without dangerous game, trails can be led by a single guide and all guides must have attained a minimum of a TGSP2 qualification. For operation in areas with dangerous game, all trails must be conducted under the supervision of two guides, and these guides must have attained a minimum of a TGSP3 qualification and must

have successfully completed the requisite POSLEC unit standards. The lead guide should ideally have at least one years' experience conducting horse trails in dangerous game areas.

- For operation in areas with dangerous game, the guides must carry a rifle of a minimum calibre of .375, which must be loaded with solid-nose ammunition. The guides also must carry a minimum of 10 rounds of additional ammunition. Both guides must ride at the front of the group.
- The maximum number of guests on a trail may not exceed eight guests plus two guides, or a total of 10 (ten) people. If an Operator wants to utilise additional staff on any given trail, the number of guests must be decreased commensurately. The lead guide must be in charge of the activity and one of the guides should have extensive local knowledge of the area and be able to utilise the radio.
- Self-guided excursions will only be permitted in areas with no dangerous game;
- All trailists must sign an indemnity form before proceeding on a trail or excursion and dangers and safety procedures must be explained to all participants;
- Riding is only permitted between sunrise and sunset and the horses may not be ridden for longer than 8 hours per day. The Operator must ensure that the horses and trailists have got adequate supplies of water during the course of the trail;
- Dangerous game may not be tracked.
- All people participating in either guided or self-guided horse trails must wear a suitable helmet. Also, all participants should be advised to wear layered clothing so as to minimise injuries in the event of a fall. On all guided trails, the guides must carry a hand-held radio and first aid kit.

- When not on trail or excursions, the horses must be kept in facilities comprising a paddock and covered stable and must be under the care of a qualified groom.
- If a trail incorporates an overnight stay away from the main facilities, the Operator must ensure that the horses are provided with adequate shelter, food and water.
- The Operator must ensure that all equipment is well maintained and always in good working condition so as to ensure safety and comfort for the horses and guests.
- The Operator must ensure that all fodder is free from seeds so as to prevent the introduction of alien plant species through the horses' dung.

10.13.6 **Mountain bike trails**

The conduct of guided mountain bike trails and/or self-guided mountain bike excursions must comply with the following standards:

- These are permitted only where agreed upon by SANParks;
- All guides must be registered with the Department of Environmental Affairs and Tourism and must have a valid level 1 first aid certificate. For operation in areas without dangerous game, trails can be led by a single guide and all guides must have attained a minimum of a TGSP2 qualification. For operation in areas with dangerous game, all trails must be conducted under the supervision of two guides, and these guides must have attained a minimum of a TGSP3 qualification, successfully completed the requisite POSLEC unit standards and successfully completed a SANParks rifle handling proficiency assessment. The lead guide should ideally have at least one years' experience conducting mountain bike trails in dangerous game areas.
- For operation in areas with dangerous game, the guides must carry a rifle of a minimum calibre of .375, which must be loaded with solid-nose ammunition. The guides also must carry a minimum of 10 rounds of

additional ammunition. Both guides must ride at the front of the group, and the rifles should ideally be carried over the shoulder.

- The maximum number of guests on a trail may not exceed eight guests plus two guides, or a total of 10 (ten) people. If an Operator wants to utilise additional staff on any given trail, the number of guests must be decreased commensurately. The lead guide must be in charge of the activity and one of the guides should have extensive local knowledge of the area and be able to utilise the radio.
- Self-guided excursions will only be permitted in areas with no dangerous game;
- Cyclists should be capable of carrying all equipment on their backs as well as on the bicycles. No baby carrier seats are permitted on trail routes and each bicycle should at least have capacity for basic repairs (i.e. a puncture kit, spare tube etc.). On all guided trails, the guides must carry a hand-held radio and first aid kit;
- Participants in all cycling activities must wear a suitable helmet. Also, cyclists should be advised to wear layered clothing so as to minimise injuries in the event of a fall
- All cyclists must sign an indemnity form before proceeding on a trail or excursion and dangers and safety procedures must be explained to all participants;
- Mountain biking is only permitted between sunrise and sunset;
- Dangerous game may not be tracked.
- The Operator must ensure that all equipment is well maintained and always in good working condition.

10.13.7 **Canoeing**

In addition to the detail offered elsewhere in this memorandum the following standard rules apply to canoe trails:

The conduct of guided canoe trails and self-guided canoe excursions must comply with the following standards:

- These are permitted only where agreed upon by SANParks;
- All guides must be registered with the Department of Environmental Affairs and be in possession of the necessary river guide qualifications. For operation in areas without dangerous game, trails can be led by a single guide and all guides must have attained a minimum of a TGSP2 qualification. For operation in areas with dangerous game, all trails must be conducted under the supervision of two guides, and these guides must have attained a minimum of a TGSP3 qualification, successfully completed the requisite POSLEC unit standards and successfully completed a SANParks rifle handling proficiency assessment. The lead guide should ideally have at least one years' experience conducting canoe trails in dangerous game areas.
- For operation in areas with dangerous game, the guides must carry a rifle of a minimum calibre of .375, which must be loaded with solid-nose ammunition. The guides also must carry a minimum of 10 rounds of additional ammunition;
- In areas with dangerous game (notably hippopotamus), both guides must stay at the front of the group, with their rifles attached in an easily accessible but secure and waterproof manner. Whist on the river, one of the guides must lead the group by approximately 50m to 100m to act as a spotter.
- The maximum number of guests on a trail may not exceed sixteen guests plus two guides, or a total of 18 (eighteen) people (as recommended by Addo Park Management). In fact the recommended number in SANParks guidelines is actually a maximum of 12 guests plus two guides for a total of 14 (fourteen). If an Operator wants to utilise additional staff on any given

trail, the number of guests must be decreased commensurately. The lead guide must be in charge of the activity and one of the guides should have extensive local knowledge of the area and be able to utilise the radio.

- All trailists must wear an appropriate helmet and life-jacket at all times whilst on the river.
- All trailists must sign an indemnity form before proceeding on a trail or excursion and dangers and safety procedures must be explained to all participants;
- Self-guided excursions will only be permitted in areas with no dangerous game;
- Canoeing is only permitted between sunrise and sunset;
- Dangerous game may not be tracked.
- The Operator must ensure that all equipment is well maintained and always in good working condition.

10.13.8 **Abseiling and rock climbing**

All abseiling and rock climbing activities must comply with the following standards:

- These activities can only be conducted at sites approved by SANParks;
- All guides must be registered with the Department of Environmental Affairs and be in possession of the necessary mountaineering/rock-climbing/abseiling qualifications and requisite industry memberships. For operation in areas without dangerous game, these activities can be led by a single guide. For operation in areas with dangerous game, all trails must be conducted under the supervision of two guides, and these guides must have attained, in addition to the abovementioned qualifications, a minimum of a TGSP3 qualification, successfully completed the requisite POSLEC unit standards and successfully completed a SANParks rifle handling proficiency assessment.

- For operation in areas with dangerous game, the guides must carry a rifle of a minimum calibre of .375, which must be loaded with solid-nose ammunition. The guides also must carry a minimum of 10 rounds of additional ammunition. Whilst conducting the activity, the guides must ensure that one guide remains vigilant at all times and that all firearms are kept safe and out of reach of the public.
- In areas without dangerous game, there is no maximum number of guests that can participate in the activities simultaneously. In areas with dangerous game, the maximum number of guests may not exceed eight guests plus two guides, or a total of 10 (10) people. If an Operator wants to utilise additional staff on any given trail, the number of guests must be decreased commensurately. The lead guide must be in charge of the activity and one of the guides should have extensive local knowledge of the area and be able to utilise the radio.
- Participants must be advised on what to wear prior to the activity taking place;
- All participants must sign an indemnity form before proceeding on an activity and dangers and safety procedures must be explained to all participants;
- Abseiling and rock-climbing is only permitted between sunrise and sunset;
- Dangerous game may not be tracked.
- The Operator must ensure that all equipment is well maintained and always in good working condition.

10.13.9 **Campfires**

No natural resources may be collected and used within any Parks without written approval from SANParks. Specifically in this regard, the collection of firewood for campfires, cooking or any other use is not permitted. If firewood is brought in from outside it should comply with policies that may be in place for different Parks. Some Parks only permit the use of cleared alien vegetation from approved clearing operations to be used for fires. Campfires and/or gas cookers

will be allowed only in designated areas and at specified times, as agreed to by SANParks in writing.

10.14 Monitoring of Compliance with Codes of Conduct

Operators must take reasonable steps to ensure that guests are aware of all provisions and standards of performance. This shall be done by posting these standards in areas where they will be visible to guests. It would be prudent for operators to also inform guests of relevant Park rules and regulations. Provision must be made for guests to report to the Operator and SANParks on their experiences while visiting the Park and Development Area. This may be accomplished by providing an evaluation form and requesting all guests to complete this form before they depart. Both SANParks and the Operator will review comments received in this manner.

10.15 General guest safety

The Operator must have an emergency medical evacuation policy that covers both guests and staff in the event of a serious injury or acute medical emergency. Relevant staff must be trained in and aware of this policy.

All buildings, vehicles, machinery and other structures including their operation must comply with the relevant legislation and standards in the Republic of South Africa.

The Development Areas are located in areas where dangerous animals occur and design, construction and layout of the facilities must bear this in mind.

10.16 Other activities

Operators wishing to fund and/or undertake research projects within the Development Area must first obtain approval for the project and all of its details from Park management and the SANParks Scientific Services Department. Any commercial wildlife filming that takes place in the Development Area is governed by SANParks' filming policy, and must be undertaken after discussions with and approval of SANParks. SANParks will consider the use of Web cams within Development Areas within the framework of SANParks'

rules and regulations or existing agreements with service providers.

SANParks will permit Operators to undertake any necessary security precautions in the Development Site and its immediate surroundings. Security in the rest of the Development Area, e.g., against poachers, is the responsibility of Park personnel. Operators will be expected to report any poaching activity or other incursions into the Development Area to the appropriate Section Ranger.

10.17 **Monitoring**

All of the issues discussed and described in this document will require monitoring. SANParks reserves the right to monitor all these issues according to the standards set out in these Guidelines, the findings of the EIA, and/or in a manner agreed between the parties as the process develops.

SANParks reserves the right to undertake all conservation management activities -- including monitoring, culling, capture, and research -- in all of the Development Areas. Where such activities have been adversely impacted by a Operator's activities, any additional costs to SANParks resulting from these impacts shall be borne by the Operator. Should the adverse impacts be of a level unacceptable to SANParks, the Operator will be considered in material breach of the contract and SANParks will have the right to terminate the contract with immediate effect.

If certain Development Area standards are difficult to determine at present, SANParks will, in conjunction with the Operator, facilitate the establishment of a Operators' forum. This forum will establish a process whereby standards of performance, within thresholds of acceptable change can be discussed and agreed to (issues might include, for example, gate opening and closing times; modifications to SANParks game drive vehicle standards; routine infrastructure issues associated with waste disposal, etc.). The Operator must comply with any standards thereby agreed established.