

KNP  
CONCESSION  
OPERATIONS  
MANUAL



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## **ABBREVIATIONS**

AEM	ADAPTIVE ENVIRONMENTAL MANAGEMENT
BDU	BUSINESS DEVELOPMENT UNIT: HEAD OFFICE
CA	CONCESSION AREAS KRUGER NATIONAL PARK
CDF	CONSERVATION DEVELOPMENT FRAMEWORK
CE	CHIEF EXECUTIVE: SANPARKS
CLC	CONCESSION LIAISON COMMITTEE
CM	CONCESSION MANAGER: BDU HEAD OFFICE
CPI	CONSUMER PRICE INDEX
DEAT	DEPARTMENT OF ENVIRONMENTAL AFFAIRS & TOURISM
ECO	ENVIRONMENTAL CONTROL OFFICER
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EIR	ENVIRONMENTAL IMPACT REPORT
EMP	ENVIRONMENTAL MANAGEMENT PLAN
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
FGASA	FIELD GUIDE ASSOCIATION OF SOUTH AFRICA
FR	FIELD RANGER: KRUGER NATIONAL PARK
HDGs	HISTORICALLY DISADVANTAGED GROUPS
HDIs	HISTORICALLY DISADVANTAGED INDIVIDUALS



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I&AP	INTERESTED AND AFFECTED PARTIES
KNP	KRUGER NATIONAL PARK
LD	LODGE DIRECTOR
LM	LODGE MANAGER
NEMA	NATIONAL ENVIRONMENTAL MANAGEMENT ACT OF 1998 ACT
NEMA:PAA	NATIONAL ENVIRONMENTAL MANAGEMENT , PROTECTED AREAS ACT (Act No. 57 of 2003)
PC	PROJECT COMMITTEE: KRUGER NATIONAL PARK
PM	PROJECT MANAGER: CONCESSIONS
QAO:I	QUALITY ASSURANCE OFFICER: INTERPRETATION SERVICES
ROD	RECORD OF DECISION
SANPARKS	SOUTH AFRICAN NATIONAL PARKS
SR	SECTION RANGER: KRUGER NATIONAL PARK
VAT	VALUE ADDED TAX



## 1 SCOPE

The involvement of private enterprise in SANParks in the form of concessions has brought a new dimension into wildlife management in the parks. Since the concept has now been operating within the Kruger National Park for a number of years the principles and foundations for a working relationship have been established. This Concessions Operations Manual serves to inform SANParks officials and Concession staff alike on the main contractual elements and to define the respective roles, responsibilities and protocols in an attempt to promote positive and effective working relationships, thereby ensuring a mutually rewarding relationship for the duration of the concession.

The draft operational guidelines are intended for all employees in SANParks that are involved in the establishment and management of the concessions. All the issues are unlikely to have been identified and addressed requiring that this document develop over time as new issues are raised or modifications are required. Good management requires early recognition of the need for modification. SANParks have adopted an Adaptive Management Process that requires a management system including auditing, inspections and monitoring. In the absence of formal and systematic management a problem may not be recognised until it is too late to make meaningful changes. Auditing, inspections and monitoring is the repeated measurement of selected variables, in order to detect changes over time. It refers to the comparison of actual performance and conformance against preset levels and standards and is aimed at providing SANParks management with early indications of progress, or lack thereof, in the achievement of the conservation and commercialisation objectives.

This Concession Operations Manual will serve as a supplement to the current Concession Contracts between SANParks and Concessionaires, but is not to be used to amend the authorisation or to alter the rights and liabilities of the parties to the contract. In the event of any apparent conflict between the terms of the Concession Contract and this Concession Operations Manual, the terms of the Concession Contract will prevail.

The Concession Operations Manual is an exhibit to the Concession Contract, and will describe operational roles and responsibilities authorised in the contract between the Concessionaire and SANParks. Concession operations will be evaluated to ensure that the Concession Operations meet SANParks conservation, environmental and cultural objectives as well as safety and operational standards, and empowerment requirements.

The Concessions Operations Manual will be a working, live document that will be updated continuously. The Business Development Unit will be responsible for updating the Manual, in consultation with the relevant representatives from the respective park, and will subsequently notify SANParks Employees and Concessionaires of the revision.



## 2 INTRODUCTION AND BACKGROUND

### 2.1 BACKGROUND AND RATIONALE

The protected areas of South Africa contain some of its most beautiful scenery and outstanding natural landscapes. South African National Parks (SANParks) was established by the National Parks Act (Act No 57 of 1976). The aim is to ensure the protection of areas of national or international biodiversity importance or areas which contains viable and representative samples of South Africa's natural systems, scenic areas or cultural heritage sites and to protect the ecological integrity of such ecosystems; to prevent exploitation or occupation inconsistent with the protection of the ecological integrity of such areas; to provide spiritual scientific, educational, recreational and tourism opportunities which are environmentally compatible and; to contribute to economic development. The National Environmental Management: Protected Environment Act (Act No. 57 of 2003) was promulgated in 2004 and is now the overarching legislation governing the management of national parks, together with the National Environmental Management Act (Act No. 107 of 1998) and the Biodiversity Act (Act No. 10 of 2004), as well as other relevant national and provincial acts and regulations.

The political changes in South Africa have led to a thorough re-examination of most existing institutions. SANParks have not escaped this scrutiny. Having grown accustomed to domestic and international acclaim, as well as access to large scale government funding, SANParks now find themselves seeking new roles which will justify and secure their future. The Government of South Africa faces a serious dilemma with respect to wildlife conservation: how to reconcile the extensive land and financial resources required by protected areas with the acute social and economic development needs of poor rural people with very limited access to any kind of resources.

Tourism is a key component of Government's macro-economic strategy to achieve growth, employment and redistribution of wealth in South Africa. National Parks in turn are the cornerstone of the nature based tourism industry in South Africa, and a healthy and vibrant tourism industry therefore requires responsible leveraging of the national parks estate. Concessions are one such mechanism for generating a range of social and economic benefits without compromising the ecological integrity of a national park. These benefits include capital investment, foreign exchange generation, employment creation, and stimulation of support industries and development of small, medium and micro enterprises. In addition it is a means of generating a financial income for SANParks, which in turn may be used for maintaining the conservation estate, expanding it, or subsidising access for those citizens of South Africa who are unable to afford to pay visitor fees.

A concession is an opportunity to build and operate a tourism facility in a national park, with strict regulations governing the conduct of the facility. In many cases an exclusive area is allocated for use. Exclusivity is for two reasons. Firstly it allows for the establishment of a luxury tourism product that caters to a different segment of the market to SANParks, and secondly accountability for any environmental damage is guaranteed.

### 2.2 COMMERCIALISATION AS A CONSERVATION STRATEGY

SANParks has adopted a strategy termed "*Commercialisation as a Conservation Strategy*". This implies an intention to generate additional revenue as a means of ensuring better conservation of South Africa's national parks. Additional revenue is generated by granting the private sector the opportunity to operate within national parks but without alienating any of the assets. In fact to the contrary the process will, over time, result in an increase in the value of assets under SANParks' ownership.

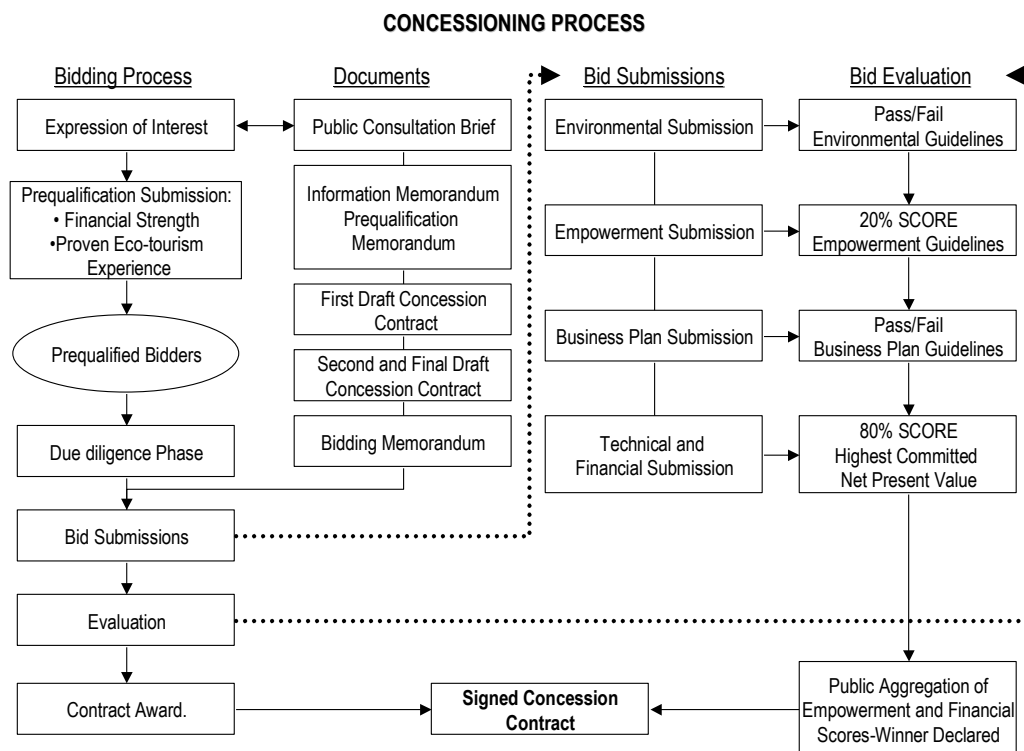
The contractual mechanism is a *concession contract*, which enables the concessionaire to use a defined area of land, plus any buildings that may already exist on that land, over a 20-year period in return for payment of concession fees. It requires a private company to finance, design, construct, operate, maintain and manage the asset throughout the agreed concession period, after which it hands over the asset to SANParks. SANParks remains the owner of the assets and, legally, immediately becomes the owner of all new fixed assets built on the site, even if the concessionaire financed these assets. The concessionaire obtains added benefits through operating within a national park that include international recognition of SANParks branding and reputation. Against these rights of occupation and commercial use of facilities, there is a set of obligations on the part of the



concessionaire regarding financial terms, environmental management, social objectives, empowerment and other factors. Infringement of these requirements carries specified penalties and ultimately the termination of the contract, with the assets reverting to SANParks.

### 2.3 CONCESSIONING PROCESS

The method used to concession the sites followed a competitive bidding model, where the process included an expression of interest phase, circulation of bidding documents and a prequalification stage. The competitive bidding process allows for maximum transparency, as this is paramount in a privatisation or public tender process, if public support is to be maintained. Without transparency, political and legal challenges to the process can sidetrack the entire effort.





## 2.4 RESULTS

To date, 11 concessions, 1 management agreement of a hotel facility and 21 Shops and 17 Restaurants in National Parks have been awarded to private operators. This has resulted in the following benefits:

- Increased financial returns contributing up to 8,4% of the total tourism income;
- Increased infrastructure of R270 million reverting to SANParks;
- Product and price differentiation to accommodate different market segments with 380 additional guest beds, resulting in foreign exchange generation;
- Increased employment in the tourism industry with 620 new jobs excluding the employment during construction; and
- Broadening the participation of BEE partners in the tourism industry thereby contributing to the demographic restructuring of the industry and poverty alleviation with:
  - 5 Concessions > 50% Black Ownership;
  - Average Black Equity of 54%;
  - 79% of employees recruited from Local BEE communities adjacent to the Parks; and
  - Guaranteed spend of R7 million per annum from local community SMMEs.

In conclusion, the Commercialisation Strategy thus allowed SANParks to:

- increase and capture more of the net economic benefits attributable to parks;
- contribute more to BEE and local economic development;
- mitigate environmental impacts; and
- help finance biodiversity conservation recognising that only a small fraction of ecologically-important areas have the potential to attract significant tourism.

Concession Area	National Park	Concession Holder	Contact	Contact Number	Lodge Name & Date Operational	Lodge Reservations Number
Jock of the Bushveld	KNP	Mitomeni River Lodge (Pty) Ltd	Adrian Gardner Danie Malan	082 652 2206 082 653 8866	Jock Safari Lodge (October 2001)	Central Reservations: 011-788 8524 Lodge Tel: 013 – 735 5200/1/2 E-mail: <a href="mailto:reservations@jocksafarilodge.com">reservations@jocksafarilodge.com</a> Web: <a href="http://www.jocksafarilodge.com">www.jocksafarilodge.com</a> Web: <a href="http://www.mantiscollection.com">www.mantiscollection.com</a>
Jakkalsbessie	KNP	Jakkalsbessie Lodge (Pty) Ltd	Hannes Venter	083 628 9793	Tinga Private Game Lodge Legends - (December 2003) Narina - (April 2004)	Central Reservations: 0861 50 50 50 Lodge Tel: 013 – 735 8400 E-mail: <a href="mailto:reservations@tinga.co.za">reservations@tinga.co.za</a> Web: <a href="http://www.tinga.co.za">www.tinga.co.za</a> Web: <a href="http://www.africanpridehotels.com">www.africanpridehotels.com</a>
Mpanamana	KNP	Shishangeni Lodge (Pty) Ltd	Temba Matsane Will Pieters	082 572 0952 082 410 1947	Camp Sahwu & Camp Shonga (February 2005) Shishangeni Lodge (July 2005)	Central Reservations: 011-467 9375 Lodge Tel: 013 - 735 E-mail: <a href="mailto:reservations@pinnaclecollection.com">reservations@pinnaclecollection.com</a> Web: <a href="http://www.pinnaclecollection.com">www.pinnaclecollection.com</a>



Concession Area	National Park	Concession Holder	Contact	Contact Number	Lodge Name & Date Operational	Lodge Reservations Number
Singita	KNP	Singita Lebombo (Pty) Ltd	Luke Bailes Rob Nathan Mark Whitney	083 250 9635 082 568 9701 083 661 7050	Singita Lebombo (March 2003) Sweni Lodge (October 2003)	Central Reservations: 021-683 3424 Lodge Tel: 013 – 735 5500 E-mail: <a href="mailto:singita@singita.co.za">singita@singita.co.za</a> Web: <a href="http://www.singita.com">www.singita.com</a>
Lwakahle	KNP	Lukimbi Safari Lodge (Pty) Ltd	Marilyn Marais	011-869 9115 083 266 7220	Lukimbi Safari Lodge (October 2002)	Central Reservations: 011-888 3713 Lodge Tel: 013 – 735 8000 E-mail: <a href="mailto:info@lukimbi.com">info@lukimbi.com</a> Web: <a href="http://www.lukimbi.com">www.lukimbi.com</a>
Mluwati	KNP	IMBALI SAFARI LODGE (PTY) LTD	Jaishankar Ramchandran Alan Vels	011-463 3070 084 345 6789 031-310 3333	Imbali Safari Lodge Hamiltons Tented Camp - (August 2002) Hoyo-Hoyo Traditional Camp - (October 2002) Imbali Lodge - (November 2002)	Central Reservations: 031-310 3333 0861 000 333 Lodge Tel: 013-735 8915 E-mail: <a href="mailto:lodge@imbali.com">lodge@imbali.com</a> E-mail: <a href="mailto:ceres@threecities.co.za">ceres@threecities.co.za</a> Web: <a href="http://www.imbali.com">www.imbali.com</a> Web: <a href="http://www.threecities.co.za">www.threecities.co.za</a>
Mutlumuvi	KNP	Rhino Walking Safaris (Pty) Ltd	Jann Kerr Brett Gehren	082 881 6033	Rhino Post Safari Lodge Timbitene Fly Camp - (December 2002) Rhino Outpost - (October 2003)	Central Reservations: 011-467 1886 Lodge Tel: 083 631 4956 E-mail: <a href="mailto:reservations@zulunet.co.za">reservations@zulunet.co.za</a> E-mail: <a href="mailto:info@rws.co.za">info@rws.co.za</a> Web: <a href="http://www.rws.co.za">www.rws.co.za</a>
Addo –Nyati	AENP	Nguni River Safari Lodge (Pty) Ltd	Toto v/d Merwe	082 570 1876	Busy with Construction	
Gorah Elephant Camp	AENP	Hunter Hotels (Pty) Ltd	Ian Hunter	083 261 3122	Gorah Elephant Camp	Reservations: 044-532 7818 E-mail: <a href="mailto:res@hunterhotels.com">res@hunterhotels.com</a> Web: <a href="http://www.hunterhotels.com">www.hunterhotels.com</a>
The Roundhouse Precinct	TMNP	Sheseho Investments (Pty) Ltd	Warwick Goosen	083 680 3575	Busy with EIA	
Koel Bay	TMNP	Lesea Trading No 5 (Pty) Ltd	Warwick Goosen	083 680 3575	Busy with EIA	



### 3 PRINCIPAL CONTRACT TERMS

The following are the main contractual terms that will apply to all concession contracts.

Concessionaire Obligations:	The Concessionaire will undertake the Project at its own cost and risk, in accordance with the Concession Contract. The Concession Contract will not grant the Concessionaire any right or impose any obligations on SANParks, the State or any Relevant Authority.
Concessionaire Rights:	<p>The Concessionaire will have exclusive traversing rights of the CA. These Areas will be off-limits to normal Parks visitors.</p> <p>The Concessionaire will be entitled to limited access to the Park, subject to normal Park operating rules and hours. A maximum number of people to be accommodated overnight, (guests and staff), is indicated in Schedule B of the Contract.</p>
Term:	In the normal case, the term will be for 20 years from Effective Date.
Option for Renewal:	Concessionaires will not have an option to renew at the end of the term.
Re-Bid Upon Expiry:	At the end of the concession period, the contract may be put up for re-tender to interested bidders. The incumbent concessionaire will be entitled to bid.
Design and Construction of Facilities:	The concessionaire will bear the cost of construction new facilities, including roads, buildings and infrastructure. The Camp will be constructed in accordance with the Preliminary Design submitted as part of the bidding process for the concession. The Detailed Design will be in accordance with the findings of an EIA and Best Industry Practice.
Project Schedule	A Project Schedule for the Construction Works must be prepared by the Concessionaire. The purpose of the Project Schedule is to enable SANParks to monitor the Construction Works from an environmental perspective. The only obligation in respect of the Project Schedule is that all construction activity will be completed within 12 months from Effective Date.
No Ownership Interest:	SANParks or the State will hold the title to the land and assets. At the end of the Concession Period, all Concession Assets (excluding movable new assets) will be returned in good condition, allowing fair wear and tear in accordance with SANParks requirements.
Risk	<p>The Concessionaire will bear all risks and costs with regard to any weather conditions including, without limitation, floods and fire, and with regard to physical conditions and obstructions. Should the CA, or any assets thereon, be damaged or destroyed at any time during the Concession Period, the Concessionaire will, at its own cost and expense, repair, rebuild or replace the same so that the CA, and assets will be in the same condition as prior to such damage or destruction.</p> <p>SANParks will use all reasonable endeavours in assisting the Concessionaire to acquire the appropriate environmental permits; however, SANParks will bear no liability for any failure of the Concessionaire to obtain such permits.</p>
Conflicts	The Concessionaire will not engage in any activity which may be in conflict with the interests or



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	objectives of SANParks.
Intellectual Property	All intellectual property matters relating to SANParks, its name, logo and/or image will remain the sole property of SANParks. Should the Concessionaire desire to use SANParks trademarks or logos in any way, the Concessionaire will first submit the concept or a sample of the proposed use to SANParks for approval.
Environmental Requirements:	The Concessionaire will undertake a Strategic Environmental Assessment for the concession operation in accordance with DEAs guidelines and an Environmental Impact Assessment on all other aspects of the Project, by an independent certified/registered environmental consultant, in accordance with applicable SANParks standards and Regulatory Provisions. The Concessionaire will appoint an Environmental Control Officer who will be responsible for ensuring that Construction and Operations are performed in accordance with SANParks' Requirements and relevant legislation. The Environmental Guidelines are set out in Annexure V to the Contract with regulations specifically relating to each particular concession site detailed in Schedule B of such Contract.
CA Management	SANParks is solely responsible for the conservation management and research within the concession area, including bush clearing and other modifications to the biosphere, erosion control, management of water points, and development of new water points, controlled burning and all other issues of veld management. The concessionaire will be responsible for the maintenance of all roads located in the concession area, other than tarred roads and roads solely used for SANParks Management.
Game Product	SANParks will use all reasonable endeavours to ensure the Concessionaire of a game-viewing product which is, in terms of quantity, quality and diversity, at least comparable to conditions before the Concession Period. Natural processes might have an impact on the fluctuation of game numbers and that it will not always be possible to ensure that a concession area will have the same game-viewing product as when the concession was established.
Security	Although security cannot be guaranteed, i.e. illegal immigrants in the KNP due to SANDF having down-scaled its operations in the KNP, SANParks will use all reasonable endeavours to ensure that the CA is free from trespassers, including poachers and visitors to the Park who are not guests of the Concessionaire.
Competing Camps	The Concession Contract does not in any way limit the right of SANParks to grant further Concessions or enter into other agreements
Visitors Levels	SANParks will have no liability to the Concessionaire for the number of visitors to the Camp and/or CA and/or the Park.
Empowerment	The concessionaire will take into account SANParks and state policies on affirmative action and the empowerment of Historically Disadvantaged Individuals (HDI) and Historically Disadvantaged Groups (HDG). The Empowerment Guideline as well as their Empowerment Proposals will bind the Concessionaire.
Insurance and Indemnification	During the Concession Period, the Concessionaire will maintain adequate insurance on the Camp, Concession Assets and other insurable properties, including business interruption insurance and employer's liability insurance. The Concessionaire will indemnify SANParks against any liability, loss, damage, costs, and claims in respect of: death or injury to a person;

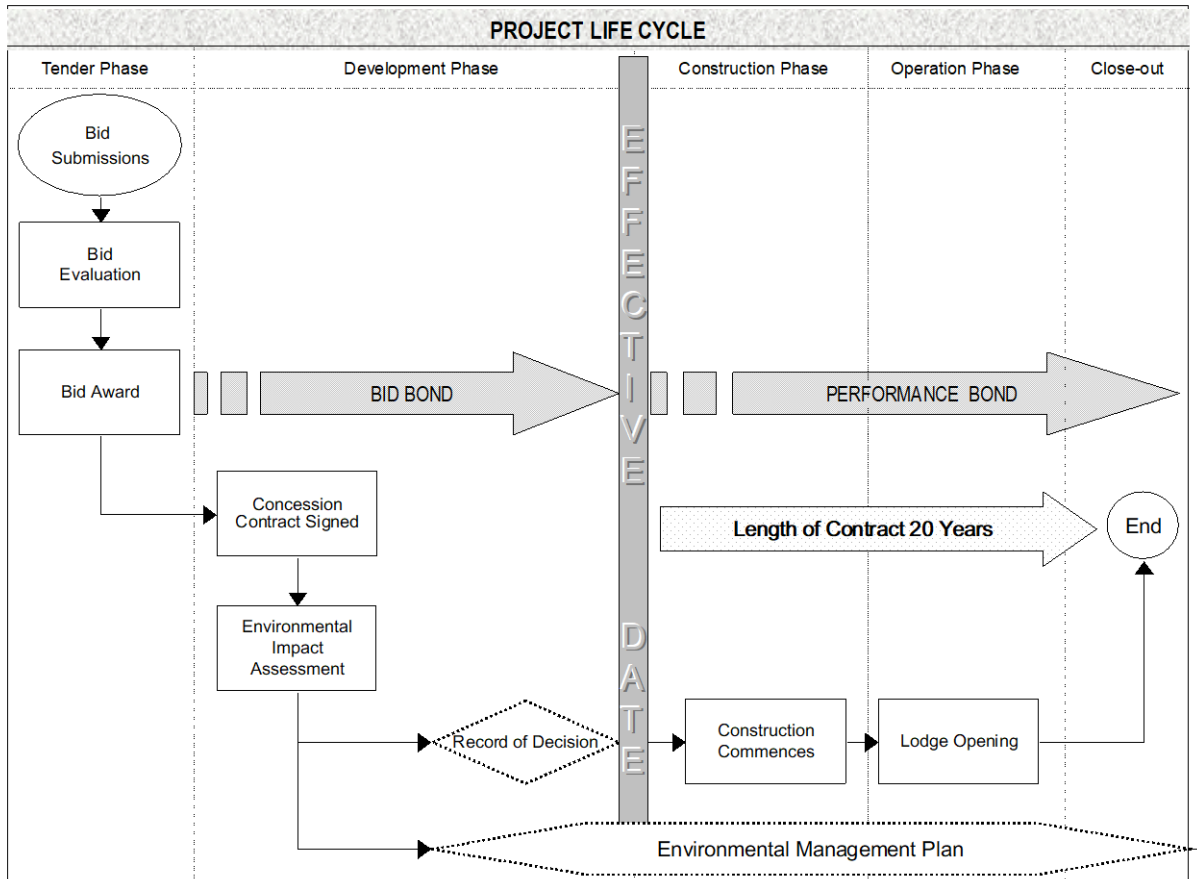


loss or damage of property or economic losses.

Employment Issues	The Concessionaire will abide by all Labour Laws in force, relating to the employment of employees. During the Concession Period, the Concessionaire will take all necessary measures to ensure that its staff adhere to, abide by and comply with the Regulatory Provisions.
Performance Bond:	To ensure the timely undertaking of obligations under the Contract, and to cover any damages or penalties imposed on the Concessionaire, the Concessionaire will lodge a Performance Bond with SANParks, in an amount to be decided, throughout the term of the Contract.
SANParks Fees:	The Concessionaire will pay fees to SANParks for the right to use the concession area, either as a minimum annual rental, or as a percentage of gross revenue - whichever is the greater.
Penalties:	The Concessionaire will face a schedule of monetary penalties for breaches of environmental, social or financial terms of the contract.
Operation, Management and Financial Reports	The concessionaire will appoint a firm of nationally recognised auditors and submit to SANParks all required reports, relating to all relevant operations and financial statements.
Termination Provisions:	SANParks will be entitled to terminate the Contract if the Concessionaire commits a material breach of the terms of the Concession Contract. The Concessionaire will have the right to terminate the Contract should SANParks commit a material breach of it's obligations, the CA is expropriated by the State or the Park no longer operates as a National Park.



#### 4 PROJECT LIFE CYCLE SUMMARY





## 5 COMMUNICATION CHANNELS

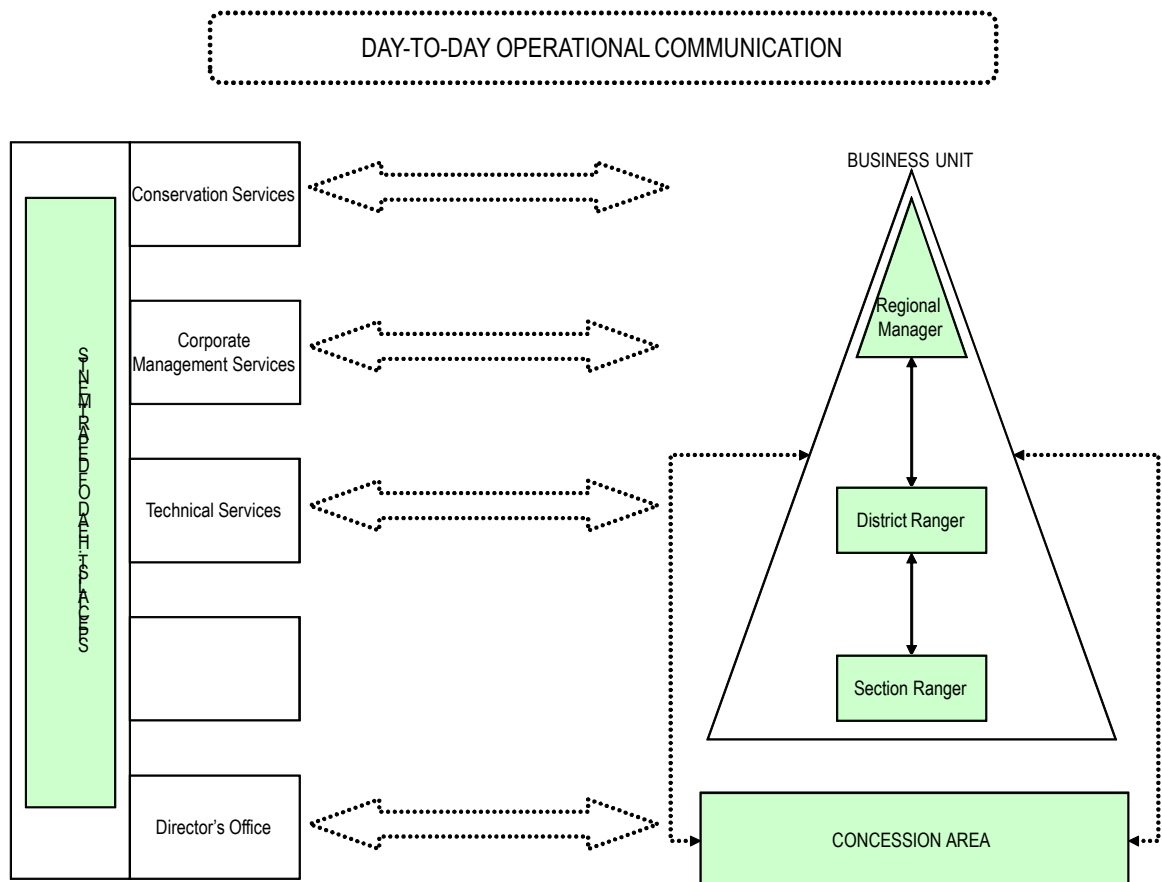
### 5.1 PRINCIPLES

The Communications Structures are of extreme importance for the effective operation and management of the Concession Areas. A Matrix Communication Structure is the principle structure used but is then further redefined to accommodate the various topics/subjects/issues at hand.

#### 5.1.1 Normal Day-to Day Operational Issues

The operational management of the CA's will be situated in the various Business Units. The KNP Section Ranger (SR) will be involved in the normal day-to-day communication with the Lodge Manager or Head Ranger of the CA and for the sake of simplicity, is identified throughout this document as the responsible person for various activities. The SR will be responsible for inspecting the concessionaires in terms of the adaptive management process and submitting reports to the relevant Conservation Services specialist or Environmental Manager. However, the SR must adhere to the existing KNP reporting structures and the ultimate accountability for the management and monitoring of the normal operations of the CA's lies with the Regional Manager of the Business Unit (BU) involved. The SR or other designated personnel from the Business Units will communicate and consult directly with the Specialist HOD's of Conservation Services, Technical Services, Human Resources and Tourism or other designated staff in these divisions.

The diagram below illustrates the matrix structure used for the normal day-to-day operations and communication.





### 5.1.2 Policy Issues

Policy issues are defined as:

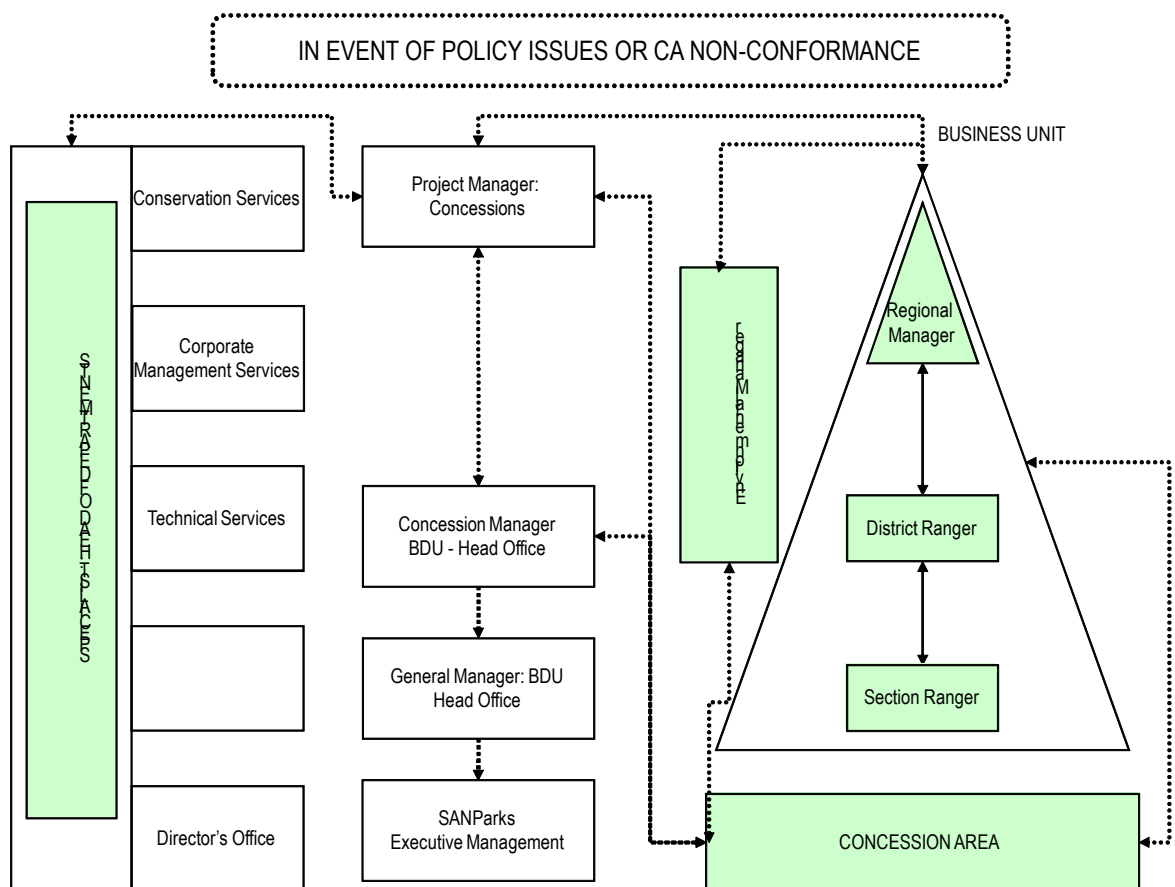
- All requests by a CA that is not covered by the current KNP policies and by the Concession Contract
- All events of non-conformance to policy requirements as stipulated in this document
- All issues that cannot be settled at regional level

These issues will have to be dealt with at a corporate level. The SR or other designated person from the BU must refer all policy issues to the Project Manager: Concessions (PM) who will consult with the various divisions and the Concession Manager in the Business Development Unit: Head Office (BDU) regarding the appropriate action. Subsequent to any decisions/actions taken, the PM will advise the SR and BU accordingly.

### 5.1.3 Empowerment, Legal, Contractual, Financial Issues

All communication regarding any empowerment, legal, contractual and financial issues must be channelled via the PM to the Concession Manager (CM) in the Business Development Unit Head Office.

The diagram below illustrates the matrix structure used in event of policy issues and/or empowerment, legal, contractual or financial issues.





This will enable controlled, effective and focussed communication (formal and informal) during the 20-year operational phase of the Concessions. This will result in close liaison with Concessionaires and increased responsiveness.

## 5.2 GUIDELINES

- (i) Day to day communication on operational issues will be between the SR and the Ranger or LM from the CA. The Ranger/LM must be designated by the Concessionaire to fulfil this function.
- (ii) Quarterly regional meetings must be held between the LM/LD of the CA and the Regional Manager of the BU. Minutes of these meetings must be forwarded to the PM and the Concession Manager.
- (iii) Bi-annual meetings must be held between the LM/LD of the CA and the PM and Concession Manager. A KNP target committee will be established for these purposes, representing the various divisions. KNP Management has mandated the environmental manager to represent the KNP on such a forum. At this meeting, the rangers' inspection reports, ECO audits, and Empowerment reports will be discussed together with all unresolved issues at the Regional Meeting and any outstanding financial, legal or contractual matters.
- (iv) It is further suggested that the concessionaires form a Concession Liaison Committee (CLC) to discuss matters of mutual concern with relevant role-players in SANParks.



## 6 ENVIRONMENTAL AND CONSERVATION REQUIREMENTS

SANParks has established a set of Environmental Guidelines as well as an adaptive management process with objectives and Green Standards, and a Best Practice Guideline that is designed to meet two objectives:

- provide potential concessionaires with certainty about what is expected of them; and
- ensure that SANParks fulfils its obligations as custodian of the National Parks.

The resulting environmental guidelines form an integral part of the adaptive management system and contractual documents entered into by SANParks and Concessionaires.

### 6.1 ADAPTIVE ENVIRONMENTAL MANAGEMENT

#### 6.1.1 Principles

SANParks as a statutory organisation has to comply with the National Environmental Management: Protected Areas Act of 2003, the National Environmental Management Act of 1998 (NEMA) as well as the regulations published in terms of NEMA. This includes the Strategic Environmental Assessment guidelines and Environmental Impact Assessment guidelines to guide the planning and implementation of development proposals.

A Strategic Environmental Assessment process was adopted by SANParks in 2005 and will in future apply to new concessions developed. The SEA must include a specialist analysis of ecological, social and tourism resources and a risk analysis of development and concession operations within a national park.

The Concessions all had to do an Environmental Impact Assessment (EIA) for the proposed Concession developments that included detailed Environmental Management Plan's (EMP's) for the Construction phase. The Department of Environmental Affairs (DEA) authorized the development of the concession and issued positive Record of Decisions (RODs). All conditions contained within the ROD are legally binding on the concessionaires throughout the duration of the construction and operational phases. The Concessions are required to compile Operational Management Plans (OMPs) that incorporate recommendations from the EIAs and any other issues contained within the EMP relevant for the Operations Phase. The requirements of the ROD and the EMP are legally binding for the life of the Concessions. Once the Operational Management Plans (OMPs) are finalized and accepted by SANParks and DEA, it becomes the basis for monitoring compliance with SANParks objectives and standards, legal requirements and the recommendations of the EIA.

#### 6.1.2 Guidelines

- (i) The SR must be familiar with the EIA, EMP and OMP for the Operational Phase of the CA.
- (ii) The SR must ensure compliance/adherence with the mitigation measures and other requirements in the Operational Management Plan. The SR must do inspections on a 2 monthly basis, and submit their report to the Environmental Manager and the ECO, and also assist the ECO with bi-annual formal audit.
- (iii) Any problems experienced and/or non-compliance with the Operational Management Plan must be discussed with the Concessionaire immediately and the Concessionaire must ensure that corrective measures are implemented.
- (iv) Failure by the Concessionaire to comply with the Operational Management Plan must be dealt with according to the Procedure to ensure compliance with the Concession Contract.
- (v) The Concessionaire will have to undertake the necessary study and prepare the necessary report and have it approved by the relevant authority, before continuing with the development or changes.



- (vi) The local SR, Environmental Manager and PM must be consulted with the drafting of any EIR or EMP.
- (vii) A comprehensive Public Participation Process must be followed enabling the registration and participation of I&AP's.

## 6.2 ENVIRONMENTAL CONTROL OFFICER (ECO)

### 6.2.1 Principles

SANParks will require all Concessionaires to appoint an ECO to ensure that the conditions of the ROD are complied with and mitigation measures and other requirements set forth in the EMP are implemented during the Construction Phase. During the Operational Phase, the ECO will audit compliance to the Operational Management Plan. The cost of the ECO will be borne by the Concessionaire. The individual appointed must be an independent consultant, as defined by the EIA Guidelines and Definitions and be acceptable to SANParks. Should the Concessionaire elect to replace an ECO, the name and CV of the proposed new ECO must be submitted to SANParks and DEA for approval.

### 6.2.2 Guidelines

- (i) The ECO must submit the following reports, to both the Concessionaire and SANParks:
  - Construction Phase - Monthly ECO Environmental Reports
  - Operational Phase - Bi-Annual ECO Environmental Reports
- (ii) The ECO Report must be submitted to the PM. The PM will present the report to a Project Committee (PC) consisting of representatives for environmental, roads, wildlife management etc. for evaluation and comments.
- (iii) The cost of the ECO will be borne by the Concessionaire
- (iv) The ECO will audit against the ROD, the OMP and EMP
- (v) The ECO will score each element of the ROD, OMP and EMP on the following basis:
  - 4 – best practice
  - 3 – full compliance
  - 2 – satisfactory (*viz* >50% compliance)
  - 1 – unsatisfactory (*viz* <50% compliance)
  - 0 – nothing in place
  - na – not applicable

**Note:** The Scoring was changed with Revision 2 of the Operational Manual, and is effective from August 2005

- (vi) The ECO will determine percentage compliance using above scoring for each environmental aspect and the following formula

$$CRE = ER \times (100 - C) / 100$$

where CRE = current risk exposure

ER = averaged environmental risk for environmental aspect scored in EIR

C = percentage compliance for the environmental aspect.

- (vii) The ECO will present a report for every audit and, give the CRE for every environmental aspect, calculate an average Project CRE, plot the trajectory of the average CRE over time, highlight environmental risks, recommend how risks might be contained, and recommend on improvements to the OMP.



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- (viii) The ECO will also make Recommendations and Findings in the Audit Report. Recommendations will be non-critical items that could improve a situation or could be items that might result in a finding if further deterioration or impacts occur. Findings on the other hand are more serious, and is further divided in two categories
- a) Operational Findings: This is a less important category, and has its foundation in aspects of maintenance and operations, e.g. leaking taps, dustbin without lid, vehicle washed away from wash-bay, etc.
  - b) Negative Impact Findings: This is a critical category and is non-compliance or non-conformance of the OMP. It may result in a Breach of Contract, if not addressed speedily and effectively.
- (ix) The ECO's audit reports will be public documents that will be distributed to I &AP's.
- (x) The SR must ensure that he/she gets involved with the ECO from the beginning of the auditing process.
- (xi) The ECO must be kept informed by the Concessionaire, and will receive copies of the Monthly Report as well as Incident Reports. Where necessary, the ECO will be contracted to investigate serious incidents. The cost of which will be born by the concessionaire.
- (xii) The ECO is responsible to evaluate the relevance of the OMP during the 6-monthly audit, and amend the document as required. This will include new impacts identified, or additional mitigation required for existing impacts.
- (xiii) A pro-forma will be developed for the ECO Report to ensure uniformity in the reporting and that all aspects are covered to the satisfaction of all role players. The pro-forma will be a guideline, based on best practise to be developed over a couple of years after several ECO Reports have been submitted. The ECO Report must address the issues as identified in the OMP. The following specific aspects must also be included in the Report::
- a) The general condition of the roads and the implementation of road maintenance and construction as defined in the Roads Specification Document.
  - b) The availability of updated Concession Procedures as required (After Hours Travelling Procedure, Weapon Control Procedure, Off Road Driving Procedure, etc)
  - c) The general condition of waste management ( solid and liquid)
  - d) The general condition of generator sets and diesel tanks
  - e) The following records must be included:
    - Bed occupancy (average monthly and peak)
    - Staff members residing on site (average and peak)
    - Water consumption on average
    - Off-road driving incidents and detail
    - Permits of vehicles, staff and Rangers issued.
    - Incident Reports
    - Procedures
    - Water and sewerage quality reports
    - Legal permits

### 6.3 CULTURAL AND NATURAL RESOURCES

#### 6.3.1 Principles

The EIA must include a specialist report on the cultural and archaeological resources that occur in the CA. The Concessionaire's construction crew must be trained to recognise cultural resources, in event of any found during construction.

#### 6.3.2 Guidelines

- (i) Should any undocumented cultural sites or artefacts be found, they must not be disturbed, damaged or removed, but reported immediately to the local SR.



- (ii) The inputs from SAHRA (South African Heritage Resource Agency) must be obtained where applicable in terms of the National Heritage Resources Act, Act 25 of 1999.

## 6.4 BIOSPHERE MANIPULATION

### 6.4.1 Principles

The Concessionaire must adhere to SANParks' biosphere modification and habitat manipulation rules. The Policy on the Sustainable use of Natural Resources is attached as Annexure A9.

- (i) No bush clearing is allowed, either to enhance game viewing, obtain firewood, or for any other purpose. Limited bush clearing will be allowed within the Development Site for the purposes of clearing and levelling prior to the Construction Phase, subject to the EIA and included in the EMP.
- (ii) Introduction of alien vegetation is not permitted under any circumstances.
- (iii) Baiting of wildlife to enhance viewing is not permitted.
- (iv) No natural resources may be collected and used within the KNP without written approval from SANParks. Specifically, the collection of firewood for cooking and other purposes is not permitted during either the construction or operational phase.

### 6.4.2 Guidelines

- (i) **Wood** - The collection of firewood and tree stumps for building purposes is not permitted. Wood used during the operations phase should be sourced from a sustainable source and/or be recycled wood.
- (ii) **Gravel** - The borrow pits to be used by the Concessionaires during the construction phase will be determined by the SR and the Division Technical Services and submitted in writing to the Concessionaire. After the construction phase, the SR, Technical Services representative and the Concessionaire must determine the "life pits" to be used during the operational phase of the concession.

The use of gravel during the operational phase of the Concession will have to comply with the following guidelines:

- The Concessionaire must consult with the SR/PM who will inform the Division: Technical Services of the intention to use one or more of the gravel pits for whatever purpose, i.e. maintaining of roads.
- The use of the gravel pit must comply with the stipulations of the Environmental Management Plan (EMP) for the Operational Phase drafted during the EIA process.
- The local SR must monitor the use of the gravel pit/s to ensure compliance with the EMP.

In terms of the current legislation (Protected Areas Act and Minerals Act), no new gravel pits may be developed in a national park. However, SANParks have approved in principle that where an existing gravel pit is not economically viable to use, the Concessionaire may apply for a new pit by completing a full EIA. Final approval will depend on the merits of each case. The KNP is in a process to rationalise gravel pits and the use thereof in the park and has no desire to open up new gravel pits.

- (iii) **Sand** - The removal and use of sand in CA's is not permitted unless written approval is obtained. Since the removal of sand will be a policy issue, approval for this in the KNP will remain with the Specialist HOD: Conservation Services and not within the Business Units. This request will have to comply with the Interim Guidelines for the Collection and Utilisation of River Sand in the KNP (Refer to Annexure A4). The same procedure will have to be followed for any additional needs during the operational phase of the Concession.
- (iv) **Rocks** - The collection of rocks and stones will only be allowed under specific conditions and circumstances, i.e., rocks that had to be removed during the construction of roads, can be used for erosion control (packing gabions, etc.) The SR will make the final decision on the collection and use of rocks in a CA.



## 6.5 GAME CONTROL ACTIVITIES

### 6.5.1 Principles

SANParks reserves the right to undertake all conservation management activities, including monitoring, culling, capture and research in all of the CA's with due cognizance to the sensitivities surrounding some of these activities and the possible impacts they might have on the operations of the concessionaire. For the purposes of the document, game control activities will refer to normal management, capture and culling activities.

### 6.5.2 Guidelines

- (i) The SR will inform the Concessionaire (where possible) in advance of any game control activity that will take place in a CA and the details thereof. The timing of such operations must be discussed with the Concessionaire so as to least impact on any CA activities. In emergency situations where there was no opportunity to inform the Concessionaire, the SR will inform the Concessionaire immediately after such an operation was concluded.
- (ii) Due to the role that temperature plays in both these activities, any culling or capture operation will usually take place during early mornings, but problem situations might arise where these actions are performed later during the day.
- (iii) The Concessionaire must be informed (where possible) in what area of a Concession the activity will take place, to enable them to make provision for this and the impacts thereof on their guests – especially during culling operations.

## 6.6 MONITORING AND RESEARCH ACTIVITIES

### 6.6.1 Principles

The KNP has several long-term monitoring programmes that will impact on the CA's. Furthermore, several research projects are conducted on an annual basis in the KNP and activities of some of the research projects might overlap into the CA's, e.g. behavioural studies of a game species, prevalence of bovine tuberculosis. Most of the monitoring and research activities will have a limited impact on the activities of the CA, but some might impact more, i.e. the annual elephant and buffalo census where a helicopter might be heard or visible be for some time, photographing of buffalo herds during the census, etc.

The Concession Contract states that Concessionaires wishing to fund and/or undertake research projects within the CA must first obtain approval for the project and all of its details from KNP Management – Scientific Services Section.

### 6.6.2 Guidelines

- (i) The local SR must notify the Lodge Manager (LM) of the CA of any movement into the CA for any monitoring or research activity. The SR should provide the LM with detail on the approximate time, possible impact, number of people etc.
- (ii) In event of a low-impact activity, the LM should be notified the day before; in event of a high-impact activity the LM should be given 1 week notice that such activity is to take place.
- (iii) In the event of a SR not being available to fulfill this function, it will be expected from the researcher or the KNP staff member to contact the Concession and inform them.
- (iv) SRs and other staff visiting CA's must plan their visits in such a way as to least impact on the activities of the CA.
- (v) All Concessionaires had to familiarise themselves with the fixed monitoring sites in the CA and any development or activities are not allowed to impact on these sites. The SR must ensure compliance with this undertaking.
- (vi) The KNP annual census programme will be distributed to all CA's for their information.



- (vii) New research projects will continue in the KNP as usual, and where it might impact on the CA, KNP research staff will consult with the Concessionaire on how the project will be implemented.

## 6.7 PATROLS BY FIELD STAFF IN CA'S

### 6.7.1 Principles

The regular patrolling of a section by Section- and Field Rangers from the KNP is necessary and forms the basis for area integrity management of the park. The CA falls within a section and will also be subject to patrols by the KNP Section & Field Rangers.

### 6.7.2 Guidelines

- (i) All SANParks staff travelling through a CA must where possible notify CA's beforehand.
- (ii) The SR needs to determine from each Concessionaire whether encountering Field Rangers (FR) on patrol would impact on the experience they want to offer to visitors of a particular CA.
- (iii) SRs must schedule patrols by the FR's in such a way that it has the least possible impact on the activities of the concessionaires, i.e. from late morning to early afternoon.
- (iv) Field Rangers must be sensitised regarding impact their presence might have on the exclusive tourism product offered by the concessions.
- (v) Where problems arise, i.e., poaching from outside or concession staff, the SR will conduct operations in the CA without informing the concession management, but with due consideration of the safety of the staff involved.
- (vi) The SR may conduct vehicle and foot patrols in the CA at any stage as part of the normal execution of his/her duties of which compliance of the Concessionaire with the Concession Contract and Operational Phase EMP forms part.
- (vii) Should a CA vehicle encounter a foot patrol, the SR or FR should be discrete unless deliberately approached by the driver of the vehicle in which case the SR/FR should remain courteous at all times.

## 6.8 CARRYING CAPACITY

### 6.8.1 Principles

The Concessionaire must adhere to the bed limit that SANParks has established for the particular CA. It must be noted that the bed limit **includes** the number of staff within the CA and the number of staff housed at a SANParks rest camp. SANParks will expect that the bed limit is respected and failure to respect it will constitute a breach of the contract.

The Concessionaires has elected during the EIA process, what the ration would be between Staff and Guests. However, in almost all cases, the Concessionaires under-estimated the number of permanent Staff Members required. After consulting with DEAT, SANParks have agreed that each Concession will get the opportunity on a once-off basis to re-evaluate their permanent Staff numbers, on the basis that the Guest numbers as approved in the ROD stay constant.

### 6.8.2 Guidelines

- (i) The revised carrying capacities for the CA's are as follows:



CONCESSION	TOTAL NUMBER OF BEDS
Shishangeni (Note 1)	80 (Eighty)
Lukimbi	40 (Forty)
Jock (Note 2)	33 (Thirty-three)
Tinga (Note 3)	75 (Seventy-five)
Rhino Walking Safaris (Note 4)	39 (Thirty-nine)
Imbali	66 (Sixty-six)
Singita	122 (One hundred and twenty-two)

- (iii) The SR must monitor compliance to above carrying capacities on a regular basis.
- (iv) In event of non-conformance by the Concessionaire, the SR must report this to the PM immediately.
- (v) "Concession on Carrying Capacity Policy for permanent resident staff on CA's": The number of beds available for staff and guests is fixed and will not be altered. However, permanent resident staff working in a CA (\*excluding Nwanetsi CA) will be allowed to have close family members (spouse, children) staying with them on the following conditions:
- The facilities available for staff accommodation must be able to support the extra people, i.e., there must be enough ablution facilities and the living space/room size must be acceptable.
  - No additional water will be allocated per CA OR a lower allocation will be allowed for these people.
  - Permanent resident staff will be allowed to receive guests in line with KNP Policy: Guests and Regulations (Free Admission for Guests of Staff Members) and will be issued with 12 free guests permits annually.
- \* Due to the fact that all staff at Nwanetsi CA is accommodated in the park, the KNP and the Concessionaire must come to an agreement on the arrangements suitable for this CA.
- (v) The number of Guest on Site can be averaged out over a period of 6 months (Jan – June; July to December) on the following principles:
- Guest may only be accommodated in approved Guest Accommodation, and also only in the numbers approved for that accommodation.
  - The Concessionaire may apply to develop and or use replacement facilities (can be additional accommodation units, Fly Camps, etc) to maximum capacity during peak periods, as long as the 6-month average do not exceed the ROD Guest Beds allocated.
- Note:** The application to use replacement units must be compiled by the ECO and approved by both KNP Management Committee and DEA.
- (vi) The Total number of Beds on site as in Table above (Guests and Staff) must also be averaged over the same 6-month period, and shall not exceed the allocated number. In the case where this is exceeded, the Concessionaire will be in Breach.

## 6.9 WATER PROVISION MANAGEMENT

The total water extraction from any or all sources within the CA's is limited to not more than the allocated litres for the Concessions per day. This includes the newly developed artificial water holes (waterholes and dams that existed before the concession was developed, are excluded) and other requirements for guests, staff, gardens, lawns and any other water features. (Also refer to the Water Allocation Policy – [Annexure A10](#))

### 6.9.1 Principles

- (i) SANParks reserve the right to close any water features as considered necessary for management purposes. Every effort will be made not to close water features in the CA's over the life of the Concession Period.



- (ii) The EIA process must include the assessment of all artificial water features and the exact design; size and location of new water features of these water holes is also stipulated in the above-mentioned document and both Concessionaires and SR's must familiarise themselves with this and implement the decisions.
- (iii) The SR must inform the Concessionaire of any water hole that will be closed, as well as the reasons for it at least two weeks in advance. Where a water hole needs to be closed or activated for certain periods – in line with the KNP Artificial Water Provision Policy – it must be consulted and explained to the Concessionaire, and the final decision rests with the General Manager: Conservation Management.
- (iv) Any request from the Concessionaire outside the final arrangements in the “Guidelines for the Provision of Artificial Water in CA's, KNP” document, must be referred to the General Manager: Conservation Management for evaluation and final decision, since it has policy implications.
- (v) Water usage must be measured and reported in the Monthly Report. Water quality should be tested at least every alternative month.

## 6.10 VELD - FIRE MANAGEMENT

The Concession Contract states that SANParks recognizes the need to balance the objectives intent of its veld-fire management policy with the understandable desire of the Concessionaire to protect its investment in the event of a runaway veld- fire. The veld-fire management protocols of the KNP are revised periodically, the latest revision being 2012. These protocols make provision for the CA's. Concession areas, which by definition, operate at a smaller scale than the whole KNP and therefore run a higher risk of a single veld- fire passing through their whole area and possibly creating game viewing and landscape conditions which are uniformly displeasing to the visitors. Because of this concern, to make provision for such circumstances, the contracts include a clause allowing the use of alternative areas for a period. This contingency will however not be easy for SANParks to manage. The proposed policy below deals with special arrangements to minimize this likelihood.

### 6.10.1 Principles

- (i) Concessionaires must implement veld-fire prevention and life safety measures that comply fully with SABS standards (SABS 0400).
- (ii) The EIA must address issues relating to structural safety and management and subject designs and safety specifications to a 'fire safety audit'. Campfires and/or gas cookers will only be allowed in designated areas and at specified times, agreed to by SANParks in writing. Where these activities are undertaken outside the lodge area i.e. in the veld, this must be done in accordance with the Hot-Work Permit and any other fire safety requirements as stipulated by the Fire Protection Officer in the Greater Kruger Fire Protection Association (GKFPA) and/or by the Section Ranger.
- (iii) Lightning ('natural') veld-fires must be allowed to burn, except in the immediate surrounds of the lodge, and/or to save human life or property. To be read in conjunction with the Fire Management Protocol for CA's.
- (iv) All the rules and regulations of the Greater Kruger Fire Protection Association are also applicable to, and binding on all CA's in the KNP, as they are on all other persons and organisations present in the area of the GKFPA.
- (v) Consistent with current protocols, SANParks will endeavour within its capacity to ensure that not more than 50% of any CA burns as a result of one particular veld-fire. To be read in conjunction with the Fire Management Protocols for CA's.
- (vi) Although the fire policy about CAs should ideally be seen as a variation of the larger Ecosystem Veld-Fire Management Protocols for the KNP, the fear and real threat exists that a veld-fire may burn down an entire CA in a single event. This will have severe negative impacts on operations within that CA till such time as the environment recovered sufficiently to provide the necessary game viewing and other opportunities again. It is therefore recommended that SANParks staff, who are contractually responsible for veld-fire management in concession areas, exercise their discretion using the following guidelines and treating each case on its merits:



## 6.10.2 Guidelines

### Veld-Fire Management Protols for CA's

- (i) Each of the seven concession areas will constitute a totally independent small veld-fire management unit (SMFU) and be treated independently as an entity on its own.
- (ii) Section Rangers must exercise discretion using the following guidelines and treating each concession's situation on its merits.
- (iii) In years and under situations where patch mosaic burning are not seen to be too risky, it should be implemented with the following variations:
  - ensure that sufficient early-season patch burns are set in the concession area, to reduce potential veld- fire risks.
  - Set patch fires whilst still safe to do so and in such a way and under such conditions as to generally allow easy suppression at pre-chosen tracks.....
  - Continue to set ignite veld- fires after the first rainfall of at least 25mm (i.e. the start of the rain season), in order to remove moribund material and to promote a 'green flush', and so that the likelihood of an extensive fire earlier in the season disrupting the experience of guests on these relatively small areas, is minimised
  - In view of the relatively intensive management in these areas, apply veld condition prerequisites for burns as far possible. If however, conditions do not allow Rangers to get anywhere near the target (because there is too little area to burn which meets the veld condition requirements) and if there is still significant fire risk, burning should continue elsewhere to reach targets. Although the latter makes for safety, it is logical that it might promote degradation, and such areas should thus be carefully monitored. Although TPC's form a general safety net, these areas will require extra scrutiny, given the potential "vicious circle" that may arise if rangers are later on burning for safety only, and degraded yet burnable veld is resulting.
  - Any lightning fires should form part of the contribution to the targets but should not be allowed to burn beyond the target, as allowed elsewhere. In fact, if the lightning fire is seen as too risky (e.g., due to weather conditions) and can be extinguished, this should be done as part of the more cautious approach in the concessions.
- (iv) Under other circumstances, when patch fires represent too great a risk in the view of the SR, the following "blockburn procedure" can be adopted:
  - Identification and usage of small "burn blocks" created by roads, tracks, rivers or adequate drainage features within the CA. If no or hardly any such features exist, there seems little option but to revert to patch burning, even at the higher risk
  - Burning selected blocks under safe conditions using **perimeter fires**, in such a way that the burnt blocks form a seasonal mosaic approximately meeting the targets set for the concession – these will be the same targets as would have been used for a patch mosaic system. All that will differ is that the ranger will have decided that patch veld- fires are too risky in that particular year or place. Rangers should strive not to use this perimeter option too often, as the aim is to move away from perimeter ignitions (particularly in small areas such as these) even though occasional perimeter ignitions are not expected to result in the suspected deleterious landscape patterns. As long as the blocks are safely "ring-burnt" it is not necessary to burn the centres if the fire dies out before then. If targets are not being met that month or later, the centre can be ignited if this seems the best option to reach targets.
- (v) These interventions are seen as a necessary compromise, given the valid concerns of Concessionaires. This also provides one form of field experiment (albeit at a reduced scale than elsewhere in the park) to compare with the late season lightning-dominated systems expected in different localities.
- (vi) Under no circumstances may a Concessionaire or his/her staff control natural and/or accidental veld- fires in a CA without the local SR's consent and direction. Furthermore, in terms of the National Veld and Forest Fire Act (and amendments), OHS laws, and the stipulations of the Business Plan of the GKFFPA, all persons who are actively involved in managing a veld-fire ('fire-fighting'), be it a scheduled or an unscheduled fire, must be trained by an accredited trainer and suitably equipped.
- (vii) The control of natural and accidental veld fires is the responsibility of the local SR and his staff.
- (viii) The local SR will inform staff on the appropriate firefighting procedures and the contingency plan in event of fire in the CA.



- (ix) CA staff is only allowed to control fires in the immediate surrounds of the lodge site, and/or to save human life, with due regard of all legal requirements.
- (x) The local SR must be informed immediately of any fire in the CA, and similarly must the CA be informed of any fire in the area.
- (xi) The burning of firebreaks around infrastructure, borders, etc. of concessions is the responsibility of the SR. The Concessionaire must inform the SR well in advance if there is a need for a firebreak around the infrastructure in a CA, and the SR must ensure that identified firebreaks are prepared in time.
- (xii) The KNP has the responsibility to ensure that a system of firebreaks are graded and maintained on an annual basis in line with the GKFP requirements and protocols dealing with the management of veld-fires.
- (xiii) The use of back burns in CAs to control or stop accidental fires must be subject to the implications thereof on the CA, and where possible avoided.
- (xiv) Should a significant portion of a CA burn in one season, the KNP will permit traversing in other nearby areas where possible. These traversing areas will be determined by the SR in conjunction with the HGM: Conservation Management and must be in line with KNP Policies.

## 6.11 TRAVERSING AREAS IN THE EVENT OF FIRE DAMAGE TO A SIGNIFICANT PORTION OF A CA

### 6.11.1 Principles

Should a significant portion (>50 %) of a CA burn in one season, the KNP will permit traversing in other nearby areas until the burned areas have recovered sufficiently. The local SR in conjunction with the ECO will identify alternative areas for traversing in consultation with the GM: Conservation Management.

### 6.11.2 Guidelines

- (i) The areas available to traverse will be determined by the local SR and the CAs in consultation with the GM: Conservation Management and must be in line with the CDF (A spatial development/use plan) for the KNP. No traversing will be allowed in Wilderness or Remote zones.
- (ii) The period of traversing in the identified areas will depend on the recovery of the burned areas within a CA and the final decision to stop traversing in nearby areas will be that of the SR in consultation with the Concessionaire.
- (iii) Should the identified traversing area include a general public area, normal rules and conditions available to the public roads will prevail, i.e.:
  - Open vehicles must comply with general KNP Open Vehicle specifications and must be fitted with a roof & sides, with the front window (windscreen) raised.
  - No driving before or after normal tourist hours, unless agreed to by the SR and then with due consideration of other park activities such as night drives.
- (iv) No off-road driving will be allowed from tourist roads or management roads/firebreaks within such traversing areas.

## 6.12 PROBLEM ANIMAL MANAGEMENT

Situations might arise where certain animals and their behaviour become problematic to the management of a lodge in a CA, especially where the lodge and other infrastructure are not fenced. It will therefore be expected from the Concessionaire to put the necessary preventative measures in place to avoid the development of problem animals.



### 6.12.1 Principles

- (i) The Problem Animal Policy of the KNP will apply to the CAs with the following strategy:
  - To have functional fences around park facilities and along borders. In terms of the CA's, fences around their waste storage facilities and reed beds must be functional.
  - To remove or secure potential food sources in order to prevent attracting attention of animals, in which all likelihood will lead to these animals (and birds) becoming a problem.
  - To prevent animals from gaining access to these food sources, and
  - To educate and sensitize staff, contractors, guests and visitors on the issues related to problem animals.
- (ii) No food or food waste may be left unattended, particularly where this is made available outdoors.
- (iii) All solid and wet waste must be stored in bins in scavenger-proof storage areas and cleared regularly.
- (iv) The scent of food left lying around also attracts animals. For this reason, the bins that are used for storing waste must seal as tightly as possible in order to reduce odours. When the bins are emptied, they must be washed and disinfected thoroughly. Furthermore, they must be made of material of sufficient strength to prevent them being damaged or destroyed by animals attempting to access their contents.

### 6.12.2 Guidelines

- (i) The Concessionaire must report any problems experienced with animals (, i.e., baboons at the lodge) immediately to the SR.
- (ii) The SR will assess the situation and decide on the relevant action and in keeping with the stipulations of the appropriate protocols– the control of any problem animal is the responsibility of the SR.
- (iii) If the actions of the CA's lead to the development of problem animals, i.e., feeding animals, unfenced wetlands, it will be expected of the Concessionaire to rectify the situation, before action will be taken against any problem animal.
- (iv) *It must be made clear to guests that the feeding of any animals, even birds, is unacceptable and in fact a criminal offence. This could be done for example, with a pamphlet in their rooms, as well as on their first game drive.*

## 6.13 ALIEN BIOTA MANAGEMENT

### 6.13.1 Principles

The introduction of alien vegetation is not permitted under any circumstances according to the Concession Contract. One of the main threats to the biodiversity of the KNP is considered to be the introduction and spread of alien vegetation. The possibility of importing alien plants through deliveries of building material, etc. is very real, and continuous monitoring of the area is necessary to ensure that this does not take place.

### 6.13.2 Guidelines

- (i) The presence of alien plants or animals (Indian myna) must be reported to the local SR immediately
- (ii) The SR will assess the problem and with the assistance of the Manager: Alien Biota decides on the relevant action to be taken.
- (iii) Due to the extent of the alien vegetation problem in the KNP there might be different priorities for clearing alien vegetation and this must be taken into consideration.



- (iv) The Alien Biota Section must include the CA's in their information programme on the status and discovery of new alien biota.
- (v) After the delivery of construction material during the operational phase of the CA, the Concessionaire is responsible to monitor whether there was any introduction of alien vegetation, and the SR must assist with this monitoring.
- (vi) When bringing in firewood, the Concessionaires must ensure that the wood type or the point where harvested is free of any alien plant seeds. The Local Section Ranger must approve the source of firewood, before such wood is brought into the Park. During transport, the wood must be covered to prevent any seeds from blowing off, and it must be stored at a designated place where possible germination of alien plants can be closely monitored. Wood sourced must be from a sustainable source and should not contribute to the destruction of indigenous trees. Preferably wood that is recycled should be used.

## 6.14 QUALITY CONTROL OF FIELD GUIDES

### 6.14.1 Principles

- (i) Game drives may only be taken out by guides that attained a THETA Nature Site Guide Qualification (TGSP 02) (Level 2) or TGSP 08 (Level 4) and are registered with their local DEA Department.
- (ii) Guides that take out walks must be in possession of a THETA Nature Site Guide Qualification (TGSP 03)(Level 2) in a Dangerous Game Area or a (TGSP 09) (Level 4) in a Dangerous Game Area and must be registered with their local DEA Department.
- (iii) Any guide acting as a back-up/second rifle during a walk, must have a THETA Nature Site Guide Qualification (TGSP 03) (Level 2) in a Dangerous Game Area. (Refer to Point 6.14.2. (i))
- (iv) All guides/persons that want to carry a firearm in a CA must undergo a KNP Firearm Proficiency Assessment where their firearm handling skills will be evaluated. According to their qualifications and position a guide will either be assessed on a basic, intermediate or advanced proficiency. It will further be expected from guides to undergo regular evaluations on their firearm handling skills.

According to the new Firearm legislation all guides/persons who handle a firearm will have to undergo a POSLEC fire arm competency assessment.

- (v) It can be expected that there will be a continual change in guides in CA's and the KNP must make provision for this and especially the testing of guides.
- (vi) According to Regulation 44 (A) of the National Parks Act, any person who is not an employee of SANParks must apply for permit to carry a licensed firearm in a National Park.

### 6.14.2 Guidelines

- (i) TRAINING/ASSESSMENT OF FIELD GUIDES:
  - Initial training - Before a CA appoints a guide, he/she will have to be trained off site and then be tested/assessed in the KNP to determine the level of proficiency. A temporary proficiency certificate will be issued when minimum requirements have not been met but person is in process of training.
  - Re-training during Operational Phase of Concession – This will include formal re-training as well as regular practice sessions for guides working in a CA. The SR will be responsible to coordinate these training sessions. All these training sessions must comply with KNP requirements, i.e. Take place on an official KNP shooting range; must be under the supervision of qualified Range Officer with a First Aid officer in attendance, etc. Each CA must finalize a Procedure for Re-Training of Guards with the local SR.
  - Proficiency Testing – The proficiency of all guides in CA's will be evaluated on a regular basis in a process coordinated by the Quality Assurance Officer: Interpretation, KNP.



- (ii) SR's must ensure that the qualifications of all field guides in a CA comply with the stipulations of the Concession Contract and the Protected Areas Act by checking the permits issued to a guide.
- (iii) Any incident where a guide had to shoot at an animal or fired shots for whatever reasons, etc. must be reported to the SR immediately – especially where an animal was wounded. The SR will do the follow-up in any incident where an animal was wounded.
- (iv) The SR must investigate the incident and write a report and take a decision whether the action of a guide was justified and/or unavoidable – especially where an animal was shot or wounded. Copies of these reports must be sent to the Concessionaire, PM, Regional Manager: Business Unit and Specialist HOD: Conservation Services.

## 6.15 CARRYING OF FIREARMS IN A NATIONAL PARK

Subject to the provisions of Section 46 of the Protected Areas Act, Act 57 of 2003 and in accordance with Regulations 46 and 56 of this act, a special permit may be issued to a person that is not an employee of SANParks to carry and use a licensed firearm within a national park.

### 6.15.1 Principles:

- (i) The permit holder must have the relevant Guiding qualification and/or a SANParks Proficiency Certificate.
- (ii) The firearm may only be used and displayed in a park for the purpose of the permit holder providing protection to him/herself and accompanying guests in the park.
- (iii) The permit holder must carry a firearm of not less than the minimum calibre stipulated on his/her permit all times when working in an area where dangerous animals occur.
- (iv) The permit is applicable only for the activity specified and only when the permit holder is on duty in the park.
- (v) The permit will only apply for the specific area in a national park as indicated on the permit.
- (vi) A permit is personal and not transferable.
- (vii) The use and safekeeping of all firearms in a CA must comply with the stipulations as contained within the Firearms Control Act, Act 60 of 2000.
- (viii) CA's must implement an ammunition register where record is kept of all ammunition/rounds issued and used.

### 6.15.2 Guidelines:

- (i) The **responsibility** to arrange for proficiency tests and firearm permits remains that of the CA's.
- (ii) The process to obtain a permit is as follows:
  - The Quality Assurance Officer: Interpretation (QAO: I) must inform CA's of the dates that the Proficiency Test will be done.
  - Field guides of a CA must apply for a test session by contacting the QAO: I.
  - Once a CA field guide has **passed the proficiency test and submitted copies of his/her identity document and firearm license**, the QAO: I issue an electronic and hard copy of the permit to the Executive Director KNP for signature.
  - Where the candidate has the required qualifications, and he has passed the proficiency test, the permit will be issued for three years. Where the candidate are in the process of obtaining his View potentially Dangerous Animals qualification (TG 16) certificate, and pass the proficiency test, a temporary permit for 6 months will be issued. If the candidate obtains



the required qualification within the three months, the permit will be extended to 3 years. If not, he will have to pass the proficiency test again before the permit can be issued.

- The signed permit will then be issued by the QAO: I who will ensure that the permit be issued to the Guide together with his Proficiency Certificate. The QAO: I will also provide the PM with a copy of the signed permit.
- (iii) Concessionaires must ensure that applications for firearm permits are submitted timeously, since the Executive Director KNP is the only delegated official to approve these permits now.
- (iv) Concession guides issued with a permit must ensure that they know the conditions and requirements of the permit.
- (v) The permit must be signed by the permit holder – without the signature of the permit holder, the permit is not valid.
- (vi) The permit will only be valid for a certain period, and permit holders must apply before the expiry date on their permit for a new permit.
- (vii) The SR and other Law Enforcement officials can request a permit holder to produce his/her permit at any time, and therefore the permit holder must always carry the permit with him/her when using a firearm in the KNP.
- (viii) SR's must be informed by the QAO: I of all CA field guides that have qualified to take out drives and/or walks and have received a Proficiency Certificate and a permit.
- (ix) Rounds discharged for any reason by a Concession guide must be reported to the SR immediately.

## 6.16 STAFF ISSUE

### 6.16.1 Principles

- (i) SANParks will arrange gate permits for all permanent and casual workers involved in the Construction and Operational Phase. Staff accommodation must comply with national building regulations and SANParks minimum requirements for staff accommodation. SANParks will allow only single accommodation units and not dormitory structures.
- (ii) The collection of firewood by staff for cooking and other uses is not permitted.
- (iii) 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.
- (iv) The Concessionaire 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 aware of this policy and be emergency prepared. Firefighting equipment must be maintained.
- (v) Staff accommodation must not be visible from tourist roads.
- (vi) Waste must be sorted according to type, stored in enclosures & trucked out of KNP.
- (vii) Staff must observe official speed limits of the park.
- (viii) Staff must take special care driving at night to limit road kills in cases where after hours driving is authorised.

### 6.16.2 Guidelines

- (i) CA permanent staff will be issued with a permanent ID Card, the cost of which will be borne by the Concessionaire.
- (ii) The permanent vehicles of the Concessionaire, as well as vehicles of staff requiring entering the Park in own vehicles, will be issued with a Koedoe kop entry permit.



- (iii) The Concessionaire is responsible to return the ID and Koedoekop Permit to the Park, in the event that a staff member leaves the employ of the Concessionaire.
- (iv) The SR must monitor general activities by CA staff.
- (v) To obtain an access permit for the Construction phase of the CA, the Concessionaire must complete the application form attached as Annexure C1 and submit with applicable photos to the Manager: Protection Services, Skukuza.
- (vi) For the Operational phase, the LM of the CA can, by sending a list of all staff members and all vehicles to the PM, obtain ID Cards for employees well as a Koedoekop for each CA vehicle.

## 6.17 ACCESS & AFTER HOURS DRIVING

### 6.17.1 Principles

- (i) All guests, deliveries and other vehicles entering CA's will have to do so through SANParks designated entrance gates.
- (ii) Extended gate opening times for staff will be permitted from 03:30 to 23:30 at the nearest entrance gate to the CA under controlled conditions (i.e., only scheduled trips to transport staff leaving or arriving for shifts. Related additional costs will be for the Concessionaire's account. The CA must develop an After-Hours Travel Procedure (AHTP) to be approved by the Regional Manager, which will take night drive and other activities in consideration. Any travel outside the agreed AHTP will apply to the normal procedure of Late Permits. This includes late arrivals of guests, which are permitted within the extended gate opening times. After a late permit was arranged, the CA Ranger will fetch and escort the guests from the gate to the CA in a CA vehicle with a radio in working order. SR's must ensure that they are aware of the AHTP of CA's, to monitor the process.
- (iii) CA staff are allowed to approach vehicles travelling after hours and request appropriate permits. Incidents must be reported to the local SR.
- (iv) Concession staff must comply with official gate hours and arrangements to leave/enter the KNP for official and private purposes.
- (v) Staff and guests to the CA's must adhere to all normal Park speeding limits and other traffic regulations.
- (vi) Staff and guest must be made aware of the environmental and conservation issues related to night drives, especially with regard to other Park users.
- (vii) SANParks staff will have access to all CA's at all times for the purpose of carrying out normal management activities.

### 6.17.2 Guidelines

#### 6.17.2.1 ACCESS

- (i) **GUESTS:** All CA guests must pay relevant Park entry fees as set out in Annexure 12 – Access Fees for Concession Guests. SANParks will allow Concessionaires to pay these fees on a monthly basis rather than at time of entry, as set out in the Procedure
- (ii) **STAFF:** Concession staff commuting to and from the CA does not pay Park entry fees. Staff members must apply for entrance permits from the Head: Protection Services. Permanent resident staff will qualify for a "Koedoekop" permit, while non-resident concession staff will qualify for "Photo permits". All concession staff will have to obtain KNP Identity Cards from the Division: Corporate Management Services (Human Resources). All Shareholders and Managers as identified by the CA and approved by KNP that must visit the CA on a regular basis, will also receive a Staff ID and "Koedoekop" permit.
- (iii) **SERVICE PROVIDERS/CONTRACTORS:** All regular Service Providers and Contractors for CA's will have to apply for Annual Business Entry Permits from the Manager: Protection Services. Access to the park will be restricted to the official gate



times of the park. Staff of Contractors working in the Park must obtain Contractor ID documents from the Manager: Protection Services.

- (iv) **BUSINESS ENGAGEMENTS:** Concessionaires must apply for an “Official Free Permit” for any person invited by them for business engagements. NB: This system must not be used for individuals who request to come and conduct their own business in the KNP. Official Free Permits will be issued by the Secretaries in the Business Units and will be as follows:

- Business Unit (South): BUS Number
- Business Unit (Central): BUC Number

Access to the park will be restricted to the official gate times of the park.

- (v) **MAINTENANCE/SUPPORT STAFF:** All maintenance work in CA's must be limited to official working hours and these service providers must enter and leave the park within the official gate times. Companies providing such a service must also pay the Annual Business Entry Permit.

### 6.17.2.2 AFTER HOURS DRIVING

- (i) The extended gate opening times are only from 03:30 to 23:30 for the specific purposes mentioned (scheduled staff transport, guests with official reservations and concession staff in their official capacity) and no travelling outside these times will be allowed. Only in emergency situations, can special permission be obtained from the local SR who will then issue a late permit. Travelling will only be allowed as per the approved AHTP.
- (ii) The extended gate opening times will not be applicable for any delivery vehicles travelling to CA's.
- (iii) In the event of guests arriving after official gate closing time (in the extended gate opening times), the SR must issue a late permit. These guests must be collected at the entrance gate and escorted to the lodge by designated staff members. The times that guests can be picked up at the Gates after hours and transported to the CA, must comply with the allowed travel times in the approved AHTP.
- (iv) Extended gate opening times do not apply to guests of staff members and staff members in their off time. The normal KNP rules will apply, i.e., travelling will only be allowed half an hour before official gate opening and half an hour after official gate closing times.
- (v) Any after-hours travelling outside the above, will be governed by the late permit system, and concession staff must contact the SR well in advance with valid reasons to obtain a late permit to travel after official hours.
- (vi) The after-hours traffic to CA's will be monitored by the SR and Head: Protection Services.

## 6.18 ACCESS BY PRIVATE AIRCRAFT

### 6.18.1 Principles

Air traffic over and into all National Parks is limited by law. No private aircraft may land in a National Park, except at designated landing areas. As a general rule, private airstrips or helipads will not be permitted within the CA's. SANParks is satisfied that existing air access for the CA's is sufficient, the exception being Singita, given the distance of the CA from the Park entrance gates. Subject to the findings of the EIA, SANParks obtained special permission from the Board to allow the use of the Satara airstrip by Singita CA. Private Aircraft will only be allowed to land at Skukuza Airport and Satara Airstrip subject to the KNP Policies and Singita ROD/EMP.



- (i) Final approval for all flights to and from Skukuza Airport and Satara Airstrip rests with the HOD: Specialised Corporate Operations, Skukuza (Mr Ken Maggs). Prior approval must be obtained for any flights to and from Skukuza and Satara airstrip falling outside the approved arrival/departure period.
- (ii) Approved operating times for Skukuza Airport and Satara airstrip are from 09:00 to 15:00 daily. Special authorisation must be obtained from the HOD: Specialised Corporate Operations for any flights falling outside these approved operating times. The designated staff member of a CA must contact the office of the HOD: Specialised Corporate Operations well in advance for authorisations regarding expected arrivals/departures falling outside the standard operating hours.
- (iii) The Nwanetsi and Satara SR's must ensure compliance to the requirements of the EMP for the Satara Airstrip.

#### **6.18.2 Guidelines**

- (i) All flights must be authorized by KNP air traffic control at HOD: Specialised Corporate Operations, Skukuza (Mr Ken Maggs) or delegated official in his office).

##### **6.18.2.2 Skukuza Airport**

- (i) Subject to the status and management of Skukuza Airport, landing fees will be charged for all aircraft landing at the airport.
- (ii) Flights will only be accommodated during normal operating hours, and special permission must be obtained from the Head: Protection Services to land outside these hours.

##### **6.18.2.3 Satara Airstrip**

- (i) The EIA and EMP for Singita Lebombo addressed the timing and frequency of flights; impacts on animal safety and behaviour; noise levels and visual impacts on Park visitors; flight paths; height restrictions; location and potential impacts of associated infrastructure such as fuel tanks; and flight safety and liability. The applicable details are outlined under the Conditions of Use of the Satara airstrip as contained in the amended ROD.
- (ii) The following limitations apply to the number of flights to and from Satara airstrip:

Flights are limited to an average of 3 flights per day and a maximum of 6 flights per day. A flight is defined as a trip into and out of Satara. Under exceptional circumstances up to 8 flights may be approved for a specific day. Approval for such additional flights will be at the discretion of the HOD: Specialised Corporate Operations, Skukuza (Mr Ken Maggs) and will only be considered upon 'timely application' by Singita Lebombo for each instance. However, the total of 42 flights per fortnight period (calculated using the average of 3 flights per day over a period of two weeks) may not be exceeded under any circumstances. 'Timely application' implies at least 24 hours before the event and preferably 48 hours before the event.
- (iii) Flights to and from Satara will be restricted to the midday period from 09h00 to 15h00. Special approval need to be obtained for flights outside the approved times as stipulated in the amended ROD Under exceptional circumstances later landings up to 16h30 and later departures up to 16h00, may be approved at the discretion of Kruger National Park, upon timely application by Singita Lebombo for each instance. This implies that aircraft afforded permission to land beyond 16h00 will be obliged to overnight and depart the next day after 09h00. No more than two well motivated requests per fortnight will be entertained by the KNP
- (iv) Flight routing and let-down & take-off procedures are stipulated in the Satara Airstrip Procedure as outlined in the amended ROD.
- (v) Noise abatement measures must be applied.
- (vi) The Concessionaire is permitted to use only the Cessna C208 and Beechcraft King Air B200 or an aircraft of similar noise levels as was approved by KNP and listed in the Satara Airstrip Procedure. Any "noisier" aircraft must be approved by SANParks, with inputs from a noise consultant.



- (vii) Only commercial pilots affiliated with a charter company or corporation and familiar with Satara airstrip may be used.
- (viii) Air-to-ground radio communication is required and must be approved by SATRA.
- (ix) No fixed infrastructure is permitted other than a windssock and fly camp type toilet.
- (x) No extension is permitted to the 1000-m runway.
- (xi) The Concessionaire is responsible for the maintenance of the airstrip – mow, 100-m clearways each end, start-up spot at each end. This excludes re-graveling or grading which will be done by KNP.
- (xii) The airstrip must be clean at all times, and the toilet serviced within 350 l per person per day limit.
- (xiii) Ground crew must patrol the airstrip before landing & take-off.
- (xiv) Travel to & from airstrip complies with KNP rules (protective roof & side panels & front window up).
- (xv) Minimum flying height is 1500 ft above ground, guideline is 1000 m.



## 6.19 CONCESSIONAIRE VEHICLES

### 6.19.1 Principles

- (i) 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;
- (ii) All vehicles must be licensed with the relevant authorities and must be roadworthy;
- (iii) All vehicles must be fully insured against all perils and third party liabilities;
- (iv) 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;
- (v) 4X4 capability is essential, especially in the rainy period;
- (vi) Basic tools for typical repairs and first aid kits must be carried on all vehicles;
- (vii) All vehicles must be fitted with a two-way radio that is in communication with the Concessionaire's base facility at all times;
- (viii) A rack for carrying a firearm must be fitted in an appropriate place;
- (ix) Seating must be a fixed to the vehicle. Loose seats are not permitted;
- (x) Vehicles must have an appearance that suits the character of the experience being offered;
- (xi) Vehicles must be designed and built to ensure visitor safety at all times, especially from wild animals. All vehicles carrying passengers must be tested by a representative from the SABS and issued with a SABS letter of approval;
- (xii) An overhead cover for rain and sun is advised. Only designated Concessionaire vehicles and SANParks management vehicles are permitted on game viewing tracks. All other Concession vehicles must remain on the designated access or official public roads within Parks.
- (xiii) Drivers of open game viewing vehicles carrying tourists must be in possession of a Professional Drivers Permit

### 6.19.2 Guidelines

- (i) The LM must provide the PM and the SR with a list of all of its game drive vehicles, including the vehicle specifications and registration numbers of each.
- (ii) The SR must ensure that only these CA game drive vehicles are used on game tracks and all other CA vehicles remain on the designated access or official public roads within KNP.
- (iii) The SR must check that all drivers of CA vehicles, are in possession of a valid driver's licenses.
- (iv) Open game viewing vehicles used in CA's must comply to normal KNP rules when travelling on general tourist roads in the park, i.e., roof, sides, and window up.
- (v) Vehicles not suitable to travel on general tourist roads, may be taken to Workshops, Rest camps, etc for purposes other than the transporting of staff or guests. Under these circumstances only the driver will be in the vehicle, and no passengers would be allowed.



## 6.20 GAME DRIVES & SIGHTING PROCEDURES

### 6.20.1 Principles

#### 6.20.1.1 Game Drives

Game drives are only permitted on designated tracks within the CA. The general public road network is available for use by the Concessionaire, but normal SANParks rules will apply. Within CA's, the following rules will apply:

- (i) Driving after dark is permitted in agreed areas up to 22h00. Driving later than this time requires SANParks approval;
- (ii) Guests may alight from the vehicle 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. Guides must ensure the group is not visible to other Park users;
- (iii) Only Concessionaire 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 and when using or crossing public roads;
- (iv) Calling of any nature, baiting or any other activity to attract animals' attention is not permitted;
- (v) Game Drive Guides must have obtained the following qualifications and pre-requisites:
  - THETA Nature Site Guide TGD/NSGDGm/2/0030 NQF Level 2 certificate
  - FGASA Level 1
  - KNP Orientation Course (recommended)
  - Valid First Aid Certificate
  - DEAT Registration (Site Guide: KNP & surrounding areas)
  - Valid EC Driver License (Code 08)
  - Valid Public Drivers Permit (PDP)

If the Guide carries a firearm on the Game Drive, the following needs to be in place:

- SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008) Certification (*preferable to also have Firearm Competency Card as issued by the SAPS*)
  - Valid KNP Basic Firearm Proficiency
- (vi) Guests may not stand up while driving or at game sightings.
  - (vii) Noise levels on a drive must be kept to a minimum and controlled by the Guide.

#### 6.20.1.2 Sighting Procedures

The following procedures must be observed at sightings in a CA:

- (i) **Only one vehicle may move into, around, or away from a sighting at any one time;**
- (ii) 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;
- (iii) A maximum of three vehicles is permitted at a sighting at any one time;
- (iv) Escape routes from the sighting must be assessed before entering;
- (v) All animals must be regarded as potentially dangerous and caution must be observed at all times;
- (vi) A sighting must be approached in the appropriate gear;



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

## 6.21 OFF-ROAD DRIVING

### 6.21.1 Principles

- (i) To provide off-road driving as an alternative form of wildlife appreciation for the guest, where such activity may be appropriate, and conducted by a professional within a responsible and environmentally acceptable manner, with due cognisance of the fact that such activity is being undertaken in a sensitive wilderness environment that remains the natural heritage of all South Africans.
- (ii) To regulate the activity of off-road driving (ORD) on concessions which may only be undertaken on soils which can accommodate this activity and under conditions which are not irreversibly harmful to the ecology of the area and which will allow for a sustainable recovery of the impacted zone. The code will form part of the contract agreement between the concessions and SANParks.
- (iii) SANParks may suspend off-road driving in any or all CA's at any time if it is determined that negative impacts are not managed appropriately, if it is determined that the adverse impacts are of a level unacceptable to SANParks. A Concessionaire 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.
- (iv) The Concessionaire will maintain a register and 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 will be cause for terminating a Concessionaire's permission to drive off-road.

### 6.21.2 Guidelines

The following conditions must be adhered to:

- i. Each concession must have a dedicated and responsible employee to monitor ORD driving and incidents on the concession. The responsible person will use the ORD Code of Conduct and their expertise to apply restrictions and close roads during wet conditions. This person should preferably be a Head Guide or Habitat Manager;
- ii. No ORD activity will take place within 2 hours of 0,5 mm of rainfall; not within 6 hours of >0,5-5 mm of rainfall; not within 1 day of >5 -10 mm or rainfall, and not within 2 weeks of >10-30mm of rainfall (too extreme) (dependant on soils, presence of seep lines etc) (SANParks to assist with seasonal roads that should be closed during periods of heavy rainfall) concession specific, time frames.
- iii. ORD incidents will be restricted to a maximum of 25 incidents per month; concession specific according to number of vehicles, occupancy rates, bed nights. Look at the records and find an average. And do not exceed average. What is defined as an incident? Wheels off the road considered an incident.
- iv. ORD may only be undertaken in the event of confirmed sightings of leopard, lion, wild dog, and cheetah;
- v. If it is required to drag carcasses out of the bush closer to the game viewing road, permission must be obtained from the SR. This is restricted to giraffe, buffalo, elephant and hippo carcasses;
- vi. Vehicles are allowed to off-road for a maximum of 50 m into the bush from the centre of the main game viewing road; (specific vegetation) (set a upper limit).
- vii. A minimum distance of 30 m must be maintained between the vehicle and an animal when following it in the bush. The sound of the vehicle crashing behind them can cause stress. When the animal becomes stationary, it can be approached closer.



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- viii. If a predator is hunting, greater caution must be exercised whilst following. Vehicles are to be switched off while the predator stalks and can only move again when the predator moves. All spotlights are to be switched off during hunting and may only be switched on again once the predator has chased and either missed or caught the prey.
  - ix. If more than one vehicle at a sighting, only one vehicle is allowed to be mobile at a time;
  - x. If more than one vehicle drive off-road to a sighting they should follow one route in and one route out in each other's tracks;
  - xi. ORD is strictly prohibited on sodic patches, duplex soils, saturated clay soils and seasonally wet areas or seeps;
  - xii. The following ORD is not permitted:
    - near or on research monitoring sites as identified by KNP: Scientific Services
    - in areas identified by the relevant Section Ranger for a period of time necessitated by operational and security needs;
    - any areas that SANParks may designate at any time for conservation or other management purposes;
    - near any known cultural or historical sites;
    - in areas where Red Data species are known to exist,
    - over underground burrows or dens;
    - over woody plants and trees, bush clumps and edges of termite mounds;
    - through water filled pans or seasonal troughs which are often home to unique species of terrapins and amphibians;
    - over seep lines, river crossings and entering and exiting out river beds.
  - xiii. As far as possible, ORD must be avoided on overgrazed sections of land and on areas that have recently been burnt;
  - xiv. Driving in extended straight lines through open grassy plains must be avoided;
  - xv. Wheel spinning is unacceptable under any conditions. Guides must negotiate all inclines in 4-wheel drive to prevent spinning and loosening of the soil and causing erosion spots. This is especially important when travelling up or down slopes of more than 5 degrees;
  - xvi. Trackers must look out for logs, rocks, burrows and small animals in the grass;
  - xvii. Entering or exiting through gullies must not be done at right angles but rather obliquely to avoid creating vertical channels for water run-off. Care should, however, be taken not to roll the vehicle;
  - xviii. Guides are expected to be aware of no-go zones on each game drive. If the guide has any doubt that conditions may be unsuitable, he or she is expected to adhere to the 'precautionary approach' and not drive off-road. Common sense should prevail at all times. Off-road driving may only be undertaken in the event of a confirmed sighting of elephant, leopard, lion, rhino, buffalo, wild dog, and cheetah;
  - xix. Off-road driving will not be permitted in areas where Red Data Plant species are known to exist, or in any other areas that SANParks are using for conservation or other management purposes;
  - xx. Vehicles driving off-road may under no circumstances follow in the tracks of another vehicle;
  - xxi. NO off-road driving will be permitted at river crossings. Concessionaires 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;
  - xxii. Off-road driving is not permitted in wet conditions, on sodic patches, or duplex soils; and
  - xxiii. Any off-road impact to be repaired immediately (compaction reversed, ruts erased)



## 6.22 GUIDED WALKS

### 6.22.1 Principles

- (i) Walking excursions with guests are permitted anywhere within the CA, although specific provisions may vary. All walks must be conducted with a lead Guide and back-up Guide and the guests are limited to 8 guests per two armed guides.
- (ii) Back-up Guides must have obtained the following qualifications and pre-requisites:
- THETA Nature Site Guide (Dangerous Game Area) TGD/NSGDGm/2/0030 NQF Level 2 certificate (must include View Potentially Dangerous Game Unit Standard)
  - Valid First Aid Certificate (*preferably level 2*)
  - DEAT Registration (Site Guide: KNP & surrounding areas)
  - KNP Orientation (recommended)
  - Valid EC Driver License (Code 08) (*if driving*)
  - Valid Public Drivers Permit (PDP) (*if driving*)
  - SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008) Certification (*preferable to also have Firearm Competency Card as issued by the SAPS*)
  - Valid KNP Intermediate Firearm Proficiency (FGASA Level 1 & Back-up Trails Guide)
- Lead Rifle Guides must have obtained the following qualifications and pre-requisites:
- THETA Nature Site Guide (Dangerous Game Area) TGD/NSGDGm/4/0037 NQF Level 4 certificate (must include View Potentially Dangerous Game Unit Standard)
  - Valid First Aid Certificate (*preferably level 3*)
  - DEAT Registration (Site Guide: KNP & surrounding areas)
  - KNP Orientation (recommended)
  - Valid EC Driver License (Code 08)
  - Valid Public Drivers Permit (PDP)
  - SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008) Certification (*preferable to also have Firearm Competency Card as issued by the SAPS*)
  - Valid KNP Advanced Firearm Proficiency (FGASA Level 2 or Level 3 & Trails Guide)
- (iii) Both Guides must carry a rifle of a minimum calibre of .375, which must be loaded with suitable ammunition. Both Guides also must carry a minimum of 10 rounds of additional ammunition; guides will be allowed to carry a hand-gun of a minimum calibre of .357 **together** with a rifle of at least the minimum calibre.
- (iv) The maximum number of guests on a trail may not exceed eight guests plus two Guides, or a total of 10 (ten) people. If a Concessionaire wants to utilise additional staff on any given walk, the number of guests must be decreased commensurately.

### 6.22.2 Guidelines

- (i) All trailists must sign an indemnity form before proceeding on a trail and dangers and safety procedures must be explained to all trailists;
- (ii) Walking is only permitted between sunrise and sunset; and
- (iii) Dangerous game such as black rhino and breeding herds of elephants etc only to be tracked under controlled conditions.



- The job as fieldguide often calls for taking calculated risks. It is thus important to distinguish between calculated and unnecessary risk. A calculated risk is a risk in which the odds are stacked in your favour.
- Certain ground rules have to be adhered to. There is no talking, except for relevant questions. It is important to let people use their senses, look, listen, smell, taste and feel.
- Walking formation:
  - Field guide up front
  - Back-up next
  - Group of clients behind in single file.
- It is important that the clients do not spread out too much.  
(A group of people that are bunched together are easier to control)
- Communication signals between yourself and your clients must be verified.
- When approaching potentially dangerous game, use discretion and keep safety in mind at all times.
- You should approach only as close as you would if you were unarmed.

(iv) Approaching dangerous game briefing

Before an intended approach:

- Repeat safety procedures and emergency drills for clients
- Stress vital points such as:
  - Absolute silence
  - Stay close together in single file
  - Move silently and slowly
  - No photographs without permission
  - Do not question commands – react immediately

Always consider the following before an approach:

- Client evaluation
- Wind direction
- Position of the sun
- Type of terrain
- Camouflage and concealment
- Escape routes for guests and animal
- Comfort zone
- Herd/pride size and composition
- Mood, condition and activities of animal
- Always be safe rather than sorry
- Approach as though unarmed



## 6.23 CAMPFIRES

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 SANParks policies for the different Parks. Some Parks only permit the use of cleared alien vegetation 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 local SR in writing.

KNP is in the process to finalize a policy on fire wood. In the interim, the Section Ranger must approve the type and source of fire wood, before the Concessionaire brings the wood on site. Firewood policy see attached

## 6.24 COMPLIANCE WITH CODES OF CONDUCT

It is the responsibility of the Concessionaires to ensure that guests are aware of, and comply with all the SANParks guidelines and codes of conduct. This will be done by posting these standards in guest rooms and in other areas where they will be visible to guests. SANParks will at the official entrance gates, provide a letter to guests welcoming them to the Park and advising them of relevant Park rules and regulations. A customer feedback mechanism must be developed by the Concessionaire providing guests the opportunity to report to the Concessionaire on their experiences while visiting the Park and CA. This may be accomplished by providing an evaluation form and requesting all guests to complete this form before they depart. Concessionaires must provide the Concession Manager with a quarterly summary of all the customer evaluation forms received.

## 6.25 OTHER ACTIVITIES

### 6.25.1 Principles

- (i) The primary guest activities for all CA's will be accompanied game drives (during day and night) and guided walks. The only exception is the Mutlumuvi CA, where erodable duplex soils will preclude all game drives.
- (ii) Concessionaires wishing to undertake other activities than listed above must first obtain approval for the project and all of its details channelling their request via the PM to KNP Management Committee for approval.
- (iii) Any commercial wildlife filming that takes place in the CA is governed by SANParks' filming policy, and must be undertaken after discussions with and approval of SANParks.
- (iv) SANParks will consider the use of Web cams within CA's within the framework of SANParks' agreement with Africam or any other similar or substitute service provider.

### 6.25.2 Guidelines

- (i) Concessionaires proposing any activity not listed as a principle activity in the Concession Contract has to provide detail of the project to the PM. The PM will forward the request through the appropriate channels.
- (ii) The approval to introduce new activities to a CA – especially where it impacts on the experience of other visitors to the KNP – might be subject to the IEM principles of NEMA.

## 6.26 GENERAL SAFETY

### 6.26.1 Principles

- (i) The Concessionaire will indemnify SANParks against any liability in the event of an accident or any incident involving a guest to the CA.
- (ii) Concessionaires are responsible for the general safety of their guests, staff and construction workers.



- (iii) SANParks will permit Concessionaires to undertake any necessary security precautions in the Development Site and its immediate surroundings.
- (iv) Security in the rest of the CA, e.g., against poachers, is the responsibility of Park personnel. Concessionaires must report any poaching activity to the appropriate SR.

#### **6.26.2 Guidelines**

- (i) Concessionaires must take reasonable steps to ensure that guests, staff and construction workers are aware of all the safety rules and regulations by posting them where it will be visible to all parties concerned.
- (ii) The Concessionaire must have an emergency policy that covers both guests and staff in the event of a serious injury, acute medical emergency or security emergency. Relevant staff must be trained and aware of this policy.
- (iii) The CA's are located in areas where dangerous animals occur. The design and layout of the facilities must incorporate this fact.
- (iv) Where guests, staff or contractors are not adequately protected by fences against dangerous animals, the CA must ensure that they are accompanied by an armed Ranger, specifically after hours.

### **6.27 INCIDENTS**

#### **6.27.1 Principles**

- (i) All incidents that occur on the concession must be investigated.
- (ii) An incident is defined as an abnormal event where there was a threat to or actual impact on guests, staff, infrastructure, equipment or the environment, which should be investigated to ensure measures, can be put in place to prevent the repeat of an incident, and also to act when negligence or disregard of the Concession Contract caused the incident.

#### **6.27.2 Guidelines**

- (i) Each Concession must have an Incident Investigation Procedure
- (ii) For minor environmental incidents and crime incidents, the Section Ranger and GM of the Lodge will conduct a joint investigation, and an Incident Report will be completed.
- (iii) Major environmental and crime incidents will be referred to the SR and ECO to conduct an independent investigation, in consultation with all role players. The ECO will also evaluate the incident in terms of the Contract and will make a recommendation on whether a possible Breach has occurred. The PM will recommend any further steps in term of Clause 12 and 13 of the Operational Manual.
- (iv) Any remedial steps recommended in the Incident Report, will have to be implemented by the Concessionaire.



## 7 TECHNICAL INFRASTRUCTURE MANAGEMENT AND SUPPORT

### 7.1 CONSTRUCTION AND DESIGN

#### 7.1.1 Principles

- (i) 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. The structures must not be visible (to the naked eye) from wilderness areas, remote areas or quiet areas as defined in the park zonation plan and also from existing public Park roads. Structures must be aesthetically pleasing and blend into the environment.
- (ii) Construction and Design - The detailed design will be amended to take into account requirements of the EIA. The location, design and construction of any points of access to and/or from the construction site during construction will be subject to the provisions detailed in the EIA, and subject to prior written consent of SANParks. The Concessionaire must ensure that all construction operations will be in accordance with the National Building Regulations, the terms of the relevant construction contracts and the accepted EIA including SANParks objectives, policies, and the PAA Norms and Standards will apply to all developments.
- (iii) Building Materials - The use of local building materials will not be permitted.
- (iv) Lighting - Even during the night, the development should blend into the landscape. The design should therefore minimise visual impact, obscure fires and other light sources, away from areas of the Park where they may be visible.
- (v) According to the National Water Act (No 36 of 1998) the riverbanks may not be infringed upon, and no solid structures may be constructed below the 50-year flood line.

#### 7.1.2 Guidelines

- (i) These principles will be monitored by the PM during the development phase of the CA's.
- (ii) The Scoping, EIA, EMP should address environmental opportunities and constraints of the site, visual impacts, materials used, access points, lighting, noise, drainage, etc. No lights must be visible from the tourist roads.
- (iii) In exceptional circumstances, subject to an EIA, the Concessionaire may obtain written approval for the use of local building materials from SANParks. The Concessionaire must submit a written request to the PM who will channel the request appropriately.
- (iv) The SR must ensure continued compliance of the OMP during the operational phase of the CA and report variations/deviations to the OMP to both the PM, Environmental Manager and LM immediately.
- (v) The Concessionaire must refer any new developments or changes to developments NOT covered in the Construction Phase EIR & EMP to the PM, who will refer the application to Technical Services (KNP). Technical Services will take a decision in line with the stipulations of NEMA and regulations and internal KNP arrangements and policies on the procedures to be followed, i.e. Environmental Scan for a new developments or moving a fly camp, EMP for a new trench, etc.
- (vi) The SR must check that all external lighting to the Lodge is subdued, and no lighting is visible from any tourist road.
- (vii) All Construction must comply to all building and other Regulations and Standards. The CA must provide the KNP with the following certificates after construction of facilities have been completed:
  - a) The Electrical Certificate confirming that the complete electrical reticulation complies and has been tested as specified in the OHS Act and SABS 0142.



- b) The Structural Certificate must confirm that all Structural Designs and Construction complies with the National Building Regulations.

## 7.2 POWER SUPPLY

### 7.2.1 Principles

- (i) Fuel storage and engine fuel supply must be designed to preclude leakage & spillage.
- (ii) Transport tanker drivers must be schooled in and practice game reserve driving etiquette and must observe gate closing times, speed limits & other KNP rules.
- (iii) Fuel storage tanks must be bunded or double-skinned.

### 7.2.2 Guidelines

- (i) The SR must as part of the monthly monitoring check the fuel storage containers for spillage and/or leakage
- (ii) Should leaks and/or spills occur, the LM must ensure that it is cleaned up immediately and report leakages and subsequent mitigation action to the SR.
- (iii) Any underground cables to be installed or replaced must comply with the KNP Guideline for underground cable installation.
- (iv) Sustainable energy options must be implemented where possible, including energy efficient globes.
- (v) Any overhead powerline must be installed and maintained to the KNP Guidelines for Overhead Powerlines. Overhead Power Lines is a listed activity, and new installations will require an EIA.
- (vi) Diesel Generators must be operated in such a way that it does not present noise pollution for any other users inside or even outside the Park.
- (vii) A qualified electrician must complete all work on electrical reticulations, and a copy of the Certificate of Compliance must be issued to Technical Services via the PM.

## 7.3 WATER EXTRACTION

Total water extraction from any or all sources within the SANParks must be limited to not more than the allocated litres per bed per day. (See Annexure 10: New Water Allocation Policy) Gardens, lawns and any other water features must be designed to meet this limit. This limit includes the water use for newly established artificial water holes.

### 7.3.1 Principles

- (i) The Concessionaire must ensure that permits are obtained from DWAF for all the water extraction points.
- (ii) The Concessionaire will extract water for the concession from boreholes or rivers as approved in the EIA.
- (iii) The Concessionaire must ensure that the quality of all water extracted comply with the SABS standards
- (iv) The Concessionaire must manage these sources in a responsible way, and must ensure that the sources are not overexploited.
- (v) The Concessionaire must ensure that sufficient back-up water sources are available, and should identify and drill new boreholes in cases where an existing borehole deteriorates or collapses.
- (vi) Infrastructure (river extraction points, borehole pumps or pump engines, pipelines) must be maintained and managed in such a way that the impact on the environment is limited.



- (vii) In the event of water supplied from a distant source, the EIA must consider the impacts of a supply pipeline.

### **7.3.2 Guidelines**

- (i) The Concessionaire must install measuring equipment at all water sources providing water for the Lodge and associated infrastructure.
- (ii) The Concessionaire must measure the water consumption on a monthly basis.
- (iii) The Concessionaire should report the CA water consumption as part of the Concessionaire's Monthly Operations Report and provide the report to the SR.
- (iv) The SR should monitor this information and check the total water consumption per CA against the bed limits.
- (v) The SR or Manager: Water and Waste Management are allowed to monitor the measurements and do regular checks on the readings.
- (vi) The CA's must prevent diesel spills at diesel driven pumps
- (vii) Any moving parts at pumps must be enclosed to prevent injury to animals or persons.
- (viii) River extraction points must be protected against flood damage. Should any flood damage occur, the Concession Holder would be responsible to clear any rubble from the river, and also to re-construct the point.

## **7.4 COMMUNICATIONS INFRASTRUCTURE**

### **7.4.1 Principles**

- (i) Radios - In addition to normal South African licensing, the Concessionaire will require permission from SANParks to operate any radio within the parks. Installation of radio masts is a prescribed activity under South Africa's EIA Guidelines.
- (ii) The CA radio frequencies must not interfere with KNP radio frequencies.

### **7.4.2 Guidelines**

- (i) The Concessionaire must request permission from the PM to operate a radio within national parks.
- (ii) The PM must ensure that CA radio frequencies do not interfere with the KNP frequencies.
- (iii) Radio contact between the CA office and the ranger's office/house/vehicle is advisable for emergency situations.
- (iv) Masts and antennas must be as far as possible be placed on existing infrastructure.
- (v) Communication Infrastructure must not be visible from outside the CA, and must be camouflaged.
- (vi) Changes to the existing Telkom network that might impact on KNP or other users, must be done in consultation with such users.

## **7.5 WASTE MANAGEMENT**

### **7.5.1 Principles**

- (i) Liquid Wastes – The use of French drains and septic tanks will only be allowed for smaller systems where reed beds or other waste systems are not feasible. (Refer to Guidelines for Sewerage Systems, KNP in Annexure A7) The EMP must include a liquid waste management plan for both the Construction and Operational Phases, which will be monitored by the ECO. SANParks encourages the use of recycled treated water systems.



- (ii) Solid Wastes - Landfills are not permitted. All solid wastes need to be stored safely before removed off site to accredited waste processing sites. Storage facilities must be secured from wildlife, to ensure pollution does not arise, problem animals develop and animals are injured.

### 7.5.2 **Guidelines**

The PM and SR must ensure that:

- (i) CA's develop & apply procurement policies to minimize waste at source. It is recommended that the CA develop a waste management strategy that includes identifying opportunities to reduce the creation of waste e.g. through materials or packaging, reducing waste e.g. through returning containers to suppliers, recycling waste and composting waste. An implementation plan must be developed to demonstrate continued improvement through implementation of the strategy.
- (ii) The Lodge and whole CA are kept clean at all times.
- (iii) The CA must sort waste according to type and store in containers to exclude wildlife. Where applicable, waste must be recycled.
- (iv) No solid waste is disposed of in KNP (no landfills, no burning or incineration).
- (v) Waste is only temporarily stored in the CA with regular trucking out of KNP.
- (vi) Waste is transported by serviceable vehicles.
- (vii) Waste transport complies with gate closing times, speed limits & other KNP rules.
- (viii) Waste transport drivers are schooled in & practice game reserve driving etiquette.
- (ix) No leakage or spillage or illicit dumping occurs when trucking out.
- (x) Waste contractor or empowered entity should comply with DWAF.

## 7.6 **FIREBREAKS, ROADS AND TRACKS-CONSTRUCTION AND MAINTENANCE**

### 7.6.1 **Principles**

The Concession Contract states that the Concessionaire may utilise existing roads and tracks in its CA, but must take responsibility for maintaining them to the SANParks satisfaction. The roads of concern are firebreaks on the borders of CA's, and there will have to be agreement between the KNP and the Concessionaire on the use of these roads, i.e. downgrade and change it to a two track game viewing road, or maintain it as a firebreak, etc.

- (i) All roads will be constructed as per the Roads Specifications, in the areas as approved in the EIA process.
- (ii) The Concessionaire must abide by the limit of new road development specified in Schedule B to the Concession Contract. Requests for an additional road allocation must be forwarded to the PM, who will direct it to the relevant KNP staff (Road Evaluation Committee) for consideration and final decision.
- (iii) The design, layout, construction and maintenance of roads will vary between the CA's and needs to be done in consultation with the SANParks Technical Services Department.
- (iv) The Concessionaire will bear the cost of all new roads and agreement must be reached between the Concessionaire and the KNP (SR and Technical Services) with regards to the maintenance of certain existing firebreak roads that will be used by both parties.
- (v) 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.



- (vi) In some CA's, however, it may be necessary to import gravel for hardening and capping certain roads to ensure year-round access. The locations of 'borrow pits' or quarries for this purpose must be done in consultation with Park staff and subject to an EIA. If gravel must be imported from outside the Park, the Concessionaire must notify SANParks, and SANParks will ensure that the gravel comes from an acceptable source.
- (vii) Each Concession was given the opportunity to revise the allocated kilometres based on a set of principles developed. The final km's approved for each concession is:
- |                    |        |
|--------------------|--------|
| Mpanamana:         | 75 km  |
| Lukimbi:           | 125 km |
| Jock Safari Lodge: | 35 km  |
| Tinga:             | 90 km  |
| Imbali:            | 80 km  |
| Singita Lebombo:   | 147 km |

## 7.6.2 Guidelines

### 7.6.2.1 **ROADS AND TRACKS**

- (i) Roads must be maintained regularly (gravelling, camber, drains, berms, etc.) and the use thereof must be managed, i.e. no travelling on certain roads during wet seasons, removing obstacles from the roads, etc.
- (ii) All damage to roads must be repaired immediately.
- (iii) All KNP roads are evaluated on a two-year basis by an outside Consultant, who makes recommendations on the maintenance needs of all roads. This system may be extended to all CA's to determine the status of the roads in the CA's and the maintenance needs.
- (iv) Gravel pits must be used and rehabilitated according to the stipulations of the Operational EMP and "Specifications for Construction of Roads in the KNP and Concession Areas" document.
- (v) Staff from the Division: Technical Services may inspect the roads in CA's on a regular basis to determine the status of the roads.
- (vi) In a high rainfall period, roads must be closed for use when damage is anticipated. Each Concession must have a procedure and map indicating which roads are not passable after rains.
- (vii) The SR and Technical Services must take into consideration access to CA's when a decision is taken to close a KNP dirt road after heavy rains. If this does impact on the access to the CA, it must be communicated to them.

### 7.6.2.2 **FIREBREAKS**

- (i) SRs must determine the priorities in their areas of responsibility, including the CA's .
- (ii) Where a CA is directly affected, i.e. grading a road allocated to the CA and where the responsibility of maintaining the road is for the account of the CA, there must be an agreement between the concessionaire and the local SR to grade a specific firebreak.
- (iii) The needs, including that of the CA, must be submitted to the Manager: Wildlife Management before the end of April. The Manager: Wildlife Management will ensure that the needs to grade firebreaks comply will the relevant policies, and submit the needs to the Division: Technical Services during the first week of May each year, listing the priorities.



- (iv) The Division: Technical Services must make the necessary arrangements to ensure that graders are available to start executing the grading of firebreaks programme. It must be determined whether any of the roads in the concession area can act as a firebreak (will most probably only be the all-weather access roads) and agreement must be reached on the use of these roads as firebreaks and the maintenance thereof as such.
- (v) The following firebreaks should be considered for grading to assist in curbing and controlling fires in CA's in the park: (must come to an agreement with the Concessionaire of each CA if they took over the responsibility of maintaining any of the mentioned roads.)

<b>Concession</b>	<b>Firebreaks</b>
Mpanamana	<ul style="list-style-type: none"> <li>• The eastern boundary along the Mozambique border</li> <li>• The Nkongoma firebreak in the south</li> <li>• The Mack firebreak in the north</li> </ul>
Lwakahle	<ul style="list-style-type: none"> <li>• None</li> </ul>
Jock of the Bushveld	<ul style="list-style-type: none"> <li>• Firebreak running north from Josekhulu River</li> <li>• Firebreak north of Mbiyamite River.</li> </ul>
Jakkalsbessie	<ul style="list-style-type: none"> <li>• Western boundary</li> <li>• The old "visvangpaadjie" along the Sabie river in the eastern part of the concession area</li> </ul>
Mtulumuvi	<ul style="list-style-type: none"> <li>• Western boundary</li> <li>• Matjapiri firebreak to the north</li> <li>• This CA was identified for walks and the Tswini, Xiteveteve and Machapiri firebreaks inside the area were identified to be downgraded to two track roads as they are situated in hiking wilderness areas.</li> </ul>
Mluwati	<ul style="list-style-type: none"> <li>• Western boundary</li> <li>• Tswayene firebreak in the south</li> </ul>
Nwanetsi	<ul style="list-style-type: none"> <li>• Eastern boundary</li> <li>• .Mbhatsana firebreak in the north.</li> </ul>



## 8 ENVIRONMENTAL AND TECHNICAL MONITORING MECHANISM

The Concessionaire is responsible for ensuring and monitoring compliance with the EMP during the Construction Phase and the OMP during the Operational phase. SANParks staff, particularly the SR, environmental manager and other designated staff will monitor and audit the CA at any stage during the Construction and Operational Phases.

### 8.1 CONSTRUCTION PHASE

The Contractor shall ensure that all construction staff, sub-contractors, suppliers, etc. are familiar with, understand and adhere to the EMP. Failure by any employee of the Contractor, Sub-contractors and Suppliers etc., to show adequate consideration to the environmental aspects of this contract shall be considered sufficient cause for the Concessionaire to instruct the Contractor to have the employee removed from the site. The Concessionaire will also order the removal of equipment from the Park that is causing continual environmental damage (e.g. leaking oil or diesel). Such measures will not replace any legal proceedings the Concessionaire or SANParks may institute against the Contractor.

The Concessionaire shall order the Contractor to suspend part or all of the works if the Contractor and/or any Sub-contractor, Suppliers, etc., fail to comply with both the EMP and construction procedures supplied by the Contractor. The suspension will be enforced until such time as the offending procedure or requirement is corrected and/or if required remedial measures put in place. No extension of time will be granted for such delays and all costs will be borne by the Contractor.

The PM and SR must familiarise themselves with the Construction Phase EMP and ensure that the EMP is implemented accordingly.

### 8.2 OPERATIONAL MONITORING

As with the Construction Phase, the Operational Phase of the CA's will be monitored for compliance to the Concession Contract and the relevant OMP. EMP's for additional developments or changes to existing infrastructure will be monitored for compliance by the SR. The responsibility for the monitoring of the day-to-day operations will lie within the different BU's with policy issues being dealt with at Corporate Level. The OMP will serve as the basis of all operational monitoring.

The PM, environmental manager and SR must familiarise themselves with the OMP and ensure that the OMP is implemented accordingly. The implementation of the OMP must be seen as a dynamic process, where with time changes and additions to the OMP (with the input from all relevant role-players) will ensure delivery of a better product with the least possible impact on the environment.

#### 8.2.1 Day-to-day operational monitoring

The responsibility and accountability of the day-to-day operational monitoring will lie within the different Business Units. The SR for each CA will interact with the CA's Rangers on almost a daily basis, and for ease of reference is accountable for the majority of the operational monitoring. The SR is however part of the Business Unit, and reports his actions as per the normal BU structure, and where necessary, to the environmental manager. Any policy issues must be communicated to the PM who will ensure the inputs of the Corporate offices.

#### 8.2.2 Monthly Operational Report

The Concessionaire will complete a Monthly Operational Report, reporting on the lodge occupancy levels, water consumption, etc. The Template for the Monthly Operational Report is provided in Annexure B. The report must be completed within 5 (five) calendar days after the end of each month and be forwarded to the Regional Manager: BU. The Regional Manager: BU is responsible to ensure that the Concessionaires submit the Monthly Operational Reports in time and with the assistance of the SR must monitor the information provided against the preset limits and provide a copy of such report together with his comments to the PM and the Concession Manager. Copies of these reports must be kept on file for future reference.



### 8.2.3 Environmental Management Plans

The OMP of the various CA's will form the basis of the Operational Monitoring. The SR must ensure that the Concessionaires comply with all regulations as per the EMP. For ease of reference the various EMP's for the CA's will be attached as Annexure B.

### 8.2.4 Environmental Control Officer

The ECO of the Concessionaire will be responsible for the formal bi-annual audits of the CA's. The SR must assist the ECO with the audit and copies such audit reports must be forwarded to the PM, environmental manager and Concession Manager.

The ECO will also conduct Incident Investigations where major incidents have occurred.

## 9 SOCIAL AND EMPOWERMENT REQUIREMENTS

### 9.1 PRINCIPLES

It is proposed that the Auditing of Empowerment Requirements be done by an Independent Auditor for the contractual requirements at a 6-monthly frequency during the Construction Phase, an annual audit for the first 5 years of the Concession and then every second year there-after.

The Social-Ecology Section must do the operational monitoring on ground level and play a value-added role during the Operational Phase of the Concession.

#### 9.1.1 Definitions

**"Historically Disadvantaged Individuals or Groups"** means any organisation or group where the majority ownership or membership is held by citizens of the Republic of South Africa, who, according to racial classification did not have the right to vote or had restricted voting rights immediately prior to the 1994 elections

**"Communities Adjacent to the National Parks"** - means communities of Historically disadvantaged individuals residing within close proximity of the Parks.

#### 9.1.2 Key Indicators

The Concessionaire must ensure compliance with all SANParks and Regulatory Provisions relating to affirmative action and empowerment of Historically Disadvantaged Individuals (HDIs) and Historically Disadvantaged Groups (HDGs). The Concessionaire must make every effort and use all appropriate opportunities to foster the empowerment of HDG's, including, but not limited to, creating business and employment opportunities for HDGs and empowering those HDGs living in communities in the vicinity of the Park, provided always that such empowerment is consistent with the conservation principles set out in Annexure V to the Concession Contract and the Concessionaire's empowerment plan in Annexure XI to the Concession Contract.

Concessionaires will in its Bid Submission, commit themselves to specific key economic empowerment indicators. During the term of the concession, the Concessionaires will be monitored for the extent to which they have complied with these quantifiable targets as included in its Bid Submission and set out in Annexure XI to the Concession Contract. Concessionaire's achievements will be measured for compliance according to the system of weighting used in the Bid Evaluation Process.

The key indicators will include measures such as shareholding, affirmative action and training and also economic and business opportunities for HDIs/HDGs from communities adjacent to the Parks.



### 9.1.3 Other Requirements

- Concessionaires will be expected to comply with the wider procedures of the Social Ecology Department of SANParks in respect of communications policy with local communities (e.g. participation in Consultative Forum, Development Committee, Interest Groups), SANParks will continue to take the lead, however, in social responsibility programmes such as youth environmental education, contribution in kind and cash to community projects, schools development, water development.
- All private concessions established within the SANParks estate must also comply with the provisions of the Integrated Environmental Management (IEM) procedure, and the Environmental Impact Assessment (EIA) requirements published by the South African Department of Environmental Affairs (DEA). The IEM procedure and EIA requirements provide for an open, participatory approach in the planning of proposals, consultation with interested and affected parties, and an assessment of social impacts. The IEM Procedure requires that an attempt be made to ensure that the 'social costs' of development proposals be outweighed by the 'social benefits.'
- Concessionaires will also be judged on the framework and process they have put in place to enable beneficial economic impact. If they have not demonstrated any beneficial impact, nor addressed this adequately in their overall planning, there will be provision to terminate the concession.

The Concessionaire shall provide an Annual Empowerment Report to SANParks on the extent to which the specific objectives as set out in Annexure XI to the Concession Contract have been met, as well as documenting other achievements in promoting the empowerment of HDGs.

## 9.2 GUIDELINES

SANParks shall compare the Concessionaire's achievements in the empowerment of HDIs/HDGs with the quantifiable targets included in the Concessionaire's Bid Submission, and award points for compliance, according to the system of weighting used in the Bid Evaluation process. Empowerment achievements will be evaluated and awarded an Empowerment Score out of 100 in the manner indicated below. As with the initial Bid Evaluation, a minimum threshold of 40 points will be applicable, below which Concessionaires will be deemed non-compliant with the terms of the Concession Contract and penalties will be levied.

### 9.2.1 Detailed Scoring Methodology

The three dimensions of economic empowerment identified by SANParks have been awarded the following weights in the overall evaluation of achievements.

Dimension	Weight
Shareholding	40%
Affirmative Action and Training	20%
Economic and Business Opportunities	40%

Economic empowerment initiatives that fall outside these categories will also receive credit – and in such case the indicative weights will therefore be interpreted flexibly. Concessionaires should focus on economic empowerment which brings tangible benefits to adjacent communities.



In evaluating the empowerment achievements, the following additional principles will apply:

- **Time-weighting:** A time-weighting to the achievement of quantifiable goals will be applied. Therefore, the sooner a Concessionaire achieves an empowerment objective, the more credit he will be given. It should also be noted that, since future commitments earned credits at the initial Bid Evaluation, SANParks would be rigorous in requiring that Concessionaires respect these future commitments.
- **Gender:** in view of their doubly disadvantaged historical status, economic opportunities for HDI women will be awarded a premium over those for HDI men;
- **Participation of communities living adjacent to the Parks:** a large premium will be accorded to economic participation by communities and individuals living in close proximity to the Parks, relative to those from further a field.

**9.2.1.1 HDI Shareholding**

Within this category, quantifiable targets for HDI shareholding would be evaluated against the targets set as follows:

Shareholding by HDI Group (% of capital)	Date Planned (years from Bid Date)	Nature and Location of HDI Group (Description)

The description of nature of the HDI Group should include any special focus, including gender, region, etc., as well as general information about the ownership structure and trading status of the HDI shareholder.

**9.2.1.2 Training and Affirmative Action in Employment**

Concessionaires empowerment achievements in terms of affirmative action employed, will be evaluated in accordance with a staffing plan including but not limited to the positions below.

Number and Percentage of HDI employees at all Levels				
Staff Positions	Date When Filled by HDI	Name of HDI	Training internally/externally	Nature of training
General Manager				
Guest Relations Manager				
O&M Manager				
Chief Financial Officer				
Reservations Manager				
Head Chef				
Head Ranger				



Chief Rangers				
Marketing Manager				
Chief Accountant				

**9.2.1.3 Business and Economic Opportunities for Local Communities**

Credit will be awarded in this category for the creation of economic opportunities by local communities living in proximity to the park, either through subcontracting to them activities associated with the eco-tourism process, or by partnering with local communities, and integrating community-based activities into the products/services offered to guests. Credit will be awarded for each initiative according to its expected impact on local communities (as measured by expected annual revenue, though additional indicators will be considered, if provided) and the date it is expected to be in place.

Empowerment Initiative	Date Put in Place	Annual Revenue Generated for HDI Supplier
Purchase of Food Supplies		
Purchase of Curios		
Laundry Services		
Waste disposal		
Game drives		
Transport to and from lodging		
Maintenance		
Construction Contract		
Catering		
Accommodation in Local Villages		
Visits to Local Villages		

**9.2.2 Other Economic Empowerment Initiatives for Local Communities**

The monitoring evaluation will examine other economic empowerment initiatives put forward by Concessionaires outside the above categories, and award points at discretion. The basic guiding principle is to assess the economic value that such initiatives are likely to confer on the local communities in terms of job creation, revenue and skills transfer.

**9.3 MECHANISM**

The monitoring of the CA's Empowerment Requirements will be contracted to an Empowerment Specialist although the accountability therefore will lie with the Concession Manager. The Empowerment Specialist will have the responsibility of monitoring the CA's against the preset quantifiable targets per the individual Bid Submissions that form part of the Concession Contract.

**9.3.1 HDI Shareholding**

Within this category, quantifiable targets for HDI shareholding would be evaluated against the targets as set as follows:

Shareholding Entity	Contractual Shareholding %	Effective Shareholding %	Nature and Location of HDI Group (Description)



TOTAL	100 %	100.0%	

The description of nature of the HDI Group should include any special focus, including gender, region, etc., as well as general information about the ownership structure and trading status of the HDI shareholder.

Other quantifiable targets as per the Bid Submission would also be evaluated.

**9.3.2 Training and Affirmative Action in Employment**

The CA's empowerment achievements in terms of affirmative action employed will be evaluated in accordance with their staffing plans (as indicated in an example below).

NUMBER AND PERCENTAGE OF HDI EMPLOYEES AT ALL LEVELS												
	Number of Employees at Start-up		Percentage of Employees at Start-up		Number of Employees after X months		Percentage of Employees after X months		Number of Employees after XX months		Percentage of Employees after XX months	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Workers												
Supervisors/ Specialists												
Senior Management												
TOTALS												

PERCENTAGE OF FEMALE EMPLOYEES AT ALL LEVELS								
	Number of Employees at Start-up		Percentage of Employees at Start-up		Number of Employees after X months		Percentage of Employees after XX months	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Workers								
Supervisors/ Specialists								
Senior Management								
TOTALS								



EMPLOYMENT EQUITY TABLES BY CATEGORY AND LEVEL																			
	Male								Female								Total		
	African		Coloured		Indian		White		African		Coloured		Indian		White				
Occupational Levels	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	
Top Management																			
Senior Management																			
Professionals, Specialists and mid-management																			
Skilled technical, junior management, supervisors																			
Semi-skilled, discretionary decision-making																			
Unskilled and defined decision making																			
Total permanent employees																			
Non-permanent Employees																			
<b>TOTAL EMPLOYEES</b>																			



	Male								Female								Total	
	African		Coloured		Indian		White		African		Coloured		Indian		White			
Occupational Categories	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Legislators, senior officials																		
Professionals																		
Technicians and associate professionals																		
Clerks																		
Service and Sales workers																		
Skilled agriculture and fishery workers																		
Craft and related trade workers																		
Plant and machine operators and assemblers																		
Elementary occupations																		
Total permanent employees																		



ALLOCATION OF POSITIONS AT START-UP						
Functional Area	Total Employees		Black Employees		Female Employees	
	Contract	Actual	Contract	Actual	Contract	Actual
<b>Management</b>						
Lodge Manager						
Assistant Lodge Managers						
Senior Guide						
Head Chef						
<b>Supervisory/Specialised</b>						
Guides						
Head Housekeeper						
Reception and Admin						
Curio Shop Assistant						
Maintenance Manager						
Health Therapists						
Procurement Manager						
Sous Chef						
<b>Workers</b>						
Trackers						
Housekeepers						
Waiters						
Night Reception						
Maintenance Assistant						
Gardeners						
Scullery						
Kitchen Assistant						
<b>TOTALS</b>						

ALLOCATION OF POSITIONS AFTER X AND XX YEARS						
Functional Area	Total Employees		Black Employees Year X		Black Employees Year XX	
	Contract	Actual	Contract	Actual	Contract	Actual
<b>Management</b>						
Lodge Manager						
Assistant Lodge Managers						
Senior Guide						
Head Chef						
<b>Supervisory/Specialised</b>						



Guides						
Head Housekeeper						
Reception and Admin						
Curio Shop Assistant						
Maintenance Manager						
Health Therapists						
Procurement Manager						
Sous Chef						
<b>Workers</b>						
Trackers						
Housekeepers						
Waiters						
Night Reception						
Maintenance Assistant						
Gardeners						
Scullery						
Kitchen Assistant						
<b>TOTALS</b>						

**9.3.3 Business and Economic Opportunities for Local Communities**

The business and economic opportunity preset targets will be measured against the actual achievements (as per the example below):

Allocations to HDI	Forecast Spend %	Actual Spend %	Forecast Spend (Rand)	Actual Spend (Rand)
During Lodge Construction				
Goods/Services procured in year 3 (adjusted with 8% inflation)				
Goods/Services procured in year 5 (adjusted with 8% inflation)				

Empowerment Initiative	Date Put in Place	Annual Revenue Generated for HDI Supplier	Annual Revenue Generated for HDI Supplier
		Forecasted	Actual
Purchase of Food Supplies			
Purchase of Curios			
Laundry Services			
Waste disposal			



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Game drives			
Transport to and from lodging			
Maintenance			
Construction Contract			
Catering			



## 10 FINANCIAL AND CONTRACTUAL REQUIREMENTS

### 10.1 PRINCIPLES

#### 10.1.1 Concession Fees

The Concessionaire will pay SANParks concession fees every Concession Year (the "Annual Concession Fee Payment") as set out below.

#### 10.1.2 Minimum Rental

Minimum rentals are stipulated by SANParks for each Concession Year in question and indicated in Part A of Annexure X to the Concession Contract, escalated annually with the Consumer Price Index (CPI).

#### 10.1.3 Calculated Annual Concession Fee

A percentage of actual Net Revenues for that Concession Year based on the fee structure indicated in Part C of Annexure X to the Concession Contract.

#### 10.1.4 Concession Year

For the first Concession Year the period commencing on Effective Date and ending 365 days later, and for subsequent Concession Years, the equivalent period.

#### 10.1.5 Annual Concession Fee Payment

##### 10.1.5.1 *Annual Concession Fee*

No Annual Concession Fee Payment is payable before Effective Date. The Annual Concession Fee Payment payable by the Concessionaire to SANParks for any given Concession Year will be the highest of the following three figures:

- the Minimum Rental for that Concession Year; or
- the Calculated Annual Concession Fee for that Concession Year.

##### 10.1.5.2 *Payment Schedule*

The payment schedule will be as follows:

- The Minimum Rental will be payable by the Concessionaire to SANParks quarterly in arrears within 30 (thirty) Business Days following the end of each quarter of the Concession Year.
- The Calculated Annual Concession Fee will be calculated by the Concessionaire for the Concession Year in question on the basis of the Concessionaire's un-audited accounts within 30 (thirty) Business Days of the end of the Concession Year. If this figure is higher than the Minimum Rental, it will be the total amount payable by the Concessionaire to SANParks for the Concession Year in question. The difference between the Calculated Annual Concession Fee thus determined and the aggregate of amounts already paid under the Minimum Rental will be payable 60 (sixty) Business Days after the end of the Concession Year in question.



The Net Revenues which form the basis for the Calculated Annual Concession Fee must be consistent with the Concessionaire's tax statements and audited accounts. There are certain to be differences in timing between the Concessionaire's financial year and the Concession Years. In order to ensure that the Concessionaire's tax statements are consistent with the basis of the Actual Annual Concession fee, the following verification and adjustment process will be followed. When the financial year following a given Concession Year comes to an end, the Concessionaire will make available its audited accounts to SANParks, which must clearly show taxable Net Revenue. The Net Revenue that is indicated in these audited accounts, and those of the previous year, will be used, on a direct pro rata basis, to produce a revised calculation of the Calculated Annual Concession Fee for the Concession Year in question. If this figure is different from the Calculated Annual Concession Fee which has already been paid for that Concession Year the difference will be paid by means of an adjustment to the next payment due by the Concessionaire to SANParks, unless no further payments are due in which case the difference will be paid by the Concessionaire to SANParks or refunded by SANParks to the Concessionaire, as appropriate within 30 (thirty) Business Days. Such payments and any other overdue payments will be subject to an interest charge of 1% per month.

#### **10.1.5.3 Value Added Tax (VAT)**

All fees or other amounts payable in terms of the Concession Contract is exclusive of VAT.

#### **10.1.5.4 Inflation Adjustment**

Calculation of the Annual Concession Fee Payment requires certain financial data to be adjusted for inflation as measured by the Consumer Price Index, namely the:

- Minimum Rental
- Floors and ceilings for the tranches for the Concession Fee Schedule in Part C of Annexure X to the Concession Contract.

This adjustment for inflation will take effect from the first day of the Concession Year in question, and the figures will then be applied to the forthcoming Concession Year. The adjustment will take the most recent published index for the Consumer Price Index and compare it to the published index of the Consumer Price Index for exactly one year previously and adjust the financial data accordingly. For Concession Year 1, the adjustment will take the most recent published index for the Consumer Price Index and compare it to the published index of the Consumer Price Index at Signature Date and adjust the financial data accordingly.

#### **10.1.5.5 SANParks Banking Details**

For the payment of all fees/rentals, Concessionaires must make an electronic transfer to the SANParks bank account and forward a copy of the electronic transfer to the Concession Manager at Fax: (012) 343-3849.

SANParks Corporate Bankers as from 1 January 2002

- (i) FNB Main: 6202-932-3053 (Branch Code: 253-145)

## **10.2 GUIDELINES**

### **10.2.1 Financial Monitoring**

The Concession Manager is responsible for the determination, calculation, and review and the monitoring of concession fees. The Concession Manager will inform the respective Business Units with regard to all the concession fee issues. Copies of all correspondence should be sent to Business Unit Managers to keep them informed of the process, invoices and budget allocations.

#### **10.2.1.1 Concession Fees**

The responsibilities of the Concession Manager are as follows:



- (i) To examine all contracts to identify the due dates for rental and fee payments, basis of assessment/calculation, review/adjustment dates, need to obtain (and when) financial statements of turnover, etc.
- (ii) To establish a register or data base and reliable administrative systems (preferably computerised) incorporating the above data, to schedule all financial obligations of Concessionaires, and to ensure that these responsibilities are programmed to be handled on the due dates.
- (iii) To ensure that all rentals and fees are collected promptly by the due date.
- (iv) Where accounts are issued to Concessionaires, to issue invoices 4 weeks prior to the due date for payment under the Contract, except where Contract provisions preclude calculation at that time (e.g. where year-end audited statements are required from Concessionaires for the final reconciliation of Concession Fees). In these latter cases, invoices to be issued once these figures are known.
- (v) To ensure that all provisional minimum rentals are collected promptly by the due date.
- (vi) The calculation of CPI adjustments to Minimum Rentals and tranche limits prior to the commencement of the relative Concession Years.
- (vii) To ensure that certification of un-audited turnover by Concessionaires is provided annually within 30 days after each financial year.
- (viii) To ensure that the calculation of any balance Concession Fees due (based on percentage of un-audited turnover) is done promptly and the Concessionaire invoiced immediately with payment received within 60 days after the financial year.
- (ix) To ensure that 3 copies of audited statements and auditors' letter for the relative Concessionaires are received annually, no later than 180 days after each financial year.
- (x) To examine audited statements and to ensure that the reconciliation of Concession Fees is similar to the un-audited version received earlier. Should any variations occur, adjustment invoices/credit notes should be sent to Concessionaires.
- (xi) To ensure that annual budgets are completed by Concessionaires and submitted timeously.
- (xii) To ensure that the Concession Income is correctly allocated for the purposes of financial reporting.
- (xiii) To compile monthly progress reports of all Concession Income for management purposes.

#### 10.2.1.2 Park Entrance Fees

- (i) All guests, deliveries and other vehicles entering CA's will have to do so through SANParks designated entrance gates. All CA guests must pay relevant Park entry fees. Concession staff commuting to and from the CA does not pay Park entry fees.
- (ii) SANParks will allow Concessionaires to pay these fees on a monthly basis rather than at time of entry. This procedure will only be applicable when CA guests use the designated gate to the CA. If any other gate is used, then the full entrance fee must be paid. The designated gates will be as follows unless the Concessionaire elects to use a different gate and agreement can be reached on that.

CONCESSION	DESIGNATED GATE
Mpanamana	Crocodile Bridge
Lwakahle	Malelane Gate
Jock of the Bushveld	Malelane Gate
Jakkalsbessie	Paul Kruger Gate



Mulumuvi	Paul Kruger Gate
Mluwati	Orpen Gate
Nwanetsi	Orpen Gate/Satara Airstrip Access

- (iii) The Gate Managers at the designated gates will keep a logbook for each of the respective CA's and will log an entry for each guest of a CA entering the Park.
- (iv) The BU's will be responsible for collecting these records on a monthly basis and for the subsequent calculation and the collection of the park entry fees and also for the issuing of invoices to the Concessionaires.
- (v) The BU's must designate the responsible person from within their unit for this task.
- (vi) The responsible person will then provide a monthly summary sheet to the Concession Manager and the PM, detailing the entrance fees for the month and accumulative and stating whether the fees have been invoiced and payment has been received.
- (vii) A procedure must be put in place per CA to record the arrivals of guests after hours at the elected gates and to recover the entrance fees for these guests according to the procedure described above. This procedure needs to be finalised between the Concessionaire and the relevant Regional Manager of the BU wherein the CA is situated.
- (viii) An agreement and procedure must be put in place to accommodate the payment of entrance fees for guests arriving at Satara Airstrip and Skukuza Airport per CA as per the above procedure. This arrangement needs to be finalised between the Concessionaire and the relevant Regional Manager of the BU.

#### **10.2.1.3 Establishment of a Rental Data Base (Management Information System)**

To enable effective administration of all the Concession Contracts, the Concession Manager shall implement a computerised database or register as soon as possible to facilitate efficient billing and collection of rentals. In the interim, a manual register (spreadsheets) will be kept incorporating the basic data referred to in section 10.2.1.1. Such system should show, at all times, which concession fees (base amounts and balances) fall due during that month and on what date. This will enable a quick check to be made at the beginning of the month as to rentals due later, for which invoices must be initiated.

#### **10.2.1.4 Issue of Accounts/Invoices**

All contracts set out the rental obligations in a manner which can just as easily be calculated by the Concessionaire, and it is the Concessionaire's responsibility to ensure that rentals/fees are paid on time and in full to SANParks in accordance with the contract.

The Concession Manager will ensure that the monthly invoices are generated by the Finance Department: Head Office and sent to the Concessionaires for payment on a quarterly basis as stipulated in the Concession Contract.

However, the Concessionaires cannot rely upon any deficiency in this regard as an excuse for late payment. The payment of Concession Fees is strictly 30 days following the end of each concession quarter.

### **10.2.2 Contractual Monitoring**

#### **10.2.2.1 Record Maintenance by Concessionaire**

The Concessionaire is contractually required to keep all books and records for 6 years and at all times within the Republic of South Africa. The Concessionaire shall furnish to SANParks, on a confidential basis, any information SANParks may reasonably request. The Concession Manager is permitted to visit, at reasonable times and with minimum disruption to the Concessionaire,



the Camp and any of the other offices where the business of the Concessionaire is conducted and to have access to its books of accounts, working papers and records, and all other data assembled in connection with the CA. The kind of information the Concession Manager may request, shall include, but not be limited to the following:

- (i) a copy of any management letter or other communication sent by the auditors to the Concessionaire in relation to the Concessionaire's financial, accounting and other systems, management and accounts;
- (ii) an annual report by the auditors reporting that, based on its said financial accounting and other systems, management and accounts, the Concessionaire was in compliance with all its financial obligations under the Concession Contract, including the computation of the Concession Fee, as of the end of the relevant fiscal year or, as the case may be detailing any non-compliance therewith;
- (iii) a projected profit and loss account and the budget for the following year, together with an analysis thereof.

#### **10.2.2.2 Record Maintenance by Concession Manager (SANParks)**

The Concession Manager is responsible for the storage and handling of all related reports, minutes and documentation. Contractual documents establish and prove legal rights and relationships, are legal papers with long periods of currency and are confidential containing sensitive commercial information. This demands proper administration, handling and storage of all contractual documents. The PM and CM must ensure that copies of all documents, agreements, communication notes with Concessionaires, etc. are forwarded to the Concession Manager for proper handling and storage.

#### **10.2.2.3 Legal Requirements**

The Concession Manager must ensure compliance of all legal requirements as follows:

- (i) The updating of Performance Bonds with annual CPI
- (ii) To ensure Concessionaire complies with insurance requirements
- (iii) To update Concessionaire judicial status and shareholding structure with any changes, including prequalification criteria, etc.
- (iv) To update contract with any changes to such agreement and/or operating conditions.
- (v) To keep a register of all formal complaints
- (vi) To update contract with all associated agreements related to detail design, construction works, financing, operation, management and maintenance.
- (vii) To manage SANParks intellectual property rights.



**11 SUMMARY OF REPORTS**

The Concessionaire will, upon the written request of SANParks, and at no cost to SANParks, make available at all times documents which are required for the purposes of the Project, or which the concessionaire is required to prepare in terms of the Concession Contract.

<b>CONSTRUCTION PHASE</b>				
REPORT	PREPARED BY	SUBMITTED TO	TEMPLATE	FREQUENCY
ECO Environmental Report	Environmental Control Officer (ECO)	PM	Annexure B4	Monthly
Empowerment Monitoring Report	Concessionaire	Concession Manager	None	Bi-annual
Copies of as built drawings, technical & design information and Completion Records	Concessionaire	PM	None	At completion of Construction Works
<b>OPERATIONAL PHASE</b>				
REPORT	PREPARED BY	SUBMITTED TO	TEMPLATE	FREQUENCY
Monthly report	Section Ranger	EM	None	Monthly
Monthly Operational Report	Concessionaire	PM & CM	Annexure B2	Monthly
6-Monthly Audit Report	ECO	PM		6-Monthly
Reconciliation of Turnover and Concession Fees	Concessionaire	Concession Manager	None	Quarterly, within 30 days
Reconciliation of unaudited Calculated Annual Concession Fee	Concessionaire	Concession Manager	None	Annually, report within 30 days, payment within 60 days
Auditors annual management letter	Concessionaire	Concession Manager	None	Annually
Auditors annual report	Concessionaire	Concession Manager	None	Annually
Budgets for following year	Concessionaire	Concession Manager	None	Annually
3 Copies of Concessionaires audited financial statements	Concessionaire	Concession Manager	None	Annually, no later than 180 days after each Financial Year



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REPORT	PREPARED BY	SUBMITTED TO	TEMPLATE	FREQUENCY
Operation, Management & Maintenance Report	Concessionaire	Concession Manager	Annexure B3	Bi-annually
Annual Empowerment Report	Concessionaire	Concession Manager	Annexure B1	Annually



## 12 BREACHES

From time-to-time SANParks will be forced to deal with breaches by the Concessionaires. The options for action will vary according to the circumstances of the particular case. Several standard measures are available and by following these procedures the majority of breaches can be successfully remedied. The importance of meticulous preparation, attention to detail and adherence to legal requirements in all action relating to seeking remedy of contract breaches, cannot be stressed enough. As discussed in Section 5 Communication Channels, in event of non-conformance, the BU's are to notify the PM. No breaches are to be dealt with at BU Level. The PM will ascertain the situation and in event of Environmental Breaches, proceed with Step 1 in the Section 12.3. In event of empowerment/financial/contractual/legal breaches, the PM will channel the breach to the Concession Manager for further action. All policy amendments to breach remedial will be discussed with the Concessionaires before implementation.

### 12.1 REMEDIAL ACTION FOR FINANCIAL BREACHES

It is the responsibility of the Concession Manager to ensure that all fees are collected by due date.

- (i) A period of 7 days should be allowed after due date for the receipt of payments which may be delayed
- (ii) After 7 days, telephone contact should be made with the Concessionaire to ascertain the position regarding payment followed by a letter allowing the Concessionaire 14 days for payment. The Concessionaire should be warned of SANParks' right of enforcement of the Performance Bond (as discussed in 12.4.3). The letter will be sent by registered mail and a copy will be e-mailed or faxed to the Concessionaire.
- (iii) If payment has not been received after 14 days following the letter, the overdue payments and interest will be drawn down against the Performance Bond.
- (iv) Overdue payments by the Concessionaire shall be subject to an interest charge of 1% per month.
- (v) Should the payment due by the Concessionaire exceed the amount guaranteed by the Performance Bond and/or the Concessionaire has failed repeatedly to forward timeous payment, SANParks will be entitled to terminate the contract.

### 12.2 REMEDIAL ACTION FOR EMPOWERMENT BREACHES

The Concession Manager is to ensure that any breach is brought to the attention of a Concessionaire promptly. Action to be taken by the Concession Manager is:

- (i) Letter to the Concessionaire detailing the breach and the remedy action required;
- (ii) Reminder (follow-up) letter as above;
- (iii) Meeting with the concerned Concessionaire
- (iv) If the breach is not remedied quickly thereafter, a report and recommendations should then be promptly submitted to the Concession Manager. The Concession Manager is to act on the report as a matter of urgency, seeking legal advice if and when necessary, and deciding on further action (e.g. issue of formal notices, etc)

### 12.3 STEP 1 - REMEDIAL ACTION FOR ENVIRONMENTAL BREACHES

The Project Manager: Concessions is to ensure that any breach is brought to the attention of a Concessionaire promptly. Action to be taken by the Project Manager: Concessions is:

- (i) Letter to the Concessionaire detailing the breach and the remedy action required;
- (ii) Reminder (follow-up) letter as above;



- (iii) Meeting with the concerned Concessionaire
- (iv) If the breach is not remedied quickly thereafter, a report and recommendations should then be promptly submitted to the Concession Manager. Reports should not be forwarded to the Legal Services Department. The Concession Manager is to act on the report as a matter of urgency, seeking legal advice if and when necessary, and deciding on further action (e.g. issue of formal notices, etc)

The PM is not to allow breaches to become protracted by sending a succession of letters to the Concessionaires allowing repeated extensions of time, and attempting to handle the matter locally, when it has become obvious that the Concessionaire concerned has little serious intention of complying and/or is a regular offender. Such delay in instituting firm action by the Concession Manager only acquires for SANParks an image of being “soft”, and may lead to future problems in obtaining contract compliance.

## 12.4 PROCESS FOR REMEDIAL ACTION

It has already been stressed that there is a need for meticulous handling of all action seeking to obtain rectification of contract breaches, given that such action is the lead-up to what may eventuate in contract termination. The possibility of legal proceedings contesting SANParks demands (particularly if the contract is threatened) must be borne in mind. A Concessionaire may of course also challenge the reasonableness of SANParks’ actions through submissions to the Ombudsman, etc.

Accordingly, SANParks must be in a position to unequivocally prove any alleged breaches of the Concession Contract. Additionally, there must be clear evidence that the Concessionaire has been treated fairly at all times and given reasonable opportunity to remedy any breach.

The Concession Contract defines a reasonable remedy period as 30 (thirty) Business Days or such longer period as may be agreed by SANParks.

### 12.4.1 Initial Action/Contact with Concessionaire (Step 1)

Where a Concessionaire has failed to comply with an initial letter of request to do (or cease doing) something pursuant to the contract, the contract should first be double-checked to ensure that the request was soundly-based and that there is in fact such an obligation on the Concessionaire. Advice should be sought from the Concession Manager where any doubt exists.

Where this is confirmed, the normal next step (except in cases of an emergency where urgent remedial action is required) would be to promptly despatch a reminder notice or letter. Where no response is received after a further period (say 7-14 days at most), direct contact should be made with the Concessionaire. Preferably, the Concessionaire should be called into the local PM Office for an urgent meeting to discuss the matter, although in minor matters, a telephone discussion may suffice.

It should be confirmed that the Concessionaire clearly understands what is required. The seriousness of the matter should be impressed upon the Concessionaire and the time limit for compliance pointed out. The possible consequences of non-compliance should be explained.

Should the Concessionaire seek variation or waiver of the requirements in any aspect of substance, he should be requested to put his case in writing and given a reasonable but limited time (no more than a week) to do so. Concessionaires should not be permitted to drag matters by seeking successive extensions of time. **From this point on, the matter (if not rectified) will cease to be a local responsibility and referral to the Concession Manager: Head Office will be required.**

### 12.4.2 Final Letter (by Head Office Only)

Following referral of the breach to Head Office, the Concession Manager, after careful examination of the reports submitted, may issue a final letter, in stronger terms, to the Concessionaire. The letter may be submitted to the CE, for his review and signature to give it maximum weight. The Concessionaire should be warned of SANParks’ right of enforcement of the Performance Bond (as discussed in 12.4.3)



### **12.4.3 Performance Bond (by Head Office Only)**

Concessionaires are required to maintain a valid Performance Bond from the Effective Date until 90 (ninety) Business Days after the expiry or earlier termination of the Concession Contract. The Performance Bond shall secure the Concessionaire's performance under this Concession Contract and may be called on by SANParks to the extent of any costs, losses, damages or expenses suffered or incurred by SANParks as a result of breach by the Concessionaire of the Concession Contract. The Performance Bond may also be called upon for any delay in respect of Concession Fee Payments or Penalties for failing to meet Empowerment Obligations.

Prior to enforcing the Performance Bond, the Concession Manager shall give notice to the Concessionaire (as per 12.4.2), informing the Concessionaire of the breach giving rise to the right of enforcement of the Performance Bond. If such breach is not remedied within the Remedy Period, SANParks may enforce the Performance Bond. The Performance Bond may only be enforced to the extent of any losses or damages suffered or incurred as a result of the breach that gave rise to the right to enforce the Performance Bond.

### **12.4.4 Formal Notice (By Head Office Only)**

Assuming that the afore-mentioned measures have been unsuccessful, it may be necessary for the Concession Manager/CE to issue a formal notice to the Concessionaire to remedy the breach. Such a notice will indicate that if the Concessionaire fails to comply, SANParks will be entitled to terminate the contract. Any formal notice should be served on the Concessionaire in accordance with the provisions of Clause 17 of the Concession Contract.

### **12.4.5 Termination**

SANParks has the right to terminate the Concession Contract upon the occurrence of any of the following events:

- (i) the granting of any judgment in excess of R5 000 000.00 (as at Signature Date) which remains unpaid for a period of 6 calendar months
- (ii) the Concessionaire commences voluntary liquidation proceedings
- (iii) the Concessionaire fails to report any material Related Party Transactions or if any material Related Party Transaction is in breach of a term of the Concession Contract and which results in material damage to SANParks
- (iv) the Concessionaire commits a material breach of this Concession Contract
- (v) the Concessionaire or any of its officers or directors is found guilty of a crime involving fraud or dishonesty and is sentenced to a jail sentence with or without the option of a fine for a period in excess of one year and the Concessionaire has not within 30 (thirty) Business Days thereafter instituted appropriate steps for the object of terminating the appointment or employment as the case may be of that person, and to duly prosecute those proceedings to a final conclusion
- (vi) the books of account of the Concessionaire are found on more than one occasion to have been falsified or published in such a manner as to reflect a position that is materially different to the true financial position of the Concessionaire
- (vii) the Concessionaire is in default under the Loan Agreements and there has been an acceleration of all amounts due under the Loan Agreements.

Termination of the Concession Contract can only take place with the approval of the CE.



### 13 FINING AND PENALTIES

Fines and penalties will be administered at Head Office by the Concession Manager with the required approval of the CE. Any penalty imposed by SANParks will be payable to the Land Acquisition Fund within 5 (five) Business Days of the Concessionaire's receipt of written notice.

#### 13.1 BREACH CAUSED BY CA EMPLOYEES

During the Concession Period, the Concessionaire has to take the necessary measures to ensure that their staff adheres to Regulatory Provisions and the Principles of Conservation and Commerce.

In the event of any employee of the Concessionaire causing the Concessionaire to breach a provision of the Concession Contract, such employee shall be charged by the Concessionaire with committing a mandatory serious offence in terms of the Concessionaire's disciplinary code. The Concessionaire shall without delay furnish SANParks with a copy of the written record of such disciplinary proceedings, finding and sentence.

The Concessionaire shall be liable to pay a penalty of R 10 000.00 (as at the Signature Date) for each and every occurrence of such misconduct. The Concessionaire shall in any event, be liable to remedy at its cost, any environmental or other damage caused by such employee, within 30 Business Days or such longer period as may be agreed by SANParks.

#### 13.2 PENALTIES FOR NON-PERFORMANCE IN RESPECT OF ENVIRONMENTAL OBLIGATIONS

The Concessionaire shall provide, on a confidential basis, a bi-annual Operation, Management & Maintenance Report detailing compliance, or any failure to comply, with all environmental requirements stated herein and any environmental Regulatory Provision including the measures (if any) taken and/or proposed to be taken to remedy any such failure. The report shall also include details of any additional required EIAs undertaken or intended to be undertaken and any updates that have been made to the Concessionaire's Environmental Management Plan. Failing to adhere to the Regulatory Provisions as set out in the Concession Contract, the Concessionaire shall be liable to pay a penalty of R 10 000.00 (as at the Signature Date) for each and every occurrence.

#### 13.3 PENALTIES FOR NON-PERFORMANCE IN RESPECT OF EMPOWERMENT OBLIGATIONS

The Concessionaires' actual empowerment achievements will be scored on an annual basis and compared to the obligations as set out in the Bid Documents. Monetary penalties will be levied on Concessionaires for any shortfall in performance relative to obligations.

A system of penalties based on the site carrying capacity of a CA will be applied.

Penalties will be as follows:

SITE CARRYING CAPACITY				
Weighted Shortfall	Average	up to 20 - 40 total beds Annual Penalty	up to 41 - 70 total beds Annual Penalty	71 - 100 total beds Annual Penalty
20 - 35%		R100,000	R200,000	R300,000
36 - 50%		R250,000	R500,000	R750,000
> 50%		R500,000	R750,000	R1,000,000

- (i) These amounts will be adjusted for inflation by the Consumer Price Index.



In addition to monetary penalties, Concessionaires who fail to meet empowerment obligations by greater than 50% for 3 consecutive years are liable to have their Concession Contract terminated by SANParks.

The penalties will not be applied by SANParks if, in SANParks' reasonable opinion:

- the Concessionaire's failure to implement its empowerment obligations was attributable to circumstances beyond the reasonable control of the Concessionaire; and
- the Concessionaire used all reasonable endeavours to comply with its empowerment obligations; or
- other achievements in promoting empowerment offset, in the opinion of SANParks, the Concessionaire's failure to meet the obligations specified in Annexure XI.

In such event SANParks may, without prejudice to any of its rights in terms of the Concession Contract, agree with the Concessionaire a revised set of empowerment objectives and obligations which shall take effect for the remainder of the Concession Period.

All penalties paid to SANParks shall be directed towards a programme of promoting the empowerment of HDGs living in the vicinity of the Park.

The Concessionaire shall have the right to appeal against all penalties levied by SANParks and any notice of breach, or intention to terminate the contract, for reasons related to the Concessionaire's failures to fulfill empowerment obligations. The appeal will be heard by a committee of three people experienced in promoting empowerment in other areas of economic life in the Republic of South Africa. The Parties shall each nominate one person to the committee and the two nominees shall agree on the third, failing which the President of the Attorneys' Association of Gauteng shall nominate such third person. The unsuccessful party shall pay all costs of the appeal process. The committee shall act as experts and not as arbitrators and the determination by such committee shall be final and binding on the Parties.



## 14 CODE OF CONDUCT FOR KRUGER NATIONAL PARK

### 14.1 WORKING RELATIONSHIPS WITH CONCESSIONAIRES

In the management and administration of the CA's, SANParks employees are required at all times to maintain ethical standards of a high order. Negative criticism and interference in the CA's duties can only lead to discord. It should be borne in mind that an effective working relationship between SANParks employees and CA employees/representatives, is to the benefit of all, and that all are dedicated to the same ultimate objectives. The following rules are to be adhered to at all times:

- (i) Employees and/or their family members shall not accept gratuities, complimentary services or gifts of any kind which may be offered to them by concession operators.
- (ii) Employees and/or their family members shall not become financially involved in concession operations or in companies with an interest or involvement with such operations.
- (iii) Employees, who have cause to meet with concession operators, shall maintain a relationship which is, and which is seen to be, at arm's length and business-like in nature; they should not allow their professional objectivity to be compromised or brought into question by forming an association that is inappropriate or which may be seen to be so.
- (iv) Employees shall at all times maintain the confidentiality of concession operators' business affairs and sensitive commercial information.
- (v) Employees intending to meet with Concessionaires to discuss matters likely to include contentious or sensitive issues, should ensure that another SANParks employee accompanies them at such meetings.
- (vi) Employees should make and keep on the appropriate files written records of significant meetings and telephone discussions with any Concessionaire.
- (vii) Employees who find they have a financial interest in a concession matter for which they may have to exercise responsibilities pursuant to their employment with SANParks, shall declare their interest to the PM who will consult with the Concession Manager or the CE, as appropriate, and shall refrain from exercising any responsibilities in respect of that matter pending the receipt of that employee's advice. The ultimate decision rests with the CE.

### 14.2 POLICY: CODE OF CONDUCT PERMANENT RESIDENTS

The Code of Conduct: KNP is applicable to all KNP staff **AND** people from other organisations resident in the park on a permanent basis (i.e. CA's resident staff). A copy of this document is attached as Annexure A1. The followings procedures will apply:

- (i) The PM must ensure that all Concessionaires sign acceptance of the Code of Conduct.
- (ii) Concessionaires must ensure that this document is distributed to every resident staff member and that staff are fully aware of all conditions that apply.
- (iii) Concessionaires must keep a register that all resident staff has signed to have received the Code of Conduct and agree to abide with the regulations as contained.

### 14.3 CODE OF CONDUCT: TEMPORARY RESIDENTS

**The Code of Conduct: Personnel from other organisations temporarily working in the KNP** is applicable to Contractors and people working for short periods in the park. It is therefore different to the Code of Conduct applying to residents of the KNP. A copy of this document is attached as Annexure A2.



**15 ANNEXURE A - KNP POLICIES AND REGULATIONS**



**15.1 ANNEXURE A1 – KRUGER NATIONAL PARK CODE OF CONDUCT (NOTE: THE CODE OF CONDUCT IS UNDER REVIEW AT PRESENT)**

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**28. KRUGER NATIONAL PARK IDENTIFICATION DOCUMENTS**



## 15.2 INTRODUCTION

In the Kruger National Park, activity as well as the number of personnel has increased tremendously during the last few decades. Where in the past there was only a small, disciplined community living in the Park, it has now become necessary to introduce a code of conduct for residents to adhere to. This code serves as a guide, especially to new residents, who are often confused by the actual rules and regulations and factitious rumours, and thereby unknowingly or unintentionally commit an offence. However, it also serves to promote *esprit de corps* and unity of purpose in our different activities.

As the name indicates, the main objective of the South African National Parks (SANParks) is the conservation, protection and utilisation of our precious natural heritage, in such a way that it will be possible for our descendants to admire and appreciate it in its pristine condition. This objective can only be achieved if every official or individual working or living in the Park acknowledges and accepts nature conservation as his or her duty. Only then will they experience personal satisfaction in their daily task (whatever this may be) and their conduct be disciplined in all ways.

An awareness of nature conservation is born out of respect and the correct attitude towards that which we are protecting. If it is our earnest desire to contribute towards this aim, then our conduct will be just as disciplined and well-ordered as the natural phenomena that occur in the environment in which we live.

Most of our own personnel, as well as the other permanent residents of the Kruger National Park, sees this sanctuary as a miracle of Creation. For them no code of conduct is necessary, however, it is felt that a condensed summary of the relevant Articles of the Parks Act and regulations, as well as the different rules concerning conduct in a national park, can serve as a useful reference. There will always be more "don'ts" than "dos" in any such code of conduct, and although it may seem as if all these rules are placing unnecessary restrictions on the individual, it must always be remembered that the privilege of living and working in this natural area, more than compensates for all the supposed injustices that we may believe exist.

You are therefore requested to study this document carefully, complete and sign the attached letter of acknowledgement and return it to the personnel office.

This code of conduct is subject to further change and additions and will be issued to all new employees as well as permanent residents of other organisations and departments. It remains the property of SANParks and must be returned to the personnel office on resignation.

**DR M D MABUNDA**



## 1. PROVISIONS UNDER THE NATIONAL PARKS ACT AND REGULATIONS

All residents of the Kruger National Park are subject to the National Parks Act No. 57 of 1976 and its regulations promulgated under Article 29 of this Act.

The following is a condensed summary of the relevant provisions and regulations contained in Articles 20 and 21 of this Act:

### 1.1 Article 20

No prospecting or mining of any description whatsoever is allowed in a park, or on any land which forms part of a national park.

### 1.2 Article 21

No person, except an employee<sup>1</sup> authorised by the SANParks, may:

- (a) Enter or reside in a park without permission.
- (b) Convey into or be in possession of any unsealed weapon, explosives, snares/traps or poison in a park.
- (c) Hunt, or by any other means, deliberately or negligently kill or maim any animal in a park.
- (d) Disturb any animal in a park.
- (e) Remove, damage or destroy a bird's nest or its eggs, or remove honey from a bee's nest while in a park.
- (f) Deliberately or negligently cause a veld fire or damage objects of geological, archaeological, historical, ethnological, educational or of any importance in a park.
- (g) Introduce or allow any animal to enter a park or allow domestic animals to wander freely in a park.
- (h) Remove a living or dead animal or part of an animal from a park (unless it was legally brought into the Park).
- (i) Remove, cut or damage a plant (including any sea plant) in a park.
- (j) Remove seeds from a tree or any plant, without permission in a park.
- (k) Feed any animal in a park.
- (l) Drive a vehicle in a park without a valid driver's licence or allow any other person not in possession of a valid driver's licence to do so.

### 1.3 Regulations

- 1.3.1 28 (6) An official of the SANParks may destroy any pet that is illegally brought into a park.
  - (7) No person may spend a night in any other place in the Park except in a rest camp or a private residence, without permission from SANParks.
- 1.3.2 31 (1) No person may use a vehicle in a park that is not properly registered and licensed.
  - (2) No person may use a vehicle in a park that is not roadworthy.
- 1.3.3 32 No person may drive on prohibited roads except a SANParks member, official or an employee acting on authority of the SANParks.
- 1.3.4 34 No person may fill the petrol tank of his vehicle while the engine is running.
- 1.3.5 35 (1) No negligent or reckless driving will be allowed in a park.
  - (3) Anyone driving a vehicle in a park must be considerate to other road users and animals on the road.

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<sup>1</sup> (Unless otherwise stated, an "official" in this code means - the Director: KNP, the General Manager: Nature Conservation, the Managers: Conservation or a person appointed by SANParks as Section Ranger. "Employee" - another person/officer appointed officially by SANP other than an official.



- (4) No person who is under the influence of liquor or drugs may drive a vehicle in a park or sit in the driver's seat of a vehicle while the engine is running.
- 1.3.6 37 All persons within a park must adhere to all legitimate instructions issued by SANParks.
- PLEASE NOTE:** The regulations embodied in this Code of Conduct must be seen as legitimate instructions.
- 1.3.7 42 No person inside a park, without special permission from SANParks, may:
- (a) Provide public entertainment or collect money from members of the public.
  - (b) Dispense a burning object which could cause a fire hazard.
  - (c) Engrave or affix a name, figure, symbol, mark or picture to a tree or object that is not his personal property.
- 1.3.8 43 No person may:
- (a) Damage SANParks property or endanger it in any way.
  - (b) Make an unnecessary noise, or use a radio, gramophone or any instrument in such a way that it may cause an unnecessary disturbance to other people.
  - (c) Throw away any article or refuse of any description except in rubbish bins or containers that are provided by SANParks.
- 1.3.9 46 (3) No person may remove sand, rocks, or firewood from the veld without permission from the SANParks.
- (4) As approved by SANParks an official, employee or resident of the Park may fish in a manner, in areas and during the times officially designated by SANParks. (An official licence is obtainable from the local Section Ranger).
- 1.3.10 47 Officials and employees must take effective precautions to prevent any dog in their possession or custody from wandering at random in the Park, attacking or chasing animals.
- 1.3.11 50 (4) No person may travel through entrance or rest camp gates after official closing times unless in possession of a late permit.
- (5) No person may exceed the proclaimed speed limit in a national park (See - 15. TRAFFIC CODES AND SPEED LIMITS).

## **2. DOMESTIC RULES AND REGULATIONS OF SANParks CONCERNING DUTIES AND ATTITUDES**

### **2.1 Nature Conservation duties**

- 2.1.1 No unauthorised person may attend the execution of specific projects, for example culling operations. The disregard of this rule will be considered a serious offence.
- Under no circumstances may any person, while carrying out official duties or travelling privately in the Kruger National Park, be accompanied by professional photographers (other than SANParks' official photographers) on roads other than tourist roads, unless he is in possession of the necessary authorisation.
- 2.1.2 Antiquities or objects of historical or educational importance found by employees or officials while on duty, or in any other capacity inside the boundaries of the Park, are and remain the property of SANParks. These items should be handed to the local Section Ranger or Nature Conservation offices as soon as possible. Employees retaining such articles to sell or remove from the Park, are guilty of misappropriation of SANParks property and expose themselves to prosecution.
- 2.1.3 No person may, without permission from the Director: KNP or an authorised official from the Nature Conservation Department, collect or remove firewood from the veld.
- 2.1.4 No person may, without permission from the Director: KNP or an official from the Nature Conservation Department, remove tree trunks, sand, soil or rocks from the veld. These items may only be removed from places indicated by an official from the Nature Conservation Department.
- 2.1.5 No dead or living endemic plant may be damaged, cut down or removed without permission, from the KNP. (Indigenous plants for cultivation in gardens and rest camps are available on request from the Nursery). When endemic plants, trees or shrubs are damaged during official duties, i.e. making of new roads, etc. the destruction of these plants must be limited to a minimum. Quarries must, where at all possible, be made where they are not visible from the road. After exploitation, these quarries must be properly filled with topsoil to encourage re-establishment of natural vegetation.



- 2.1.6 Animals may only be destroyed in certain instances:
- 2.1.6.1 No animal may be destroyed within a park but officials of SANParks are authorised to do so in the following instances:
- i) Any sick, deformed or injured animal where there is no hope of recovery.
  - ii) Dangerous animals that are a threat to life and property.
  - iii) Animals that are a nuisance in gardens, rest camps or picnic spots and that cannot be driven away by normal procedures.
  - iv) Employees of the SANParks and non-employees resident in a national park, may only kill an animal in an emergency, to protect life and property, or when they are specifically authorised to do so.
  - v) **PLEASE NOTE:** Snakes may only be killed in living quarters or rest camps. No snake (poisonous or non-poisonous) may under any circumstances be killed in the veld. Residents in a National Park are advised to learn to distinguish between poisonous and non-poisonous snakes in their own interests.
- 2.1.6.2 Immediately after the incident, a report of all animals killed, as well as the reasons or circumstances pertaining to the incident, must be handed in at the office of the General Manager: Nature Conservation or the local Section Ranger.
- 2.1.7 Assistance to Nature Conservation with respect to veld fires.

It is the duty of every employee in the Kruger National Park to be of assistance with the combating of accidental fires, when requested to do so and to report all fires.

## 2.2 Attitude

- 2.2.1 Discrimination with respect to race, colour and sex
- 2.2.1.1 Discrimination with respect to race, colour or sex is totally unacceptable to SANParks.
- 2.2.1.2 SANParks insists that all SANParks members and employees respect one another and respect each other's duties.
- 2.2.1.3 Disparagement, aggression, foul language or any form of intimidation toward another employee, will not be tolerated.
- 2.2.1.4 No physical violence of any kind between employees of SANParks will be tolerated and can be used as reason for dismissal.
- 2.2.1.5 Contravention of the above clauses will justify a disciplinary hearing and dismissal if found guilty.

## 3. ANGLING PRIVILEGES

### 3.1 Angling in waters within the boundaries of the Kruger National Park - General

- 3.1.1 According to Article 21(2) (f) of the National Parks Act, No. 57 of 1976 (as amended) and Regulation 46 (4), SANParks may allow its personnel to fish in stipulated areas within the boundaries of the Kruger National Park, subject to certain conditions.
- 3.1.2 To create uniformity, an angling licence has been drawn up and is obtainable on request, free of charge, from the local Section Ranger. It is available to SANParks employees or employees of other organisations permanently within the Park.
- 3.1.3 The rules and regulations applicable to licence holders are self-explanatory on the licence and everybody, in their own interest, is requested to study these conditions and strictly adhere to them. These regulations are recapitulated as follows:
- i) Under no circumstances may the licence holder fish at a site other than that indicated by the local Section Ranger.
  - ii) The use of boats or other vessels on the waters within the Park or on boundary rivers without permission is prohibited.
  - iii) Angling may only occur during the hours between sunrise and sunset. No night lines may be set.
  - iv) Family members of a licence holder may not fish unless accompanied by said holder (Lake Panic is the only exception).
  - v) Fishing sites must be left clean and unpolluted at all times.
  - vi) The following bag limits apply to any angler for a particular day:



Bream (all species)	6 – minimum length 15 cm
Yellow Fish	6 – minimum length 25 cm
Mud Fish (all species)	6 – minimum length 25 cm
Tiger Fish	6 – minimum length 25 cm
Barbel + other species	6 – minimum length 25 cm
Eels* must be released immediately	
<b>*The reason being that the Corumana and Massingiri dams in Mozambique, are interfering with the lifecycle of the eel and that these fish are in danger of becoming extinct upstream from these dams</b>	

- vii) Only fishing with a rod or line is allowed with no more than two rods per person. All other forms of fishing are strictly prohibited.
- viii) Swimming is prohibited.
- ix) The angling licence must be produced on request. **PLEASE NOTE:** Permission to fish within the boundaries of the Kruger National Park is reserved for employees of the SANParks and other permanent residents in the Park (Minimum of one year). People residing outside the Park along boundary rivers with a river frontage, are also afforded this privilege. This is a privilege and not a right and failure to comply with the above-mentioned conditions will result in the immediate suspension of all angling privileges.
- x) The capture and killing of any fish is restricted to certain areas and according to bag limits as stipulated in (vi) these spots will be allocated by the local Section Ranger in (i) Fish may only be caught and killed in manmade impoundments in rivers or streams that have their origin within the Park.

3.1.4 Every person fishing without a licence, in an area other than that designated by the Section Ranger, or found littering at the fishing site, will be prosecuted under the National Parks Act and if convicted, may be heavily fined.

3.1.5 The licence is only valid for the year of issue and must be renewed annually, is not transferable and must be signed by the holder. It is only valid and limited to the licensee, his wife and dependent children. Guests of staff members will not be allowed to fish in the Park, with the exception of Lake Panic, but will be allowed to accompany the holder at his own risk.

### 3.2 Fishing sites for Skukuza personnel

3.2.1 Fishing sites for Skukuza personnel are marked off along the Sabie River on the fishing road between the Sabie and Sand rivers. Personnel with angling licences may fish here without obtaining further permission.

3.2.2 The Sabie River in front of Skukuza Rest Camp, the staff village and further west is out of bounds and nobody is allowed to fish here without permission.

3.2.3 Lake Panic

3.2.3.1 Any employee or permanent resident of Skukuza, as well as their children and guests, may fish in this dam. Children may fish without supervision in the secured areas, but at the responsibility of the parents.

3.2.3.2 This concession is only valid for the small dam next to the golf course and not the LARGER dam upstream. This dam is out of bounds.

3.2.3.3 The tiger fish in Lake Panic are not breeding. If any of these fish are caught, please remove the hooks carefully and release them back into the dam.

### 3.3 Angling in the rest of the park

Personnel are allowed to fish in other areas in the park but only with prior permission from the specific Section Ranger, and at sites designated by him.



## 4. FIREARMS

### 4.1 Possession of firearms

No resident in a national park may be in possession of an unsealed firearm, except officials authorised to do so. Staff members are however, allowed to keep an unsealed shotgun, military weapon and/or pistol for self-protection in their home.

Children or adults may under no circumstances use an air gun or catapult in the KNP, except for target practice.

## 5. POLLUTION CONTROL

### 5.1 Litter

5.1.1 All residents of a national park are expected to foster the correct and proper attitude towards the natural beauty of our National Park and to refrain from marring it by scattering litter such as beer cans, papers, construction waste, etc. Where new roads, dams, bridges and buildings are constructed, it is the duty of the supervisor in charge to supervise the clearing away and proper burial of refuse at the site. Used diesel, bitumen and other drums as well as old grader blades must be disposed of regularly by the personnel responsible, and under no circumstances be allowed to lie about in the veld. Labour teams must not (if at all possible) camp within sight of tourist roads. It is the duty of every supervisor to draw the attention of all employees under his personal supervision to these matters. Littering will be viewed as a serious breach of conduct and offenders will be prosecuted under Article 43 (c) of the Regulations.

5.1.2 It is the duty of every resident of the Park to assist in the clearance of litter scattered by visitors.

### 5.2 Exotic plants in the Kruger National Park (KNP)

#### 5.2.1 General

All plant species that do not occur naturally in the KNP are considered exotic. These species can be divided into two categories, i.e. those that are known as aggressive invaders and those that are less aggressive. The potential of an exotic plant to become an aggressive invader must not be underestimated.

Invader plants are increasing in the Kruger National Park and have already caused drastic and irreversible changes to the area. This is a situation contradictory to the KNP's management objectives.

Most of the important invader species found in the Park have spread from gardens and the measures applied to control these plants costs tens of thousands of Rand annually.

#### 5.2.2 Laws applicable to invader plants

The following rules, as prescribed by the *Master Plan for the Management of the Kruger National Park* are applicable to exotic plants:

5.2.2.1 A list of prohibited exotic invader plants will be published in the *Code of Conduct* and will be amended when new exotic plants are discovered.

5.2.2.2 To prevent the introduction of invader plants into the Kruger National Park, personnel and other residents are prohibited from planting any decorative exotic tree or shrub that grow to a height of more than two meters, in their gardens. This does not include approved fruit trees. Existing exotic trees (which are not invaders) will be eradicated when premises are vacated.

5.2.2.3 A landscape approach to private gardening will be encouraged whereby residents will be able to plant more indigenous plants (available at a special price for personnel from the Skukuza Nursery - see 5.4).

5.2.2.4 Planting of exotic creepers against indigenous trees or shrubs is strictly prohibited.

5.2.2.5 A more relaxed attitude will be maintained toward smaller non-invasive, non-creeping exotic plants. These plants may be planted at the resident's own initiative.

5.2.2.6 Residents' gardens will be inspected periodically by personnel (appointed by the Standing Committee for Nature Conservation in conjunction with the KNP Community Association).

5.2.2.7 No indigenous trees may be removed from existing or new premises without the written consent of the Director: KNP or the Chairman of the KNP Community Committee (Skukuza), or the General Manager: Nature Conservation.

5.2.2.8 The planting of exotic trees and shrubs in rest camps is totally prohibited.

These rules must not be seen as prescriptive, but rather as an attempt to encourage healthy nature conservation practices in a national park.



## 5.2.3 Amended list of exotic plant species that are prohibited in the KNP

## 5.2.3.1 Declared exotic plant invaders

These plants are prohibited in the KNP in terms of the Law on Conservation of Agricultural Resources (1983):

<i>Acacia cyclops</i>	Rooikrans
<i>Acacia dealbata</i>	Silver wattle, silwerwattel
<i>Acacia longifolia</i>	Golden wattle, gouewattel
<i>Acacia mearnsii</i>	Black wattle, swartwattel
<i>Acacia melanoxylon</i>	Australian Blackwood, swarthout
<i>Acacia saligna</i>	Port Jackson, goudwilger
<i>Leptospermum laevigatum</i>	Australian myrtle, mirt
<i>Pinus pinaster</i>	Cluster pine, trosden
<i>Prosopis glandulosa</i>	Mesquite, muskiet

## 5.2.3.2 Declared weeds

These plants are prohibited in the KNP in terms of the Law on Conservation of Agricultural Resources (1983):

<i>Caesalpinia decapetala</i>	Mauritius thorn, kraaldoring
<i>Cannabis sativa</i>	dagga
<i>Cereus peruvianus</i>	queen of the night
<i>Cestrum aurantiacum</i>	yellow cestrum, inkbessie
<i>Cestrum laevigatum</i>	inkberry, inkbessie
<i>Chromolaena odorata</i>	triffid weed, paraffienbos
<i>Eichhornia crassipes</i>	water hyacinth, waterhiasint
<i>Hakea gibbosa</i>	rock hakea, hakea
<i>Hakea sericea</i>	silky hakea, syerige hakea
<i>Hakea suaveolens</i>	sweet hakea, soet hakea
<i>Harrisia martinii</i>	moon cactus, toukaktus
<i>Lantana camara</i>	lantana
<i>Opuntia aurantiaca</i>	jointed cactus, litjieskaktus
<i>Opuntia dillenii</i>	pipestem prickly pear, pypsteelturksvy
<i>Opuntia exaltata</i>	Longspine cactus, langdoringkaktus
<i>Opuntia ficus-indica</i>	prickly pear, turksvy
<i>Opuntia imbricata</i>	imbricate prickly pear, kabelturksvy
<i>Opuntia lindheimeri</i>	small round-leaved prickly pear, kleinrondeblaarturksvy
<i>Opuntia rosea</i>	rosea cactus, roseakaktus
<i>Opuntia spinulifera</i>	saucepan cactus, blouturksvy
<i>Opuntia vulgaris</i>	cochineal prickly pear, luisiesturksvy
<i>Opuntia stricta</i>	sour prickly pear, suurturksvy



<i>Paraserianthes lophantha</i>	stinkbean, stinkboon
<i>Pereskia aculeata</i>	Barbados gooseberry, Barbadosstekelbessie
<i>Pistia stratiotes</i>	water lettuce, waterslaai
<i>Rubus coneifolius</i>	American bramble, Amerikaanse braam
<i>Salvinia molesta</i>	kariba weed, watervaring
<i>Sesbania punicea</i>	red sesbania, rooi sesbanie
<i>Solanum mauritianum</i>	bugweed, luisboom

### 5.2.3.3 Potential exotic plant invaders

These plants, although not listed as declared weeds or exotic invaders by the Department of Agriculture, are prohibited in the KNP:

<i>Agave sisalana</i>	Sisal
<i>Antigonon leptopus</i>	coral creeper, koraalklimop
<i>Cardiospermum grandiflorum</i>	balloon vine
<i>Cassia didymobotria</i>	peanut cassia, grondboontjie kassia
<i>Convolvulus arvensis</i>	field bind weed, akkerwinde
<i>Ipomoea purpurea</i>	morning glory, purperwinde
<i>Jacaranda mimosifolia</i>	jacaranda, jakaranda
<i>Melia axedarach</i>	syringa, sering
<i>Macfadyena unguiscati</i>	cats claw, katteklou
<i>Morus alba</i>	white mulberry, wit moerbeï
<i>Nicotiana glauca</i>	wild tobacco, wildetabak
<i>Pennisetum purpureum</i>	pronkgrass, pronkgras
<i>Psidium quajava</i>	guava, koejawel
<i>Ricinus communis</i>	casteroil plant, kasterolieboom
<i>Solanum seaforthianum</i>	potato creeper, aartappel klim-op
<i>Spathodia campanulata</i>	flame tree, vlamboom
<i>Tecoma stans</i>	yellow bells, geelklokkies
<i>Trapa sps.</i>	Trapa
<i>Cortaderia sps.</i>	

## 5.3 The use of chemicals in the KNP

- 5.3.1 The use of all chlorinated hydrocarbon insecticides such as DDT, BHC, DIELDRIN, LINDANE, etc, on lawns, in houses, rest camps and other places in the Park, is strictly forbidden. It is essential to prevent pollution of the waters of the Park and the resulting poisoning of fish, birds and other animals.
- 5.3.2 Only insecticides approved by SANParks may be used within the boundaries of the Kruger National Park. These include Sevin (Karbaspary), Malathion or Direthrin. Other organic phosphate compounds such as Metasystox, Rogor, Lebaycid and Kelthane may also be used for specific purposes provided the relevant prescriptions are followed.



- 5.3.3 All insecticides and the use thereof must be approved by the Pollution Control Officer in the Nature Conservation Section. He will co-ordinate the buying and the use thereof according to instructions.
- 5.3.4 Any inquiries about invader plants or the removal of such plants may be directed to the Pollution Control Officer (Skukuza) or to a representative of the Nature Conservation Department.
- 5.3.5 All residents of a national park are expected to insist on environment friendly products and aerosol cans when purchasing domestic products.

#### **5.4 Provision of plants from the Skukuza Nursery to personnel**

- 5.4.1 The primary function of the Skukuza Nursery is to cultivate indigenous trees, shrubs and flowers for the decoration of the rest camps. Excess plants will be sold to the public.
- 5.4.2 Excess plants will be available, at a special rate, to staff members for their gardens (see Tariff Document). Please note that certain rare plant species cannot be supplied at the reduced rate. The Horticulturist's decision in this respect will be final.
- 5.4.3 Plants bought by staff members, are only for their own gardens and not for friends or family.
- 5.4.4 All plants sold to staff members will be recorded in a register and any staff member who abuses this will have his privileges terminated.
- 5.4.5 An appeal is made to all personnel to assist the Nursery with the collection of seed from indigenous plants in gardens, as the success of the Nursery depends on this. Only officials and personnel instructed to do so may gather seed in the veld. Nursery personnel can be contacted directly in this regard.
- 5.4.6 The Nursery personnel are available to assist staff members with regard to the planting and care of indigenous plants. Their daily task however does not allow them time to assist with the layout of gardens or to work in private gardens.
- 5.4.7 All *bona fide* requests for the donation of indigenous plants, must be directed either to the Director: KNP or the General Manager: Visitors Services, who will, in consultation with the horticulturist in charge, make a decision.

### **6. KEEPING OF POULTRY AND PETS**

#### **6.1 Poultry**

The SANParks has granted permission to personnel to keep poultry, subject to the following conditions:

- 6.1.1 All poultry must be kept in suitable cages. Any poultry found wandering outside residential sites will be destroyed.
- 6.1.2 Where poultry are kept in the immediate vicinity of rest camps (eg. Skukuza Staff Village), only hens may be kept, as roosters create a noise disturbance.
- 6.1.3 Chickens of both sexes may be kept on condition that as soon as the roosters begin to crow, they either be slaughtered immediately or removed from the Park.
- 6.1.4 Prior permission must be obtained from the General Manager: Nature Conservation if more than 10 chickens are to be kept.

#### **6.2 Pets**

##### **6.2.1 Pets - general**

- 6.2.1.1 No pets may be brought into the Kruger National Park without the permission of the Director: KNP.
- 6.2.1.2 Permission to keep pets which may become a nuisance to fellow employees or the public, or may escape from captivity and multiply unchecked, e.g. rabbits, hares, guinea-pigs and hamsters, will not be given.
- 6.2.1.3 No pets may be brought into the KNP, without the written permission of the local State Veterinarian or the possession of a veterinary no-objection permit. Pets brought into the Kruger National Park legally, must be examined by the State Veterinarian as soon as possible after arrival to ensure that infectious diseases such as cat flu, mange or pox, etc. are not introduced into the KNP. Pets that were brought into the KNP will not be permitted to leave without a written permit issued by the State Veterinarian.



If any of these animals become sick or develop skin lesions, they must be taken to a veterinary surgeon without delay for diagnosis and treatment.

6.2.1.4 All pets in the KNP will be examined from time to time by SANParks' veterinarian.

6.2.2 Pet Register

6.2.2.1 It is the duty of every resident of the KNP to provide a list of all pets in his/her possession to the General Manager: Nature Conservation for inclusion in the pet register.

6.2.2.2 In the case of dogs and wild animals, a description of the animal as well as the sex must be given. In the case of fish, species and numbers must be provided.

6.2.2.3 Mammal deaths must be reported in writing to amend the register.

6.2.3 Dogs

6.2.3.1 Only Section Rangers (officials) and persons mentioned under paragraph 6.2.3.4 are allowed to keep dogs in the KNP.

6.2.3.2 The following conditions are applicable:

- i) Written permission to keep a dog must be obtained from the Director: KNP.
- ii) Each case will be evaluated on merit. The staff member concerned will have to sign a written agreement to these conditions so that no misunderstanding will occur.
- iii) Dogs not kept under these conditions, will be taken away and destroyed or will be removed from the Park. An erring staff member will not be allowed to keep another dog.

6.2.3.3 General conditions for the keeping of dogs

- i) No permission will be granted for the possession of a lap dog, except in the case of personnel living in Phalaborwa Staff Village.
- ii) Only Section Rangers may keep a bitch that is able to breed.
- iii) Dogs may under no circumstances be outside residential sites or be allowed to wander around in rest camps.
- iv) Dogs must be closed in at night and must be discouraged from barking.
- v) Dogs must, in accordance with veterinary regulations, be inoculated once a year against rabies, once they reach the age of six months.
- vi) Any dog brought into the Park illegally will be destroyed.
- vii) Section Rangers are not allowed more than three dogs at a time.
- viii) Dogs are not allowed to be taken out of the Park without the permission of the State Veterinarian (Skukuza). Permits will not be issued if rule (v) above is not adhered to. This means that dogs in the Phalaborwa Staff Village are not allowed to be ferried backwards and forwards to town.
- ix) Prospective owners must have continual supervision of their dogs. Where both husband-and-wife work, this supervision is not possible except in the case of Malelane, Numbi, Kruger and Phalaborwa gates.
- x) When a staff member is transferred and the dog may not go along (see specific conditions), it is the responsibility of the owner to secure a suitable home for the dog - with his successor or outside the Park.
- xi) A staff member, who is transferred to a place where there is already a dog, will have to apply and sign the agreement, if he accepts the dog.
- xii) If a dog owner is away for any length of time, it is his duty to appoint a responsible person to care for the dog. All the relevant rules will be applicable to such a person, in other words, if the rules are not adhered to, steps will be taken as if the owner was responsible.
- xiii) Written notification must immediately be given to the General Manager: Nature Conservation when the owner disposes of his dog or when it dies. The normal application procedure must be followed when a new dog is to be acquired.

6.2.3.4 Areas where dogs are allowed to be kept, by whom and specific conditions

6.2.3.4.1 Phalaborwa Staff Village



- i) All the general rules and conditions are applicable.
  - ii) The dog can be of any size or breed (males or spayed bitches only).
  - iii) If the staff member is transferred elsewhere in the Park, the dog will not be allowed to accompany him (the dog will have to stay in Phalaborwa or leave the Park with the necessary permits from the State Veterinarian, Skukuza).
- 6.2.3.4.2 Entrance gates (Malelane, Numbi, Kruger, Phalaborwa, Punda Maria\* en Pafuri) (**\*Only applicable once gate officials live at the gate**)
- i. All the general rules and conditions are applicable.
  - ii. Only a bigger breed of dog, fit to be a watchdog, will be allowed. The Director: KNP must approve the type of dog.
  - iii. These dogs will only be allowed to accompany their owners if they are transferred to one of the above-mentioned gates or outside the KNP (with the necessary permission /permits from the State Veterinarian, Skukuza). Under no circumstances may the dogs accompany their owners to other places inside the KNP.
- 6.2.3.4.3 Mechanic / Road Foreman / Electrician - Shingwedzi
- i) All the general rules and conditions are applicable.
  - ii) Only a bigger breed of dog or a spayed bitch, fit to be a watchdog, will be allowed.
  - iii) The dog may not accompany the owner when he is transferred - unless he moves to Phalaborwa Staff Village or to one of the entrance gates.
- 6.2.3.4.4 Artisans working in the field for long periods and who are stationed permanently at Phalaborwa Staff Village.
- i) All the general rules and regulations are applicable.
  - ii) The dog may not be left in the veld during weekends and holidays.
  - iii) The dog will have to be trained in such a way that it will under no circumstances wander around in the veld or be a nuisance to any wild animal in the vicinity.
  - iv) The dog may not accompany the owner on foot into the veld (workplace excluded).
  - v) The dog must be restricted to the vehicle if it is necessary to call in at a rest camp while travelling to and from the temporary camp.
- 6.2.3.4.5 SAPS - Pafuri
- i) All the general rules and conditions are applicable.
  - ii) Dogs must stay inside residential areas.
  - iii) Pafuri is known for its stray dogs from across the borders and the possibility of rabies cannot be excluded. The inoculation program for these dogs must be strictly adhered to.
- 6.2.3.4.6 THEBA - Pafuri
- No dogs will be allowed.
- 6.2.4 Cats
- No cats are allowed as pets in the KNP. Domestic cats interbreed with the African wild cat, producing viable offspring. Domestic cats therefore threaten the indigenous species by hybridization. Any person knowing of domestic cats in the KNP is requested to immediately report it to the nearest Section Ranger.
- 6.2.5 Domestic pigeons
- May be kept in cages but are not allowed to fly around freely. If you do not already have pigeons you are requested not to acquire any.
- 6.2.6 Parrots, parakeets, lovebirds and other exotic birds
- 6.2.6.1 These may be kept on condition that precautions are taken to ensure that these birds do not escape. All cages must be registered with the General Manager: Nature Conservation, who will have irregular inspections. All cages must be properly locked.



6.2.6.2 Permission to keep the above-mentioned birds must be obtained from the Director: KNP and it is the owner's duty to register these birds with the Gm: Nature Conservation.

**PLEASE NOTE:** The above permission is subject to the following conditions:

- i) If the neighbours complain about the noise and it is justifiable, permission to keep birds will immediately be withdrawn.
- ii) The cages are suitable to keep the birds safely inside.
- iii) The cages are locked at all times.

#### 6.2.7 Horses

Only members of the Skukuza Equestrian Club and Section Rangers with the necessary permission, are allowed to keep horses.

##### 6.2.7.1 Conditions for membership of the Skukuza Equestrian Club

Any person who is a member of the KNP Community Association may become a member of the Skukuza Equestrian Club. Membership includes the whole family.

6.2.7.2 A member may purchase a horse on the following conditions:

- i) Permission must be obtained from the committee.
- ii) It is essential that a stable is available (there are only 12 at this stage).
- iii) The local State Veterinarian must issue a permit before such an animal may enter into the KNP.
- iv) Animals must be free of any external or internal parasites.
- v) Vaccination certificates against equine influenza are essential.
- vi) No stallions are allowed.

6.2.7.3 All members and their animals are subject to the domestic rules and financial regulations of the club.

6.2.7.4 Under no circumstances may a member ride a horse in the staff village or away from the club's paddocks after sunset.

#### 6.2.8 Tropical and other fish

6.2.8.1 These may be kept but special care should be taken to prevent the introduction of water plants, which may proliferate and spread into the water sources of the Park (e.g. water hyacinth, salvinia, water lettuce, etc.). If in doubt the Pollution Control Officer or the Scientific Services Section may identify plants.

6.2.8.2 Exotic fish may only be kept in places where they will be totally isolated and cannot enter the water sources of the Park. Fishponds in gardens are unsuitable for exotic fish.

#### 6.2.9 Indigenous birds and wild animals

6.2.9.1 No indigenous birds or wild animals may be kept in captivity without written permission from the Director: KNP.

6.2.9.2 No wild animals or birds of any description may be captured by personnel. This is a serious matter and subject to prosecution. When young antelope etc. are available, these animals will be offered to interested staff members by Nature Conservation. The person will then be able to keep these animals until such time that they can be set free or be used for research purposes.

6.2.9.3 Most wild animals become dangerous or a nuisance once they have reached maturity. The Director: KNP will determine the period and conditions, together with written permission to keep such animals. These animals must also be registered in the Pet Register by the Gm: Nature Conservation. These animals are under no circumstances allowed in rest camps.

#### 6.2.10 Other animals

No cattle, sheep, goats, pigs or any other domestic animal may be kept in the KNP without the necessary permission.

### 6.3 Cycads



- 6.3.1 Private ownership of cycads within the KNP, without the appropriate permits issued under the Ordinance of the Directorate of Nature Conservation and Environmental Affairs of Transvaal, is illegal.
- 6.3.2 Persons bringing cycads into the KNP without the necessary permits, will not be allowed to take these plants out of the Park again as all cycads, with the exception of those legally owned by employees, will be considered the property of SANParks.
- 6.3.3 To remove cycads from the Park, for whatever reason, without the necessary permits, will not only lead to prosecution by the Provincial Nature Conservation authorities, but also by SANParks for theft of SANParks property.
- 6.3.4 This is a serious matter and rules must be strictly adhered to, to prevent embarrassment.

## 7. CONTROL OF VENISON OR GAME PRODUCTS

- 7.1 Personnel are allowed to buy venison for private use. As the Kruger National Park hosts different diseases, for example foot-and-mouth, trichinosis and rabies, strict control with regard to the handling and transportation of raw meat to prevent the spread of diseases to the rest of the Republic, must be enforced. Venison will therefore be available on the following conditions only:
  - 7.1.1 No cooked or raw venison, biltong (except in unopened, sealed packets from the shops or Game Processing Plant (GPP), hides, animal hair, etc. may be removed from the Park without a permit.

**PLEASE NOTE:** Only elephant, hippo and zebra meat may be removed from the Park if a permit to do so has been obtained and if it has been processed by the GPP.
  - 7.1.2 Processed hides and trophies may be taken out of the Park but only if a veterinary permit to do so has been obtained.
  - 7.1.3 Anyone caught smuggling animals or animal products out of the Park, are punishable by law and liable to heavy fine. Transgressors will forfeit all privileges with regard to the buying of venison.
  - 7.1.4 Trading in venison is not allowed.
  - 7.1.5 The meat of domestic animals (beef, lamb and pork), sealed in packets (as bought in the Staff and Tourist shops), may be taken out of the Park.
  - 7.1.6 Any form of poultry meat may be taken out of the Park.

## 8. DANGEROUS ANIMALS

Although individual premises are fenced in the Skukuza and Phalaborwa staff villages as well as other homes in the KNP, it must be realised that the streets and the rest of the areas outside of these premises are not safe, and frequented by dangerous animals. These animals may be a danger to man, especially after dark and certain precautions must be taken for your own safety.

### 8.1 The closing of gates in all fenced areas at night

All gates must be closed between sunset and sunrise. SANParks accepts no responsibility for injury or deaths that may occur due to attacks by wild animals. Dangerous and other wild animals have already been killed on numerous occasions in the past after entering gardens where the gates were left open during the night. The killing of these animals was unnecessary and strict action will be taken against persons who purposefully or carelessly leave their gates open at night.

We have to bear in mind that in the KNP, the interests of wild animals are of paramount importance and people who fail to close their gates at night, imperil the animals' lives. When animals that wander into enclosures around human habitations are dangerous species, these people will be held responsible for the injury or death of their children or other inmates of their homes and also for the risks run by their colleagues to catch and remove these animals.

**PLEASE NOTE:** It is definitely not safe to be on foot outside of fenced areas after dark.

### 8.2 Duty of parents with regard to their children



The staff villages are not fenced and it is the duty of every parent to see that their children:

- i) are home by sunset; and
- ii) do not wander around in the bush or dense vegetation,

## **9. PERSONNEL RELATIONS AND CONDUCT TOWARDS THE PUBLIC**

### **9.1 Personnel Relations**

- 9.1.1 The Nature Conservation Department and especially the Section Rangers, bear the responsibility of executing the rules laid down in the National Parks Act, Regulations and *Code of Conduct* in their respective sections. As executors of SANParks' authority it is necessary for them to be informed at all times of all activities, and especially unusual activities, in their sections. It is therefore not only an act of courtesy, but also a necessity that all employees of other divisions report to the rangers when carrying out their duties in his section. It is important that the personnel in charge of workmen engaged in the construction of all new roads, buildings, etc. in a section, report these activities to the relevant ranger. When firebreaks or no-entry roads in the area are used, the Section Ranger must be informed. Unscheduled night trips and other similar unusual activities must also be reported.
- 9.1.2 The executive powers of rest camp staff are limited to the confines of the rest camp only and these employees may not for example, collect plants outside rest camps for planting inside rest camps, without permission from the Nature Conservation Department.
- 9.1.3 No employee who spends the night or works in a rest camp may leave the rest camp without the necessary late permit obtainable from the local Section Ranger. He must also sign the book kept by the Night Watchman.
- 9.1.4 It is the duty of all SANParks employees working in the Kruger National Park to report the following events to the nearest Section Ranger's office: fires, carcasses, sick or injured animals, accidents, condition of roads and bridges, (especially during the rainy season), offences committed by visitors, guests or personnel, footprints and/or pedestrians or any other irregularities brought to their attention.

Any Section Ranger or member of the SAPS may sign an affidavit concerning the Park's Act. If you feel concerned about any offence that took place in your presence, for example the feeding of animals, being outside a vehicle or littering, such an offender can be prosecuted if you give a sworn statement to one of the above-mentioned officials. (This is applicable to any member of the public).

You must however, take note of the following:

- i) Detail concerning the day, date, time, place and nature of the offence.
  - ii) You must be able to identify the offender if it becomes necessary at a later stage. Take note of what the offender looks like and what clothes he/she is wearing.
  - iii) Obtain as much information as possible from the offender, for example, name, street, postal and work address, telephone number, ID number and occupation. The vehicle registration number, model and colour is of utmost importance if it later becomes necessary to locate the offender should the above information be incorrect.
  - iv) It will be easier to obtain the above information if you are dressed in uniform or are able to identify yourself by means of your Personnel ID card. However, prepare yourself for possible verbal confrontation.
  - v) You can also warn the offender that you are going to prosecute him/her and for what reason.
  - vi) A minor can only be prosecuted when he/she is caught driving a motor vehicle without a valid driver's licence. The person, who gave him/her permission to do so, will also be prosecuted.
  - vii) Overseas visitors are not prosecuted unless they can be taken directly to the SAPS where they can be fined immediately.
- 9.1.5 The Section Ranger is responsible for discipline in the staff living quarters where there is no Staff Living Quarters Manager to deal with these matters.
  - 9.1.6 Staff members whose duties do not include serving the public, are requested to refrain from being behind the counters in reception offices, shops and restaurants (this applies especially to children and friends of staff members).



- 9.1.7 It is vitally important that personnel from various departments and sections respect the duties and functions of their colleagues. Negative criticism and interference in each others duties can only lead to discord. It should be borne in mind that all personnel employed by the SANParks, or representatives of other divisions, are dedicated to the same ultimate objective (also see 2.2).

## 9.2 Conduct towards the public

- 9.2.1 Employees in the KNP may not use offensive language in public or on the radio, must keep their language as refined as possible and in their dealings with the public, always be courteous and helpful.
- 9.2.2 Employees may under no circumstances appear in public or drive a vehicle while under the influence of liquor or drugs. In general, their conduct must at all times be an honourable reflection of the organisation that they represent.
- 9.2.3 No employee may consume liquor while in official uniform, except in the case of a formal official function.
- 9.2.4 No employee may give incomplete, erroneous or undesirable information to visitors to the Park or to the public outside its boundaries. Care should be taken not to give information about other organisations. Refer all enquiries to the department concerned.
- 9.2.5 No employee may masquerade as an official that he is not entitled to be.

## 10. UNIFORM

### 10.1 General

- 10.1.1 Those compelled to wear the prescribed uniform, are:
- 10.1.1.1 All staff members stationed in the Kruger National Park.
- 10.1.1.2 All temporary staff members employed in the Kruger National Park who have more than six months service.
- 10.1.1.3 Every staff member authorised to do so by the Chief Executive Director and/or Director: KNP.
- 10.1.1.4 Only the prescribed uniform must be worn when on duty.
- 10.1.1.5 The Director: KNP may also authorise an employee from a Government Department, or any other person stationed in the KNP, who in the execution of his duties furthers the interests of the Park, to wear a uniform.
- 10.1.1.6 The formal uniform (men) is subsidised and officially allocated to specifically nominated employees. Any other employee may however, purchase the official uniform at his/her own expense providing he/she adheres to the rules.
- 10.1.2 Times and venues when uniform should be worn
- 10.1.2.1 No employee may wear a uniform outside the boundaries of the KNP unless in the execution of his duties.
- 10.1.2.2 Under no circumstances may liquor licensed premises (bars) be entered while in uniform. Alcohol abuse while in uniform will not be tolerated.
- 10.1.3 Disciplinary action
- 10.1.3.1 Should any staff member, while wearing uniform, be guilty of misconduct, his divisional head will immediately remove his epaulettes. Only after a satisfactory disciplinary investigation or civil suit, will they be returned to him.
- 10.1.3.2 No staff member may wear epaulettes unless clad in full uniform.
- PLEASE NOTE:** Epaulettes always remain the property of SANParks and must be handed in on resignation.
- 10.1.3.3 Uniforms must always be clean and neat and threadbare epaulettes must be handed in regularly for replacement. All staff members are issued with two pairs of epaulettes when assuming duty and thereafter they are entitled to exchange one worn pair of epaulettes for new ones every year. In cases where epaulettes are lost, one new pair per annum can be bought at cost price.
- 10.1.3.4 Hair must be neatly cut and combed at all times.

### 10.2 Male Personnel - Uniform Regulations

- 10.2.1 List of formal uniform pieces

Jacket	Dark green
Long pants	Camel



Shirts	Long-sleeved (beige)
Shirts	Short-sleeved (beige) with epaulettes and open neck
Jersey	Green, short/long-sleeved with SANParks badge
Tie	Green with SANParks badge
Belt	Brown leather
Socks	Camel
Shoes	Brown (polishable) or Suede in algae or sand colour

Available from the Administrative Warehouse Skukuza.

#### 10.2.2 Combinations of formal uniform

<b>Formal dress (No. 1)</b>	
Jacket	Dark green
Shirt	Long-sleeved (beige)
Long Pants	Camel
Tie	Green with SANParks badge
Belt	Brown leather
Shoes	Brown - polishable (not Grasshoppers)
Socks	Camel
Jersey	Camel
Service badge	on left lapel

<b>Formal dress (No. 2)</b>	
Shirt	Short-sleeved (beige with epaulette and shoulder badge)
Long Pants	Camel
Belt	Brown leather
Shoes	Brown polishable (Grasshoppers as well) or suede in algae or sand colour
Socks	Camel
Jersey	Green, short/long- sleeved
Service badge	Above inside corner of left shirt pocket
Name plate	Above right shirt pocket

#### 10.2.3 List of normal uniform

- Long Pants – Khaki
- Shorts – Khaki
- Shirt - Short-sleeved, open neck khaki with epaulettes
- Shirt\* - Long-sleeved, khaki with epaulette
- Socks - Long, khaki
- Jersey - Green long-sleeved with SANParks badge
- Jersey - Green pullover with badge



- Jacket - Khaki windbreaker
- Jacket - Green military style
- Bush Jacket - Khaki with epaulettes
- Shoes - Grasshoppers - brown polishable or suede in algae or sand colour
- Belt - 32 mm canvas with military copper buckle
- Bush hat – Green
- Shoulder badges
- Service badge
- Section identification badge – metal
- Name plate

**\*These items are not available from the warehouse but will be ordered on request**

**PLEASE NOTE:** All other jackets as well as the khaki jersey, were phased out at the end of 1990 and may not be worn as part of the uniform.

10.2.4 Combinations of normal uniform that may be worn:

10.2.4.1 Combination 1

- Pants - Short or long pants
- Shirt - short-sleeved open neck with epaulettes or long - sleeved with epaulettes
- Shoulder badge
- Service badge - above top inside corner of left shirt pocket
- ID badge - Section, metal, above left shirt pocket
- Name plate - Above right shirt pocket (where applicable)
- Security card - On right inside collar of shirt
- Belt - Khaki "webbing" with copper military buckle
- Socks - Long khaki
- Shoes - Preferably Grasshoppers, brown polishable or suede in algae or sand colour
- Jacket - Military style green jacket or khaki windbreaker
- Jersey - Green with or without sleeves, on its own or underneath jacket
- Bush hat - Optional

10.2.4.2 Combination 2

Bush jacket - Khaki jacket with epaulettes and shoulder badge instead of a shirt

No jacket or jersey, except the green military style jacket, may be worn over the bush jacket.

The rest as in 10.2.3

10.2.4.3 Section Rangers and field personnel

Neat lace-up boots are allowed. While in the field, any type of shoe may be worn but inside a rest camp or office building, the prescribed shoes or boots must be worn. No other clothing or non-uniform pieces may be worn with the working uniform.

10.2.4.4 Trail Rangers

Must wear the prescribed uniform at all times because they work with the public.



10.2.4.5. Identifiable uniform pieces are not to be combined with other clothing or be worn in a private capacity.

### 10.3 Female Personnel - Uniform Regulations

10.3.1 List of uniform pieces

- Short sleeve shirt
- Long sleeve shirt
- Windbreaker
- Skirt without pleat
- Skirt with pleat
- Short sleeve shift dress
- Short sleeve dress with waist
- Waistcoat
- Culottes
- Slacks
- Green blazer
- V-neck long sleeve jersey
- V-neck pullover
- Cardigan
- Green scarf
- White scarf
- Scarf ring
- Webbing belt
- Brass buckle
- Service badge
- Epaulette
- Name plate

10.3.2 General

Female personnel must bear in mind that their uniforms give one the impression of a formal uniform, emphasised by the epaulettes. The person wearing these epaulettes can immediately be identified as an employee of SANParks. The uniform must therefore always be worn in the correct way and with circumspection and pride.

10.3.2.1 Uniform combinations: Prescribed uniform may be worn in any suitable combination.

10.3.2.2 Uniform shoes: Only suitable plain coloured beige, brown or green shoes or sandals with a heel are allowed. Flat slip-on sandals (slops) are not acceptable.

10.3.2.3 Service badge

SANParks' Service badge is:

- worn in the middle left pocket flap of the blouse or dress
- worn on the blazer's left lapel and may also be worn on the waistcoat
- not worn on a jersey

10.3.2.4 Name Plate: Worn above the right shirt pocket.

10.3.2.5 Epaulettes: It is compulsory to wear epaulettes.



- 10.3.2.6 Belt: The prescribed webbing belt (available from the Admin Warehouse) may only be worn with the slacks.
- 10.3.2.7 Stockings: Flesh-coloured stockings are optional. No coloured stockings or stockings with patterns are allowed.
- 10.3.2.8 Jewellery: Jewellery is restricted to the following only:
- a watch;
  - gold or ivory studs - no hanging earrings;
  - prescribed scarf with ring;
  - a wedding ring set plus one other ring - a maximum of three rings.
- 10.3.2.9 Hair: No extravagant or ostentatious hairstyles are allowed. A neat comb or clip in the hair is acceptable while a scarf in the hair is not.

## 11. LOYALTY TOWARDS SANParks

Loyalty towards colleagues, superiors and SANParks, can only be promoted when personnel refrain from discussing or criticising management policies with outsiders. The necessary infrastructure exists where internal policies, (especially SANParks' contentious culling policy, veterinary restrictions, etc.) and differences can be discussed via the correct channels and by way of memoranda brought to the attention of SANParks.

Personnel who disregard this rule are disloyal to their colleagues and employer and such an offence will be viewed in a serious light. To promote unity, non-SANParks employees permanently residing in a national park, must refrain from discussing the SANParks or the personnel's management policies with outsiders. The opposite is just as important.

## 12. CARE OF SANParks' PROPERTY

It is a prerequisite that all SANParks' buildings, vehicles, equipment and other possessions be handled with utmost care to prevent unnecessary damage.

Should any property belonging to the SANParks be damaged wilfully or through negligence, such an employee will be held responsible for the restoration or replacing costs thereof.

### 12.1 General care and maintenance - Property of SANParks

For the attention of personnel: See Procedure Document Attached

- 12.1.1 It is an offence to use or have in possession any appliance or equipment of SANParks for private use.
- 12.1.2 No property belonging to SANParks may be on private premises if it does not belong there.
- 12.1.3 Any movable item belonging to SANParks found on employees residential plot must immediately be returned to its rightful place or handed to the section head concerned.
- 12.1.4 There must be strict supervision of SANParks' property and items must not be left lying around.
- 12.1.5 A staff member is responsible for the condition of his house as well as for the neatness of his residential plot and immediate surroundings.
- 12.1.6 Tenants of SANParks' property may under no circumstances erect any new building, structure or shed or make any structural alterations, extensions or additions to existing structures, without the written consent, in terms of existing procedures by the General Manager: Technical Services.
- 12.1.7 Residents will be held responsible for the replacement of windowpanes, wire-gauze and fencing which has been damaged in any way besides normal wear and tear. Any repairs or painting that may become necessary due to the tenant's actions will be charged to the tenant's account. Houses are inspected annually by Technical Services according to existing guidelines, to facilitate regular maintenance.
- 12.1.8 Under no circumstances may walls be painted or wallpaper hung, without previous written permission from the General Manager: Technical Services. If this is done without approval the restoration of such walls will be charged to the account of the person responsible.



- 12.1.9 No creepers or plants, which may cause damage to a building, may be cultivated. Where this has already been done, the cost of removal of the plant and repair of walls or buildings will be charged to the tenant's account.
- 12.1.10 Personnel in charge of vehicles, are at all times responsible for the condition of these vehicles and may only use them in the performance of official duties (also see Chapter 14).
- 12.1.11 With prior permission from the Manager: Vehicle Fleet and under certain conditions, personnel may hire official vehicles for private use. Each case will be reviewed on merit.

## **12.2 Conditions of electricity supply to private users (see Procedure Document)**

- 12.2.1 Electricity will be supplied to all houses in areas where it is available. (See Tariff Document for applicable tariff.)
- 12.2.2 The electricity supply to a house will only be switched on once the wiring of such a house complies with the SABS 0142-1987 code for the wiring of premises as well as the Electrical Installation Regulations of the Law on Machinery, Occupational Safety and Hygiene. Please take note that the responsibility lies with the tenant of a house to make sure that the electrical wiring of his personal apparatus and installations, complies with the standard specifications.
- 12.2.3 Any alterations and additions to existing electrical installations may only be carried out and inspected by the electrical section after alteration of the existing plan as approved by the General Manager: Technical Services and Manager: Electromechanical Services.
- 12.2.4 Any defects in the electrical wiring of a house must be reported to the General Manager: Technical Services and the Manager: Electromechanical Services without delay.
- 12.2.5 The SANParks as the supplier of electricity, has the right to inspect premises from time to time to ensure that the electrical installations comply with standard regulations. Any additions or alterations to existing electrical installations not done according to the prescribed procedures, will have to be removed or corrected within fourteen (14) days of written notification. The SANParks reserves the right to remove any such installations or to discontinue the electricity supply to the house, should there be a safety risk.
- 12.2.6 The replacement of light bulbs or the repair of any electrical equipment that was not supplied by the SANParks, is the responsibility of the tenant and will only be repaired by the Electromechanical Section if charged to the account of the tenant.
- 12.2.7 Although everything possible is done to supply uninterrupted electric power to all users, the SANParks cannot be held responsible for any damage or loss as a result of power failures.

## **12.3 Workshops and machinery**

- 12.3.1 Unauthorised use of machinery
  - 12.3.1.1 The use of machinery in any of Technical Services, Nature Conservation (Instrument-maker, Flight Engineer) or the Communication Department's workshops by unauthorised individuals, is strictly prohibited. According to the Occupational Health and Safety Act and Regulations, workshops are registered as factories and qualified; authorised personnel may only use machinery in their official capacity.
  - 12.3.1.2 The use of machinery by "qualified" personnel without prior permission from the head of the workshop in question (whether for private or official work) is strictly prohibited.

## **13. PRIVATE RESTORATION AND CONSTRUCTION WORK: SANParks EMPLOYEES AND OUTSIDE INSTITUTIONS – AFTER HOURS**

### **13.1 Procedures**

- 13.1.1 Lodging of applications

All applications must be directed to the General Manager: Technical Services or the General Manager: Nature Conservation (in the case of the Instrument Maker).
- 13.1.2 Format of applications
  - i) No formal application form is prescribed but all applications should be in writing.
  - ii) The staff member's name and personnel number must be on the application and it must be signed.
  - iii) A description of the repair and/or construction work should be clearly indicated.



- iv) The application will serve as authorisation to incur any expenditure and to recover the costs from the staff member's salary.

#### 13.1.3 Authorisation and allocation of jobs

Only the General Manager: Technical Services and the General Manager: Nature Conservation are allowed to grant permission to applicants for repair and/or construction work.

The General Manager: Technical Services or General Manager: Nature Conservation will after approval, assign the task to the Section Manager who will be responsible for delegating the task to the artisan under his control. The approved application will be sent to the Admin. Officer to issue the job card.

#### 13.1.4 Issuing the job card

On receipt of the approved application from the General Manager: Technical Services, or General Manager: Nature Conservation, the Admin. Officer will issue a job card in triplicate to the Section Manager concerned. The job card should clearly be marked in red "PRIVATE WORK", with the staff member's name and personnel number on it.

- 13.1.5 Should any spare parts be needed from the Admin. Warehouse for the repair and/or construction work, the job card will serve as permission to draw spare parts or material against the staff member's private account. No spare parts and/or material will be drawn against a budget vote.

Costs of these spare parts and/or materials will be processed through the warehouse system to be recovered from the staff member's salary.

On completion of the repair and/or construction work, the artisan will book the number of hours spent on the job separately on his time sheet, with the staff member's personnel number in the budget column.

When the time sheets are processed, the labour costs will be recovered from the staff member's salary.

The staff member must, in collaboration with the artisan, buy the spare parts and/or material himself should it not be in stock.

#### 13.1.6 Filing of applications and job cards

The administrative personnel concerned must file the application, together with the duplicate job card, for a period of 12 months.

The Section Manager concerned will file job cards that have been endorsed by the artisan after completion of the work.

## 14. TIMES OF TRAVEL AND TRANSPORT

### 14.1 Travelling times

Staff members must preferably undertake all official and private journeys inside the Park during daylight hours, but in case of an emergency or unforeseen circumstances or in the execution of official duties, permission will be granted to travel after closing time from entrance or rest camp gates.

#### 14.1.1 Official night journeys

- 14.1.1.1 To identify oneself to the local Section Ranger when travelling after hours in the Kruger National Park, the vehicle's hooter must be blown twice, three times in succession, when passing the ranger's dwelling or you must identify yourself by means of the VHF radio. Action will be taken against any staff member who ignores this instruction. Supervisors in charge should instruct all drivers accordingly.

- 14.1.1.2 When employees in the execution of their duties are compelled to travel after dark, guests are not allowed to accompany them unless the necessary permission has been obtained.

#### 14.1.2 Unofficial night journeys

- 14.1.2.1 Without the permission of the Director: KNP or an official of the Department of Nature Conservation, no person may be at any place in the Park except in a rest camp or in a residential area, before official opening or after closing times of the gates.

- 14.1.2.2 Any person who is outside of a rest camp or residential area after the official closing time or before the official opening time of the gates, having been unable to obtain the necessary permission in advance, must submit a written report to the General Manager: Nature Conservation or the local Section Ranger without delay. Where justifiable, late permits



may be requested from the Nature Conservation office or from a Section Ranger. Late permits must be obtained during normal office hours and only in case of an emergency may officials be bothered after hours or during weekends.

- 14.1.2.3 The person driving a vehicle on an unofficial night journey must also give the prescribed hooter signal when passing a Section Ranger's house.
- 14.1.2.4 Guests and children of personnel may not travel on public roads after hours unless a staff member to whom the necessary permission has been granted accompanies them. Independent children of personnel stationed at Skukuza, may apply to the Nature Conservation Offices for an after-hours permit to pass through Kruger Gate (only for visits to their parents).

**PLEASE NOTE:** Under no circumstances are guests allowed to accompany employees on unofficial after hour trips.

## 14.2 Transport

- 14.2.1 For identification purposes each permanent staff member or permanent resident of the KNP, must affix an official "kudu head" disc (emblem) to the windscreen of their private vehicle. New employees (or first issues) will be given the necessary letter of employment and be referred to the Nature Conservation Offices by the Division: Human Resources. Replacements or additional discs must be obtained directly from the Nature Conservation Offices.

Emblems will only be issued to permanent personnel/residents of the KNP only if the vehicle is registered in the specific person's name and if the person is in possession of a valid driver's licence. No children, dependent or independent, may obtain a disc.

Under no circumstances will emblems/discs be issued to students or to temporary personnel.

This disc remains the property of the SANParks and must be returned to the Nature Conservation Office upon resignation.

- 14.2.2 To obviate liability in case of an accident, persons not employed by SANParks may not be transported in SANParks vehicles (excluding a staff members' family). The former will only be allowed in exceptional instances and with prior permission from the Executive Director or Division Manager.
- 14.2.3 When any employee travelling in an official vehicle is involved in an accident with another vehicle an animal or an object, the accident must immediately be reported to the nearest Section Ranger and the Manager: Vehicle Fleet (also see 14.4.5).
- 14.2.4 No person (staff member or guest) may transport passengers in an open vehicle on roads accessible to visitors, unless in the course of official duties or unless the office of the General Manager: Nature Conservation has granted the necessary permission.
- 14.2.5 No open vehicles are allowed in rest camps or on visitor roads.

## 14.3 Drivers licences

No person, who is not in possession of a valid driver's licence, may drive a vehicle in the Park.

### 14.3.1 Driving SANParks vehicles without a licence

All SANParks employees, who have vehicles permanently assigned to them as well as staff members in charge of the allotment of SANParks vehicles, must pay strict attention to the following:

- i) No person may drive a SANParks vehicle (including a tractor), unless licensed to do so. It is the duty of every employee to ascertain that colleagues are in possession of the appropriate licence before permission is granted to drive a vehicle.
- ii) Strict measures will be taken in cases where permission was granted to a person to drive a vehicle without the necessary proof of licensing and where damage was caused. The employee that granted permission will also be held liable for any extra payment that may be raised by SANParks.

## 14.4 Conditions for the use of SANParks vehicles

Each employee in charge of, or who drives an official vehicle, must sign an agreement to the following conditions for the use of SANParks vehicles:



- 14.4.1 No official vehicle may be used without the signing of a contract.
- 14.4.2 No official vehicle may be used for private purposes without permission from the Manager: Vehicle Fleet of the Manager of the section concerned.
- 14.4.3 No alcohol or drugs may be used when driving an official vehicle.
- 14.4.4 After-hours and during weekends official vehicles must be parked inside a fenced-in area and if possible, under cover. This excludes vehicles in the veld or where special permission was granted by the Director: KNP or someone delegated by him.
- 14.4.5 Any accident, minor or otherwise, must be reported and an accident report be filled in accurately and handed to the Manager: Vehicle Fleet as soon as possible. Any serious accidents, especially where injuries and/or visitors/guests are concerned, must be reported to the nearest SAPS Station.
- 14.4.6 As negligence or possible liability can be determined from the report, the accident report must be completed as accurately as possible.
- 14.4.7 All traffic rules must be adhered to as fines will be payable by the transgressor.
- 14.4.8 Make sure that the licence disc, emblem and the vehicle's Park number are clearly visible.
- 14.4.9 Before undertaking any journey, the vehicle must be checked for obvious defaults.
- 14.4.10 The vehicle must be clean and tidy at all times.
- 14.4.11 Vehicles must be serviced timeously.
- 14.4.12 The latest service sticker must be displayed and available when inspections are done.
- 14.4.13 Defaults must be reported without delay.
- 14.4.14 Job cards must be checked after a service or repair and must be signed if the job was completed satisfactorily.
- 14.4.15 The service record must be completed and kept in the cubbyhole.
- 14.4.16 The radiator, battery and oil levels must be checked regularly.
- 14.4.17 Tyre condition and pressure must be checked regularly.
- 14.4.18 Fuel and oil consumption must be checked and controlled against the norm that is set for the specific vehicle.
- 14.4.19 The logbook must be completed accurately and regularly.
- 14.4.20 Check that the fuel, radiator and oil caps are replaced.
- 14.4.21 Fuel coupons must be completed correctly.
- 14.4.22 Journeys should be planned carefully.
- 14.4.23 Journeys booked to unauthorised budget votes will be charged to the account of the transgressor.
- 14.4.24 Always be careful, discerning and considerate when driving.
- 14.4.25 Keep to the appropriate speed limit and be especially considerate when passing visitors.
- 14.4.26 Keys must not be left in a parked vehicle.
- 14.4.27 All enquiries must be directed to the Manager: Vehicle Fleet.

#### **14.5 Motorcycles (private)**

Motorcycles are noisy and disturbing to the atmosphere of a national park, therefore the following regulations will be strictly enforced:

- 14.5.1 Written permission to keep and ride a motorcycle must be obtained from the Manager: Protection Services.
- 14.5.2 The Manager: Protection Services will define which roads may be used for motorcycles.
- 14.5.3 Only SANParks employees or personnel living in Skukuza or Phalaborwa will be given permission to ride a motorcycle in the Park.



- 14.5.4 Anyone riding a motorcycle must be in possession of a valid driver's or learner's licence.
- 14.5.5 Noise as a result of defective exhaust systems of motorcycles will not be tolerated. The following regulations are specifically applicable:
- 14.5.5.1 Skukuza and surrounding area:
- i) Motorcycles may be used to travel to work.
  - ii) Under no circumstances may a motorcycle be ridden in the rest camp (except en route to work).
  - iii) Motorcycles may be ridden anywhere within the personnel village during daylight hours (Monday to Saturday). Motorcycles may not be used for private purposes on a Sunday.
  - iv) Visitor roads outside the perimeter of the staff village and rest camp are not to be used; therefore, personnel from Huhla and Sand River SANDF-base will not be permitted to travel to work on motorcycles.
- 14.5.5.2 Phalaborwa:
- i) Written permission must be obtained from the Manager: Protection Services before a motorcycle may be used.
  - ii) The shortest route between the staff member's house and the entrance gate is to be used.
  - iii) No pleasure trips will be allowed.
  - iv) Applications from high school children of personnel, who are in possession of a valid licence, will be considered.

## 15. TRAFFIC CODES AND SPEED LIMITS

### 15.1 Traffic codes

All SANParks employees and residents of the Kruger National Park, whether driving an official or private vehicle in the Park, are always expected to set an example to other road users. Although personnel and residents are allowed to drive at higher speeds than the visitors do, care should be taken to do so as unobtrusively as possible. Another vehicle must be approached and passed at a reduced speed, decelerating as soon as an oncoming vehicle is sighted, and only accelerating to the permissible speed once other vehicles are out of sight.

### 15.2 Speed limits for personnel

- 15.2.1 The maximum speed limit of 65 km/h outside rest camps and staff villages is valid for all SANParks employees and staff members of other organisations working in the Kruger National Park. This speed limit applies to all official and private vehicles and may only be exceeded under exceptional (emergency) circumstances.
- 15.2.2 A margin of 5 km/h will be allowed for possible defects of the vehicle's speedometer. All persons travelling in excess of 75 km/h will however be prosecuted, as are visitors who exceed the speed limit, regardless of rank or status in SANParks' service.
- 15.2.3 Official visitors to the Kruger National Park must observe the stipulated speed limit of the road concerned, unless permission has been obtained from the Manager: Protection Services to travel at the personnel's official speed limit. Written permission will be given in meritorious cases.
- 15.2.4 Guests and independent children of staff members must always observe the stipulated speed limit.
- 15.2.5 In rest camps and staff villages, the stipulated speed limit must be adhered to.

## 16. CONTROL AT ENTRANCE AND REST CAMP GATES

### 16.1 Entrance gates

#### 16.1.1 General

It is the duty of any resident of the KNP, to report to the tourist officer on duty at entrance gates when leaving or entering the Park during official entrance times.



No official visitor or guest to the KNP, who arrives after closing time at entrance gates, will be allowed to enter the Park if not met by a SANParks employee or permanent resident of the KNP. The official visitor or guest may then travel in his own vehicle to his destination accompanied by the employee. In these instances, late permits must be organised beforehand by the host. Only in emergencies, such as sickness or a SAPS investigation, will anybody be allowed to enter after closing time without an official late permit.

#### 16.1.2 Paul Kruger Gate

##### 16.1.2.1 Normal gate hours

The use of the Paul Kruger Gate Road and the gate during the day is subject to the normal rules and regulations that apply to other roads and gates in the Park.

##### 16.1.2.2 After-hour use of the Paul Kruger Gate

The after-hour use of the Kruger Gate is for the convenience of personnel living permanently at Skukuza and permission to use this road to the gate (after hours), without official consent, is subject to the following conditions:

- i) Where possible the route through the staff village must be used.
- ii) Only vehicles belonging to staff members with the official emblem disc attached to the windscreen will be allowed to enter or leave the gate after hours. Should the vehicle not have a disc (for example a new vehicle or Avis vehicle) prior arrangements must be made with someone to take a late permit to the gate (to the Security Guard not the Tourist Officer).
- iii) This concession is only applicable to personnel living permanently in the Kruger National Park and not to guests and independent children of staff members. A permanent arrangement may however be made at the Nature Conservation Offices for children to enter after-hours (also see 18.2).
- iv) When staff members accompanied by guests or other unauthorised persons in their own or unauthorised vehicles use the road and gate after-hours, a late permit must be obtained beforehand from the Nature Conservation Offices. In *bona fide* cases where a person that is not employed by the SANParks has to use the road after-hours, a late permit must also be obtained beforehand from this office. In all cases where unauthorised persons leave the Park after hours, the late permit must be handed to the Night Watchman after the register has been signed. If returning the same night, the late permit must be kept and only handed to the Security Guard during the return trip.
- v) **PLEASE NOTE:** No late permit will be issued for guests arriving after hours, unless the staff member produces an entrance permit for the guests (obtainable at reception or issued against a free guest permit). Guests brought in and taken out of the Park by staff members after hours without any record, is not acceptable. In case of an emergency a late permit will be issued on condition that a free permit of authorisation is obtained from Reception the following morning. Guests arriving at entrance gates without the valid free permits of authorisation, will be liable to pay the entrance fees before leaving the Park. Personnel that deliberately bring guests into and out of the Park without entry permits, will be prosecuted and/or forfeit this concession.
- vi) The road and gate may only be used for *bona fide* trips out of and into the Park.
- vii) Under no circumstances may staff members, alone or accompanied by guests, use the road for pleasure trips or game viewing after official closing times. Anyone caught, will forfeit all privileges with regard to the after-hours use of this road, and will, as in the past, have to make prior arrangements for late permits to use this road.
- viii) Anyone passing through Paul Kruger Gate after-hours, must sign the Official Register and supply the relevant information regarding name, vehicle registration number, time of departure or arrival and the number of people in the vehicle. This information must be legible, and the Security Guard be treated with the proper respect and courtesy at all times.
- ix) At all times vehicles must be driven with the necessary caution and vigilance. Game is plentiful along this road (including black and white rhino) and a high speed may be fatal to both man and animal.
- x) Speed traps will be set on a regular basis (also after-hours) along this road.

#### 16.1.3 Rules controlling Phalaborwa Gate

##### 16.1.3.1 Day visitors to staff members at Phalaborwa Staff Village (also see 18.3)

- i) These rules are applicable to day/night visitors who visit staff members for part of a day/night.



- ii) A register for this purpose only, will be kept by the Gate Officer.
- iii) The visitor must be met and signed into the register by the host/hostess.
- iv) After-hours the host/hostess must sign the visitor into the Security Guard's register.
- v) These registers will be inspected and signed regularly by the Section Ranger.

16.1.3.2 Staff members stationed at other rest camps, and their visitors using Phalaborwa Gate:

- i) Visitors spending the night in the Park are allowed to enter according to the normal procedures, i.e. producing a free guest permit.
- ii) Guests arriving late at Phalaborwa Gate, are subject to the same procedures governing Kruger Gate (see 16.1.1 and 16.1.2).
- iii) Staff members and their guests will not be allowed to use this gate after-hours without a late permit.
- iv) Late permits are available from the nearest Section Ranger.

16.1.4 Airport and Toulon gates

16.1.4.1 The Airport Gate is not the same as the other entrance gates although it is an official entrance gate. The reason being that the outside road is a private road and is therefore not accessible to the public (or Skukuza personnel).

16.1.4.2 Toulon Gate is on the western boundary of the Park and is manned by a Sabie Sand Gate Guard.

16.1.4.3 Procedures for the use of the Airport/Toulon gates to Sabie Sand:

a. To Sabie Sand

- i) Only by invitation from the landowners (Mala Mala and Sabie Sand) - no one is allowed to drive on these farms without their permission.
- ii) A Toulon permit must be obtained from the Nature Conservation office.
- iii) The Toulon permit must be shown to the SANParks Gate Guard at the Airport Gate and the register signed.
- iv) Show the Toulon permit to the Sabie Sand Gate Guard on the KNP/Toulon boundary and sign the book.

b. Return from Sabie Sand

- i) Your host must issue a red Toulon permit to you.
- ii) Sign the book at the Toulon Gate Guard.
- iii) Hand the red Toulon permit to the SANParks Gate Guard at the Airport and sign the register.

16.1.5 Malelane, Crocodile Bridge, Numbi, Orpen, Punda Maria and Pafuri entrance gates

16.1.5.1 Staff members living close to these entrance gates may pass through at all hours without a late permit. This permission is valid only for persons travelling in and out through the gate concerned and not for after-hour game viewing. The shortest possible route to the gate must be used.

16.1.5.2 This permission includes the following:

Malelane	Malelane and Berg-en-Dal staff members
Crocodile Bridge	Crocodile Bridge and Nkongoma staff members
Numbi	Numbi and Pretoriuskop staff members
Orpen	Orpen and Kingfisherspruit staff members
Punda Maria	Punda Maria staff members
Pafuri	Pafuri and SAPS staff members



- 16.1.5.3 All staff members living further away in the Park may not use these or other gates freely and must be in possession of a late permit which is available from the local Section Ranger or Nature Conservation offices. To avoid any embarrassment, this instruction must be strictly adhered to.
- 16.1.5.4 Everyone passing through the gate after-hours must complete the security guard's register in full (correctly).
- 16.1.5.5 All late permits must be obtained timeously and during office hours. Nature Conservation personnel are in possession of late permit books at their homes, but may only be troubled after-hours in case of an emergency.

## 16.2 Rest camp gates

### 16.2.1 General

Staff members must affix the official identification emblem to their private vehicle's windscreen as soon as possible after commencing duty in the Park. (Available from the Manager: Protection Services.

### 16.2.2 Skukuza Rest Camp Gate: Regulations for after-hour entry to Skukuza rest camp

The rest camp gate will be manned from the official closing time to the official opening time. Except for official trips all entries and exits after 22:00 must be covered by a late permit

- i) A monthly late permit obtainable from the Nature Conservation office may be used instead of an emblem and must be visible on the windscreen.
- ii) Should you wish to travel to Kruger Gate after-hours, an additional late permit will be needed.

### 16.2.3 Other rest camps

No person may leave any rest camp unofficially, after closing time without a late permit and without signing the register in the possession of the Security Guard (unofficially and officially).

Persons arriving late (unofficially), at a rest camp gate must report to the local Section Ranger if not in possession of a late permit.

## 17. ENTRY INTO PROHIBITED AREAS

### 17.1 Firebreak and patrol roads

Staff members are not permitted to travel in private vehicles along firebreak and patrol roads where a signboard or any barrier indicates that such a road is closed, unless they have obtained prior permission to do so from the local Section Ranger. When firebreak and patrol roads have to be used officially, the local Section Ranger must be informed of the date and route of such a journey, preferably in advance. Where urgent journeys were undertaken and the Section Ranger could not be informed beforehand, it should be done as soon as possible thereafter. The only exception is the fishing road between the Sabie and Sand rivers. Staff members are allowed to travel the whole route during daylight hours provided the vehicle has a legal emblem on the windscreen.

### 17.2 Wilderness trail areas

Firebreak roads within wilderness trail areas may not be used under any circumstances without prior permission from the Manager: Wilderness Trails or the local Section Ranger. The visitors at great expense, are paying for a wilderness experience and do not want to see other staff members.

- 17.3 All refuse dumps are out of bounds to all staff members and visitors with the exception of those staff members directly involved with them.

## 18. GUESTS: CONCESSIONS AND REGULATIONS

### 18.1 Free admission for guests of staff members

Every permanent staff member is issued annually with a booklet containing 12 free guest permits, which allow his guests free entry into the Park. Any of the following three procedures must be adopted for free admission of guests:

- 18.1.1 A permit may be forwarded to the guest beforehand. On arrival at the entrance gate, the guest must hand this permit to the Tourist Officer who will issue a free entrance permit. This procedure is the most convenient for all concerned and should be adhered to as far as possible.



- 18.1.2 Should it be impossible to send a permit to a guest beforehand, it must be forwarded to the tourist officer at the gate of entry before the guest's arrival. A free entrance permit will then be issued to the guest at the gate.
- 18.1.3 If circumstances dictate that additional guest permits for free entry are necessary, such a request must be directed to the General Manager: Human Resources, together with a motivation.
- 18.1.4 If neither 18.1.1 nor 18.1.2 can be complied with, the following procedures may be followed:
- 18.1.4.1 All personnel living near rest camps:
- i) A free guest permit may be taken to the rest camp reception office where a free entrance permit will be issued. The original will be handed to the host.
  - ii) The staff member will then have to inform the gate concerned by phone that an entrance permit was issued as well as the number thereof.
  - iii) The officer at the entrance gate will then complete a green permit cover, endorsed with the visitor's name and the entrance permit number as an admission document.
  - iv) The host must sign and attach the entrance permit to the green cover in order to obviate problems when leaving the Park.
  - v) Should the host fail to hand the entrance permit to the guest, the guest will be charged entrance fees when leaving the Park.
- 18.1.4.2 Personnel not resident near rest camps
- i) This section applies to the following Section Rangers: Pafuri, Vlakteplaas, Shangoni, Woodlands, Mahlangeni, Houtboschrand, Tshokwane, Stolsnek and Nwanetsi, as well as foremen of working squads who are living semi-permanently with their families in the veld.
  - ii) Only the above-mentioned persons are entitled to contact the different entrance gates directly to arrange for the issue of a free entrance permit.
  - iii) It is however an express condition that a guest permit be attached to the free entrance permit by the host, and that the guest departs via the same gate of entry.
  - iv) Should this procedure not be strictly adhered to, the guest will be charged an entrance fee when leaving the Park.
- 18.1.5 Over and above the 12 free guest permits issued to staff members annually, parents and independent children are allowed free entrance at all times provided the gates are notified beforehand by the Nature Conservation office by means of an N-number. The same applies to visitors such as teachers or friends, who transport dependent children or ageing parents to and from the park and who will be staying at the staff member's home for the duration of their visit (also see 18.2).
- 18.1.6 Temporary staff members may apply to the Nature Conservation office once a month for one guest permit for free entry of their guests. No more than 12 guest permits will be issued to any temporary staff member per year.
- 18.1.7 If a staff member conveys guests into the Park in his private vehicle, or if a guest enters the Park driving a staff member's vehicle, these guests are still subject to the stipulations of the guest permit system just as if they had entered the Park in their own vehicle.
- 18.1.8 A parent of minor children who are not in his/her care but who live permanently in the KNP, are entitled to free entry.
- 18.1.9 Guests entering the Park as visitors of a staff member, may take up accommodation in a rest camp after leaving their host and not be liable to pay the prescribed entrance fees, subject to the following conditions:
- 18.1.9.1 The staff member issuing the guest permits must endorse the entry permit of his/her guest, noting the inclusive dates, which the guest resided at his/her residence. Omission of the prescribed endorsement will render the guest liable, as previously enforced, for the entrance fees, day fees as well as camping fees.
- 18.1.9.2 The staff member will be responsible for ensuring that accommodation has been reserved for his/her guest at the required rest camp.
- 18.1.9.3 Once the guest/s depart from the host's residence, they are then entitled to pay the prescribed day and accommodation fees.



- 18.1.10 Guests staying over in rest camps before visiting staff members will have to pay the normal entrance fees at the gate of entry.
- 18.1.11 The tourist officers at the gate may not use their own discretion with regard to free entry of visitors and if staff members neglect to arrange free entry in time, visitors will either have to pay the normal entrance fees or entry will be refused.

**PLEASE NOTE:** It is not the duty of the Tourist Officers to phone and obtain permission for entry, and staff members will definitely be held responsible for visitors who misbehave in these circumstances.

## 18.2 Permanent entrance permits for parents and independent children of staff members

- 18.2.1 Permanent entrance permits may be arranged for parents or independent children of staff members who visit them regularly, for the entrance gate closest to the staff member concerned.

The staff member requesting such a permit must submit a passport-size photograph and full particulars of the person requiring the permit, to the General Manager: Nature Conservation, who will instruct the tourist officer at the relevant gate to enter the photograph and particulars in a special register, after which it will not be necessary to arrange for admission of these guests. Should such independent children or parents use more than one gate of entry, as many photographs should be submitted.

**PLEASE NOTE:** Children and parents making use of this concession, must always report to the Tourist officer at the entrance gate for purposes of identification. These guests must reside at the staff member's dwelling. Should they make use of accommodation in rest camps, they will be required to pay the normal entrance fees.

- 18.2.2 Visitors to personnel during long weekends

Visitors to staff members during long weekends and school holidays are limited to one family per household, except if prior permission is obtained from the Director: KNP.

## 18.3 Guests of personnel living near park borders (also see 16.1)

Social visits by guests (occasional visitors, normally neighbours) to a staff member at his home for part of a day or night, not sleeping in the Park and entering and leaving the Park through the same gate

Please note the following:

- 18.3.1 Staff members need not make use of their 12 free permits for these guests.
- 18.3.2 A register of these guests must be kept by Nature Conservation Skukuza or by the gate concerned.
- 18.3.3 Prior arrangements must be made to ensure that the tourist officer at the gate, or the gate - guard (after-hours), are aware of the guests entering the Park.
- 18.3.4 This concession is applicable to staff members residing at Skukuza, Phalaborwa, Malelane, Berg-en-Dal, Pretoriuskop, Crocodile Bridge, Kingfisherspruit, Orpen and Punda Maria, subject to the following conditions:
- 18.3.4.1 Staff members at Skukuza and Berg-en-Dal must obtain permission for these guests from Nature Conservation offices who will organise an N-number at the gate concerned.
- 18.3.4.2 After-hour visits of this nature are not allowed for Skukuza and Berg-en-Dal. In these cases a late permit must be obtained from Nature Conservation offices or the local Section Ranger, and the staff member concerned must accompany these people from and to the gate personally (also see control at specific gates for possible exceptions 16.1).
- 18.3.4.3 During the day (and after-hours), prior arrangements must be made through the Nature Conservation offices or the local Section Ranger, who will arrange at the entrance gates for entry of these guests.
- 18.3.4.4 As a matter of control this concession will not be allowed over long -weekends or school holidays.

**PLEASE NOTE:** Any staff member abusing this concession will forfeit all future privileges of this nature.

## 18.4 Unofficial guests of staff members

In cases where unofficial guests pay the normal entrance fee at the gate of entry and then reside at the home of a staff member, the entrance permit must be endorsed by the host stating the number of nights the guests spent in his home. Should this not be done, the guest will be charged camping fees for the duration of his stay in the Park. The entrance permit need not be signed if the unofficial guests only visit for one day.



## 18.5 Official visitors of SANParks

Free entry is granted to visitors who are on official business in the Park but not to their wives, children or any other persons accompanying them in the vehicle. Where possible, free entry of such official visitors must be arranged in advance by the relevant section head (N - Nature Conservation, M - Human Resources, B - Tourism, F - Finance and T - Technical Services numbers).

## 18.6 Official visitors of staff members

Should firms deliver or fetch items such as refrigerators, furniture, lawnmowers or any item too large to be transported in private vehicles, free entrance will be allowed at the nearest entrance gate provided that:

18.6.1 Such transactions be restricted to weekdays, i.e. Mondays to Fridays. No free permits will be issued during weekends or public holidays.

18.6.2 The staff member concerned must sign the entrance permit.

18.6.3 Should his wife, children or friends accompany the representative of a firm, they will have to pay the normal entrance fees.

**PLEASE NOTE:** Official visitors of staff members, visiting parents/children and sport teams, may only enter the Park with N-numbers obtainable from Nature Conservation offices. In these cases the other entrance numbers are not applicable.

## 18.7 Sports Teams

No sports teams will be allowed in during a long-weekend without permission from the Director: KNP (also see 23.1.7).

## 18.8 Entrance of guests of staff members during long-weekends and school holidays

It has come to our attention that certain people living near the Park and who are familiar with names of staff members employed in the Park, have abused this knowledge to circumvent the day visitors quota during long-weekends and school holidays. It often happens that people gain admission to the Park after the quota of day visitors has been reached, under the pretext that they are the guests of a staff member. These people are quite prepared to pay the normal entrance fees and promise to produce an endorsed entrance permit for repayment of fees on their return to the gate.

These people are not seen again as they usually leave the Park via another gate after having spent a day as unauthorised day visitors to the Park. Some have even come equipped with camping gear and spent several days illegally in camping sites.

To close this loophole in our system of control, officials at gates will in future under no circumstances allow anyone to enter the Park during peak visiting periods, posing as a staff member's guest, without the necessary proof. Such proof constitutes prior arrangements with the gate of entry or possession of a valid free guest permit.

Staff members must please realise that gate officials cannot be expected to communicate with relevant staff members by phone or radio during peak visiting periods to ascertain proof of identity of a staff member's guest. The onus therefore rests on the staff member and the guest to make proper arrangements prior to these peak periods in order to avoid any embarrassment and annoyance.

## 18.9 Guests of Skukuza personnel: after hours

Guests of personnel are not allowed to use any roads outside the staff village after closing time without permission. When guests of staff members are travelling to and from rest camp gates after closing time, prior permission must be obtained from the Nature Conservation offices upon which a late permit with the date will be issued to the guest. It is however preferable, where possible, that guests be transported in the staff member's private vehicle after closing hours. Owners of strange vehicles parked in front of the camp gate or travelling on any road outside the staff village without a late permit, will be prosecuted according to normal procedures (this includes independent children of personnel).

## 19. FAMILY OR FRIENDS OF STAFF MEMBERS (AND OTHER RESIDENTS OF THE KNP) RESIDING IN OFFICIAL HOUSES WHILE RESIDENTS ARE AWAY ON HOLIDAY

No resident of the Park is allowed, without the permission from the Director: KNP, to make his house available for occupation by relatives or friends whilst such a member of staff is away on leave.



## 20. RESTRICTIONS ON PERSONNEL RESIDING IN SANParks ACCOMMODATION WHERE NO RENT IS PAYABLE

### 20.1 Domestic workers

A staff member wishing to employ or dismiss a servant, must proceed as follows:

- 20.1.1 The Staff Living Quarters Manager or Section Ranger (only for staff members away from Skukuza) must be informed when a domestic worker is required.
- 20.1.2 No person may employ a domestic worker who is not in possession of a valid permit empowering him to seek employment.
- 20.1.3 When a domestic worker is employed, the employer must endorse the above permit or write a note to the Staff Living Quarters Manager or the Section Ranger to inform him of the employment of the domestic worker.
- 20.1.4 The domestic worker will then be registered in the relevant employer's name and details will be kept in a register by the Staff Living Quarters Manager.
- 20.1.5 Where servants' quarters are available, the domestic worker must sleep on the premises, otherwise accommodation must be arranged with the Staff Living Quarters Manager or the local Section Ranger. Only two domestic workers will be allowed to sleep in the servants' quarters on premises. When a domestic worker is dismissed or resigns, he/she must report to the Staff Living Quarters Manager or the local Section Ranger. It is the duty of the employer to also notify the Staff Living Quarters Manager or Section Ranger.
- 20.1.6 It is illegal and punishable by law to withhold a domestic worker's wages, as this is a form of theft. Should a domestic worker be caught stealing from a staff member, a complaint must immediately be lodged at the SAPS Station or the Staff Living Quarters Manager or the local Section Ranger be informed. The domestic worker will immediately be expelled from the Park should he/she be found guilty.
- 20.1.7 Should a servant be required to work later than the last available bus, the servant concerned must personally be transported by the employer to the living quarters.
- 20.1.8 Servants' children will be allowed in the staff village under the following conditions:
  - i) Permission must be obtained from the Staff Living Quarters Manager (Skukuza) or the local Section Ranger.
  - ii) The homeowner takes full responsibility and may not be away on holiday.
  - iii) The children may not wander around the village or rest camp on their own.

### 20.2 Other staff

It is the duty of every employer or supervisor in the Park, in addition to the above disciplinary regulations, to impress the following regulations and obligations on the employees under their supervision and where possible, to enforce the observation of these regulations:

- 20.2.1 Every person living in SANParks accommodation where no rent is payable, must:
  - i) obey all reasonable and legal commands issued by the Director: KNP, an official or any person authorised by him to do so,
  - ii) sleep and live only in the accommodation allotted to him,
  - iii) keep the quarters allotted to him clean and tidy
- 20.2.2 No person living or present in these quarters or otherwise resident in the Park, may:
  - i) allow or grant unauthorised permission or aid a person to enter or be present in or remain in these quarters
  - ii) conduct himself in such a way as to be detrimental to discipline, cleanliness or good health in the quarters
  - iii) without the written permission of the Director: KNP
    - a. keep domestic stock or poultry,
    - b. make or allow any excavations to be made or
    - c. erect any structure or make any alteration to existing structures in any of the quarters.



- iv) directly or indirectly obstruct or hinder any employer or an authorised person who in the course of his duties is carrying out an inspection or investigation
- v) deliberately create a disturbance by making a noise, screaming, roaring, quarrelling, inciting crowds or behave in any riotous, violent or improper manner
- vi) deliberately or negligently damage or destroy any tree, shrub, building, fence or structure, pipe, dustbin or any other fitting or installation
- vii) enter or leave in any way other than through the approved entrance and exit gates
- viii) gamble
- ix) relieve himself in such a way as to create a nuisance
- x) leave refuse, food left-overs or other matter in any place other than the containers especially provided for that purpose
- xi) erect any type of screen around a bunk occupied by him; in such a manner as to obstruct the free passage of light and air
- xii) dawdle or loiter unnecessarily in any rest camp at any time
- xiii) brew, bring into the Park, or possess any beverage as described in the Liquor Laws
- xiv) possess any habit-forming drug
- xv) have in his possession raw venison or any game product without the necessary permits
- xvi) produce a permit or letter for the purpose of entering the Park under false pretences
- xvii) hitch-hike in the Park
- xviii) accommodate family in staff living quarters, without the permission of the Staff Living Quarters Manager or Section Ranger except where provision has been made specifically for family accommodation

## **21. MALARIA CONTROL**

### **21.1 Personnel permanently residing in the KNP**

The use of anti-malarial medication is entirely voluntary by all staff members. Nevertheless, because of the general increase of malaria in recent years and the risk it poses to certain people (see below), it is recommended that all staff seriously consider using anti-malarial medication during the high-transmission period which is between October and end-May. The Scientific Services Section will send out a cautionary reminder to all staff when a particularly high risk exists.

Reducing risk of malaria infection is achieved by two primary means. The first is to minimise your contact with mosquitoes. This can be done by applying some mosquito repellent (Tabard etc.) to the exposed parts of your body (especially feet and ankles) in the evenings and at night, wearing socks and shoes in the evening, burning mosquito coils or using vaporising mats, and minimising time spent outside at night. Finally, during the highest-risk months (February to end-May) you may also want to take anti-malarial medication.

### **21.2 Anti-Malarial medication**

The entire KNP is considered to be a chloroquine-resistant area, so the appropriate medication recommended is either a weekly dose of Lariam, or a combination of chloroquine (trade-names Daramal, Nivaquine, Plasmoquine etc; to be taken weekly) and Paludrine (to be taken daily). Most people in the KNP prefer to use the chloroquine/Paludrine combination. For adults the dosage is two chloroquine tablets per week and two Paludrine per day, but for children a doctor or pharmacist must be consulted. *All staff who are not on a medical aid must be allowed opportunity to receive free anti-malarials by their supervisors, to be purchased from the Administrative Warehouse against the cost centre of the supervisor.*

### **21.3 People at particular risk to Malaria**

Pregnant women, very young children (less than five years old), elderly people, sick people, and transplant patients are at high risk and should take particular care to avoid contracting malaria



## 21.4 Anti-Malarial spraying

The Scientific Services Section, in collaboration with the Department of National Health, is responsible for implementing the KNP Malaria Control Programme. Should any staff member wish to have his/her residential unit sprayed, a request may be made to the Scientific Services Section.

## 22. SHOOTING RANGE - SKUKUZA

22.1 The shooting range and the western boundary road to the range, are out of bounds for all unauthorised staff members.

22.2 The shooting range is controlled by the KNP Military Unit (KNP MU).

22.3 Any person wishing to use the shooting range in his private capacity, must obtain permission beforehand from the Skukuza Section Ranger and the KNP MU Operational Centre, 0555 VHF or telephone 756 2715 or 756 2716 Skukuza and must comply with the prescribed safety measures of the shooting range.

## 23. UTILISATION OF FACILITIES ESTABLISHED FOR STAFF MEMBERS AND/OR PAYING VISITORS TO THE KNP, BY PERSONS LIVING OUTSIDE THE KNP

This information has been taken up in the *KNP Code of Conduct* as guidance to Skukuza personnel and to obviate any misunderstanding and embarrassment.

### 23.1 General rules

23.1.1 Although certain written rules (Lisbon, Sabie Sand and Airport visits) as well as unwritten rules, exist for the use of SANParks' and other facilities and the participation in activities by outsiders, the drastic increase in population numbers close to our boundaries require that certain guide-lines be set to avoid any misunderstanding.

23.1.2 The following exceptions are reaffirmed and will continue due to the long-standing relationship between the Park and these people and because there is no reason why the *status quo* cannot be maintained:

i) Permanent staff from Lisbon and the permanent Supervisor of Sabie Park

Distinct written rules exist between SANParks, and these people and no changes are intended in the short-term. Should there be large personnel expansions in future, this matter will be reconsidered.

These people are allowed, (within the written rules), full participation in all facets of Skukuza community life as well as the use of SANParks and other facilities in Skukuza.

ii) Sabie Sand

The use of the Airport and other facilities in Skukuza, according to the existing rules and permits, will continue. The number of permanent permits for free entry to Skukuza during daylight hours, will not be increased.

iii) Airport

The use of the Airport according to the existing rules will tentatively be continued.

23.1.3 No other person outside the Park, whether from Sabie Park, Mkhuhlu, Hazyview or any other place, will in future be granted free entry to the Park for visits to Skukuza.

23.1.4 Should outsiders be prepared to pay the normal entrance fees, they are welcome to make use of the rest camp, Post Office, Police, AA, Volkskas, SA- Express, the church, doctors, etc., (during normal day hours), like any other visitor.

23.1.5 For normal routine visits to the doctor, rule 23.1.4 will be applicable. In emergencies any person may, without paying the entrance fee, consult the doctor, and every bit of assistance will be given to such a person. The doctor will hand a note to these people confirming that it was indeed an emergency. Without this written confirmation, these people will be liable to pay entrance fees on departure from the Park.

23.1.6 Although SANParks is sympathetic towards church-goers, the control is difficult. People living outside the KNP are therefore requested to join congregations beyond the Park's borders.

23.1.7(i) No person living outside the KNP (rule 23.1.2 excluded) will be permitted to join the sport clubs in the Park - even if they are prepared to pay entrance fees.



- (ii) Permanent staff living outside - Pensioners and Head Office.
- (iii) SANParks' sport facilities are for SANParks staff members only, who contribute towards the personnel recreation fund, as well as other organisations within the borders of the KNP contributing to this fund.
- (iv) Organised sports teams will be allowed to compete against local sports teams in the KNP under the existing rules. Free entry for the sportsmen/women and his/her immediate family will be granted, but all other outsiders will have to pay the normal entrance fees.
- (v) Sponsored days at the Golf Club will be treated as organised sport (see iii.). The sponsors and their immediate families, as well as participants who were invited, as well as their immediate families, will also be granted free entrance.  

Entry for all these people must be arranged according to the correct procedures. All other persons shall pay the normal entrance fees.
- (vi) All membership of outside members (excluding those under 23.1.2), has expired and no new outside members will be recruited.

23.1.8 Inevitably all cases cannot be dealt with. The rules are however clear, staff facilities are only available to Park residents and public facilities may only be utilised by outsiders if the normal entrance fees are paid.

Please note that people from outside who have been invited to deliver a service to staff members (for example specialised training, ministers, etc.) are not included in these rules. In these cases free entry can be arranged by means of an N-number through the offices of Nature Conservation (also see 18.5 and 18.6).

23.1.9 The permission for neighbours living close to the Park to visit staff members during the day is not to be abused in order to evade the above-mentioned rules.

## **23.2 Lisbon Permanent Staff**

### **23.2.1 Visits to the Park - General**

Visits from personnel at Lisbon Citrus Holdings to the KNP, fall into two clearly distinguishable categories and it is essential that this is understood and accepted:

- 1) Permanent staff of Lisbon (like the Skukuza community) have the need, as with any other secluded community, to be able to socialise.

The fact that the one group lives in a national park, make things a bit more difficult, but practically possible - implementing certain control measures.

Lisbon staff members would like to be involved with the Skukuza staff members and their affairs, for example school, church, commando, shop, vegetables, SAPS, doctor, post office, bank and sport. This need is realised and rules are therefore made in this category.

- 2) The other category is the utilisation of facilities offered to visitors by the KNP, i.e. game watching, overnight stays in rest camps and the use of restaurants.

This is a completely different case with a different goal and because no exceptions can be made, Lisbon staff members who wish to visit the Park for this reason, will have to pay entrance fees like any other visitor.

### **23.2.2 Rules applicable to Lisbon residents when using Kruger Gate during official gate hours**

#### **23.2.2.1 Official transport document**

- i) An official document (two copies) phrased as follows, will be given to the Manager of Lisbon Holdings, who will be responsible for the keeping and application thereof: This vehicle is under the control of the Managing Director of Lisbon Holdings.

The presentation of this document is proof that this vehicle is used for official business as agreed, and may enter the Park during office hours at Kruger Gate.

- ii) This document will be handed to the driver of any vehicle, by the Manager of Lisbon Holdings or any person delegated by him, who is sent on official business to the Park.

- iii) Official trips, as agreed, include the following: school, church, SANDF, airport, SAPS, post office, bank and sport facilities as well as visits to the staff shop and the purchasing of vegetables.



- 23.2.2.2 When any other transport is used by Lisbon staff, for example private vehicles, arrangements must be made beforehand at the Nature Conservation Office, and if the request is justified, an N-number will be given to the tourist officer at Kruger Gate.
- 23.2.2.3 The name of the person, number of people, the date and the reason for the visit will be noted in the N-number register at Nature Conservation and Kruger Gate. The officer at Kruger Gate will also note the time at which the vehicle entered the Park, as a matter of control.
- 23.2.2.4 When a Lisbon staff member expects to travel to Skukuza more than once a week, permission to do so may be obtained once only. In both the Nature Conservation and the gate registers, each trip will be booked separately against different numbers.
- 23.2.2.5 With the exception of persons travelling to and from the Airport, all other persons (guests of staff) and non-resident staff of Lisbon, must pay the normal entrance fees. This includes both official and private vehicles.
- 23.2.2.6 Every driver is expected to report to the Tourist Officer at Kruger Gate, so he will know exactly who is entering the gate.
- 23.2.2.7 There is a reasonable time span for any type of business to be concluded and when this time is exceeded for some or other reason, an explanation will be expected from such a person.
- Example: A church service normally ends at 9:00 (9:30 during the winter). If a person arrives later than 11:00 at the gate, it is not unfair to ask for an explanation.
- 23.2.2.8 In emergencies (for example illness) during the day, the Lisbon staff member will immediately be allowed through Kruger Gate without prior arrangements having been made.
- The staff member must make sure that the doctor signs and dates the entrance permit and on departure, the latter must be handed to the official at the gate. The official at the gate will report to the Nature Conservation Department as soon as possible to obtain an N-number for entering in the register.
- 23.2.3 Lisbon staff members entering through Kruger Gate after hours
- 23.2.3.1 The rule at present is that Lisbon staff members (individuals) who wish to visit people in Skukuza, must arrange for late permits at Nature Conservation offices. This rule remains unchanged. It is, however, not necessary for the host to accompany the guest back to Kruger Gate. The register at the gate must be completed and the late permit left with the Night Watchman.
- 23.2.3.2 There are times where groups who attend the church, school and SANDF activities after hours, have to be escorted back to Kruger Gate.
- In the above event, special identification documents for the manager and senior personnel will be left with the Night Watchman stating that they are authorised to escort these people after hours into the Park. These powers are not transferable, in other words, one of these people must accompany the group. If this cannot happen, late permits must be organised. It is also not necessary for these people to be accompanied back to Kruger Gate by a Skukuza staff member (also see 23.2.3.1).
- 23.2.3.3 The conditions of this authorisation document, containing the photograph of the person concerned, are as follows:
- Permission is herewith granted to M....., to make use of Kruger Gate after closing hours, without the normal late permit for church, SANDF, school and other business.
  - This document must always be produced on demand.
  - Above-mentioned person may also act as official escort for Lisbon staff members who visit the church, commando, school and sports activities at Skukuza after hours.
  - He will at all times be responsible for the group he is escorting and they must always travel in a convoy.
  - This document expires when M..... resigns from the Lisbon Citrus Holdings' services.

## 24. BHF RADIOS IN THE KNP

The BHF radio network in the Park has expanded to (255) sets at present. The network was established to streamline the activities of the SANParks by effective communication. To ensure that the system is effective, it is essential to eliminate any abuse.



## 24.1 General

The present system consists of:

- i. ± 300 radios
- ii. Seven relay stations on Dzundwini, Dzombo, Longwe, Khandizwe, Masala, Nwamuriwa and a direct relay station at Skukuza.

These stations are linked to each other and any conversations on channels 1, 2 and/or 3 activates the relay stations. The relay stations are dependent upon solar panels for electricity. These panels supply limited electricity and excessive use cause the batteries to run down with a consequent loss of communication.

- iii. VHF radios in military bases: A VHF radio is placed in each military base in order to monitor the radio network (these sets do not have channel 5, except Sand River Base). KNP VHF radio users can contact these military bases directly. The call signs are as follows:

- |    |              |   |        |
|----|--------------|---|--------|
| a. | Nkongoma     | - | 0555 B |
| b. | Shishangani  | - | 0555 C |
| c. | Makhadzi     | - | 0555 D |
| d. | Masokosa Pan | - | 0555 E |

- iv. The 0555 facility: This radio with an electronic call facility, is at the Sand River Base and manned 24 hours a day. Between 8:00 and 10:00 every morning the operator on the set has to process a lot of information received during the night and may not answer the radio. In this event, contact 960 who will then contact 0555 telephonically.

## 24.2 Radio discipline

Radio discipline is necessary. To make sure that the system works effectively, the following rules apply:

- 24.2.1 Always be pertinent and to the point, but friendly. Casual conversation on the radio is unacceptable and guilty persons will be reprimanded.
- 24.2.2 Use the correct call signs.
- 24.2.3 Make use of scheduled radio sessions where at all possible. Any matters for discussion should be written down beforehand to allow efficient communication.
- 24.2.4 Follow the same procedures throughout the course of the day, but before you speak, ascertain whether:
  - i. It is necessary to talk. Can the conversation not wait until the next session or when the person can be contacted personally (in Skukuza) or by telephone?
  - ii. You are in an area where good contact is possible. In this context it is necessary to understand that radio signals basically travel in straight lines. There should therefore be no obstruction between your radio and the relay station. As a general rule, travel to the highest point and stop your vehicle. Then start the conversation.
- 24.2.5 Should no contact be made, do not keep on calling. It may be that the person is not close to the radio or that he/she is busy at that instant and will speak to you later.
- 24.2.6 As a general rule, if you are receiving, the transmission will also be good. If your reception is bad, change your position first before you transmit.
- 24.2.7 If the person answers, it can be assumed that the reception is good. Immediately go ahead with the conversation. You don't have to ask: "can you read me" or something similar. If the signal is bad, the person will inform you. If the other station is unclear, let them know that you can hear them call but that they are not clear - don't start a conversation, they know that the radio is transmitting and that their position has to be changed.
- 24.2.8 A third person cannot normally relay a message. If you cannot speak to the person, he will also not be able to. Give the person a chance to change his position and then he will contact you again.



- 24.2.9 The radio is for official conversation and not for a nice chat. When you have to explain something to somebody, come to the point of the message and avoid any unnecessary stories (see 24.2.1).
- 24.2.10 When one radio station calls another, you as third person must please give them a chance to answer - don't activate your radio by calling another station - this causes confusion as three radios are activated at the same time during this period and nobody receives a decent message.
- 24.2.11 Base stations with telephones:
- When a base station hears his/her call sign, but is busy with a telephone conversation, ask the person whom you are talking to, to please hold the line and answer the radio - then tell the person calling on the radio that you are busy with a telephone conversation and that you will call him/her back. Other radios would also have received you. Do not ignore the radio, it could be an emergency.
- 24.2.12 Remember, only speak when it is necessary and think before you do. When the button is pressed, 255 radios and seven relay stations are activated.
- 24.2.13 Wait every few minutes for a pause of 20 seconds during long sessions so that people with emergencies, may have a chance to cut in. This is especially important for people in charge of radio sessions.
- 24.2.14 If all users do not give their full co-operation, an investment of almost one million Rand is wasted. Urgent messages have been lost because people use the radio for casual conversation.
- 24.2.15 Your full co-operation is essential and steps will be taken against stubborn abusers in future.

## **25. SECTION ACCOMMODATION FOR THE USE OF KNP RESIDENTS**

### **25.1 The use of trail camps by staff members**

All the trail camps are available to staff members on Saturday evenings. This privilege is subject to the following conditions:

- i. The trails camp must be booked timeously with the Secretary to the General Manager: Nature Conservation.
- ii. The Section Ranger in whose section the camp is situated, as well as one of the trail rangers in charge of the specific trail, must be notified beforehand.
- iii. The camp may be occupied between 12:00 Saturdays and 10:00 on Sundays.
- iv. All supplies, food, drink, firewood etc. must be taken along. Trail supplies may under no circumstances be used.
- v. The camp's bedding and towels may not be used.
- vi. Saturday is the chef's day off and he cannot be of service to you.
- vii. Crockery, cutlery, pots and pans, as well as the camp's freezer may be used, on condition that everything is left in the same condition as it was found.
- viii. Rubbish may not be left and must be carted away.
- ix. The camp must be left in the same condition as it was found.
- x. No walking in the veld outside the camp fence will be allowed.

### **25.2 Official dwellings and park homes: Technical Services**

#### **25.2.1 General**

As you are aware, flats and/or park homes are available at the following rest camps for the use of staff members:

- i. Pretoriuskop - 2 bed Park Home



- ii. Lower Sabie - 2 bed hut
- iii. Berg-en-Dal - 2 bed Park Home
- iv. Satara - 2 bedroom flat
- v. Olifants - 6 bed park home
- vi. Letaba - 2 bedroom flat
- vii. Mopani - 6 bed park home
- viii. Shingwedzi - 6 bed (3 bedroom) park home

25.2.2 The following rules are applicable for the use of the above-mentioned accommodation:

- i. These facilities were established to ensure overnight accommodation for personnel of the Technical Services division, on official duty, when no accommodation is available in the specific rest camp. Staff members on official duty therefore have preference to occupy these units.
- ii. Staff members, on official duty, are allowed to be accompanied by guests when using this accommodation.
- iii. The units, when not officially in use, are available to all staff members from other sections for recreation. Guests may accompany staff members in these cases.
- iv. The number of beds available in the different units, are the restricting factor concerning the number of persons allowed to use the facilities for recreational purposes. Additional accommodation such as caravans and/or tents may under no circumstances be established.
- v. Guests may under no circumstances be allowed to occupy these facilities on their own.
- vi. Where these units are situated outside rest camps, staff members using these units for recreational purposes, must report to the local Section Ranger before taking up accommodation.
- vii. To avoid any misunderstanding, all bookings must be done via the Maintenance Secretary, telephone extension 2222 or VHF radio 914.

## **26. THE USE OF TELEPHONES IN THE KNP**

### **26.1 Official telephones in private houses**

Where necessary in the execution of official duties, the SANParks supplies official telephones at home to employees in certain positions. It is however, the duty of these employees to keep a record of private calls and to pay for these calls monthly. When these telephones are connected to an automatic exchange and the cost of the calls cannot be determined from the telephone account, the following information must be given:

- The town that was dialled
- The duration of the call

The cost will be calculated according to the official tariffs of the Post Office and the employee will be invoiced accordingly. The SANParks will pay official telephone lease but only posts mentioned in the approved tariff document of SANParks, will be allowed this concession.

### **26.2 Official telephones not connected to the Regional Exchange**

Some offices have official telephones that are connected directly to the Post Office exchange. Separate accounts will be issued to them and it is the responsibility of the person in charge of these telephones to see that no private calls are made. If however, it is unavoidable, a record must be kept of the private calls and SANParks must be reimbursed for these calls.

### **26.3 Official telephones connected to the Regional Exchange of the Organisation**

26.3.1 Private calls must be limited to an absolute minimum.

26.3.2 Section Managers will determine what limitations apply to each telephone in his section. The following limitations may be requested and may be altered on request;



- a. Only internal
- b. Internal and local calls
- c. plus neighbouring towns
- d. plus PWV area
- e. plus rest of RSA and neighbouring states
- f. unlimited - overseas as well

26.3.3 Every section controls its own telephone budget and must ensure that staff members account for private calls. As a matter of control, detailed reports of each telephone extension are available from the switchboard.

26.3.4 All private calls, including those to staff houses, must be reported to the switchboard operator, so that they can be invoiced to the staff member. The procedure may be changed from time to time but staff members will be notified by memorandum. The correct procedure may also be obtained from the switchboard operator.

26.3.5 Every telephone extension has a person who is primarily responsible for calls from this extension. It is an offence to make outside calls from this person's telephone without his permission.

26.3.6 All telephone equipment remains the property of the SANParks and instruments appear on the asset register. Should any instruments be moved or replaced by the maintenance technicians, the Assets Control Officer must be notified through the normal channels.

26.3.7 As telephone calls are expensive, staff members must be cost effective when using a telephone:

- a. Make sure that you have the right number and that you dial correctly. A wrong number also costs money.
- b. Ascertain beforehand to which person or division you would like to speak and keep to the point.
- c. Be polite and do not "procrastinate".
- d. Don't wait indefinitely for an answer from an engaged line - rather dial a second time.
- e. Be cost effective even if it is a private call.

## **26.4 Linked lines to Head Office**

The SANParks leases dedicated speech/data lines from Telkom for communication between Head Office and Skukuza. A set amount is paid per month, regardless of utilisation level. Staff members must make use of these lines when phoning Head Office. Only when the lines are out of order or in extreme emergencies, will trunk calls to Head Office be permissible. An engaged tone is not enough reason to make a trunk call.

## **27. CEMETERY AND WALL OF REMEMBRANCE**

### **27.1 General**

A cemetery and wall of remembrance has been laid out at Kruger Gate. When a death occurs, the immediate family experience a time of trauma and also have to decide where to bury their loved ones. These facilities have been established in the KNP in order to facilitate their decision.

### **27.2 Requirements**

The following persons qualify, should they wish to be buried in this cemetery /wall of remembrance:

- i. All employees of SANParks employed in the KNP, who pass away during the course of their service.
- ii. Spouses and dependent children of all employees of SANParks employed in the KNP.
- iii. Employees and their spouses who retire after more than 10 years service in the KNP and then pass away.
- iv. All non-SANParks employees stationed in the Kruger National Park who meet the above requirements.
- v. All meritorious cases, for example Executive Directors and members of SANParks.

### **27.3 Outlay**

The terrain will consist of a wall of remembrance as well as a conventional cemetery. No vertical tombstones will be allowed. Only small horizontal plates at ground level will be allowed. The Drawing Office will keep a plan with number of each grave in the



cemetery. The wire cage covering the grave, wreaths and flowers arrangements will all be removed six months after the burial. The horizontal plaque can be erected anytime thereafter.

#### **27.4 Management of Cemetery**

The cemetery/wall of remembrance will be managed by a committee consisting of the Director: KNP, the General Manager: Technical Services, the local NG Church minister and the Chairman of the KNP Community Association. This committee will decide who may be and where persons will be buried, the costs involved as well as the layout and tombstones.

#### **28. KRUGER NATIONAL PARK IDENTIFICATION DOCUMENTS**

- 28.1 All KNP employees and permanent residents of the KNP must be in possession of a KNP identification document which must, at all times, be available on request.



## 15.2 ANNEXURE A2 - CODE OF CONDUCT FOR PERSONNEL FROM OTHER ORGANISATIONS TEMPORARILY WORKING IN THE KNP.

### 15.2.1 Introduction

You will presently begin an important task in the Kruger National Park (KNP), which is an area controlled by the National Parks Board. For obvious reasons your task must be completed in the shortest possible time and to accomplish this, there has to be co-operation at all levels between yourselves and personnel from the Parks Board.

In the past, you and your sub-ordinates worked in uncontrolled areas, but you are presently in a controlled area and furthermore in a National Park.

As the name implies, the main objective of the National Parks Board (NPB) is the protection, conservation and utilization of our precious heritage, in such a way as to allow our descendants to admire and appreciate it in its present unspoilt state. This great endeavour can only be achieved if every individual who works in the KNP, admits to and accepts nature conservation as their duty. Certain procedures were followed in the past to accomplish your task, but you must now accept that adaptations will have to be made to complete your task in a National Park without disturbing the natural phenomena.

You will also be subject to certain necessary restrictions during your stay and operations in the KNP. Certain exceptions will be made in accordance with your work commitments. While restrictions will be kept to a minimum, those that are enforced must please be respected and seen in a positive light so as to promote co-operation and to prevent any unpleasantness.

Depending on where you are resident while living in the KNP, you are requested to discuss any problems you may encounter, with the local Section ranger or the person in charge of Visitor Services or Technical Services. You can be assured that these officials will do everything in their power to assure that you have a pleasant and productive stay in the KNP.

Please study and commit yourself to the attached Code of Conduct. Any uncertainties will be cleared up by Park officials. We wish you a pleasant and productive stay in our National Park.

### 15.2.2 Regulations and Relevant Extracts from the National Parks Act

All persons resident or working in the Kruger Park are subject to the National Parks Law No 57 of 1976 and the regulations of Article 29 of this law.

The following is a summary of the appropriate extracts from Article 20 and 21 of the above law.

#### A. **ARTICLE 20**

No prospecting or mining is allowed on any ground forming part of a National Park.

#### B **ARTICLE 21**

Only an official<sup>2</sup> or employee acting on authority of the Board may not:

- Enter or reside in a park without permission.
- Be in possession of an unsealed weapon, explosives, traps or poison in the park or convey the same into the park.
- Hunt, kill or hurt an animal or collect, damage or destroy a bird's nest or its eggs.

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<sup>2</sup> Unless stated otherwise, an 'official' means the Park Warden: KNP; General Manager: Environmental Conservation; Manager: Environmental Management; Chief Ranger or Section Ranger 'Employee' - any employee of the board other than an official.



- Purposely or negligently (including officials) cause a veld fire or damage any object of geological, archaeological, historical, ethnological or of any other scientific value in a National Park.
- Convey any animal or pet into a National Park or allow a pet to stray in the park.
- Remove any animal (dead or alive) or parts thereof from the park (unless lawfully conveyed into the park).
- Cut down trees or plants in the park or in any way damage or remove any tree or plant or seeds.
- Feed an animal in the park (in other words do not feed the animals)
- Drive a vehicle without a license or allow a minor or person not in possession of a valid drivers license, to drive a vehicle under his control.

### C. REGULATIONS

27(6) Any pet conveyed into a park illegally, can be destroyed by an official.

27(7) No one may spend the night anywhere in the park, except in a rest camp or private home, without the Board's permission.

30(1) Unlicensed or unregistered vehicles may not be driven in the park.

30(2) Only roadworthy vehicles may be driven in the park.

31(1) Only a member, official or employee acting on authority of the Board, may use closed roads.

33(e) Vehicle engines must at all times be switched off when refuelling.

34(1) Vehicles may not be driven recklessly or negligently.

34 (3) All vehicle drivers must consider other drivers and all animals.

34 (4) No person under the influence of alcohol or drugs, may drive a vehicle in a park or be in the drivers seat of a vehicle with the engine running.

41 (a) Without special permission, no person may organize or perform public entertainment or fund-raising campaigns.

42 No person may:

a. Damage or endanger property belonging to the Board.

b. Use a radio or musical instrument in such a way as to cause a disturbance to others.

c. Dispose of any article or rubble other than in containers provided by the Board.

45(3) No person may remove sand, stone or wood without the Board's permission.

49(4) Unless issued with an official late permit, no one may travel from a rest camp or entry gate after gate closing times. Permits are issued by the Nature Conservation office or local Section ranger after acceptance of a legitimate motivation.

49(5) The proclaimed speed limit in the KNP must be strictly adhered to (The Board will allow a concessionary speed limit of 65 km/h during the day and 50km/h at night, to officials and employees from other organizations residing or working in the park, while on official duty.) They are also allowed to travel at the amended speeds using their private vehicles en route from their residence to the nearest exit gate. Elsewhere as well as in rest camps and personnel villages, the official speed limits must be adhered to. Outside organizations must obtain the necessary letter of permission from the Nature Conservation office at Skukuza

#### 15.2.3 Domestic Rules and Regulations of the Board with Respect to Behaviour and Discipline

##### 15.2.3.1 *Responsibilities and attitudes towards Nature Conservation*



- Antiquities or objects of historical value which you may discover during your operation in the Kruger National Park, are and remain the property of the Board. These items must be handed in to the Nature Conservation office as soon as possible. Any person found in possession of such articles, either to keep or sell, will be liable to prosecution.
- No firewood may be collected or removed without the permission of a Nature Conservation official. Under no circumstances will permission be granted to remove firewood from the park unless proof of sale at one of the Board's shops can be produced.
- Stone, sand or soil may not be removed from any area, unless permission has been granted by the Park Warden: KNP; General Manager: Environmental Conservation; Manager: Environmental Management; Chief Ranger or local section ranger. These products may only be removed from sites specified by the section ranger of the area. On request, the local section ranger will point out to the foreman, the sites allowed for the removal of stone, sand and water for building or other purposes. No water may be taken from existing boreholes unless the local section ranger allows it under exceptional circumstances.
- The removal, cutting down or damage to any living plant in the Kruger National Park is illegal and may only be done with permission. Where the construction of roads, buildings etc. necessitates the destroying of indigenous trees, shrubs or plants, it must be kept to an absolute minimum. Gravel pits must, where at all possible, not be visible from any road. After construction, these pits must be properly filled with top soil to encourage the re-growth of plants. These rehabilitated gravel pits will then assume the topography of a natural pan.
- No animals may be killed in the park, although officials of the Board may kill them under certain circumstances. Other employees of the Board and personnel resident in the park, but not employed by the Board, may only kill an animal in an emergency, to protect a life or property or when specifically authorized to do so by the Board. A report of all animals killed and the circumstances surrounding it, must be sent to the office of the Manager: Environmental Management, as soon as possible. **NB. Snakes may only be killed in residences, restcamps and living quarters.** Under no circumstances may poisonous or non-poisonous snakes be killed in the bush or elsewhere. Residents in the park are encouraged to study the poisonous and non-poisonous snake species for their own protection.

#### 15.2.3.2 Possession of Fire Arms

Only authorized persons are allowed to possess firearms in the park. (According to the Park's constitution, pellet guns are also defined as firearms). Firearms will only be allowed in exceptional bona fide circumstances, where an employee may need it in the execution of his duties, and will be subject to certain strict conditions.

#### 15.2.3.3 Litter

All residents and work teams are expected to have proper respect and attitude towards the scenic beauty of our National Park and not to litter tins, paper etc. and construction debris where new roads, bridges, dams and buildings are being constructed. It is the duty of the supervisor to assure that after completion of the project, all litter be properly buried or carted away. Under no circumstances may this litter be dumped in the bush or anywhere else. It is your responsibility to find out from the local section ranger where litter may be dumped. Used diesel and tar drums, as well as grader blades, must be removed by the supervisors and not be left in the veld. If at all possible, work teams may not camp within site of tourist roads. It is the duty of every supervisor to bring this to the attention of every employee in his charge. If this is not done and employees transgress, the supervisor will be held responsible. Littering is a serious offence and transgressors will be prosecuted under Article 43(c) of the Parks Law.

NB. After completion of any project the section ranger in charge will submit a report declaring his satisfaction with the condition of the terrain and immediate surroundings.

#### 15.2.3.4 Pets

Dogs - Only Section rangers, who need dogs in the execution of their duties, certain gate officials and permanent residents of the Phalaborwa personnel village, may keep dogs in the Kruger Park.



Other pets - No other pets are allowed in the Kruger Park without a veterinary certificate and the written permission of the local state veterinarian and the Park Warden: KNP

#### **15.2.3.5 Availability and Control of Venison and Game Products**

Permanent employees are allowed to buy venison for private use, but due to the presence of diseases such as foot and mouth, **Trichinoses** and rabies, the transportation and handling of raw meat has to be strictly controlled, to prevent the spread of diseases to the rest of the Republic of South Africa. Venison will therefore only be available to temporary work teams from outside organizations under the following conditions:

- Raw venison will only be made available where an official dining room exists and not to individuals. Tinned venison and biltong in sealed packets will be freely available when in stock.
- No venison (raw or cooked), biltong (except in unopened sealed packets from the abattoir), skins, animal hair, etc, may be removed from the Park.

NB. ONLY RAW VENISON (AND NOT OTHER MEAT) IS PROHIBITED FROM BEING TRANSPORTED FROM THE PARK. TINNED VENISON FROM THE ABBATTOIR IN SKUKUZA MAY BE TAKEN OUT OF THE PARK.

Any person guilty of smuggling venison or game products from the Park, will be prosecuted according to the applicable Parks Act and future privileges to buy venison will be forfeited.

#### **15.2.3.6 Personnel Relations**

Section rangers are officials of the Board and are responsible for the enforcement of the Parks Act and regulations, in their respective sections. To uphold the Boards authority, they have to be aware of all activities and especially extraordinary activities on their section. It is therefore not only a matter of courtesy but of necessity to report all activities to the local section ranger. It is very important that all new building activities, the construction of new roads, etc., be reported by the supervisor of the specific project, of the work teams, to the Section ranger. It is just as important to report the use of firebreak roads, well as unscheduled night trips, to the Section ranger.

No person residing or working in a rest camp may leave the rest camp gate after gate-closing times, without the Section ranger's permission.

#### **15.2.3.7 Travelling times and Transport matters**

All private and official trips within the Park, must be undertaken during daylight hours and permission to travel after-hours will only be given in emergencies, unforeseen circumstances and during the performance of official duties.

Official night travelling - When permission has been granted to officially travel after-hours, hoot twice, three times in succession when passing a Section ranger's house, to identify yourself. Each Section ranger must preferably be contacted by radio, to confirm the trip through his section. Where personnel have to travel after-hours in the performance of their duties, they may not be accompanied by guests, unless they have special permission.

Unofficial night travelling - Before official gate opening or after gate closing times, personnel are restricted to personnel villages or rest camps. This rule may only be waived if permission has been granted by the Park Warden: KNP, General Manager: Environmental Conservation, Manager Environmental Management, Chief Ranger or Section Rangers. The Nature Conservation office or Section ranger will issue a late permit in deserving circumstances.

No person (employee or visitor) may transport passengers on the back of an open vehicle within the Park, unless in the execution of official duties.

#### **15.2.3.8 Road Rules and Speed Limits**

Road Rules - All personnel, whether in an official or private capacity, must ensure that their driving sets an example to other drivers. Although all people working in the Park, may drive at a faster speed than the tourists they must do this as unobtrusively as possible by



approaching another vehicle at a decreased speed, passing it and then accelerating slowly to the required speed. As soon as an on-coming vehicle gets in sight, speed must once again be decreased until the vehicle is out of sight.

Speed limit for personnel - All employees of the Parks Board, as well as employees from outside organizations with written consent, working in the KNP, may travel at a maximum speed of 65km/h during day and 50km/h at night regardless of the speed limit. These speed limits are applicable to all official trips and may only be exceeded in emergencies. Personnel and/or their spouses may also drive at 65km/h during the day whilst in their private vehicles en route to the entrance gate closest to their residence. During private trips in the rest of the Park, the designated speed limit has to be adhered to as well as in all the rest camps and personnel villages. Please take note that all transgressors of this privilege will be prosecuted in the same way as tourists who disregard the speed limit.

#### **15.2.3.9 Control at Entrance- and Rest camp Gates**

Entrance gates - When entering or leaving an entrance gate to the Kruger National Park that is officially open, you must identify yourself to the tourist officer in charge. No one may leave a rest camp after-hours unless the local Section ranger has granted permission and anyone arriving after-hours at a rest camp must report to the Section ranger.

#### **15.2.3.10 Entrance to No-Entry Roads**

Firebreak and patrol roads - Please take note that no one may drive along a firebreak or patrol road with a no-entry sign in their private capacity or along any road which has been closed in any way. Only a Section ranger may give permission to do so. When a firebreak or patrol road has to be used officially the Section ranger must preferably be given prior notice of the date and route. If it is not possible to notify him, it must be done immediately on completion of the trip.

#### **15.2.3.11 Guest Privileges**

Arrangements regarding guests must be made by the site supervisor in co-operation with the section ranger or Nature Conservation office at Skukuza. Only immediate family members (parents or children) will be allowed free access to the Park with the use of an N-number obtainable at the Nature Conservation office at Skukuza.

### **15.2.4 General Discipline**

#### **15.2.4.1 Personnel**

It is the responsibility of every supervisor in the Park to ensure that the following rules and regulations are brought to the attention of every employee under their supervision and to see that regulations are adhered to. Every employee residing or present in living quarters (in a rest camp or on site) must:

- Obey all reasonable and lawful commands given by the Section ranger or someone so authorized by him.
- Reside only in specific quarters reserved for him.
- Maintain cleanliness and sanitation in his place of residence.

No person residing, working or officially present in the Park, is allowed to:

- Accommodate any unauthorized person, assist him or give him permission to enter or live in any living quarters
- Behave in such a way as to be detrimental to maintaining discipline, order or health in such quarters
- Without written permission from the Living quarters Manager, Skukuza or Section ranger.
  - keep living animals or poultry



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- excavate or have excavations made
  - build or make any alterations to existing buildings
  - in any way, either or directly or indirectly, hinder any employee, security officer, Section ranger or anyone authorized by them, in the performance of their duties, inspections or any investigation deemed necessary or purposely hinder, obstruct, mislead or refuse to divulge information when requested to, or refuse to assist in any way or heed legitimate request or command
  - purposely disturb the peace by making a noise, shouting, screaming, arguing, causing violence or acting violently or improperly
  - purposely or negligently cause damage to any tree, shrub, building, fence, pipe, rubbish bin or any other appliance or object
  - enter or leave the Park or living quarters other than through the official gates
  - gamble in any way
  - defecate in a place or manner as to offend any other person
  - dispose of rubble or left overs in any place other than in bins provided
  - keep sorghum beer for longer than 12 hours
  - possess, distribute or introduce photos or literature containing immoral or subversive propaganda
  - be away from their official quarters after 21:00, except in the line of duty
  - Aimlessly loiter or hang around near or in rest camps or personnel living quarters at any time
  - introduce, brew or be in possession of alcohol as described in the Parks Act
  - be in possession of habit-forming drugs
  - be in possession of any fresh meat, especially raw venison or other animal products and, if acquired legally, it may not be transported out of the park without the necessary Veterinary permits
  - hitch-hike in a Park
  - possess a firearm or any dangerous weapon without the necessary permission
  - where work teams reside and work in the field, wander away from the work site or living quarters
  - temporary work teams (Supervisors excluded) are not allowed to receive visitors in the Park

#### 15.2.4.2 **General**



Outside organizations working in the park must recruit and employ personnel in conjunction and with the permission of the Division of Human Resource. It is the contractor's responsibility to ascertain the rules and regulations laid down by Human Resources division.

### 15.2.5 **Malaria and Malaria Control**

All residents of the Park must be aware of the fact that they live in an endemic malaria infested area and are constantly exposed to the disease.

Malaria is a potentially dangerous disease and if not treated timeously and correctly, can be fatal. It is therefore extremely important that all residents, their children and their employees take adequate preventative measures to protect themselves from the disease.

Malaria is a disease caused by small parasites which destroy the red blood corpuscles of an affected person. Parasites are transmitted from person to person by the anopheles mosquitoes. Various types of malaria occur of which **plasmodium falciparum** is the most common and also the most dangerous.

The possibility of contacting the disease can be reduced by avoiding mosquito bites and by taking prophylactics which prevent the development of the parasites in the body.

Malaria mosquitoes are most active during the spring and summer months yet the most dangerous time in the Kruger National Park is during April and May and up until the first winter cold snap suppresses them. Preventative measures must be taken at the onset of the first spring rains right up until the first cold spell in June after which measures can be relaxed. Please be aware of the fact that people have contracted the disease during the winter months in endemic areas.

#### 15.2.5.1 ***Preventing Mosquito Bites***

The Parks Board in conjunction with the Department of Health, control anopheles mosquitoes in malaria areas. Residences are sprayed with pesticides, when requested by the owner, to kill mosquitoes that enter houses and where possible all open water, and breeding sites are also treated to kill mosquito larvae. Gauze on windows and doors is effective in keeping mosquitoes out while the spraying of peritine or other suitable aerosols at night will kill mosquitoes indoors. Additional protection, especially for babies would be the use of mosquito nets over beds. Other deterrents are "Peaceful sleep", "mylol", "tabard" etc. which can be rubbed or sprayed on to the body when outdoors. They are especially useful for people who are allergic to prophylactics or suffer from porphyria.

Prophylactics - There are no prophylactic which offer complete protection. In spite of all the above precautions, it is still possible to be bitten by an **anopheles mosquito** while braaing outdoors etc. **To further reduce the risk of contracting malaria, it is necessary to take the proper prophylactics according to prescription.** This prevents the malaria parasite from completing its cycle in the human body. The parasite's incubation period is 1-3 weeks, and it is therefore necessary to take prophylactics for at least 4 weeks after leaving a malaria area or at the end of the active period which is about the end of May. The medication is completely safe if taken at the prescribed dosages, though some people suffer side effects. Please consult your physician accordingly.

***Dosage - Please consult the local physicians in Skukuza regarding the most effective medication and dosages, as they are experts in the prevention and treatment of malaria.***

NB. Anyone developing symptoms of malaria (headache, body pains, alternating hot and cold fevers, high temperatures) **must** consult their physician **immediately** and inform him of your visit to a malaria area. Do **not** accept that these are just influenza symptoms. The most appropriate time for a doctor to diagnose malaria by making use of a blood smear is during an acute fever attack. If you are unable to consult a doctor immediately and suspect malaria, take a thick blood smear during the first fever attack for a later diagnosis. (All Section rangers have glass slides). **Start treatment immediately** as if you have contracted malaria.

At present the most effective home treatment is to take **FANSIDAR** according to instructions.

The most effective method of malaria prevention for you, your family and your work team, is to adhere strictly to the above instructions.



## 15.3 ANNEXURE A3 – GUIDELINES FOR THE PROVISION OF ARTIFICIAL WATER IN THE KNP CONCESSION AREAS

### 15.3.1 The contract document

#### 15.3.1.1 *Water sources for attracting wildlife*

An Artificial Water Provision Policy is in place within the KNP and any opening or closing of water holes must be done in consultation with SANParks staff and with due cognisance of this Policy. SANParks reserves the right to close any water features as necessary to carry out its park management activities. Every effort will be made not to close water features in Concession areas over the life of the concession period. 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.

### 15.3.2 The KNP's water distribution policy (abstracts)

Based on the ecological role of water and the unnatural influences that have been imposed on the KNP, the water provision policy may be divided into two main categories, i.e.

- water provision away from perennial rivers and,
- stabilization of the perennial rivers.

#### 15.3.2.1 *Water resources away from perennial rivers.*

The artificial provision of water is accepted as justified, provided:

- It is in accordance with natural ecosystem principles.
- Full control may be exerted over the resource.

The following considerations are of relevance:

- Water may only be provided to augment existing natural resources
- Water resources should not be created to overrule the ecological effects of natural and environmental fluctuations
- Provision of artificial water supplies should not be designed to alter or disrupt the natural distribution and relative density patterns of animal populations or aquatic systems, including seasonal differences
- These artificial water holes should be properly managed and periodically closed down when they are not necessary (i.e. when adequate veld water is available) to give the veld a resting period and to allow for a more natural pasture rotation grazing pattern.
- Catchment dams in seasonal watercourses are normally no longer justified in providing additional water resources during periods of drought, due to the following reasons: i.e.
  - Wide expanses of water are alien to the KNP ecosystem.
  - Full control over the water resource is difficult.

#### 15.3.2.2 *Perennial rivers*

At this stage only the Crocodile and Sabie Rivers, of all the KNP's perennial rivers, are of relevance to the concession areas. A continuous flow of these rivers is now almost guaranteed due to the following reasons:

- Changes in the new Water Act and general policy with regard to rivers, which makes provision for an ecological reserve.
- The increase in awareness about the plight of rivers.



- iii) The increased status of conservation areas.

It is therefore not necessary to consider any form of artificially provided water to stabilise water sources in the perennial rivers.

The first of three phases of the new water provision policy was implemented in 1998 when a number of existing artificial water points was closed down.

### 15.3.3 Critical implications in providing artificial water.

- i) Providing water on vulnerable soils, such as brackish soils or against easily erodible slopes, should be avoided.
- ii) Rare game species, like sable, might be negatively influenced or driven from an area if water is provided in areas where they normally occur. They don't take well to the competition of other species. This is probably also true of black rhino, which in general avoid areas with large concentrations of white rhino.  

There are conclusive evidence that the indiscriminate provision of artificial water over many years in the KNP and adjacent private nature reserves have impacted negatively on the numbers and distribution of rare species like roan, tsessebe, eland and sable. Further pressure on these species should be avoided at all cost.
- iii) Artificial water shouldn't be provided in or next to drainage systems that have their origin inside the KNP.
- iv) Avoid the placement of artificial water in summer grazing areas.
- v) No water points will be allowed in Wilderness zones.
- vi) Artificial water may be provided if it compensates for natural water that use to be available in an area, but are now influenced by unnatural or manmade causes.
- vii) Daily journeys of up to 5 km to water seem typical for medium sized ungulates such as wildebeest and zebra, while elephant, buffalo and rhino are capable of traveling much further. Water points must therefore not be seen as the only and exact points where game will be encountered during dry seasons. Water points in areas adjacent to concession areas will definitely also make a positive contribution to game distribution in concession areas.
- viii) Opening a number of artificial water points in concession areas could have a detrimental effect on the KNP in the long run, because of the interference with the natural processes. The consequences are not fully predictable. It is also possible that game might move completely out of areas where water is artificially provided in search of better grazing at certain times of the year and because of overgrazing in the vicinity of the artificial water source.
- ix) The long-term sustainability of species diversity and population densities in concession areas should receive preference over a short-term opportunistic management approach.
- x) In contrast to small private nature reserves, the KNP is a large open system in which game moves around freely and where movements are dictated by a number of environmental factors. This makes the distribution and numbers of species less predictable than in the smaller reserves.
- xi) Close down boreholes during a good rainy season in order to conserve underground water and to prohibit trampling of areas around a water point.
- xii) The use of solar pumps instead of windmills are aesthetically more acceptable
- xiii) If there is a need to put a mechanical pump on a borehole, stay within the prescribed pump rates to avoid over-utilization of the borehole.



### 15.3.4 Mpanamana Concession Area

#### 15.3.4.1 *The current situation.*

The **Crocodile River** on the southern boundary of the concession area is a perennial river with a continuous flow, which can be guaranteed almost 100 %. It has several measuring weirs along its length in the KNP, which allow the Department of Water Affairs and Forestry to manage the flow in the river properly. Large concentrations of game gather on the northern bank during dry periods ensuring year round good game viewing in the area.

The **Jubilala, Shiglibeleni and Nwangala** streams act as drainage systems for the greater part of the Lebombo mountains in this area. The pools in the rocky bottoms of these streams last very well in most years. The **Mpanamana and Dzuweni** spruits on the plains have large, almost permanent pools, which last very well, ensuring well-distributed natural water over the whole area.

**Mpanamana dam**, which is situated more or less in the center of the concession area, has only dried up during an exceptional dry period in the early nineties. Game concentrations at the dam during drier times are of the most spectacular in all of the KNP. **Nhlanganzwane** dam to the north and **Makohlolo** dam to the west of the concession area ensure that the game on the plains stay in the area all year round.

#### 15.3.4.2 *Recommendations*

With the almost guaranteed availability of water in the Crocodile River and at Mpanamana dam, there is no specific need to supply additional artificial water in the area.

A single small water feature at the proposed main lodge site might enhance game viewing from the lodge and will definitely improve the aesthetic appeal of the site.

#### FINAL ARRANGEMENTS

- a) An artificial water feature may be constructed at the main lodge site along the Nwangela spruit.
- b) The water used for the water feature will form part of the lodge quota of 350l/person/day, or must be from recycled/grey water from the lodge.
- c) The final design of the water feature must still be finalised.
- d) If there is a threat of Mpanamana dam drying up during severe drought conditions, consideration may be given to artificially supplement the water in the dam with water from the flycamp borehole. The water used will however form part of the daily quota of 350l/person/day.
- e) The need for a small waterhole at the mountain flycamp was discussed, but the concessionaire is uncertain at this stage if it will be required. A final decision will be taken at a later stage.
- f) No other artificial waterholes will be constructed in the Mpanamana Concession Area.
- g) The water feature and the use thereof will be subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close the waterhole if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.



### 15.3.5 Lukimbi Concession Area.

#### 15.3.5.1 *The current situation*

The **Crocodile River**, near the southern boundary of the concession area, is one of the KNP perennial rivers with an almost 100 percent guaranteed flow throughout the year even under severe drought conditions. A number of measuring weirs in the river in the KNP enable the Department of Water Affairs and Forestry to actively monitor and manage the flow in the river under any conditions. Water can be released from dams in the catchment of the river to supplement the flow in the river during times of low flow.

The **Biyamiti and Mlambane** rivers, two of the major tributaries of the Crocodile River in the KNP, originate entirely inside the park. This enable the KNP to have full control over these streams with the result that they operate completely natural. Both have large, fairly permanent pools along their lengths. Due to the large sandy bottoms of these streams, elephants and other game can dig for water quite successfully which also create relative permanent sources of water throughout most years. The **Lwakahle** stream, although a bit shorter and smaller than the previous two, has almost the same qualities.

There are a few well-developed **seasonal pans** on the water shed between the Mlambane and Lwakahle catchments in the concession area, which have had water throughout the year over the past few years. They are probably some of the most permanent pans in all of the KNP.

There are two windmills, **Blinkwater and Biyamiti**, along the Biyamiti which are still operational due to the fact that they are along a tourist road. The boreholes have never dried up in the past ensuring permanent water available in the area. The closest other artificial water to the area is at **Ampie** windmill, a few kilometers higher up along the Mlambane, which won't have much of an influence on the concession area itself.

#### 15.3.5.2 *Recommendations*

With the Crocodile River on the southern boundary of the concession area and with the three large tributaries running through the concession, it is felt that there is an adequate supply of permanent natural water in the area.

The water situation in the concession is further secured by the two boreholes on the Biyamiti. During exceptionally dry periods game will still have the option of using the Crocodile River in the south or the two water points along the Biyamiti in the north. This will undoubtedly result in a very even distribution of game over the whole concession area.

It is recommended that over time the two windmills along the Biyamiti be replaced by solar pumps which would make the area aesthetically more pleasing.

An additional water point or water feature at the lodge site will add to the availability of water in the area and will attract game towards the center of the concession area. However, due to the high density of black rhinos in this concession area, care must be taken that this additional source of permanent water does not have a detrimental effect on their numbers.

#### FINAL ARRANGEMENTS

- a) **An artificial waterhole may be constructed in front of the Lukimbi lodge site approximately 100 meters away across the Lwakahle River.**
- b) **No other artificial waterholes will be constructed in the Lwakahle Concession Area.**
- c) **The waterhole will be a small (8-10m diameter), organically shaped depression or basin constructed from clay.**
- d) **Provision of water to the waterhole must be from recycled water from the lodge operations OR will form part of the quota for the lodge of 350l/person/day, pumped from the boreholes at the lodge site.**
- e) **The waterhole and the use thereof will be subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close the waterhole if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.**



### 15.3.6 Jock Concession Area.

#### 15.3.6.1 *The current situation.*

The **Biyamiti** River, which flows through the concession area, is one of the largest drainage systems that originate inside the KNP. The fact that it originates close to Pretoriuskop in the highest rainfall area in the KNP, makes it one of the most reliable of the non-perennial rivers in the park. Regular floods replenish the pools on a regular basis throughout most seasons. The wide sandy bottom of the river also makes it possible for elephants to dig very successfully for water, contributing to the almost permanent availability of natural water in the area.

The **Mtomeni** tributary, which joins the Biyamiti River at the current lodge site, is in itself quite a significant drainage system. It originates in the high rainfall Malelane mountains to the southwest, which ensure extended water flow through most seasons.

The **Nkombanini** and **Ngwenyeni** windmills along the Biyamiti were closed down during 1998 when it was decided in the new Management Plan of the time to follow a more natural approach to management practices in the KNP.

#### 15.3.6.2 *Recommendations*

Natural water in the concession area is available in abundant supplies during most years, because of the origin of the Biyamiti and Mtomeni drainage systems in the high rainfall areas of Pretoriuskop and the Malelane mountains. The need to supplement these natural water sources will only be necessary during prolonged dry periods.

The following options are proposed in terms of the provision of artificial water:

- i Only re-activate the boreholes at Nkombanini and Ngwenyeni during extremely dry conditions to minimize the impact on the normal game distribution pattern in the area.
- ii Alternate the use of these water points during dry periods.
- iii Use and develop one of the water points permanently but manage it in relation to the principles that was explained in the Water Provision Policy.

The Nkombanini water point is situated on an extensive sodic patch with the resultant danger that extensive soil erosion might develop over time if the water point is kept open permanently. On the other hand, this water point is situated more central to the concession area and therefore probably the preferred option if it is decided to develop one of the water points. It might be necessary to develop another more natural water feature away from the present drinking trough to get away from the sodic area.

The development of a water feature in the front of the lodge at Jock in the Biyamiti might be sufficient to ensure permanent water within the concession area.

#### FINAL ARRANGEMENTS

- a) **Jock Concession will be allowed to maintain a waterhole at Ngwenyeni and Nkombanini boreholes under the following conditions:**
  - The waterholes will be managed in line with the principles of the Water Provision Policy of the KNP in that it may only be activated at the beginning of the dry season, depending on the availability of natural water in the veld. The local Section Ranger and Concessionaire must agree on when to activate or close the boreholes.
  - The waterhole at Ngwenyeni may be placed on a different (improved) site in the vicinity of the current borehole – it is the choice of the concessionaire.
  - The trough at Nkombanini must be removed and the area rehabilitated (currently on a sodic patch). The new waterhole must be placed in an environmentally more acceptable area, i.e. stabile soils and it is proposed that the waterhole be established in a close-by natural pan area. This was done with the approval of the Division: Conservation Services.
  - The maintenance of the windmills, reservoirs, trough at Ngwenyeni and new waterhole at Nkombanini will be the responsibility of the concessionaire.
- b) **The Concessionaire must implement a monitoring programme to measure the impacts of the use of the two waterholes.**



- 
- c) A small waterhole may be developed in front of the Jock Lodge site, across the Biyamite River on the following conditions:
- Provision of water to the waterhole will be from recycled water from the lodge operations, OR will form part of the quota for the lodge of 350l/person/day, pumped from the existing borehole at the site.
- d) No other artificial waterholes will be constructed in the Jock Concession Area.
- e) All the waterholes and the use thereof are subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close the waterholes if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.



### 15.3.7 Tinga Concession Area.

#### 15.3.7.1 *The current situation*

The **Sabie** River, which borders the concession along its entire length, is generally considered to be the most permanent of the perennial rivers in the KNP. This river has never stopped flowing in living memory and therefore provides a permanent source of water to the Tinga concession area.

The **Sand** River, which forms the northeastern boundary of the concession area, doesn't quite fall in the same category. This river flows through most years and seasons, but dry up during drought periods.

Apart from the rivers, there are also two fairly large **emergency dams** adjacent and to the west of the Skukuza staff village. These dams are kept full artificially to provide water to the rest camp and village in case of an emergency such as a disastrous event of pollution in the river.

#### 15.3.7.2 *Recommendations.*

It will be unnecessary to consider the provision of artificial water in the Tinga concession area. Nowhere within the concession area are game further than three kilometers from the permanent water of the Sabie river.

It can also be expected that there will be a large influx of game during dry periods to make use of the Sabie River as a permanent water source. There are no other artificial water sources in the area to detract the game from this possibility.

#### FINAL ARRANGEMENTS

- a) **An artificial waterhole may be constructed adjacent to the northern boundary of the Jakkalsbessie lodge site.**
- b) **Water will be pumped to this waterhole from the Sabie River and all excess water will flow back into the Sabie river via a small natural drainage line.**
- c) **The waterhole and the use thereof will be subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close the waterhole if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.**
- d) **The water feature approved for Narina camp in the EIA will be constructed at the entrance to the lodge and will only be for aesthetic purposes and not to attract game. The water used will form part of the daily quota of 350l/person/day.**
- e) **No other artificial waterholes will be constructed in the Jakkalsbessie Concession Area.**



### 15.3.8 Rhino Walking Safaris Concession Area

#### 15.3.8.1 **Current situation**

The **Mutumuvi** stream flows through the middle of the concession area and is a seasonal tributary of the Sand River. The **Mutumuvi** originates entirely inside the KNP and flows mostly periodically during the rainy season with a tendency to dry up very soon after heavy rains or thunderstorms.

The **Tswiriri** and **Timbetene spruits** are two small tributaries of the Mutlumuvi stream and only flow for short spells immediately after a thunderstorm event.

The **Tswiriri dam** is situated in the Tswiriri spruit and only holds water through the dry season, depending on the amount of water received during the rain season. The dam has silted up to a large extent and will in all probability only be operational for a limited period in future. There is an unequipped borehole at the dam. The **N'wanitsana dam** is situated in the Mutlumuvi spruit and due to the fact that it is also silted up, does not keep water for long into the dry period. Both these dams are situated in spruits that originate inside the KNP and were built for very specific purposes, i.e. when the western boundary was first erected to compensate for the sudden barrier that stopped game movement and loss of access to water. The western boundary fence has since been removed and the game has adapted to the situation with the result that these dams are no longer necessary. In terms of the Water Provision Policy of the park, dams situated in drainage lines that originate inside the KNP need to be critically evaluated and where possible decommissioned and the area rehabilitated.

There are two artificial water points in the concession area, i.e. **Xiteveteve** and **Timbetene**. Both water points are provided with water from very strong boreholes that will allow for a constant water supply – even through periods of drought. In terms of the Water Provision Policy, a decision must be taken regarding the future use and existence of these water points, as they are situated next to drainage lines that originate inside the park. Permanent water does not occur naturally in this area and the concession area is considered to be a summer grazing area. The placement of these water points – four kilometers apart in the middle of the concession area - assists in the distribution of game from the middle to the outlying areas of the concession. The current water distribution created a habitat preferred by sable antelope and a large number of animal species are present in summer even though they do not occur in large numbers. Both waterholes are placed on sensitive soils and in particular the Timbetene water point is situated in a big sodic patch.

Other artificial water sources close to the concession area include Manzimhlope, Jones Dam, Manzimahledam and Sundwini.

#### 15.3.8.2 **Recommendations**

Natural water is not abundant in the area due to the seasonal nature of the streams and there may be a need to supplement this situation with the provision of artificial water holes. The fact that the current water supply and distribution create a habitat for sable antelope must be taken into consideration, but similarly also the fact that all four water points (dams and boreholes) are situated next to or in drainage lines that originate inside the KNP. The sensitivity of the soils in the area does not support the maintenance or creation of more artificial water points. The needs of the concessionaire in providing a game viewing experience must also be considered for the future existence of one or more of the waterholes.

The following options are proposed:

- i) That the *status quo* be maintained in that the two dams not be supplemented during the dry season, and that the two water points be maintained on a permanent basis, but managed in terms of the Water Provision Policy. This would mean that the dams would be decommissioned in time as a result of siltation.
- ii) Immediate removal of the two dams and rehabilitation of the area, with the further use of the two water points at Xiteveteve and Timbetene on a permanent basis, but managed in terms of the Water Provision Policy.
- iii) The immediate decommissioning of N'wanitsana dam, with the maintenance of Tswiriri dam and the two artificial water points at Xiteveteve and Timbetene.

NB : There must be agreement on the responsibility for rehabilitation in all proposed scenarios.

It is not recommended that any additional artificial water points be considered for the Mutlumuvi concession area, except a small waterhole at the main lodge/camp, depending on the exact location of the camp. SANParks however reserves the right to close this waterhole, or any other waterhole, if the impacts thereof are unacceptable.

**FINAL ARRANGEMENTS**

- a) An artificial waterhole may be constructed at the main lodge site as approved in the EIA, including the necessary mitigation measures as proposed in the Scoping Report.
- b) The waterhole will be a small (8-10m diameter), shaped depression or basin constructed from concrete and anchored to bedrock either within the riverbed, or against the opposite bank of the Mutlumuvi spruit.
- c) Provision of water to this waterhole will be from recycled water from the lodge operations OR will form part of the quota for the lodge of 350l/person/day, pumped from the boreholes at the lodge site.
- d) The existing waterholes at Timbitene and Xiteveteve will be maintained as is. The two windmills at Timbitene will be removed and a solar pump will be installed in an effort to improve the aesthetic appearance of the area. The concessionaire will take over the responsibility of ensuring a sufficient supply of water to the game using that waterhole as well as the maintenance of the solar pump. The two windmills on the dry boreholes at Xiteveteve will also be removed for aesthetic reasons.
- e) The *status quo* will be maintained with regard to Tswiriri dam and N'wanitsana dam. These dams will be managed in terms of the Water Provision Policy and will eventually be decommissioned due to excessive siltation.
- f) No other artificial waterholes will be allowed within the Mutlumuvi Concession Area.
- g) All above-mentioned artificial waterholes and the use thereof will be subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close some of these waterholes if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.



### 15.3.9 Singita Concession Area.

#### 15.3.9.1 *The current situation*

The Singita Concession Area covers a variety of water features and systems that have proven over the years to be permanent or near permanent in nature.

A weir dams the **Nwanetsi** stream upstream from the new lodge site and is called the **W.N.L.A. dam**. A little further downstream below the confluence with the **Sweni** stream, another weir dams the Nwanetsi. The extensive drainage systems of both the Nwanetsi and Sweni streams ensure that this dam forms a permanent water body extending well below the new lodge site. Both these dams are extensively utilized in dry conditions by a variety of game.

The **Shinkelengane** spruit, one of the main tributaries to the Nwanetsi, flows through the middle of the concession area and is joined on the way down by a number of smaller streams which feed the Shinkelengane on its way down the slopes of the Lemombo mountains. The shallow soils and rocky nature of the Lebombo's ensures a high run-off of any precipitation in the area, which results in an abundance of natural water in the area, especially in the Shinkelengane itself.

To add to this favourable feature, the **Gudzane** stream on the western side of the concession area is also known to flow for long periods of time. If not flowing, it has a series of almost continuous pools that last through most seasons and conditions. The **Gudzane dam** in the Gudzane spruit, a little upstream from its confluence with the Nwanetsi, has never dried up completely since its construction many years ago.

Apart from these water sources in the concession area, there are also a number of other artificial sources just outside of the concession. They are **Gudzane-east, Lewerik, Msasane and Sonop water points**. These sources will also contribute to the distribution of game in the concession area during dry periods because of their close proximity to the area.

#### 15.3.9.2 *Recommendations*

The Singita Concession area is well provided for as far as water sources for game is concerned. Not only is there a well developed system of natural sources, but they are further supplemented by numerous artificial sources i.e. the two dams in the Nwanetsi itself, the dam in the Gudzane spruit and the number of artificial water points adjacent to and around the area.

The Nwanetsi, Sweni, Shinkelengane and Gudzane streams are well known for their capacity to have water in store through most years and conditions (The well-developed riparian vegetation along these streams is a further testimony to this fact.) Any additional artificial water can only be detrimental to the outstanding natural features and natural processes taking place in the area, and is not recommended.

The fact that the lodge itself will be situated on the banks of the Nwanetsi, with a view over the Nwanetsi dam, will make it unnecessary to create an additional water feature for the purpose of the lodge.

#### FINAL ARRANGEMENTS

- a) **The proposed development of an artificial waterhole opposite the lodge site across the Nwanetsi river was investigated in the EIR and the recommendation was that the waterhole not be developed. This was accepted by the Concessionaire.**
- b) **However, the Concessionaire requested that the number, distribution and management of artificial waterholes in the Satara/Nwanetsi region be kept under review and rationalised if needed to sustain biodiversity throughout the area. This must be done equitably to satisfy the needs and expectations of both the KNP guests as well as the Concessionaire's guests. SANParks agreed to this request provided that such rationalisation fall within the overall objectives for biodiversity management in the KNP.**
- c) **No other artificial waterholes will be constructed in the Singita Concession Area due to the availability of existing water sources within and adjacent to the concession area.**



### 15.3.10 Imbali Concession Area.

#### 15.3.10.1 *The current situation*

Of all the drainage systems running through the Imbali Concession area, only the **Nwaswitsontso** is of any real significance. Bordering onto the northern section and meandering through the eastern half of the concession area, this seasonal river will act as the main source of water for game in the area. The smaller tributaries feeding into the Nwaswitsontso river, such as the **Pokolweni, Mluwati, Gezantombi and Tswayini** spruits, are generally too small to hold water during drier periods. This is typical of a so-called summer grazing area, which play an important role in regulating seasonal movements of game throughout the park. Such areas are vital in maintaining the long-term sustainability of meaningful numbers of game in a specific area.

A significant part of the catchment of the Nwaswitsontso originates outside the KNP's western boundary where the KNP doesn't have control of the use and flow of the river. It was always part of the water policy to compensate for such unnatural situations through stabilization of known water pools inside the Park's boundaries. A number of boreholes have been drilled and a series of water points established at **Mahlobyanine, Talamati, Fairfield, Monzwene and Ngwenyeni**.

In addition to this, a **dam** was built in the Nwaswitsontso at **Ngwenyeni**. This dam is known for holding water for long periods of time and even when dry, it maintain a high underground water table that allow animals such as elephants to dig for water quite successfully.

It may even be argued that an excessive number of artificial water points have been established in a relatively small area and that the closing down of some of these points will have to be considered in future. It is however not the purpose of this document to discuss the merits of the situation at this stage and we will leave it at that for the moment.

There was a time when water was also artificially provided in the upper reaches of the **Tswayini** spruit. This was done during and immediately after the erection of the western boundary fence to provide alternative sources of water to the game whose natural migration routes, and access to water sources further west, was cut-off by the fence. The game in the area has since adapted to the situation with the result that the water there is no longer necessary. The windmill has since been removed and the little earthen dam fortunately washed away. The KNP water policy is quite explicit on artificial water points like these old ones at Tswayini. Water would only have occurred there naturally for a very short period of time immediately after good rains and therefore no permanent source of water can be established here.

#### 15.3.10.2 *Recommendations*

It is not recommended that any additional artificial water points be considered for the Imbali Concession area. The situation at the moment is very close to ideal in the sense that water has been provided where it was necessary to compensate for unnatural losses, while the rest of the area has not been interfered with and left in it's natural state. This gives us a very distinct difference between summer and winter grazing areas, which is the way it was always meant to be.

It will be necessary however to manage the artificial water points along the Nwaswitsontso quite intensively for them to operate as naturally as possible, to save the underground water and to avoid the trampling of the areas around the water points.

A water feature in front of the lodge might be acceptable and will add another water point to the series of well-established existing points.

#### **FINAL ARRANGEMENTS:**

- a) **Approval was granted for the construction of an artificial waterhole at the Imbali Main lodge site under the following conditions:**
  - **The artificial waterhole may be developed in front of the lodge on the opposite bank of the Nwaswitsontso River in a small natural clay depression.**
  - **The waterhole may not exceed 10 x 15 meters in size.**
- b) **Approval was granted for the construction of a small artificial waterhole at Hoyo Hoyo Satellite Camp under the following conditions:**



- The waterhole may be developed in a small natural clay depression on the northern side of the Mluwati spruit next to the camp.
- The waterhole may not exceed 10 x 15 meters in size.
- c) Approval was granted to construct a small waterhole in the Ngwenyeni dam basin on the following conditions:
  - That the waterhole only be constructed in the event of Ngwenyeni dam drying up.
  - Water may only be supplied to this waterhole until the dam receives water after the first rains.
- d) Provision of water to all the approved waterholes will be from recycled water from the lodge/camp operations OR will form part of the quota for the lodge/camp of 350l/person/day, pumped from the boreholes at the lodge/camp sites.
- e) No other artificial waterholes will be constructed in the Mluwati Concession Area.
- f) All the waterholes and the use thereof will be subject to the management principles of the Water Provision Policy of the KNP. The KNP may take a decision in future to close these waterholes if an unnatural degree of environmental degradation (overgrazing, erosion, etc.) occurs.



#### 15.4 ANNEXURE A4 - THE INTERIM GUIDELINES FOR THE COLLECTION AND UTILISATION OF RIVER SAND IN THE KNP.

(These Guidelines were approved by the Conservation Services Standing Committee Meeting, KNP until the legalities around the harvesting of sand and gravel in national parks can be finalised.)

The KNP may consider accommodating small-scale requests on an individual basis and within the following parameters:

1. Sand utilisation requests may be considered within well-motivated and defined limits (usually for specific construction or maintenance projects).
2. If granted, sand may only be removed from rivers originating outside of the KNP, where it can be argued that unnatural sediment yields are due to anthropogenic changes in the upper catchments.
3. The natural pattern of flows and water quality of the rivers may not be affected or disturbed.
4. An impact evaluation must always precede the removal of sand from a new site or source.
5. No new access roads to the riverbanks will be considered or allowed.
6. If the activity is approved, an EMP must be drafted to guide the operations and the rehabilitation / resculpting requirements stipulated. This document must include inputs from the local section ranger and be submitted to the KNP Manager: IEM for comment and approval.
7. A ceiling of removal is established per request (i.e. an overall maximum limit shall be determined for any sand removal from anywhere in the KNP).
8. If there is a conflict between financial considerations (i.e. costs) and environmental considerations, the environmental concerns must carry precedence.
9. The KNP reserves the right to stop removal of sand before set limits are reached if a negative impact is observed.
10. Regular inspections by the local section ranger will be essential to monitor and audit the effects and impacts of such removals.
11. No requests for permission to collect river sand resources from within the boundaries of the KNP for commercial purposes will be entertained until legal clarity is received.
12. All requests must be channelled through the General Manager: Conservation Services for further consideration – this will include new requests by concessionaires.
13. Current KNP utilisation practices must be evaluated in conjunction with Technical Services and a streamlined approach determined, agreed to and implemented, including an EMP.
14. Applications from neighbouring landowners will be evaluated on merit. Harvesting of sand must be for the sole use of the neighbouring landowner / community member who requested permission (i.e. there will be NO REMOVAL FOR COMMERCIAL GAIN OR LARGE-SCALE CONSTRUCTION WORKS, ETC). Similarly, the sand will only be utilised on the property adjacent to the KNP (i.e. not transported further a field). If no suitable sites are available in the immediate vicinity of the neighbouring applicant, permission will not be granted.

Environmental auditing is essential to document the effects of sand removals.



## 15.5 ANNEXURE A5 – PROPOSED POLICY FOR THE ECOSYSTEM MANAGEMENT OF FIRE IN THE KRUGER NATIONAL PARK

Policy revision co-ordinated and document prepared, by Harry Biggs. April 2002.

Participants in policy revision: several SANParks researchers notably Andre Potgieter; many SANParks Management staff including especially Louis Olivier, Bruce Leslie, Johann Oelofse and Nicholas Funda; and several of our regular fire advisors, in particular Winston Trollope and Bruce Brockett. In addition, Navashni Govender and Sandra MacFadyen are thanked for technical help.

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## Summary

The fire management system being proposed for the Kruger National Park must satisfy the Park's recently revamped ecosystem objectives, which stress heterogeneity over space and time. The current intended lightning-driven system meant to achieve this, but proved to be dominated instead by fires caused by illegal immigrants. This led to revision, which was well underway before the tragic fire of 4<sup>th</sup> September 2001, an event which served to help unify relationships between this and KNP fire security policies.

Areas of continuing debate include understanding the implications of the role of early man in shaping the landscape with fire, as contrasted with justification behind demands for "hands-off" wilderness management. Cognisance has to now also be taken of the reality of concession areas and their need for smaller-scale fire heterogeneity patterns and lower levels of risk appropriate to their geographically more confined operations. The experimental burnplots (EBP's) operated since the mid-1950's are discussed, including recent initiatives which are making these results more valuable to our current objectives.

Despite these challenges, much has been definitively learnt, for instance that point ignitions are preferable, that there should be limits on total extent allowed to burn, and that the system employed must include enough cautiously thought-through variants to allow us to learn. The strategic adaptive approach is embedded in the proposed system by TPC's<sup>3</sup> being built into the proposed operations, two of the most important ones being measured and evaluated by rangers directly.

Consequences arising from fire policies during the era during which fire management was intended to be dominated by lightning (1993-2001), are reviewed, as is the LASHFIRE trial, a planned experiment to realistically review practical alternatives to lightning fire systems. Reasons for dissatisfaction with the intended lightning system are highlighted, the main one being that the system in practice turned out instead to be driven largely by illegal transmigrants setting fires on their way through the park. Apart from proposing an alternative system, we also recommend the planned LASHFIRE trial now be shelved, for reasons of our having outgrown its philosophical base, and having integrated most proposed variants that would have been tested in isolation, into the newly proposed fire system anyway. The basis for a healthy relationship between the ecosystem fire management policy, and the KNP fire security policy (designed to protect humans and infrastructure) is considered, threats posed by fire to animals is also being discussed. The need for training, and the emergence of Fire Protection Associations, is mentioned.

***An innovative and seemingly practical way of uniting the best available components of patch mosaic fire philosophy with range condition and lightning fire philosophy, and embracing the reality of transmigrant burns, is proposed. It involves setting annual and monthly burn targets based mainly on vegetation measurements taken at the start of the season. Each month from early in the fire season, patch fires are put in by rangers towards a target also influenced by transmigrant fires. Adaptive "catching-up" or "slackening-off" is practised as the season progresses, to try to keep somewhere near target. Rangers will generally stop setting fires at the onset of the lightning season to then allow lightning a chance to contribute as a natural source. Slight variations, to enable learning while managing, are imposed for wilderness areas, non-wilderness areas and concession areas, and other variations (such as amount of lightning influence in different areas) will arise over time as a natural contrast.***

In this way, lightning has the best safe chance of burning significant areas, instead of these areas being pre-empted earlier in the season by (often rampant) transmigrant fires. Generally, all fires are point ignitions. Wilderness areas are allocated the least invasive form of fire management, and concessions are given maximum safeguards permissible within a biodiversity management philosophy. Rangers will once again feel a sense of empowerment in fire management, and develop fire setting skills.

At all times during the learn-as-we-manage process described above, the central suite of TPC's operated in the KNP will act as the "referee's rules" for the desirability or otherwise of these systems. Systems exceeding TPC's will be discontinued or adapted. Certain focussed research projects may need to be solicited to answer particular questions not amenable to resolution using the

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<sup>3</sup> TPC's are Thresholds of Potential Concern, which are monitoring endpoints based on objectives describing the desired state for the Park. They are a variation on Limits of Acceptable Change (LAC's) and are discussed extensively in Box 3 page 14 of the Revision of the KNP Management Plan (Braack, 1997).



regular monitoring programme, whose scope should in any event be scrutinised to make it as simple and practical as feasible in future.

Practical ways of transferring the technology, and the overall way forward, are discussed.

### **Introduction and Background**

Fire management practices in conservation areas have remained contentious for decades, for three basic reasons. Fire is an obvious ecosystem driver (Walker 1987), there are important gaps in our understanding about the actual effects of fire including the interactive effects together with other factors such as herbivory (Bond 1997), and multiple practical fire management options appear to be available to managers (Bradstock *et al.* 1998). These three factors imply that managers realise the importance of fire, feel the need to choose between options to manage it, but acknowledge that the decisions are currently being taken on imperfect knowledge. Ongoing research into fire management thus appears important (Braack 1997), as does the learning-while-doing operating principle stressed in Vol VII of the management plan.

Our mandate to derive a fire policy rests on the belief that certain fire management systems will better than others “maintain biodiversity in all its facets and fluxes” as stated in our vision. Braack, in the 1997 management plan revision, states

“the intent is to adopt a fire policy which tries to approximate the frequency, seasonal distribution, intensity and extent of fire which has shaped the Lowveld savanna and with which the biotic components have co-evolved. Modern human impact has grossly affected the historic “natural” fire pattern, or pattern which could reasonably be expected to prevail had human population growth and cultural practice not changed so rapidly and dramatically”.

This raises a currently unanswerable question which bedevils fire ecosystem management debates – namely, what role did early man play? Apart from the knowledge that early man in Africa has been setting veldfires in some or other manipulative way for up to a million years, little is known of the extent to which this happened and likely patterns which prevailed. Some preliminary work done in the region (Connor, pers. comm.), investigating the role of human-induced fires over the last two thousand years, was unable to come up with definitive evidence except that such fires were present, and probably at greater intensity at least during the militant *Difequane* period.

One strict interpretation of the wilderness ethic seeks to eliminate the effect of man completely, believing lightning constitutes the only valid ignition source in the region. The fact that a footnote to the mission statement of the KNP (Braack, 1997) acknowledges “the integral part which pre-industrial man in low densities had in the Park, existing as a harmonious component of ecosystem diversity”, suggests that anthropogenic fire needs to be condoned in some way at least. The “fire shortfall argument” states that a certain number of human-ignited fires which might escape control, are acceptable for the following reasons:

- early humans resident centuries ago in low numbers in the area which is now the Park would probably have burnt fires, contributing to the architecture of the landscape.
- the high boundary : perimeter ratio of the long, narrow KNP, with in recent times very few fires ignited outside, or (if ignited) almost none spreading in from outside the Park, has certainly led to a reduction in the number of fires that would have otherwise spread to inside the park area.

There is no guarantee, however, that those human-ignited fires now arising within the borders of the KNP (currently due mainly to illegal transmigrants) and which cannot be extinguished immediately, cause fires similar in area, frequency, seasonality or intensity to fires caused by the two historical sources mentioned above. The policy proposed here reflects the inability of concerted efforts over the last decades, to reduce the flow of illegal transmigrants across the park to a level where their fires are not a problem for management, and at this time this level of ignitions by them is considered a given. It may, however, be possible (Trollope, pers comm) to influence their fire-setting behaviour, something which has never been attempted in practice in this region. In essence, this proposal arose as a direct response to illegal transmigrant fires, and it will be reasonable to consider possible changes to it, if and when such pressure abates.

After first giving a historical overview, this proposal suggests a policy modification arising after nearly ten years of experience with a fire management system which attempted to maximise lightning-induced burns and suppress fires from all other causes. This lightning policy itself could be seen as having been built partly on experience in the forty years before. The current policy



attempts to also take into account what has been learnt from the cumulative research and experience over the last half-century (after van Wilgen, pers comm):

- that a diverse composition - enhancing carrying capacity - can be expected if the veld is burnt according to veld condition assessment criteria<sup>4</sup>.
- that point ignitions are preferable to perimeter ignitions around blocks
- that variability in regime is desirable
- that there should be limits on the total area allowed to burn (based on the year's biomass production).
- that density and morphology of woody plants can be influenced by fire regime, in certain reasonably understood ways.

We have also learnt some institutional lessons:

- that we should not at this (or perhaps any future) stage proceed with a single fire management method over the whole area - thus precluding the opportunity to learn by comparing different actions.
- that the threshold for potential concern (TPC) approach adopted in the KNP management plan is highly suited to the adaptive management we strive to practice.

Apart from the sound foundation laid by many pioneers (as reviewed by Trollope, 1998), changes in perceptions of how ecosystems function (Peel et al, 1998) require that our approach also support multiple views of these possible functional pathways. To this end, a good basis of recently analysed fire data and proposed alternative practical fire systems is available, as exemplified by publications such as van Wilgen et al (2000), van Wilgen et al (1998), Trollope et al (1996), and Brockett et al (2001). The Kruger Park, with the assistance of acclaimed fire ecologists, is thus in a leading position to now answer many questions needed for further guidance in biodiversity management.

Without placing value judgements onto any philosophical underpinning, fire management policies in conservation areas have tended at various times to be influenced by one or more of four basic beliefs or goals. These were: creation of desired (and previously usually fairly fixed) endpoints in vegetation structure and composition, sometimes contrasted (Trollope *et al.* 1996) with the second one, a belief in a wilderness-based ecosystem philosophy; thirdly, a heterogeneity paradigm, supporting enhancement of patchiness (Wiens 1997), and finally, a conviction that early man may have strongly influenced the evolution of savannas in Africa by using fire in ways we might choose to emulate (Bond 1997). No final agreement has currently been reached on the correct choice or blend of these choices, though this proposal attempts to take elements emanating from all the above foundation belief systems into account, and integrate them in a way not achieved before.

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<sup>4</sup> Although an important realisation, it can be overinterpreted relative to objectives in large natural systems, where the desired "natural" heterogeneity does not necessarily imply maximising carrying capacity throughout, or even maintaining one suite of diverse grasses at as many points as possible in space and time



### History of Fire Management policies, with special reference to the recent intended lightning-driven system

An early account was given by Brynard (1971). Fire management history was reviewed again by Braack in the fire chapter of the 1997 management update, and in summary by Biggs and Potgieter in 1997. The latter account is repeated here:

“Little is known about fires up to the present century, other than that early inhabitants made at least some use of fire to manipulate the range. From the early 1900’s till the mid-1950’s, there was a period of what has been referred to as an era of uncontrolled burning (somewhat of an oversimplification) with very low numbers of staff in the early years and large tracts of land with no firebreaks. Fire suppression towards the end of this period led inadvertently to some very large fires, the organisation’s Board then committing themselves to the appointment of their first research officer and to the initiation of long-term experimental burning plots. At the same time, a so-called triennial burn policy began, with rotational burning of burn blocks delineated by firebreaks, to be continued in various forms till 1992 (a description of the variations is available in Trollope *et al.* 1996). Although the initial intention was to burn three-yearly, the later variants of the policy allowed prior field visits with override options i.e. the field evaluation might result in the block not being burnt for several more years. For this and other reasons such as the one explained below, the mean fire return periods turned out far closer to six years (Trollope *et al.* 1994). Van Wilgen *et al.* (*in press*) evaluate the 55-year fire pattern history till 1996 in detail, showing that because of the shape of the cumulative fire probability curves (a pattern which needs to be understood clearly by fire managers<sup>5</sup>) the median fire return period was indeed three to four years, even though the average was far longer, as Trollope had shown. Overall, however, the frequency was shorter than is generally being judged in the late nineties to be desirable, and, as a result, allegations of possible homogenisation of the landscape due to “overburning” and its interactive effects with herbivory, are being made (Trollope *et al.* 1998). The intensity of fires is now also believed to have been uniformly too high due to the fact that perimeter burning was employed.”

The lightning-fire era (or what it transpires should be called the intended lightning-fire era) began in 1993, 1992 having been year of such severe drought and low production that, for all practical purpose, no fires burnt. This policy supplanted the nearly forty-year run of rotational burning, and was documented as a formal modification to the then current Management Plan (Joubert 1986). This nearly amounted to a reversal, with the previous rotational burn policy being to set management fires and suppress lightning and “refugee fires”, this policy now allowing lightning fires and suppressing all others. The underlying reasons for this radical change were to be found in the roots of wilderness fire philosophy (Kilgore, 1994), highlighting the belief that lightning was the only non-human or “natural” ignition source in this ecosystem. The perceived consequence was thus that this source would then lead to a rich “natural” mosaic, with point fires burning at different intensities over different areas under different conditions. Support was also given by certain opinion-formers not necessarily fully aligned with wilderness philosophy, but who believed lightning must at least be allowed to play its partial role, and from those who saw an opportunity to now generate more patchiness in this way. An important ancillary issue arising during those discussions was that point ignitions (as would occur with lightning) were deemed far more desirable than perimeter ignitions which had been employed till then for the rotational block burns. An explicit stipulation was that all lightning fires should burn to their fullest natural extent, with rangers lighting them across man-made barriers, such as roads. In practice, this “natural extent” clause proved hopelessly idealistic. A cursory examination of any burn outlines (also after the attempted implementation of these guidelines) shows that the commonest reason a fire stopped was that it ran up against a road or firebreak. With the subsequent removal of many firebreaks (discussed below) this remained true, but with larger fires being burnt. Another less common reason for larger fires was extreme weather (high winds, high temperatures and low humidity) which caused fires to jump roads or firebreaks. Through all this, man-made boundaries formed the commonest end-of-fire delineation.

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<sup>5</sup> The pattern can be understood by imagining say 3 patches (typically burnblocks, in the rotational system) having had the following inter-fire periods making up (say, for simplicity) an exact 21 year fire history – in other words if they all burnt in the first and last years as well, the interfire years would total 20 for each:

Block A: 2yr, 9yr, 4yr, 3yr, 2yr; Block B: 8yr, 1yr, 11yr; Block C: 1yr, 5yr, 3yr, 3yr, 8yr.

Aggregating all interfire periods from short to long gives: 1, 1, 2, 2, 3, 3, 3, 4, 5, 8, 8, 9, 11 yrs

The **average** interfire period is 60 yr/13 interfire periods = **4.61 yr** while the **median** (middle value) is **3 yr**.

If the fires were all equally sized, there would thus be 2/13 (15%) of land burnt within 1 yr since a previous fire; 4/13 (30%) of land within 2 yrs, 7/13 (54%) of land within 3yrs, but then far smaller increments after that. Persons interested in plotting all the points on a graph with x-axis (time since last fire) and y-axis (cumulative % burnt) will see a graph typical of inter-fire behaviour of savannas.



Braack makes the point in the management review that “the courage represented by this policy was put to severe test during the spring of 1996, when large accumulations of grass resulting from the exceptionally wet season of late 1995/early 1996 enabled several massive fires in the central and southern KNP, causing considerable public concern and enquiries. Nevertheless, no mammal mortality attributable to these fires could be found despite several helicopter and fixed-wing patrols during and immediately after the fires, and good follow-up rains resulted in rapid regeneration of grass. Some wildlife managers nevertheless felt that had good follow-up rain not fallen at such an opportune time, the consequences could have been dire, and this resulted in a re-appraisal during mid-1997 of the “Wilderness Fires” policy”. By 2001 it was clear that 1996 was the only year on record in the “lightning-fire-driven era” when lightning fires actually burnt a larger surface area than anthropogenic fires, although the perceived threat of drought following very large fires of trans migrant origin is equally (or, because of their “unnaturalness” from some viewpoints, even more) worrying. The re-appraisal mentioned led to the so-called “lid-on-fire” argument, which, although originally intended as a safety measure for five years, is now widely thought to be permanently required. The specifications of this “lid-on-fire” clause strive basically to restrict the area burnt in one season to fewer than 50% of whatever (larger-scale) fire management unit is in place, whatever the circumstances.

The change to a lightning-driven fire policy in 1993 took place before the current revision of the KNP management plan in 1996/97, and it was with great interest that the fire management policy was scrutinised during the revision. The basic elements of the new management plan include maintenance of biodiversity and wilderness qualities, while providing human benefits in keeping with the organisation’s mission (Braack, 1997). A clearly traceable objectives hierarchy was generated under this overarching objective, to make clear, at different levels of detail, exactly what was being aimed at. The review team which had to flesh out details of policy for fire-related issues in this plan felt it necessary to co-opt several local fire ecologists to assist in this endeavour. The result was a series of workshops during which the principles of the plan were presented to workshop participants, who were asked to formulate fire policies compatible with these. The outcome was a series of recommendations:

- that whatever studies could be undertaken on the 45 year experimental burning plots to feed into of the new research and management objectives, should be encouraged.
- that the SANP should not find itself in the position again, as it did in 1992, where a major change in policy needs to take place, and no comparison with any other system is possible. To avoid this, it was eventually decided that realistic alternative and continuously adaptive policies should be tested on a landscape scale and probably for at least 20 years. This led to the plan for the LASHFIRE trial, which is described below.
- that the “default” policy of allowing lightning fires to burn could in the meanwhile serve as a likely route to achieve lower fire frequencies and richer landscape mosaics.

#### The LASHFIRE trial as planned

The trial design is described in detail in Biggs and Potgieter (1999) and summarised here.

Four large experiments, each occupying about 5% of the surface area of the Park, would be placed in the four main vegetation-soil combinations in the Park (combretum on granite; knobthorn-marula on basalt; mopani on granite; and mopani and grassland on basalt). Two were placed in the intended high-impact elephant zones, and two in the low impact zones. Each experiment would have three treatments –

A patch mosaic system (Parr and Brockett 1999; Brockett et al 200). In such a system, an estimate is made at the beginning of the fire season (in most years taken as April) of the target percentage to be burnt by the end of the season, based on grass biomass at the end of the growth season (also April). This is divided into monthly steps, the earlier months with large numbers of small fires, fire size increasing and monthly fire number decreasing as the fuel dries with seasonal progression. All origins of point fire are allowed, as long as within the numbers and area guidelines. In practice, most early fires are set by ranger staff, usually at random locations, and simply left to burn. The underlying idea is to create an ecologically rich mosaic, and in so doing break up the fuel bed as the season progresses, thus reducing the risk of large fires. The system has been practised with some success in several southern African conservation areas.

A range condition burning system (Trollope et al 1995). In this system veld condition assessment (quantity and composition) is undertaken in April and used as a basis for deciding which areas to burn. The objective is to only set fires in areas with vegetation characteristics which are known to respond in a way which produces “equally good or better” veld condition, and thus avoid veld “degradation”. As stated in an earlier footnote, this is often (but possibly not universally) helpful in maintaining a range of diversities in large conservation areas. As adapted to the LASHFIRE plan, up to five point ignitions were to be allowed per



block designated to be burnt, with no full perimeter ignitions being allowed. Again, other point ignitions (such as lightning) would be allowed as long as the rules were met.

A lightning-driven system (the same as the rest of the Park outside the experimental area) as described in the previous pages. The only reason to have a specific similarly-sized block adjacent to the other two treatments – rather than simply use any other area in the Park – was for rigour of comparison.

Each experimental subunit would be managed in a practicable way (meaning that if selected later as the default for the Park, that it could easily be employed more generally over wider areas in a practical and cost-effective way). Each would be allowed to make adaptive changes to the system, and in fact, some level of eventual convergence between systems was anticipated. A more intensive suite of monitoring themes would be implemented in these LASHFIRE areas, allowing close ecological tracking. The “refereeing” between systems would be carried out over the anticipated 20-year span, simply by applying standard Park TPCs. This would include not only fire pattern TPCs (as in van Wilgen et al, 1998) but also all the other TPC themes in the KNP monitoring programme (Braack, 1977). Any system consistently outside the “desired state” represented by the joint envelope of the TPCs, would be discontinued or adapted. If two or even all three stayed within the envelope, the choice between systems would eventually then be made on the basis of practicality (mainly cost-effectiveness and safety criteria) and not on ecosystem criteria. This trial reached an advanced stage of preparation, many additional monitoring transects for several biodiversity themes having already being put in by 2000. In 2000 a fair amount of prototyping of fire management systems took place, particularly of patch mosaic burns in certain of the designated areas.

If the proposal presented below is accepted, the LASHFIRE trial will however, be shelved, and some of the questions it sought to answer, addressed in other ways through but now in the normal course of management proposed in the new plan.

#### The Experimental Burn Plots (EBPs)

The recognition of the need to understand the effects of fire prompted the decision-makers in the 1950's to set out a replicated trial of twelve treatment combinations of frequency and season in 7 ha plots, in each of the four major vegetation types in the KNP. This trial and its products were thoroughly reviewed by Trollope et al (1995). Although the experimental treatments were faithfully carried out for a half-century, very little was done until recently to analyse data from the trial. The fact that what little information was available in 1992 was not directly used to influence the policy change at that time, indicates a disconnect between research and management systems in this particular case. Although the trials have been variously considered to have been “conducted at too small a scale”, “based on a regular regime” and “confounded by herbivory”, much can be learnt from them in terms of results from the rigorous field experimentation and resultant solid inference. An assertive such initiative is currently underway, and the plots have recently attracted so much national and international interest (and are producing so much novel and useful science) that KNP needs to consider whether the designation “wrap-up” – as applied to the five year period granted to complete work on these plots is appropriate. The plots represent a unique set of interventions which can shed important light on, *inter alia*, vegetation response to global climate change. The fact that KNP's (historically strong) research stature will be an even more important part of its overall portfolio in a globalising world, dictates that we take any decisions on downscaling or closure of the EBPs with care, outside involvement and great discretion. The EBP trial, in spite of the original intentions of its designers, should no longer be seen as a realistic management experiment, but rather as a rigid scientific trial for promoting understanding of fire-herbivory interactions, potentially useful in understanding basic relationships in the ecosystem, and for assisting in the calibration of TPCs.

#### Additional considerations in formulating fire policy

##### **Threats to human safety and infrastructure due to fires**

Fire security issues (such as timeous burning of firebreaks round camps and round parts of the border of the Park), have traditionally been separated from ecosystem fire management, though clearly there is an interface – the two systems should be as compatible as possible with each other (see Appendix 1). The procedures for these fire security issues has been administered and implemented by the particular line-function departments. Over many years, only isolated cases of such fire threats actually manifested, and authorities and stakeholders were probably justified, on the basis of that experience, in considering the system fairly safe. Unfortunately, a set of unusual conditions worked together on the evening of 4<sup>th</sup> September 2001 and led to the biggest tragedy in the KNP's history, in which 23 people (19 contract grass-cutters and 4 staff) died near a temporary encampment in the Pretoriuskop region. Unusual and unpreventable though the combination of circumstances may have been, the incident will leave a lasting mark on KNP's attitude towards fire security – indeed fire security guidelines are currently being consolidated (Appendix 2). The ecosystem fire management policy proposed in this document was



conceptualised in July 2001, several months before this tragedy. Since the tragedy, several people have automatically but wrongly assumed that this proposal was a result of institutional response to the killer fire. Regarding changes in national fire legislation, KNP is expected to play a key role in formation and membership of the emergent local Fire Protection Association, and needs to also assert its ecosystem fire management needs at a realistic level in this forum.

Discussion in this paragraph will be restricted to the overall philosophy concerning the influence of fire ecosystem management on the fire security situation. It is contrary to our mission to manage a natural area in such a way that no or almost no fire security risks are present. There will be a certain tension between the need for appropriate fire ecosystem management, and reasonable fire security requirements. The proposed new fire ecosystem management policy, through its concern over large fires, and through its intention to explicitly create mosaics, clearly reduces fire security risks. Since the tragedy, an additional goal of re-instituting certain key firebreaks has been included, though this limits the Board's stated desire in the late 1990's of coalescing wilderness areas into blocks which are as large as possible. Current thinking on the firebreak system is based on encircling the outer boundary of the Park, encircling concessions, encircling "blocks" of contiguous pristine wilderness areas, and finally, maintaining or re-opening certain other key firebreaks in between these. The resultant landscape fragmentation is far less than that caused by the firebreak system of the rotational block-burning years.

### **Threats to animal safety due to fire**

Animal populations can be threatened in two ways – by direct damage due to fires, and probably more importantly, through removal of grazing by fire, followed by a drought. Both these have generally been considered "natural risks", though they can become very contentious if the management policy is itself considered "unnatural", for instance, when perimeter burns often led to very hot fires in the central vortex of a block, in the rotational burn policy. Still, most fire effects are seen as "natural" by park managers, and there often exists a gap between this view and broad public perception, a gap which we should work to reduce. In spite of occasional deaths (there were as many as 20 elephant deaths associated with the same fire as led to the human tragedy, and another 20 elsewhere in another fire in the Park) animal populations generally show enormous indifference to fires – in a current study examining bird populations between heavily burnt, lightly burnt, and unburnt areas, only small differences could be detected (Mills, pers. comm.). This usually renders media adjectives such as "destructive" inaccurate and even grossly misleading, though one is reminded by the recent (albeit very unusual) set of circumstances that such destruction can occasionally occur. This paradox is part of forming a mature understanding of the variation over time and space in the ecosystem, so clearly stated in our mission and objectives. Looked at over long time scales and large areas, "natural" fire effects appear to be a disturbance factor which is integral to system function, an understanding we have yet to transfer successfully to the public as a whole.

### **Concession Areas and fire**

Concession areas, by definition, operate at a smaller scale than the whole KNP or even than the regular fire management units in KNP, and therefore run a higher risk of a single fire passing through their whole area and possibly creating game viewing and landscape conditions which are uniformly displeasing to the visitors. Because of this concern, the contracts include a clause allowing them, under these circumstances, to use alternative areas for a period. This contingency will not be easy for SANParks to manage. The proposed policy below deals with special arrangements to minimise this likelihood.

### **Wilderness Areas and Fire**

The intended lightning-driven system was particularly acceptable to wilderness lobbyists, as it implied minimal interference and "letting nature get on with its own burning". One variation of this opinion was that the influence of early man could validly be superimposed on the lightning regime, and in some conservation areas in Kwazulu-Natal, patch mosaic systems actually selectively choose locations near very old settlement sites, believing this to emulate the influence of early man (Blackmore, pers.comm.). It must be remembered that one reason why such people may have burnt, was to improve grazing conditions or attract wildlife, so that there may be justification for applying range condition type systems in wilderness areas, provided the role of early man is accepted in this way.

### **Reasons for dissatisfaction with the intended lightning-driven fire management system**

It has proved impractical to carry out the intended lightning-driven policy, except in one year, 1996. In every other year after 1992 (except 1995, when the area burnt by lightning-ignited fires and by fires from other ignition sources was almost equal) fires



started by illegal transmigrants, or accidentally by guests or staff, have dominated the fire regime. Of all the area burnt every year, lightning-ignited fires have only accounted for an average of 19%.

This led to exceedance of a threshold for potential concern (TPC) designed for exactly this purpose, viz. so that we do not fool ourselves that the system is lightning-driven. Out of all the TPC's tabled on various themes since the inception of this form of adaptive management system, this TPC is the only one which has not been acted upon in some way. Instead, it followed the alternative (allowable) route of re-calibration by the committee responsible for these decisions. After much debate and contextualisation, the re-calibration eventually specified that the same comparison would be made in 2003, after 10 years of the so-called lightning-driven system would have elapsed. Apparent agreement was thus reached that the lightning system might need alteration if the 10-year figure (as seems inevitable now) still showed that transmigrants, rather than lightning bolts, were actually driving the predominant fire regime in the Kruger Park.

In retrospect, it now appears that this extension of the TPC should not have been entertained, as we face widespread dissatisfaction amongst ranger staff (as expressed in a presentation by them at the annual meeting at the end of 2000). This is because:

They consider there to be too many runaway fires started by transmigrants or guests. Their impression is verified by exceedance of the TPC.

They object to the obligation to have to go out and combat *each and every* of these fires, often under dangerous conditions. Many of these fires could be considered "desirable". Some are safest left alone, or being combatted from a distance only.

Even in 1996, the one year in which lightning-ignited fires predominated, several of these were considered uncontrollable, leading to the "lid-on-fire" clause.

Even knowing that fires can only be partially manipulated in conservation areas, the feeling they have is one of almost no control. The increased emphasis on wilderness management in the park has led to removal of firebreaks and thus less ability to control "runaway fires". There is a measure of acceptance of this removal, yet a feeling that some compensation has to now be made in terms of fire policy. In the same vein, because the emphasis is on leaving lightning fires and on combatting other fires, rangers are no longer as well versed in fire-setting skills as they were in earlier years, thus compounding this feeling of disempowerment.

The fact that veld is burnable from April onwards, and that the lightning season usually only begins in late spring, sets the scene for the dominance of transmigrant fires. Transmigrants presumably burn fires for reasons of warmth and security and not for the same reasons as resident tribal communities – the result is that fires are not necessarily set for reasons of their ecological effect. Also, although widespread through the Park, they tend to an extent to occur more often on certain routes.

This proposal argues that these objections are indeed valid, and that sufficient time has elapsed to draw such conclusions based on experience. It is true that the arguments are most relevant in wetter years and cycles, but similar conditions will occur again.

**The key question which thus arises is how the intentions of the 1993 modification (giving lightning fires the best possible chance to fulfil their natural role) can be achieved in some more practical way.**

### **Towards an Integrated Fire Management System – the approach to modification**

The presence of all our South African fire advisors in Skukuza in July 2001 was leveraged to take recent ranger suggestions and existing policy intentions into account. These proposals were developed in a process of further consultation with rangers and senior management staff. The purpose of this submission is to give lightning fire the best chance it can be given under practical circumstances (i.e. given the above problems), to play out its natural role. The rationale of the integrated system proposed is to "co-manage" the fire system together with (the reality of) transmigrants in the early season, in such a way that the following goals are reached:

- transmigrant fires are limited in type and extent, by putting in patch burns to break up the fuel bed and by pre-empting them.
- the total amount burnt by 30th September is in most years less than (or at least roughly the same as) would have been burnt by transmigrants alone, given the runaway nature of many of their fires if no pre-empting or breaking up of the fuel bed were possible.



- the mosaic created by spring is such that massive lightning (or transmigrant) fires are less likely, even though many intermediate-sized fires totalling a large area may still be possible. Lightning will obviously vary over different years in effect.

All fires will thus generally be point ignitions, obviating what transpired to probably be one of the bigger disadvantages of the system employed in Kruger prior to 1992 viz. perimeter burns. No patch burns set by staff are allowed after a certain cut-off point (depending on the year e.g. in a wet spring, the end of September) thus leaving only lightning to “compete” with transmigrants on a safer mosaic at a time when lightning “has a chance.”

Because of the special requirements of concessions, special variants of this policy are presented for use in these areas. Considering the spirit behind establishment of wilderness areas, all pristine wilderness areas (PWA's) are given less contrived human manipulation.

#### How will this take place? – Integrating the best of each system

Although it is recommended below that the LASHFIRE trial be shelved, the long thought processes which went into refining the two alternative systems (patch mosaic and range condition) for this trial, and the difficult experiences we had in the park as a whole with the intended lightning-driven system, have placed us in the following position: we recommend an integrated system which has a fair chance in most years of achieving the goals stated in the section above. It is believed that the hybrid elements making up the Integrated Fire Management System take the best out of each system and unify them in a practical way, meeting our 1997 biodiversity goals. Apart from differences of opinion concerning small modifications, our team of advisers and fire-knowledgeable staff could not, after several iterations stretching over months, come up with any alternative system that could compete with the one this proposal. We will probably thus need to now learn from implementation and from experience of the consequences, before we can again move on to an improved plane of thinking in fire management philosophy.

The system can be summarised as follows:

The Park is divided into at least 12 large fire management units or LFMU's (usually consisting of the area covered by a section ranger and by the the assistant ranger under his guidance, see Map 1, attached here as MAP1.DOC) though differing edaphic templates in some of these may lead the section ranger to subdivide the area into two e.g. in the south-west of the Park, a sweet- and a sourveld district. Regarding the six functioning concession areas, each of these will constitute a totally independent small fire management unit (SMFU). It is thus anticipated that there will not be more than about 20 FMU's in all, comparable to the 24 in the previous fire management systems. All FMU's, large or small, will function as a unit with regard to the criteria and actions listed in the operational plan below. Although pristine wilderness areas have different operating rules to the other parts of LFMU's, the LFMU is considered the unit<sup>6</sup>.

At the beginning of each season, the veld condition assessments will provide the baseline for estimating the percentage of surface area to be burnt in each by the end of the season, though rangers (especially if assisted by experienced regional rangers) are allowed to modify the targets slightly according to their judgement of other influential factors e.g. possible poor representivity of VCA sites, expectation of a drier season ahead etc. Provision of a month-by-month step function helps translate the annual target into a monthly cumulative target to aim at as the season develops. (These two targets are two of the most important “interactive” fire TPCs specified in the KNP adaptive management system, and are delegated here to ranger level for implementation, monitoring and decision-making; all other fire TPCs will be centrally checked in Skukuza at the end of each fire season and feedback given per district).

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<sup>6</sup> Thus, overall annual and monthly targets are calculated over the whole LFMU, with an expectation that rangers will in practice burn to roughly the same targets both inside and outside PWA's. It is therefore not expected that they will inadvertently manipulate the system to burn far more inside or outside of these firebreak-encircled PWA's. Only in particular years and under exceptional spatial patterns will conditions arise which could lead to far different burning patterns inside and outside PWA's, and even these conditions tend to mean that more burning is then “needed” on the one side. The proposed year of inception of this system (2002) is unusual in that conditions are good for burning using range condition criteria virtually everywhere, implying no difference in approach for 2002 inside and outside PWA's.



### Outside of concession areas

Patch fires will then be put in to account for half of each monthly target, normally leaving the other half **for transmigrants to burn, a reality**. The Ranger decides when to combat transmigrant or other accidental fires of human origin, using certain guidelines, with the targets as limits. If a ranger is then “ahead” or “behind” target by the end of any month, s/he can adjust the patch burn amount accordingly the next month and in this way align with the overall target. By a certain cut-off point (probably end of July in a very dry year and end of Sept in a very wet spring) the ranger will cease putting in patch fires, and literally leave the lightning fires (now likely as the lightning season arrives) to “compete” with the rest of the season’s refugee fires, both of which will now often be limited in potential spread by the mosaic formed till then, a pattern on which the ranger at least had some influence. Till the cut-off point, all the elements follow **the patch mosaic methodology**, except that **lightning fires**, if any of these occur so early in the year, are allowed to burn further than the limit, at most as far as the “lid-on-fire”. The following modification is regarded as an essential contrast: that the quality filter (consisting of a lower biomass limit and an upper Increaser II grass species compositional limit) as per the **range condition philosophy**, be strictly applied in certain areas, this system to then be compared with random burning (without a quality filter) in other areas. The reason for this contrast is, on the one hand, to spread our risks, and to learn by non-radical experimentation, on the other. The guarantee we have against “things going wrong” is the TPC suite, which, if consistently exceeded, will lead to a change in system. It is recommended for practicality that the areas where the filter is applied should be the non-wilderness areas in each fire management district. Said conversely, in Pristine Wildernesses (PWA’s), quasi- random mosaics are put in without any quality filters – if it ignites, that area chosen for an ignition is burnt, irrespective of biomass or composition of the veld<sup>7</sup>. The point has been made that it is unlikely that the current VCA sites will provide adequate coverage to pick up such differences between consequences in wilderness vs. non-wilderness areas. The following is thus proposed: that, in the forthcoming review of the KNP monitoring system, simplification be sought for the VCA system, perhaps along the lines that a restricted (critical) set of readings be taken but at more sample points, thus giving better geographical representivity for these few crucial measurements. This restricted set must however enable the ranger to take all the immediate decisions they need to operate this system. In addition, it is suggested that a wider set of detailed readings then be taken by research staff or contracted collaborators, specifically in limited identified areas most amenable to yielding the particular answers being sought. For example, in the comparison of quality filter vs random burning, the choice of such areas for detailed measurements might be those in which illegal transmigrant fires occurred least (the quality filter thus working best).

### **Variation of the system as recommended for use in Concession Areas.**

Ideally, concession area fire policy should be seen merely as a variation of the above system (described below), though the fear of one fire changing the whole concession into a “black area almost without animals to view for several months” remains a major concern. Apart from the onset year<sup>8</sup>, it is recommended that SANParks staff, who are contractually responsible for ecosystem fire management in all **concession areas**, exercise their discretion using the following guidelines and treating each concession’s situation as a separate case treated on its merits each year:

In years and under situations where patch mosaics are seen not to be too risky, they should be implemented with the following variations:

- ensuring that sufficient early-season patch burns are definitely set in the concession area, to reduce risks while it is still very safe to do so.
- setting patch fires in such a way and under such conditions as to generally allow easy suppression at pre-chosen tracks, if they burn that far.

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<sup>7</sup> An alternative suggestion, currently not favoured, was that every second fire management unit *as a whole* should use the quality filter (even if it contains large wildernesses), thus implementing the contrast at a coarser scale. A third suggestion is the establishment of a LASHFIRE type experimental management area, regarded as the least feasible, as this then becomes seen as a research and not an operational area.

<sup>8</sup> At the time of this proposal being submitted and till late in 2002, only two concessions will have started tourist operations. The remaining areas have little or no internal firebreak/track structure as yet. Tall grass after the heavy rains in late 2001 is considered a fire risk for building; burning these areas would be an advantage for track placement. It is therefore proposed that the non-operational concessions be burnt in 2002.



Continuation of setting of patch fires after September as one component of the ignition sources, so that variation in greenness of patches is still promoted thereafter, and so that the risks of the aftermath of a large fire disrupting the experience of their guests on these relatively small areas, is minimised

Application of range condition (quality filter) prerequisites for burns as far as is possible, in view of the relatively intensive management in these areas. However, if conditions do not allow rangers to get anywhere near the target (because there is too little area to burn which meets the quality filter) and if there is still significant fire risk, burning should continue elsewhere to reach targets. Although the latter makes for safety, it is logical that it might promote degradation, and such areas should thus be carefully monitored. Although TPC's form a general safety net, these areas will require extra scrutiny, given the potential "vicious circle" that may arise if rangers are always burning for safety only, and degraded yet burnable veld is resulting.

Any lightning fires should form part of the contribution to the targets, but should not be allowed to burn beyond the target, as allowed elsewhere. In fact, if the lightning fire is seen as too risky (e.g. due to weather conditions) and can be extinguished, this should be done as part of the more cautious approach in the concessions.

Under other circumstances, when patch fires represent too great a risk in the view of the ranger, the following "block-patch procedure" can be adopted:

Identification and usage of small "burnblocks" created by roads, tracks, rivers or adequate drainage features. Track development in most concessions should make this readily possible by 2003. (If no or hardly any such features exist, there seems little option but to revert to patch burning, even at the higher risk)

Burning selected ones of these under safe conditions using **perimeter fires**, in such a way that the burnt blocks form a seasonal mosaic approximately meeting the targets set for the concession (SFMU) – these will be the same targets as would have been used for a patch mosaic system, a system which follows all the above (safer concession variation) specifications. All that will differ is that the ranger will have decided that patch fires are too risky in that particular year or place. Rangers should strive not to use this perimeter option too often, as the whole foundation of the 1992 decisions was to move away from perimeter fires (particularly in small areas such as these) even though occasional perimeter fires are not expected to result in the suspected deleterious landscape patterns. As long as the blocks are safely "ring-burnt" it is not necessary to burn the centres if the fire dies before then. If targets are not being met that month or later, the centre can be ignited if this seems the best option to reach targets.

These interventions are seen as a necessary compromise, given the valid concerns of concessionaires. This also provides one form of field experiment (albeit at a reduced scale than elsewhere in the Park) to compare with the late season lightning-dominated and late season trans migrant-dominated systems expected in different localities (see Quo Vadis LASHFIRE? below)

### **The Operational Rules of the Integrated Fire Management System**

This is a two page document to be inserted here. For field use it is printed back-to-back and laminated. Attached here as FIELD\_GUIDELINES.DOC.

### **Backburns**

During the planning of this proposal, the issue of backburns was repeatedly raised. It has become clear from experience here and elsewhere, that injudicious placement of back-burns is responsible for many large fires. Although put in in good faith because of an overriding desire to do "something to help", these backburns often result in far larger fires than if they were not put in at all. This illustrates the following non-linear sequence:

- If conditions enhancing fire spread are unfavourable, backburns are often unnecessary, but if put in, will probably not result in very serious consequences unless weather conditions change. Under the right conditions, they may improve chances of stopping the fire, if this extra certainty was really needed. It needs to be remembered that the risk of weather change is what can turn an (often) unnecessary backburn under these conditions into an undesirable cause of extra danger.
- If conditions promoting fire spread are intermediate, backburns which are correctly put in *at the right time* (not too soon after point-fires, else point-fire setting is useless; and not too late, when they will no longer stop the fire) will stop a fire, helping rangers to stay within target. Under this policy, these conditions should be commoner than conditions favouring rapid spread, since rangers choose the circumstances for prescribed burns.



- If conditions for fire-spread are favourable, backburns are often counterproductive, as these fires tend to jump firebreaks and roads. Setting backburns several firebreaks further back, under these adverse conditions, increases the chance that a very large area burns and the new fire jumps, with multiple extra heads and fronts to control. If they are not put in, and conditions change, the fire may die down and can be put out more easily, often having burnt a far smaller overall area. On the other hand, the right backburn, if really needed, *may* on important occasions save the day. Thus great care is needed putting in backburns, discretion sometimes being the better part of valour. Backburns are always safer put in at night, if it is at all feasible to wait. If the decision is to not put in back-burns, that time can be used to further secure infrastructure or human safety. Seniors and the public at large should be aware of the difficulty rangers face making these decisions.

### **Quo vadis LASHFIRE?**

The LASHFIRE trial in its original form now seems largely unnecessary, given the merging of techniques achieved by this system, and the low relevance of each pure system as an independent entity. Although we agree that running the pure systems would generate useful knowledge, we suggest the logistics and costs will be excessive given the expected outputs. We therefore propose that LASHFIRE be shelved, but point out that the preparatory exercised till now was probably the only way we would have put together the concepts behind this Integrated Fire System. However, we insist that we keep alive the spirit of LASHFIRE's aims – that we learn as much as practically possible by management.

### **How will we learn-as-we-manage, with the new system?**

We suggest the most important questions we can answer within the normal operational framework of the currently proposed system, over the next decade or two (some experts believe we may need even longer), each a key cutting-edge question in practical savanna fire management, are the following:

- Are fire and biodiversity patterns different between the concession areas (where staff-selected patch or block-patch burning will dominate, though lightning and certain trans migrant fires will be allowed) and the rest of the park? Unsatisfactory systems as judged by TPC's being consistently exceeded will be modified. It must be remembered that there exists an inherent scale problem in this comparison (concession areas are typically around a quarter the size of the other management units). It is also thus likely in practice that many more small fires per unit area will be able to be put in there. It is nevertheless a worthwhile opportunity for comparison.
- Are fire and biodiversity patterns different between late-season lightning-dominated and late-season trans migrant-dominated fire systems (we can predict with some certainty where some of these are likely to be)? Localities representing these systems will be finally chosen for biodiversity analysis according to the unfolding history of dominant fire source. Again, Park TPC's will act as the "referee's rules", and modification considered once either system is found wanting.
- Do fire and biodiversity patterns differ if range condition criteria (biomass and veld condition) are included or excluded from the protocol? This question pits the well-researched veld condition criteria known to produce the most productive and species-rich veld, against a belief system which states that all burnable areas should burn (preferably at random locations). The latter paradigm suggest that large conservation areas need, in addition to "prime" veld, a percentage of "degraded" and a some "moribund" rangeland, important for different organisms. It is suggested that this important question can be satisfactorily answered for our scale of management by including the range criteria in certain management units, and excluding them in others, till biodiversity TPC's are exceeded.

Achieving each of the above may require, as stated earlier, wider spatial coverage of ranger sampling – something which would also improve the immediately "field-usable" part of the monitoring results – but this would have to come at the cost of an important compromise viz. rangers collecting only a few crucial items per sampling site. If this is considered when the monitoring programme is reviewed later this year, the obvious action needed to complement it is more remote-sensing (esp. satellite image) analysis and more detailed groundwork by scientific teams in carefully chosen localities. The latter will bring back some of the detail planned for monitoring LASHFIRE, in the same spirit.

Finally, this report does not recommend, but wishes to nevertheless discuss the following:

A contentious final question is: what fire and biodiversity patterns develop in an overwhelmingly lightning-dominated system? This question is regarded by some as no longer relevant, given a belief that anthropogenic fire has played a predominant role in



shaping African Savannas for a million years; and that transmigrant fires can anyway not be controlled - and so will always preempt whatever pattern lightning will have produced on its own. Although there may yet be sense in setting up a large lightning-only block (with good fire security round the edge, few transmigrants and high ignition rates) to clarify this perplexing question, our recommendation is again that the logistics and costs are excessive given the likelihood of even achieving lightning domination. Reasons why it may yet be worthwhile are (1) that it could act as a benchmark for simulated systems, and (2) it may indeed e.g. with the advent of transfrontier parks, be possible to control transmigration rates. If deemed worthwhile to attempt this, feasibility will surely remain a key consideration, given the Park's poor track record to keep systems lightning-fire dominated. Because of its still restricted area, appropriate modelling will have to be used to generate rules to augment the number of fires in such a block according to how many lightning fires are calculated to have come in from outside if there had been no boundary.

### **Technology Transfer**

The proposed system, although integrated and thus complex, can be distilled down to a few core principles, as expressed in the summary. Even the more detailed operation rules can be summarised on two pages (as per attachment). Rangers will thus need to appreciate these basic underpinning themes, and carry out the operational rules as specified. This will mean an initial round of training in the principles, and in fire-setting. Andre Potgieter who has a lifetime of fire experience, is still in contractual employ of the KNP for this season, and is training up a fire technician and an understudy for this person. This team will visit all rangers, probably in business unit groupings, in the next two months, and carry out this training. They will be available thereafter for advice, guidance, and for the centralised (later) part of the data analysis.

Certified training in fire safety and fire-fighting, as required by legislation in the emergent local Fire Protection Association which KNP will be assisting in founding, is essential and urgent, and will most likely require special financial arrangements which should receive immediate attention in KNP. It is important to arrange certified training in fire-setting in a way at least involving our own expertise i.e. which supports the principles in this document, and not only in small-scale farm blockburning.

### **Conclusions and The Way Forward**

Thus, in the light of what we have learnt to date, we believe the above recommendations to be the most practical way of achieving our 1997 biodiversity goals, since:

- The lightning component, as far as it is possible to promote this in a practical way, will fulfil the original intentions of a varied "natural" fire regime (Braack, 1997)
- The patch mosaic component driven by us will fulfil the heterogeneity aims targeted by that system (Brockett, 2000)
- The quality filter introduced over large areas (in terms of range condition) will provide a certain safeguard against possible adverse ecological developments as a result of fire; in the areas it is applied. In all areas, changes will be monitored.

Furthermore, the system will:

- Reduce fire security risks to some (in many years a considerable) extent, because of break-up of the fuel-bed. To strengthen this (but only within reason) we also recommend re-examining the network of firebreaks with a view to re-opening certain key firebreaks for extra security.
- With the special arrangements for concession areas, promote the particular interests of concessionaires, insofar as this is possible in a national park setting.

It is important to realise that fire in extensive natural settings is so varied under different circumstances, and these specifications sufficiently flexible, as to give rangers considerable freedom of judgement in implementing the intended achievement of KNP goals. Indeed, a more rigid programme is likely not to succeed in achieving biodiversity aims. Therefore, understanding the background and intention is crucial for rangers, and rangers should not be reprimanded for consequences which may arise founded on good or even reasonable judgement on their part, in the rare events when unexpected changes of, for instance, weather conditions, lead to large fires. This is inevitable at times in extensive systems, and is likely to continue to arise even more frequently if this proposal is not adopted, and the KNP continues to allow illegal transmigrant burns, set indiscriminately under any weather conditions and at any (for us convenient or inconvenient time) to predominate.



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## **APPENDICES**

### **Appendix 1 - DRAFT: Compatibility between the Fire Ecosystem Management and the Fire Security Policies**

Compilers : Biggs and Jordaan/Nobela

#### **Background**

The Fire Ecosystem Management Policy is aimed at managing fires in the ecosystems of the Kruger National Park in such a way as to maintain the natural (or at least quasi-natural) state of these systems in a sustainable way. Establishing such a policy obviously requires taking the overall system view, and as tragic as occasional deaths of individual animals or groups of animals are in fires, these will have always taken place to some extent in such systems. Indeed, complete elimination of such risk will no doubt imply extreme actions, which even if feasible, will imply that ecosystem aims cannot be met. The result is that managers have to “accept” a certain amount of apparently unnecessary “damage” as part of a wider tolerance of the natural role of fire. The level of “damage” to animals and plants in any event falls within the overall schema of the Fire Ecosystem Management Policy. Consequently, these trade-offs fall entirely within the ecosystem management objectives of the KNP, and indeed, need to be guided by higher-level objectives as stated in the *ecosystems and biodiversity parts* of the management plan.

There exist, however, higher-level trade-offs about overall fire management in the objectives hierarchy, namely, between:

ecosystem/biodiversity management, as enumerated above

human benefits, namely safety in terms of human and infrastructural risk. Minimising this risk is part of the Fire Security Policy

wilderness philosophy, which stresses “naturalness” in a puristic form, and hence has lobbied for removal of as many firebreaks as possible, to produce unimpacted areas of the greatest possible size

The setting of the three-way trade-offs between these sometimes opposing forces is not simple, yet common-sense should prevail, as guided by the following principles:

It is recommended that infrastructural safety from fire, of all approved structures, *especially all inhabited buildings or encampments*, take precedence over wilderness and ecosystem/biodiversity considerations. Low-value structures or structures which cannot cost-effectively be protected against fire, may be exceptions, in that higher levels of fire risk be tolerated. It is assumed that the measures needed to protect this infrastructure (and human lives there) *do not constitute unacceptable environmental practices* (e.g. use of unacceptable herbicides) and are not carried out on a scale which significantly jeopardises ecosystem/biodiversity management. If there is doubt about any of these consequences, integrated environmental management criteria will need to be used to set the trade-off levels.

The Ecosystem Fire Management Policy should achieve its own aims but as far as possible in such a way as to minimise risks to human life and infrastructure. Fortuitously, the currently proposed amendment to this policy, resting on patch mosaic principles, will tend to break up fuel-beds progressively through the dry season, hence minimising the chances of very large uncontrollable fires which again pose a human and infrastructural risk. There is thus little scope for conflict here.

Wilderness considerations may be more difficult to trade-off, as indeed, we appear to be considering re-instating some previously closed (so-called “rehabilitating”) firebreaks because of the need for some extra safety lines to fall back on in the case of large fires under difficult conditions. This intention has resulted from experience following the closure of these firebreaks. Firebreaks sometimes double as patrol roads, and the indicated necessity for these is presumably justified under the “how” of biodiversity management. All in all, it is suggested that wilderness, patrol management and fire policy representatives come up with an optimal firebreak system, which presumably will never satisfy all requirements. The philosophical guidance for the level of these trade-offs should come from stated park objectives, interpreted in the light of experience. It seems to make sense that safety of humans in camps, and critical infrastructure, be given as high a level of priority as is reasonable, and that practical considerations of patrolling be given some but not complete consideration, when being weighed up against the desirability of re-instating large tracts of firebreak-free (and hence burnable) wilderness.



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APPENDIX 2 - DRAFT TABLE OF CONTENTS FOR FIRE SECURITY POLICY : FEBRUARY 2002

1. Link with the ecological management system (H Biggs & W Jordaan)
2. Protection of infrastructure (M Coetzee & S Schoeman)
3. Fire fighting equipment (M Coetzee)
4. Fire fighting capacity (P Nobela & M Coetzee)
5. Preparation of firebreaks (P Nobela & S Schoeman)
6. Training ( P Nobela & M Coetzee & W Jordaan)
7. Protective clothing ( P Nobela & M Coetzee & P Melamu)
8. Emergency procedure (P Nobela & M Coetzee)
9. Establishment of a Fire Protection Association (P Nobela & M Coetzee)



## 15.6 ANNEXURE A6 – KNP GUIDELINES FOR OVERHEAD POWERLINES

- Before any Overhead Power Line is constructed inside the KNP, the necessary EIA/EMP must be initiated in accordance with the Environment Conservation Act (ACT 73 OF 1989 AS AMENDED )
- All technical aspects concerning Overhead Power Lines before constructed, replaced, maintained or removed, must comply to the Occupational Health and Safety Act (ACT 85 OF 1993 as amended) as well as SABS 0142 OF 2001 as amended.
- The KNP (Technical Services) must be consulted before any Overhead Power Lines are constructed in its area of jurisdiction (Statutory requirement).

### **IMPORTANT PRINCIPALS**

- Overhead Power Lines will not be routed through Wilderness areas.
- Overhead Power Lines will be routed adjacent to fire break or management roads to ensure minimum bush clearing and easy access to maintain the lines.
- Overhead Power Lines will, as far as possible, not be visible from any tourist roads.
- The minimum clearance of electrical conductors and other wires of Power Lines will be 6, 2 meters above ground level.
- No buildings, structures, material or soil may be placed in the vicinity or under a Power Line which will encroach on the minimum clearance prescribed.
- Overhead Power Line poles and supports will be of a wooden nature.



## 15.7 ANNEXURE A7 – KNP GUIDELINES FOR SEWERAGE SYSTEMS

### 15.7.1 Sewerage Ponds Systems

- Sites must be fenced off with a lockable gate and electrified to keep unauthorised persons and animals out.
- The fence must be kept clear of vegetation.
- Signboards must be displayed on the gates to restrict entrance to unauthorised persons and the gate must be locked at all times.
- Grass inside the fenced off area must be kept short at all times.
- All ponds must be equipped with an emergency overflow from one pond to the other.
- Scum and grit must be removed daily from the ponds and inlets, and buried inside the fenced-off area.
- Grass on the edges of the ponds must not make contact with the water to prevent the breeding of insects.
- The outflow of these ponds will be discharged into a reed bed system.
- All sewerage pond embankments must be constructed 500 mm above natural ground level to prevent storm water entering these reed beds.
- Effluent samples must be taken and analyzed monthly. A quarterly report summarizing the results must be submitted to DWAF.

### 15.7.2 Reedbed Systems

- Sites must be fenced off with a lockable gate and electrified to keep unauthorised persons and animals out.
- The fence must be kept clear of vegetation.
- Signboards must be displayed on the gates to restrict entrance to unauthorised persons and this gate must be locked at all times.
- All reedbed embankments must be constructed 500 mm above natural ground level to prevent storm water entering these reed beds
- Grass inside the fenced-off area must be kept short at all times
- Grass and weeds on the edges of the reedbeds must be removed to prevent establishment inside these beds
- Only reeds are allowed to grow inside these reed beds ( no weeds or shrubs)
- Effluent samples must be taken and analyzed monthly. A quarterly report summarizing the results must be submitted to DWAF.

### 15.7.3 Septic Tank Systems

Two systems are permitted inside the KNP:

- Septic tank with soak away (French Drain) for up to 10 persons.
- Septic tank with a reedbed system for more than ten persons.



## 15.8 ANNEXURE A8 – SANPARKS FILMING AND PHOTOGRAPHY POLICY

### Notice:

Before describing the regulations and procedures around filming and photography in SANParks, it is necessary to state that all filming permission granted within a park needs to be done in conjunction and with the consent of the respective park management. A park needs to be comfortable that the activity will in no way compromise the park in any way. In situations where shoots or photographers need to be supervised or guided, such parties will need to be supplied by the park, unless a recognised and park approved ECO (Environmental Control Officer) is supplied by the SANParks Film Permit Management (FPM) Service Provider.

Some SANParks staff may question the wisdom of having a service provider to regulate filming activity within National Parks. It is a process SANParks tried doing in-house for some time, but it is a time-consuming and onerous task to regulate properly, requiring an office of dedicated staff, round the clock service (many requests come from different time zones overseas), and requires industry knowledge to adequately monitor. Filming parties or individuals can be notorious chancers. By enlisting the services of a dedicated and skilled service provider, SANParks staff are released from a great deal of hassle and saved the HR costs of having dedicated staff.

The one exception is Kruger, where with greater conservation restrictions; the PR department handles all filming activity. However, filming activity is most prevalent in Cape Peninsula (a Para-urban park) where advertising, documentary, motion picture and television make this a very significant industry. Many of the other parks, especially West Coast, Tsitsikamma and Au-grabies have also shown an increase in activity in recent years, and the successful management of this activity is a lucrative revenue stream for the parks.

SANParks thus went through a rigorous tender process in 2000/1 (and in 1999 in Cape Peninsula) to identify the most competent and environmentally responsible film management service provider. The tender was awarded to Peninsula Permits. This contract was re-evaluated in 2003 and extended until 2005.

The national parks act of 1976; the national parks regulations of 1978 and all subsequent recent amendments state the following about filming inside National Parks:

### Taking of Films or Photographs in a Park:

38. No person shall, except in accordance with the conditions laid down by the Board (now SANParks), take any film or photographs within a park.

There is an enormous demand for wildlife and landscape footage for film, television, books, advertising etc. both locally and internationally. This demand has resulted in SANParks becoming a popular venue for production companies shooting footage for wildlife documentary features, television adverts etc. These production companies very often work with large budgets and create substantial revenue from the broadcast and sale of their product. Sole operators also stand to make a return from footage secured in national parks. As custodians of this natural heritage, and as a conservation organisation with financial support that fails to meet all our budgetary requirements, SANParks must regard this as a substantial source of revenue for the organisation.

Where material is taken by individuals for private use and personal enjoyment SANParks cedes the rights to such material. However where material is secured professionally or by amateurs within a National Park for use or with the intention for use for resale, marketing, advertising, broadcast or any similar related purpose then the following procedures apply:

- Commercial Filming

If footage (either still or film) is taken within a national park, then in terms of the national parks act of 1976, and its subsequent amendments, any material acquired in a National Park is the property of South African National Parks. Where material is used for personal purpose, such as members of the public taking photographs or videos, SANParks cedes the rights to such material. However if the material is used or intended to be used for commercial or broadcast purposes, the film producers (local & international) will be charged a Film Permit fee.

All commercial filming is handled by the appointed Film and Photography Permit Management Service Provider for all parks except Kruger, where it is coordinated by the PR dept. of Kruger Park. The appointed Service Provider is Peninsula Permits. They have



been managing filming permits for CPNP since October 1999 and for SANParks since November 2001. Their current contract runs until 31 August 2005. The regulation of the relationship with the service provider is managed by the Department of Tourism and Marketing.

- Non-paying Film Productions

- South African Public Broadcast

- This covers all news crews and domestic television broadcast as stipulated in appendix on "Waiving of Film Fees" All such requests must go through, the Public Relations Dept. for Kruger, the media liaison officer at CPNP or the Communications Dept. at Groenkloof for all other parks. It is the responsibility of such offices to inform the park or section ground staff concerned, and where necessary, supply them with a permit. Should they choose to get the Filming Service Provider to draft such a permit, a nominal service fee will be payable to the service provider.

- Scientific Research

- There are occasions where scientific researchers will seek to acquire footage of various processes within SANParks. The viability of such footage will be evaluated by the appropriate Scientific Services dept. that will be responsible for informing the park or section ground staff concerned, and where necessary, supply them with a permit. Should they choose to get the Filming Service Provider to draft such a permit, a nominal service fee will be payable to the service provider.

- Project Sponsors

- There are situations when 3<sup>rd</sup> parties sponsoring some or other activity or facility within SANParks request permission to take footage of their venture. Such applications will be considered favourably by the park management concerned.

- Co-productions

- SANParks will consider entering into a co-production agreement with a production company only where SANParks stands to gain more from sharing the resultant royalties than the Film Permit fee alone.

- Co-productions in the past have been managed by the management of the park concerned, the department of Tourism & Marketing or the Public Relations Dept. for Kruger, the media liaison officer at CPNP or the Communications Dept. at Groenkloof for all other parks. Co-productions entered into in the late 1990s did not meet with the intended benefits to SANParks and as a rule should be avoided.

## Process

1. All requests received by SANParks must be forwarded to
  - a) Head Office Communications Dept. Media and Public Relations Manager or departmental head (for any news or media requests for all parks except Kruger and Cape Peninsula)

**Lulama Luti:**

Telephone: +27 (0)12 426 5203  
Fax: +27 (0) 13 426 5420  
Cellular: +27 (0) 82 746 3529  
Email: [lulamal@sanparks.org](mailto:lulamal@sanparks.org)

**Wanda Mkutshulwa:**

Telephone: +27 (0)12 426 5201  
Fax: +27 (0) 13 426 5420  
Cellular: +27 (0) 82 908 2692  
Email: [wandam@sanparks.org](mailto:wandam@sanparks.org)



b) Peninsula Permits (any commercial filming request for all parks except Kruger)

Telephone: +27 (0) 21 715 0011  
Fax: +27 (0) 21 712 9928  
Cellular: +27 (0) 82 416 4804  
Email: [penperm@iafrica.com](mailto:penperm@iafrica.com)  
Website: [www.peninsulapermits.co.za](http://www.peninsulapermits.co.za)

c) Kruger Public Relations (all filming requests for Kruger)

**Raymond Travers:**

Telephone: +27 (0)13 735 4116  
Fax: +27 (0) 13 735 4053  
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d) Media Liaison Cape Peninsula (for media related activities in Cape Peninsula)

**Fiona Kalk:**

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If there is any doubt as to the responsible party, contact should be made with Head Office Communications dept. on the details given above. Alternatively contact made with Peninsula Permits will be redirected if they are not the appropriate responsible party.

2. A Film Application Form is available from Peninsula Permits, Kruger Public Relations or Head Office Communications on the SANParks website [www.sanparks.org](http://www.sanparks.org), under ABOUT US, 'Filming and Photography'. There are different forms for Kruger, Cape Peninsula and the other parks as a group. Tariffs for non-exempt filming or photography parties will be communicated to the relevant parties upon making contact with the respective contacts.

3. Evaluation

The completed Film Application Form is forwarded by the SANParks contact through to park management, and any member of scientific services, if relevant. The filming proposal must be evaluated by the film service provider, the relevant Park management, Public Relations: Kruger and the relevant member of Scientific Services.

Prohibited or Restricted Filming

No Disruption

- SANParks and its appointed service provider retain the right to prohibit any filming request if they feel it is not in the best interests of the park.



- No filming requests may disrupt the normal tourist and management activities of SANPARKS. No activities that have a negative impact on the natural environment will be permitted.
- No filming or photography of a pornographic nature will be permitted
- No filming requests from any groups connected to the tobacco industry will be permitted
- Certain shoots may not be appropriate due to ethical or safety reasons, or because of the ecological sensitivity of the area to be filmed at.
- In certain parks (particularly Kruger) it is to the advantage of the applicant to apply for a permit timeously due to the necessary ratification of the conservation authorities who can only meet to review applications periodically.
- Many shoots will require the presence of park staff. Such presence is supplementary to their core responsibility and cannot always be accommodated as and when the applicant may desire.
- For shoots that receive multiple applications to take footage of the same issue, supplementary applications will be rejected as the presence of too many cameras will inhibit staff functionality.
- Applicants are urged not to make unreasonable requests. The locations are national parks where conserving the biodiversity of South Africa comes first and foremost. The parks reserve the right to reject any request.
- **Distance:** Applicants should always consider the realities of filming in parks. Some of the parks cover vast tracts of land and speed limits in parks vary between 20 and 50 km depending on the nature of the road. Make sure you are aware of such factors.
- Applications wanting to make use of facilities such as park helicopters must know that availability is very restricted and they will have to pay for this privilege if availability is an option.

### 3.1 Evaluation by Corporate Communications.

#### Material or topic to be filmed:

- Any material or topic that is of a journalistic or public relations nature, or is a sensitive issue for SANParks, will be evaluated by the head of communications, or by the media and public relations manager in the communications department.

#### End Product

- All film crews filming footage for commercial use by the production company will be charged a Film Permit fee.
- Commercial use is the selling of any part of the footage for financial gain. This includes programming made for resale to South African and international broadcasters; documentaries made by local and international production companies; advertising agencies shooting advertisements at any SANParks locations; still photography used for books, publications, magazines and any other commercial use.
- If the end product is for educational or non-commercial reasons, SANParks senior management will consider a reduction in the Film Permit fee.

### 3.2 Evaluation by Park Management

The filming proposal must be evaluated in terms of its impact on:

- Staff
- Park Management projects
- Research products being conducted in the Park
- Number of other film crews already in the Park
- Principles or regulations contained in the management plan

### 3.3 Evaluation by Scientific Services

- If the material to be filmed concerns the scientific research of a member of Department of Scientific Services, the permission of the member of staff is required before the filming proposal is accepted.
- Only one filming crew may accompany a scientist at a time, unless the scientist expressly permits another film crew to accompany him or her.

4 The Park Manager must make a final recommendation regarding the ability of Park management to accommodate the film project.



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- 4.1 The Park manager must appoint a contact person in the Park that will work in conjunction with the FPM Service Provider to co-ordinate the filming project.
  
  - 5 If the assistance of a member of Scientific Services is required, recommendation must be made to the park management regarding the filming proposal.
  
  - 6 **Negotiation**
    - If the filming request is accepted by all parties involved, the FPM Service Provider will conduct any negotiations necessary with the Producer, as regards the Film Permit fee and any additional SANPARKS services required.
  
  - 7 **Approval**
    - 7.1 An authorisation permit for the filming proposal, once agreed by park management will be issued by the FPM Service Provider.
    - 7.2 The Filming Permit and financial arrangements for any filming project in the Kruger National Park will be agreed and issued by the park's public relations department.
  
  - 8 **Authorisation Permit**
    - 8.1 (For SANParks except Kruger) After approval by the Park management, the Producer must sign the authorisation permit and forward a copy to the FPM Service Provider.
    - 8.2 A copy of the authorisation permit will be forwarded to the Park manager. The authorisation permit will serve as the Producer's permit for filming in the Park.
    - 8.3 For any filming project in Kruger, filming is authorised by the Standing Committee on Nature Conservation. However the Producer must report to Public Relations: Kruger National Park before commencing any filming to receive a permit signed by Director: Kruger or other relevant authority for the duration of the filming project.
  
  9. **Payment**
    - 9.1 To ensure adequate control of payment and debt collection, all payments for filming projects on behalf of SANParks are regulated by the FPM Service Provider. The only exception is Kruger, where this responsibility will be fulfilled by the media manager in the Public relations department.
    - 9.2 Payment of the Film Permit fee and any other services utilised by the film crew or photographer must be made before filming begins. No filming can take place without prior payment.
    - 9.3 Payment for filming must be made by direct deposit into the appropriate SANParks bank account.
    - 9.4 A copy of the deposit receipt must be faxed for the attention of the FPM Service Provider
    - 9.5 All Film Permit fees will be allocated to the Park where the filming took place. The Park manager must indicate to which cost centre the Film Permit fees must be allocated.
    - 9.6 The Park management must notify the FPM Service Provider about any extra services utilised by the film crew. The FPM Service Provider will bill the Producer for these services. The Producer must make payment within two weeks of invoice.
    - 9.7 The FPM Service Provider is responsible for all debt collection and correct allocation of Film Permit fees.
  
  10. **Confirmation of Filming Project**
    - 10.1 Once the Filming Permit is signed and payment has been received from the Producer, the FPM Service Provider confirms the project with the Park manager, the Park contact person and any other relevant parties.
    - 10.2 Dates and logistics of the filming project are discussed and finalised with all parties involved.
  
  11. **Report Back**
    - 11.1 After the completion of the filming project, the Park manager, Park contact person and all other SANParks staff involved must report any problems encountered, concerns or suggestions to the park manager.



11.2 Any additional services utilised by the film crew must be reported to the FPM Service Provider. The Producer will be billed and payment will be allocated to the Park.

12. A video cassette of the final product must be supplied to SANPARKS communications dept. These videos may not be used for commercial purposes by SANPARKS, unless otherwise negotiated with the producer. If no delivery is received, the FPM Service Provider must bill the Producer R10 000 for failure to deliver.

### **Filming Tariffs**

These have been approved by SANParks management and are available on request from Corporate Communications, Peninsula Permits or Kruger Public Relations

All filming parties will be required to pay Accommodation and Conservation Fees

- All film crews will be required to pay for accommodation and conservation fees at the standard tourist's rate.
- Accommodation & entry will only be waived in exceptional circumstances. (See appendix)

### **Guides**

- Any National Park is only obliged to supply a guide to a filming crew if a guide is available.
- The guiding tariff will be required (as this entails redeployment of SANParks staff from their normal course of duty).
- In all Parks, the park manager must be consulted with regard to allocating a guide to a film crew.
- In the Kruger National Park, a guide will be allocated by Nature Conservation.
- No SANParks vehicles will be used by film crews unless by special arrangement.

### **Other Film Categories or situations**

#### **Magazine/ newspaper photographer**

The article being researched must be approved by Corporate Communications. The Corporate Communications Department must make arrangements for the journalist/ photographer in the Parks. No Film Permit fee is usually charged. Accommodation and entry may be waived at the discretion of and cost centre of the head of Communications.

#### **Filming in Concession Sites**

Concessionaires will be allowed to secure photographic or film material shot within their respective areas for the purpose of promoting visitors to their location. The Concessionaires are however contractually bound to all SANParks rules and regulations. They can thus not permit filming activity within their concession area without prior permission from SANParks. Similarly SANParks or SANParks service provider cannot authorise filming within a concession area without consultation with the concessionaire. Any revenue raised through the issuing of filming permits in a concession area will be split equally between SANParks and the Concessionaire.



15.9 ANNEXURE A9 – POLICY FOR THE USE OF NATURAL RESOURCES

DRAFT RESOURCE USE POLICY BY BRIAN CHILD, JANUARY 2002

For evaluation and comment by the Conservation and Land Claims Committee - August 2002

The latest (January 2002) draft resource use policy compiled by Dr. Brian Child (attached) was circulated for comment to the personnel of Conservation Services, Parks and the Kruger National Park Nature Conservation Section. Opinions varied widely, but the majority was supportive of the basic principles put forward. A commonly expressed reservation was that the policy leaned too far towards income generation, almost giving the impression that any form of use would be in order so long as basic ecosystem functioning remained intact. Editorial changes put forward by SANParks commentators have been incorporated into the attached draft. A few comments on controversial sections are inserted in the text in bold upper case.

<p><b>1. PREAMBLE</b></p> <p>South African National Parks is mandated to manage a valuable system of national parks for the joy and benefit of the nation.</p> <p>South African National Parks recognizes that conservation has a comparative economic advantage in many areas. This is the underlying cause of the powerful impetus and expansion of this sector. Therefore South African National Parks seeks to use this opportunity to simultaneously and synergistically improve biodiversity conservation and expand the contribution that protected areas and natural ecosystems can make to the well being of South African Society.</p> <p>South African National Parks accepts the challenge and responsibility of generating revenue and minimizing dependence on government support recognizing that a financially secure organisation has a greater chance of achieving conservation goals.</p> <p>South African National Parks also accepts the challenge of making conservation appropriate to the people and circumstances of South Africa and, by experimenting boldly and innovatively and sensibly, hopes to contribute leadership to the international challenge of making conservation appropriate to poor people.</p> <p>This policy provides a framework to enable the development of resource use as a new facet of conservation, to empower park managers to drive and control this process and, ultimately, to improve the ecological, economic and social sustainability of conservation and protected areas.</p> <p>Specifically, the policy seeks to:</p> <ul style="list-style-type: none"> <li>Define, and improve the likelihood, of desired conservation outcomes;</li> <li>Improve the viability of SANParks, including its ability to re-invest in conservation;</li> <li>Generate greater tangible and non-tangible value for South Africans;</li> <li>Encourage the spread of nature conservation as a valuable practice across the landscape of South Africa, promoting biodiversity and supporting socio-economic growth. <b>A COMMENT WAS THAT THIS IS THE FUNCTION OF PROVINCIAL CONSERVATION AGENCIES RATHER THAN SANPARKS</b></li> </ul> <p>This approach is bold and experimental. In the past, progress has been frustrated by concerns</p>	<p><i>Sets out the rationale for the resource use policy</i></p>
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<p>over risk. Therefore South African National Parks will promote use (indeed, all management activities) within a managerial framework that requires the regular comparison of outcome and performance to clear goals and targets. This invokes both a learning process, and controls management and risk.</p>	
<p><b>2. STATEMENT OF INTENT</b></p> <p>South African National Parks recognizes that it has been established to conserve areas of biological diversity.</p> <p>South African National Parks also recognizes that its purpose as a national conservation agency is ultimately to service the needs and aspirations of all South Africans by generating an array of tangible and intangible values that is appropriate to this society.</p> <p>The purpose of this policy is to reconcile and provide the management framework to achieve these objectives to enable parks to create greater value for conservation and South Africans.</p> <p>The policy provides each park with the mandate and flexibility to design an appropriate resource use policy, and the boundaries within which the policy will be implemented.</p> <p>The purpose of this policy is therefore:          To provide a management framework:          to improve the conservation of ecosystems and biological diversity,          to make South African National Parks more financially responsible and viable;          to harness the inherent economic value of conservation practices to sustain SANParks and to support a vibrant and expanding conservation sector; and          by charting a new course successfully, to place South African National Parks in a position to contribute to and provide practical leadership in operationalising the principles incorporated in the South African Constitution and the United Nations' Convention on Biological Diversity.</p>	<p><i>Establishes the core responsibilities of the organisation, and how the use policy relates to these</i></p>
<p><b>3. GUIDING PRINCIPLES</b></p> <p>These guiding principles aim, as elaborated and specified in points 3.1 to 3.3 respectively:</p> <ul style="list-style-type: none"> <li>-To set and achieve biodiversity conservation objectives;</li> <li>-To make South African National Parks financially viable, and to provide guidance for the allocation of surplus;</li> <li>-To establish the principle that South African National Parks is the servant of all South Africans and shall seek to provide values appropriate to this constituency. Specifically, and without abrogating ecosystem objectives, this shall emphasise the importance providing economic and employment opportunities as a direct outcome and objective of conservation practice.</li> </ul> <p>Objective Orientated Performance Management provides the platform for effective, sustainable use or management. The operational mechanism (1) to improve the probability of sound ecosystem management and (2) to lay the parameters in which use can occur shall be:</p> <ul style="list-style-type: none"> <li>-The explicit formulation of clearly defined ecological targets and indicators for each park (or zone),</li> <li>-Preconditioning the approval of budgets and workplans directly to annual internal auditing of</li> </ul>	<p><i>As a publicly mandated agency, SANParks is obliged to create value for all South Africans without abrogating its primary responsibility to maintain, create or manage biologically healthy ecosystems.</i></p>



<p>these targets and periodic external review of the same.</p> <p>Without moving the system outside the ecological parameters defined in 3.1, and recognizing:</p> <ul style="list-style-type: none"> <li>-that all income can be reinvested in conservation,</li> <li>-that all unnecessary expenditure detracts from this possibility, and</li> <li>-that the control of costs is an essential component of any resource use strategy,</li> <li>-each Park shall, within its policy, seek to maximise the financial surplus which shall be used to support the management of conservation in other protected areas, elsewhere and to fulfill corporate responsibilities to South Africans, especially neighbours and disadvantaged sectors.</li> </ul> <p>South African National Parks intends:</p> <ul style="list-style-type: none"> <li>-To ensure that national parks are as far as possible financially sustainable, recognizing that this is a necessary condition for ecosystem sustainability in a society with the challenging responsibility to provide education, health and other basic requirements to its citizenry;</li> <li>-To generate a financial surplus for re-investment into conservation subject to a national investment strategy. The majority of the surplus (80%) shall be invested in:</li> </ul> <p>The cross subsidization of national protected areas.</p> <p>The purchase of land to expand the national protected area estate with two specific objectives in roughly equal proportions:</p> <p>To establish a system of protected areas representative of South Africa's biodiversity by purchasing land having ecosystems, habitats, or species that are under-represented nationally or internationally;</p> <p>To establish protected areas for the specific purpose of making recreational, educational and other opportunities available to many more South Africans. These parks are intended to have a high social value, are likely to be close to urban areas and may, or may not, have a lower implicit biological value.</p> <p>The support of provincial conservation authorities as in (a) and (b),</p> <p>Careful investment outside state protected areas where this has the potential for catalyzing a significant shift in land use towards uses that have a higher conservation value and simultaneously stimulate the economy.</p> <p>Providing access to a conservation experience to disadvantaged South Africans.</p> <p>The remainder of the surplus shall be used:</p> <p>for staff incentivisation;</p> <p>To provide the Park Manager with a discretionary fund to fulfill a corporate responsibility to neighbours in a carefully targeted and strategic manner.</p> <p>In making use related decisions, South African National Parks shall, at all times, incorporate an awareness of its responsibility to all South Africans, and recognition of the impact of the differential power of vocal minorities in creating inequity and socio-economic inefficiency. Without abrogating its core conservation responsibilities, the drive to achieve financial self-sustainability, and a commitment to the principles of open, transparent, competitive commercial transactions, South African National Parks shall seek, directly and indirectly, to create employment, economic opportunity and other values throughout South African society and the economy. Special consideration shall be given to the incorporation of neighbours and disadvantaged South Africans into the benefit stream.</p>	
<p><b><u>4. GUIDANCE ON CHOICES</u></b></p> <p><b><u>4.1 Recognising that different interpretations of value might arise between financial factors and</u></b></p>	<p>Prioritisation issues.</p>



<p><u>economic factors, the choice shall be as follows:</u></p> <p>Until the point at which an individual park is financially viable, the decision shall be based on the paramouncy of financial criteria, i.e. making South African National Parks financially viable;</p> <p>Once a park is financially viable and contributing a surplus, greater consideration will be given to economic and/or social criteria.</p> <p><u>4.2 The re-investment strategy shall take into consideration:</u></p> <p>South Africa's conservation objectives seen from a national perspective, above those of the organisation, South African National Parks';</p> <p>The short, direct linkages between a park and the site of re-investment (the 'locality' effect) are generally more effective and are perceived as more equitable.</p>	<p><i>Economic versus financial choices.</i></p> <p><i>Organisation versus national priorities</i></p>
<p><b><u>5. PARK MANAGEMENT FRAMEWORK</u></b></p> <p>The effectiveness and control of management activities, including use, is dependent on clearly defined management systems.</p> <p>The system as described shall be a prerequisite for use, and shall provide the framework for the decentralisation of managerial authority and responsibility.</p> <p>Since use cannot be encouraged or controlled outside a robust management structure, these systems are mandated by this policy until such time as such systems, or their equivalents, are incorporated elsewhere<sup>9</sup>.</p> <p>Each Park shall have a policy document that sets out the long term objectives of that park. This shall, at a minimum, state the ecological goals (core business) of that park in clearly quantifiable and measurable terms. It shall also state the commercial, social/economic, infrastructure, financial and other goals of the park in terms of quantifiable, measurable key performance areas to enable the Chief Executive to control performance.</p> <p>The primary management mechanism shall be a medium-term (4-5 year) workplan and budget that translates the policy into an implementable programme that includes:</p> <p>A single overarching purpose or goal for the period in question;The component outputs, usually linked to the key performance areas in the policy, that must collectively be achieved to fulfill the purpose;</p> <p>Activities and inputs for each output, including budgets and manpower requirements</p> <p>At each level of objectives, and for each objective, the plan shall define the targeted outcome using indicators that incorporate quantity, quality, and time, and shall define affordable means of verification.</p> <p>Recognising the importance of external factors to a society-orientated business such as conservation, this plan shall also identify factors that are outside the direct control of managers but are likely to affect its implementation. For each such factor, indicators shall be defined as well as possible interventions.The process of developing the medium term plan shall be rigorous and participatory, shall review and model the situation, and shall appraise alternative strategies for reaching stated goals.</p> <p>The control mechanism shall comprise quarterly and annual review of each objective, activity and indicator to (1) compare status to target (2) identify implementation constraints (3) clearly</p>	<p><i>Control<sup>10</sup> of use, or any management intervention, requires a clearly defined management system. This includes a hierarchy of objectives, and the implementation, monitoring and adjustment of activities to achieve these objectives.</i></p> <p><i>This framework operationalises the concept of robust "adaptive management".</i></p>

<sup>9</sup> While the specific mandate of this policy is to provide the framework for resource use, including tourism, the same principles apply to park management in general.

<sup>10</sup> 'Control' is a management term that implies that activities are monitored and correction action taken in pursuit of a specific objective.



<p>define the corrective action to be taken, including responsibilities and financial implications.</p> <p>The formal output shall be a report by the Park Manager to Head Office.</p> <p>The process shall be strengthened by facilitating transparent peer participation and review.</p> <p>No budget or workplan shall be approved in the absence of these reviews.</p> <p>These procedures contain the mechanism that operationalises an 'adaptive management' process that is robust and ensures that the performance and impact of each activity and each objective are routinely monitored, appraised and reviewed. The quarterly, annual and quadrennial feedback loops provide opportunity to modify the annual, quadrennial plans and the policy respectively.</p>	
<p><b>6. THE 'USE' OR COMMERCIAL PLAN</b></p> <p>A specific component of a park's policy, quadrennial or annual plan shall be a commercial strategy or plan that seeks to maximise the park's viability and operating surplus. This plan shall:</p> <p>List each and every potential use, including the full range of tourism activities.</p> <p>Develop an efficiency criteria for each use that compares (1) the potential net benefit, financial and otherwise, to (2) environmental impact, and specifically to the ecosystem targets and limits of acceptable change laid out for the park;</p> <p>Optimizes the combination of uses with the judicious use of spatial and temporal zoning, public relations and other such measures;</p> <p>Given the futility of generating revenues unless costs are also controlled, this plan shall establish clear targets for recurrent expenditure that:</p> <p>Maintain recurrent expenditure on core conservation business below a prescribed ceiling, which shall normally be US\$2 per hectare unless an alternative is specifically justified and agreed (Non-core business activities shall be treated as separate cost centers);</p> <p>Maintain the human resource component of expenditure below 50% of costs unless an alternative is specifically justified and agreed;</p> <p>The onus shall be on the park manager to justify any expenditure above the level set out in these parameters.</p> <p>Sets out a capital investment and maintenance plan in support of these activities</p>	<p><i>A required component of each park policy, plan and budget shall be a 'use' or commercial strategy and plan</i></p>
<p><b>7. DEFINITION OF 'USE'</b></p> <p>Use shall be defined as any action or decision taken by man that uses or impacts on the scenery, soils, water and nutrient cycles, habitats, flora and fauna, and the balance between trophic levels, in ecosystems.</p> <p>Similarly, tourism, which requires roads, water, power, waste disposal, etc. shall be defined as a consumptive use.</p> <p>The provision of water, fencing, fire and and decisions regarding the level of herbivory, according to 7.1, shall be defined as use</p>	<p><i>Definition of 'use'</i></p>
<p><b>8. TROPHIC LEVELS AND RISK ASSESSMENT</b></p> <p>Trophic levels, systems or habitats with longer cycling or recovery times shall at all times be given precedence over species with shorter recovery times.</p> <p>The intensity of monitoring shall increase according to the cycling period, and the intensity or desirability of use shall be inversely related to the cycling period. Specifically:</p> <p>Soil substrate, soil, water and nutrient cycles, including the influence of soil cover on these cycles (emphasizes the importance of perennial grass, especially in savannas).</p>	<p><i>Ecosystem conservation priorities and risk..</i></p>



<p>Habitats and vegetation.</p> <p>Large or long-lived herbivores and carnivores (e.g. ungulates, some fish, some reptiles).</p> <p>Short-lived species (e.g. quelea, locusts, caterpillars). <b>(DOUBTS WERE EXPRESSED ABOUT THE VALUE AND APPROPRIATENESS OF THESE GUIDELINES TO MONITORING. PREVAILING THREATS AND ENVIRONMENTAL DISTURBANCES ARE NOT MENTIONED, AND THESE ARE MAJOR FACTORS THAT SHOULD DETERMINE THE INTENSITY OF MONITORING)</b></p> <p>This reverses current practice where the monitoring and management of the health of ecosystems is subservient to the monitoring of, and concerns about killing, large herbivores.</p>	
<p><b>9. ACCOUNTABILITY TO THE VALUES OF SOUTH AFRICAN SOCIETY</b></p> <p>Without prejudice to biological objectives, which shall be afforded considerable primacy over anthropocentric sentiment, protected areas shall be managed to create value and economic opportunity appropriate to the requirements of South African society.</p> <p>Recognising the ability of special interest groups to distort policy and practice away from that that creates the greatest good for the greatest number, and recognizing that the poor are an important constituency that is less able to represent itself, South African National Parks shall endeavor to reflect national societal preferences in its use policy.</p>	<p><i>Priorities shall be biocentric.</i></p> <p><i>Care shall be taken to avoid the distortions and inequities of anthropocentric influences</i></p>
<p><b>10. NEIGHBOURS AND BENEFIT SHARING</b></p> <p>The general policy of South African National Parks shall be to maximise net financial and economic surplus, and secondarily to allocate this to best advantage (see ***).</p> <p>A proportion of the surplus shall be set aside for by the Park to undertake its corporate responsibility to neighbours to best effect.</p> <p>All users (except a specified in 10.4 and 10.5) shall pay full value for resources as determined through open, competitive marketing. Contracts shall encourage the employment and training of disadvantaged groups, but without prejudice to the principles of free-market competition.</p> <p>Access will be provided for ceremonial use at no cost at the discretion of the Park Manager provided impact is negligible and the activity conserves culture.</p> <p>Traditional and/or subsistence use will be provided for only under the following circumstances:</p> <p>There is a legitimate historical right of access. Demand arising from demographically-related resource depletion shall not be considered to be legitimate;</p> <p>There is no application of modern technology, and practices are restricted to traditional methods;The user pays for, or undertakes, sufficient monitoring to ensure that the use is sustainable and does not adversely impact the Park's ecological and other objectives <b>(IT IS PROBABLY UNWISE TO GIVE USERS THE RESPONSIBILITY OF MONITORING THE RESOURCE BECAUSE THAT AWARDS THEM THE DUAL STATUS OF REFEREE AND PLAYER).</b></p> <p>Use is not free and the user pays a proportion of the value of the harvest to South African National Parks in cash or kind.</p>	<p><i>Rules for allocating use, and benefiting neighbours and people with historical use rights.</i></p>
<p><b>11. COMMERCIAL AND PRICING POLICY</b></p> <p>Recognising that previous pricing policies have been set bureaucratically rather than according to market forces;</p> <p>Recognising that South African National Parks pricing regimes have not previously been motivated by the determination to be self-financing</p> <p>Recognising, consequently, that South African National Parks has a limited understanding of pricing and marketing, and little commercial experience or capacity</p> <p>South African National Parks shall:</p>	



<p>Embark on a commercialization strategy that:</p> <p>Maximises revenues, and</p> <p>Accepts that learning will occur and is specifically designed to test methods of marketing and to establish market prices. To provide a realistic measure of value, at least one of each category of facility and use under the control of SANParks shall be sold competitively through the market at sufficient regularity to provide this information.</p> <p>To provide a realistic measure of value, at least one of each category of facility and use under the control of SANParks should be sold competitively through the market at sufficient regularity to provide this information.</p>	
<p><b><u>11. BIODIVERSITY PROSPECTING</u></b></p> <p>Recognising the huge potential value arising from (1) the diversity of plants, animals and micro-organisms in South African ecosystem (2) the ancient competition between plants and animals and the consequent value of secondary compounds and protective and adaptive measures and (3) the relatively long interaction of humans with the natural environment and the consequent indigenous knowledge,</p> <p>Recognising that the rapid growth in human knowledge provides only a short window of opportunity for South Africa to exploit this potential,</p> <p>Recognising that, in the absence of legal use, illegal users will exploit this potential, and</p> <p>Recognising that an important justification for park and biodiversity conservation is to preserve the use value of genes and species,</p> <p>South African National Parks shall immediately and urgently develop the protocols, mechanisms, partnerships and agreements to exploit this potential. Specifically South African National Parks will:</p> <p>Develop legal and procedural mechanisms to enable and encourage comprehensive legal and controlled collection and analysis of all indigenous species, including and especially those in Parks;</p> <p>Develop, to maximum conservation and economic advantage, commercial partnerships with agencies and businesses capable of collecting, analyzing , patenting and developing this potential.</p>	<p><i>The potential for biodiversity prospecting</i></p>
<p><b><u>12. DEVELOP NATIONAL CONSERVATION SECTOR</u></b></p> <p>Recognizing that South Africa's exceptional wild resources give the country a comparative advantage for certain types of nature based tourism and use;</p> <p>Recognizing that the principle of comparative advantage implies that promulgation of these uses can advance the cause of conservation across much of South Africa while simultaneously improving the ability of the economy to create employment and profits;</p> <p>Noting South Africa's obligation to these causes as embedded in the Constitution and the Convention on Biological Diversity;</p> <p>Recognising the complicated institutional landscape resulting from the highly fragmented national and provincial conservation authorities, Ordinances, Acts, Decrees and Proclamations</p> <p>South African National Parks shall nevertheless commit itself to promoting sustainable conservation-based land use and economic activities through the following measures:</p> <p>Establishing a cooperative relationship with the Department of Environmental and Tourism, provincial conservation agencies, non-governmental agencies, the private sector and other stakeholders to resolve the institutional fragmentation and contradiction noted in 12.4, and to provide an enabling institutional framework for the sector. Specifically this institutional framework shall:</p> <p>Recognize that in some situations fences reduce profits, allow mismanagement and abuse of</p>	<p><i>Leadership role in promoteing conservation as a sustainable and profitable land use</i></p>



wildlife and environments, and fragment ecosystems that need to be large to be functionally sustainable, and

Seek to provide landholders with an alternative means to delineate and control their resources,

Strive to devolve full use rights to landholders, but within a controlling mechanism that establishes landholder groups with the legal authority to control use according to standards set and monitored by the membership. In the case of the failure of such mechanisms, anticipated to be rare, government shall retain its position as the ultimate authority for wildlife, but shall exercise this right only in exceptional circumstances.

Seek to subject game fencing to environmental impact assessment,

Provide for the mandating of producer organisations to negotiate, set and self-regulate standards in conjunctions with conservation agencies

As a central actor with a large market share, to lead the market in terms of the quality of conservation product and experience, and to make concerted efforts to steadily increase the price of wildlife and conservation products and experiences. South African National Parks shall:

Harmonise the management of Parks with the local rural economy with a view to encouraging the conservation and sustainable use of wild resources, and enhancing the well being of rural people especially those who in the present or past have suffered negative impacts from the park;

Carefully evaluate the broader impact of its pricing and marketing practices on the incentives and markets for conservation products and services. All measures should seek to increase the competitiveness of nature-based businesses relative to the livestock, agriculture and other sectors that might replace them.

To ensure that wild resources are not under valued artificially through legal or financial institutions or instruments that distort the true value of the resource. In particular, the park shall ensure that it does not undercut the ability of the market to incentivize conservation outside the park by subsidizing park-based activities.

To contribute strategically to the spread of biodiversity as a land use through such activities as the provision of species, and the investigation and provision of economic and other information.

Where appropriate, to use parks, contractual relationships with private land, communal land and even neighbouring states, and other such means as are appropriate, including direct investment, to catalyze the consolidation of larger areas of land for conservation usage.



**16 ANNEXURE B – TEMPLATES FOR REPORTS**

**16.1 ANNEXURE B1 - ANNUAL EMPOWERMENT REPORT BY CONCESSIONAIRE**

The Concessionaire will have an audit responsibility that focuses on the three key areas of empowerment achievements, namely shareholding, employment equity and skills development, and Black economic empowerment. The annual report should contain the targets (as set out in the Bid Submissions) and measurements in respect of these areas as per the summary below:

SHAREHOLDING	Eco-tourism Investor Entity	<ul style="list-style-type: none"> <li>○ Establish Entity</li> <li>○ Allocate and facilitate take-up of shares</li> </ul>
	Community Empowerment Trust	<ul style="list-style-type: none"> <li>○ Establish Entity</li> <li>○ Allocate and facilitate take-up of shares</li> </ul>
EMPLOYMENT EQUITY AND SKILLS DEVELOPMENT	Equity targets vs. achievements at start-up	
	Job criteria per position	
	Representative selection and promotions panel	
	Training	<ul style="list-style-type: none"> <li>○ Number of training courses conducted</li> <li>○ Number of staff undergoing business training courses</li> <li>○ Management personnel trained in “People Development”</li> <li>○ Register of staff members trained</li> </ul>
	Skills manual per position	
	Study assistance schemes	
	Learnerships (number of students)	
	Promotions advertised	
	Goal-sharing implemented	<ul style="list-style-type: none"> <li>○ Minimum standards set</li> <li>○ Average incentive paid to non-managerial staff</li> <li>○ Staff kept informed of trading results</li> </ul>
	Workplace forum established and minutes taken	
BLACK ECONOMIC EMPOWERMENT AND BUSINESS OPPORTUNITIES	Business Linkages	<ul style="list-style-type: none"> <li>○ Buy local targets</li> <li>○ Register of procurement requirements</li> </ul>



		<ul style="list-style-type: none"><li>○ Value of contracts awarded</li><li>○ Database of local businesses</li><li>○ Schedule of on-going supplies/services and value</li><li>○ Appointment of specialist procurement manager</li><li>○ Partnership with trusts and prescribed commitments</li></ul>
	Empowerment created locally	<ul style="list-style-type: none"><li>○ Number of new jobs versus targets</li><li>○ Number of local people employed versus targets</li><li>○ Jobs advertised locally</li></ul>
	Involvement of guests	<ul style="list-style-type: none"><li>○ Value of Support</li><li>○ Organisations supported</li></ul>



## **16.2 ANNEXURE B2 – MONTHLY OPERATIONAL REPORT BY CONCESSIONAIRE**



**16.3 ANNEXURE B3 – BI-ANNUAL OPERATION MANAGEMENT & MAINTENANCE REPORT BY CONCESSIONAIRE**



## **16.4 ANNEXURE B4 – BI-ANNUAL ECO ENVIRONMENTAL REPORT BY CONCESSIONAIRE**



17 ANNEXURE C – TEMPLATES FOR APPLICATION FORMS

17.1 ANNEXURE C1 - APPLICATION FORM FOR FREE ENTRANCE PERMITS FOR CONCESSION HOLDERS AND THEIR PROJECT DEVELOPMENT STAFF

1. Name of Concession area:

2. Name of Concessionaire or Consortium:

3. Name of permit applicant:

4. ID number of applicant:

5. Your appointment or designation within the consortium:

6. Postal Address:   
  
 Code

7. Business telephone no:  (  )

8. Vehicle(s) registration number(s)  
1   
2   
3

9. Entrance gates to be used: (Please tick)

Crocodile Bridge	<input type="checkbox"/>	Orpen	<input type="checkbox"/>
Malelane	<input type="checkbox"/>	Numbi	<input type="checkbox"/>
Punda Maria	<input type="checkbox"/>	Paul Kruger	<input type="checkbox"/>
Pafuri	<input type="checkbox"/>	Phalaborwa	<input type="checkbox"/>

\_\_\_\_\_  
Signature of applicant

\_\_\_\_\_  
Date

**Note**

Please attach the following to your application form;

- a. Photocopy of your ID book or passport
- b. Two ID size photos

**NOTES FOR COMPLETING APPLICATION FORM**

- 1. Name of concession area, e.g. Mpanamana Concession, Nwanetsi Concession etc.
- 2. Name of Concessionaire, e.g. Jock Lodge Consortium, Faranani Consortium etc.
- 3. The name for the specific applicant within the Consortium
- 4. Appointment / designation within the Consortium e.g. Consortium Holder, Architect, EIA Consultant, Project leader etc.
- 5. If you would be using more than one vehicle for your business, please supply all registration numbers

Please do not forget to attach a photostat copy of your ID book and two ID photos



**17.2 ANNEXURE C2 – APPLICATION FORM FOR PERMANENT STAFF ID**



**17.3 ANNEXURE C3 – APPLICATION FORM FOR ANNUAL BUSINESS ACCESS PERMIT**



**18 ANNEXURE D – ENVIRONMENTAL MANAGEMENT PLANS FOR ALL CA'S**



## **18.1 ANNEXURE D1 – EMP FOR NWANETSI CONCESSION AREA**



## **18.2 ANNEXURE D2 – EMP FOR MLUWATI CONCESSION AREA**



### **18.3 ANNEXURE D3 – EMP FOR LWAKAHLE CONCESSION AREA**



#### **18.4 ANNEXURE D4 – EMP FOR JOCK OF THE BUSHVELD CONCESSION AREA**



## **18.5 ANNEXURE D5 – EMP FOR MPANAMANA CONCESSION AREA**



## **18.6 ANNEXURE D6 – EMP FOR MUTLUMUVI CONCESSION AREA**



## **18.7 ANNEXURE D7 – EMP FOR JAKKALSBESSIE CONCESSION AREA**