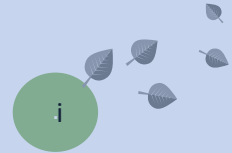


May 2022

ECPTA CONCESSION FRAMEWORK DEVELOPMENT

Final Report





Signed on behalf of:

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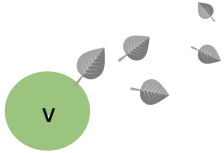
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Eastern Cape
PARKS & TOURISM AGENCY

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List of abbreviations

Abbreviation	Description
BBBEE	Broad-based Black Economic Empowerment
BEE	Black Economic Empowerment
BOT	Build-operate-transfer concession
CA	Concession area
CBNRM	Community-based natural resources management
CPI	Consumer Price Index
DFFE	Department of Forestry, Fisheries and Environment
DWS	Department of Water and Sanitation
ECO	Environmental control officer
ECPTA	Eastern Cape Parks and Tourism Agency
EIA	Environmental impact assessment
EMP	Environmental Management Plan
HDI	Historically disadvantaged individuals
IEM	Integrated Environmental Management
JV	Joint venture
KNP	Kruger National Park
KPI	Key performance indicator
MEFT	Ministry of Environment, Fisheries and Tourism
MOT	Maintain-operate-transfer concession
NEMA	National Environmental Management Act
NGO	Non-governmental agencies
OMP	Operational Management Plan
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PPP	Public-private partnership
PPPFA	Preferential Procurement Policy Framework Act
PA	Protected area
ROT	Rehabilitate-operate-transfer concession
SACAA	The South African Civil Aviation Authority
SADC	Southern African Development Community
SAHRA	South African Heritage Resource Agency
SEA	Strategic Environmental Assessment
SANParks	South African National Parks
UE	Urban-Econ Development Economists
VfM	Value for money

Key terms

Biodiversity: The variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems, and the ecological complexes of which they are a part; this includes diversity within species, between species and of ecosystems.

Community: A social group of any size whose members reside in a specific locality, share government and may have a common cultural and historic heritage/s. It can also refer to a group of individuals who interact within their immediate surroundings. A typical local community consists of business operators, public agency staff and residents, and their interactions, and can include sharing of resources, information and support as well as establishing commercial relationships between local businesses and consumers.

Concession: The right to use land or other property for a specified purpose, granted by a government, company or other controlling body. It can include a commercial operation and/or a piece of land. A tourism concession could provide accommodation, food and beverage, recreation, education, retail and interpretive services.

Concession contract: A written agreement between the protected area authority and partner, specifying the rights and obligations of both parties. It might also be called a concession agreement, lease, management or services contract, or by various other names. The partner signing the contract with the authority is commonly known as the 'contractor', 'concessionaire' or 'investor'.

Consumptive tourism: Forms of tourism where wildlife or plants are collected, hunted or fished (preferably applying principles and approaches to sustainable use).

Ecotourism: Responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education.

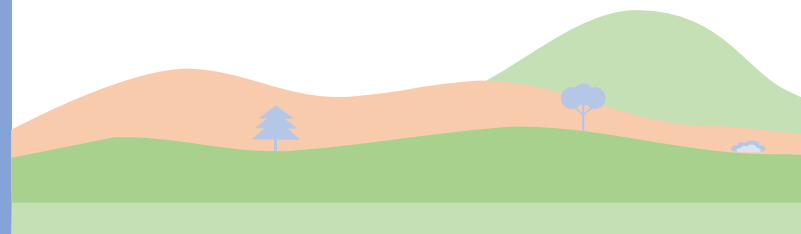
Lease: A contractual agreement in which one party conveys an estate (i.e. land and facilities) to another party for a specified, limited period. The lessor retains ownership of the property while the lessee obtains rights to use the property. Typically, a lease is paid for.

Licence: Permits a legally-competent authority to exercise a certain privilege that, without such authorisation, would constitute an illegal act. Often seen by the public as a form of quality control and requires due diligence by the competent authority, in contrast to a permit. Possession of the land is not granted through the licence. Licences give protected area authorities the ability to screen applicants to ensure that they fulfil a set of conditions.

Nature-based tourism: All forms of tourism that use natural resources in a wild or undeveloped form — including species, habitat, landscape, scenery, and salt- and fresh-water features. Nature-based tourism is travel for the purpose of enjoying undeveloped natural areas or wildlife.

Non-consumptive tourism: Forms of tourism that do not consume wildlife, such as photographic tourism with wildlife viewing.

Partnership: An arrangement in which two or more individuals share the profits and liabilities of a business venture. Various arrangements are possible: all partners might share liabilities and profits equally, or some partners may have limited liability.



Permit: A temporary form of permission giving the recipient approval to do a lawful activity within the protected area. Permits normally expire within a short length of time (e.g., one day, one week). Usually, the number of permits is large and limited by social or environmental considerations. In most cases, permits are given to anyone who pays the corresponding fee.

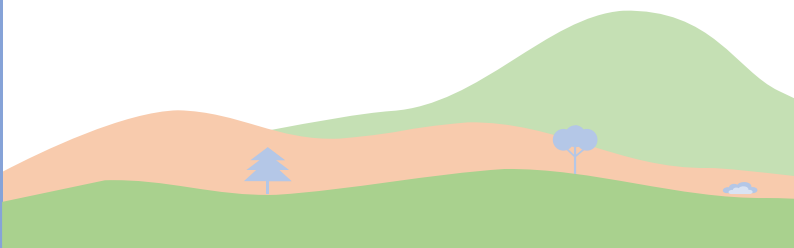
Protected area: A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values. There are different categories of protected areas described by IUCN, some of which are aligned with tourism development. Protected areas are commonly called 'parks'.

Public-private partnership (PPP): An agreement between a state institution and a private party, where the private party is granted the right to access and use public

assets such as land and infrastructure for its own commercial use and assumes related substantial financial, technical and operational risks. The private party receives a benefit from using the state property by charging fees to customers to whom they provide a service.

Stakeholders: Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. In relation to protected areas, stakeholders may include government agencies, non-governmental agencies (NGOs), the private sector, local community groups, local communities and other resource management agencies.

Sustainable tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.



1 Introduction

Urban-Econ Development Economists (UE) was appointed by the Eastern Cape Parks and Tourism Agency (ECPTA) to develop a concession framework for the provincial nature reserves in the Eastern Cape that are run and operated by the ECPTA.

This section provides a basic introduction to the project, as well as the scope, aim and report layout.

1.1 Background of the study

The ECPTA presently has concession agreements with various concessionaires throughout the province. A concession agreement is a contract that gives a company the right to operate a specific business within a government's jurisdiction or on another firm's property, subject to particular terms. However, there is currently no uniform concession framework in place that is able to legally catalogue, compare and set concession agreement best-practice standards. Without a uniform concession framework agreement to protect the legal interests of the ECPTA, concessionaires and local communities, it is difficult for the ECPTA to keep track of the multitude of legal agreements signed between all parties, let alone enforce these legal obligations.

Hence, the ECPTA requires the development of a concession framework for ECPTA provincial nature reserves. It is envisaged that this will be an iterative process, ensuring the concession framework is fit for purpose, and all the phases of the project will have to reconcile the processes for concession at provincial nature reserves.

1.2 Aim of the study

The concession framework that is to be developed will serve as a framework in managing concession operations within ECPTA-managed provincial nature reserves. The framework seeks to ensure the standardisation of processes and agreements in relation to concessions and nature-based activities in ECPTA protected areas. The framework will be developed considering the relevant protect area management plans and other relevant protected area documents.

1.3 Aim of this report

This report aims to do the following:

- Briefly provide the necessary background on concessions, their importance and how the concession process works.
- Briefly describe the concession policy and how the framework will be adapted to fit the needs and requirements of the ECPTA.
- Identify all the key performance indicators that should be considered to form part of the ECPTA Concession Policy Framework.
- Conduct a rapid benchmarking assessment and determine how these identified best practices are currently operating in terms of the relevant key performance indicators.
- Develop a high-level draft concession framework that can be refined through key stakeholder engagement sessions.

1.4 Scope of work

The framework should, at minimum, cover the following elements:

- Procurement process
- Financial & contractual requirements
- Term of concessions
- Social & empowerment requirements
- Operating models
- Game control activities
- Tourist guiding activities
- Exclusivity and non-exclusivity
- Value-add activities
- Branding & marketing
- Stakeholder engagement
- Product development
- Wildlife management
- Risk management and transfer
- Water provision
- Firearms
- Waste management
- Energy & power supply
- The operation of drones and other aircraft
- Roads and other related infrastructure
- Conservation fees & entry procedures
- Communication and reporting
- Environment and conservation requirements
- Cultural & natural resource management
- Staff and other visitors
- Staff management
- Access & traversing rights
- Health & safety
- Breaches & remedies

1.5 Report layout

The report is structured as follows:

- Chapter 2 – Concession Background
- Chapter 3 – Policy Assessment
- Chapter 4 – Current Concessionaire Policy Implementation
- Chapter 5 – Benchmarking and Appraisal
- Chapter 6 – Draft Concession Framework

2 Concession Background

This section provides a brief description of the concession process and is aimed at individuals who may be unfamiliar with the concession process. It provides some necessary context for concessions and the importance of the concession process.

2.1 What are concessions?

Almost every country has a different definition of what is and is not a concession. For the ECPTA concession framework, a concession is defined as “a lease, licence, easement or permit for an operation undertaken by any party other than the protected area agency”. A concession may be awarded via a number of processes, including auction, tender, expressions of interest, direct award to an affected community, or in response to an unsolicited application¹.

It may be issued for a term of one day for a once-off filming job, five years for a guiding contract for river rafting, or 30–40 years for the building and operation of a hotel or luxury safari camp. Concession activities include a wide range of visitor services such as guided walks, climbs, 4x4 driving, hunting, fishing, biking, kayaking and canoeing, rafting, and caving. Concessions also cover many other activities, including ski fields, bungee jumping accommodation facilities, water, air and land transport services, commercial education/instruction, shops, restaurants, equipment hire, sporting events and filming.

The development of the ECPTA concession framework focuses primarily on tourism concessions; however, the same processes and principles can be used to manage concessions for stock grazing, telecommunication facilities, marine mammal viewing, beehives, gravel extraction, etc.

2.2 How does the concession agreement work?

Regardless of the type of concession, the concessionaire usually has to pay the party that grants it the concession fees. These fees and the rules under which they may change are generally described in great detail in the contract.

Concession agreements usually define the period of operation and insurance requirements, as well as fees. Payments to a property owner may include rent for the location, a percentage of sales revenue, or a combination of the two. Any additional expectations can also be stipulated in the agreement. For instance, the agreement can specify which of the parties is responsible for utilities, maintenance and repairs.²

The terms of a concession agreement depend in large part on its desirability. For example, a contract to operate a food concession in a popular stadium may offer little to the concessionaire in the way of incentives. In contrast, a government looking to attract mining companies to an impoverished area may offer significant inducements. These incentives could include tax breaks and a lower royalty rate.

¹ Thompson, A., Massyn, P.J., Pendry, J., Pastorelli, J. (2014). Tourism Concessions in Protected Natural Areas: Guidelines for Managers. United Nations Development Programme.

² South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

2.3 Why should protected area agencies have concessions?

Visitor services are provided in protected areas to foster use that is compatible with conservation as well as enjoyment and appreciation of these areas. Visitor services may be provided by protected area agency staff, profit-making companies, not-for-profit companies or communities. Outsourcing the provision of visitor services to the private sector works on the assumption that the private sector entity will operate efficiently and provide high-quality, responsive visitor services. The benefits that well-run concessions offer protected areas can include:³

1. Ensuring development remains aligned with a protected area's core purpose of conservation.
2. Providing additional visitor services that the protected area agency could not otherwise afford to provide.
3. Extending the range of visitor opportunities to a broader audience and complementing services provided by the agency.
4. Providing income for the agency to reinvest in conservation or visitor service programmes.
5. Helping visitors to learn about and appreciate a particular protected area and conservation more generally and, in so doing, gaining further support for wider conservation initiatives.
6. Marketing and promoting protected areas as a destination for visitors.
7. Providing extra 'eyes and ears' in protected areas that can help reduce activities such as wildlife poaching. In some places, this can extend to decreasing security risks.
8. Increasing the economic value of protected areas.
9. Promoting formerly disadvantaged communities living in and around protected areas.
10. Promoting sustainable development, economic empowerment and poverty alleviation by creating employment and developing capacity, skills and providing access to capital for local communities.
11. Supporting conservation or social programmes that directly benefit the protected area.
12. Developing powerful allies (concessionaires) for protected area agencies who can demonstrate how development and conservation can work together and advocate for the continued protection of an area if it is under threat from other less-sustainable activities.

2.4 The link between the protected area agency and private sector

The private sector generally has fewer constraints than the public sector and can often deliver specialised services and products because it:

1. Better understands the tourism sector and the value chain, and has developed the required marketing and distribution channels to bring visitors to their business.
2. Has the ability to adapt to changing market needs and conditions, be innovative and respond quickly.
3. Has more flexibility in labour contracts.
4. Has more financial flexibility, so it can raise capital and other funds more readily and carry them on between financial years.
5. Has more freedom in setting price levels.

³ Thompson, A., Massyn, P.J., Pendry, J., Pastorelli, J. (2014). Tourism Concessions in Protected Natural Areas: Guidelines for Managers. United Nations Development Programme.

6. Is less constrained by government policy.

While many benefits can stem from working with the private sector through concession arrangements, there are also costs. The most common costs include the protected area agency needing capable park staff for tourism planning and awarding and administering contracts; negative environmental, cultural, and social impacts; over-commercialisation of particular areas; and some loss of control on the services offered to visitors. Not all concessionaires are interested in conservation, and many only want simple transactional relationships with protected area agencies. This is not ideal as success in conservation and in tourism concessions is intertwined, so partnerships are likely to produce greater benefits for both interests in the long term.⁴

Park managers need to decide what visitor services the protected area agency should provide and what can be provided by the private sector. The aim should be to maximise the benefits that good concessionaires can provide so that these far outweigh any cost. For this to occur, the correct laws, processes and systems needed to manage concessions successfully must be in place—hence the importance for the ECPTA to develop their own concession framework.

2.5 Managing concessions

Figure 1 highlights the main components of a concession system. No matter how small or large a system is, all of these components will need to be present to some degree. For example, countries or protected area agencies with a small concession function may find spreadsheets adequate for managing their concessions and work flows.

However, large systems may need to develop dedicated databases. Standard contracts, web information, planning approaches and processes, environmental impact assessments (EIA) and monitoring will always be necessary components of concession work. Additional components should also be considered, such as supporting concessionaires to interpret conservation values for their clients.

A frequently overlooked, but very important, component of concession management is the skill level of staff. Concession staff need a wide range of skills, including understanding EIA processes, knowledge of how tourism operates and, most importantly, good relationship abilities. These skills need to be developed and retained. Ultimately, highly skilled concession staff are vital for the successful operation of protected area agencies and the tourism sector.

⁴ Thompson, A (2009). Concessions unit, induction, and training manual. Strengthening the Protected Area Network and Ministry for the Environment and Tourism, United Nations Development Program, Namibia.

Figure 1: Components of a successful concession system



SOURCE: MARINE STEWARDSHIP COUNCIL GLOBAL IMPACTS REPORT: MONITORING AND EVALUATION; 2014

This figure highlights the main components of a concession system. No matter how small or large a system is, all of these components will need to be present to some degree for the concession system to be a success. Thus, it is vital for the ECPTA concession framework to at least include and expand on these components.

3 Policy Alignment

This section begins tailoring the concession framework that is to be developed per the needs and requirements of the ECPTA. The outcome of this section is to identify all the key performance indicators that should be considered to form part of the ECPTA Concession Framework.

3.1 The role of concession policy in South Africa

South Africa has established a firm regulatory framework in terms of which national and provincial government institutions can enter into public private partnership (PPP) agreements. The central legislation governing PPPs for national and provincial government is Treasury Regulation 16 issued to the Public Finance Management Act, 1999 (PFMA).

PPPs for municipal government are governed by the Municipal Systems Act, 2000, and the Municipal Finance Management Act, 2003. Municipalities are not subject to the PFMA or to Treasury Regulation 16. National Treasury issues a separate PPP Manual for municipalities.⁵

What is the relation between concessions and PPPs?

Section two states that a concession agreement is an agreement between a government authority and a private entity, through which the government grants certain rights to the private entity for a

⁵ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

limited period of time. These agreements are common in the development of infrastructural projects under the PPP model.⁶

Thus, a PPP can be seen as a general term for a cooperative relationship between a government and private investors, while a concession is public-private cooperation in which the users pay the fees.

3.1.1 National Treasury's PPP Manual

National Treasury's PPP Manual and Standardised PPP Provisions are founded in the PFMA and Treasury Regulation 16, and have been produced for national and provincial departments, constitutional institutions and public entities listed or required to be listed in schedules 3A, 3B, 3C and 3D of the PFMA, and any subsidiaries of such public entities.

3.1.2 Understanding the Public Finance Management Act

The PFMA approach to financial management focuses on outputs and responsibilities and is a cornerstone of government's strategy to improve financial management in the public sector. Government is increasingly focusing its efforts on outputs and outcomes, wanting to ensure that, in spending taxpayers' money, it produces the intended result.⁷

The PFMA makes the heads of departments (the accounting officers) of national and provincial departments and the CEOs or boards of schedule 3 public entities (the accounting authorities) responsible for implementation. They are directly accountable to Parliament or the provincial legislature for the effective and efficient management of their budgets to achieve their public mandates. These responsible officials need constantly to evaluate value-for-money choices. A PPP choice for the delivery of a public service, or to achieve a public good, warrants such investigation.

By its nature, a PPP entails:

- targeted public spending, principally on outputs to agreed standards,
- leveraging private sector finance and efficiencies, and
- allocating risks to the party best able to manage them.

As a mechanism of delivery, a PPP is firmly in line with the intent of the PFMA.

3.1.3 Understanding Treasury Regulation 16

The PFMA provides, in section 76, that National Treasury must make regulations for a range of matters to do with the effective and efficient management and use of financial resources. Many of these matters are relevant to PPPs, and National Treasury's Regulation 16 provides precise and detailed instructions for PPPs. The regulations have been amended since they were first issued in May 2000 to take account of experience in implementing PPPs.⁸

Treasury Regulation 16 to the PFMA defines a PPP and outlines the phases and tests it will have to go through.

⁶ IUCN (2006). Sustainable financing of protected areas: a global review of challenges and options.

⁷ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

⁸ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

3.1.4 Understanding the PPP structure

In the regulations discussed above, two types of PPPs are specifically defined:

- where the private party performs an institutional function, and
- where the private party acquires the use of state property for its own commercial purposes.

A PPP may also be a hybrid of these types. Payment in any scenario involves one of three mechanisms:

- the institution paying the private party for the delivery of the service, or
- the private party collecting fees or charges from users of the service, or
- a combination of these.

What is a PPP not?

The way that a PPP is defined in the regulations makes it clear that:

- a PPP is not a simple outsourcing of functions where substantial financial, technical and operational risk is retained by the institution.
- a PPP is not a donation by a private party for a public good.
- a PPP is not the privatisation or divestiture of state assets and/or liabilities.
- a PPP is not the 'commercialisation' of a public function by the creation of a state-owned enterprise.
- a PPP does not constitute borrowing by the state.

Treasury Regulation 16 caters for a wide variety of PPP types. It allows such projects to be developed in South Africa with a range of characteristics, combining private-party risk in various ways for designing, financing, building, operating, infrastructure and services, and for owning and transferring assets. This diversity of PPP types is reflected in international experience.⁹

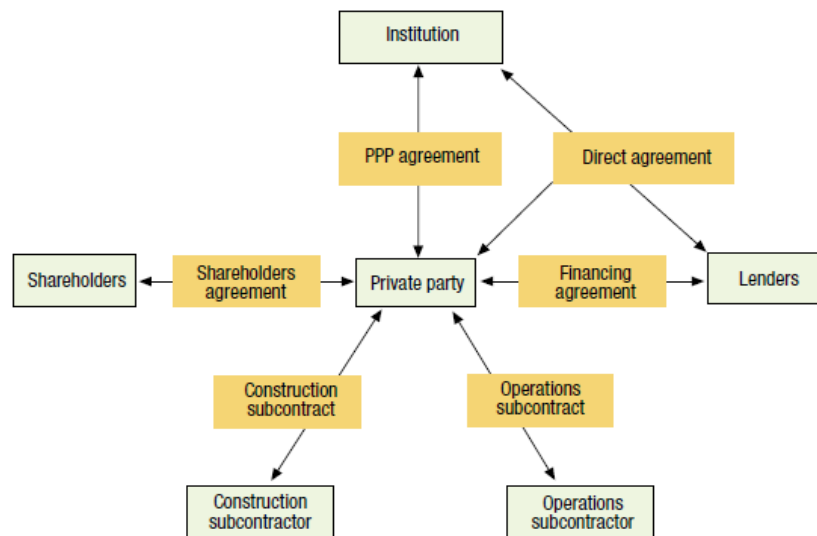
In addition, Treasury Regulation 16 is not prescriptive about the financing structure of a PPP. It is assumed that these will vary widely by project and sector and will be closely linked to the funding sources that can be secured for each deal.

However, PPPs typically involve the private party raising both debt and equity to capitalise the project. National Treasury's Standardised PPP Provisions have been developed for this typical PPP financing structure and sources of funding. PPPs may involve a degree of capital contribution by the institution to the initial costs of the project. Some PPP projects do not involve debt finance at all, being initially funded either wholly through corporate finance or by a combination of government funds and private equity. In end-user-pay projects there may also be an element of government funding support to either or both the capital and the operating costs of the project. Essentially, Treasury Regulation 16 provides that affordability limits, value-for-money considerations and the risk profile of the project will determine a PPP project's financing structure and sources of funding.

The following figure outlines the typical PPP structure as approved by the Department of National Treasury.

⁹ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

Figure 2: Typical PPP structure



SOURCE: SOUTH AFRICA NATIONAL TREASURY PPP MANUAL; 2022

3.1.5 How is the private party selected?

The regulation sets out clear PPP procurement steps that must be followed by institutions and prescribes distinct treasury approvals that must be obtained in this phase. The Promotion of Administrative Justice Act, 2000 (PAJA) imposes a range of obligations arising from section 33(1) of the Constitution of the Republic of South Africa to effect citizens' rights to fair administrative action. These values are lawfulness, reasonableness and procedural fairness.¹⁰

Each administrative action in a PPP procurement process must be in accordance with the law and prescribed procedures; there must be accountability, responsiveness and openness in the decision-making of the institution; all bidders at each stage of a procurement process must have an equal chance of competing for the contract; and no action taken by government may prejudice their competitiveness. How the private party is selected influences the potential partnership type, which in turn determines the benefits received from the agreement (*see appendix A*).

3.1.6 How is BEE applied in PPPs?

In providing that active measures must be taken to promote black economic empowerment (BEE) at all stages of PPPs, the regulations are in line with broader government BEE policy. The code of good practice for BEE in PPPs informs how BEE must be approached. The code is to be issued by the Minister of Trade and Industry in terms of the Broad-based Black Economic Empowerment Act, 2003 (the BBBEE Act). The Preferential Procurement Policy Framework Act, 2000 (PPPFA) also applies.

3.2 The role between concessionaires and the ECPTA

Commercial tourism concessions rarely cover all protected area (PA) operating costs, but they can make a significant contribution. For example, tourism concessions comprise around 7.4 % of South African National Parks' (SANParks) total site-based revenues, which together cover 80 % of operating

¹⁰ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

costs¹¹. However, PAs that are managed through concessions can sometimes generate enough revenue to fully cover operating and maintenance costs.

From a financial sustainability perspective, this is the ultimate goal of the ECPTA, and it is where the relationship between concessionaires and the ECPTA come into play. The ECPTA can be seen as the engineer in charge of overseeing the successful and interlinking operations of all its mechanisms (the concessionaires) with concessions as the catalyst driving these mechanisms.

However, to successfully manage this entire system, one uniform framework must be in place to ensure that there are set standards for all concessionaires for the system to run smoothly. At the moment, the ECPTA does not have a concession framework that enables it to execute this function.

Hence, it is important to develop such a framework. It is also crucial for the development of the ECPTA Concession Framework to ensure that the role of the concessionaire within the concession framework is clearly laid out and properly stipulated.

3.3 Key policy considerations for the framework development

A concession framework is only as good as the key policy and legislative documentation it seeks to align itself with; strong and implementable policies make for good and stable governance.

For the development of the ECPTA Concession Framework, the following documentation is key to laying a concrete foundation for the framework by which future concession contracts and agreements will be influenced.

Figure 3: Key documentation for the development of the ECPTA Concession Framework



THE BIODIVERSITY FINANCE INITIATIVE; 2020

¹¹ SANParks (2020). South African National Parks Annual Report 2019/2020.

3.4 Key performance indicators to take forward

In accordance with the scope of work, concession background and policy alignment discussed in this report, the following key performance indicators have been identified to be included and elaborated on in the ECPTA Concession Framework.

Table 1: Identified key performance indicators for the concession framework

Key performance indicators	Information to expand on
Procurement process	<ul style="list-style-type: none"> • Single sourcing • Competitive bidding • Unsolicited bids
Financial and contractual requirements	<ul style="list-style-type: none"> • Concession fee structure • Payment processes • Revenue generation options • Financing mechanisms
Social and empowerment requirements	<ul style="list-style-type: none"> • Employment • Enterprise & supplier development • Socio-economic development • Ownership • Management control • Skills development and incubation of PDIs
Operating models	<ul style="list-style-type: none"> • Design-build-operate-transfer • Build-operate-transfer • Operate-transfer • Provide framework for an incubation model to prepare for transfer of concessions to communities • Types of agreement, i.e. management, lease, public-private partnership, community public-private partnership, etc.
Game control activities	<ul style="list-style-type: none"> • Conservation management activities • Including monitoring, culling, capture and research in a concession area in line with applicable regulations and ECPTA policies
Tourist guiding activities	<ul style="list-style-type: none"> • Use of tour/nature guides by concessionaires
Exclusivity and non-exclusivity	<ul style="list-style-type: none"> • In terms of exclusive areas/activities in relation to concessions
Value-add activities	<ul style="list-style-type: none"> • Permits and fees for activities • Game drives • Nature-based activities • Health & spa facilities • Water sport activities • Heritage & cultural activities • Nature-based activities • Events – filming, etc. • Helicopter activities
Branding and marketing	<ul style="list-style-type: none"> • In line with ECPTA branding
Stakeholder engagement	<ul style="list-style-type: none"> • Stakeholder engagement through the concession process

Key performance indicators	Information to expand on
Product development	<ul style="list-style-type: none"> • In terms of concession product development process • In terms of contract management processes for concessions
Wildlife management	<ul style="list-style-type: none"> • Relating to wildlife management and concessionaire activities
Risk management and transfer	<ul style="list-style-type: none"> • In terms of managing concession risks and proper transfer of risks
Water provision	<ul style="list-style-type: none"> • Relating to water extraction and water provision for concession activities
Firearms	<ul style="list-style-type: none"> • Regarding carrying of firearms in the protected area and concession area
Waste management	<ul style="list-style-type: none"> • Regarding waste management practices in relation to concession activities within protected areas
Energy and power supply	<ul style="list-style-type: none"> • Relating to sustainable energy and power supply for concessions
Operation of drones and other aircraft	<ul style="list-style-type: none"> • Regarding permits and process for the operation of drones or use of aircraft by concessionaires
Roads and other related infrastructure	<ul style="list-style-type: none"> • Related to construction and design of roads, buildings and other supporting infrastructure by concessionaires
Conservation fees and entry procedures	<ul style="list-style-type: none"> • Regarding entry procedures in the protected area and requirements for payment of conservation fees by concessionaires, visitors, etc.
Communication and reporting	<ul style="list-style-type: none"> • Regarding communication between the concessionaire, reserve management, external communication, local communities, etc.
Environment and conservation requirements	<ul style="list-style-type: none"> • Regarding all the relevant environmental legislation and regulations that are applicable within the protected areas
Cultural and natural resource management	<ul style="list-style-type: none"> • In terms of the requirements of National Heritage Resources Act, Act 25 of 1999 in relation to concession activities
Staff and other visitors	<ul style="list-style-type: none"> • In terms of conduct of concessionaire staff and visitors
Staff management	<ul style="list-style-type: none"> • In terms of human resource management for the concessionaire in line with applicable labour laws
Access and traversing rights	<ul style="list-style-type: none"> • Regarding traversing visitors, community, staff in relation to the protected area and concession area
Health and safety	<ul style="list-style-type: none"> • In terms of health and safety procedures by concessionaire in relation to pandemic, disease, food safety, etc.

Key performance indicators	Information to expand on
Breaches and remedies	<ul style="list-style-type: none">• In terms of legal breaches and remedies in relation to concession agreement and conduct of concessionaire
Term of concessions	<ul style="list-style-type: none">• Duration of concessions in line with the scale of investment

4 Benchmarking and Appraisal

This section serves as a rapid benchmarking assessment, where the most prominent and relevant best practices for the ECPTA to consider when developing their concession framework are compared against the key performance indicators identified in the previous section. The outcome of this section is to determine how these best practices are currently operating in terms of the relevant key performance indicators identified. This process makes it easier to compare various best-practice concession frameworks with each other, and more importantly, it also makes it easier to see which best practices are aligned with the vision of what the ECPTA would like to develop for themselves.

The table below briefly summarises the key concession policy frameworks used to conduct the benchmarking exercise.

Table 2: Key concession policy framework identified for benchmarking

Best-practice concession framework policy	Legislative foundation	Overall success of this framework	Key limitations of this framework	Relevance of this framework to the ECPTA
KNP Concession Operation Manual	The Public Finance Management Act (1999) combined with a National Treasury Public-Private Partnership Toolkit for state controlled game reserves and national parks.	<ul style="list-style-type: none"> The Kruger National Park (KNP) has the most successful (and profitable) number of concessions of any entity in South Africa (currently at least 18). The KNP Concession Operation Manual is strategically developed to create successful product placement, branding and marketing. 	<ul style="list-style-type: none"> The policy can be seen as a victim of its own success—a winning and highly successful concession formula has arguably led to the overdevelopment of the Greater Kruger area. The overabundance of tourism products (all offering the same experience) in a relatively small area has led to unsustainable over-tourism in the peak tourism season. 	<ul style="list-style-type: none"> Act as a guideline for the implementation and operation of profitable concession agreements. Act as a guide for effective branding and marketing initiatives within the concession framework. Can be seen as a case study that provides a note of caution on potential overdevelopment.
Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Tourism and Wildlife Concessions on State Land (2007).	<ul style="list-style-type: none"> The implementation of conservancies to manage their own natural resources has contributed to the success of concessions. This framework strongly leans on the community-based natural 	<ul style="list-style-type: none"> There is an overreliance on certain aspects of tourism activities, such as hunting. This has led to inequality amongst the conservancies in terms of receiving income from tourism activities. 	<ul style="list-style-type: none"> Act as a guideline for ensuring real and meaningful community beneficiation when working with a private operator. Can be seen as a case study that provides a note of

Best-practice concession framework policy	Legislative foundation	Overall success of this framework	Key limitations of this framework	Relevance of this framework to the ECPTA
		<p>resources management (CBNRM) model to ensure that concession deals and contracts with private operators provide tangible and meaningful benefits to the relevant communities.</p>	<ul style="list-style-type: none"> The conservancies that have active hunting concessions receive much more revenue when compared to conservancies relying on income from photographic tourism. 	<p>caution to not rely solely on one specific tourism activity as a means for communities to receive annual income (product diversification is key).</p>
<p>Policy on Zambia Concession Framework</p>	<p>Public-Private Partnership Act (2010) and the Public Procurement Act (2020).</p>	<ul style="list-style-type: none"> The PAs' management in Zambia has suffered a number of setbacks for various reasons. These largely include limited financial and human resources, limited institutional capacity and inadequate sectoral laws. However, with the assistance of the Public-Private Partnership Act (2010), Zambia is piloting the initiative of devolving management responsibility to effective partnerships involving local communities. 	<ul style="list-style-type: none"> Weak sectoral linkages and coordination with other sector policies that have both direct and indirect bearing on the wildlife and tourism sector. Inadequate incentives for conservation of wildlife on customary lands vis-à-vis lack of security of tenure, and inability to adequately access and benefit from wildlife resources. 	<ul style="list-style-type: none"> Act as a guideline to indicate that a network of well organised and well operated PPPs can significantly contribute to highly effective protected area recovery and rehabilitation initiatives. Can be seen as a case study with a note of caution that a lack of meaningful concession incentives for the potential concessionaire can lead to a lack of concession tenure.

The following table summarises the results of the rapid benchmarking exercise.

Table 3: Rapid benchmarking exercise

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
Procurement process	<ul style="list-style-type: none"> • SANParks publishes available tenders and PPP opportunities on various platforms. • All agreements now require National Treasury approval. • Unsolicited bids are generally not encouraged. • 20% of bidding score goes to empowerment measures. • The tendered award of concessions by SANParks to appropriately qualified, private companies via an open, competitive and transparent process. This may involve a request for proposal procedure or an auction procedure, depending on the type of concession. 	<ul style="list-style-type: none"> • The Ministry of Environment, Fisheries and Tourism (MEFT) publishes available tenders and PPP opportunities on their website. • The Authority of the Tender Board of Namibia concerning concessions only applies in cases where concessions are required to provide services to the state. • Direct awards of concessions can be made with communities, who can then sub-contract to the private sector. This type of concession is favoured. • Preference is given to joint ventures that are beneficial to communities. • The tendered award of concessions by MEFT to appropriately qualified, private companies via an open, competitive and transparent process. This may involve a request for proposal procedure or an auction procedure, depending on the type of concession. 	<ul style="list-style-type: none"> • Pure concession or PPPs are favoured (including community PPPs). • All agreements now require approval from the Zambia Public Procurement Authority. • The tendered award of concessions by the Zambia Public Procurement Authority to appropriately qualified, private companies via an open, competitive and transparent process. • Unsolicited bids are generally not encouraged.
Financial and contractual requirements	<ul style="list-style-type: none"> • Concession finance strategy heavily leans on the SANParks Commercialisation Strategy that helps finance biodiversity conservation, recognising that only a small fraction of ecologically-important areas has the potential to attract significant tourism. • Concession fees are payable once a year. • For the first concession year, the period commencing on effective date and ending 365 	<ul style="list-style-type: none"> • Larger projects can provide greater value for money (VfM), hence they are more suitable for PPP. There must be a minimum threshold project size such as in N\$ xxx million or billion. If not, similar projects can be bundled to provide a minimum threshold size. • Concessionaire to report to the concession unit on all matters related to contractual obligations. 	<ul style="list-style-type: none"> • Concession finance strategy heavily leans on the National Parks and Wildlife Policy aimed at the rehabilitation of key areas. • A procuring entity shall procure standard goods, services and works in accordance with the price index issued by the authority.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<p>days later, and for subsequent concession years, the equivalent period.</p> <ul style="list-style-type: none"> Minimum rentals are stipulated by SANParks for each concession year in question for the concession contract, escalated annually with the Consumer Price Index (CPI). The calculated annual concession fee is a percentage of actual net revenues for that concession year based on the fee structure indicated in part C of Annexure X to the concession contract. No annual concession fee payment is payable before the effective date. The annual concession fee payment payable by the concessionaire to SANParks for any given concession year will be the highest of the following two figures: <ul style="list-style-type: none"> the minimum rental for that concession year; or the calculated annual concession fee for that concession year. The minimum rental will be payable by the concessionaire to SANParks quarterly in arrears within 30 (thirty) business days following the end of each quarter of the concession year. The calculated annual concession fee will be calculated by the concessionaire for the concession year in question on the basis of the concessionaire's un-audited accounts within 30 (thirty) business days of the end of the concession year. 	<ul style="list-style-type: none"> Concession unit must establish to monitor payment fees and issue notifications under agreements. Concession fees are payable once a year. All fees or other amounts payable in terms of the concession contract are exclusive of VAT. Calculation of the annual concession fee payment requires certain financial data to be adjusted for inflation as measured by the CPI. The private service must provide payment to communities which is calculated as a percentage of turnover. 	<ul style="list-style-type: none"> The authority shall issue a quarterly market price index to be used by a controlling officer, chief executive officer and procuring entity for an informed price decision. A procuring entity shall, where an item to be procured is not covered in the quarterly market price index, undertake a price reasonableness analysis subject to the approval of the authority, as prescribed. Concession fees are payable once a year. In addition, there is also a rental lease fee of the land that must be paid— amount is usually 1% of annual turnover.
Social and empowerment requirements	<ul style="list-style-type: none"> The auditing of empowerment requirements is done by an independent auditor for the contractual requirements at a six-monthly 	<ul style="list-style-type: none"> Concerning empowerment, the framework recognises that formally disadvantaged Namibians, empowerment groups and rural 	<ul style="list-style-type: none"> In general, an emphasis is placed on the development of woman and youth labour skills.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<p>frequency during the construction phase, an annual audit for the first five years of the concession, and then every second year thereafter.</p> <ul style="list-style-type: none"> • The concessionaire must ensure compliance with all SANParks and regulatory provisions relating to affirmative action and the empowerment of historically disadvantaged individuals (HDIs). • The concessionaire must make every effort and use all appropriate opportunities to foster the empowerment of HDIs. • Concessionaires will also be judged on the framework and process they have put in place to enable beneficial economic impact. If they have not demonstrated any beneficial impact, nor addressed this adequately in their overall planning, there will be provision to terminate the concession. • Concessionaires will, in their bid submission, commit themselves to specific key economic empowerment indicators. During the term of the concession, the concessionaires will be monitored for the extent to which they have complied with these quantifiable targets as included in its bid submission. • In view of their doubly disadvantaged historical status, economic opportunities for HDI women will be awarded a premium over those for HDI men. 	<p>communities specifically may face challenges in securing capital and skills to enable their participation in concessions.</p> <ul style="list-style-type: none"> • Concessions are directly awarded to communities, which then can launch a bid to find appropriated service provider. • The community can become a partner in the company (if they wish) and will own equity (shares) in the business. • Communities which have formed legal entities are also targeted to form part of a concession contract. • In cases where communities have not formed legal entities, potential beneficiaries are notified of pending concession opportunities and encourage the formation of a legal entity. 	<ul style="list-style-type: none"> • The Public Procurement Act does not stipulate in detail the social and empowerment requirements for concessionaires to abide by.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
Operating models	<ul style="list-style-type: none"> BOTs (build-operate-transfers) are generally preferred as concession type. 	<ul style="list-style-type: none"> Options include build-operate-transfers (BOTs), rehabilitate-operate-transfers (ROT) and maintain-operate-transfer concessions (MOTs). BOT and ROT concessions are generally for periods that give concessionaires the opportunity to make a fair return on the capital and expertise they invested in the enterprise. In the case of the parks, it appears MEFT mostly intends offering BOT and ROT concessions on 20-year terms. 	<ul style="list-style-type: none"> Options include BOTs and ROTs.
Game control activities	<ul style="list-style-type: none"> SANParks reserves the right to undertake all conservation management activities, including monitoring, culling, capture and research, in all of the concession area (CAs) with due cognizance of the sensitivities surrounding some of these activities and the possible impacts they might have on the operations of the concessionaire. The concessionaire must be informed (where possible) in what area of a concession the activity will take place, to enable them to make provision for this and the impacts thereof on their guests—especially during culling operations. 	<ul style="list-style-type: none"> The Policy on Tourism and Wildlife Concessions (2007) does not address this. However, the Namibian Guide for National Park Development Plans dictates the objective as follows: to sustainably manage, and reintroduce, where necessary, the full complement of species that occurred recently, with special emphasis on wetland and priority species. No mention of the responsibilities of the concessionaire. This is addressed on a contract-to-contract basis. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that all game control activities are the responsibility of the relevant authority, and that they must notify any potential local community that could be affected.
Tourist guiding activities	<ul style="list-style-type: none"> Walking excursions with guests are permitted anywhere within the CA, although specific provisions may vary. All walks must be conducted with a lead guide and back-up guide, and the tour groups are limited to eight guests per two armed guides. 	<ul style="list-style-type: none"> The concessionaire is allowed to have excursions with guests within the park, inside the concessionaire's exclusive use zone. The concessionaire must have appointed field guides task to facilitate this task. These field guides should preferably be sourced and trained from the partnering conservancy. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that Zambia should design relevant guidelines that facilitate the creation of wildlife-based economies and to upgrade park infrastructure to develop

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> All trailists must sign an indemnity form before proceeding on a trail, and dangers and safety procedures must be explained to all trailists. 		<p>tourism and other wildlife-based enterprises.</p> <ul style="list-style-type: none"> However, tourism guides or guide walks are not mentioned in any capacity.
Exclusivity and non-exclusivity	<ul style="list-style-type: none"> The concessionaire will have exclusive traversing rights of the CA. These areas will be off-limits to normal park visitors. The concessionaire will be entitled to limited access to the park, subject to normal park operating rules and hours. A maximum number of people to be accommodated overnight (guests and staff). 	<ul style="list-style-type: none"> The concessionaire will have exclusive traversing rights of the CA. These areas will be off-limits to normal park visitors. The concessionaire cannot prohibit guests of the park access to other areas of the park that do not form part of the agreed-upon concession exclusive zone. The concessionaire should not trespass on other exclusive zones forming part of other concession agreements, unless prior arrangements were made. 	<ul style="list-style-type: none"> The concessionaire will have exclusive traversing rights of the CA. These areas will be off-limits to normal park visitors.
Value-add activities	<ul style="list-style-type: none"> All activities that the concessionaire wishes to implement in the CA must be included in their initial proposal and signed contract. No additional activities that deviate from the agreed-upon list of activities will be permitted after the contract has been signed. Should a concessionaire wish the develop and implement additional activities, it must be formally requested with a whole new process. The type of activities permitted are restricted to eco-tourism, enviro-education, sustainable tourism and nature-based adventure activities. <i>Also see product development</i> 	<ul style="list-style-type: none"> All activities that are to form part of the CA must be included in the signed contract. Providing additional activities that are not included in the original signed concession agreement can lead to a breach in contract. All value-add activities must be implemented in such a manner that it is to the beneficitation of the local partnering conservancy. The type of activities permitted are restricted to eco-tourism, historic and/or cultural enrichment and nature-based adventure activities. <i>Also see product development</i> 	<ul style="list-style-type: none"> All activities that are to form part of the CA must be included in the signed contract. The types of activities permitted are restricted to eco-tourism and nature/wildlife-based products. <i>Also see product development</i>
Branding and marketing	<ul style="list-style-type: none"> All marketing and branding initiatives must be in accordance with the standards and guidelines of SANParks. 	<ul style="list-style-type: none"> It remains the responsibility of the MEFT to market and brand the parks. The Namibian 	<ul style="list-style-type: none"> All marketing and branding initiatives must be in accordance with the standards and guidelines of the

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> The concessionaire is allowed to advertise the products and services that the CA provides, but only after approval from KNP management. 	<ul style="list-style-type: none"> Tourism Board is also important for international marketing and branding. The concessionaire is allowed to advertise the products and services that the CA provides, but only after approval from MEFT. 	<ul style="list-style-type: none"> Department of National Parks and Wildlife. The Zambia Tourism Agency (Tourism and Hospitality Act of 2015) endeavours to enhance the functions of the wildlife agencies by attracting international financial support through marketing the wildlife-protected areas as the best tourist attractions in Zambia.
Stakeholder engagement	<ul style="list-style-type: none"> The KNP Concession Manual does not specify any stakeholder engagement guidelines or proposed plan. However, SANParks has a guideline called Stakeholder Participation in Developing Park Management Plans, which provides sufficient guidance on stakeholders relations. <i>Also see communication and reporting</i> 	<ul style="list-style-type: none"> Since communities have close links to the parks and its natural resources, mechanisms must be found that improve management efficiency by employing or outsourcing work to local people, and through collaborative implementation of key activities such as law enforcement, fire management, etc <i>Also see communication and reporting</i> 	<ul style="list-style-type: none"> There is no mention of any stakeholder engagement guidelines, proposed plan or preferred strategies in both the Public Procurement Act or the National Parks and Wildlife Policy (2018). <i>Also see communication and reporting</i>
Product development	<ul style="list-style-type: none"> The types of products that concessionaires are able to develop and operate are very specific, limited to a few and must abide by environmental guidelines. Approved product development includes eco-lodges, tented lodges, tented camps, campsites and satellite camps. All product development must also adhere to certain building and design codes. 	<ul style="list-style-type: none"> The Policy on Tourism and Wildlife Concessions (2007) indicates that concessionaires could be involved in three broad categories of product development. They are tourism concessions, plant material concessions and hunting concessions. Tourism concessions mainly entail that a concessionaire has the right to develop a lodge in a specific area, the right to offer tourism services such as guided tourism within a specific area, or the rights to provide more specialised tourism services such as adventure tourism and arial tourism within a specific area. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that a strategy is to be developed to determine and collect appropriate statutory fees on wildlife resource use. The National Parks and Wildlife Policy (2018) also states that it is the role of the private sector to mobilise investments in the PAs, private and customary land and to collaborate with government and local communities through PPPs to finance conservation.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
		<ul style="list-style-type: none"> Plant material entails the harvesting of plant material. Although the granting of indigenous plant concessions has not commenced on state land, there is still potential for these concessions in future. High standards are required when operating a hunting concession. The concession must be operated in such a way that it maintains the environmental integrity of an area. 	
Wildlife management	<ul style="list-style-type: none"> <i>See game control activities</i> 	<ul style="list-style-type: none"> The management of wildlife in a PA is the responsibility of the state. This includes culling, protecting endangered species and wildlife introduction. The management of wildlife outside of PAs is the responsibility of conservancy. <i>See game control activities</i> 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that guidelines on human-wildlife conflict are to be developed into a national strategy and that collaboration with various training institutions and wildlife training schools must be improved. The role of the concessionaire is not addressed.
Risk management and transfer	<ul style="list-style-type: none"> Each concession must have an incident investigation procedure. Any remedial steps recommended in the incident report will have to be implemented by the concessionaire. The concessionaire takes on all risks with regard to managing and implementing the CA. 	<ul style="list-style-type: none"> The framework states that a concession feasibility assessment must include a risk management clause in the concession contract development procedure. This entails that MEFT must identify what risks they may be exposed to in the process and how these will be dealt with through the process and procedure. If possible, some attempts must be made to quantify them in financial terms, and if not, then qualify them. 	<ul style="list-style-type: none"> The Public Procurement Act indicates that all risks identified for the CA and contract should be carried by the procuring entity. The authority may, where a procuring entity contravenes this Act, transfer its procurement function to a body or procurement agency appointed by the authority, until the authority is satisfied

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
			that the causes of the contravention have been rectified by the procuring entity.
Water provision	<ul style="list-style-type: none"> The total water extraction from any or all sources within the CAs is limited to no more than the allocated litres for the concessions per day. SANParks reserves the right to close any water features as considered necessary for management purposes. Every effort will be made not to close water features in the CAs over the life of the concession period. The SR must inform the concessionaire of any water hole that will be closed, as well as the reasons for it, at least two weeks in advance. 	<ul style="list-style-type: none"> Where appropriate, all domestic water supply should be of potable quality from boreholes. Any domestic water supply from river water should be treated to prescribed quality. Any river abstraction installation should be constructed and located in such manner as to prevent fuel and oil spillage into the river. Park management must monitor all water supply installations on a continuous basis which, when found to be noncompliant, must be acted on immediately. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, as per the Water Resources Management Act No. 21 of 2011, the protected area network (including national parks) is critical in the protection of water catchment areas and the promotion of sustainable environmental flows, and it should therefore be included in environmental accounting. Their role in economic development through the provision of environmental goods and services should not be underestimated. The role of the concessionaire is not addressed.
Firearms	<ul style="list-style-type: none"> Subject to the provisions of Section 46 of the Protected Areas Act, Act 57 of 2003 and in accordance with Regulations 46 and 56 of this act, a special permit may be issued to a person that is not an employee of SANParks to carry and use a licensed firearm within a national park. This includes concession management and concession guides. The permit holder must have the relevant guiding qualification and/or a SANParks proficiency certificate. 	<ul style="list-style-type: none"> Firearms are only permitted to be carried by a qualified person. Hunters are allowed to bring their own rifles for hunting. It is recommended that hunters only import 60–80 rounds of ammunition per firearm. Additional ammunition can be purchased if required. People will not be entitled to depart from Namibia with more ammunition than what was originally imported. 	<ul style="list-style-type: none"> Only the park staff are permitted to carry licensed firearms. There is a limit of three firearms per hunter. There is no limit on the amount of ammunition. Handguns, automatics, semi-automatics and military-style firearms are prohibited. The fee for a Zambian Temporary Firearm Permit is 50 Zambian kwachas (ZMW). However, safari operators charge additional to handle the application process. Charges vary

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> The responsibility to arrange for proficiency tests and firearm permits remains that of the CAs. 		<p>according to the operator and will cover the costs and time of courier services and/or personally traveling to government offices, plus follow-up to get the permit issued in time for the tourist's arrival. Expect to pay about \$200 US for the permit. There is an import fee of about \$2 USD per cartridge of ammunition.</p> <ul style="list-style-type: none"> The firearm application should be submitted four months before arrival in Zambia.
Waste management	<ul style="list-style-type: none"> The park manager and senior ranger must ensure that CAs develop and apply procurement policies to minimise waste at source. It is recommended that the CA develop a waste management strategy that includes identifying opportunities to reduce the creation of waste. The lodge and whole CA should be kept clean at all times. The CA must sort waste according to type and store in containers to keep away from wildlife. Where applicable, waste must be recycled. No solid waste is disposed of in KNP (no landfills, no burning or incineration). Waste is only temporarily stored in the CA with regular trucking out of KNP. Waste is transported by serviceable vehicles. 	<ul style="list-style-type: none"> All waste produced in the CA remains the responsibility of the concessionaire. Liquid wastes – The use of French drains and septic tanks will only be allowed for smaller systems where reed beds or other waste systems are not feasible. Solid wastes - Landfills are not permitted. All solid wastes need to be stored safely before removed off-site to accredited waste processing sites. Where applicable, waste must be recycled. No solid waste is disposed of in any park (no landfills, no burning or incineration). Waste is only temporarily stored in the CA until MEFT service trucks arrive to transport the waste. 	<ul style="list-style-type: none"> All waste produced in the CA remains the responsibility of the concessionaire. Where applicable, waste must be recycled. No solid waste is disposed of in any park.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
Energy and power supply	<ul style="list-style-type: none"> Fuel storage and engine fuel supply must be designed to preclude leakage and spillage. The senior ranger must, as part of the monthly monitoring, check the fuel storage containers for spillage and/or leakage. Fuel storage tanks must be bunded or double-skinned. Sustainable energy options, including energy-efficient globes, must be implemented where possible. Any overhead powerline must be installed and maintained to the KNP Guidelines for overhead powerlines. Overhead power lines is a listed activity, and new installations will require an EIA. Diesel generators must be operated in such a way that it does not present noise pollution for any other users inside or even outside the park. 	<ul style="list-style-type: none"> Sustainable energy options, including energy efficient globes, must be implemented where possible. The use of solar panels is recommended for all new developments. A qualified electrician must complete all work on electrical reticulations. Generators should not be permitted to produce any noise pollution. The installation of new powerlines is not recommended. 	<ul style="list-style-type: none"> Neither the Public Procurement Act nor the National Parks and Wildlife Policy (2018) address this.
Operation of drones and other aircraft	<ul style="list-style-type: none"> Only commercial pilots affiliated with a charter company or corporation and familiar with concession airstrip may be used. Air-to-ground radio communication is required and must be approved. The concessionaire is responsible for the maintenance of the airstrip—mow, 100m clearways each end, start-up spot at each end. Minimum flying height is 1500 ft above ground; guideline is 1000 m. 	<ul style="list-style-type: none"> While airstrips provide important access to the park for tourists and management, new ones should only be considered following thorough investigation. Where possible, existing airstrips are to be used and new ones should be located outside the PA. Construction of new airstrips and major renovations of existing ones should require environmental clearance certificates. 	<ul style="list-style-type: none"> Due to the limited road networks, Zambia is served by many airstrips at the various national parks and reserves. There is no mention of the operation of drones. <i>Also see access and traversing rights</i>

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> The airstrip must be clean at all times, and the toilet must be serviced within a 350 l per person per day limit. No extension is permitted to the 1000m runway. There is no mention of the operation of drones. <i>Also see access and traversing rights</i> 	<ul style="list-style-type: none"> Helicopters should use airstrips, and helipads should only be permitted if there is no impact on other people in the PA. A 'no flying' restriction below 1,000 metres will generally apply, and no low-level aerial sightseeing will be permitted without written approval of MEFT. There is no mention of the operation of drones. <i>Also see access and traversing rights</i> 	
Roads and other related infrastructure	<ul style="list-style-type: none"> The concession contract states that the concessionaire may utilise existing roads and tracks in its CA but must take responsibility for maintaining them to the SANParks satisfaction. The roads of concern are firebreaks on the borders of CAs, and there will have to be agreement between the KNP and the concessionaire on the use of these roads, i.e. downgrade and change it to a two-track game viewing road, maintain it as a firebreak, etc. All roads will be constructed as per the roads specifications in the areas as approved in the EIA process. The concessionaire must abide by the limit of new road development specified the concession contract. Requests for an additional road allocation must be forwarded to the park manager, who will direct it to the relevant KNP staff (Road Evaluation Committee) for consideration and final decision. 	<ul style="list-style-type: none"> The concessionaire remains in charge of the upkeep and maintenance of all roads that fall within the CA, especially under an area exclusivity deal. The concessionaire cannot on their own develop a new tract for any reason. For this to happen, proper permission from both the park warden and MEFT staff must be provided. The upkeep of the road requires the roads to remain in as natural a state as possible. Paving of any roads is not permitted. All new roads will be constructed as per the park management plans and the MEFT guidelines. Normally this would include the conduction of an EIA. The concessionaire will bear the cost of all new roads that fall inside the CA area. 	<ul style="list-style-type: none"> Neither the Public Procurement Act nor the National Parks and Wildlife Policy (2018) address this.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> The concessionaire will bear the cost of all new roads and agreement must be reached between the concessionaire and the KNP (technical services) with regards to the maintenance of certain existing firebreak roads that will be used by both parties. Where possible, roads must be built with in situ material rather than by importing gravel into the area, because of the potential environmental impacts, possible introduction of alien species, and cost of transporting such materials. 		
Conservation fees and entry procedures	<ul style="list-style-type: none"> All guests, deliveries and other vehicles entering CAs will have to do so through SANParks designated entrance gates. The concessionaire is not permitted to have their guests enter at a separate entry point or charge them for entry. CA staff are allowed to approach vehicles travelling after hours and request appropriate permits. Incidents must be reported to the local senior ranger. Conservation fees are included in the park entry fee. The park entry fee is payable at the park office upon entering the park. There is a discount fee for children and pensioners. Concession staff commuting to and from the CA do not pay park entry fees. Staff members 	<ul style="list-style-type: none"> MEFT reserve the right to charge entry fees and conservation fees to park guests. Upon entering a protected area, the tourists visit the nearest park entry station to pay the necessary fee. Some parks require to register, book the trip, and pay on online beforehand. Concessionaires do not have the right to charge their guests additional park fees. However, there is normally a small conservation fee included when tourists book accommodation or partake in an activity with the concessionaire. This small concession fee is usually reserved for park environmental management and community upliftment objectives. The park gates close at 20:00, after which no entry is permitted. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that a strategy is to be developed to determine and collect appropriate statutory fees on wildlife resource use. There is a different price for Namibians, Southern African Development Community (SADC) tourists and international tourists. A child under the age of five years shall not pay for entry into any National Park. Children aged five years and above, but under thirteen years, shall pay 50% of the above rates. Different entry fees apply depending on the type of activity.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<p>must apply for entrance permits from the Head: Protection Services.</p>	<ul style="list-style-type: none"> • There is a different price for Namibians, Southern African Development Community (SADC) tourists and international tourists. • There is a discount fee for children. 	
Communication and reporting	<ul style="list-style-type: none"> • The operational management of the CAs will be situated in the various business units. The KNP senior ranger will be involved in the normal day-to-day communication with the lodge manager or head ranger of the CA. • The senior ranger will be responsible for inspecting the concessionaires in terms of the adaptive management process and submitting reports to the relevant conservation services specialist or environmental manager. • However, the senior ranger must adhere to the existing KNP reporting structures, and the ultimate accountability for the management and monitoring of the normal operations of the CAs lies with the regional manager of the business unit (BU) involved. • Quarterly regional meetings must be held between the lodge manager/lodge director of the CA and the regional manager of the BU. Minutes of these meetings must be forwarded to the PM and the concession manager. • Bi-annual meetings must be held between the lodge manager/lodge director of the CA and the PM and concession manager. A KNP target committee will be established for these purposes, representing the various divisions. 	<ul style="list-style-type: none"> • The impact of the implementation of a CA and progress and constraints regarding its implementation will be periodically assessed in consultation with other stakeholders. • Quarterly regional meetings must be held between the concessionaire of the CA and the park warden/MEFT representative. Minutes of these meetings must be kept for official record purposes. • The concessionaire is required to submit an annual report on the operations and proceedings of the CA. • The concessionaire must communicate properly with the conservancy that holds the main concession contract, and inform them of/include them in any major decisions, especially in the case of a joint venture (JV) agreement. 	<ul style="list-style-type: none"> • The Public Procurement Act states that the authority may, by notice in writing, require a procuring entity, or any other person the authority considers has relevant information, to furnish it with information that it may require for the performance of its functions and exercise of its powers in terms of this Act. • The authority may, where the authority has reasonable grounds to believe, either on its own motion or at the request, in writing, by any person, that there is a contravention of this Act, direct, in writing, an inspector to investigate the breach and report the findings of the investigation to the authority. • The authority may, at any reasonable time, inspect the records and accounts of a procuring entity, supplier or bidder relating to the procurement proceedings or contract, and the procuring entity and supplier or bidder shall co-operate with and assist the inspector.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
Environment and conservation requirements	<ul style="list-style-type: none"> The concessionaire must adhere to SANParks' biosphere modification and habitat manipulation rules. No bush clearing is allowed, either to enhance game viewing, obtain firewood, or for any other purpose. Limited bush clearing will be allowed within the development site for the purposes of clearing and levelling prior to the construction phase, subject to the EIA and included in the EMP. Introduction of alien vegetation is not permitted under any circumstances. Baiting of wildlife to enhance viewing is not permitted. No natural resources may be collected and used within the KNP without written approval from SANParks. Specifically, the collection of firewood for cooking and other purposes is not permitted during either the construction or operational phase 	<ul style="list-style-type: none"> The private sector, either through small local enterprises or large businesses, can contribute in various ways to the achievement of the conservation vision and objectives of a park. From a conservation perspective, partnerships with the private sector must use the proposed development to add value to the park, including conservation and biological diversity. Partnerships must be driven by needs and initiated by the MEFT and may not detract from the core function of any park. Education plays an important role in building strong environmental awareness among people, especially the youth. The MEFT, in collaboration with the appropriate concessionaire, should identify and implement mechanisms to ensure that local people have access to a park. Particular attention should be paid to school children, leaders and business people. 	<ul style="list-style-type: none"> The private party is required to submit a bi-annual report on the operations and proceedings of the CA. All concessionaires must abide by the Environmental Management Act of 2011. The Environmental Act enhances the wildlife management by ensuring that an environmental impact assessment precedes all development projects in protected areas.
Cultural and natural resource management	<ul style="list-style-type: none"> Before the construction of a concession can start, the EIA must include a specialist report on the cultural and archaeological resources that occur in the CA. The concessionaire's construction crew must be trained to recognise cultural resources in the event of any being found during construction. 	<ul style="list-style-type: none"> The concessionaire must be aware of key habitats, special sites and invasive alien species, and these should be clearly identified and mapped. The concessionaire must be aware of the park fire management strategy that addresses the specific requirements of each habitat or sub- 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Heritage Conservation Commission Act of 1989 provides for the conservation of ancient, cultural and natural heritage, relics and other objects.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> Should any undocumented cultural sites or artefacts be found, they must not be disturbed, damaged or removed, but reported immediately to the local senior ranger. 	<p>habitat in case of bushfires. In the case of bushfires, park staff are allowed to traverse onto the CA in an attempt to control/put it out. The concessionaire can provide aid but cannot interfere.</p> <ul style="list-style-type: none"> In addition, all cultural, historical or archaeological sites require appropriate protection and conservation. Concessionaires can take their guests to such significant places and include them in tours, but MEFT reserves the right to charge guests an entry fee for this activity. 	<ul style="list-style-type: none"> The Act enhances conservation targeting isolated sites. National parks and general management areas provide support to some natural heritage areas. The concessionaire must abide by this Act.
Staff and other visitors	<ul style="list-style-type: none"> CA staff are allowed to approach vehicles travelling after hours and request appropriate permits. Incidents must be reported to the local senior ranger. Concession staff must comply with official gate hours and arrangements to leave/enter the KNP for official and private purposes. Staff and guests to the CAs must adhere to all normal park speeding limits and other traffic regulations. Staff and guests must be made aware of the environmental and conservation issues related to night drives, especially with regard to other park users. SANParks staff will have access to all CAs at all times for the purpose of carrying out normal management activities. <i>Also see: Access and traversing rights</i> 	<ul style="list-style-type: none"> The concessionaire is responsible for the safety and well-being of all staff and guests entering the CA. Concession staff and guests must adhere to all park rules. Tourists visiting the CA should be capped at a certain number to ensure that the CA does not exceed its recommended carrying capacity. Carrying capacity is determined by the size of the concession and stipulated on a contract-to-contract basis. <i>Also see: Access and traversing rights</i> 	<ul style="list-style-type: none"> Neither the Public Procurement Act nor the National Parks and Wildlife Policy (2018) address this. <i>Also see: Access and traversing rights</i>

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
Staff management	<ul style="list-style-type: none"> SANParks will arrange gate permits for all permanent and casual workers involved in the construction and operational phases. Staff accommodation must comply with national building regulations and SANParks' minimum requirements for staff accommodation. SANParks will allow only single accommodation units and no dormitory structures. The collection of firewood by staff for cooking and other uses is not permitted. The concessionaire must have an emergency medical evacuation policy that covers both guests and staff in the event of a serious injury or acute medical emergency. Relevant staff must be aware of this policy and be emergency-prepared. Firefighting equipment must be maintained. Staff accommodation must not be visible from tourist roads. CA permanent staff will be issued with a permanent ID card, the cost of which will be borne by the concessionaire. The senior ranger must monitor general activities by CA staff. 	<ul style="list-style-type: none"> All CA staff must be properly trained and educated to help run the daily responsibilities of the concession. Any staff training and awareness creation is the sole responsibility of the concessionaire. Most CA staff must be sourced and employed from the local conservancy. Staff courters cannot be used for additional tourist accommodation at any time as this will be in violation of the concession contract and potential carrying capacity limitations. Staff courters should not be in plain sight of the concession. For staff staying on site, the basic necessities are required. This includes a kitchen and ablution facilities. 	<ul style="list-style-type: none"> Neither the Public Procurement Act nor the National Parks and Wildlife Policy (2018) address this. <i>Also see: Access and traversing rights</i>
Access and traversing rights	<ul style="list-style-type: none"> The regular patrolling of a section by field rangers from the KNP is necessary and forms the basis for area integrity management of the park. The CA falls within a section and will also be subject to patrols by the KNP field rangers. 	<ul style="list-style-type: none"> With advanced notice, the park management staff may enter the CA to perform their scheduled patrolling of the park. Small, chartered planes are allowed to fly over national parks and land on designated airstrips within the park. 	<ul style="list-style-type: none"> The Public Procurement Act does not address this. However, the National Parks and Wildlife Policy (2018) dictates that park rangers and wardens have the right to traverse in the CA as it is critical to do their job.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> Should a significant portion (>50 %) of a CA burn in one season, the KNP will permit traversing in other nearby areas until the burned areas have recovered sufficiently. The local senior ranger in conjunction with the environmental control officer (ECO) will identify alternative areas for traversing in consultation with conservation services. All guests, deliveries and other vehicles entering CAs will have to do so through SANParks' designated entrance gates. Extended gate opening times for staff will be permitted from 03:30 to 23:30 at the nearest entrance gate to the CA under controlled conditions. Concession staff must comply with official gate hours and arrangements to leave/enter the KNP for official and private purposes. Air traffic over and into all national parks is limited by law. No private aircraft may land in a national park, except at designated landing areas. As a general rule, private airstrips or helipads will not be permitted within the CAs. Game drives are only permitted on designated tracks within the CA. The general public road network is available for use by the concessionaire, but normal SANParks rules will apply. 	<ul style="list-style-type: none"> Concessionaires are permitted to have their own private runways and operate their own aircraft if this was stipulated and approved as part of the concession design and activities. Concession staff must comply with official gate hours and arrangements to leave/enter the park for official and private purposes (not before 06:00 and not after 20:00 are staff permitted to travel through park gates). Game drives are only permitted on designated tracks within the CA. The general public road network is available for use by the concessionaire. 	<ul style="list-style-type: none"> The manager of the CA should be notified in advance, prior to park staff patrolling the CA. Small, chartered planes are allowed to fly over national parks and land on designated airstrips within the park.
Health and safety	<ul style="list-style-type: none"> The concessionaire will indemnify SANParks against any liability in the event of an accident or any incident involving a guest to the CA. 	<ul style="list-style-type: none"> The framework does not specify health and safety measurements to be taken/considered by the concessionaire. 	<ul style="list-style-type: none"> The framework does not specify health and safety measurements to be taken/considered by the private party.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	<ul style="list-style-type: none"> Concessionaires are responsible for the general safety of their guests, staff and construction workers. SANParks will permit concessionaires to undertake any necessary security precautions in the development site and its immediate surroundings. Security in the rest of the CA, e.g. against poachers, is the responsibility of park personnel. Concessionaires must report any poaching activity to the appropriate SR. 		
Breaches and remedies	<ul style="list-style-type: none"> A number of standard measures are available for breaches; by following these procedures, the majority of breaches can be successfully remedied. in the event of non-conformance, the BUs are to notify the PM. The PM will ascertain the situation and, in the event of environmental breaches, proceed with steps. In the event of empowerment/financial/contractual/legal breaches, the PM will channel the breach to the concession manager for further action. All policy amendments <i>ito</i> breach remedial will be discussed with the concessionaires before implementation. A period of seven days should be allowed after due date for the receipt of payments which may be delayed. If payment has not been received after 14 days following the letter, the overdue payments 	<ul style="list-style-type: none"> In the case of non-compliance with the contract, stipulations in the contract concerning breach of contract have to be implemented in consultation of the Office of the Attorney-General. The agreements make provision for the consequences of a force majeure. The agreement contains an indemnity as a disclaimer that MEFT cannot be held liable for any natural, political or economic event or impact in the concession area, or damage to or destruction of improvements. The agreements also specify procedures when disputes arise. 	<ul style="list-style-type: none"> A person shall not process final payment of a contract sum where a defects liability certificate or a certificate of final completion has not been issued. The issuance of a defects liability certificate or a certificate of final completion is <i>prima facie</i> evidence of the completion of works in accordance with the set standards. A person who contravenes subsection (1) or (2) above commits an offence and is liable, on conviction, to a fine not exceeding five hundred thousand penalty units or to imprisonment for a term not exceeding five years, or to both.

Identified key performance indicators	Best practice concession framework policy		
	KNP Concession Operation Manual	Policy on Tourism and Wildlife Concessions on State Land (Namibia)	Policy on Zambia Concession Framework
	and interest will be drawn down against the performance bond. <ul style="list-style-type: none"> Overdue payments by the concessionaire shall be subject to an interest charge of 1% per month. 		
Term of concessions	<ul style="list-style-type: none"> Older concessions: 20 years Newer concessions: 25 years 	<ul style="list-style-type: none"> In the case of the parks, it appears MEFT mostly intends offering BOT and ROT concessions on 20-year terms. 	<ul style="list-style-type: none"> Pure concession: 15-25 years Service/lease: < 5 years Pure management: 5 years

The three best practise concession models discussed above to is used to develop the detailed foundation of the ECPTA Concession Framework found in section seven. This first draft framework will be workshopped with key stakeholders to address and incorporate key framework characteristics, streamlining the framework in the process.

5 Commercialisation Strategy Alignment

The ECPTA has a Commercialisation Strategy that was approved in 2016 that highlights in detail the ECPTA motivation for commercialisation, their commercialisation goals, as well as the commercialisation objectives and procurement process. The goal of this section is not to repeat the ECPTA Commercialisation Strategy in its entirety, but rather to emphasise key aspects that any future concessionaire must align to in order to bid for a PPP successfully in an ECPTA run provincial reserve.

5.1 Private party alignment to commercialisation objectives

For the concessionaire to successfully bid for PPP opportunities provided by the ECPTA, they would need to ensure that the PPP bid they submit has to strategically indicate how they plan to align to the commercialisation objectives of the ECPTA, which is described as the following¹²:

- To create investment opportunities for upgrading existing and developing new ecotourism prospects within the reserves.
- To enter into PPP agreements with the private sector.
- To improve the efficiency with which the ECPTA tourism assets are managed.
- To develop a diverse range of products that cater for the various segments of the domestic and international tourist markets.
- To facilitate creation of employment opportunities.
- To stimulate SMME development by procuring goods and services locally.
- To enter into partnerships with neighbouring communities for the development and operation of revenue generating opportunities in the reserves.

5.2 How the ECPTA approaches PPPs

The ECPTA aligns itself to National Treasury's guidelines on the development and management of tourism PPP's. Hence, depending on the magnitude of the project, the ECPTA will follow the small cap and large cap routes detailed below.¹³

The small cap route:

The business opportunities targeted for these PPP's will be characterised by relatively small capital investment of up to R10 million, few employees, and a relatively low turnover. This is typically activity based or making use of existing infrastructure or requiring relatively small infrastructure investment.

The large cap route:

The business opportunities targeted will entail sizeable investments in accommodation, retail, restaurants, and conferencing (with associated activity based exclusive components). It is also characterised by substantial private party capital investment of R10 million or more, a sizeable turnover, relatively high project risks, and will have suitably long contract periods.

¹² ECPTA, (2016). Commercialisation Strategy 2016 -2020

¹³ South Africa National Treasury (2022). National Treasury PPP Manual: South African Regulations for PPPs.

5.3 Recommended concession models (ROT & BOT)

A uniform approach should be followed for the planning and development of ecotourism opportunities at the reserves. While there will inevitably be differences in the specific activities of each reserve, such a standardised implementation framework will provide a common understanding of the process and requirements to all internal and external stakeholders and will ensure a rigorous and thorough approach for all reserves. In general, a long-term phased and multi-faceted approach is proposed to revitalise the ECPTA nature reserves and unlock ecotourism and revenue potential. This involves:

- Upgrading reserve infrastructure (bulk services etc.).
- Where appropriate, upgrade existing tourism facilities and improve service standards.
- Enhance reserve marketing.
- Investigate, agree, and implement new ecotourism developments.

Thus, every future concessionaire will firstly be required to stick to a Rehabilitate-Operate-and-Transfer (ROT) concession model where the project involves the upgrading and rehabilitation of infrastructure and support service. This will typically be more related to the so called small cap projects but can also be applicable to large cap project where only rehabilitation of infrastructure is needed.

Only when the ROT concession model is not a viable route (in case of large cap projects that require new infrastructure to be built from scratch) should the Build-Operate-and-Transfer (BOT) be an eligible option.

5.4 ECPTA capacity to manage concessions

It is essential for future bidders to know exactly what type of involvement the ECPTA will have in the PPP agreement beforehand. This is to ensure that all expectations are kept in check and that the PPP agreement accurately reflects the role that the ECPTA will play in managing the relevant concession.

As per the ECPTA, they have limited experience and capacity to manage and implement their own commercialisation strategy. Thus, the ECPTA will be reliant on the private party to enact most of the functions of the PPP agreement. According to Treasury regulations the following dedicated capacity to implement the PPP process is required:

- An understanding of SANParks' strategic context.
- Knowledge of the tourism sector.
- Sufficient product understanding (accommodation, food, beverages, conferencing, activities , and so on).
- An understanding of the management of protected areas.
- Project management skills.
- The ability to lead a multidisciplinary team.
- Training and experience in the PPP process.
- Environmental and technical expertise.
- Knowledge of business finance and commercial law.
- Community development expertise.
- Contract negotiation and communication skills.
- Contract management and variation management including legal interventions.

The Provincial Tourism Development Strategy also identifies the need to establish a dedicated commercialisation sections within the Tourism Development Unit.

Thus, through the ECPTA's commercialisation unit it can advise on all these topics mentioned above, but it would not be their responsibility to enact or implement any of these actions, but rather the responsibility of the private party.

5.5 Priority developments identified

It is also important for future concessionaires to be aware of the high priority developments identified by the ECPTA in their respective reserves, in order for the private party to know the type of products available that they might invest in.

For the ECPTA, development has been prioritised based on the Reserves as Product Report which prioritised development in the following areas:

- High market readiness areas.
- Strength of experience on the tourism value chain which will impact socio-economic matters.
- Regulated processed by National Treasury.

The following projects have been identified to be of high priority for development and implementation. Note that these priority projects were identified for the 2016 – 2020 five year cycle and might require updating.

5.5.1 Infrastructure projects

Nature reserve	Identified priority project
Baviaanskloof	Geelhoutbos – mixed grade (2 to 4 star) of self-catering accommodation and about 10 camping sites, chalets and tented units
	Riverside – expand the current camping/chalets facilities to include a selection of tented units and/or self-catering chalets
Thomas Baines	3 start chalets
Dwese/Cwebe	Upmarket lodge
Morgans Bay	Accommodation facilities
Mpofu Fort Fordyce	Trail huts and tented camps
Great Fish	Upmarket accommodation in the in the Kingston development site, curio shop/coffee shop and restaurant
Mkambati	Conferencing and accommodation, curio shop, restaurant, helipad and landing strip
Luchaba	Additional accommodation
Silaka	Restaurant and craft/curio shop
Oviston	Tented camps

5.5.2 Tourism activity projects

Nature reserve	Identified priority project
Baviaanskloof	Goedehoop – hiking, mountain biking, horse riding
Thomas Baines	Canoeing, mountain biking activities, hiking trail
Waters Meeting	Guided game viewing, mountain biking, canoeing
Commando Drift	Canoeing, floating house boats, mountain biking, mega-fishing event, two day hiking trail, triathlon event
Dwese/Cwebe	Hiking trail forest walks, water sports activities, fly fishing
Mpofu Fort Fordyce	Hiking trail, trail huts, abseiling, rock climbing, fly fishing competition, mountain biking, guided game viewing
Oviston	Canoeing, mega-fishing competition, tented campsites, three day horse trail, campsites by the dam, guided cycling
Mkambati	Guided game viewing, water sports, mountain biking, tented campsites
Ongeluksnek	Tented campsites, multi-day hiking, quad biking trail, water sports, horse racing trails, bike trails, 4x4 trail, vulture hide
Luchaba	Water sport activities
Silaka	Multi-day hiking trail, water sport activities, game drives

* It is advised that all activities to be developed be compliant with NEMA, as well as provincial and ECPTA legislation

6 Concession Framework

This section considers all other sections discussed above in order to provide preliminary recommendations on the proposed concession framework for the ECPTA. The outcome of this section is to develop a high-level draft concession framework that can be refined through key stakeholder engagement sessions. Thus, this section provides a detailed account of the developed framework.

The **aim** of this framework is to provide information to support protected area authorities in their development and use of tourism partnerships and concessioning to contribute financially and technically to protected areas through sustainable tourism.

The **objectives** of this framework are to:

- Provide a short and accessible guideline that includes clear and practical information.
- Ensure that the needs of protected area authorities and community are addressed.
- Ensure that concessionaires follow technical guidelines to better mobilise resources for protected area management.
- Provide implementable guidelines for all parties to promote sustainable tourism.

The framework's **scope** focuses on tourism concessions. The guideline also alludes to other options that protected area authorities have to form partnerships with the private sector in tourism, including the use of licences, leases and permits.

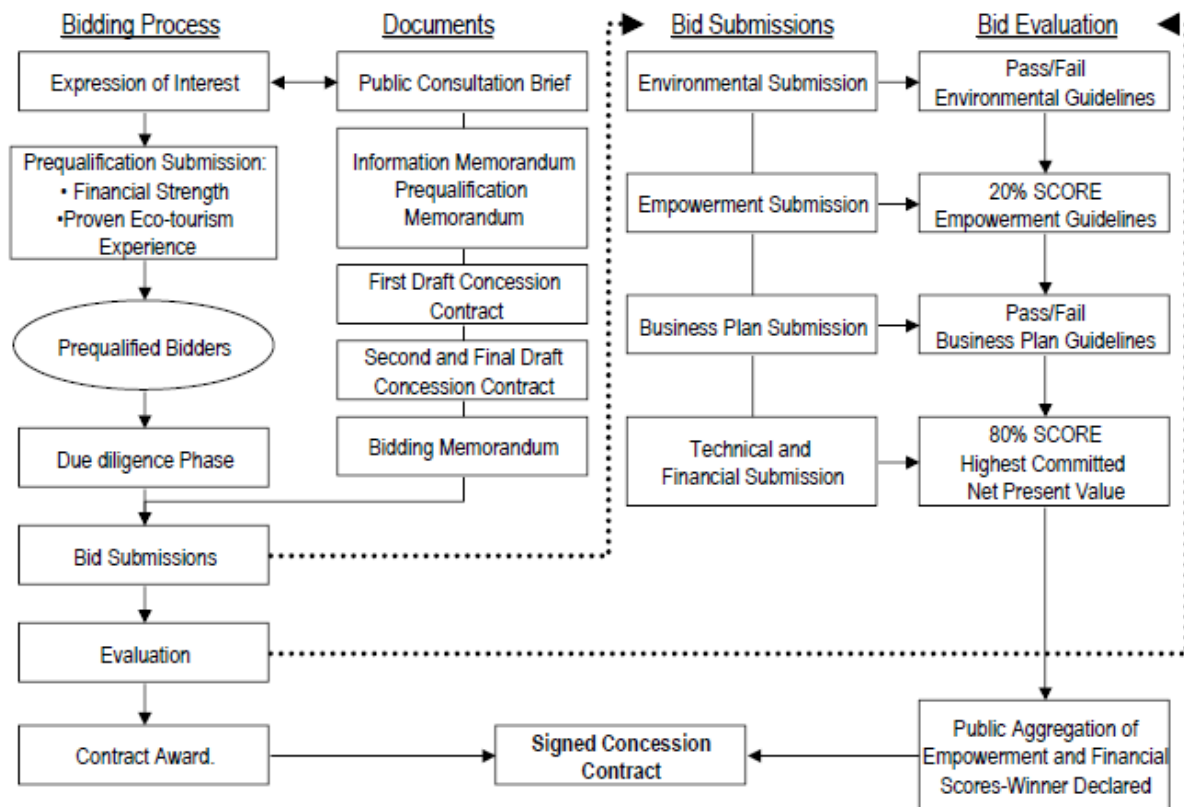
The **main audience** for these guidelines is protected area authorities and ministries of environment and tourism who aim to enhance the level of financial resources available for conservation management obtained from tourism concessions and partnerships.



6.1 Concession process

The method used to concession various sites in protected areas follows a competitive bidding model, which includes an expression of interest phase, circulation of bidding documents and a prequalification stage. The competitive bidding process allows for maximum transparency as this is paramount in a privatisation or public tender process if public support is to be maintained. Without transparency, political and legal challenges to the process can side-track the entire effort.

Figure 4: Schematic diagram of the concession process



6.2 Principle contract terms

The following are the recommended main contractual terms that will apply to all concession contracts. All these aspects are delved into in more depth in the following sub-sections.

Table 4: Summary of proposed principal contractual terms

Subject	Principle
Concessionaire Obligations	The concessionaire will undertake the project at its own cost and risk, in accordance with the concession contract. The concession contract will not grant the concessionaire any right or impose any obligations on ECPTA, the State or any relevant authority.
Concessionaire Rights	The concessionaire will have exclusive traversing rights of the CA, depending on the agreement signed. These areas will be off-limits to normal parks visitors. The concessionaire will be entitled to limited access to the park, subject to normal park operating rules and hours. A

Subject	Principle
	maximum number of people to be accommodated overnight (guests and staff).
Term	In the normal case, a 20-year concession term is recommended from effective date.
Option for Renewal	Concessionaires will have an option to renew at the end of the term if they meet all the standards and had a good relationship with the EPCTA management and contracted community.
Re-bid Upon Expiry	At the end of the concession period, the contract may be put up for re-tender to interested bidders. The incumbent concessionaire will be entitled to bid.
Design and Construction of Facilities	The concessionaire will bear the cost of the construction of new facilities, including roads, buildings and infrastructure. The camp will be constructed in accordance with the preliminary design submitted as part of the bidding process for the concession. The detailed design will be in accordance with the findings of an EIA and best industry practice.
Project Schedule	A project schedule for the construction works should ideally be prepared by the concessionaire. The purpose of the project schedule is to enable ECPTA to monitor the construction works from an environmental perspective. The only obligation in respect of the project schedule is that all construction activity is suggested to be completed within 12 months from the effective date.
No Ownership Interest	It is recommended that the ECPTA or the State will hold the title to the land and assets. At the end of the concession period, all concession assets (excluding movable new assets) will be returned in good condition, allowing fair wear and tear in accordance with ECPTA requirements.
Risk	It is proposed that the concessionaire will bear all risks and costs with regard to any weather conditions, including, without limitation, floods and fire, and with regard to physical conditions and obstructions. Should the CA, or any assets therein, be damaged or destroyed at any time during the concession period, the concessionaire will, at its own cost and expense, repair, rebuild or replace the same so that the CA and the assets will be in the same condition as prior to such damage or destruction. It is recommended that the ECPTA use all reasonable attempts in assisting the concessionaire to acquire the appropriate environmental permits; however, the ECPTA should bear no liability for any failure of the concessionaire to obtain such permits.

Subject	Principle
Conflicts	It is recommended that the concessionaire does not engage in any activity which may be in conflict with the interests or objectives of the ECPTA.
Intellectual Property	All intellectual property matters relating to the ECPTA, its name, logo and/or image will remain the sole property of the ECPTA. Should the concessionaire desire to use the ECPTA trademarks or logos in any way, the concessionaire should first submit the concept or a sample of the proposed use to the ECPTA for approval.
Environmental Requirements	It is recommended that the concessionaire undertake a strategic environmental assessment for the concession operation in accordance with the Department of Forestry, Fisheries and Environment's (DFFE) guidelines, and an EIA on all other aspects of the project by an independent certified/registered environmental consultant in accordance with applicable ECPTA standards and regulatory provisions. It is also recommended that the concessionaire appoint an environmental control officer who will be responsible for ensuring that construction and operations are performed in accordance with ECPTA's requirements and relevant legislation.
CA Management	The ECPTA is solely responsible for the conservation management and research within the concession area, including bush clearing and other modifications to the biosphere, erosion control, management of water points, development of new water points, controlled burning and all other issues of veld management. The concessionaire will be responsible for the maintenance of all roads located in the concession area, other than tarred roads and roads solely used for ECPTA management.
Game Product	The ECPTA will use all reasonable attempts to ensure the concessionaire of a game-viewing product which is, in terms of quantity, quality and diversity, at least comparable to conditions before the concession period. Natural processes might have an impact on the fluctuation of game numbers, and it will not always be possible to ensure that a concession area will have the same game-viewing product as when the concession was established.
Security	It should be noted that security can never be a guarantee, e.g. potential poaching. The ECPTA will use all reasonable actions to ensure that the CA is free from trespassers, including poachers and visitors to the PA who are not

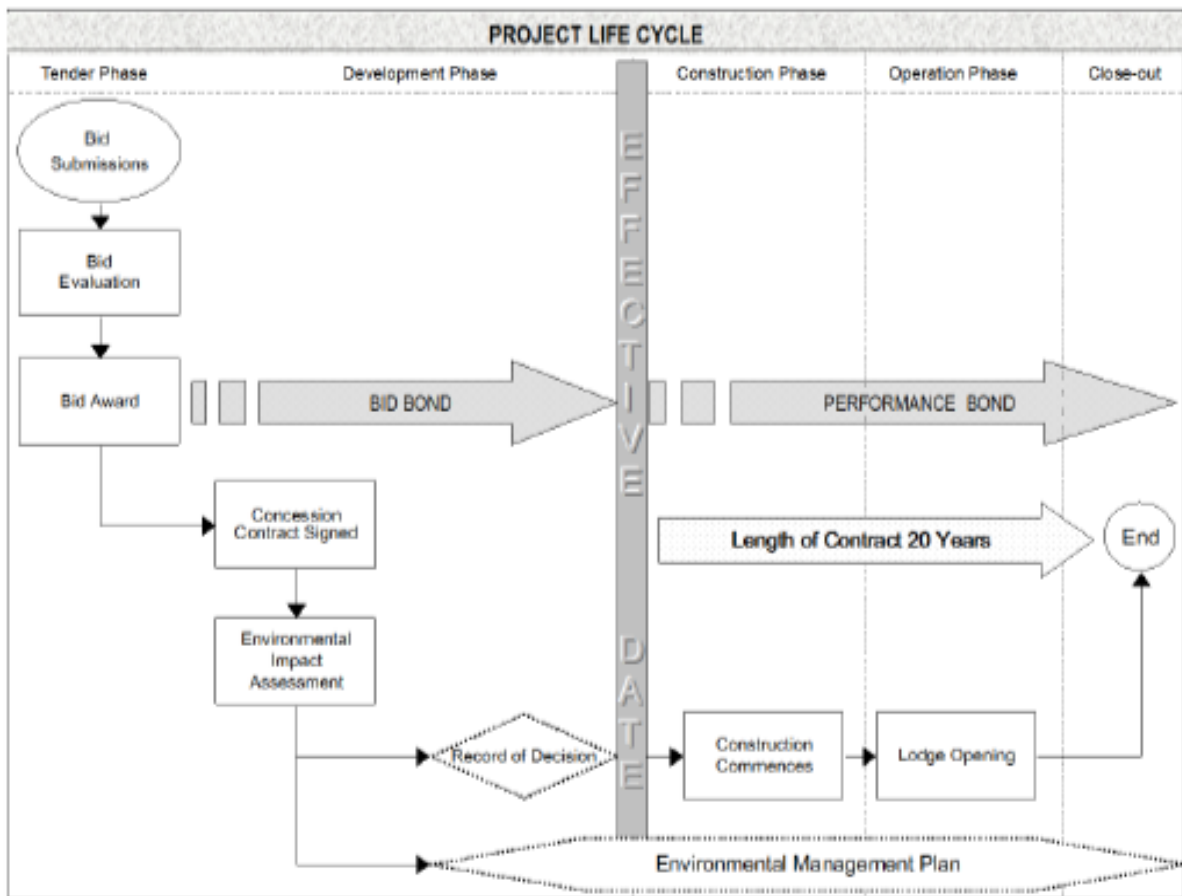
Subject	Principle
	guests of the concessionaire (excluding other park guests such as day visitors).
Competing Camps	The concession contract does not in any way limit the right of the ECPTA to grant further concessions or enter into other agreements.
Visitors Levels	The ECPTA will have no liability to the concessionaire for the number of visitors to the camp/lodge and/or CA and/or the PA.
Empowerment	It is recommended that the concessionaire consider ECPTA and state policies on affirmative action and the empowerment of historically disadvantaged individuals (HDI). The empowerment guideline and the empowerment proposals should bind the concessionaire.
Insurance and Indemnification	During the concession period, the concessionaire must maintain adequate insurance on the camp, concession assets and other insurable properties, including business interruption insurance and employer's liability insurance. The concessionaire will indemnify the ECPTA against any liability, loss, damage, costs and claims in respect of death or injury to a person, loss or damage of property or economic losses.
Employment Issues	The concessionaire will abide by all labour laws in force, relating to the employment of employees. During the concession period, the concessionaire will take all necessary measures to ensure that its staff adhere to, abide by and comply with the regulatory provisions.
Performance Bond	To ensure the timely undertaking of obligations under the contract, and to cover any damages or penalties imposed on the concessionaire, it is recommended that the concessionaire lodges a performance bond with the ECPTA, in an amount to be decided, throughout the term of the contract.
ECPTA Fees	The concessionaire will pay fees to the ECPTA for the right to use the concession area, either as a minimum annual rental or as a percentage of gross revenue—whichever is the greater.
Penalties	The concessionaire will face a schedule of monetary penalties for breaches of environmental, social or financial terms of the contract.
Operation, Management and Financial Reports	The concessionaire will appoint a firm of nationally recognised auditors and submit to the ECPTA all required reports relating to all relevant operations and financial statements.

Subject	Principle
Termination Provisions	The ECPTA will be entitled to terminate the contract if the concessionaire commits a material breach of the terms of the concession contract. The concessionaire will have the right to terminate the contract if the ECPTA commits a material breach of its obligations, the CA is expropriated by the State, or the PA no longer operates as a provincial park.
Procurement Process	The procurement processes are in accordance with SCM regulations. However, they will need to be updated when Treasury issues new regulations.

6.3 Project summary lifecycle

The following diagram illustrates the proposed concession project lifecycle.

Figure 5: Suggested project lifecycle



6.4 Communication channels

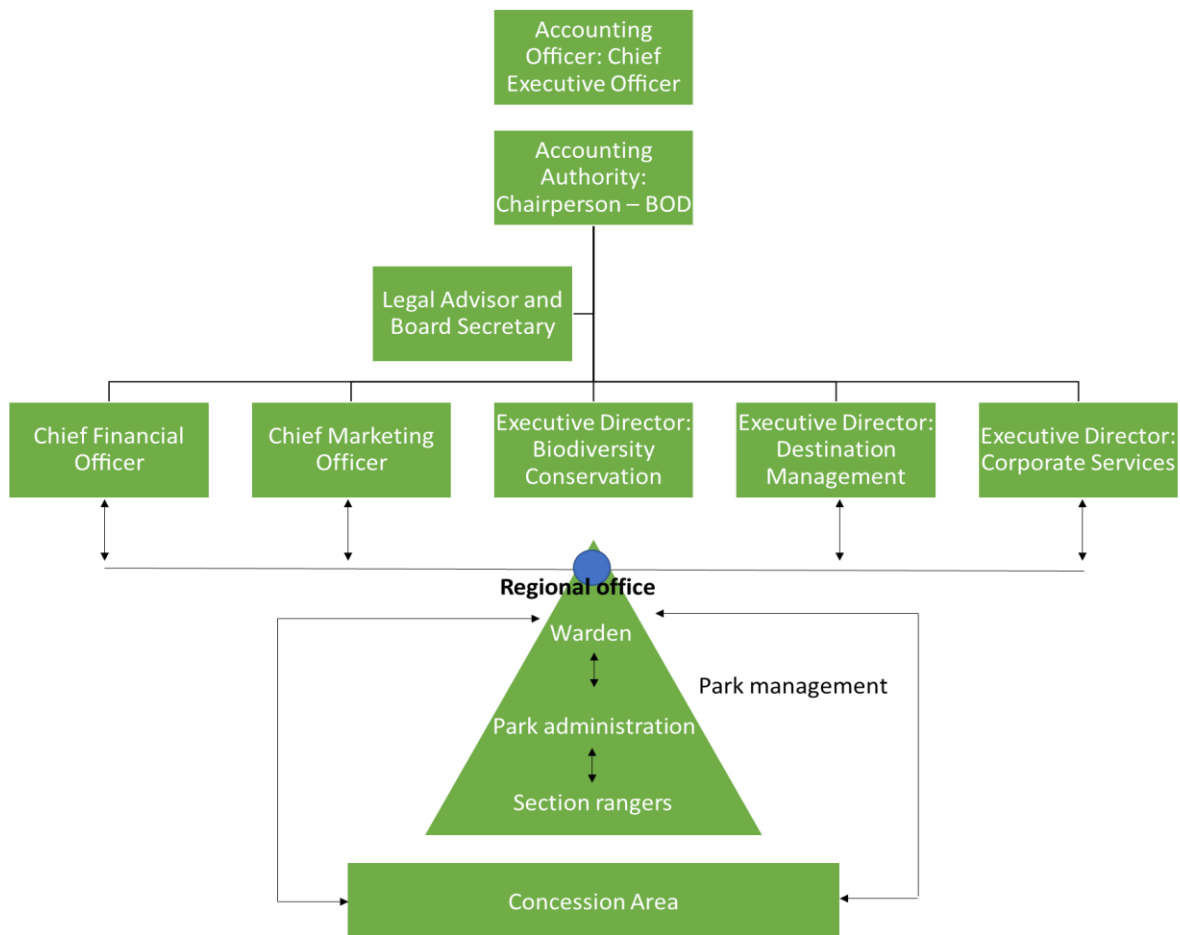
The communications structures are of extreme importance for the effective operation and management of the concession areas. A matrix communication structure is the principal structure used but is then further redefined to accommodate the various topics/subjects/issues at hand.

6.4.1 Normal day-to day operational issues

The operational management of the CAs will mainly be the responsibility of the park management structure that oversees the CA. The ECPTA park rangers will be involved in the normal day-to-day communication with the lodge manager or head ranger of the CA.

The park rangers report to the park administration, who will be responsible for inspecting the concessionaires in terms of the adaptive management process and submitting reports to the relevant conservation services specialist or environmental manager. However, the park administration must adhere to the existing ECPTA reporting structures, and the ultimate accountability for the management and monitoring of the normal operations of the CAs lies with the warden involved. The park rangers or other designated personnel from the park administration then usually communicate and consult with the regional office, which in turn indirectly consults with the Executive Directors of Operations, Biodiversity Conservation, Destination Management and Corporate Services, or other designated staff in these divisions.

Figure 6: Day-to-day operational communication



From all of the executive director Directorates, it is arguably the Directorate of Destination Management that deals with tourism product development in the most direct manner. It is for this reason that this Directorate is seen as a crucial middleman for communication between the concessionaire, the PA and the rest of the ECPTA structure. Hence, although the Directorate of Destination Management already has four other sub-programmes under it, it is recommended that a fifth sub-programme be created and given the title of ‘Concession Management’.

The main function of this sub-programme would be to deal with the day-to-day administrative tasks of managing, following up and regulating contracted concessions. From there, the concession management sub-programme can interact with the other structures of the ECPTA where and when it is relevant—for example, if they require legal advice on a concession.

6.4.2 Policy issues

Policy issues are defined as:

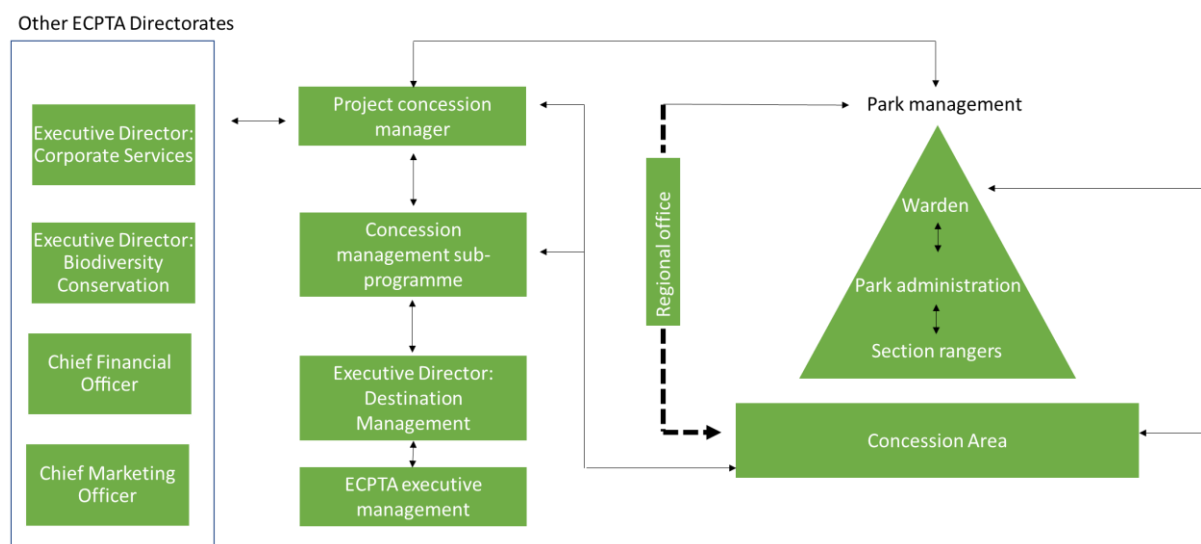
- All requests by a CA that are not covered by the current ECPTA policies and by the concession contract
- All events of non-conformance to policy requirements as recommended in this document
- All issues that cannot be settled at regional level

These policy issues will have to be dealt with at a ECPTA corporate level. The warden or other designated person from the relevant provincial park management structure must refer all policy issues to the regional offices, which in turn will relay the policy issues to the Directorate of Destination Management under the concession management sub-programme. They will then consult with the various Directorates and the appointed concession manager from the concession management sub-programme regarding the appropriate action. Subsequent to any decisions/actions taken should be communicated to the relevant provincial park management and park rangers accordingly.

6.4.3 Empowerment, legal, contractual and financial matters

All communication regarding any empowerment, legal, contractual and financial issues must be channelled via the particular concession manager from the concession management sub-programme at head office. The diagram below illustrates the recommended matrix structure that is proposed to be used in event of policy issues and/or empowerment, legal, contractual or financial issues.

Figure 7: Proposed communication channels in case of technical and legal concession matters



6.5 Environmental and conservation requirements

The ECPTA has established a set of environmental guidelines focussed on the adaptive management process with objectives and green standards, and a best practice guideline that is designed to meet two objectives:

- To provide potential concessionaires with certainty about what is expected of them; and
- To ensure that the ECPTA fulfils its obligations as custodian of the Eastern Cape Provincial Parks

The environmental guidelines should be strictly adhered to by all parties involved in future concession contracts.

6.5.1 General environmental management

The ECPTA as a statutory organisation has to comply with the National Environmental Management: Protected Areas Act of 2003, the National Environmental Management Act of 1998 (NEMA) as well as the regulations published in terms of NEMA. This includes the strategic environmental assessment guidelines and EIA guidelines to guide the planning and implementation of development proposals.

It is highly recommended that the ECPTA implement a Strategic Environmental Assessment (SEA) process in future to apply to new concessions that are developed. The SEA should include a specialist analysis of ecological, social and tourism resources and a risk analysis of development and concession operations within a provincial park and/or PA.

All concessions must do an EIA for the proposed concession developments that included detailed Environmental Management Plan's (EMP's) for the construction phase. The Department of Forestry, Fisheries, and the Environmental Affairs (DFFE) should also authorise the development of the concession and issued positive record of decisions. All conditions contained within the record of decisions are legally binding on the concessionaires throughout the duration of the construction and operational phases. The concessions must be required to compile Operational Management Plans (OMPs) that incorporate recommendations from the EIAs, and any other issues contained within the EMP relevant for the operations phase. The requirements of the record of decisions and the EMP are legally binding for the life of the concessions.

Proposed actions:

- The relevant senior ranger and/or park warden must be familiar with the EIA, EMP and OMP for the operational phase of the CA.
- The relevant senior ranger and/or park warden must ensure compliance/adherence with the mitigation measures and other requirements in the Operational Management Plan. The relevant senior ranger and/or park warden should do inspections on a three monthly basis and submit their report to the Environmental Manager and the ECO, and also assist the ECO with bi-annual formal audit.
- Any problems experienced and/or non-compliance with the Operational Management Plan must be discussed with the concessionaire immediately and the concessionaire must ensure that corrective measures are implemented.
- Failure by the concessionaire to comply with the Operational Management Plan must be dealt with according to the procedure to ensure compliance with the concession contract.

- The concessionaire will have to undertake the necessary study and prepare the necessary report and have it approved by the relevant authority, before continuing with the development or changes.

6.5.2 Environmental control officer (ECO)

It is highly recommended that the ECPTA propose all concessionaires to appoint an ECO to ensure that the conditions of the record of decisions are complied with and mitigation measures and other requirements set forth in the EMP are implemented during the construction phase. During the operational phase, the ECO should audit compliance to the Operational Management Plan. The cost of the ECO will be covered by the concessionaire. The individual appointed must be an independent consultant, as defined by the EIA guidelines and definitions and be acceptable to the ECPTA. Should the concessionaire elect to replace an ECO, the name and CV of the proposed new ECO must be submitted to the ECPTA and DFFE for approval.

Proposed actions:

- The ECO must submit the following reports, to both the concessionaire and the ECPTA:
 - Construction phase - Monthly ECO environmental reports
 - Operational phase - Bi-annual ECO environmental reports
- The ECO Report must be submitted to the concession project manager. The project manager should present the report to a project committee consisting of representatives for environmental, roads, wildlife management etc. for evaluation and comments.
- The cost of the ECO must be covered by the concessionaire
- The ECO should audit against the record of decisions, the OMP and EMP
- The ECO should also score each element of the record of decisions, OMP and EMP on the following proposed basis:
 - 4 – best practice
 - 3 – full compliance
 - 2 – satisfactory (viz >50% compliance)
 - 1 – unsatisfactory (viz <50% compliance)
 - 0 – nothing in place
 - N/A – not applicable

Note: the ECPTA reserve the right to adjust and amend the scoring at any time, as long as the ECO is made aware of this change in advance.

- The ECO should determine percentage compliance using above scoring for each environmental aspect and the following formula
 - $CRE = ER \times (100 - C) / 100$
 - where CRE = current risk exposure
 - ER = averaged environmental risk for environmental aspect scored
 - C = percentage compliance for the environmental aspect.
- The ECO should present a report for every audit and provide the CRE for every environmental aspect, calculate an average project CRE, plot the trajectory of the average CRE over time, highlight environmental risks, recommend how risks might be contained, and recommend on improvements to the OMP.
- The ECO should also make recommendations and findings in the Audit Report. Recommendations will be non-critical items that could improve a situation or could be items

that might result in a finding if further deterioration or impacts occur. Findings on the other hand are more serious.

- The ECO's audit reports should be public documents that will be distributed to relevant parties.
- The relevant senior ranger and/or park warden must ensure that he/she gets involved with the ECO from the beginning of the auditing process.
- The ECO should be kept informed by the concessionaire and must receive copies of the monthly report as well as incident reports. Where necessary, the ECO should be contracted to investigate serious incidents. The cost of which will be carried by the concessionaire.
- The ECO is responsible to evaluate the relevance of the OMP during the six-monthly audit, and amend the document as required. This should include new impacts identified, or additional mitigation required for existing impacts.

6.5.3 Biosphere adaptation and management

The concessionaire must adhere to the ECPTA's rules on managing habitats in PAs. This must align with the proposed Sustainable Financing Strategy and Resource Mobilisation Plan, and Protected Area Management Plans.

On principle, no bush clearing should be allowed, either to enhance game viewing, obtain firewood, or for any other purpose. Limited bush clearing will be allowed within the development site for the purposes of clearing and levelling prior to the construction phase, subject to the EIA and included in the EMP.

In addition, no natural resources should be collected and used within the any ECPTA managed provincial park without written approval from ECPTA themselves. In particular, the collection of firewood for cooking and other purposes is not permitted during either the construction or operational phase.

Proposed actions:

- The Introduction of alien vegetation should not be permitted under any circumstances.
- Baiting of wildlife to enhance viewing must not be permitted.
- *Wood* - The collection of firewood and tree stumps for building purposes should not be permitted. Wood used during the operations phase should be sourced from a sustainable source and/or be recycled wood.
- *Gravel* - The borrow pits to be used by the concessionaires during the construction phase will be determined by the senior ranger and/or park warden and the Directorate of Biodiversity Conservation submitted in writing to the Concessionaire. After the construction phase, the relevant senior ranger and/or park warden, Biodiversity Conservation Directorate representative and the concessionaire must determine the "life pits" to be used during the operational phase of the concession.
- *Sand* - The removal and use of sand in CA's is not permitted unless written approval is obtained. Since the removal of sand will be a policy issue, approval for this should remain with the Directorate of Biodiversity Conservation, in close collaboration with ECPTA executive management. This request will have to comply with ECPTA Protected Area Management Plans and the Conservation Development Framework. The same procedure will have to be followed by the concessionaire for any additional needs during the operational phase of the concession.

- *Rocks* - The collection of rocks and stones will only be allowed under specific conditions and circumstances, i.e. rocks that had to be removed during the construction of roads, can be used for erosion control (packing gabions, etc.) The relevant senior ranger and/or park warden should make the final decision on the collection and use of rocks in a CA.

6.5.4 Game control activities

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

Proposed actions:

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

6.5.5 Problem animal management

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

The ECPTA policy on animal management has bearing to the following proposed actions.

Proposed actions:

- Functional fences around park facilities and along borders must be in place. In terms of the CA's, fences around their waste storage facilities must be functional.
- Unsecure potential food sources should be removed, where possible, to prevent attracting unwanted attention from problem animals.
- No food or food waste should 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.
- The concessionaire must report any problems experienced with animals (i.e. baboons) immediately to the relevant senior ranger and/or the park warden.

- The relevant senior ranger and/or the park warden should assess the situation and decide on the relevant action – the control of any problem animal is the responsibility of the relevant senior ranger and/or the park warden.
- If the actions of the CA's lead to the creation of problem animals, i.e. feeding animals, unfenced wetlands, it will be expected of the concessionaire to rectify the situation, before action will be taken against any problem animal.
- It must be made clear to guests that the feeding of any animals, even birds, is unacceptable. This could be done for example, with a pamphlet in their rooms, as well as on their first game drive.

6.5.6 Field staff patrols

The regular patrolling of a section by the relevant senior ranger and/or the park warden from the ECPTA is necessary and forms the basis for area integrity management of the park. The CA falls within a section of the PA and will also be subject to patrols by the relevant ECPTA senior ranger and/or the park warden.

Proposed actions:

- All ECPTA staff travelling through a CA must where possible notify CA's beforehand.
- The relevant senior ranger and/or the park warden needs to determine from each concessionaire whether encountering field rangers on patrol would impact on the experience they want to offer to visitors of a particular CA.
- The relevant senior ranger and/or the park warden must schedule patrols by the field rangers in such a way that it has the least possible impact on the activities of the concessionaires, i.e. from late morning to early afternoon.
- Field Rangers must be sensitised regarding impact their presence might have on the exclusive tourism product offered by the concessions.
- Where problems arise, i.e. poaching from outside or concession staff, the relevant senior ranger and/or the park warden will conduct operations in the CA without informing the concession management, but with due consideration of the safety of the staff involved.
- The relevant senior ranger and/or the park warden should be allowed to conduct vehicle and foot patrols in the CA at any stage as part of the normal execution of his/her duties of which compliance of the concessionaire with the concession contract and operational phase EMP forms part.
- Should a CA vehicle encounter a foot patrol, the relevant senior ranger and/or the park warden or field ranger should be discrete unless deliberately approached by the driver of the vehicle in which case the relevant senior ranger and/or the park warden or field ranger should remain well-mannered at all times.

6.5.7 Field guide quality control

In general, there are a set of requirements that all qualified field guides must possess. They are:

- Game drives may only be taken out by guides that attained a THETA Nature Site Guide Qualification (TGSP 02) (Level 2) or TGSP 08 (Level 4) and are registered with their local DFFE Department.

- Guides that take out walks must be in possession of a THETA Nature Site Guide Qualification (TGSP 03)(Level 2) in a dangerous game area or a (TGSP 09) (Level 4) in a dangerous game area and must be registered with their local DFFE Department.
- Any guide acting as a back-up/second rifle during a walk, must have a THETA Nature Site Guide Qualification (TGSP 03) (Level 2) in a dangerous game area.
- All guides/persons that want to carry a firearm in a CA must undergo a ECPTA Fire Arm Proficiency Assessment (more on this later) where their firearm handling skills will be evaluated. According to their qualifications and position a guide will either be assessed on a basic, intermediate or advanced proficiency. It will further be expected from guides to undergo regular evaluations on their firearm handling skills.
- According to the Fire arm legislation all guides/persons who handle a fire arm will have to undergo a POSLEC fire arm competency assessment.
- It can be expected that there will be a continual change in guides in CA's and the ECPTA must make provision for this and especially the testing of guides.

Proposed actions:

- Before a CA appoints a guide, he/she will have to be trained off site and then be tested/assessed in the relevant provincial reserve to determine the level of proficiency. A temporary proficiency certificate will be issued when minimum requirements have not been met but person is in process of training.
- Re-training during the operational phase of the concession must also take place. This will include formal re-training as well as regular practice sessions for guides working in a CA. The relevant senior ranger and/or the park warden will be responsible to coordinate these training sessions. All these training sessions must comply with ECPTA requirements, i.e. Take place on an official ECPTA shooting range; must be under the supervision of qualified Range Officer with a First Aid officer in attendance, etc. Each CA must finalise a procedure for the re-training of guards with the relevant senior ranger and/or the park warden.
- The proficiency of all guides in CA's will be evaluated on a regular basis in a process coordinated by the Quality Assurance Officer.
- Relevant senior ranger and/or the park warden's must ensure that the qualifications of all field guides in a CA comply with the stipulations of the concession contract and the Protected Areas Act by checking the permits issued to a guide.
- Any incident where a guide had to shoot at an animal or fired shots for whatever reasons, must be reported to the relevant senior ranger and/or the park warden immediately, especially where an animal was wounded. The relevant senior ranger and/or the park warden should do the follow-up in any incident where an animal was wounded.
- The relevant senior ranger and/or the park warden should investigate the incident and write a report and take a decision whether the action of a guide was justified and/or unavoidable – especially where an animal was shot or wounded. Copies of these reports should be sent to the concessionaire, concession project manager, and Executive Director of Destination Management of the ECPTA.

6.5.8 Carrying of firearms

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

The following principles apply for the carrying of a firearm by a permit holder:

- The permit holder must have the relevant guiding qualification and/or a ECPTA Proficiency Certificate.
- The firearm may only be used and displayed in a park for the purpose of the permit holder providing protection to him/herself and accompanying guests in the park.
- The permit holder must carry a firearm of not less than the minimum calibre stipulated on his/her permit all times when working in an area where dangerous animals occur.
- The permit is applicable only for the activity specified and only when the permit holder is on duty in the park.
- The permit will only apply for the specific area in a provincial park as indicated on the permit.
- A permit is personal and not transferable.
- The use and safekeeping of all firearms in a CA must comply with the stipulations as contained within the Firearms Control Act, Act 60 of 2000.

Proposed actions:

- The responsibility to arrange for proficiency tests and firearm permits remains that of the CA's.
- The Quality Assurance Officer: Interpretation must inform CA's of the dates that the proficiency test will be done. Field guides of a CA must apply for a test session by contacting the Quality Assurance Officer. Where the candidate has the required qualifications, and he/she has passed the proficiency test, the permit may be issued. The signed permit will then be issued by the Quality Assurance Officer who should ensure that the permit be issued to the guide together with his/her Proficiency Certificate. The Quality Assurance Officer should also provide the concession project manager with a copy of the signed permit.
- Concessionaires must ensure that applications for firearm permits are submitted timeously.
- Concession guides issued with a permit must ensure that they know the conditions and requirements of the permit.
- The permit must be signed by the permit holder – without the signature of the permit holder, the permit is not valid.
- The permit will only be valid for a certain period, and permit holders must apply before the expiry date on their permit for a new permit.
- The relevant senior ranger and/or the park warden and other law enforcement officials can request a permit holder to produce his/her permit at any time, and therefore the permit holder must carry the permit with him/her at all times when using a firearm in any ECPTA run provincial park/reserve and/or PA.
- Rounds discharged for any reason by a concession guide must be reported to the relevant senior ranger and/or the park warden immediately.

6.5.9 Carrying capacity

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

Thus, the concessionaires must decide during the EIA process, what the ration would be between staff and guests. The concessionaires should take care not under-estimated the number of permanent staff members required.

Proposed actions:

- The concessionaire must disclose the number of beds (for both guest and staff) within the concession contract. Revisions of the contract regarding carrying capacities for the CA's should not be permitted. Thus, a concessionaire will be bound by the concession contract to keep to the agrees upon carrying capacity limited within the CA.
- The relevant senior ranger and/or the park warden must monitor compliance to agreed upon carrying capacities on a regular basis.
- In event of non-conformance by the concessionaire, the relevant senior ranger and/or the park warden must report this to the concession project manager immediately.
- The number of guests on site can be averaged out over a period of six months (Jan – June; July to December) on the following principles:
 - Guest may only be accommodated in approved guest accommodation, and also only in the numbers approved for that accommodation.
 - The concessionaire may apply to develop and or use replacement facilities (can be additional accommodation units, satellite camps, etc) to maximum capacity during peak periods, as long as the six-month average do not exceed the guest beds allocated as indicated by the record of decisions.
- The total number of beds on site as indicated in the concession contract (guests and staff) must also be averaged over the same six-month period, and should not exceed the allocated number. In the case where this is exceeded, the concessionaire will be in Breach.

6.5.10 Water provision and management

The total water extraction from any or all sources within the CA's should be limited to not more than the allocated litres for the concessions per day (as indicated in the Protected Area Management Plans for each provincial reserve). This includes potential newly developed artificial waterholes (waterholes and dams that existed before the concession was developed, are excluded) and other requirements for guests, staff, gardens, lawns and any other water features.

The ECPTA reserve the right to close any water features as considered necessary for management purposes. Every effort will be made to not close water features in the CA's over the life of the concession period.

Proposed actions:

- The concessionaire must develop a water management strategy that includes water harvesting, water re-use and water recycling. An implementation plan must be developed to demonstrate continued improvement through implementation of the strategy.

- The EIA process must include the assessment of all artificial water features and the exact design; size and location of new water features must be determined in consultation with the ECPTA.
- The development of a new water feature will be for the account of the concessionaire, as well as the routine maintenance for all such features.
- The provision and placement of new artificial waterholes in CA's should generally not be permitted, unless the concessionaire can provide evidence that indicate that additional watering holes are required. In this instance, the process must follow all EIA procedures.
- The relevant senior ranger and/or the park warden must inform the concessionaire of any waterhole/source that will be closed, as well as the reasons for it at least a week in advance. Where a waterhole/source needs to be closed or activated for certain periods –(in line ECPTA Protected Area Management Plans) it must be consulted and explained to the concessionaire, and the final decision rests with the ECPTA Directorate of Destination Management in collaboration with the Directorate of Biodiversity Conservation.
- Any request from the concessionaire outside the final arrangements must be referred to the ECPTA Directorate of Destination Management for evaluation and, and then executive management for a final decision, since it has policy implications.
- Water usage must be measured and reported in a monthly report. Water quality should be tested at least every alternative month.

6.5.11 Fire management

The concession contract should state that the ECPTA recognises the need to balance the intent of its fire management policy with the understandable desire of the concessionaire to protect its investment in the event of a major fire

Concession areas operate at a smaller scale than each individual ECPTA run provincial park and therefore run a higher risk of a single fire passing through their whole area and creating game viewing and landscape conditions which are uniformly unpleasing to the visitors. Because of this concern, the contracts must include a clause allowing them, under these circumstances, to use alternative areas for a period. This contingency will not be easy for the ECPTA to manage. The proposed action steps below deal with special arrangements to minimise this likelihood.

Proposed actions:

- The concessionaires must implement fire prevention and life safety measures that comply fully with SABS standards (SABS 0400).
- The EIA must address issues relating to fire safety and management and subject designs and safety specifications to a fire safety audit. Campfires and/or gas cookers should only be allowed in designated areas and at specified times, agreed to by the ECPTA in writing.
- It is recommended that fire caused by lightning (natural) should be allowed to burn, except in the immediate surrounds of the development site, and/or to save human life or property.
- It is recommended that each CA constitute an independent small fire management unit and be treated autonomously as an entity on its own.
- Ensure that sufficient early-season patch burns are set in the concession area, to reduce potential fire risks.

- Set patch fires whilst still safe to do so and in such a way and under such conditions as to generally allow easy suppression at pre-chosen tracks.
- Under other circumstances, when patch fires represent too great a risk in the view of the relevant senior ranger and/or the park warden, a “blockburn procedure” should be adopted. This entails the identification and usage of small “burnblocks” created by roads, tracks, rivers or adequate drainage features within the CA. If no or hardly any such features exist, patch burning should be the final alternative, even at the higher risk.
- Under no circumstances should a concessionaire or his/her staff control natural and/or accidental fires in a CA without the relevant senior ranger and/or the park warden’s consent and direction.
- The control of natural and accidental veld fires is the responsibility of the relevant senior ranger and/or the park warden and his staff.
- The relevant senior ranger and/or the park warden should inform staff on the appropriate firefighting procedures and the contingency plan in event of fire in the CA.
- CA staff is only allowed to control fires in the immediate surrounds of the development site, and/or to save human life.
- The relevant senior ranger and/or the park warden should be informed immediately of any fire in the CA, and similarly must the CA be informed of any fire in the area.
- The burning of firebreaks around infrastructure, borders, etc. of concessions is the responsibility of the relevant senior ranger and/or the park warden. The concessionaire must inform the relevant senior ranger and/or the park warden well in advance if there is a need for a firebreak around the infrastructure in a CA, and the relevant senior ranger and/or the park warden must ensure that identified firebreaks are burned in time.
- The ECPTA has the responsibility to ensure that a system of firebreaks is graded and maintained on an annual basis in line with policies to assist with the management of fires.
- Should a significant portion of a CA burn in one season, the ECPTA will permit traversing in other nearby areas where possible. These traversing areas should be determined by the relevant senior ranger and/or the park warden in conjunction with the ECPTA Directorates of Biodiversity Conservation and Destination Management and must be in line with ECPTA policies.
- The period of traversing in the identified areas will depend on the recovery of the burned areas within a CA and the final decision to stop traversing in nearby areas will be that of the relevant senior ranger and/or the park warden in consultation with the concessionaire.
- Every relevant senior ranger and/or the park warden must draft a contingency plan for the management of fires in his/her fire management unit and CA.
- Should the identified traversing area include a general public area, normal rules and conditions available to the public roads should prevail.
- No off-road driving should be allowed from tourist roads or management roads/firebreaks within such traversing areas.

6.5.12 Staff matters

The following set of proposed actions are to be adheres to by all CA staff members, whether they are permanent staff, temporary staff, contractors or trainees.

Proposed actions:

- The ECPTA should arrange gate permits for all permanent and casual workers involved in the construction and operational phase of the concession. Staff accommodation must comply with national building regulations and ECPTA minimum requirements for staff accommodation. It is recommended that the ECPTA only allow single accommodation units and not dormitory structures.
- 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 concessionaire must have an emergency medical evacuation policy that covers both guests and staff in the event of a serious injury, or acute medical emergency. Relevant staff must be aware of this policy and be emergency prepared. Firefighting equipment must be maintained.
- Staff accommodation should not be visible from tourist roads.
- Staff must observe official speed limits of the park.
- Staff must take special care driving at night to limit road kills in cases where after hours driving is authorised.
- CA permanent staff should be issued with a permanent ID Card, the cost of which will be carried by the concessionaire.
- The permanent vehicles of the concessionaire, as well as vehicles of staff requiring entry to the relevant park in own vehicles, will be issued with an ECPTA park entry permit.
- The concessionaire is responsible to return the ID and ECPTA park permit to the relevant park authority, in the event that a staff member leaves the employ of the concessionaire.
- The relevant senior ranger and/or the park warden must monitor general activities by CA staff.
- To obtain an access permit for the construction phase of the CA, the concessionaire should complete an application form and submit with applicable photos to the concession project manager.

6.5.13 Park access

In principle, all guests, deliveries and other vehicles entering CA's will have to do so through ECPTA's designated entrance gates.

Proposed actions for general access:

- ECPTA staff will have access to all CA's at all times for the purpose of carrying out normal management activities.
- Staff and guests to the CA's must adhere to all normal park speeding limits and other traffic regulations.
- *Guests:* All CA guests must pay relevant park entry fees. The ECPTA should allow concessionaires to pay these fees on a monthly basis rather than at time of entry.
- *Staff:* Concession staff commuting to and from the CA should not pay park entry fees. Staff members should apply for entrance permits from the ECPTA Directorate of Destination Management, in collaboration with the concession project manager. Permanent resident staff should qualify for a *special* permit, while non-resident concession staff should qualify for "Photo permits". All concession staff will have to obtain ECPTA Identity Cards from the ECPTA Directorate of Destination Management, in collaboration with the concession project

manager. All shareholders and managers as identified by the CA and approved by the ECPTA that must visit the CA on a regular basis, should also receive a staff ID and *special* permit.

- *Service provider/contractors*: All regular service providers and contractors for CA's should apply for annual business entry permits from the ECPTA Directorate of Destination Management. Access to the park should still be restricted to the official gate times of the park. Staff of contractors working in a provincial park should obtain contractor ID documents from the from the ECPTA Directorate of Destination Management.
- *Maintenance/support staff*: It is recommended that all maintenance work in CA's must be limited to official working hours and these service providers must enter and leave the provincial park within the official gate times. Companies providing such a service must also pay the proposed annual business entry permit.

Proposed actions for after hour access:

- Staff and guest should be made aware of the environmental and conservation issues related to night drives, especially with regard to other park users.
- CA staff should be allowed to approach vehicles travelling after hours and request appropriate permits. Incidents must be reported to the relevant senior ranger and/or the park warden.
- Concession staff must comply with official gate hours and arrangements to leave/enter the ECPTA run provincial park/reserve and/or PA for official and private purposes.
- There should be extended gate opening times for all staff. These times should only be from 03:30 to 23:30 for the specific purposes mentioned (scheduled staff transport, guests with official reservations and concession staff in their official capacity) and no travelling outside these times should be allowed. Only in emergency situations, should special permission be obtained from the relevant senior ranger and/or the park warden who can then issue a late permit.
- The suggested extended gate opening times for staff should not be applicable for any delivery vehicles travelling to CA's.
- In the event of guests arriving after official gate closing time (in the extended gate opening times), the relevant senior ranger and/or the park warden should issue a late permit. These guests should be collected at the park entrance gate and escorted to the lodge by designated staff members.
- Extended gate opening times should not apply to guests of staff members and staff members in their off-time. The normal ECPTA rules will apply, in this situation.
- Any after-hours traffic to CA's must be monitored by the relevant senior ranger and/or the park warden.

Proposed actions for access by private aircraft:

- As a general rule, private aircraft should not be permitted to land in the provincial parks without special arrangements.
- Should a future concessionaire apply for a bid and include plans for an airstrip, this must first be approved by ECPTA Executive Management and DFFE.
- Building new airstrips should not be permitted inside a provincial park.
- In case of an existing airstrip within a provincial park, it is recommended to be utilised if the concessionaire intends to commercialise it. In this case, all da-to-day actions related to the

operation of an existing airstrip should be monitored by the relevant senior ranger and/or the park warden.

- In case an existing airstrip is located within the boundaries of an existing CA within a provincial park (and that CA has an exclusive access arrangement), any new CA should not be permitted to have access to the existing airstrip.
- It is highly recommended that at most, only one airstrip be permitted per provincial park, and then only if there is appropriate terrain and the construction of the airstrip is proven to not have any negative environmental impacts.
- The construction of any new airstrip, or the re-utilisation of an existing airstrip, should be subject to an EIA.
- Subject to the status and management of the CA, landing fees should be charged for all aircraft landing at an ECPTA run provincial park.
- Noise abatement measures must be applied.
- Air-to-ground radio communication is required and must be approved by the ECPTA.
- No fixed infrastructure is permitted other than a windsock and fly camp type toilet.
- No extension is permitted to the 1000-m runway.
- The Concessionaire is responsible for the maintenance of the airstrip – mow, 100-m clearways each end, start-up spot at each end.
- The airstrip must be clean at all times.
- Ground crew must patrol the airstrip before landing and take-off.
- Minimum flying height is 1500ft above ground, guideline is 1000m.
- Flights to and from any CA should be restricted to the normal operational hours of the provincial park. Special approval must be obtained for flights outside the approved times as from the ECPTA Directorate of Destination Management.
- There should be a limit to the number of flights permitted to the CA per week. A flight is defined as a trip into and out a relevant provincial park. It is suggested that no more than four flights be permitted per week.

6.5.14 Park traversing

For the purpose of developing as detailed a concession framework as possible, park traversing is divided in to the following categories:

- Concessionaire vehicles
- Game drives and sightings
- Off-road driving
- Guided walks
- The use of drones

Proposed actions for concessionaire vehicles:

- Vehicles should not exceed the size of a typical LWB Toyota Land Cruiser with a 1-ton net capacity. The exception to this restriction is a delivery vehicle travelling on the main designated arterial access road.
- 4X4 capability is essential, especially in the rainy period.

- The lodge manager must provide the concession project manager and the relevant senior ranger and/or the park warden with a list of all of its game drive vehicles, including the vehicle specifications and registration numbers of each.
- Drivers of open game viewing vehicles carrying tourists must be in possession of a Professional Drivers Permit.
- Seating must be a fixed to the vehicle. Loose seats are not permitted.
- Vehicles should have an appearance that suits the character of the experience being offered.
- Basic tools for typical repairs and first aid kits should be carried on all vehicles.
- All vehicles must be licensed with the relevant authorities and must be roadworthy.
- All vehicles must be fully insured against all perils and third party liabilities.
- Vehicles must be designed and built to ensure visitor safety at all times, especially from wild animals. All vehicles carrying passengers must be tested by a representative from the SABS and issued with a SABS letter of approval.
- An overhead cover for rain and sun is advised. Only designated concessionaire vehicles and ECPTA management vehicles should be permitted on game viewing tracks.
- The relevant senior ranger and/or park warden must ensure that only these CA game drive vehicles are used on game tracks and all other CA vehicles remain on the designated access or official public roads within the ECPTA run provincial park.
- The relevant senior ranger and/or park warden must check that all drivers of CA vehicles, are in possession of a valid drivers licenses.
- Open game viewing vehicles used in CA's must comply to normal ECPTA rules when travelling on general tourist roads in a park, i.e. roof, sides and window up.

Proposed actions for game drives and sightings:

- Game drives are only permitted on designated tracks within the CA.
- The general public road network is available for use by the concessionaire, but normal ECPTA rules will apply.
- Within CA's, the following rules will apply:
 - Driving after dark should be permitted in agreed areas up to 22h00. Driving later than this time should require ECPTA approval.
 - Guests may only step out from the vehicle under instruction from the guide and should not move more than 100m from the vehicle.
 - Only concessionaire staff are permitted to sit or track on the 'tracker seat' located on the bonnet, and they must move inside the vehicle when approaching dangerous game and when using or crossing public roads.
 - Calling of any nature, baiting or any other activity to attract animals' attention should not be permitted.
 - Noise levels on a drive must be kept to a minimum and controlled by the guide.
 - Guests may not stand up while driving or at game sightings.
- Game drive guides must have obtained the following qualifications and pre-requisites:
 - THETA Nature Site Guide TGD/NSGDGm/2/0030 NQF Level 2 certificate
 - FGASA Level 1
 - ECPTA Orientation Course (recommended)
 - Valid First Aid Certificate

- DEAT Registration (site guide)
- Valid EC Driver License (Code 08)
- Valid Public Drivers Permit (PDP)
- If the guide carries a firearm on the game drive, the following needs to be in place:
 - SASSETA Unit Standard 10750 (pre 2008) or Unit Standards 123519, 119651 & 117705 (post 2008) Certification (preferable to also have Firearm Competency Card as issued by the SAPS).
 - Valid ECPTA basic firearm proficiency
- All animals must be regarded as potentially dangerous and caution must be observed at all times.
- Areas where guided walks may be conducted must be avoided.
- Only one vehicle may move into, around, or away from a sighting at any one time.

Proposed actions for off-road driving:

- The ECPTA may suspend off-road driving in any or all CA's at any time if it is determined that negative impacts are not managed appropriately, if it is determined that the adverse impacts are of a level unacceptable to the ECPTA. A concessionaire who fails immediately to abide by such a determination will be considered in material breach of the contract and the ECPTA will have the right to terminate the contract with immediate effect.
- The concessionaire should maintain a register and record on a daily basis each off-road driving event that occurs, including all relevant details of the event. Failure to maintain the register will be cause for terminating a concessionaire's permission to drive off-road.
- Each concession should have a dedicated and responsible employee to monitor off-road driving and incidents on the concession.
- Off-road driving incidents should be restricted to a maximum of 25 incidents per month: concession specific according to number of vehicles, occupancy rates, bed nights. It is recommended to look at the records and find an average, and do not exceed average.
- Vehicles should only be allowed to off-road for a maximum of 50m from the centre of the main game viewing road.
- If more than one vehicle is present at a sighting, it is recommended that only one vehicle is allowed to be mobile at a time.
- If more than one vehicle drive off-road to a sighting, they should follow one route in and one route out in each other's tracks.
- Guides are expected to be aware of no-go zones on each game drive. If the guide has any doubt that conditions may be unsuitable, he or she is expected to adhere to a precautionary approach and not drive off-road.
- Off-road driving should not be permitted in areas where Red Data plant species are known to exist, or in any other areas that the ECPTA are using for conservation or other management purposes.
- Off-road driving is not permitted in wet conditions.
- Any off-road impact to be repaired immediately (compaction reversed, ruts erased).

Proposed actions for guided walks:

- Walking excursions with guests are permitted anywhere within the CA, although specific provisions may vary.
- All walks must be conducted with a lead guide and back-up guide and the guests should be limited to six guests per two armed guides.
- Back-up guides must have obtained the following qualifications and pre-requisites:
 - THETA nature site guide (Dangerous Game Area) TGD/NSGDGm/2/0030 NQF Level 2 certificate (must include view potentially dangerous game unit standard)
 - Valid first aid certificate (preferably level 2)
 - DEAT registration (site guide: Eastern Cape)
 - ECPTA Orientation (recommended)
 - Valid EC driver license (Code 08) (if driving)
 - Valid public drivers permit (if driving)
 - SASSETA unit standard 10750 (pre 2008) or unit standards 123519, 119651 & 117705 (post 2008) certification (preferable to also have firearm competency card as issued by the SAPS)
 - Valid ECPTA intermediate firearm proficiency
 - FGASA level 1 and back-up trails guide
- Lead rifle guides must have obtained the following qualifications and pre-requisites:
 - THETA nature site guide (Dangerous Game Area) TGD/NSGDGm/2/0030 NQF Level 4 certificate (must include view potentially dangerous game unit standard)
 - Valid first aid certificate (preferably level 3)
 - DEAT registration (site guide: Eastern Cape)
 - ECPTA Orientation (recommended)
 - Valid EC driver license (Code 08)
 - Valid public drivers permit
 - SASSETA unit standard 10750 (pre 2008) or unit standards 123519, 119651 & 117705 (post 2008) certification (preferable to also have firearm competency card as issued by the SAPS)
 - Valid ECPTA intermediate firearm proficiency
 - FGASA level 2 or level 3 trails guide
- The maximum number of guests on a trail may not exceed six guests plus two guides, or a total of eight people. If a concessionaire wants to utilise additional staff on any given walk, the number of guests must be decreased commensurately.
- All trailists must sign an indemnity form before proceeding on a trail and dangers and safety procedures must be explained to all trailists.
- Walking is only permitted between sunrise and sunset.
- Certain ground rules have to be adhered to. There is no talking, except for relevant questions. It is important to let people use their senses, look, listen, smell, taste and feel.
- Walking formation: field guide up front, followed by back-up guide and then the group of clients behind in single file.

Proposed actions for the use of drones:

- In principle the usage of drones by a concessionaire within a protected area should not be permitted.

- Under no circumstances will the concessionaire engage in operating a drone or attempting to operate a drone.
- Should the use of a drone be required by the concessionaire, special permission must be obtained (in the form of a formal letter of request) from the relevant senior ranger and/or park warden, as well as the ECPTA Directorate of Destination Management.
- The submission letter should contain the exact reasons for the request to operate a drone, as well as the proposed date of usage and time of day the drone is to be used.
- The ECPTA park staff reserve the right to operate drones within the boundaries of PA's.
- If a drone is scheduled to fly over a CA, the lodge manager of that CA should be notified a week in advance.
- Any drones operated must be noise-abated and not disturb any wildlife, or tourists visiting the CA or park.

6.5.15 General monitoring and research

The ECPTA has a few long term monitoring programmes that could have an impact on the CA's. Moreover, several research projects are usually conducted on an annual basis in the ECPTA run provincial parks, and activities of some of the research projects might overlap into the CA's. Most of the monitoring and research activities will have a limited impact on the activities of the CA, but some might impact more, i.e. the annual game census where a park staff will be to travers across the entire PA with the use of vehicles/air transportation within to accurately count game numbers.

Proposed actions:

- The concession contract should state that concessionaires wishing to fund and/or undertake research projects within the CA must first obtain approval for the project and all of its details from ECPTA Management – Directorate of Biodiversity Conservation, as well as the Directorate of Destination Management.
- The relevant senior ranger and/or park warden should notify the lodge manager of the CA of any movement into the CA for any monitoring or research activity. The relevant senior ranger and/or park warden should provide the lodge manager with detail on the approximate time, possible impact, number of people etc.
- In the event of a low-impact activity, it is recommended that the lodge manager should be notified the day before; in event of a high-impact activity the lodge manager should be given at least one week notice that such activity is to take place.
- In the event of the relevant senior ranger and/or park warden not being available to fulfil this function, it will be expected from the researcher or other ECPTA staff members to contact the concession and inform them.
- The relevant senior ranger and/or park warden and other staff visiting CA's must plan their visits in such a way as to least impact on the activities of the CA.
- All concessionaires must to familiarise themselves with the fixed monitoring sites in the CA and any development or activities are not allowed to impact on these sites. The relevant senior ranger and/or park warden must ensure compliance with this undertaking.
- Any ECPTA annual census programme must be distributed to all CAs for their information.
- New research projects will continue in the ECPTA operated provincial reserves as usual, and where it might impact on the CA, the relevant ECPTA research staff should consult with the concessionaire on how the project will be implemented.

6.5.16 Technical monitoring mechanisms

The concessionaire is responsible for ensuring and monitoring compliance with the EMP during the construction phase and the OMP during the operational phase. ECPTA staff, particularly the relevant senior ranger and/or park warden, environmental manager and other designated staff will monitor and audit the CA at any stage during the construction and operational phases.

Proposed actions for the construction phase:

- The contractor should ensure that all construction staff, sub-contractors, suppliers, etc. are familiar with, understand and adhere to the EMP.
- Failure by any employee of the contractor, sub-contractors and suppliers etc., to show adequate consideration to the environmental aspects of the contract shall be considered sufficient cause for the concessionaire to instruct the contractor to have the employee removed from the site.
- The concessionaire should also order the removal of equipment from the park that is causing continual environmental damage (e.g. leaking oil or diesel). Such measures will not replace any legal proceedings the concessionaire or the ECPTA may institute against the contractor.
- The concessionaire should order the contractor to suspend part or all of the works if the contractor and/or any sub-contractor, suppliers, etc., fail to comply with both the EMP and construction procedures supplied by the contractor.
- The concession project manager and relevant senior ranger and/or park warden must familiarise themselves with the construction phase EMP and ensure that the EMP is implemented accordingly.

Proposed actions for operational monitoring:

- As with the construction phase, the operational phase of the CA's will be monitored for compliance to the concession contract and the relevant OMP.
- EMP's for additional developments or changes to existing infrastructure will be monitored for compliance by the relevant senior ranger and/or park warden.
- The responsibility for the monitoring of the day-to-day operations should lie with the relevant senior ranger and/or park warden that reports to the concession project manager, with policy issues being dealt with at corporate level. The relevant senior ranger and/or park warden for each CA will interact with the CA's rangers on almost a daily basis, and for ease of reference is recommended to be accountable for the majority of the operational monitoring.
- The concessionaire should complete a monthly operational report, reporting on the lodge (Or other concession business) occupancy levels, water consumption, etc. The report should be completed within six calendar days after the end of each month and be forwarded to the concession project manager. The concession project manager is responsible to ensure that the concessionaires submit the monthly operational reports in time and with the assistance of the relevant senior ranger and/or park warden must monitor the information provided against the prescribed limits.

Proposed actions for Environmental Control Officer:

- The ECO of the concessionaire should be responsible for the formal bi-annual audits of the CA's. The relevant senior ranger and/or park warden should assist the ECO with the audit and

copies such audit reports must be forwarded to the concession project manager and environmental manager.

- The ECO will also conduct incident investigations where major incidents have occurred.

6.5.17 Cultural and natural resources

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

Proposed actions:

- Should any undocumented cultural sites or artefacts be found, they must not be disturbed, damaged, or removed, but reported immediately to the local relevant senior ranger and/or park warden.
- The inputs from SAHRA (South African Heritage Resource Agency) must be obtained where applicable in terms of the National Heritage Resources Act, Act 25 of 1999.

6.5.18 Other activities

In general, the primary guest activities for all CA's will be accompanied game drives (during day and night) and guided walks. In addition, concessionaires wishing to undertake other activities than listed within the concession contract must first obtain approval for the project and all of its details channelling their request via the concession project manager to the ECPTA Directorate of Destination Management for approval.

General proposed actions:

- Concessionaires proposing any activity not listed as a main activity in the concession contract should provide detail of the project to the concession project manager. The concession project manager will forward the request through the appropriate channels.
- The approval to introduce new activities to a CA – especially where it impacts on the experience of other visitors to the ECPTA run provincial reserves – might be subject to the principles of NEMA.

Proposed actions for helicopter activities

For the concessionaire to successfully operate a helicopter activity within an ECPTA run park, the following recommended action must be adhered to:

- A maximum of two helicopters be permitted per concessionaire per park, and no more than that. In addition, only one concessionaire should be permitted to have a helicopter activity licence per park.
- All helicopter designs and functionality requirements must strictly be adhered to as indicated in the Civil Aviation Act of 2009, as authored by the South African Civil Aviation Authority (SACAA).
- All helicopters in use must operate under restrictions that it can only be used for commercial use. Thus, no private use of military use is to be permitted. All helicopters may be used for emergency evacuation, or for rapid medical transport use, if this functionality is indicated from the beginning and agreed upon by both concessionaire and the ECPTA.

- All helicopter activities must incorporate a plan of operation and operational requirements that include (but is not limited to) the following:
 - A fuelling plan and backup fuelling plan, indicating where the helicopter(s) will refuel, how much fuel it consumes and the frequency of refuelling that will be needed
 - A safety regulation plan, indicating compliance with safety standards as described in the Civil Aviation Act of 2009, as well as a mitigation plan and disaster management plan in case of accidents as described in the Civil Aviation Act, 2009.
 - A proposed designated flight path, indicating the route that the helicopter(s) will take, as well as the frequency of flights, the maximum allotted weight, and number of passengers per flight. For safety purposes, it is highly advised that no more than three passengers be allowed per helicopter trip (excluding the pilot and back-up pilot).
 - A noise pollution reduction strategy, indicating how the helicopter(s) and the flights paths proposed avoid any populated areas, as well as areas identified as critical biodiversity areas.
- A helistop usage application must be submitted with SACAA. This application must include intended use of the helistops, the desired location and physical layout, as well as the effect it will have on the surrounding community and operational safety such as fire protection. It must also be proven that the local authority of the area where within such a helistop is to be situated has issued a letter of no objection to the establishment of such helistop.
- A helistop usage plan must also be developed. This is just an add-on to the application mentioned above. The plan must include the general heliport design requirements, as well as visual aid elements and heliport beacon elements as prescribed by SACAA.
- It must also be proven that the pilot of the helicopter(s) is qualified to fly it. This will include the minimum of providing the following:
 - A commercial pilot's (and flight instructor's) license
 - Proof that the pilot has at least 40 hours of total flight time in the aircraft, including at least 20 hours of dual instruction, for a minimum total of 60 hours
 - Proof that the pilot and helicopter is insured
 - Proof that the pilot is medically ensured, and that they are healthy, with no eye site problems
 - A back-up pilot should also always accompany the main pilot, and will need the same qualifications as the main pilot, as set out above
- Additional certification will also be needed, to ensure that the helicopter(s) is fit for use. This includes (but is not limited to) the following:
 - Airworthiness: Non-type certificated aircraft
 - Engine emission certification
 - Aircraft maintenance engineer licensing
 - Noise certification
 - General maintenance certification
 - Pilot licensing (see above)
 - Air traffic service personnel licensing
 - Aviation security screener certification
 - Helicopter external load operations certification

Proposed actions for water based activities

Due to the potential negative environmental impacts that water-based activities can have on aquatic ecosystems, only the following water-based activities should be permitted within Eastern Cape provincial parks:

- Canoeing
- Paddleboats

Under no circumstances should any water-based activity be permitted that requires the use of an engine. Should the concessionaire not adhere to this, they will be deemed to be in breach of contract and face heavy fines, as indicated under section 6.10.

For the concessionaire to successfully operate a water-based activity within an ECPTA run park, the following recommended action must be adhered to:

- Adhere to the stipulated safety policies for water-based activities. This includes:
 - Completing required training described below
 - Ensuring all required trip documentation is in order
 - Conducting activity risk assessments described below
 - Completing a canoe safety checklist prior to the trip to ensure all necessary equipment and supplies are present on the canoe
 - Reviewing first aid and emergency procedures with all participants prior to launching the canoe
 - Conducting inspection, in accordance with manufacturer guidelines, of canoe and all equipment (including life-saving equipment) before and after every trip; report any defects immediately
 - Reporting any safety concerns to the department chair and safety guide as soon as possible
 - Reporting any accidents/incidents as soon as possible in accordance with procedures
 - In addition, the activity manager must ensure that all individuals must put on a life jacket while still on dry land, before approaching the dock or entering the canoe. Life jackets must be worn at all times while in the canoe and must not be removed until back on dry land. Any transgression/omission of responsibilities by the activity guide will be subject to fines.
- The activity guide must possess the correct competency and training to operate and guide the water-based activities. This includes:
 - Activity guides must be adequately trained for each activity associated with canoe use and competent to instruct trip participants on the use of all equipment, including life-saving equipment such as life-jackets.
 - All participants must be capable of wearing/using the equipment according to manufacturer guidelines.
 - Required Training for activity guide include:
 - First Aid & CPR/AED Course
 - Small Craft Safety Canoeing and Kayaking Online Course
 - Capsize/Tip-Over Course
 - Emergency Rescue Course

- Supervision and number of participants must be adhered to. This includes:
 - At least one activity guide (as described above) must always be present inside the canoe whenever the canoe is in the water.
 - The maximum number of participants (i.e. the most people allowed in one canoe at one time) is determined by the canoe manufacturer's guidelines for maximum weight. Keep in mind that all equipment that will be carried on the canoe must be taken into account when calculating the total weight.
- Arrangements for minors and students must be taken into consideration. The activity guide is responsible for ensuring that all minor travel rules are followed with regard to students and minors, and that all documentation is in order in accordance with the South African Canoeing Union.
- First aid and emergency procedures must be followed. This includes:
 - The activity guide must leave a detailed itinerary with park management including emergency contact information for all trip participants, time and place of departure and estimated return time, activity location (including contact numbers) and launch point and details of all vehicles involved, including make and registration.
 - The activity guide must have ready access to the following at all times while in the canoe: mobile phone with waterproof case, emergency phone numbers, paddles and extra paddles, emergency whistle, paddler medical kit, brightly coloured rope, canoe repair kit, duct tape, river knife and a throw bag.
- All canoes, equipment, and gear must be in good repair and optimal working condition at all times. Follow all manufacturer guidelines and safety regulations. A preventative maintenance log must be kept for all equipment.

Proposed actions for filming and events

Events related to filming and professional photography is different than other activities, in the sense that it is not a continuous long term activity within a park that is operated by a single concessionaire. This can be seen more like an adhoc activity that lasts for brief moments (depending on the filming duration).

Any party that is interested in filming at an ECPTA run location should download the application form from their website, fill it in and submit it to the ECPTA. The ECPTA will then provide the interested party with a quote for the proposed service. After the interested party pays the agreed upon amount to the ECPTA, a filming permit and licence will be sent to the party in question containing the details of the filming activity.

For the ECPTA to successfully benefit from any filming activity within an ECPTA run park, the following recommended action must be adhered to:

- A production representative on location must be in possession of all relevant public permits, permissions, and approved applications when filming. (Receipts of fees and permits should be carried where possible.)
- The producer must ensure that Public Liability Insurance is in place.
- The producer must ensure that location fees have been paid to the relevant authorities and that, where possible, payment to location landowners have been processed and receipted before filming commences.

- Cast and crew members are requested to ensure safety for all and to display courtesy to the public. A responsible production company representative should be in charge of public management while the cast and crew are on location.
- The producer must prevent and take recognised safety precautions to control/avoid pollution, including light (artificial lighting), soil/water (damage to land/water), air (fumes and smoke) and consult the managing authority immediately if accidents occur. Also avoid damage to fauna, flora or rocks/ geological formations and consult the managing authority prior to taking any vehicles onto sensitive locations.
- Producers must ensure that all relevant traffic, parking and the managing authorities' conditions are adhered to and undertake not to block emergency access or create any nuisance or hazard to pedestrian or vehicle movement unless agreed to by the relevant traffic authority.
- Cast and crew must ensure that the location used is left in its original state after filming – including the removal of any sets/signs constructed or erected for filming purposes at the end of filming.
- The producer must ensure that all risk in regard to fire has been minimized, cast and crew must follow accepted safety precautions, always have fire-fighting equipment on hand and if required notification of the relevant authority should take place promptly.
- Crew must position electrical appliances and cables in an appropriate manner and comply with safety codes.
- The producer must ensure that the location is supervised at all times, by a specifically designated production member or location/unit manager during filming hours and by security guards after hours.
- The producer must ensure that all crew members carry emergency numbers with them on set at all times in case of emergencies.
- Although the film industry in South Africa has not developed its own set of filming guidelines for working with animals, the industry is regulated by the Animals Protection Act and the Performing Animals Protection Act. The Animals Protection Act (No. 71 of 1962) relates to the prevention of cruelty to animals. The Performing Animals Protection Act (No. 24 of 1935) regulates the exhibition and training of performing animals and the use of dogs for safeguarding. According to this act: “No person shall exhibit or train or cause or permit to be exhibited or trained for exhibition any animal of which he is the owner or has the lawful custody or use any dog for safeguarding unless such person is the holder of a license”.
- The ECPTA encourages a green filmmaking approach designed to educate and encourage productions in the use of environmentally sensitive production materials and techniques. This includes:
 - Purchase recyclable products or products sold in recyclable packaging.
 - Avoid the use of Styrofoam and other non-biodegradable products. Select caterers that do the same.
 - Purchasing locally produced products not only contributes to the economy, it also reduces additional energy use associated with transportation.
 - Recycle when possible: paper, cans, glass, cardboard, plastics and batteries.
 - Contract with caterers/food suppliers that use recyclable or biodegradable serving containers, kitchenware etc.

- Provide recycling bins in production offices and on set.
- Recycle sets or donate all unused or unwanted items to local charities, schools, animal welfare organisations, etc.
- Practice eco-conscious habits such as not idling equipment and vehicles unnecessarily.
- Should a production company or producer repeatedly transgress permit conditions, the ECPTA may in consultation with relevant producer associations or production peers, and after thorough engagement with all parties concerned, suspend all rights to receive permits.

Proposed actions for horseback riding activities

A number of parts of the natural environment are impacted by horse riding and, as such, have provided a focus for research. Included are soil, surface water, vegetation, structural changes (e.g. trail widening) and introduction of foreign material. Thus, it is essential for any concessionaires to adhere to the following recommended actions to comply with the ECPTA code of conduct regarding horseback riding activities:

- The areas of operation must be made clear. The concessionaire must submit a horse riding patch to the ECPTA for approval. Horse riding will be operated as specified in the respective National Park General Management Plan. Site selection and designing of horse riding routes shall involve the ECPTA park management and shall not pass along the existing tourism activities.
- The type and number of facility/equipment needed must be specified. There shall be an agreement on areas and type of facility that will be used to keep the horses in the park. The number of horses will be as stipulated in the agreement, and align the park management plan.
- Appropriate facility and area shall be determined by the park management in collaboration with DFFE.
- For permit and license requirements by the concessionaire, the concessionaire shall have:
 - A valid South African tour operator license
 - A clean business record
 - Certified from recognised and reputable horse riding institution with experience of at least three years
 - Agreement with ECPTA before commencing the activity.
- The type of competence and number of staff required for the activity must also be made clear. The concessionaire must have well trained and certified professional guides.
- The concessionaire shall have a reliable communication system and emergence evacuation programme
- The concessionaire must also comply with all Environmental and social consideration issues, as prescribed in NEMA.
- All safety, security and health consideration issues must be applied. This includes the following:
 - A briefing by the guide prior to departure on safety procedures, expected horse riding experience and duration of the activity
 - The concessionaire shall provide a first aid kit for the horse and visitors
 - Visitors shall use recommended horse riding gears (boots, trouser, shirt and helmet/hat etc).

- Visitors shall keep two horse distances apart to avoid kicking.
- The operator must have rescue/emergence response plan and use an efficient technology such as cell phones, walkie talkie and GPS in case of emergency.
- The concessionaire shall have knowledge of local wildlife available in the area.
- The horse rider shall ride with the reasonable speed to avoid accidents.
- Visitors must ride on the approved designated trails/routes.
- Horses shall be hooked/tied close by the rider at the established resting points.
- Distance from the wild animal shall be at least 50m away.
- The concessionaire must ensure the activity is conducted in a professional, safe, quality and in orderly manner that comply with general park management rules.
- The duration of the activity and maximum number of visitors must be defined. Thus includes:
 - The time of horse riding shall be between 07:00 and 17:00.
 - The duration of activity shall be a maximum of two hours (short route) and a maximum of four hours (long route).
 - The operation of horse riding shall be two rounds per route per day per concessionaire.
 - The minimum group size shall be two riders and the maximum are six riders accompanied by two guides.
 - The minimum age allowed in the activities shall be 12 years.
- Visitors must fill and sign indemnity forms before riding.
- Monitoring and evaluation of the activity must also take place. Regular monitoring shall be carried out to see if the activity complies with the operating agreement and EPCPTA legislations. Annual evaluation will also be carried out to assess the impact of the activity and recommend effective mitigation measures or suspension of the activity.

6.5.19 Price tariffs and permits on activities

The pricing tariffs proposed in this section acts as a guideline for concessionaires that want to implement the same type of activities in their CA. These activity tariffs have been developed by the ECPTA, based on market research, competitive industry pricing calculations and projected inflation rates.

It is recommended that the concessionaire stick to these pricing models. If for some reason, the concessionaire hikes up the prices to tourists that is higher than the recommended pricing below, they have to deliver a detailed written explanation for their actions to the ECPTA. The ECPTA can then decide to accept this or inform the concessionaire that they need to revert back to the proposed pricing. Failure to adhere to the recommendations of the ECPTA will lead to fines imposed on the concessionaire.

Recommendations for general tariffs

Meetings/conferencing facilities

RESERVE	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2021/2022	Consumer Price Index	2022/2023
Baviaanskloof WHS	40	R683,00	6,5%	R728,00	6,5%	R776,00
Great Fish River	15	R569,00	6,5%	R606,00	6,5%	R646,00

RESERVE	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2021/2022	Consumer Price Index	2022/2023
Thomas Baines	45	R455,00	6,5%	R485,00	6,5%	R517,00
Tsolwana	40	R683,00	6,5%	R728,00	6,5%	R776,00
Mpofu	15	R569,00	6,5%	R606,00	6,5%	R646,00
Dwesa	30	R683,00	6,5%	R728,00	6,5%	R776,00
Mkhambathi	15	R569,00	6,5%	R606,00	6,5%	R646,00
Silaka	20	R569,00	6,5%	R606,00	6,5%	R646,00

Venue hire tariffs

Category	NO OF UNITS	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
1-20 people per day	1	R2 273,00	6,5%	R2 421,00	6,5%	R2 579,00
21-50 people per day	1	R4 546,00	6,5%	R4 842,00	6,5%	R5 157,00
51-100 people per day	1	R6 818,00	6,5%	R7 262,00	6,5%	R7 735,00
101-150 people per day	1	R9 091,00	6,5%	R9 682,00	6,5%	R10 312,00
151-200 people per day	1	R11 363,00	6,5%	R12 102,00	6,5%	R12 889,00

Note to the above : The rates do not include conservation fee

Catering for meetings conferences

ITEM	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
Breakfast	per person	R97,00	6,5%	R104,00	6,5%	R111,00
Lunch	per person	R140,00	6,5%	R150,00	6,5%	R160,00
Dinner	per person	R194,00	6,5%	R207,00	6,5%	R221,00
Braai	15 people	R1 753,00	6,5%	R1 867,00	6,5%	R1 989,00
	additional	R108,00	6,5%	R116,00	6,5%	R124,00
Tea/ Coffee & Eats	per person	R54,00	6,5%	R58,00	6,5%	R62,00

This service is only applicable to Tsolwana, Great Fish River ,Mpofu and Mkhambathi. Arrangements and payment to be made prior to arrival. Minimum 10 persons (overnight visitors).

Visitor catering / cook hire (guests to provide own supplies)

ITEM	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
1-4 person group	per day	R171,00	6,5%	R183,00	6,5%	R195,00
1-10 person group	per day	R341,00	6,5%	R364,00	6,5%	R388,00

Conservation fee

CATERGORY	CAPACITY/ UNIT	RATE 2020/2021	Consumer Price Index	RATE 2020/2021	Consumer Price Index	2022/2023
A	per adult	R24,00	6,5%	R26,00	6,5%	R28,00
	per child	R12,00	6,5%	R13,00	6,5%	R14,00
B	per adult	R12,00	6,5%	R13,00	6,5%	R14,00
	per child	R7,00	6,5%	R8,00	6,5%	R9,00
BWHS	per adult	R47,00	6,5%	R51,00	6,5%	R55,00
	per child	R24,00	6,5%	R26,00	6,5%	R28,00
Foreigners	per adult	R69,00	6,5%	R74,00	6,5%	R79,00
	per child	R35,00	6,5%	R38,00	6,5%	R41,00
Educators	per person	R18,00	6,5%	R20,00	6,5%	R22,00
Scholar	per person	R7,00	6,5%	R8,00	6,5%	R9,00
Student	per person	R12,00	6,5%	R13,00	6,5%	R14,00

Conservation fee (overnight visitors) payable for every night spent in a particular reserve. Day visitors pay once.

Vehicle access - free

CATEGORY	RESERVE
A	Great Fish River, Groendal, Hluleka, Mkhambathi, Silaka, Thomas Baines, Tsolwana
B	Commando Drift, Dwesa, East London Coast, Formosa, Fort Fordyce, Hamburg, Island, Nduli Luchaba, Mpofu, Ongeluksnek, Oviston & Watersmeeting
WHS	Baviaanskloof

Community fee to be half the conservation fee

RESERVE	BENEFITING COMMUNITIES
Hluleka	Lucingweni ,Gangeni ,Bhucula ,Xhuthudwele ,Mdzwini ,Nkanunu ,Mamolweni ,Old bunting
Silaka	Mthumbane, Dumasi, Sicambeni, Cwebeni, Mthalala, Vukandlule, Hlamvana, Bholani, Ludume, Maplotini, Sinqwini, Mahang
Great Fish	Sheshegu, Masakhane, Njwaxa, Mbizana, Didikana ,Ngcabasa ,Ripplemead ,Gwabeni ,Ndwayana ,Glenmore ,Fort Brown
Mkambathi	Khanyayo/Mthentu ,Aphahlabathi ,Lower Hlabathi ,Ramzi ,Fleyi ,Mtshayelo ,Ngquza and Claimants
Dwesa -Cwebe	Cwebe ,Hobeni ,Mendwane ,Ntlangano ,Ngoma ,Mpume ,Ntubeni
Groendal	Zweledinga ,New Rest ,Greenbushes ,Langa ,KwaNobuhle
Thomas Baines	Salem ,Grahamstown Township - Xolani ,Hlalani ,Extension 4,5,6,7,8,9,10 and Vukani
Watersmeeting	Nolukhanya Township (Bathurst)
Baviaanskloof	Zaymaanshoek, Colesky, Bakloof, Zandvlakte ,Jaochimkraal ,Cambria ,Andrieskral, Patensie

RESERVE	BENEFITING COMMUNITIES
Tsolwana	Tsitsikama ,Roman Slaagter ,Upper Didimane ,Thembaletu village ,Tendergate, Khayaletu ,Barclays farm
Ongeleksnuk	Mutseng ,Diqalabeni ,Nicefield ,Litlapeng ,Moiketsi ,Masupa ,Mparane
Mpofu	

Reserve by-products

ITEM	CAPACITY/ UNIT	RATE 2019/2020	Consumer Price Index	RATE 2020/2021	Consumer Price Index	2022/2023
Venison	Per kg	R22,00	6,5%	R24,00	6,5%	R26,00
Warthog	Per kg	R18,00	6,5%	R20,00	6,5%	R22,00
Firewood	Per bundle					

Photography

ITEM	CAPACITY/UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
30-100 People	Per night	R8 522,06	6,5%	R9 076,00	6,5%	R9 666,00
15 - 29 People	Per night	R5 681,38	6,5%	R6 051,00	6,5%	R6 445,00
6 - 14 People	Per night	R3 976,96	6,5%	R4 236,00	6,5%	R4 512,00
Less than 5 people	Per night	R1 136,28	6,5%	R1 211,00	6,5%	R1 290,00

Filming

ITEM	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
Less than 5 People	Per night	R2 840,69	6,5%	R3 026,00	6,5%	R3 223,00
6 - 14 People	Per night	R5 681,38	6,5%	R6 051,00	6,5%	R6 445,00
15 - 29 People	Per night	R11 362,75	6,5%	R12 102,00	6,5%	R12 889,00
30 - 100 plus	Per night	R17 044,13	6,5%	R18 152,00	6,5%	R19 332,00

Events and nature based activities

ITEM	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
1-99 participants		R86,00	6,5%	R92,00	6,5%	R98,00
100 and above		R118,25	6,5%	R126,00	6,5%	R135,00

Helicopter tours

ITEM	CAPACITY/ UNIT	2020/2021	Consumer Price Index	2020/2021	Consumer Price Index	2022/2023
15 minute ride	Per child	-	6,5%	-	6,5%	R600,00
30 minute ride	Per child	-	6,5%	-	6,5%	R1200,00
15 minute ride	Per adult	-	6,5%	-	6,5%	R1800,00
30 minute ride	Per adult	-	6,5%	-	6,5%	R2800,00

**Currently helicopter tours are not offered at any ECPTA run provincial park. Thus, the prices displayed above are recommended prices based on the average market price for similar product/activity offerings at other popular South African tourist destinations. Per child means any person under the age of 12.*

Recommendation for reserve specific tariffs for activities

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
Baviaanskloof	Bird Watching	Adult	7,5%	R52,00	6,5%	R56,00	6,5%	R61,00
		Child	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
	4x4 Trails	Vehicle	7,5%	R485,00	6,5%	R522,00	6,5%	R562,00
	Horse Trails	Adult	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
		Child	7,5%	R93,00	6,5%	R100,00	6,5%	R108,00
	Hiking Trails	Adult	7,5%	R52,00	6,5%	R56,00	6,5%	R61,00
		Child	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
	Canoe Hire	Per canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
Cycling	Person	7,5%	R38,00	6,5%	R41,00	6,5%	R45,00	
Commando Drift	Fishing	Adult	7,5%	R52,00	6,5%	R56,00	6,5%	R61,00
		Child	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
	Canoe Hire	Per Canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
East London Coast	Hiking trails	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
		Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00
	Fishing	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
		Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00
	Canoe Hire	Per Canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
	Swimming	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
		Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00
	Bird watching	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
Child		7,5%	R8,00	6,5%	R9,00	6,5%	R10,00	

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
Dwesa Nature Reserve	Hiking trails	Adult	7,5%	R38,00	6,5%	R41,00	6,5%	R45,00
		Child	7,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Canoe Hire	Per Canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
	Guide Hire	1-2hr	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
Fort Fordyce Nature Reserve	Hiking trails	Adult	6,5%	R38,00	6,5%	R41,00	6,5%	R44,00
		Child	6,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Guide Hire	1-2hr	6,5%	R182,00	6,5%	R194,00	6,5%	R207,00
	4x4 Trail	Per Vehicle	6,5%	R481,00	6,5%	R513,00	6,5%	R547,00
	Horse trail	Adult	6,5%	R182,00	6,5%	R194,00	6,5%	R207,00
		Child	6,5%	R92,00	6,5%	R98,00	6,5%	R105,00
Great Fish Nature Reserve	Sites of interest Trail (Hippo, Adams)	Adult	7,5%	R122,00	6,5%	R132,00	6,5%	R142,00
		Child	7,5%	R62,00	6,5%	R67,00	6,5%	R73,00
	Self-Game viewing		7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
	Morning Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Day Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
		Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00
	Sunset Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Night Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
Child		7,5%	R54,00	6,5%	R59,00	6,5%	R64,00	

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
	Guided game viewing by vehicle		7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
	Morning Drive	Adult	7,5%	R263,00	6,5%	R283,00	6,5%	R305,00
		Child	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
	Day Drive	Adult	7,5%	R207,00	6,5%	R223,00	6,5%	R240,00
		Child	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
	Sunset Drive	Adult	7,5%	R263,00	6,5%	R283,00	6,5%	R305,00
		Child	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
	Night Drive	Adult	7,5%	R207,00	6,5%	R223,00	6,5%	R240,00
		Child	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
	Sundowners (Adams Krantz)		7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
Hop on guides	Per guide	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00	
Groendal Nature Reserve	Hiking trails	Adult	7,5%	R40,00	6,5%	R43,00	6,5%	R47,00
		Child	7,5%	R21,00	6,5%	R23,00	6,5%	R25,00
	Swimming	Adult	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
		Child	7,5%	R14,00	6,5%	R16,00	6,5%	R18,00
	Bird watching	Adult	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
		Child	7,5%	R14,00	6,5%	R16,00	6,5%	R18,00
	Fishing	Adult	7,5%	R27,00	6,5%	R30,00	6,5%	R33,00
		Child	7,5%	R14,00	6,5%	R16,00	6,5%	R18,00
Hluleka Nature Reserve	Nature walks	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
	Canoe hire	Per Canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
	Cultural tours	Adult	7,5%	R305,00	6,5%	R328,00	6,5%	R353,00
		Child	7,5%	R153,00	6,5%	R165,00	6,5%	R178,00
	Guide Hire	1-2hr	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
Mkambathi Nature Reserve	Hiking trails	Adult	7,5%	R38,00	6,5%	R41,00	6,5%	R45,00
		Child	7,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Horse trail	Adult	7,5%	R365,00	6,5%	R393,00	6,5%	R423,00
		Child	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
	4x4 Trail	Per Car	7,5%	R485,00	6,5%	R522,00	6,5%	R562,00
	Guide Hire	1-2hr	7,5%	R182,00	6,5%	R196,00	6,5%	R211,00
Mpofu Nature	Self-game drive		7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
	Morning Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Day Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
		Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00
	Sunset Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Night Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
Child		7,5%	R54,00	6,5%	R59,00	6,5%	R64,00	
Ongeluksnek Nature Reserve	4x4 trails	Per Car	7,5%	R485,00	6,5%	R522,00	6,5%	R562,00
	Horse trails	Adult	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
	Cycling Trails	Child	7,5%	R365,00	6,5%	R393,00	6,5%	R423,00
		Adult	7,5%	R38,00	6,5%	R41,00	6,5%	R45,00
		Child	7,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Hiking trails	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
		Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00
	Guide Hire	1-2hr	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00

Oviston Nature Reserve	Self-Game drives		7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
	Morning Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Day Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
		Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00
	Sunset Drive	Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
	Night Drive	Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
		Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00
	Cycling	Adult	7,5%	R38,00	6,5%	R41,00	6,5%	R45,00
		Child	7,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Canoeing	Per Canoe	7,5%	R147,00	6,5%	R159,00	6,5%	R171,00
	Horse trail	Adult	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
		Child	7,5%	R93,00	6,5%	R100,00	6,5%	R108,00
	Fishing	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
		Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00
Hiking trails	Adult	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00	
	Child	7,5%	R8,00	6,5%	R9,00	6,5%	R10,00	

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
	Historical tours	Adult	7,5%	R305,00	6,5%	R328,00	6,5%	R353,00
		Child	7,5%	153,00	6,5%	R165,00	6,5%	R178,00
Silaka Nature Reserve	Nature walks/Self walks	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
	Guide Hire	1-2hr	7,5%	R183,00	6,5%	R197,00	6,5%	R212,00
Thomas Baines Nature Reserve	Hiking 1	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
	Interpretation trail	Per Person	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
	Facilitator	1-2hr	7,5%	R243,00	6,5%	R262,00	6,5%	R282,00
	Team Building	Per Person	7,5%	R122,00	6,5%	R132,00	6,5%	R142,00
	Cycling	Adult	7,5%	R0,00	6,5%	R0,00	6,5%	R0,00
		Child	7,5%	R20,00	6,5%	R22,00	6,5%	R24,00
	Tsolwana Nature Reserve	Self-game driving		7,5%	R0,00	6,5%	R0,00	6,5%
Morning Drive		Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
Day Drive		Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
		Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00
Sunset Drive		Adult	7,5%	R133,00	6,5%	R143,00	6,5%	R154,00
		Child	7,5%	R67,00	6,5%	R73,00	6,5%	R79,00
Night Drive		Adult	7,5%	R104,00	6,5%	R112,00	6,5%	R121,00
	Child	7,5%	R54,00	6,5%	R59,00	6,5%	R64,00	

RESERVE	ACTIVITIES		Inflation Rate 2020/2021	PROPOSED BASE RATE 2020/2021	Inflation Rate 2021/2022	PROPOSED BASE RATE 2021/2022	Inflation Rate 2022/2023	PROPOSED BASE RATE 2022/2023
	Picnicking	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
	Hiking trails	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	13,00	6,5%	R14,00	6,5%	R16,00

WATERSMEETING NATURE RESERVE	Picnic site	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
	Horse Shoe View Point	Adult	7,5%	R26,00	6,5%	R28,00	6,5%	R31,00
		Child	7,5%	R13,00	6,5%	R14,00	6,5%	R16,00
	Hiking Trail	Adult	7,5%	R40,00	6,5%	R43,00	6,5%	R47,00
		Child	7,5%	R21,00	6,5%	R23,00	6,5%	R25,00

Recommendation for reserve specific tariffs for accommodation

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
Baviaanskloof	Komdomo Campsite	3 star	Per campsite	6,5%	R0,00	R490,00	R514,00	6,5%	R0,00	R522,00	R548,00
	Rooihoek Wilderness Campsite		Per campsite	6,5%	R0,00	R440,00	R466,00	6,5%	R0,00	R469,00	R497,00
	Doodsklip Wilderness Campsite		Per campsite	6,5%	R0,00	R440,00	R466,00	6,5%	R0,00	R469,00	R497,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/20 22	OFF-PEAK RATE 2021/20 22	PROPOSED PEAK RATE 2021/20 22	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/20 23	OFF-PEAK RATE 2022/20 23	PROPOSED PEAK RATE 2022/20 23
	Bergplaas Trail Hut		1-4 person/night	6,5%	R363,00	R100,00	R130,00	6,5%	R387,00	R107,00	R139,00
	Geelhoutbos Lodge - Room 1	3 star	Per night	6,5%	R0,00	R389,00	R453,00	6,5%	R0,00	R415,00	R483,00
	Geelhoutbos Lodge - Room 2	3 star	Per night	6,5%	R0,00	R389,00	R453,00	6,5%	R0,00	R415,00	R483,00
	Geelhoutbos Lodge - Room 3	3 star	Per night	6,5%	R0,00	R389,00	R453,00	6,5%	R0,00	R415,00	R483,00
	Geelhoutbos Lodge - Room 4	3 star	Per night	6,5%	R0,00	R389,00	R453,00	6,5%	R0,00	R415,00	R483,00
Commando Drift	Fish Eagle Cabins	3 star	Per night	6,5%	R0,00	R325,00	R389,00	6,5%	R0,00	R347,00	R415,00
	Lake View Chalet	3 star	Per night	6,5%	R0,00	R647,00	R712,00	6,5%	R0,00	R690,00	R759,00
	Caravan Site	3 star	Per night	6,5%	R0,00	R209,00	R235,00	6,5%	R0,00	R223,00	R251,00
	Tent Site	3 star	Per night	6,5%	R0,00	R195,00	R221,00	6,5%	R0,00	R208,00	R236,00
East London	Double Mouth Campsite	3 star	Per night	6,5%	R0,00	R289,00	R386,00	6,5%	R0,00	R308,00	R412,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
Dwesa Nature Reserve	2 Sleeper Chalets	3 star	Per night	6,5%	R0,00	R416,00	R453,00	6,5%	R0,00	R444,00	R483,00
	4 Sleeper Chalets	3 star	Per night	6,5%	R0,00	R802,00	R842,00	6,5%	R0,00	R855,00	R897,00
	Dwesa Campsite	3 star	Per night	6,5%	R0,00	R300,00	R325,00	6,5%	R0,00	R320,00	R347,00
	Forest House		Per night	6,5%	R647,00	R170,00	R1266,00	6,5%	R690,00	R1247,00	R1349,00
Fort Fordyce Nature Reserve	Maqoma's Den	Not graded	Per night	6,5%	R0,00	R712,00	R776,00	6,5%	R0,00	R759,00	R827,00
	Harris Hut	Not graded	Per night	6,5%	R0,00	R712,00	R776,00	6,5%	R0,00	R759,00	R827,00
	Louries Rest	Not graded	1-4 R560 night	6,5%	R725,00	R151,00	R157,00	6,5%	R773,00	R161,00	R168,00
	Phakamisa Hut	Not graded	1-4 R560 night	6,5%	R725,00	R151,00	R157,00	6,5%	R773,00	R161,00	R168,00
	Camping Sites	Not graded	Per night	6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/20 22	OFF-PEAK RATE 2021/20 22	PROPOSED PEAK RATE 2021/20 22	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/20 23	OFF-PEAK RATE 2022/20 23	PROPOSED PEAK RATE 2022/20 23
	Mvubu Lodge - Room 1		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mvubu Lodge - Room 2		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mvubu Lodge - Room 3		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mvubu Lodge - Room 4		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Nottingham Lodge - Room 1	3 star	Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Nottingham Lodge - Room 2	3 star	Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Nottingham Lodge - Room 3	3 star	Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Nottingham Lodge - Room 4	3 star	Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Nottingham Lodge - Room 5	3 star	Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/20 22	OFF-PEAK RATE 2021/20 22	PROPOSED PEAK RATE 2021/20 22	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/20 23	OFF-PEAK RATE 2022/20 23	PROPOSED PEAK RATE 2022/20 23
	Mbabala Lodge - Room 1		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mbabala Lodge - Room 2		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mbabala Lodge - Room 3		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Mbabala Lodge - Room 4		Per night	6,5%	R0,00	R647,00	R970,00	6,5%	R0,00	R690,00	R1 034,00
	Basil Kent Reseach Centre		Per night	6,5%	R518,00	R130,00	R157,00	6,5%	R552,00	R139,00	R168,00
	Mvubu Family Chalets		1-2 person	6,5%	R674,00	R124,00	R305,00	6,5%	R718,00	R133,00	R325,00
Groendal Nature Reserve	Groendal campsites	3 star	per person /night	6,5%	R0,00	R60,00	R80,00	6,5%	R0,00	R64,00	R86,00
			per child /night	6,5%	R0,00	R28,00	R35,00	6,5%	R0,00	R30,00	R38,00
	Groendal Picnic Site	3 star	per adult /night	6,5%	R0,00	R60,00	R67,00	6,5%	R0,00	R64,00	R72,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
			per child /night	6,5%	R0,00	R28,00	R35,00	6,5%	R0,00	R30,00	R38,00
	Island Picnic Site	3 star	per adult /night	6,5%	R0,00	R60,00	R67,00	6,5%	R0,00	R64,00	R72,00
			per child /night	6,5%	R0,00	R28,00	R35,00	6,5%	R0,00	R30,00	R38,00
	Groendal lodge	3 star	1-4 R162	6,5%	R209,00	R41,00	R46,00	6,5%	R223,00	R44,00	R49,00
			Adult/Additional	6,5%	R0,00	R41,00	R46,00	6,5%	R0,00	R44,00	R49,00
			Child/Additional	6,5%	R0,00	R22,00	R28,00	6,5%	R0,00	R24,00	R30,00
	Island lapa	3 star	1-4 R162	6,5%	R209,00	R41,00	R46,00	6,5%	R223,00	R44,00	R49,00
			Adult/Additional	6,5%	R0,00	R22,00	R28,00	6,5%	R0,00	R24,00	R30,00
			Child/Additional	6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00
	Rooikrans Lapa	3 star	1-4 person /night	6,5%	R0,00	R583,00	R712,00	6,5%	R0,00	R621,00	R759,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
			Additional	6,5%	R0,00	R130,00	R157,00	6,5%	R0,00	R139,00	R168,00
Hluleka Nature Reserve	5 Hikers Huts			6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00
	Family Chalets	4 star	1-2 persons	6,5%	R570,00	R227,00	R305,00	6,5%	R608,00	R242,00	R325,00
			Child/Additional	6,5%	R0,00	R117,00	R155,00	6,5%	R0,00	R125,00	R166,00
Mkambathi Nature Reserve	Stone Cottage	Not graded	1-2 person R500	6,5%	R647,00	R138,00	R1331,00	6,5%	R690,00	R1212,00	R1418,00
	Main Lodge - Room 1	3 star	Per night	6,5%	R0,00	R647,00	R776,00	6,5%	R0,00	R690,00	R827,00
	Main Lodge - Room 2	3 star	Per night	6,5%	R0,00	R647,00	R776,00	6,5%	R0,00	R690,00	R827,00
	Main Lodge - Room 3	3 star	Per night	6,5%	R0,00	R647,00	R776,00	6,5%	R0,00	R690,00	R827,00
	Main Lodge - Room 4	3 star	Per night	6,5%	R0,00	R647,00	R776,00	6,5%	R0,00	R690,00	R827,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
	Main Lodge - Room 5	3 star	Per night	6,5%	R0,00	R647,00	R776,00	6,5%	R0,00	R690,00	R827,00
Mpofu Nature Reserve	Mpofu Lodge - Room 1	3 star	Per night	6,5%	R0,00	R421,00	R842,00	6,5%	R0,00	R449,00	R897,00
	Mpofu Lodge - Room 2	3 star	Per night	6,5%	R0,00	R421,00	R842,00	6,5%	R0,00	R449,00	R897,00
	Mpofu Lodge - Room 3	3 star	Per night	6,5%	R0,00	R421,00	R842,00	6,5%	R0,00	R449,00	R897,00
	Mpofu Lodge - Room 4	3 star	Per night	6,5%	R0,00	R421,00	R842,00	6,5%	R0,00	R449,00	R897,00
	Mpofu Lodge - Room 5	3 star	Per night	6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00
Ongeluksnuk Nature Reserve	Gateway Lodge - Room 1		Per night	6,5%	R0,00	R389,00	R842,00	6,5%	R0,00	R415,00	R897,00
	Gateway Lodge - Room 2		Per night	6,5%	R0,00	R389,00	R842,00	6,5%	R0,00	R415,00	R897,00
	Gateway Lodge - Room 3		Per night	6,5%	R0,00	R389,00	R842,00	6,5%	R0,00	R415,00	R897,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/20 22	OFF-PEAK RATE 2021/20 22	PROPOSED PEAK RATE 2021/20 22	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/20 23	OFF-PEAK RATE 2022/20 23	PROPOSED PEAK RATE 2022/20 23
	Gateway Lodge - Room 4		Per night	6,5%	R0,00	R389,00	R842,00	6,5%	R0,00	R415,00	R897,00
	Gateway Lodge - Room 5		Per night	6,5%	R0,00	R389,00	R842,00	6,5%	R0,00	R415,00	R897,00
	Tweespruit Bushcamp		R150/night	6,5%	R0,00	R171,00	R171,00	6,5%	R0,00	R183,00	R183,00
	Rondavels		R150/night	6,5%	R0,00	R195,00	R195,00	6,5%	R0,00	R208,00	R208,00
Oviston Nature Reserve	Komweer Lodge - Room 1	3 star	Per night	6,5%	R0,00	R517,00	R583,00	6,5%	R0,00	R551,00	R621,00
	Komweer Lodge - Room 2	3 star	Per night	6,5%	R0,00	R517,00	R583,00	6,5%	R0,00	R551,00	R621,00
	Komweer Lodge - Room 3	3 star	Per night	6,5%	R0,00	R517,00	R583,00	6,5%	R0,00	R551,00	R621,00
	Komweer Lodge - Room 4	3 star	Per night	6,5%	R0,00	R517,00	R583,00	6,5%	R0,00	R551,00	R621,00
	Apies Bay Cabin		Per night	6,5%	R0,00	R325,00	R350,00	6,5%	R0,00	R347,00	R373,00
	Ihodi Campsite	3 star	Per night	6,5%	R0,00	R195,00	R221,00	6,5%	R0,00	R208,00	R236,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
Silaka Nature Reserve	4 Sleeper Chalet	4 star	Per night	6,5%	R647,00	R1 170,00	R1 266,00	6,5%	R690,00	R1 247,00	R1 349,00
	2 Sleeper Chalet	4 star	Per night	6,5%	R0,00	R647,00	R698,00	6,5%	R0,00	R690,00	R744,00
Thomas Baines Nature Reserve	Boys Dormitory		Student	6,5%	R0,00	R54,00	R60,00	6,5%	R0,00	R58,00	R64,00
			Adult	6,5%	R0,00	R80,00	R86,00	6,5%	R0,00	R86,00	R92,00
	Girls Dormitory		Student	6,5%	R0,00	R54,00	R60,00	6,5%	R0,00	R58,00	R64,00
			Adult	6,5%	R0,00	R80,00	R86,00	6,5%	R0,00	R86,00	R92,00
	Teachers Room		Student	6,5%	R0,00	R130,00	R144,00	6,5%	R0,00	R139,00	R154,00
	Picnic Site		per night	6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00
	Campsites		per night	6,5%	R0,00	R331,00	R357,00	6,5%	R0,00	R353,00	R381,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/20 22	OFF-PEAK RATE 2021/20 22	PROPOSED PEAK RATE 2021/20 22	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/20 23	OFF-PEAK RATE 2022/20 23	PROPOSED PEAK RATE 2022/20 23
	Dung Beetle Cottage	3 star	1-2 p	6,5%	R634,00	R176,00	R202,00	6,5%	R676,00	R188,00	R216,00
Tsolwana Nature Reserve	Tibet Park Lodge - Room 1	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Park Lodge - Room 2	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Park Lodge - Room 3	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Park Lodge - Room 4	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Park Lodge - Room 5	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Otterford Lodge - Room 1		per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Otterford Lodge - Room 2		per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Otterford Lodge - Room 3		per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Otterford Lodge - Room 4		per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00

RESERVE	UNIT	GRADING	Pax	Inflation Rate 2021 - 2022+1% Community Fee	BASE RATE 2021/2022	OFF-PEAK RATE 2021/2022	PROPOSED PEAK RATE 2021/2022	Inflation Rate 2022 - 2023+1% Community Fee	BASE RATE 2022/2023	OFF-PEAK RATE 2022/2023	PROPOSED PEAK RATE 2022/2023
	Otterford Lodge - Room 5		per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Indwe Lodge - Room 1	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Indwe Lodge - Room 2	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Indwe Lodge - Room 3	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Indwe Lodge - Room 4	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Flatlet - Room 1	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Tibet Flatlet - Room 2	3 star	per night	6,5%	R0,00	R453,00	R517,00	6,5%	R0,00	R483,00	R551,00
	Boma			6,5%	R0,00	R0,00	R0,00	6,5%	R0,00	R0,00	R0,00
Watersmeeting Nature Reserve	Horse Shoe Cabin		per person	6,5%	R0,00	R130,00	R0,00	6,5%	R0,00	R139,00	R0,00

Recommendations for activity specific permits

In addition to the pricing tariffs to be paid by individuals for the associate activity undertaken, guests must also pay permits for certain activities to the concessionaire. These permits differ in pricing according to the activity undertaken (as shown in the table below).

- Level 0 refers to an activity with a negligible impact on the surrounding area, and thus have no pricing associated to it.
- Level 1 refers to an activity with a light impact on the environment, and thus has a permit price.
- Level 2 refers to a moderate impact on the environment.
- Level 3 refers to a potential high impact on the environment.

Level	Activity	Pricing 2020/2021 per person
Level 0	Guided walks	-
	Self-guided nature walks	-
	Picnicking	-
	Bird watching	-
Level 1	Dog walking	R250,00
Level 2	Water based activities	R400,00
	Paragliding	R400,00
	Hang-gliding	R400,00
	Rock climbing	R400,00
Level 3	Horseback riding	R650,00
	Line fishing	R650,00
	Cycling	R650,00
	Helicopter tours	R650,00

- Guests should pay these permit fees to directly to the Concessionaire if the activity in question falls under the operation of the concessionaire.
- The permit fee for each guest is valid for a period of 12-months.
- Should a guest revisit the area within that period, they will not need to pay a permit fee again for the same activity (upon providing proof of previous payment).
- The concessionaire can then pay these permit fees once a month to the ECPTA.

6.5.20 General safety

In principle, the concessionaire will indemnify the ECPTA against any liability in the event of an accident or any incident involving a guest to the CA, and concessionaires are responsible for the general safety of their guests, staff and construction workers.

Proposed actions:

- Concessionaires must take reasonable steps to ensure that guests, staff and construction workers are aware of all the safety rules and regulations by posting them where it will be visible to all parties concerned.
- The concessionaire must have an emergency policy that covers both guests and staff in the event of a serious injury, acute medical emergency or security emergency. Relevant staff must be trained and aware of this policy.
- The CA's are located in areas where potential dangerous animals occur. The design and layout of these facilities should incorporate this fact.
- Where guests, staff or contractors are not adequately protected by fences against dangerous animals, the CA must ensure that they are accompanied by an armed ranger, specifically after hours.
- The ECPTA will permit concessionaires to undertake any necessary security precautions in the development site and its immediate surroundings.
- Security in the rest of the CA, e.g., against poachers, is the responsibility of park personnel. Concessionaires must report any poaching activity to the appropriate relevant senior ranger and/or park warden.

6.6 Infrastructure management and support

It is essential that any future concessionaire understand that although they will be in charge of the CA, there are still strict infrastructural compliance mechanisms that they would need to adhere to.

The infrastructure management and support guidelines should be strictly adhered to by all parties involved in future concession contracts.

6.6.1 Construction and design

On principle, the following information should be taken into consideration:

- Regarding visual impacts, any development within the ECPTA run provincial parks must take due cognisance of the visual impacts it may have on surrounding areas and other park users. The structures should not be visible (to the naked eye) from wilderness areas or remote areas. Structures must be aesthetically pleasing and blend into the environment.
- Regarding construction and design, the detailed design will be amended to take into account requirements of the EIA. The location, design and construction of any points of access to and/or from the construction site during construction will be subject to the provisions detailed in the EIA, and subject to prior written consent of the ECPTA. the Concessionaire must ensure that all construction operations will be in accordance with the National Building Regulations, the terms of the relevant construction contracts and the accepted EIA.
- According to the National Water Act (No 36 of 1998) the riverbanks may not be infringed upon, and no solid structures may be constructed below the 50-year floodline.

Proposed actions:

- The principles mentioned above should be monitored by the concession project manager during the development phase of the CA's.
- It is recommended that the use of local building materials (inside PAs) should *not* be permitted.
- The scoping, EIA, EMP should address environmental opportunities and constraints of the site, visual impacts, materials used, access points, lighting, noise, drainage.
- In extraordinary circumstances, subject to an EIA, the concessionaire may obtain written approval for the use of local building materials (inside the PA) from the ECPTA. The concessionaire should submit a written request to the concession project manager who will channel the request appropriately.
- The relevant senior ranger and/or park warden must ensure continued compliance of the OMP during the operational phase of the CA and report variations/deviations to the OMP to both the concession project manager, environmental manager and lodge manager immediately.
- The concessionaire must refer any new developments or changes to developments *not* covered in the construction phase EMP to the concession project manager, who should refer the application to Executive Director of the ECPTA Directorate of Destination Management. They should then take a decision in line with the stipulations of NEMA and regulations and internal ECPTA arrangements and policies on the procedures to be followed, i.e. environmental scan for a new developments or moving a fly camp, EMP for a new trench, etc.

- All construction should comply to all building and other regulations and standards. The CA must provide the ECPTA with the following certificates after construction of facilities have been completed:
 - The electrical certificate confirming that the complete electrical reticulation complies and has been tested as specified in the OHS Act and SABS 0142.
 - The structural certificate must confirm that all structural designs and construction complies with the national building regulations.

6.6.2 Power supply

On principle, the following information should be taken into consideration:

- Fuel storage and engine fuel supply must be designed to preclude leakage and spillage.
- Fuel storage tanks must be double-skinned.

Proposed actions:

- The relevant senior ranger and/or park warden should as part of the monthly monitoring check the fuel storage containers for spillage and/or leakage.
- Should leaks and/or spills occur, the lodge manager must ensure that it is cleaned up immediately and report leakages and subsequent mitigation action to the relevant senior ranger and/or park warden.
- Any underground cables to be installed or replaced must comply with the ECPTA rules and regulations.
- Sustainable energy options should be implemented where possible, including energy efficient globes.
- Any overhead powerline that is to be installed and maintained, must do so in accordance with current environmental guidelines. The installation of overhead power lines is a listed activity, and new installations will require an EIA.
- Should diesel Generators be in use, they must be operated in such a way that it does not present noise pollution for any other users inside or even outside the park.
- It is recommended that a qualified electrician must complete all work on electrical reticulations, and a copy of the certificate of compliance should be issued to ECPTA Directorate of Destination Management via the concession project manager.

6.6.3 Water extraction

Total water extraction from any or all sources within any of the ECPTA run provincial parks should be limited to not more than the allocated litres per bed per day. *Currently, the ECPTA does not have such an indication included within their park management plans. It recommended that this be addressed accordingly.* Gardens, lawns and any other water features must be designed to meet a proposed limit. This limit should include the water use for newly established artificial water holes (if any).

Proposed actions:

- It should be the responsibility of the concessionaire to conduct/comply with the following activities:
 - The concessionaire should install measuring equipment at all water sources providing water for the lodge (or other development) and associated infrastructure.

- The concessionaire must ensure that permits are obtained from the Department of Water and Sanitation (DWS) for all the water extraction points (if any).
- The concessionaire will only extract water for the concession from boreholes or rivers as approved in the EIA.
- The concessionaire must ensure that the quality of all water extracted comply with the SABS standards.
- The concessionaire must manage these sources in a responsible way and must ensure that the sources are not overexploited.
- The concessionaire should ensure that sufficient back-up water sources are available and should identify and drill new boreholes in cases where an existing borehole deteriorates or collapses.
- Infrastructure (river extraction points, borehole pumps or pump engines, pipelines) must be maintained and managed in such a way that the impact on the environment is limited.
- In the event of water supplied from a distant source, the EIA must consider the impacts of a supply pipeline.
- The concessionaire should install measuring equipment at all water sources providing water for the lodge (or other development) and associated infrastructure.
- The concessionaire must measure the water consumption on a monthly basis.
- The concessionaire should report the CA water consumption as part of the concessionaire's monthly operations report and provide the report to the relevant senior ranger and/or park warden.
- The relevant senior ranger and/or park warden should monitor all water related information and check the total water consumption per CA against the bed limits.
- The relevant senior ranger and/or park warden are allowed to monitor the measurements and do regular checks on the readings.
- The CA's must prevent diesel spills at diesel driven pumps.
- Any moving parts at pumps must be enclosed to prevent injury to animals or persons.
- River extraction points must be protected against flood damage. Should any flood damage occur, the concession holder would be responsible to clear any rubble from the river, and also to re-construct the point.

6.6.4 Communications infrastructure

In principle, for the use of any radio operated devices, the concessionaire will require permission from the ECPTA to operate any radio within the parks. Installation of radio masts is a prescribed activity under South Africa's EIA Guidelines.

In addition, the CA radio frequencies must not interfere with ECPTA radio frequencies.

Proposed actions:

- The concessionaire should request permission from the concession project manager to operate a radio within any of the provincial parks.
- The concession project manager should ensure that CA radio frequencies do not interfere with the ECPTA frequencies.

- Radio contact between the CA office and the ranger's office/house/vehicle is advisable for emergency situations.
- Masts and antennas should be as far as possible be placed on existing infrastructure.
- Communication infrastructure must not be visible from outside the CA and must be camouflaged.
- Changes to any existing phone service provider network that might impact on the ECPTA or other users, must be done in consultation with such users.

6.6.5 Waste management

For liquid wastes, the use of french drains and septic tanks will only be allowed for smaller systems where reed beds or other waste systems are not feasible. The EMP must include a liquid waste management plan for both the construction and operational phases, which will be monitored by the ECO. The ECPTA should encourage the use of recycled treated water systems.

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

Proposed actions:

- In general, the monitoring of waste within any of the provincial parks is the function of the ECPTA. Hence, the concession project manager and relevant senior ranger and/or park warden should ensure that:
 - CA's develop and apply procurement policies to minimise waste at the source.
 - It is recommended that the CA develop a waste management strategy that includes identifying opportunities to reduce the creation of waste e.g. through materials or packaging, reducing waste e.g. through returning containers to suppliers, recycling waste and composting waste. An implementation plan must be developed to demonstrate continued improvement through implementation of the strategy.
 - The lodge (or other structure) and whole CA are kept clean at all times.
 - The CA must sort waste according to type and store in containers to keep wildlife out. Where applicable, waste must be recycled.
 - No solid waste is disposed of in any of the ECPTA run provincial parks (no landfills, no burning or incineration).
 - Waste is only temporarily stored in the CA with regular trucking out of any of the ECPTA run provincial parks.
 - Waste is transported by serviceable vehicles.
 - Waste transport complies with gate closing times, speed limits and other ECPTA rules.
 - No leakage or spillage or illicit dumping occurs when trucking out.
 - The waste contractor or empowered entity should comply with DWS.

6.6.6 Road and track upkeep

In principle, the concession contract should state that the concessionaire may utilise existing roads and tracks in its CA, but must take responsibility for maintaining them to the satisfaction of the ECPTA. The roads of concern are firebreaks on the borders of CA's, and there will have to be agreement between the relevant park management and the concessionaire on the use of these roads, i.e. downgrade and change it to a two track game viewing road, or maintain it as a firebreak.

Also keep in mind that the design, layout, construction and maintenance of roads will vary between the CA's and needs to be done in consultation with the ECPTA .

Proposed actions:

- The concessionaire should bear the cost of all new roads and agreement must be reached between the concessionaire and park management (and relevant senior ranger and/or park warden) with regard to the maintenance of certain existing firebreak roads that will be used by both parties.
- Where possible, roads must be built with *in situ* material rather than by importing gravel into the area, because of the potential environmental impacts, possible introduction of alien species, and cost of transporting such materials.
- Each concession should be given the opportunity to revise the allocated kilometres of road they will be using in their CA, based on a set of principles developed.
- All damage to roads within the CA should be repaired immediately by the concessionaire.
- Roads within the CA should be maintained regularly by the concessionaire.
- ECPTA park management may inspect the roads in CA's on a regular basis to determine the status of the roads.
- In a high rainfall period, roads must be closed for use when damage is anticipated. Each concession must have a procedure and map indicating which roads are not passable after rains.
- The relevant senior ranger and/or park warden must take into consideration access to CA's when a decision is taken to close a park dirt road after heavy rains. If this does impact on the access to the CA, it must be communicated to them.

6.7 Social and empowerment requirements

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

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

In principle, it is proposed that the auditing of empowerment requirements be done by an independent auditor for the contractual requirements at a six-monthly frequency during the construction phase, an annual audit for the first five years of the concession and then every third year there-after.

6.7.1 Key indicators

The concessionaire must ensure compliance with all ECPTA and regulatory provisions relating to affirmative action and empowerment of Historically Disadvantaged Individuals (HDIs). The concessionaire should make every effort and use all appropriate opportunities to foster the empowerment of HDI's, including, but not limited to, creating business and employment opportunities for HDIs and empowering those HDIs living in communities in the vicinity of the relevant park, provided always that such empowerment is consistent with the conservation principles set out in the concession contract and the concessionaire's empowerment plan in the concession contract.

Proposed actions:

- Concessionaires will be expected to comply with the wider procedures of the ECPTA in respect of communications policy with local communities (e.g. participation in consultative forum, development committee, interest groups).
- The ECPTA should continue to take the lead, however, in social responsibility programmes such as youth environmental education, contribution in kind and cash to community projects, schools development, water development.
- All private concessions established within the ECPTA run provincial reserves should also comply with the provisions of the Integrated Environmental Management (IEM) procedure. The IEM procedure should require that an attempt be made to ensure that the 'social costs' of development proposals be outweighed by the 'social benefits'.
- Concessionaires should also be judged on the framework and process they have put in place to enable beneficial economic impact. If they have not demonstrated any beneficial impact, nor addressed this adequately in their overall planning, there should be provision to terminate the concession.
- The concessionaire should provide an annual empowerment report to the ECPTA on the extent to which the specific objectives as set in the concession contract have been met, as well as documenting other achievements in promoting the empowerment of HDIs.

6.7.2 Scoring methodology

The ECPTA reserve the right to compare the concessionaire's achievements in the empowerment of HDIs with the quantifiable targets included in the concessionaire's bid submission, and award points for compliance, according to the system of weighting used in the bid evaluation process.

Empowerment achievements should be evaluated and awarded an empowerment score out of 100 in the manner indicated below. As with the initial bid evaluation, a minimum threshold of 40 points must be applicable. If the concessionaire scores below the suggested 40 points, they should be deemed non-compliant with the terms of the concession contract and penalties will be levied.

The ECPTA should at least recognise three dimensions of economic empowerment and ensure the award the following recommended weights in the overall evaluation of achievements.

Dimension	Weight
Affirmative action and training	20%
Economic and business opportunities	40%
Shareholding	40%

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

Proposed scoring actions:

- It is recommended that in evaluating the empowerment achievements, the following additional principles apply:
 - *Time-weighting*: The sooner a concessionaire achieves an empowerment objective, the more credit he/she will be given. The ECPTA must be adamant in requiring that concessionaires respect these future commitments.
 - *Gender*: In view of their doubly disadvantaged historical status, economic opportunities for HDI women should be awarded a premium over those for HDI men.
 - *Participation of communities living adjacent to the park*: a large premium should be accorded to economic participation by communities and individuals living in close proximity to the parks, relative to those from further away.

6.7.3 HDI shareholding

Within this category, it is recommended that quantifiable targets for HDI shareholding should be evaluated against the targets template as follows:

Shareholding by HDI group (% of capital)	Date planned (years from bid date)	Nature and Location of HDI group (description)
X amount	X years	<ul style="list-style-type: none"> • Gender • Region • Ownership structure • Trading Status

Proposed scoring actions:

- It is recommended that in evaluating the HDI shareholding, the following additional principles apply:
 - *Value of shares*: A higher score will be associated with providing HDI groups with a higher percentage of the total shares.
 - *Time-weighting*: The sooner a concessionaire achieves the percentage of shares objective, the more credit he/she will be given.

- *Focus on key aspects:* The concessionaire will score higher if that can indicate how the shares will be broken down, to whom it will be provided, as well as what additional structures will be put in place to ensure the shares actually reach the target HDI group and that they benefit from it.

6.7.4 Training and affirmative action in employment

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

Number and percentage of HDIs at all levels				
Staff positions	Date when filled by HDI	Name of HDI	Training internally/externally	Nature of training
General manager				
Guest relations manager				
Operations manager				
Chief financial officer				
Booking manager				
Head chef				
Head ranger				
Chief rangers				
Marketing manager				
Chief accountant				

Proposed scoring actions:

- It is recommended that in evaluating the training and affirmative action in employment, the following additional principles apply:
 - *Time-weighting:* The sooner a concessionaire fills the indicated employment position with the indicated HDI, the more credit he/she will be given.
 - *Employment level:* The more HDI's that are put in higher employment positions, the more credit he/she will be given.
 - *Nature of training:* The more detailed, advanced and length of period that the training is to be provided, the more credit he/she will be given.

6.7.5 Business and economic opportunities for local communities

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

Empowerment initiative	Date put in place	Annual revenue generated for HDI supplier
Purchase of food supplies		
Purchase of curios		
Laundry services		
Waste disposal		
Game drives		
Transport to and from lodging		
Maintenance		
Construction contract		
Catering		
Accommodation in local villages		
Visits to local villages		

Proposed scoring actions:

- It is recommended that in evaluating the Business and economic opportunities for local communities, the following additional principles apply:
 - *Time-weighting*: The sooner a concessionaire contracts the indicated value chain with the indicated HDI group, the more credit he/she will be given.
 - *Value chain commitment*: The more HDI companies, groups, or individuals that the concessionaire appoints to conducts business with the more credit he/she will be given.
 - *Generated revenue*: The higher the indicated potential revenue per HDI supply chain, the more credit the concessionaire will be given.

6.7.6 Monitoring mechanism

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

The monitoring of the CA's empowerment requirements should be contracted to an empowerment specialist, although the accountability therefore should lie with the concessionaire. The empowerment specialist will have the responsibility of monitoring the CA's against the predetermined quantifiable targets per individual bid submission that form part of the concession contract.

Proposed monitoring actions:

HDI shareholding:

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

Shareholding entity	Contractual shareholding (%)	Effective shareholding (%)	Description of HDI group
X name	X percentage	X percentage	
Total	100%	100%	

Other quantifiable targets as per the bid submission can and would also be evaluated.

Training and affirmative action in employment:

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

Number (in percentage) of HDI employees at all levels								
	Number of employees at start-up		Percentage of employees at start-up		Number of employees after X months		Percentage of employees after X months	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Workers								
Supervisors/ specialists								
Senior management								
Total								

Percentage of female employees at all levels								
	Number of employees at start-up		Percentage of employees at start-up		Number of employees after X months		Percentage of employees after X months	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Workers								
Supervisors/ specialists								
Senior management								
Total								

Employment equity tables by category and level								
Male								
Occupational levels	Black		Coloured		Indian		White	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Top management								
Senior management								
Professionals, specialists and mid-management								
Skilled technical, junior management, supervisors								
Semi-skilled, discretionary decision-making								
Unskilled and defined								

Employment equity tables by category and level								
Male								
	Black		Coloured		Indian		White	
decision making								
Total permanent employees								
Non-permanent employees								
Total employees								

Employment equity tables by category and level								
Female								
	Black		Coloured		Indian		White	
Occupational levels	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Top management								
Senior management								
Professionals, specialists and mid-management								
Skilled technical, junior management, supervisors								
Semi-skilled, discretionary decision-making								
Unskilled and defined decision making								
Total permanent employees								
Non-permanent employees								
Total employees								

Employment equity tables by category and level								
Male								
Occupational categories	Black		Coloured		Indian		White	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Legislators, senior officials								
Professionals And managers								
Technicians and associate professionals								
Clerks								
Service and Sales workers								
Skilled agriculture and fishery workers								
Craft and related trade workers								
Plant and machine operators and assemblers								
Elementary occupations								
Total permanent employees								

Employment equity tables by category and level								
Female								
Occupational categories	Black		Coloured		Indian		White	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Legislators, senior officials								
Professionals And managers								
Technicians and associate professionals								
Clerks								
Service and Sales workers								
Skilled agriculture								

Employment equity tables by category and level								
Female								
	Black	Coloured	Indian	White				
and fishery workers								
Craft and related trade workers								
Plant and machine operators and assemblers								
Elementary occupations								
Total permanent employees								

Allocation of position at start-up							
Functional area	Total employees		Black employees		Female employees		
	Contract	Actual	Contract	Actual	Contract	Actual	
Management							
<ul style="list-style-type: none"> • Lodge manager • Assistant lodge managers • Restaurant manager • Senior guide • Head chef 							
Supervisory/Specialised							
<ul style="list-style-type: none"> • Guides • Head housekeeper • Reception and admin • Curio shop assistant • Maintenance manager • Health therapists • Procurement manager • Sous chef 							
Workers							
<ul style="list-style-type: none"> • Trackers • Housekeepers • Waiters • Night reception • Maintenance assistant • Gardeners • Scullery • Kitchen assistant 							
Total							

Allocation of position after X years						
Functional area	Total employees		Black employees year X		Female employees year X	
	Contract	Actual	Contract	Actual	Contract	Actual
Management						
<ul style="list-style-type: none"> • Lodge manager • Assistant lodge managers • Restaurant manager • Senior guide • Head chef 						
Supervisory/Specialised						
<ul style="list-style-type: none"> • Guides • Head housekeeper • Reception and admin • Curio shop assistant • Maintenance manager • Health therapists • Procurement manager • Sous chef 						
Workers						
<ul style="list-style-type: none"> • Trackers • Housekeepers • Waiters • Night reception • Maintenance assistant • Gardeners • Scullery • Kitchen assistant 						
Total						

Business and economic opportunities for local communities:

The business and economic opportunity predetermined targets should be measured against the actual achievements (as per the examples below).

Allocations to HDI	Forecast spend %	Actual spend %	Forecast spend (Rand)	Actual spend (Rand)
During lodge/restaurant construction				
Goods/services procured in year 3 (adjusted with 10% inflation)				
Goods/services procured in year 5 (adjusted with 10% inflation)				

Empowerment initiative	Date put in place	Annual revenue generated for HDI supplier	Annual revenue generated for HDI Supplier
		Forecasted	Actual
Purchase of food supplies			
Purchase of curios			
Laundry services			
Waste disposal			
Game drives			
Transport to and from lodging/restaurant			
Maintenance			
Construction contract			
Catering			

6.8 Financial and contractual requirements

It is highly recommended that the following set of principles be adhered to:

- **Concession fees:** The concessionaire will pay the ECPTA concession fees every concession year (the “annual concession fee payment”) as set out below.
- **Minimum rental:** Minimum rentals should be stipulated by the ECPTA for each concession year in question and indicated as an annexure in the concession contract, escalated annually with the Consumer Price Index (CPI).
- It is proposed that for the ECPTA, the minimum annual amount received from a concessionaire should at least exceed R25,000.00.
- The proposed annual escalation percentage is between 5% and 10%.
- **Calculated annual concession fee:** A percentage of actual net revenues for that concession year based on the fee structure indicated in an Annexure within the concession contract.
- Alternatively, should both parties be in agreement, then the annual payment can be paid on profit before taxes rather than net income.
- **Concession year:** For the first concession year, the period commencing on the effective date and ending 365 days later, and for subsequent concession years, the equivalent period.
- **Payment of annual concession fee:** No annual concession fee payment should be payable before effective date. The annual concession fee payment payable by the concessionaire to the ECPTA for any given concession year should be the highest of the following two figures:
 - The minimum rental for that concession year; or
 - The calculated annual concession fee for that concession year.
- **Monetary contribution to the community:** An annual monetary contribution to the relevant community should be made by the concessionaire and can be handled in two ways.
 - One: the monetary contribution to the community can form part of the annual amount to be paid to the ECPTA. Then the ECPTA pays the community afterwards.
 - Two: the concessionaire pays the community directly on an annual basis.
- The first option is preferable, as it would allow the ECPTA to better monitor payments to the community in question. The community monetary contribution (annual amount) can be negotiable, but a minimum of 5% of profit after tax is recommended.
- **Payment schedule:** The payment schedule should be as follows:
 - The minimum rental will be payable by the concessionaire to the ECPTA quarterly in arrears within thirty business days following the end of each quarter of the concession year.
 - The calculated annual concession fee, will be calculated by the concessionaire for the concession year in question on the basis of the concessionaire’s un-audited accounts within thirty business days of the end of the concession year. If this figure is higher than the minimum rental, it will be the total amount payable by the concessionaire to the ECPTA for the concession year in question. The difference between the calculated annual concession fee thus determined and the aggregate of amounts already paid under the minimum rental will be payable within sixty business days after the end of the concession year in question.
 - The net revenues which form the basis for the calculated annual concession fee must be consistent with the concessionaire’s tax statements and audited accounts.

- There are certain to be differences in timing between the concessionaire's financial year and the concession years. In order to ensure that the concessionaire's tax statements are consistent with the basis of the actual annual concession fee, a strict verification and adjustment process should be followed.
- Value added tax: All fees or other amounts payable in terms of the concession contract is exclusive of VAT.
- Inflation adjustment: Calculation of the annual concession fee payment requires certain financial data to be adjusted for inflation as measured by the CPI, namely the:
 - Minimum rental.
 - Upper and lower limited of the tranches (financial security) for the concession fee.
 - This adjustment for inflation should take effect from the first day of the concession year in question, and the figures will then be applied to the forthcoming concession year.
 - The adjustment will take the most recent published index for the CPI and compare it to the published index of the CPI for exactly one year previously and adjust the financial data accordingly.
 - For concession year one, the adjustment will take the most recent published index for the CPI and compare it to the published index of the CPI at the signature date and adjust the financial data accordingly.
- ECPTA banking details: For the payment of all fees/rentals, concessionaires must make an electronic transfer to the ECPTA bank account and forward a copy of the electronic transfer to the concession manager.

6.8.1 Financial monitoring

Financial monitoring includes key aspects such as concession fees, park entry fees, the establishment of a rental data base and actions for issue of accounts/invoices.

Proposed actions for concession fees:

- The concession manager is responsible for the determination, calculation, and review and the monitoring of concession fees. The concession manager will inform the ECPTA Directorate of Destination Management, with regard to all the concession fee issues. Copies of all correspondence should be sent to ECPTA Directorate of Destination Management to keep them informed of the process, invoices and budget allocations.
- The responsibilities of the concession manager should be as follow:
 - To examine all contracts to identify the due dates for rental and fee payments, basis of assessment/calculation, review/adjustment dates, need to obtain (and when) financial statements of turnover.
 - To establish a register or data base and reliable administrative systems (preferably computerised) incorporating the above data, to schedule all financial obligations of concessionaires, and to ensure that these responsibilities are programmed to be handled on the due dates.
 - To ensure that all rentals and fees are collected promptly by the due date.
 - Where accounts are issued to concessionaires, to issue invoices four weeks prior to the due date for payment under the contract, except where contract provisions preclude calculation at that time (e.g. where year-end audited statements are

required from concessionaires for the final reconciliation of concession fees). In these latter cases, invoices to be issued once these figures are known.

- To ensure that all provisional minimum rentals are collected promptly by the due date.
- The calculation of CPI adjustments to minimum rentals and tranche limits prior to the commencement of the relative concession years.
- To ensure that certification of un-audited turnover by concessionaires is provided annually within 30 days after each financial year.
- To ensure that the calculation of any balance concession fees due (based on percentage of un-audited turnover) is done promptly and the concessionaire invoiced immediately with payment received within 60 days after the financial year.
- To ensure that three copies of audited statements and auditors' letter for the relative concessionaires are received annually, no later than 180 days after each financial year.
- To examine audited statements and to ensure that the reconciliation of concession fees is similar to the un-audited version received earlier. Should any variations occur, adjustment invoices/credit notes should be sent to concessionaires.
- To ensure that annual budgets are completed by concessionaires and submitted timeously.
- To ensure that the concession income is correctly allocated for the purposes of financial reporting.
- To compile monthly progress reports of all concession income for management purposes.

Proposed actions for park entry fees:

- All guests, deliveries and other vehicles entering CA's will have to do so through ECPTA's designated entrance gates. All CA guests must pay relevant park entry fees. Concession staff commuting to and from the CA does not pay park entry fees.
- The ECPTA should allow concessionaires to pay these fees on a monthly basis rather than at time of entry. This procedure will only be applicable when CA guests use the designated gate to the CA. If any other gate is used, then the full entrance fee must be paid. The designated gates for each park should be clearly stipulated to the concessionaire, and must be used by default, unless the concessionaire elects to use a different gate and agreement can be reached on that.
- The gate managers at the designated gates will keep a logbook for each of the respective CA's and will log an entry for each guest of a CA entering the park.
- Park administration should be responsible for collecting these records on a monthly basis and for the subsequent calculation and the collection of the park entry fees. The responsibility for the issuing of invoices to the concessionaires should be handled by the relevant head ranger and/or park warden.
- Park administration must designate the responsible person from within their unit for this task.
- The responsible person will then provide a monthly summary sheet to the concession manager, detailing the entrance fees for the month and accumulative and stating whether the fees have been invoiced and payment has been received.
- A procedure must be put in place per CA to record the arrivals of guests after hours at the elected gates and to recover the entrance fees for these guests according to the procedure

described above. This procedure needs to be finalised between the concessionaire and the relevant regional manager of area wherein the CA is situated.

- An agreement and procedure must be put in place to accommodate the payment of entrance fees for guests potentially landing by airstrip in a CA as per the above procedure. This arrangement needs to be finalised between the Concessionaire and the relevant regional manager wherein the CA is situated.

Proposed actions for the establishment of a rental data base:

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

Proposed actions for issue of accounts/invoices:

- All contracts should set out the rental obligations in a manner which can just as easily be calculated by the concessionaire, and it is the concessionaire's responsibility to ensure that rentals/fees are paid on time and in full to the ECPTA in accordance with the contract.
- The concession manager should ensure that the monthly invoices are generated by the ECPTA Directorate of Destination Management and sent to the concessionaires for payment on a quarterly basis as stipulated in the concession contract.
- However, the concessionaires cannot rely upon any deficiency in this regard as an excuse for late payment. The payment of concession fees is strictly 30 days following the end of each concession quarter.

6.8.2 Contractual monitoring

Contractual monitoring includes key aspects such a record of maintenance by the concessionaire, a record of maintenance by the concession manager (ECPTA) and legal requirements.

Proposed actions for the record of maintenance by the concessionaire:

- The concessionaire will be contractually required to keep all books and records for six years and at all times within the Republic of South Africa. The concessionaire should supply to the ECPTA, on a confidential basis, any information the ECPTA may reasonably request.
- The concession manager is permitted to visit, at reasonable times and with minimum disruption to the concessionaire the camp and any of the other offices where the business of the concessionaire is conducted and to have access to its books of accounts, working papers and records, and all other data assembled in connection with the CA.
- The concession manager may request, should include, but not be limited to the following:
 - A copy of any management letter or other communication sent by the auditors to the concessionaire in relation to the concessionaire's financial, accounting and other systems, management and accounts.

- A projected profit and loss account and the budget for the following year, together with an analysis thereof.
- An annual report by the auditors reporting that, based on its said financial accounting and other systems, management and accounts, the concessionaire was in compliance with all its financial obligations under the concession contract, including the computation of the concession fee, as of the end of the relevant fiscal year or, as the case may be detailing any non-compliance therewith.

Proposed actions for the record of maintenance by the concession manager:

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

Proposed actions for legal requirements:

- The concession manager should ensure compliance of all legal requirements as follows:
 - The updating of performance bonds with annual CPI
 - To ensure concessionaire complies with insurance requirements
 - To update concessionaire judicial status and shareholding structure with any changes, including prequalification criteria, etc.
 - To update contract with any changes to such agreement and/or operating conditions.
 - To keep a register of all formal complaints
 - To update contract with all associated agreements related to detail design, construction works, financing, operation, management and maintenance.
 - To manage ECPTA intellectual property rights.

Proposed actions for current concessions

- The ECPTA currently has ongoing contract with three concessionaires.
- They are:
 - Mkambati Main Camp Concession (concession contract for 70 years)
 - The Leopard Trail Concession (concession contract for 10 years)
 - Mthatha Dam Concession (concession contract for 20 years)
- It is strongly recommended that a review clause be included for each of these concession contracts that will be activated during the project conclusion phase (the last 18 months of the signed contract period).
- The contract review clause is to allow both parties the right to a contract review to estimate if the costs and funding in the initial agreement and after the review process is still favourable.
- If both parties agree that the current contract has become prohibitive, they can serve notice and terminate the agreement.

- The proposed review clause will not serve to alter the current agreement and/or agreed upon actions for the original contract period.
- The review clause will also not allow any private party a way out of their current responsibilities and agreed upon commitments as captured in the original agreement.

6.9 Breaches

From time to time the ECPTA might be forced to deal with breaches by the concessionaires. The options for action should vary according to the circumstances of the particular case. A number of standard measures must be made available and by following these procedures the majority of breaches can be successfully remedied.

The importance of meticulous preparation, attention to detail and adherence to legal requirements in all action relating to seeking remedy of contract breaches, cannot be stressed enough. As discussed in Section 5.4 Communication Channels, in event of non-conformance, the relevant senior ranger and/or park warden are to notify the project manager.

No breaches are to be dealt with at park management level. The concession manager should ascertain the situation and in event of environmental breaches, proceed with the necessary steps. In event of empowerment/financial/contractual/legal breaches, the concession manager should channel the breach to the Directorate of Destination Management further action. All policy amendments *to* breach remedial should be discussed with the concessionaires before implementation.

6.9.1 Remedial actions for financial breaches

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

Proposed actions:

- A period of seven days should be allowed after due date for the receipt of payments which may be delayed.
- After seven days, telephone contact should be made with the concessionaire to ascertain the position regarding payment followed by a letter allowing the concessionaire 14 days for payment. The concessionaire should be warned of ECPTA's right of enforcement of the performance bond. The letter should be sent by registered mail and a copy will be e-mailed or faxed to the concessionaire.
- If payment has not been received after 14 days following the letter, the overdue payments and interest should be drawn down against the performance bond.
- Overdue payments by the concessionaire should be subject to an interest charge of 1% per month.
- Should the payment due by the concessionaire exceed the amount guaranteed by the performance bond and/or the concessionaire has failed repeatedly to forward timeous payment, the ECPTA will be entitled to terminate the contract

6.9.2 Remedial actions for empowerment breaches

The concession manager should ensure that any breach is brought to the attention of a concessionaire promptly.

Proposed actions:

- Proposed action to be taken by the concession manager include:
 - Letter to the concessionaire detailing the breach and the remedy action required.
 - Reminder (follow-up) letter as above.
 - Meeting with the concerned concessionaire

- If the breach is not remedied quickly thereafter, a report and recommendations should then be promptly submitted to the concession manager.
- The concession manager should act on the report as a matter of urgency, seeking legal advice if and when necessary, and deciding on further action (e.g. issue of formal notices, etc).

6.9.3 Remedial actions for environmental breaches

The concession manager should ensure that any breach is brought to the attention of a concessionaire promptly.

Proposed actions to be taken by the concession manager:

- Provide a letter to the concessionaire detailing the breach and the remedy action required.
- Reminder (follow-up) letter as above.
- Have a meeting with the concerned concessionaire.
- If the breach is not remedied quickly thereafter, a report and recommendations should then be promptly submitted to the Directorate of Destination Management. Reports should *not* be forwarded to the legal services.
- The concession manager should also act on the report as a matter of urgency, seeking legal advice if and when necessary, and deciding on further action (e.g. issue of formal notices, etc).
- The concession manager should allow breaches to become protracted by sending a succession of letters to the concessionaires allowing repeated extensions of time, and attempting to handle the matter locally, when it has become obvious that the concessionaire concerned has little serious intention of complying and/or is a regular offender.
- Such delay in instituting firm action by the concession manager only acquires for the ECPTA an image of being “soft” and may lead to future problems in obtaining contract compliance.

6.9.4 Process for remedial action

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

Accordingly, the ECPTA should be in a position to unequivocally prove any alleged breaches of the concession contract. Additionally, there must be clear evidence that the concessionaire has been treated fairly at all times and given reasonable opportunity to remedy any breach.

The concession contract should define a reasonable remedy period as 30 business days or such longer period as may be agreed upon by the ECPTA.

6.10 Fining and penalties

Fines and penalties should be administered at Head Office by the concession manager with the required approval of the Executive Director of Destination Management. Any penalty imposed by the ECPTA will be payable by the concessionaire within five business days of the concessionaire's receipt of written notice.

Proposed actions for breaches caused by CA employees:

- During the concession period, the concessionaire should take the necessary measures to ensure that their staff adheres to regulatory provisions and the principles of conservation and commerce.
- In the event of any employee of the concessionaire causing the concessionaire to breach a provision of the concession contract, such employee should be charged by the concessionaire with committing a mandatory serious offence in terms of the concessionaire's disciplinary code. The concessionaire should without delay provide the ECPTA with a copy of the written record of such disciplinary proceedings, finding and sentence.
- The concessionaire should be liable to pay a suggested penalty of R10,000.00 (or whatever amount is agreed upon at the time of the contract signature date) for each and every occurrence of such misconduct. The concessionaire should in any event, be liable to remedy at its cost, any environmental or other damage caused by such employee, within 30 business days or such longer period as may be agreed by the ECPTA.

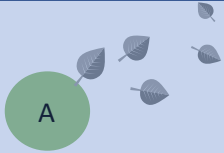
Proposed actions for penalties for non-performance in respect of environmental obligations:

- The concessionaire should provide, on a confidential basis, a bi-annual operation, management and maintenance report detailing compliance, or any failure to comply, with all environmental requirements stated herein and any environmental regulatory provision including the measures (if any) taken and/or proposed to be taken to remedy any such failure.
- The report should also include details of any additional required EIAs undertaken or intended to be undertaken and any updates that have been made to the concessionaire's EMP.
- Failing to adhere to the regulatory provisions as set out in the concession contract, the concessionaire should be liable to pay a suggested penalty of R10,000.00 (or whatever amount is agreed upon at the time of the contract signature date) for each and every occurrence.

Proposed actions for penalties for non-performance in respect of empowerment obligations:

- The concessionaires' actual empowerment achievements should be scored on an annual basis and compared to the obligations as set out in the bid documents. Monetary penalties should be levied on concessionaires for any shortfall in performance relative to obligations.
- It is highly recommended that a system of penalties based on the site carrying capacity of a CA be developed and applied.
- The system of penalties based on the site carrying capacity should be adjusted for inflation by the CPI.
- In addition to monetary penalties, concessionaires who fail to meet empowerment obligations by greater than 50% for three consecutive years should be liable to have their concession contract terminated by the ECPTA.
- The penalties should not be applied by the ECPTA if, in the ECPTA's reasonable opinion:

- The concessionaire's failure to implement its empowerment obligations was attributable to circumstances beyond the reasonable control of the concessionaire.
 - The concessionaire used all reasonable endeavours to comply with its empowerment obligations.
 - Other achievements in promoting empowerment offset, in the opinion of the ECPTA, the concessionaire's failure to meet the obligations specified in the concession contract.
 - In such event the ECPTA may, without prejudice to any of its rights in terms of the concession contract, agree with the concessionaire a revised set of empowerment objectives and obligations which shall take effect for the remainder of the concession period.
- All penalties paid to the ECPTA shall be directed towards a programme of promoting the empowerment of HDIs living in the vicinity of the park.
 - The concessionaire should have the right to appeal against all penalties levied by the ECPTA and any notice of breach, or intention to terminate the contract, for reasons related to the Concessionaire's failures to fulfil empowerment obligations. The appeal should be heard by a committee of five people experienced in promoting empowerment in other areas of economic life in the Republic of South Africa.
 - The parties involved should each nominate one person to the committee and the two nominees shall agree on the third, fourth and fifth.
 - In failing to potentially do this, the president of the attorneys' association of Gauteng should nominate such third, fourth and fifth person.
 - The unsuccessful party should pay all costs of the appeal process. The committee should act as experts and not as arbitrators and the determination by such committee shall be final and binding on the parties.



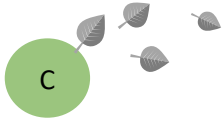
APPENDICES



Appendix A: Choosing a partnership type

Outsourcing to a for-profit corporation, a community group, or a non-government organization has benefits and disadvantages, as does insourcing to the protected area authority (see table below). Outsourcing to another government department is not listed on the table, as this is usually a highly specialised activity, such as working with a local hospital for medical care, a transportation agency for road maintenance, or the military for security. The ranking within each cell of the table is subjective, and highly dependent upon the effectiveness and efficiency of the PA administration, as well as the related legislation in each country.

Theme	Criteria for choosing partnership type	Outsource: For-Profit	Outsource: Community	Outsource: NGO	Outsource: joint-venture	Insource: PA Authority
Financial issues	Protected area (PA) and government costs	Low cost to PA	Variable costs to PA	Low cost to PA	Moderate cost to PA	High cost to PA
	Gaining income for the PA	Moderate	Low	Moderate	Moderate	Moderate, depends on policy
	Expense of contract management, monitoring	High	High	Moderate	High	Low
	Expense of tendering procedures	High	High, variable	High	High	None
	Difficulty and expense of monitoring finance	High	High	Low	High	Low
	Ability of the PA to function like a business	Needed	Needed	Needed	Needed	Needed
	Expense of resolving conflicts	High	High, variable	High, variable	High	Low
Tourism operations	Quality of visitor services	High	Low (unless managed by for-profit sub-contractor)	Moderate, variable	High	Moderate, depends on tourism policy
	Specialised tourism expertise	High	Low	Hired by NGO	High	Hired by PA
	PA seen as competing with private enterprise	No	Low	Low	No	High
	Access to new tourist markets	More access	Low access	More access	More access	Depends on PA policy
	Tourism workable with low visitor numbers	No	No	Yes	No	No
	Direct contact of PA staff with PA visitors	Low	Low	Low	Low	High
Socio-economic impact	Opportunity for community equity	Depends on contracts	High	High	High	High
	Business and job creation for local population	Moderate, variable	High	Moderate	High	High
	Flexibility in purchasing	High	High	High	High	Low



Theme	Criteria for choosing partnership type	Outsource: For-Profit	Outsource: Community	Outsource: NGO	Outsource: joint-venture	Insource: PA Authority
Governance	Concession selection process open and transparent	High	High	Low	High	None
	Control of services by PA	Moderate	Low	Low	Moderate	High
	Potential source of corruption during procurement	Moderate	Moderate	Moderate	Moderate	Moderate
	Concessionaire influence PA authority policy	Moderate	Low	Low	High	None
	Concessionaires gain political power	Moderate	Yes	Moderate	Moderate	Not a problem
	Power of public sector unions	Low	Low	Low	High, variable	High
Risk	Political influences on PA management by concessionaire	High potential	Moderate potential	Moderate potential	High potential	None, no concessionaire
	Liability exposure	Concessionaire	Concessionaire	Concessionaire	Concessionaire	Protected Area
	Conflict over PA objectives	Moderate	High	Moderate	High	None
	Reversibility of decisions	Low	Low	High	Low	High
	Transaction costs to establish partnership	Moderate	High	Moderate	High	None
	Difficulty of removing a bad concessionaire	High	High	Moderate	High	None, no concessionaire
	Bankruptcy of the concessionaire	Problem	Problem	Problem	Problem	Not a problem
Human resources	Public sector union contracts	None	None	None	None	Full
	Employment rules and regulations	Company rules	Government rules	Company rules	Company rules	Government rules
	Staff working on all PA needs	Seldom	Sometimes	Sometimes	Sometimes	Not a problem
	Contract management expertise needed in protected area	Yes	Yes	Yes	Yes	Somewhat true
	Ability to use volunteers	Moderate	High	High	Moderate	Moderate
	Ability to obtain donations of money and time	Moderate	High	High	High	Low
Environment and conservation	Likelihood of contributing to biodiversity conservation	Moderate	Low	High	Moderate	High
	Likelihood of applying an environmental management system (e.g. renewable energy, water conservation, recycling)	Moderate	Low	High	High	Low
	Likelihood of using of third party certification to demonstrate 'sustainability'	High	Moderate	Moderate	High	Low

Appendix B: Current Concessionaire Contract Implementation

The ECPTA currently has ongoing contract with three concessionaires. This section contains key information obtained from the current ECPTA concessionaires via interviews. It includes condensed information on the key strengths, weaknesses, proposed improvements and advise for future concessionaires relating to the concession contracts that they currently have with the ECPTA. The table below summarises these key points.

Note that these opinions are from the viewpoint of the concessionaires, and that the ECPTA might have different views than the ones stated in the table below.

Table 5: Current concessionaire contract summary

	Mkambati Main Camp Concession	The Leopard Trail Concession	Mthatha Dam Concession
Concession background	<ul style="list-style-type: none"> • Location: Mkambati Nature Reserve • Products: Accommodation and activity development • Length of contract: 70 years • Current stage of contract: initial phase – only a few years in 	<ul style="list-style-type: none"> • Location: Baviaanskloof World Heritage Site Reserve • Products: 4-day and 3-night hike set • Length of contract: 10 years • Current stage of contract: eight years in, two years to go. Renewal period is approaching 	<ul style="list-style-type: none"> • Location: Luchaba Nature Reserve • Products: Restaurant with conferencing, accommodation, and recreational activities • Length of contract: 20 years • Current stage of contract: six years in, 14 years to go
Key strengths of current concession agreement	<ul style="list-style-type: none"> • Contract is simplistic and easy to understand • Expectations of key parties involved are made clear • The contract term (70 years) is very favourable for recovering initial investments • A clear indication is provided on how money is to be distributed received from revenue (and not profit) – good for beneficiaries 	<ul style="list-style-type: none"> • The ECPTA has not really involved themselves with the concession, which allowed the concession with freedom to grow accordingly • The contract recognises that this is a community driven project that drives community development work. • The contract term (10 years) is favourable for recovering initial investments 	<ul style="list-style-type: none"> • There are various parties involved with the agreement, like the concessionaire, ECPTA, DFFE and the community, which theoretically leads to multi-party collaboration • There is a clear indication of party responsibilities

	Mkambati Main Camp Concession	The Leopard Trail Concession	Mthatha Dam Concession
Key weaknesses of current concession agreement	<ul style="list-style-type: none"> The contract allows for the capacity to understand the requirements of compliance There was a material oversight in the original contract by the ECPTA relating to the Subdivision of Agricultural Land Act. The concessionaire had to sort this out themselves, delaying development of the concession area by 18 months 	<ul style="list-style-type: none"> The current concessionaire does not recognise the right for the ECPTA to readvertise the leopard trail concession, as in their view they developed the trail from nothing and thus it does not belong to the ECPTA Thus, the contract was not clear on the ownership aspect of the concession and the development thereof. There is also no current document that contextualises and keeps record of any decisions made by the parties involved 	<ul style="list-style-type: none"> According to the concessionaire, as the contract currently stands, various elements that was promised in the contract by the ECPTA has not yet been realised and executed (six years after the contract has started) This specifically relates to the accommodation units that are still not complete and not yet transferred to the concessionaire to manage. The current contract states that the community receives rental payments annually. There is a request to now change this to a monthly payment, as the community members feel wants a regular injection of capital, and not only on an annual basis
Potential mitigation measures	<ul style="list-style-type: none"> For future contracts, the Subdivision of Agricultural Land Act must be considered and complied with during the development of the original contract. This should include a review of this Act to ensure that both parties are aware of the types of land covered in this 	<ul style="list-style-type: none"> During the contract development phase, the ECPTA should state clearly that the ownership of all concessions, and thus by extension any development and/or improvements made on the land of the concession area is the rightful 	<ul style="list-style-type: none"> During the contract development phase, the ECPTA should state clearly if they contractually agree to provide any assistance to the concessionaire. If so, then the specific nature of the assistance must also be captured in the agreement. Certain timelines

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	<p>Act and if the area of the proposed concession will trigger this Act.</p> <ul style="list-style-type: none"> In the case of the Act potentially being triggered, then both parties should clearly agree on alternate and the best suited timelines to initiate the concession process. 	<p>property of the ECPTA, and not the private concessionaire.</p> <ul style="list-style-type: none"> It is recommended backup documents which contextualises and keeps record of any decisions made by the parties involved be kept in case they might be needed to resolve a dispute. 	<p>should also be added to the proposed assistance if any assistance will be provided.</p> <ul style="list-style-type: none"> Community rental payments received from the concession contract should still be made annually, unless the community specifically requests that these payments be made monthly. For this to be an option, a clause in the original contract should be included that covers this aspect should it be needed.
Engagement with ECPTA	<ul style="list-style-type: none"> Up until now, there has been no single, reliable point of contact The period for the ECPTA to react on requests are too long, as the institutional culture of government response is very slow There is an unbalanced reliance of the government to rely on private sector to execute functions 	<ul style="list-style-type: none"> The ECPTA is not business orientated, and thus cannot react fast enough to meet the needs and requests of the concessionaires The employment turnover of the ECPTA staff is too rapid, leading to a regular loss in institutional memory 	<ul style="list-style-type: none"> The ECPTA is not business orientated, and thus do not respond urgently enough to matters that can easily be resolved
Key improvements needed	<ul style="list-style-type: none"> More detailed definitions on the obligations of various parties are needed The contract should provide provisions for the community to capacitate, monitor, and manage themselves once requirements have been met 	<ul style="list-style-type: none"> The business drive of the ECPTA must be improved in accordance with more realistic timelines, as to stimulate a more rapid response, and in turn, business development 	<ul style="list-style-type: none"> There should be a clause in the contract that allows for the development of community rules of engagement specifying the community's role and responsibility in the concession. There should be an operational plan attached to each concession

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	<ul style="list-style-type: none"> The contract should make provision for external factors that is not within the power of the concessionaire to control, such as potential secondary land claims 		<p>contract, detailing the standard operational working procedures required for the specific concession</p>
Advice for future concessionaires	<ul style="list-style-type: none"> Make sure that the contract is clear about areas of commitment by all parties involved in the concession Make sure that the contract is clear about areas of performance by the collective 	<ul style="list-style-type: none"> Get a lawyer to help with the contract development to assist in the enablement of a contractual environment 	<ul style="list-style-type: none"> If the community does not have shares in the concession, it should be made clear from the start that they do not legally own the concession, as to avoid false expectations When signing the contract, ensure that everything that is to be developed in the concession area is allocated to specific parties, and not just rely on promises