



INFORMATION MEMORANDUM

**INFORMATION MEMORANDUM ISSUED BY SOUTH AFRICAN
NATIONAL PARKS IN RESPECT OF THE SHINGWEDZI
TREEHOUSE FACILITY PPP OPPORTUNITY IN THE KRUGER
NATIONAL PARK**



IMPORTANT NOTICE

South African National Parks (“**SANParks**”) has produced this Information Memorandum in connection with the public private partnership (PPP) opportunity available for a Treehouse Camp Facility in the Kruger National Park.

No representation or warranty, express or implied, is made, or responsibility of any kind is or will be accepted, by SANParks, with respect to the accuracy and completeness of this Information Memorandum, and any liability in connection with the use by any Interested Party of the information contained in this Information Memorandum is hereby disclaimed.

This Information Memorandum has been provided to the recipient to assist in making its own appraisal of the opportunities presented herein. However, this Information Memorandum is not intended to serve as the basis for an investment decision on the opportunities, and each recipient is expected to make such independent investigation and to obtain such independent advice, as he or she may deem necessary for a decision.

South African National Parks may amend or replace any information contained in this Information Memorandum at any time, without giving any prior notice or providing any reason.

November 2021

TABLE OF CONTENTS

1. INTRODUCTION	6
2. SANPARKS' VISION, MISSION AND KEY STRATEGIC OBJECTIVES.....	7
3. RESPONSIBLE TOURISM STANDARDS	9
4. ARTICULATION OF SANPARKS' COMMERCIALISATION POLICY, OBJECTIVES AND STRATEGY	12
5. SANPARKS' LEGAL MANDATE.....	16
6. PROJECT DESCRIPTION TREEHOUSE CAMP FACILITY IN THE KRUGER NATIONAL PARK	21
7. BIDDERS REQUIRED QUALIFICATION CRITERIA	38
8. PPP AGREEMENT	41
9. VISITOR STATISTICS.....	44
10. RELATIVE WEIGHTING OF BID SUBMISSIONS.....	46
11. PROJECT TIMETABLE	48
12. ANNEXURE 1 – ENVIRONMENTAL GUIDELINES FOR OPERATOR'S OPERATION WITHIN THE SOUTH AFRICAN NATIONAL PARKS	49
13. ANNEXURE 2 – SANS 1162:2016 – SOUTH AFRICAN NATIONAL STANDARD RESPONSIBLE TOURISM REQUIREMENTS.....	58
14. ANNEXURE 3 – NATIONAL RESPONSIBLE TOURISM GUIDELINES FOR SOUTH AFRICA (MAY 2002)	59
15. ANNEXURE 4 – INTEGRATED PEST MANAGEMENT PLAN.....	76
16. ANNEXURE 5 – MINIMUM FIELD GUIDE REQUIREMENTS – KRUGER NATIONAL PARK...	77
17. ANNEXURE 6 – PROCESS REGARDING THE USE OF PRIVATE FIREARMS WITHIN SANPARKS BY EXTERNAL PERSONS	79

TABLE OF ABBREVIATIONS

Abbreviation	Description
BAR	Basic Assessment Report
B-BBEE	Broad-Based Black Economic Empowerment
DEAT	Department of Environmental Affairs and Tourism
DFFE	Department of Forestry, Fisheries and the Environment
EAP	Environmental Assessment Practitioner
ECO	Environmental Control Officer
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EMPr	Environmental Management Programme
EMS	Environmental Management System
EO	Environmental Officer
IAP	Interested and Affected Party
IDP	Integrated Development Plans
KNP	Kruger National Park
MAJOC	Mission Area Joint Operation Centre
NEMA	National Environmental Management Act
NEM:BA	National Environmental Management Biodiversity Act
NEM:PAA	National Environmental Management: Protected Areas Act
OMP	Operational Management Plan
OSV	Open Safari Vehicle
PFMA	Public Finance Management Act

Abbreviation	Description
PPP	Public Private Partnership
PPPFA	Preferential Procurement Policy Framework Act
SANParks	South African National Parks
SAQA	South African Qualifications Authority
SASSI	South African Sustainable Seafood Initiative
SPfC	Strategic Plan for Commercialisation
SPV	Special Purpose Vehicle
TGCSA	Tourism Grading Council of South Africa

1. INTRODUCTION

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

2. SANPARKS' VISION, MISSION, AND KEY STRATEGIC OBJECTIVES

2.1 SANParks' Vision and Mission

South African National Parks was established as a parastatal through an Act of Parliament in 1927. As per the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), SANParks is a Schedule 3(a) "public entity" that functions under the ambit of the National Environmental Management Act: Protected Areas Act, 2003 (Act 57 of 2003) read concurrently with the National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004) and the National Environmental Management Act, 1997 (Act 107 of 1997). The core mandate of SANParks is the conservation and management of biodiversity and associated cultural heritage through a system of National Parks. SANParks is also involved in the promotion and management of nature-based tourism and delivers both conservation management and tourism services through an authentic people centred approach on all its programmes.

The organisation's operations are totally guided by its vision statement (the word picture of the future) and mission statement (depicting the purpose of its existence). As a public entity, the organisation is committed to acting in pursuance of transformation of South Africa's society in support of entrenching South Africa's democracy.

VISION: A world class system of sustainable national parks reconnecting and inspiring society.

MANDATE: Delivery of Conservation Mandate by Excelling in the Management of a National Park System.

MISSION: Develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence, responsible tourism, and just socio-economic benefit for current and future generations.

2.2 Organisational Environment

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

- 2.2.1 **Sustainable Conservation** – the primary mandate of the organisation is the conservation of South Africa's biodiversity, landscapes, and associated heritage assets through a system of National Parks.

2.2.2 **Diverse and Responsible Tourism** – the organisation has a significant role in the promotion of South Africa’s nature-based tourism or ecotourism business, targeted at both international and domestic tourism markets. The eco-tourism pillar of the business architecture provides for the organisation’s self-generated revenues from commercial operations that are necessary to supplement government seed funding of conservation management. A significant element of the ecotourism pillar is the Commercialisation Strategy which (through the implementation of Public Private Partnerships) SANParks has adopted to expand tourism products and the generation of additional revenue for funding of conservation and socio-economic development.

2.2.3 **Socio-Economic Transformation** – SANParks has taken a strategic decision to expand its role in the developmental support provided to neighbouring communities as an entity of the developmental state. In addition, SANParks is required to build constituencies at international, national, and local levels, in support of conservation of the natural and cultural heritage of South Africa through its corporate social investment. It has to ensure that a broad base of South Africans participates and get involved in biodiversity initiatives, and further that all its operations have a synergistic existence with neighbouring or surrounding communities for their educational and socio-economic benefit, hence, enabling the broader society to be connected to national parks.

The mandate of the organisation is derived from its biodiversity conservation role, thus the conservation pillar is regarded as the basis upon which the other two core pillars’ programmes and activities are directed.

In addition to the core functions (Conservation, Tourism and Socio-Economic Transformation) that provide SANParks with a level of uniqueness, the organisation has generic support functions of the Chief Operating Officer (which includes Risk Management; and Strategy and Performance Management) and the Chief Financial Officer (which includes Finance; and Supply Chain Management) and Corporate Services (which includes Human Capital Management; Information Technology; Enterprise Applications; Corporate Communications and Legal Services).

3. RESPONSIBLE TOURISM STANDARDS

3.1 Responsible Tourism

Responsible Tourism is a tourism Management strategy embracing planning, management, product development, and marketing to bring about positive economic, social, cultural, and environmental impacts. Responsible Tourism provides for the following:

- generates economic benefits for local people and enhances the well-being of host communities;
- improves working conditions and access to the industry;
- involves local people in decisions that affect their lives and life chances;
- makes positive contributions to the conservation of natural and cultural heritage to the maintenance of the world's diversity;
- provides more enjoyable experiences for tourists through more meaningful connections with local people and a greater understanding of local cultural, social, and environmental issues;
- minimises negative economic, environmental, and social impacts; and
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

3.2 National Responsible Tourism Guidelines

In 2002, the Department of Environmental Affairs and Tourism (“DEAT”) published National Responsible Tourism Guidelines (attached as **Annexure 3**), reflecting South Africa’s vision to manage tourism in a way that contributes to the quality of life of all South Africans. The Guidelines aim to set benchmark standards for accommodation and transport Operators, tourism associations, and custodians of our cultural and natural heritage. The objective is to ensure that our tourism sector keeps pace with international trends towards responsible business practice – and gains a market advantage in doing so. In 2003, DEAT published the Responsible Tourism Handbook, which took it one-step further by giving practical examples of how tourism Operators can improve their economic, social, and environmental practices.

Various institutions/organisations offer environmental management consulting and accreditation services to all business sectors interested in implementing

environmentally friendly business practices and hence offer Environmental Rating Programmes. Such eco-labelling schemes include:

- ISO 14001
- Green Globe
- Blue Flag
- NEAP
- Heritage
- Eco quest
- Fair Trade in Tourism

3.3 **The National Minimum Standard for Responsible Tourism (SANS 1162)**

The National Minimum Standard for Responsible Tourism (SANS 1162) was developed with objective of establishing a common understanding of responsible tourism by developing a single set of standards to be applied throughout South Africa by harmonising the different sets of criteria that were used for certifying the sustainability of tourism businesses. The National Minimum Standard for Responsible Tourism consists of 41 criteria divided into four categories i.e. sustainable operations and management, economic criteria, Social and cultural criteria, and environmental criteria.

3.4 **SANParks Responsible Tourism Strategy**

South African National Parks is also in the process of drafting a Responsible Tourism Strategy. The purpose of developing this responsible tourism strategy and implementation plan is to consistently integrate the principles of the national responsible tourism guidelines into South African National Parks operations.

This strategy and plan will help to reduce fragmentation of responsible tourism activities by SANParks and its business partners, by providing a framework for a coordinated approach. It will also reduce the disparity between levels of responsible tourism practiced, monitored, and reported between SANParks tourism operations and concessionaires (who are contractually required to practice responsible tourism). Implementation of strategy and plan will help address potential future problems, such as mitigation and adaptation to climate change. The strategy is also a response to the increased market demand for responsible holidays from tourists and will enable SANParks to put into place the conditions that are required to position

the national park systems as responsible destinations.

The responsible tourism strategy is divided into three sections:

- The alignment of the principles of Responsible Tourism with existing corporate values and actions, with amendments to policies and procedures to accommodate Responsible Tourism values and indicators
- Recommended additions to the SANParks scorecard to include Responsible Tourism indicators
- Processes required to embed awareness of and decision-making and actions aligned with Responsible Tourism throughout the organisation.

3.4.1 **Objectives of the Responsible Tourism Strategy**

The objectives of the responsible tourism strategy and implementation plan aim to provide a basis for decision making, and guidance for divisions to develop action plans that comply with this policy. The objectives are:

- Align SANParks operations with the national policy on responsible tourism;
- Enhance responsible tourism awareness and Management skills among protected area managers and tourism officers and business partners within SANParks;
- Enhance responsible tourism awareness and skills among SANParks' external stakeholders, including communities, and suppliers;
- Integrate responsible tourism principles and actions into Management plans for each national park in South Africa;
- Establish a practical framework for monitoring, evaluation, and reporting in national park destinations; and
- Integrate responsible tourism into the performance Management frameworks of the organisation, individual parks, and individual staff members.

3.4.2 **Guiding Principles of the Responsible Tourism Strategy**

The guiding principles of the responsible tourism strategy and implementation plan are that they are:

- based on the national responsible tourism guidelines (DEAT, 2002);
- aligned with the national Minimum Standards for Responsible Tourism;
- aligned with SANParks Corporate Strategic Business Plan, and cognisant of the Conservation Development Framework and Park Management Plans;
- easy to understand and implement;
- adaptive and flexible;
- monitored at both a corporate and operational level;
- developed and implemented through a participatory process by a broad range of SANParks stakeholders, including business partners;
- initially focus on quick wins, that can be used to promote the responsible tourism agenda throughout the organisation; and
- address initiatives that facilitate the achievement of SANParks core objectives (e.g. better relations with local communities, reducing poaching, helping park expansion).

4. ARTICULATION OF SANPARKS' COMMERCIALISATION POLICY, OBJECTIVES, AND STRATEGY

4.1 The Motivation for Commercialisation

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

In order to encourage greater efficiency in the delivery of public services, the Cabinet in April 1997 approved the establishment of an interdepartmental task team chaired by the Department of Finance, to explore how public private partnerships could improve infrastructure and service delivery efficiency, and make more efficient use of under-utilised state assets. The key objectives of this programme were to develop

a package of cross-sectoral and inter-Institutional policies and legislative and regulatory reform.

In September 1998, the Department of Environmental Affairs and Tourism articulated the need for SANParks to prepare for a lesser dependence on state funding, which would increasingly be aimed at funding the essential conservation requirements. This formed the basis of the Commercialisation Strategy adopted by SANParks in 2000 with its foundation in the economic theory, which defines the State's responsibility as one of performing a regulatory function and intervening in the market-place only where there is market failure. The objective was to reduce the dependence on state funding and improve existing operational efficiencies. This does not imply that SANParks has to be independent of the State but rather that the collective funding sources (i.e. state funding, private donations, NGO and international donations, SANParks' tourism activities, and commercialisation) must be able to "sustain" the total business of SANParks. Sustainable tourism development depends on a partnership and balance between the social, technological, economic, environmental, and political values and benefits. Hence, should one source of funding be threatened, SANParks must be able to absorb such withdrawal without compromising its sustainability.

The implementation of the Commercialisation Strategy 2000, resulted in the awarding of 11 (eleven) concession sites to private operators, seven of which are in Kruger National Park, two in Addo Elephant National Park, and two in the Table Mountain National Park.

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

4.2 **The Strategic Plan for Commercialisation 2006**

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

- The experience and specialist skills acquired;
- The lessons learned from implementation and management of PPPs;

- Legislative requirements; and
- The extended scope of projects identified to enable SANParks to improve its infrastructure towards 2010 and beyond, generate revenues, promote B-BBEE and create employment.

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

4.3 **The Strategic Plan for Commercialisation 2019**

The Strategic Plan for Commercialisation (“**SPfC**”) is updated every five years. The following outlines the major changes of the SPfC 2019 - 2024:

- ✓ The SPfC 2019 – 2024 reaffirmed that PPPs are envisioned to continue playing a key role in executing on SANParks’ mandate and achieving its strategic objectives, particularly in terms of revenue generation and contributing towards socio-economic transformation.
- ✓ The SPfC highlighted the importance of tourism as an engine for job creation and a driver of sustainable socio-economic development. As such, particular focus will be placed on using PPPs as a mechanism to promote economic transformation in the industry.
- ✓ The SPfC was updated to reflect a revised checklist for all commercial opportunities identified.
- ✓ Finally, the SPfC 2019 - 2024 addressed the need for additional capacity in the Business Development Unit to accelerate the implementation of PPPs.

4.4 **Benefits of the SANParks Commercialisation Strategy**

The achieved high level commercialisation objectives for SANParks include the following; revenue generation; loss minimisation or savings on existing operations; optimal use of under-performing assets; job creation and poverty alleviation; BBEE; infrastructure upgrades; upgrade/development of historical and/or cultural sites; tourism promotion and further biodiversity protection and conservation. PPPs in

SANParks have proved to be an important service delivery mechanism. The SANParks Commercialisation Strategy has yielded the following benefits to SANParks:

4.4.1 Strategic Value

Implementation of the Commercialisation Strategy has resulted in increased market segmentation and product and price differentiation with 508 additional guest beds in the five-star segment resulting in increased economic activity and foreign exchange generation. In addition, it has resulted in improved efficiencies of the restaurant and retail facilities, contributing to an enhanced visitor experience to the guests of SANParks. The strategy has also resulted in an increased contribution to the broader economy through the tourism multiplier effect and SANParks' image has improved considering that national parks are being put to responsible and sustainable use for the economic development of the country.

4.4.2 Monetary Value

The Commercialisation Strategy has resulted in a total contribution of R1.355 billion by March 2020.

4.4.3 Increased Infrastructure

The Commercialisation Strategy roll out has resulted in increased infrastructure in National Parks to the value of R758 million with the assets ultimately reverting to SANParks. In addition, it has resulted in the refurbishment of the aging infrastructure of both the restaurant and retail facilities to the value of R20 million.

4.4.4 Risk Transfer

The strategy has resulted in significant commercial risk transfer to the private sector including EIA risk, construction risk, availability risk, insolvency risk, market demand or volume risk, and operating risk. However, SANParks is still exposed to the risks experienced by the Operator and hence effective contract management is essential.

4.4.5 Socio Economic Value

The strategy resulted in broadening the participation of B-BBEE partners in the tourism industry thereby contributing to the demographic restructuring of the

industry and poverty alleviation. Private Party agreements included the following contractual commitments:

- increased employment in the tourism industry with 1946 new jobs excluding construction;
- 79% of employees recruited from local communities adjacent to the Parks;
- Reported spend of R 58 million per annum with local community SMME's;
- Considerable continuous skills transfer and training; and
- The tourism multiplier effect to the broader economy.

4.4.6 **Environmental Value**

Regulations pertaining to environmental management that apply to the commercial operators are in many instances superior creating a benchmark in SANParks nature based tourism operations and over time, SANParks will be obliged to comply with these standards. This can only be to the long term benefit of our national parks

5. **SANPARKS' LEGAL MANDATE**

5.1 National Environmental Management: Protected Areas Act,2003 (Act no. 57 of 2003) ("NEM:PAA") as amended by the National Environmental Management: Protected Areas Amendment Act (Act No 31 of 2004)

5.1.1 **Protected Area**

NEM:PAA provides for:

- the protection and conservation of ecologically viable areas representative of South Africa's biological diversity and its natural landscapes and seascapes;
- for the establishment of a national register of all national, provincial, and local protected areas;
- for the Management of those areas in accordance with national norms

and standards;

- for intergovernmental co-operation and public consultation in matters concerning protected areas;
- for the continued existence, governance and functions of South African National Parks; and
- for matters in connection therewith.

The Kruger National Park is an area declared, or regarded as having been declared, in terms of section 28 of NEM:PAA as a protected environment. Section 92(1)(a) of the NEM:PAA specifically states that SANParks is the management authority for any protected area it managed immediately before this section took effect, unless otherwise assigned by the Minister in terms of this Act and is obliged in terms of section 92(2) to manage all such protected areas according to the provisions of the NEM:PAA and the management plan to be prepared for the protected area concerned.

5.1.2

Section 50

(1) Section 50 (1) of NEM:PAA allows SANParks to:

(a) carry out or allow—

(i) a commercial activity in the park, reserve, or site; or

(ii) an activity in the park, reserve, or site aimed at raising revenue;

(b) enter into a written agreement with a local community inside or adjacent to the park, reserve, or site to allow members of the community to use in a sustainable manner biological resources in the park, reserve, or site; and

(c) set norms and standards for any activity allowed in terms of paragraph (a) or (b).

(2) An activity allowed in terms of subsection (1)(a) or (b) may not negatively affect the survival of any species in or significantly disrupt the integrity of the ecological systems of the national park, nature reserve, or world heritage site.

- (3) The management authority of the national park, nature reserve, or world heritage site must establish systems to monitor —
 - (a) the impact of activities allowed in terms of subsection (1)(a) or (b) on the park, reserve, or site and its biodiversity; and
 - (b) compliance with—
 - (i) *any agreement entered into in terms of subsection (1)(b); and*
 - (ii) *any norms and standards set in terms of subsection (1)(c).*
- (4) Any activity carried out lawfully in terms of any agreement which exists when this section takes effect may continue until the date of termination of such agreement, provided that the agreement may not be extended or varied so as to expire after the original intended expiry date without the consent of the Minister.
- (5) No development, construction, or farming may be permitted in a national park, nature reserve, or world heritage site without the prior written approval of the management authority.

5.1.3 **Section 55 and 56**

Section 55 sets out the functions of SANParks which functions include inter alia responsibility to:

- protect, conserve and control all protected areas under its Management including all biodiversity found therein (section 55(1)(b));
- to carry out any development and construct or erect any works necessary for the Management of the area (section 55(2)(e));
- take reasonable steps to ensure the security and well – being of visitors and staff (section 55(2)(e));
- provide accommodation and facilities for visitors and staff (section 55(2)(h));
- to carry on any business or trade or provide other services for the convenience of visitors and staff (section 55(2)(i));
- determine and collect fees for entry or stay in the area or for any services

provided by it (section 55(2)(i));

- authorise any person, subject to such conditions and the payment of such fees as it may determine, to carry on any business or trade or provide any service which SANParks may carry on or provide in the area in terms of the NEM:PAA ((section 55(2)(i)).

Section 55(2)(i) also authorises SANParks to authorise another person, subject to such conditions and the payment of such fees as it may determine, to provide any service which SANParks may otherwise provide in the Kruger National Park.

Section 56 (c) also specifically allows SANParks to hire or let any property, for the purpose of performing any of its functions in any protected area placed under its Management and control.

Accordingly, SANParks has the legal mandate in terms of the NEM:PAA to enter into PPP Agreements.

5.2 **The Public Finance Management Act 1 of 1999 (“the PFMA”)**

SANParks is a Schedule 3A public entity for the purpose of the PFMA. As such, SANParks is bound to the provisions of the PFMA, which regulates the financial management of all national and provincial governments and agencies; ensures that all revenue, expenditure, assets, and liabilities of those governments are managed efficiently and effectively; provides for the responsibilities for those entrusted with financial management in those governments, and governs all matters connected therewith.

5.2.1 **Sections 50 and 51**

Section 50 of the PFMA deals with a number of fiduciary duties placed on the accounting authorities of public entities, which are subjected to the provisions of the PFMA, and inter alia requires the accounting authority for a public entity to:

- exercise the duty of utmost care to ensure reasonable protection of assets and records of the public entity;
- act with fidelity, honesty, integrity, and in the best interests of the public entity in managing the financial affairs of the public entity; and

- seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.

Section 51 deals with a number of general responsibilities of accounting authorities and provides that the accounting authority for a public entity must ensure that a public entity has and maintains inter alia effective, efficient, and transparent systems of financial and risk management and internal control as well as an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective.

5.2.2 Regulation 16

This last aspect is taken further in Regulations 16A7.4 and 16A7.5 of the National Treasury Regulations promulgated in terms of section 76 of the PFMA in Government Gazette Notice No. R 225, Government Gazette No. 27388 dated 15 March 2005, and amended by Government Gazette Notice No. R 146, GG 29644 dated 20 February 2007, which Regulations state that:

- *Reg. 16A7.4 The letting of immovable state property must be at market – related tariffs unless the relevant treasury approves otherwise. No state property may be let free of charge without the prior approval of the relevant treasury.*
- *Reg. 16A7.5 The accounting officer or accounting authority must review, at least annually when finalising the budget, all fees, charges, rates, tariffs or scales of fees, or other charges relating to the letting of state property to ensure sound financial planning and Management.*

These National Treasury Regulations first came into operation on 25 May 2002 and have applied to the business of SANParks since that date.

Hence there is sufficient responsibility placed on SANParks under the PFMA to manage and to lease out all state assets placed under its Management and control in the Kruger National Park in a manner that is fair and equitable to all, is transparent and competitive, and occurs on a basis that is market – related and supports sound financial planning and management within SANParks.

6. PROJECT DESCRIPTION TREEHOUSE CAMP FACILITY IN THE KRUGER NATIONAL PARK

6.1 Introduction

SANParks, as part of its Strategic Plan for Commercialisation, identified the tourism PPP opportunity for a self-catering Treehouse Camp Facility in the Shingwedzi area of the Kruger National Park (KNP).

It is intended that by SANParks entering into the PPP with a Private Party, SANParks may be able to generate additional revenue through PPP fees paid to SANParks by the Private Party, while enabling SANParks to focus on its core activity of conservation. The Private Party will be expected to respect existing SANParks regulations regarding the protection of the environment. It is intended that the project will be developed by the Private Party in compliance with strict environmental standards maintained by SANParks.

6.2 Opportunity

6.2.1 Description

The tourism PPP opportunity is for the development, management, operation, and maintenance of a self-catering Treehouse Camp in the Shingwedzi area of the Kruger National Park (KNP), over a 25-year term.

The facility will have a maximum of 10 treehouses, generously spaced to allow for privacy. The maximum carrying capacity in terms of guest beds is 20 beds (as per Primitive Zone guidelines); it is at the discretion of the Operator as to whether family units are incorporated, i.e. two 4-bed units and six 2-bed units. To allow for a more exclusive experience, the Operator can choose to provide a reduced number of treehouses.

The objective of the tourism product is to provide visitors to the KNP with a unique experience in treetop accommodation.

The design and construction of the Treehouse Camp Facility must incorporate green design principles. Particular attention must also be given to the visual impacts of the Treehouse Camp Facility and how to minimise these.

6.2.2 Sites and Location

6.2.2.1 SANParks has identified one site for the Treehouse Camp Facility, in the Nxanatseni Region of the KNP near Shingwedzi Rest Camp.

6.2.2.2 Bidders will have the opportunity to assess the proposed site during the tender process. Bidders, in their Bid Submission, must include a detailed design plan for the site – SANParks to approve all building plans (both technical services and conservation services). However, Bidders should be aware that should they be awarded as the successful Bidder, detailed proposals are still subject to an environmental impact assessment process to obtain and environmental authorisation.

6.2.2.3 Where a site falls within the floodline, in so far as possible, structures should be constructed out of biodegradable materials, taking into consideration that structures may be swept away and deposited at a location further down the river. Where structures cannot be constructed using biodegradable materials, then such structures should be built in a manner to withstand flooding, taking into consideration environmental sensitivities.

6.2.2.4 The Operator will be responsible, at their own cost, for the preparation of the site, as well as for conducting the environmental authorisation processes before commencing with construction activities.

6.2.2.5 Subsequent to the tender submission, should any extenuating circumstances arise that result in SANParks deeming that the site is no longer suitable for the tourism product, such as a flood or fire destroying the site, SANParks may allocate an alternative site, in consultation with the Operator.

6.2.2.6 Overview of site

The site is situated just off the S50 tourist road, adjacent to Kanniedood Hide in the Low Intensity Leisure zone. As demonstrated below, the site lies between point A1 (-23.127139, 31.453358) & A2 (-23.125388, 31.454227) on the map.



Figure 1. Fine scale zonation of the site for the Treehouse Camp Facility

The use of this site is subject to the Operator moving the Kanniedood Hide further down the river to where there are natural pools, which will provide for a much more scenic site for the hide. The current footprint of the hide will then be used as a site for the Treehouse Camp.

The construction, management, and maintenance of the new hide are included as part of the PPP and will be the responsibility of the Operator. The bidder must provide its proposed design for the hide in the bid submission, which will be subject to approval by SANParks.

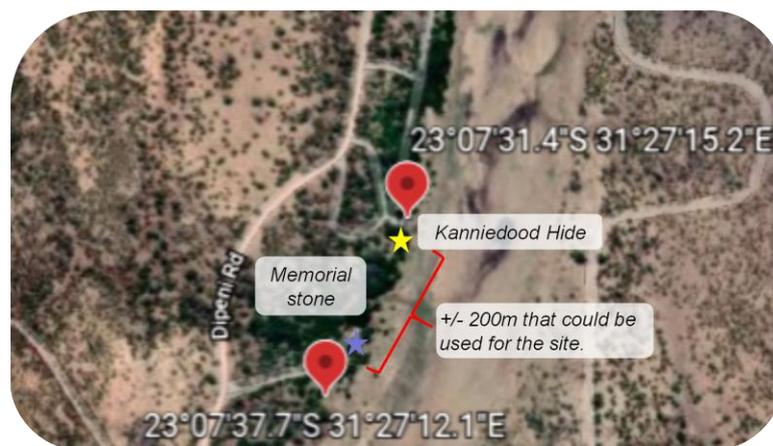


Figure 2. Google Earth images of the location of the site

As demonstrated above, the Bran Key Memorial Stone is located within the proposed site. SANParks has engaged with the family on their preference on whether to move the memorial. They have requested for the Bran Key Memorial Stone to be placed at the site of the new hide. The Operator will be obliged to assist with this and engage with SANParks and the family on the moving and final placement of the memorial.

To enable exclusive use of the site, SANParks will allow for the Operator to close off the adjacent loops, as demonstrated below. In return, the Operator is expected to develop the hide as a get-out point for the public. As per the image, during the environmental authorisation process, consideration must be given to whether part of the loop can be diverted or closed:



Figure 3. Proposed closure of loops for the Shingwedzi Treehouse Camp site

6.2.2.6.1 New site for Kanniedood Hide

The proposed site for the new hide is demonstrated on the following page (16.6km from the Treehouse site and 19km from Shingwedzi).

Bidders must consider the following for the hide design:

- The hide must serve as a “get-out” point for guests to enhance their tourism experience when visiting the park. Any additional activities proposed for the hide are subject to approval by SANParks. The design must take into consideration the unique character of the northern region of the KNP.
- SANParks will allow for the hide to be used as an overnight hide for a maximum of six guests.
- An overnight hide is a low volume development, with the main purpose of acting as a game or bird viewing hide, with the optional use of very basic, non-serviced, sleep only facilities for single night stays. The overnight ‘facilities’ are stowed away during the day. E.g. Shipandani Hide.

- The hide must be open to the public; however, SANParks would allow for part of the hide to be segregated for specialised use (i.e. photographic hide).
- Ablution facilities to be provided. Consideration must be given to minimising environmental impact and implementing green technologies.



Figure 4. The proposed site for the hide

- The hide must adhere to the guidelines of the KNP Conservation Development Framework for bush stops and overnight sites:

- **Bush stops:** limited facilities, such as bird hide or ablutions for low tourist numbers. Impacts of facilities to be managed to maintain a sense of wildness. No refreshment, retail, or bulk services.
- **Overnight sites:** limited infrastructure with an emphasis on green technologies to limit the effect on the surrounding environment. Where possible utilises existing infrastructure such as bird hides. Infrastructure to be designed and managed to maintain a natural environment with a wilderness ambiance.
- Both in the construction and operation of the hide, opportunities for local community involvement must be identified and implemented, for example, construction, cleaning, maintenance etc.

6.2.3 Description of Use Zones

The Park Management Plan for the KNP provides additional information for use zones, including objectives, characteristics, visitor activities and experience, limits of acceptable change, facilities, location in the park, and guidelines on management infrastructure and utilisation. These must be referred to for a more comprehensive understanding of the area in which the Treehouse Camp Facility will be located. These documents are available on the SANParks website: https://www.sanparks.org/assets/docs/conservation/park_man/knp/knp-approved-plan.pdf

6.3 Specific Conditions and Description

Described below are specific conditions for the Treehouse Camp Facility.

The Operator will be required to develop Standard Operating Procedures, in consultation with SANParks, to guide the daily operations of the Treehouse Camp Facility within the KNP.

6.3.1 Guest Activities

The Operator will be allowed to conduct short guided bush walks and game drives, which must conform to SANParks' activity standards:

- 6.3.1.1 The Operator will be allowed to conduct sunrise, sunset, and night drives, aligned to existing KNP game drive times, i.e. sunrise drives half an hour before gate opening times, night drives up until 22h00.
- 6.3.1.2 Game drive activities must be coordinated with SANParks and its partners, to ensure there is no conflict between activities. This may entail specific routes being designated for after hour game drives.
- 6.3.1.3 SANParks will designate specific areas for walking activities. These areas may change, depending on SANParks' operational activities, i.e. if an area is designated as no-go due to poaching activities.
- 6.3.1.4 Guides must be FGASA accredited and adhere to SANParks' minimum requirements for field guides. For more detail on these minimum requirements for the KNP, please refer to Annexure 5.
- 6.3.1.5 For the carrying of firearms in the KNP, a special permit is required to be issued to a person that is not an employee of SANParks to carry and use a licensed firearm within a national park. Please refer to Annexure 6 for more detail.
- 6.3.1.6 Additional activities may be offered to guests staying at the Treehouse Camp Facility, within the designated Project Site. Any additional activities may be subject to further approval by SANParks, particularly where these may conflict with other activities offered by SANParks or its partners, or if it will create a disturbance for other SANParks guests or staff.
- 6.3.2 **Roads and Tracks**
 - 6.3.2.1 The construction of new roads or tracks will not be permitted, with exception of a direct access route to the site for the Treehouse Camp or extension of existing access roads. Construction and subsequent maintenance of the access road will be at cost to the Operator. If management roads are required to be used, these may have to be upgraded and maintained at the cost to the Operator.
 - 6.3.2.2 All roads constructed, upgraded, and maintained need to adhere to the SANParks Road Classification.
 - 6.3.2.3 Authorisations and permits in terms of environmental management

legislation, may be required prior to any construction and maintenance activities of access roads and pathways. The costs will be at cost to the Operator.

6.3.2.4 The access road may need to be extended depending on the layout of the product.

6.3.2.5 The Operator will also be permitted to upgrade parts of the main tourist road (S50) to minimise dust and the impact thereof on the Treehouse Camp. Any upgrades and subsequent maintenance will be at cost to the Operator.

6.3.3 **Access**

6.3.3.1 The Operator, its guests, and staff will only be allowed to drive on public roads, and unless otherwise specified by SANParks, will not be allowed to drive on any other roads, except for direct access on an approved route to the site of the Treehouse Camp Facility.

6.3.3.2 All guests, deliveries, and other vehicles entering the Treehouse Camp Facility will have to do so through SANParks' designated entrance gates. Extended gate opening times for staff may be permitted at the nearest entrance gate under controlled conditions (i.e. only scheduled trips to transport staff leaving or arriving for shifts) and subject to the relevant policies. Related additional costs will be for the Operator's account.

6.3.3.3 All guests will be required to pay requisite Park entry fees.

6.3.3.4 **Late entries**

6.3.3.4.1 Late entries will not be allowed for guests to the Shingwedzi Treehouse Camp. Normal gate hours must be adhered to.

6.3.4 **Vehicles**

6.3.4.1 OSVs to comply with specification requirements as per KNP OSV permit requirements.

6.3.5 **Support Infrastructure**

The areas identified for the Treehouse Camp Facilities in the KNP will not offer

any existing infrastructure. The Operator will be required to provide bulk services to ensure that the facilities are fully self-sufficient for the period of operation, as described below:

6.3.5.1 Electricity

6.3.5.1.1 There are no Eskom lines onsite and no bulk electrical supply line may be installed.

6.3.5.1.2 Off-grid electricity supply must be installed, with the use of solar energy preferred; however, the Operator shall be permitted to make use of a generator with a low decibel rating, subject to SANParks' approval.

6.3.5.1.3 Where a generator is used, the generator must be installed in a generator room and fuel tanks will need to be installed in bund walls to prevent any spillages.

6.3.5.2 Water

6.3.5.2.1 The Operator will be required to acquire potable water at their own expense and ensure that sufficient water is available for guests and staff.

6.3.5.2.2 It is anticipated that for all the sites the Operator will be required to install a new water abstraction point; however, if the Operator is supplied water by SANParks from an existing borehole or purification plant, the Operator will be billed for water use in line with the rates specified in the SANParks Tariff Document.

6.3.5.2.3 SANParks must be consulted in the installation of any new water abstraction points, for which the Operator needs to apply for a water use license, in line with regulatory requirements. The Operator is responsible for the provision of equipment for any water abstraction point, at their own cost, and will also be responsible for treating water to ensure that the quality of the water complies with safe drinking water (SANS 241) standards. All infrastructure related to water abstraction points must be maintained and managed in such a way that the impact on the environment is limited. The Operator must install a water meter for any water abstraction point used and send monthly water

consumption figures to SANParks.

6.3.5.2.4 Water use is limited to the standard concession water allocation. Currently, this is 350l/person/day for guests, 270l/person/day for onsite staff and 40l/person/day for day staff. Any updates to the standard concession water allocation would apply to the Operator.

6.3.5.2.5 No laundry may be washed onsite. Laundry services have been identified as an opportunity for preferential procurement and enterprise development of a service provider from the local community – this is a mandatory requirement for the Operator.

6.3.5.3 **Temporary waterhole**

6.3.5.3.1 In consultation with the delegated SANParks representatives, the private party will be permitted to excavate sand from the riverbed of the Shingwedzi River to create a temporary waterhole, situated directly in front of the Shingwedzi Treehouse Camp Facility. This is subject to the following guidelines:

- Positioned such that it follows the natural water distribution;
- Must not change the large mammal distribution in the dry season to tree-refugia or areas that would be naturally dry;
- Excavated and managed in a manner that is sensitive to the environment and maintains a natural “sense of place”. No structures may be erected or equipment installed;
- Be either naturally fed by springs or subsurface flow; and
- The private party must secure the necessary authorisation from the approving authority.

6.3.5.3.2 SANParks reserves the right to close the waterhole at any point if it comes to its attention that the private party is not managing the waterhole appropriately, as per the above requirements, or if there is an adverse impact on mammal distribution due to the presence of the waterhole.

6.3.5.3.3 It will be the Operator’s responsibility to procure services to dig the

water hole. The Operator needs to ensure that all relevant approvals have been obtained from authorities prior to the construction of a temporary waterhole. This must be done under the supervision and in consultation with Technical Services and the local Section Ranger.

6.3.5.4 **Splash pool**

6.3.5.4.1 Due to the risks associated with splash pools, it is recommended that the Operator install alternative means for cooling down, i.e. misting system. If a splash pool is constructed, approval from SANParks would be required to ensure that there are sufficient mitigation measures in place to prevent access by animals and to ensure the safety of guests. Any water used for these purposes forms part of the Operator's water allocation.

6.3.5.5 **Fencing**

6.3.5.5.1 It is at the discretion of the Operator as to whether fencing is erected. It must be noted that fencing is an important factor in preventing elephant damage to vegetation. The Operator is responsible for putting measures in place to ensure the safety of guests and staff at all times.

6.3.5.6 **Waste**

There are no waste or sewerage facilities available onsite. No solid waste may be disposed of at the site, or sewerage lines installed. Waste management to adhere to SANParks' waste management guidelines:

6.3.5.6.1 Solid waste must be separated onsite and then disposed of at authorised waste disposal site outside of the park. The removal and disposal of solid waste have been identified as an opportunity for preferential procurement and enterprise development of a service provider from the local community – this is a mandatory requirement for the Operator.

6.3.5.6.2 Where possible, grey water should be reused. Alternatively, grey water may be discharged using soak-aways, subject to site-specific requirements and risk of leaching to insitu material. The Operator would be required to investigate this during the environmental authorisation process and in consultation with the local Section

Ranger. The soak-aways need to be designed and constructed in accordance with the soil conditions. If soak-aways are not suitable, an alternative means to dispose of grey water is required.

6.3.5.6.3 For sewerage disposal, a French drain with a septic tank system should be installed. If an alternative sewerage waste treatment plant is preferred by the Operator, this is subject to approval by SANParks.

6.3.5.6.4 Ash must be removed from the site and disposed of at the designated ash pit. KNP is currently investigating an initiative for local communities to reuse the ash generated by KNP for other products, i.e. bricks. Ash generated by the Treehouse Camp Facility will be included in any such initiative.

6.3.5.6.5 To manage problem animals, the Problem Animal Policy of the KNP will apply to the Treehouse Camp Facility, which includes the following strategy:

- Have functional fences around park facilities and along borders. In terms of the Treehouse Camp Facility, fences around their waste storage facilities and reed beds (where applicable) must be functional;
- Remove or secure potential food sources, where possible, to prevent attracting unwanted attention which might corrupt animals and birds and cause them to become problematic;
- Prevent animals from gaining access to these food sources;
- Educate and sensitise staff, contractors, guests, and visitors on the issues related to problem animals;
- No food or food waste may be left unattended from the beginning of the construction phase and during the operational phase;
- All solid and wet waste must be stored in bins in scavenger-proof storage areas, and cleared regularly; and
- 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.

6.3.5.6.6 The Operator will be required to provide a plan for waste disposal, in accordance with Environmental Guidelines for Operator's Operation within The South African National Parks, provided in Annexure 1 of this document.

6.3.5.7 **Telecommunication**

6.3.5.7.1 Cell phone signal is generally available at the Rest Camps, however, it may be problematic on-site. It is the responsibility of the Operator to test the signal. Furthermore, the Operator will be responsible for arranging communication infrastructure for the operation of the facility. For radios, the Operator will require permission from SANParks to operate any radio within the park. Installation of radio masts is a prescribed activity under South Africa's EIA Guidelines. The Operator's radio frequencies must not interfere with KNP radio frequencies.

6.3.6 **Staff Housing**

6.3.6.1 The Operator will be required to build accommodation for essential staff onsite. Non-essential staff should be housed outside of the KNP, unless otherwise approved by SANParks.

6.3.6.2 Decent staff accommodation must be provided (as per SANParks' staff housing standard). This will form part of the tender evaluation.

6.3.6.3 SANParks will arrange gate permits for all permanent and casual workers involved in the Construction and Operational Phase of the Treehouse Camp Facility. Staff accommodation must comply with national building regulations and SANParks' minimum requirements for staff accommodation. In addition, the following must be noted for staff:

- The collection of firewood by staff for cooking and other uses is not permitted.
- 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.

- The Operator must have an emergency medical evacuation policy that covers both guests and staff in the event of a serious injury or acute medical emergency. Relevant staff must be aware of this policy and be prepared for any emergency. Fire-fighting equipment must be maintained.
- Staff accommodation must not be visible from tourist roads.
- Staff must observe the official speed limits of the park.
- Staff must take special care driving at night to avoid road kills in cases where after hours driving is authorised.

6.3.7 **Fire / Flood / Natural Disaster Management**

6.3.7.1 Natural disasters, such as floods and wildfires, pose a significant risk to the Treehouse Camp Facilities. As described in the Park Management Plan, the KNP is required to have a Risk Management Programme in place to respond to risk events. In light of this, the Operator will be required to assess all risks related to extreme environmental / weather conditions and develop appropriate response plans and emergency escape routes, which will be subject to approval by SANParks.

6.3.7.2 For sites with a flood risk, an early warning system must be in place to allow for sufficient time for the facility to be vacated and any other safety measures to be implemented.

6.3.7.3 The Operator must implement fire prevention and safety measures that comply fully with SABS standards. In addition, the environmental authorisation process must address issues relating to fire safety and management and subject designs and safety specifications to a 'fire safety audit'. The placement and use of campfires and/or gas cookers may be limited by SANParks, where fire risks are of concern.

6.3.7.4 Important to note is that fire management is a key factor in park management, particularly in the KNP, where fire management programmes have been implemented to mimic the role that fire plays in maintaining

African savannas. In addition, lightning ('natural') fires must be allowed to burn, except in the immediate surrounds of the Treehouse Camp Facility, and/or to save human life or property. The control of natural fires elsewhere in the Protected Area is the responsibility of SANParks and the Operator may not attempt to control natural fires without SANParks' consent and direction.

6.3.8 **Environmental Considerations**

6.3.8.1 An environmental authorisation is required for certain prescribed activities, or activities that might affect designated areas, such as a national park. The successful Bidder will need to undertake their own internal processes to confirm the requirements for an environmental authorisation for the site with the competent authority prior to the development of the Treehouse Camp Facility, at their own cost.

6.3.8.2 The Operator will be required to appoint an independent Environmental Assessment Practitioner (EAP) to conduct the necessary environmental impact assessment process to obtain an environmental authorisation from the competent authority, as the development will be considered as a listed activity according to the NEMA EIA regulations. The competent authority will assess the request in order to grant environmental authorisation for the proposed development of treehouse accommodation and associated infrastructure. Given the financial cost and time required, environmental assessments will only be undertaken by the successful Bidder for the selected site. The internal SANParks environmental screening assessment conducted the evaluation committee at the time of the bid does not absolve the successful Bidder from the need to go through this process and offers no guarantee that clearance will be given. Any changes to the site selection, procedures, or design that are required by the environmental authorisation process will be at the cost of the successful Bidder – there will be no recourse to SANParks. The Operator will be responsible for all environmental approvals and processes, including any associated costs (including all specialist studies).

6.3.8.3 The Operator will be required to operate in accordance with the Environmental Guidelines for Operator's Operation within The South African National Parks, provided in the **Annexure 1** of this document, as

well as any other site-specific requirements identified during the environmental authorisation or by SANParks. Furthermore, the Operator will be required to operate in accordance with an agreed and comprehensive Environmental Management Programme (EMPr), Environmental Management Plan (EMP) for construction, and Operational Management Plan (OMP) for operations, to mitigate environmental risks for the duration of the agreement. The Environmental Guidelines, as well as the environmental commitments made in the Bid Submission, must form part of these plans. Furthermore, the KNP's Environmental Manager must be involved in any process to identify environmental risks to a site and the associated mitigation measures. This includes processes to obtain environmental authorisations for the selected sites, as well as subsequent environmental compliance auditing. All mitigation measures are subject to approval by SANParks.

- 6.3.8.4 In addition to the environmental authorisation, given that the sites along the rivers are within the floodline, further authorisation in terms of a water use authorisation may be required, at the cost to the Operator.
- 6.3.8.5 The Operator must appoint an Environmental Officer (EO) for the duration of this PPP opportunity, to conduct day-to-day monitoring activities to ensure compliance with all environmental requirements. The EO undertaking the day-to-day monitoring activities does not necessarily need to be independent or be registered with the competent authority, but should demonstrate previous experience in the field of environmental management and have an academic qualification in the field of nature conservation or environmental management. This is not a full-time role but can be doubled up with other responsibilities, i.e. Occupational Health and Safety.
- 6.3.8.6 As part of the environmental authorisation process, an independent Environmental Control Officer (ECO), registered with the competent authority and with the relevant qualifications, must be appointed to conduct audits to ensure compliance against the environmental authorisation and other required permits, at the cost to the Operator. The Operator will be obligated to correct and implement any findings of environmental compliance monitoring activities and audits.

6.3.8.7 The Environmental Manager, local Section Ranger, and any other designated staff will monitor and audit the Treehouse Camp Facility at any stage during the Construction and Operational Phases (i.e. monthly / bi-monthly / quarterly or more frequently as and when required).

6.3.8.8 Additional requirements to mitigate environmental risks include:

- No bush clearing is allowed, either to enhance game viewing, obtain firewood, or for any other purpose, except for limited bush clearing 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. Pruning of trees will be allowed within the limitations imposed on and / or exemption granted to SANParks through legislation.
- The introduction of alien vegetation is not permitted under any circumstances.
- The Operator must source firewood according to the KNP Firewood Protocol.

6.3.8.9 The following requirements from the Operator on biodiversity protection and conservation will also apply:

- SANParks reserves the right to undertake all conservation management activities, including monitoring, culling, capture and research with due cognisance to the sensitivities surrounding some of these activities and the possible impacts they might have on the operations of the Operator. Game control activities will refer to normal management, capture, and culling activities;
- Cooperation in terms of anti-poaching, patrols, monitoring, etc.; and
- Communication and cooperation on conservation objectives both to the Mission Area Joint Operation Centre (MAJOC) and with guests.

6.3.9 **Staff and Social Development**

The Operator will be required to further engage with the SANParks Socio Economic Transformation department, given the product's potential to further

expand on the socio economic opportunities and benefits for local communities surrounding the parks in terms of sourcing local labour, material, and services. Bidders are required to identify opportunities for socio economic transformation and beneficiation in their bids.

NB: *Engagement with local communities may only take place subsequent to award of the successful Bidder.*

6.3.10 **Value-for-Money Objectives**

The value-for-money objectives for the project have to be aligned with SANParks' strategic objectives included in the Strategic Plan for Commercialisation. Setting these objectives at the inception phase is vital as they provide the benchmarks for the feasibility and procurement phases. During the management of the PPP agreement, they are used to measure the success of the project.

The Value-for-Money Objectives for the project are:

- Revenue generation for SANParks;
- Infrastructure upgrades (new development);
- Job creation;
- B-BBEE; and
- Tourism promotion.

7. BIDDERS REQUIRED QUALIFICATION CRITERIA

7.1 In order to participate in the bidding process, Bidders are required to meet the following qualification criteria:

7.1.1 **Financial Capacity**

7.1.1.1 Given that the project may entail risk to both the successful Bidder and SANParks, it is important that interested parties demonstrate financial strength. In this regard the net asset value of the interested party must be at least R1 million.

7.1.1.2 As the successful Bidder must be a Special Purpose Vehicle (SPV), it must demonstrate financial strength with reference to the asset value of its shareholders in proportion to their shareholding. The interested party must

also demonstrate, to SANParks' satisfaction, that its shareholders are solvent. Audited or independently reviewed financial statements, along with a letter confirming that the asset value exceeds the stipulated amount and that the shareholders are solvent, must be provided if demanded by SANParks in order to illustrate any assertion made by an interested party in this regard.

7.1.1.3 Outline ability to source suitable funding to perform under the PPP Agreement.

7.1.2 **Financial Requirements**

7.1.2.1 The Submitting Company shall submit audited or independently reviewed financial statements corresponding to the last two (2) years;

7.1.2.2 If the qualification criteria are being met by reference to any other companies, whether current or intended Shareholders or partners, then these companies must submit the same information.

7.1.2.3 If the financial criteria are being met by companies that are privately held, and do not produce audited financial statements or independently reviewed financial statements, or by private individuals, then these companies or individuals must produce a statement of assets, with confirmation of ownership, certified by a qualified auditor.

7.1.3 **Tourism Experience**

7.1.3.1 The project is likely to require interested parties with substantial experience and expertise in the tourism market. Interested parties are therefore required to provide examples of similar projects conducted by the interested parties. If the interested party ("Bidding Company") consists of multiple partners or is a new company created for the purposes of the PPP opportunity, then it can meet this criterion with reference to the qualifications of any one of its parent shareholders or partners in the Bidding Company, provided that the relevant shareholder / partner holds at least 30% of the total equity in the SPV that will undertake this PPP opportunity. The interested party must be able to meet this tourism track-record requirement in the following ways:

7.1.3.1.1 Operated an eco-tourism facility, of at least 10 beds, for at least 3

(three) years.

7.1.3.1.2 The definition of “operated” will include ownership, leasing or concession arrangements, and management contracts. It will not include employment in a hotel or game lodge, at however senior a level.

7.1.4 **Tourism Track Record**

7.1.4.1 The qualifying tourism Operator(s) or individuals, shareholders or partners, of each Submitting Company, who are being used to meet the criteria regarding tourism experience must provide a general description of the Tourism facilities and services they have operated, including, (i) the number of years in active existence; (ii) the nature of the product sold; and (iii) the total number of beds such facilities or services comprised.

7.1.4.2 In the event that the Submitting Company is satisfying the requirements under this Section by using the qualifications of a partner, shareholder, or parent, these indicators must also be certified in the above-mentioned manner. Additionally, each of the members of the Partnership, or the Shareholder or subsidiary as the case may be, must demonstrate that such Shareholder, parent, or partner is willing and able to support the technical operations of the Submitting Company for the PPP Project.

7.1.5 **B-BBEE Qualification Criteria**

7.1.5.1 **B-BBEE Level**

7.1.5.1.1 The bidder must be a **minimum Level Three Contributor** or above according to the provisions of the November 2015 Amended Tourism B-BBEE Code or where applicable, alternative Sector Codes or the Generic Codes of Good Practice, gazetted in terms of Section 9 (1) of the Broad Based Black Economic Empowerment Act No. 53 of 2003 as amended by Act 46 of 2013. Alternatively, **if** the bidder is majority black owned, then the bidder may be a minimum Level Four Contributor or above according to the above-mentioned provisions.

7.1.5.1.2 A bidder must submit proof of its B-BBEE status level of contributor through the submission of a SANAS accredited B-BBEE certificate or affidavit, as per the Amended Tourism B-BBEE Sector Code. This

Sector Code applies to all enterprises within the Tourism Sector and all parts of its value chain.

7.1.5.1.3 For the duration of the PPP term, the SPV must maintain the applicable minimum contributor status level mentioned above.

7.1.5.2 **Job Creation, Preferential Procurement and Enterprise Development**

7.1.5.2.1 The Operator will be required to identify opportunities for local communities in the construction and operation of the hide. An undertaking must be given that this will be done, as well as a plan submitted as part of the bid.

7.1.5.2.2 The Operator will be required to develop and procure services from local community service providers for laundry services and solid waste removal and disposal. An undertaking must be given that this will be done.

7.1.5.2.3 The Operator will be required to develop a minimum of ten (10) enterprises over the duration of the contract term distributed evenly over the period. An undertaking must be given that this will be done, as well as:

7.1.5.2.3.1 The Operator is to compile a plan, which would outline the detail on how the enterprise development will be done and how this enterprise development will evolve into supplier development.

7.1.5.2.3.2 It is integral that the plans proposed as part of the bid submission be backed by thorough research with clear targets that would be met. Failure to meet these will be seen as a material breach of the contract, which could lead to termination.

8. PPP AGREEMENT

The PPP Agreement will be made available shortly after the opportunity is advertised and will be distributed to the interested parties. A draft copy of the PPP Agreement needs to be signed and submitted as part of the bid. Minor changes might occur following the site visits and Bidders conference. A final copy will be signed following the award of the tender/s.

8.1 **Term of Agreement**

The term of the PPP Agreement shall be for 25 years from the Effective Date, subject to termination in accordance with the PPP Agreement. Effective Date is defined as the earlier of Operation Commencement Date or 24 months from Signature Date.

8.2 **Financial Terms**

Under the PPP Agreement, the PPP fee income to SANParks shall be the higher of:

- 8.2.1 the Minimum PPP Fee set by SANParks increased annually by CPI; or
- 8.2.2 the Variable PPP Fee (the Bidder percentage of actual gross revenue earned by the Operator in each project year).
- 8.2.3 Irrespective of which these elements determine the final amount payable in any given Project Year, the payment schedule will be as follows:
 - 8.2.3.1 The higher of the Minimum PPP Fee or the Variable PPP Fee for the Treehouse Camp Facility and shall be payable by the Private Party to SANParks within 7 (seven) Business Days following the end of each month, free of deduction or set-off, to SANParks;
 - 8.2.3.2 For purposes of reconciling the PPP Fees payable by the Private Party in any given Financial Year, the Private Party shall, within 120 (one hundred and twenty) days after the end of each Financial Year, furnish its audited financial statements to SANParks, where after SANParks shall verify and reconcile the PPP Fees due against the PPP Fees actually paid in the relevant Financial Year.
 - 8.2.3.3 No PPP Fees shall be payable prior to the Effective Date of the PPP Agreement.
 - 8.2.3.4 Any overdue payment by either SANParks or the Operator shall be subject to an interest charge as per SANParks' Financial Rules and Regulations.

8.3 **Minimum PPP Fee**

- 8.3.1 SANParks retains the right not to award the Bid in the unlikely event that only one Bid is received and the PPP Fee Offer does not meet SANParks' minimum requirements.

8.3.2 The Minimum PPP Fee for the Treehouse Camp Facility is as follows:

MINIMUM PPP FEE	
Per Month (Excl VAT)	Per Annum (Excl VAT)
R 33 333.33	R 400 000.00

8.3.3 The Minimum PPP Fee above are at April 2021 prices and will be adjusted annually throughout the term of the PPP Agreement according to the movement in the Consumer Price Index.

8.4 Principal Obligations of the Operator

SANParks requires the successful Operator complies with the following:

8.4.1 The Operator is obliged to acquire SANParks’ consent prior to making use of any SANParks trade names and or logo’s in any way.

8.4.2 The Operator must adhere to SANParks conservation regulations.

8.4.3 The Operator must adhere to the SANParks normal operating hours for transportation of goods and services.

8.4.4 The Operator is obliged to procure adequate insurance for the tourism product and other insurable properties including property and casualty insurance, business interruption insurance, third party liability, and employer’s liability insurance.

8.4.5 The Operator is obliged to disclose all aspects of the business to SANParks and their representatives.

8.4.6 The Operator is responsible for the submission of audit reports, and any other reports and information, as contractually required by SANParks.

8.4.7 The Operator will be required to obtain all relevant and third party insurances.

8.4.8 The Operator’s financial obligations shall not impact on SANParks, and the Operator will need to provide SANParks with its yearly audit certificate and any relevant communication from the auditor.

8.4.9 The Operator will be obliged to apply and obtain a relevant liquor license, if

required.

- 8.4.10 The Operator is obliged not to pledge the credit of SANParks in any form.
- 8.4.11 The Operator is required to operate according to hours specified by SANParks.
- 8.4.12 The Operator is obliged to acquire SANParks consent prior to any changes being made to shareholding, or selling of the Business.
- 8.4.13 The Operator is responsible for the transport of their employees from the workplace to their living quarters (if not at the facilities). In the event that SANParks transport can be utilised, the related cost of transport will be for the Operator's account.
- 8.4.14 The Operator is obliged to transport their staff to the required medical facilities. In the event that SANParks transport can be utilised, the related cost of transport will be for the Operator's account.
- 8.4.15 The Operator is obliged to provide universal access.
- 8.4.16 The Operator is obliged to comply with and adhere to SANParks Policies and initiatives i.e. HIV Aids Policy, Health, and Safety Forums, etc.

8.5 **Principal Obligations of SANParks**

- 8.5.1 SANParks shall give reasonable assistance in the form of advice, introductions, and documentary support to the Operator in its dealings with Relevant Authorities and otherwise in connection with obtaining the necessary licenses and permits.
- 8.5.2 SANParks will operate and manage the Park and will promote it in such a manner as to ensure the continued viability and sustainability of KNP as a National Park and as a sustainable and attractive tourist and conservation undertaking.

9. **VISITOR STATISTICS**

These particular opportunities are a new product; therefore, there is no historical data available for analysis. Statistics on the number of visitors to the park and the occupancy rates of Rest Camps have been provided below to assist Bidders in conducting their feasibility analysis.

9.1 Total Number of Guests to the KNP

The park is one of the flagship destinations in South Africa and has remarkable biodiversity, wilderness qualities, and a sense of place. With the increasing number of visitors and the changing environment over the years, the park needs to be more innovative in its approach to ensure that it remains relevant and offers quality products.

Demonstrated in the figure below is the number of guests that have visited the Kruger National Park over the last five (5) years.

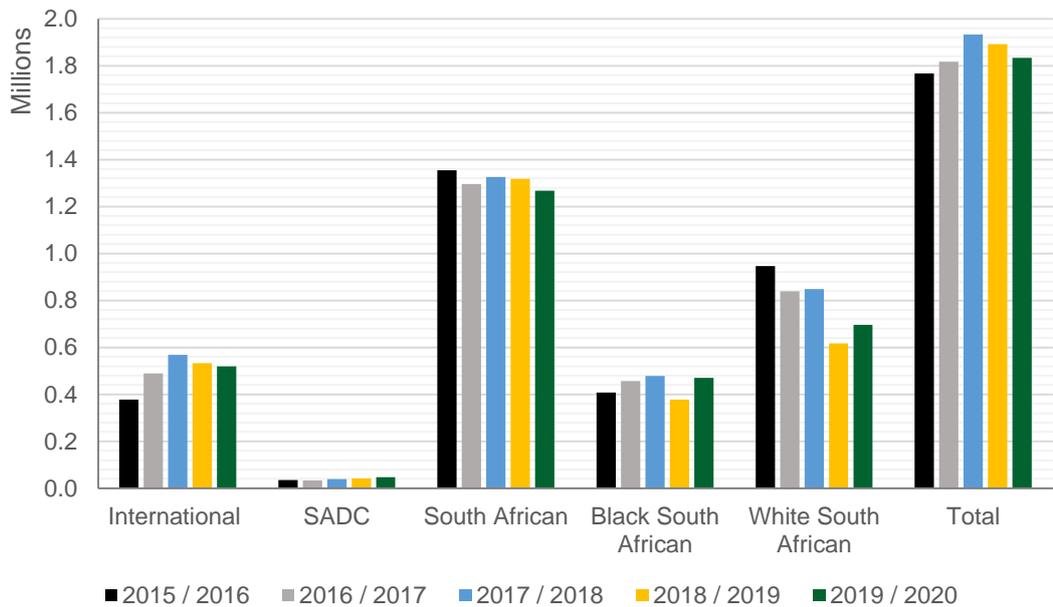


Figure 5: Number of visitors to the Kruger National Park over the last 5 years

9.2 Occupancy Rates in Northern Region of the KNP

Demonstrated in the graphs below are bed and unit occupancy rates for camps in the Nxanatseni Region of the Kruger National Park over the last 5 years.

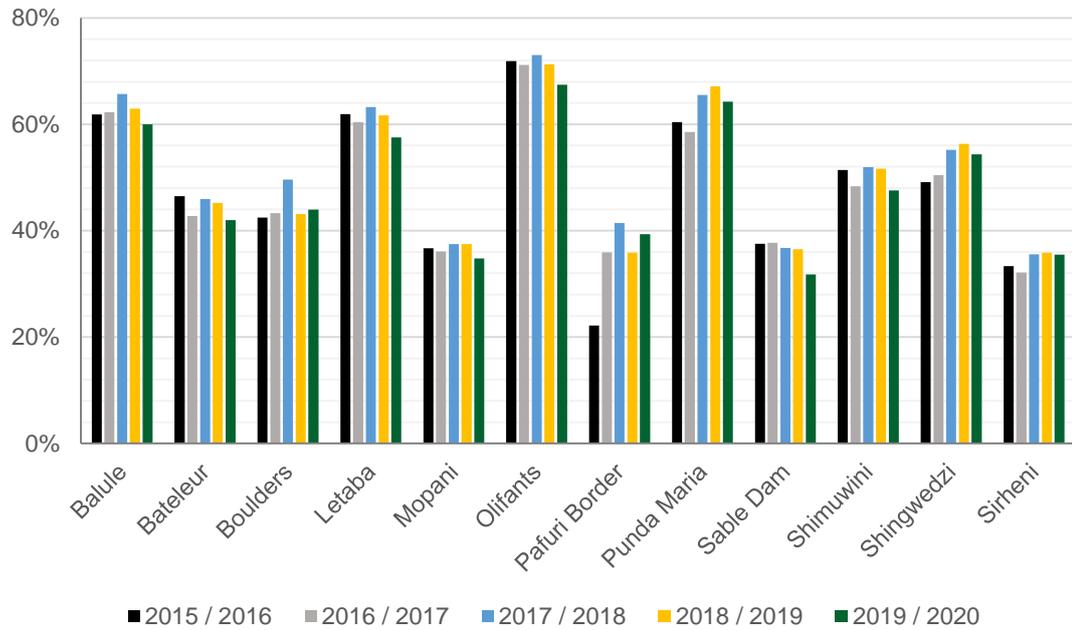


Figure 6: Bed occupancy rates of camps in Nxanatseni Region of the Kruger National Park over the last 5 years

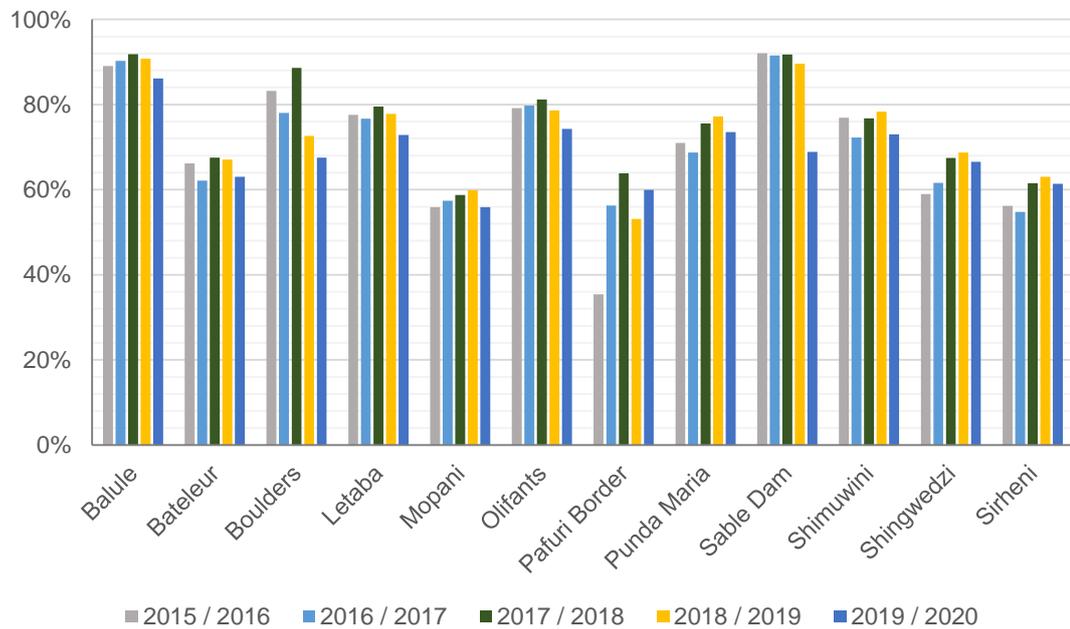


Figure 7: Unit occupancy rates of camps in Nxanatseni Region of the Kruger National Park over the last 5 years

10. RELATIVE WEIGHTING OF BID SUBMISSIONS

As per the provisions of the Preferential Procurement Policy Framework Act, 2000 (“PPPFA”) (Preferential Procurement Regulations 2017 apply), bids will be evaluated on three main elements: Functionality, B-BBEE, and the PPP Fee Offer.

Weighting of the elements:

- The Functionality score is only used to pre-qualify the Bidders and only Bidders who achieved the 75% threshold for Functionality are considered in the final stage where B-BBEE and the PPP Fee Offer will be the determining factor.
- The PPP Fee Offer will be weighted at 80% of the overall bid score and **B-BBEE** will be weighted at 20% of the overall bid score (The provisions of the Preferential Procurement Policy Framework Act, 2000 (“PPPFA”) Preferential Procurement Regulations 2017 apply).

Within the Functionality element, the relative weighting will be:

- Financing and Capital Plan – 15%
- Business, Operational, and Design Plan – 40%
- Environmental Proposal – 20%
- Risk Matrix – 5%
- B-BBEE Proposal – 20%

10.1 Financing and Capital Plan

The purpose of the Financing and Capital plan is to assess the ability of the Bidder to secure adequate finance to implement the project and determine the capital investment proposed for the project.

10.2 Business, Operational and Design Plan

The purpose of the evaluation of the Business, Operational and Design Plans is to ensure that the Bidder has fully developed all business aspects of the proposed tourism project, and is proposing credible schemes which are based on generally accepted business principles applicable to tourism projects, and which are in line with SANParks’ specifications, provided in the RFP.

10.3 Environmental Proposal

The purpose of the evaluation of the Environmental Proposal is to ensure that Bidders understand and have fully planned guidelines for the handling of prevailing environmental issues that may arise during the duration of the PPP term.

10.4 Risk Matrix

A Bidder must indicate the extent to which the bid complies with the risk allocation of the risk matrix, provided in the RFP.

10.5 B-BBEE Proposal

The Private Party SPV is expected to outline their B-BBEE plans through the B-BBEE Proposal with targets per sub section, as well as a section that undertakes that enterprise development initiatives will be identified and implemented during the contract period.

11. PROJECT TIMETABLE

EVENT	DATE
Public Advertisements	14 November 2021
Provide Information Memorandum, RFP, and PPP Agreement to Interested Parties	14 November 2021
Registration for Due Diligence Site Visit	26 November 2021
Due Diligence Site Visits	30 November 2021
Registration of Interested Bidders for Bidders Conference	3 December 2021
Bidders Conference	6 December 2021
Distribute minutes of Bidders Conference	15 December 2021
Submission of final written comments and questions	14 January 2022
Distribute final written comments and questions	24 January 2022
Tender Submissions	25 February 2022
Bid Evaluation	March 2022

12. ANNEXURE 1 – ENVIRONMENTAL GUIDELINES FOR OPERATOR’S OPERATION WITHIN THE SOUTH AFRICAN NATIONAL PARKS

12.1 Introduction

12.1.1 This is an undertaking by the Private Party to conduct, manage and carry out the Project at all times in an environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a proclaimed National Park.

12.1.2 The Private Party must take all reasonable steps in conducting the Project to prevent and limit the occurrence of any Environmental and/or health hazards and to ensure the health and safety of the Private Parties, the general public, and the surrounding environment.

12.2 Legislative Basis for these Guidelines

SANParks is bound by a number of statutes with relevance to environmental management of Parks, including (without limitation) the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003) (NEM:PAA); the National Water Act, 1998 (Act No. 36 of 1998); the Water Services Act, 1997 (Act No. 108 of 1997); the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA); the National Environmental Management: Air Quality Act, 2004 (Act No 39 of 2004); the Hazardous Substances Act, 1973 (Act No 15 of 1973); and the National Heritage Resources Act, 1999 (Act No 25 of 1999).

The authorisation of any development and activities in a Protected Area is governed by the NEMA and the NEM:PAA Any changes to infrastructure or operations require written approval from SANParks and are subject to the prescribed policies and procedures.

The process for the development, refurbishment, maintenance, and operation of any commercial facilities must be undertaken as per SANParks internal policies and procedures, and authorisations obtained by the Department of Forestry, Fisheries and the Environment (DFFE) and other relevant permit issuing authorities.

Given that the development is taking place within a National Park, a scoping report must be submitted to DFFE, the "relevant environmental authority" as defined in the

EIA Guideline documents.¹

A Private Party proposing any significant expansions or structural modifications should anticipate that a Basic Assessment Report (BAR) or an EIA will be required, and should factor the cost of carrying this out into their financial projections.

SANParks will have a role in the BAR / EIA process, both as an Interested and Affected Party (IAP), and as the regulatory authority with jurisdiction over the Protected Area. It will be DFFE's responsibility to determine whether, on the basis of information provided in the scoping report, a detailed EIA needs to be carried out.

12.3 **Guidelines Based on SANParks Internal Requirements**

The NEMA EIA Regulations cover many of the issues that will arise during the assessment of developments within National Parks. In addition, SANParks undertook a review of its internal policies that may impact such developments.

As a result, some of the Guidelines contained herein flow from internal SANParks management documents, such as the Kruger National Park Management Plan. In some instances, however, these documents were neither sufficiently comprehensive nor sufficiently detailed as to the allowable parameters for development by commercial Private Parties. Where this occurred, SANParks undertook an internal effort to develop the necessary Guidelines.

A series of workshops were held with SANParks conservation staff, and specifically from KNP, who assisted in establishing standards to be applied to commercial tourism developments within the Parks. Draft standards were reviewed by a wide range of professionals within SANParks, including the Manager, Environmental Management, and Park rangers, and staff from Scientific Services, Conservation Services, Park Planning, and Technical Services. The Guidelines contained herein are the result of these efforts.

The Environmental Guidelines set out and referred to in this document must be regarded as the first step in SANParks' efforts to compile a comprehensive Environmental Management System (EMS) for the entire Parks. Once in place, the EMS will likely be modified and refined over time, as and when needed to take into account new information, standards and conditions. Private Parties must therefore be aware that the terms and conditions set forth in these Guidelines are subject to

¹In the case of the SANParks, the 'relevant environmental authority' for review of EIAs conducted in National Parks is the national Department of Forestry, Fisheries and the Environment (DFFE).

amendment. Private Parties will be expected to comply at all times with the provisions of the Environmental Guidelines as they may change from time to time.

The remainder of this document presents the specific standards or parameters that the Private Party will be expected to apply to activities in its Project Site.

12.4 **Precautionary Principle**

Ecological and natural resource processes are not always clearly understood, nor are the interactions among such processes. SANParks recognises that issues may arise suddenly, or circumstances change, due to limitations in current knowledge. SANParks has endeavoured to identify these limitations wherever possible and to design the concession process in a way that minimises the environmental risk to the national assets under its control. However, situations may arise where changes that have not been anticipated may cause SANParks to require adaptations to the management of the area.

12.5 **Legislative Requirements**

12.5.1 All legislative requirements must be understood and complied with.

12.6 **Regulatory Provisions**

12.6.1 The Private Party must adhere to the Regulatory Provisions and the Environmental Specifications, as amended from time to time.

12.6.2 The Private Party must comply with its statutory duties in terms of the Environmental Laws and to take reasonable measures to prevent pollution or degradation from occurring, continuing or recurring or, in so far as such harm to the Environment is authorised by SANParks, to minimise and rectify such pollution or degradation of the Environment.

12.7 **SANParks Requirements**

12.7.1 The Private Party must comply at all times with SANParks Environmental Guidelines as they may change from time to time.

12.7.2 The Private Party must comply with the accreditation in terms of the National Standard for Responsible Tourism, once complete as well as any other applicable Responsible Tourism Standards as required by SANParks.

12.8 **Environmental Responsibility**

- 12.8.1 SANParks has an active role to play in Responsible Tourism and expects the same from Private Parties that operate in National Parks. SANParks subscribes to the minimum standard of Responsible Tourism (SANS 1162) and expects the same from Private Parties that operate commercial outlets in National Parks.
- 12.8.2 The Private Party must conduct, manage and carry out the Project at all times in an environmentally responsible way by adopting appropriate operating methods and practices for conducting such a Project in a proclaimed National Park.
- 12.8.3 The Private Party must take all reasonable steps in conducting of the Project to prevent and limit the occurrence of any environmental or health hazards and to ensure the health and safety of the Private Parties and the public.

12.9 **Environmental Impact**

- 12.9.1 The Private Party must bring to the attention of SANParks any matter which may, in its view, have a detrimental impact on the Environment within Treehouse Camp Facility and the Protected Area.
- 12.9.2 The Private Party must subscribe to the South African Sustainable Seafood Initiative (SASSI) and only sell/include fish on the menu with green status or SASSI certified.

12.10 **Code of Conduct**

- 12.10.1 The Private Party must induct all staff employed on the Kruger National Park's Code of Conduct.
- 12.10.2 The Code of Conduct must be understood by the Private Party and complied with.

12.11 **Water Management and Guidelines**

- 12.11.1 Water conservation measures must be implemented by the Private Party in the design and implementation of their operations;
- 12.11.2 The Private Party must:

- 12.11.2.1 Monitor the use of water;
- 12.11.2.2 Educate staff via on-site notices on the use of water;
- 12.11.2.3 Set water usage targets (monitored weekly/monthly) and manage these targets; and
- 12.11.2.4 Aim to avoid accidental loss through effective maintenance, installing quality storage and reticulation systems, and implementing leak detection systems.

12.12 **Energy use**

- 12.12.1 The Private Party must:
 - 12.12.1.1 To measure energy use and continuously aim to implement measures to reduce energy usage until optimal levels are reached;
 - 12.12.1.2 Monitor the use of energy;
 - 12.12.1.3 Educate staff via on-site notices on the use of energy;
 - 12.12.1.4 Set energy usage targets (monitored weekly/monthly) and manage these targets.

12.13 **Chemical Substances**

- 12.13.1 The Private Party must not sell or use (including staff of the Private Party) any of the chemicals that are banned from use in National Parks (as determined by any Environmental Manager in National Parks);
- 12.13.2 All chemicals listed as “Prohibited” may not be brought into, sold, or used in any National Park by the Private Party. The products include items such as Rattex, Finale, Dyant, Doom, and Target (an extensive list is available);
- 12.13.3 The Private Party must ensure safe storage and disposal of chemicals and their containers;
- 12.13.4 The Private Party must have a specific disposal system for toxic or other waste regarded as being dangerous under supervision of the Technical Services Department;

12.13.5 The Private Party must use environmentally friendly and biodegradable detergents and cleaning agents;

12.14 Waste Management

12.14.1 Liquid Wastes

12.14.1.1 Liquid waste refers to the sewerage as well as grey water;

12.14.1.2 The Private Party must manage liquid waste in accordance with national and local legislation requirements;

12.14.1.3 The Private Party must design management techniques to be both economically viable and environmentally sustainable;

12.14.1.4 The Private Party must implement waste procedures that optimise the principles of waste reduction and waste recycling and ensure that the end product does not pollute the environment;

12.14.1.5 The Private Party must install a grease tap for:

12.14.1.5.1 Pot and rinse sinks attached to dish washers;

12.14.1.5.2 Fixtures or drains through which a significant amount of fats, oils, or grease may be introduced;

12.14.1.5.3 Soup kettles or similar devices;

12.14.1.5.4 All sinks that are used to clean any dishes, pots, pans, or cooking utensils.

12.14.1.6 The Private Party must implement processes and procedures which stipulate the following:

12.14.1.6.1 Kitchen staff should inspect grease traps and interceptors at least monthly and maintain a log sheet of each trap inspection detailing the condition of the trap and any maintenance activity;

12.14.1.6.2 That grease traps are cleaned daily; and

12.14.1.6.3 That waste recovered from the grease traps be removed from the park and disposed of at an authorised facility.

12.14.2 **Solid Wastes**

12.14.2.1 The Private Party must manage all waste that is generated in such a way that direct and indirect impacts are kept to a minimum.

12.14.2.2 The Private Party must achieve Solid Waste Management Best Practices, which implies the following:

12.14.2.2.1 Manage solid waste from source to disposal;

12.14.2.2.2 Strive to eliminate non-recyclable or hazardous packaging or containers at the procurement phase;

12.14.3 The Private Party must include the following policies in waste management:

12.14.3.1 **Green Procurement Policy:** This policy defines the procedures that the Private Party will implement to ensure that all produce, containers, and packaging comes from suppliers that under-write environmental principles and that waste be recyclable as far as possible;

12.14.3.2 **Hazardous Waste Policy:** The Hazardous Waste Policy defines procedures that the Private Party will implement to manage any hazardous waste, to ensure that it is firstly minimised, but also that it is stored and discarded in a safe and legal way.

12.14.4 The Private Party will follow the following guidelines to minimise the effect of the solid waste on the ecosystem:

12.14.4.1 Minimise solid waste production at all sources, by striving for the minimisation of all waste.

12.14.4.2 Maximise the recycling of solid waste. Glass, tin, paper, and cardboard must be sorted on site for recycling, while actual recycling will take place off site at the authorised waste disposal site.

12.14.4.3 All waste must be removed to the respective approved camp waste disposal site and incinerator for disposal and recycling. The dumping and disposal of waste other than at the authorised waste site is strictly prohibited and failure to comply may result in a penalty.

12.14.4.4 Waste storage and sorting areas must be properly constructed and

maintained. Back-of-house waste cages and waste storage areas must remain clean and secure from problem animals.

- 12.14.4.5 Waste storage areas must remain visually hidden from visitors to the park.
- 12.14.4.6 Packaging and containers given to visitors to the park must be environmentally friendly, bio-degradable, and recyclable.
- 12.14.4.7 The distribution of plastic bags to guests is strictly prohibited and only brown paper bags are allowed to be given for the purpose of carrying items purchased.
- 12.14.4.8 The Private Party must continuously strive towards eliminating plastic water bottles and single-use plastics in their operations.
- 12.14.4.9 In terms of packaging the Private Party must not use the following in outside seating and eating areas as this pollutes the park:
 - 12.14.4.9.1 Sachets (for sugar, tomato sauce, salt, and pepper, etc.);
 - 12.14.4.9.2 Paper serviettes;
 - 12.14.4.9.3 Butter tubs/pads;
 - 12.14.4.9.4 Plastic straws; and
 - 12.14.4.9.5 Plastic cutlery.
- 12.14.4.10 The Private Party must ensure that all areas are kept free of litter by:
 - 12.14.4.10.1 Promoting an ethic amongst guests and staff alike.
 - 12.14.4.10.2 Soliciting the co-operation of all staff to pick up litter wherever they find it.

12.15 **Pest Control**

- 12.15.1 The Private Party must comply with the SANParks Integrated Pest Management Plan.
- 12.15.2 Where and if required the Private Party must control bats as outlined in the KNP Bat Management Guidelines.

12.15.3 The Private Party must make use of preferred pest control chemicals as prescribed by SANParks.

12.16 **Visual Impacts**

12.16.1 The Private Party must obtain approval, where appropriate, for building materials to be used (where applicable) for all structures;

12.16.2 The Private Party must minimise the visual impacts of the development, including lighting;

12.16.3 The visual impacts of lightning arrestors and radio masts (where applicable) must be minimised;

12.16.4 Brand signage and colours must be adapted to complement the environment; and

12.16.5 The Private Party must implement mitigation measures in order to reduce the visual impact in the park.

12.17 **Monitoring**

12.17.1 The Private Party agrees to cooperate with SANParks in compiling a monitoring checklist that encompasses all environmental conditions. The checklist would be used for auditing purposes and would be conducted on a quarterly basis; and

12.17.2 The Private Party agrees that SANParks will monitor, evaluate and score the operations (based on the line items in the checklist) and that a score of less than 85% for three (3) consecutive audits would imply a material breach of the PPP Agreement.

12.17.3 SANParks has the right to undertake necessary conservation management activities in all of the Project Sites.

12.17.4 The Private Party must participate in any relevant SANParks-Private Parties forums and comply with any standards thereby agreed or established.

13. ANNEXURE 2 – SANS 1162:2016 – SOUTH AFRICAN NATIONAL STANDARD RESPONSIBLE TOURISM REQUIREMENTS

The National Minimum Standard for Responsible Tourism (SANS 1162) was developed with the objective of establishing a common understanding of responsible tourism by developing a single set of standards to be applied throughout South Africa by harmonising the different sets of criteria that were used for certifying the sustainability of tourism businesses. The National Minimum Standard for Responsible Tourism consists of 41 criteria divided into four categories i.e. sustainable operations and management, economic criteria, social, and cultural criteria, and environmental criteria.

14. ANNEXURE 3 – NATIONAL RESPONSIBLE TOURISM GUIDELINES FOR SOUTH AFRICA (MAY 2002)

14.1 Guiding Principles for Economic Responsibility

Tourism still plays a relatively small role in the South African economy and it has a long way to go if it is to fulfill its potential to significantly contribute to national income. Traditionally the main focus of governments has been on the growth in international arrivals and total foreign exchange earnings and is now on fostering entrepreneurial opportunities for the historically disadvantaged, poverty relief, employment, and local economic development. Both domestic and international tourism can create employment; it is a relatively labour intensive industry and it employs a multiplicity of skills from accountants and hairdressers to tour guides and trackers. Tourism can provide very good skills development opportunities for local communities.

The White Paper concluded in 1996 that tourism development in South Africa had largely been a missed opportunity; and that the focus on a narrow market has reduced the potential of the industry to spawn entrepreneurship and to create new services, like local entertainment and handicrafts, and to drive local economic development. In fact, the formal tourism sector provides major opportunities for the informal sector. Tourists travel to the 'factory' to consume the product; they travel to the destination to enjoy their holiday. Tourism is a "final good", all the final touches have to be provided in South Africa and so the value is captured here. The value of a taxi ride from the airport, wildlife viewing, and restaurant meals all accrue to the local economy – the challenge is to maximise it by reducing leakages and developing the multiplier effect. Tourist enterprises attract domestic and international tourists and create opportunities for small entrepreneurs and economic linkages, for example, agriculture, hunting, handicraft production, and a wide range of service industries that tourists are likely to consume in the destination.

South Africa is now beginning to work on maximising the local economic benefits that tourism can bring to an area; there is much to be gained from creating a more diversified tourism product and marketing a wider range of experiences, activities, and services to tourists. Established enterprises can gain by encouraging and assisting the development of the complementary product – the larger and more diversified the local tourism base, the more successful enterprises in the area will be. The White Paper identified a wide range of opportunities for historically disadvantaged groups ranging from small guesthouses, shebeens, and restaurants with local cuisine, through community tour guiding, music, dance and story-telling,

arts and crafts, traditional hunting and medicine to laundry, gardening, and specialty agriculture. Tourism provides particular opportunities for local economic development in rural areas where it can provide people with an alternative to moving to urban areas. Tourism must be market related. If community-based and other tourism development processes are not planned, implemented, and managed according to market demands then far too many South Africans, especially the poor, are facing not merely “missed” opportunities, but the hard realities of failed or under-performing products to which tourists simply do not come. The African cultural tourism experience needs to be woven into the fabric of the mainstream South African tourism product.

Domestic tourism plays an important part in the South African tourism sector and it is expected to continue to grow, as historically disadvantaged people become tourists and travellers themselves. Whether the tourists are domestic or international, their expenditure in local communities contributes to the economic development of the area. The greater the proportion of total tourism spending that stays in the local area, the stronger and more diverse the local economic base. The multiplier effect is greatest where the local linkages are strongest – the imperative is clear, source the inputs for all tourism enterprises as locally as possible in order to maximise local economic benefit and to assist in diversifying the local economy. Reducing economic leakages from the local area and increasing linkages will bring significant local economic development and assist in local economic diversification. Similarly, the development of the complementary product will strengthen the local economy and local enterprises, groups of established enterprises working together can make a significant difference. Strong economic linkages at the local level were identified in the White Paper as a critical success factor in the local economy.

There is an increasing aspiration for Fair Trade in Tourism in several of the international originating markets; part of a trend towards increasing demand for equitably traded products. Increasing numbers of consumers are purchasing products that demonstrably benefit local communities more fairly than competitor products. The IUCN South Africa Fair Trade in Tourism marketing initiative has identified a set of principles that embody a strong commitment to responsible tourism. It is a good example of a responsible tourism marketing association with a vision of just, participatory and ethical tourism that provides meaningful benefits to hosts and visitors alike. The principles of Fair Trade should be part of the culture of responsible tourism.

14.2 **Economic Objectives and Indicators**

14.2.1 Assess economic impacts as a pre-requisite to developing tourism:

- Extend the season of enterprises by developing new products to create better employment conditions and to provide a stronger base for local economic development. Monitor occupancies or seasonality of employment over the year to show progress in extending the season;
- The historically disadvantaged are a significant emerging domestic tourism market. Identify and encourage commercial responses to this opportunity;
- Recognise that our cultural heritage should not only be assessed in economic terms and that tourism can create revenue from the cultural heritage, traditional ways of life, and wildlife and habitats;
- Encourage business relationships between foreign entrepreneurs and local and emerging entrepreneurs;
- Always consider the opportunity costs of tourism for local communities and their livelihoods, and be prepared to accept that there may be more appropriate economic opportunities for the area. Maintain and encourage economic diversity, avoid over dependency on tourism;
- Plan initiatives and investment to contribute to the broader local economic development strategy (for example, Integrated Development Plans (IDP's) for the area);
- Planning authorities need to consider how they can intervene to avoid tourism developments where they may cause adverse effects such as local land price inflation, loss of access to resources, or undermining sustainable livelihoods;
- Exercise a preference for business and land tenure arrangements that directly benefit local communities and/or conservation; and
- Conduct market and financial feasibility assessments before raising expectations and exposing the community or local entrepreneurs to risk.

14.2.2 Maximising local economic benefits – increasing linkages and reducing

leakages:

- Encourage all establishments to upgrade their standards of service, particularly small, medium and micro-enterprises and emerging entrepreneurs, and to maximise their revenue earning potential by adding value;
- Encourage the informal sector to become part of the formal sector;
- Buy locally made goods and use locally provided services from locally owned businesses wherever quality, quantity, and consistency permit. Monitor the proportion of goods and services the enterprise sourced from businesses within 50 km and set a 20% target for improvement over three years;
- Help local communities or emergent entrepreneurs to develop their product so that it can be more easily used by others and marketed to tourists;
- Co-operate with other formal sector businesses to maximise benefits for local community enterprises – for example, a community laundry or tailoring business may only be viable if a group of enterprises commits to source supplies there. Showcase the initiative and be explicit about whether community projects are funded by tourism revenue to the enterprise, donations from tourists or tour Operators, or funds from donor aid agencies; and
- Give customers the opportunity to purchase locally produced crafts and curios, set targets to increase the proportion of sales of goods sourced within 20 km of the enterprise. Assist local craft workers to develop new products to meet market demand as evidenced in the enterprise.

14.2.3 Ensure communities are involved in and benefit from tourism:

- Government and established businesses need to redress previous imbalances, and to enable the historically disadvantaged to engage in the tourism sector. For example, they should source 15% of services and 15% of products, increasing by 5% per year, for 3 years, from historically disadvantaged groups, and/or individuals, and report on purchasing activities;

- Work closely with local communities, small, medium, and micro-enterprises, and emerging entrepreneurs to develop new products that provide complementary products for formal sector tourism enterprises;
- Develop partnerships and joint ventures in which communities have a significant stake, and with appropriate capacity building, a substantial role in Management. Communal land ownership can provide equity in enterprises;
- Identify projects that the enterprise can support that will benefit the poor. Identify at least one project;
- Assist the development of local communities and emergent entrepreneurs with visitor feedback on their products;
- Consider guaranteeing loans for promising projects in communities or with emerging entrepreneurs, and providing marketing, training, and managerial support;
- Foster the development of community-based tourism products by providing marketing and mentoring support;
- Encourage visitors to spend more money in the local economy, and visit local bars and restaurants, and participate in tours to local areas, bringing business to local communities. Where appropriate treat this as part of the business of the enterprise and charge a booking fee or commission, or sell craft and local food products through the mainstream enterprise;
- Encourage tour Operators to be more innovative in their itineraries, by for example including shebeens, local museums, arts, and craft shops, and local ethnic restaurants in their tour itineraries, and by doing so encourage visitor spend;
- Consider using local entrepreneurs (particularly emerging and historically disadvantaged entrepreneurs), experienced consultants, and non-governmental organisations in developing community initiatives;
- Be transparent when reporting community benefits to distinguish between benefits to employees, benefits to emerging or community

based entrepreneurs, and community benefits, for example, leasehold payments that go to community projects (grinding mills or school books) or are distributed as household income in the local area; and

- Consider establishing targets to monitor progress in achieving objectives.

14.2.4 Marketing & Product Development:

- Lack of market access is a major constraint on the growth of new enterprises. Enterprises should provide information about local services and attractions provided in local communities, and encourage their clients (individuals and Operators) to use them;
- Consider co-operative advertising, marketing, and the promotion of new and emerging products and attractions;
- Ensure that the visual way in which the product is presented includes local cultural elements and emphasises the richness of the local complementary product;
- Consider developing and marketing fairly traded tourism products; and
- Foster the development of access opportunities for all visitors and potential visitors, regardless of the physical or mental conditions of the visitor. Public authorities and enterprises need to understand and embrace financial incentives that enhanced accessibility will create, and the positive image such as 'access to all' will provide.

14.2.5 Equitable Business:

- Enterprises should pay fair prices for local services purchased or packaged as part of mainstream itineraries. Beware of abusing market power and imposing unfair commissions or pushing down prices inequitably;
- Develop transparent systems of sharing the benefits of tourism through equitable contracts. (E.g., this can be applied through tendering processes.);
- When entering into agreements with local communities or emerging

entrepreneurs ensure that the risk is equitably shared;

- Recruit and employ staff in an equitable and transparent manner and maximise the proportion of staff employed from the local community. Set targets for increasing the proportion of staff and/or of the enterprise wage bill going to communities within 20 km of the enterprise;
- Develop a community labour agreement with targets for employment and progression. Recognise that the enterprise can play a significant role in increasing the skills and capacity of the local community and that the enterprise benefits from that; and
- Go beyond the bare minimum wage rate and invest in local staff – quality is dependent upon well-motivated staff.

14.3 **Guiding Principles for Social Responsibility**

Batho Pele: Putting People First – One and all should get their fair share

Tourism and the travel industry “is essentially the renting out for short-term lets, of other people’s environments, whether that is a coastline, a city, a mountain range or a rainforest.” Tourism is dependent upon the social, cultural, and natural environment within which it occurs, and its success is dependent upon the environment that it operates within. Good relationships with neighbours and with the historically disadvantaged make good business sense. These relationships need to be based on trust, empowerment, co-operation, and partnerships. Too few of the benefits from tourism currently accrue to local communities whose environment is visited.

As was pointed out in the White Paper, the majority of South Africans have never been meaningfully exposed to the tourism sector. In the new South Africa, the government’s objective is to ensure that all citizens have equal access to tourism services as consumers and providers. Enterprises and communities need to identify ways in which they can provide a range of tourism experiences sufficiently wide to be accessible to the average South African. Programmes are being established to allow South Africans, and particularly front-line tourism employees, to become “tourists at home”. To this end, the notion of *Batho Pele* is a guiding principle.

The opportunity costs of the creation of national parks and subsequent reduced access to natural and cultural resources were often borne by local disadvantaged communities in the past. Such communities did not perceive or receive any

significant direct benefits from the change in land use from conservation and tourism. Communities must be empowered to take part in the Management of areas so that they can have a say in the distribution of the benefits and the sustainable use of their environment. Efforts are not being made to enable local communities to experience wildlife in the parks.

One of the key challenges for business, local government, and educators is to develop knowledge amongst the historically disadvantaged regarding what tourism is, and how it can benefit local communities. In the 1996 White Paper, the involvement of local communities and historically disadvantaged groups was identified as a critical success factor. Communities need to be involved in the planning, decision-making, and development of tourism; and in all operational aspects of the industry as tourists, employees, and entrepreneurs. Social exclusion has contributed to the historically narrow, myopic focus of the industry in South Africa. Responsible tourism is about enabling and encouraging historically disadvantaged local communities to access lucrative tourism markets. This is to overcome the problem of visitors being kept within the hotels and resorts and only venturing out to 'sanitised' places of interest. For example, local shebeens and craft vendors rarely see a tourist.

One of the key challenges for the formal sector is to develop ways of engaging with community entrepreneurs and community groups to develop new products and diversify the industry. The success of township tours is one example of the product development opportunities that exist in the new South Africa. Much more effort needs to be made to improve the linkages between the formal and informal sectors of the tourism sector. The exclusion of the historically disadvantaged has contributed towards poverty and crime – the 'township tours' demonstrate that where local guides act as hosts, and where there are clear benefits both to communities and to historically disadvantaged entrepreneurs, tourists can have a good experience and be assured of their safety. In 1995, involving local communities in tourism, creating employment, training, and awareness programmes were identified as solutions to the problem of security for tourists. There is much still to be done and this is a core challenge for responsible tourism. National priorities for action are described within 3.1: Social objectives and indicators.

The meaningful involvement of historically disadvantaged communities as employees and as entrepreneurs in South Africa is a priority. This requires both market access and capacity building. Training at all levels is essential to the development of a more inclusive industry, able to demonstrate its social

responsibility and to develop new products which meet the cultural and “meet the people” interests of tourists. The development and delivery of new quality products for the changing market place are of central importance to enable the historically disadvantaged to become part of mainstream tourism. It is also required for social justice and the avoidance of exploitation of local cultures and community groups. The value of the culture of historically disadvantaged people needs to be recognised and new tourism products developed. Their awareness of the opportunities in tourism needs to be a key element in training and education, and it is important that these opportunities be presented in a realistic commercial framework.

14.4 **Social Objectives and Indicators**

14.4.1 Involve the local community in planning and decision-making:

- Understand the historical, political, and cultural context of local and host communities and historical relationships with tourism development and protected areas;
- Creating opportunities and eliminating barriers to access mainstream tourism markets for local communities, historically disadvantaged people, and individuals;
- Understand the local, safety and security, infrastructural, resource, educational, poverty, disability, and health constraints (e.g. HIV/AIDS), when designing, operating, and marketing tourism;
- Encourage proactive participation and involvement by all stakeholders - including the private sector, government at all levels, labour, local communities (their leaders and structures) - at all stages of the tourism life cycle;
- Encourage formal and informal sector enterprises to develop effective structures, or join existing bodies, for marketing and tourism development. Create the environment to do so by providing resources, technical and Management capacity;
- Encourage successful entrepreneurs, particularly those from the emerging tourism fraternity, to mentor others;
- Planning authorities should work to include stakeholders as part of a

decision-making process at the destination level, to determine what constitutes sustainable levels of tourism in the social, natural, and economic context;

- Programmes of education within school curriculums, and public awareness within communities, are needed regarding the potential positive and negative aspects of tourism;
- Post-employment education and training programmes within the framework of the Skills Development Act and South African Qualifications Authority (SAQA) are required to educate employees regarding the potential pros and cons of tourism, and comparative costs and benefits of alternative enterprises in order to aid decision-making;
- Involve the local communities in growing the local tourism business by using existing facilities and by developing new activities and attractions. Individual enterprises and groups of enterprises need to develop complementary products. (Report number of new activities/ attractions; number of visitors);
- Empower communities to market their cultural traditions and products as assets and enhance their economic opportunities;
- Interpretation material and visitor information centres should be developed in consultation with local communities; and
- Integrate community development goals as identified in the Integrated Development Plan (and similar processes) into the enterprise's social and sustainability mission and objectives.

14.4.2 Assess social impacts as a prerequisite to developing tourism:

- Identify and monitor potential adverse social impacts of tourism and minimise them in the short and the long-term, and ensure that communities actively participate in the monitoring;
- Larger enterprises should appoint a member of staff to take responsibility for developing better local relationships and partnerships. Implement social audits of tourism projects. These can be conducted in an inexpensive, rapid, and participatory way;

- Consider schemes to encourage local co-operation and civic pride like an “adopt a school” initiative or ‘adopt a street’, or other local areas near the enterprise. Work with local government and the local community to identify priority sites, and make them safe and attractive for tourists; and
- Enterprises should develop strategies to promote equality in terms of gender, ethnicity, age, and disability, and report progress on implementation.

14.4.3 Maintain and encourage social and cultural diversity:

- Develop tourism with dignity, respect, and nurture local cultures (including religion), so that they enrich the tourism experience and build pride and confidence among local communities;
- Use tourism as a catalyst for human development, focusing on gender equality, career development, and the implementation of national labour standards. (Report on gender equality and career development);
- Tourism development should not compromise respect for social, cultural, and religious rights, or the essential human rights of people to food, a safe and clean environment, work, health, and education;
- Support the development of sustainable local handicraft enterprises by assisting with the improvement of design, marketing, production and packaging skills for craft workers in relation to market demand. Consider specifically what can be done to enhance the skills and earnings of women, particularly in rural areas;
- Support visits by local schoolchildren to tourism sites that promote and display their heritage;
- Consider what contributions the enterprise can make to scholarships, local youth sports teams, and other community causes. Monitor and report increasing contributions with respect to the number of projects and level of investment;
- Display local cultural artefacts in your enterprise and encourage the development and sale of traditional cultural products, crafts, and folklore. Aim for 25% items for sale at the enterprise from within 50 km, with tours

offered to local markets, and try to increase these by 25% over 3 years.
Provide customer feedback in order to raise standards;

- Be wary of the dangers of commoditisation, and encourage craft and other cultural workers to maintain the authenticity and cultural values of their products. Encourage craft workers to explain the cultural values and history of their crafts;
- Give enterprises a local flavour by serving local dishes and source soft furnishings, arts and crafts locally. Monitor the proportion of local dishes on the menu and the proportion of furnishings & crafts locally made, and aim to increase these proportions by 25% over 3 years. Visitors expect to find at least one local dish on their menus;
- Identify cultural heritage resources in the local area and where there is sufficient demand from tourists and work with the local community to develop them as sustainable tourism attractions. Consider mission settlements, sites of slave occupation, festivals, struggle related monuments and places, rock art sites, cultural monuments, food, drink, arts and crafts, music, dance, and storytelling;
- Encourage tourists to show respect by learning a few words of the local language, (and to use them when talking to local people!) and to learn about the host culture and traditions; and
- Share enterprise level knowledge regarding informal sector tourism skills and products. Draw the attention of ground handlers, the media, and tour Operators to complementary product opportunities in the local community.

14.4.4 Be sensitive to the host culture:

- Respect, invest in, and develop local cultures and protect them from over-commercialisation and over-exploitation. Encourage workers and staff to observe their religious and cultural practices;
- Respect indigenous intellectual property, especially when setting up contractual arrangements for the use of indigenous knowledge;
- Use local guides, and encourage them to continually improve their

quality, to ensure that the community speaks for itself, and to increase the revenues going into the local community (by higher fees for quality tours). Monitor and report this economic contribution to the community and set targets to increase it annually;

- Develop a local social contract for interactions and behaviour between the local community and tourists (including responsible bargaining), developed with the participation and contributions from the community, and display it prominently for visitors and publicly within the community;
- Create opportunities for visitors to interact with locals in an unstructured, spontaneous manner (e.g. through sporting activities, visits to local schools, shebeens, taverns, restaurants in townships);
- In accordance with the Batho Pele principle, provide visitors with inclusive, honest, and reliable information about the history and contemporary life in South Africa, local tourist attractions and facilities;
- Promote a sound, proud, service ethic among all participants in the tourism sector;
- Promote and ensure the respect and dignity of people in the development, marketing, and promotion of tourism;
- Ensure that tourism does not undermine the resource rights, traditional knowledge, and skills of local communities;
- Negative social and cultural impacts associated with tourism, such as increased crime, drug and alcohol abuse, prostitution, and crime should be monitored and be proactively addressed in cooperation with the community;
- Educate tourists regarding local culture and where necessary make them aware of how they should behave to respect it; and
- The exploitation of human beings in any form, particularly sexual and when applied to women and children, should be energetically combated with the co-operation of all concerned.

14.5 **Guiding Principles for Environmental Responsibility**

Responsible tourism implies a proactive approach by the tourism sector to the environment through the promotion of balanced and sustainable tourism. This is particularly important where the focus of the tourism sector and the activities of tourists is the natural environment, as is the case with wildlife viewing, hunting, and marine tourism. There are particular challenges in making nature-based tourism sustainable. Responsible tourism development has to be underpinned by sustainable environmental practices. In the environmental sphere, only conservative decisions based on the precautionary principle can be considered responsible. Cultural heritage is also part of the environment, and the responsibility of the tourism sector towards the cultural environment was considered in the social responsibility guidelines.

Central to environmental responsibility is thinking about the life cycle impact of an enterprise or product, and so these guidelines apply to the stages of design, planning, construction, operation, and decommissioning. The process of managing the business should be fully integrated with environmental Management, throughout the project life cycle (from conceptualisation to decommissioning). In constructing concessions and leasehold developments it is particularly important to ensure that during decommissioning it will be possible to remove all structures and restore the area. Larger businesses should be using Environmental Management Systems to exercise environmental responsibility; for businesses above a defined size in each sector, it would be irresponsible to operate without one.

All tourism enterprises can contribute to environmental sustainability by exercising care in purchasing decisions – by seeking out and supporting responsible producers of the products that are required to run the enterprise, and by making clients aware of the responsible purchasing policy. The practical guidelines and indicators that follow are organised around the key environmental elements of responsible tourism identified in the 1996 White Paper.

14.6 **Environmental Objectives and Indicators**

14.6.1 Assess environmental impacts as a prerequisite to developing tourism:

- Plan new developments only in areas where the use of water and other natural resources for tourism will not conflict with local community needs, now or in the foreseeable future. Integrate environmental Management into the project planning cycle;

- Follow best practice guidelines on the design, planning, and construction of buildings and associated infrastructure to minimise environmental impacts and to reduce energy requirements for lighting, cooling, and heating;
- Use local materials (where sustainable) and local architectural styles on a scale that does not create a negative aesthetic impact;
- Avoid damaging the environmental quality of the enterprise's neighbourhood by noise or light pollution;
- Design buildings with natural ventilation and actively plan to reduce resource use during the construction and operational phases. Tell visitors what has been done to make the enterprise more environmentally friendly. Quantify the resources "saved";
- Plan new developments to have the lowest possible ecological impact, particularly in environmentally sensitive areas such as the coastal zone, indigenous forests, wildlife habitats, and wetlands. Minimise the transformation of the environment around the enterprise; and
- When developing plans for a new enterprise include elements, which contribute to the maintenance of biodiversity by planting local indigenous and non-invasive species, which provide habitats for birds, bees, and butterflies.

14.6.2 Use local resources sustainably, avoid waste and over-consumption:

- Meter the quantity of water consumed and manage consumption and leakage to reduce water consumption by percentage to be agreed per annum for 3 years, and report water consumption and performance in monitoring;
- Measure electricity consumption and introduce energy saving measures to achieve a percentage to be agreed reduction in use per annum over three years. This can be done by for example dimming lights, using low energy appliances and light bulbs and enhancing the use of natural ventilation;
- Monitor the use of diesel, paraffin, and petrol and set targets to reduce

consumption and switch to less polluting fuels;

- Set targets to increase the proportion of energy used from renewable resources – for example solar, wind, hydroelectric (increase by 10% over 3 years). Sustainable use of wood, from indigenous and plantation forests, is complex, and great care needs to be taken;
- Install and display appropriate technology to reduce consumption of natural resources, production of waste, and incidences of pollution;
- Monitor the sewage system and demonstrate how pure the outflow back into the environment is. If the enterprise has one, make the reed bed a valuable habitat feature;
- Set percentage targets and time scales for the reduction of waste produced, levels of recycling, and reuse of waste from the enterprise. Set appropriate targets for reduction and/or recycling of waste produced per year for paper (5%), plastics (5%), metal (5%), and glass (5%). Report on progress towards percentage targets over 3 years;
- Work with suppliers to minimise the amount of packaging purchased with supplies, and therefore reduce the amount of waste that needs to be disposed of. It may be appropriate for trade associations to conduct these discussions on behalf of members;
- Reduce “food miles” by using locally produced food;
- Enterprises should assist conservation by investing in sustainable trails, hides, and interpretation. Tell visitors what the enterprise is doing, and claim credit for activities; and
- Encourage the use of environmentally friendly transport.

14.6.3 Maintain and encourage natural diversity:

- Encourage visitor behaviour that respects natural heritage and has a low impact upon it;
- Discourage the purchase of products that exploit wildlife unsustainably or contribute to the destruction of species or habitats (e.g. some handicrafts; bush meat);

- Look for ways in which the enterprise and its guests can assist with the conservation of natural heritage, for example through removing litter;
- Invest a percentage of profits or turnover in species conservation or habitat restoration and Management. Report the investment, and try to increase this by 5% per year;
- Avoid pollution by using environmentally friendly chemicals, and by using biodegradable soaps and detergents – tell visitors and staff why the enterprise is doing this and how it benefits the environment;
- Work with conservation authorities to ensure that visitors to natural heritage areas are aware of the impacts that they may have on the ecology of the area and how they should behave in order to minimise those impacts;
- Ensure that relevant members of staff are familiar with the issues and ways of avoiding environmental impacts – they should abide by the advice and communicate it to guests, and use the services of companies that abide by local environmental Best Practices; and
- Do not market tourism resources to encourage tourists into ecologically sensitive areas which are vulnerable to irresponsible tourism practices, particular sports or recreational uses discourage these activities (e.g. irresponsible 4x4 use, hunting, diving, or sand boarding).

15. ANNEXURE 4 – INTEGRATED PEST MANAGEMENT PLAN

To be provided to Bidders separately.

16. ANNEXURE 5 – MINIMUM FIELD GUIDE REQUIREMENTS – KRUGER NATIONAL PARK

Field Guide (Game Drives)

- CATHSSETA Nature Site Guide (Dangerous Game Area) TGD/NSGDGm/2/0030
NQF Level 2 certificate
- Valid First Aid Certificate (level 1)
- DEA Registration (Site Guide: KNP & surrounding areas)
- Valid EC Driver License (Code 08)
- Valid Public Drivers Permit (PDP) (if driving)
- SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008)(Knowledge of the Firearm Act, Use of a Rifle & Use of a Rifle for Business Purposes) Certification (preferable to also have Firearm Competency Card/Certificate as issued by the SAPS)
- Valid KNP Basic Firearm Proficiency
- KNP Orientation Course (To be refreshed every 3 Years)
- 1 year conservation related experience
- (FGASA – Field guide - Level 1)

Field Guide (Game Drives, 2nd Rifle / Back-up Walks)

- CATHSSETA Nature Site Guide (Dangerous Game Area) TGD/NSGDGm/2/0030
NQF Level 2 certificate
- Valid First Aid Certificate (preferably level 2)
- DEA Registration (Site Guide: KNP & surrounding areas)
- Valid EC Driver License (Code 08)
- Valid Public Drivers Permit (PDP) (if driving)
- SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008)(Knowledge of the Firearm Act, Use of a Rifle & Use of a Rifle for

Business Purposes) Certification (preferable to also have Firearm Competency Card as issued by the SAPS)

- Valid KNP Advanced Firearm Proficiency
- 2 years Guided Activity based experience
- 1 year conservation related experience
- KNP Orientation Course (Refreshed every 3 Years)
- (FGASA Level 1 & Back-up Trails Guide)

Senior Field Guide (Game Drives, 1st Rifle /Lead Rifle Walks)

- CATHSSETA 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)
- DEA Registration (Site Guide: KNP & surrounding areas)
- 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 Knowledge of the Firearm Act, Use of a Rifle & Use of a Rifle for Business Purposes), preferable to also have Firearm Competency Card as issued by the SAPS)
- Valid KNP Advanced Firearm Proficiency
- 4 years Guided Activity based experience
- KNP Orientation Course (To be refreshed every 3 Years)
- (FGASA Level 2 & Trails Guide)

17. ANNEXURE 6 – PROCESS REGARDING THE USE OF PRIVATE FIREARMS WITHIN SANPARKS BY EXTERNAL PERSONS

All external persons will be able to utilise their own firearms and ammunition for any official duties within SANParks, provided that the Firearms Control Act 60 of 2000 is complied with and that the following process is followed:

- 1 All external persons must have a valid contract in place between SANParks and themselves, must declare and receive approval from the Managing Executive of Kruger National Park or the Park Manager of any Park within SANParks, before the firearm and ammunition are brought inside the Park.
- 2 In the declaration application to the Managing Executive of Kruger National Park or the Park Manager of any other Park, within SANParks, the external person must motivate the reason, purpose, and time period that the private firearm will be utilised inside the Park (See attached Annexure).
- 3 The following documents must be attached with the declaration application:
 - Copies of a valid license for the specific firearm;
 - Copies of valid SAPS Competency Certificate for the specific firearm;
 - All documents as mentioned, contract and approved declaration application must be sent to the Corporate Manager: Firearms Management to arrange the access at the Gates for the external persons to bring in the private firearm for official duties.
- 4 The external person must understand and adhere to the following:
 - Ensure that the correct prescribed legal minimum calibre firearms are utilized for the specific purpose that the external person will conduct official duties with:
 - Armed Guided Activities: Calibre bigger than 9.5mm (375>);
 - Other duties: The calibre must be suitable for the type of animal in the area for the specific purpose that the external person will conduct official duties.

- To bring along their own ammunition to utilise with their private firearm. SANParks will no longer supply the ammunition;
 - All private firearms must be carried in a holster/holder/bag as prescribed by the Act (No firearms to be displayed/carried openly in public);
 - The external person must always be in possession of a copy of the approved declaration to conduct official duties within SANParks;
 - Must constrain to the approved policy and protocol regarding firearm management and control within SANParks;
 - There must be a prescribed safe (according to SABS standards) bolted to the floor or wall at the place where the person will be residing to store the private firearm;
 - If the external person is in the field, as per operational requirements, the private firearm must always be kept under his/her direct control;
 - Good housekeeping principles must be adhered to – the external person must as far as possible retrieve his/her empty cartridges that were used inside the Park;
 - Absolves SANParks from any liability relating to the loss of, or damage to the private firearm or any damage caused by use or misuse of the firearm;
 - Complies with all provisions of the Act pertaining to private firearms;
 - Any external person that possesses a private firearm or ammunition on SANParks premises and fails to comply with the above instructions, may be subjected to criminal and disciplinary action.
- 5 No external persons will be issued with an official SANParks firearm or official ammunition.