

**AN EVALUATION OF THE IMPACT OF KRUGER NATIONAL PARK'S  
DEVELOPMENT PROGRAMME ON THE HLANGANANI COMMUNITY IN THE  
LIMPOPO PROVINCE**

by

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**DECLARATION**

I wish to state and declare that this thesis is my own work and it is submitted in partial fulfillment of the degree of Masters of Development (in the University of Limpopo). It has not been submitted before for any degree or examination in any other University.

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**Hasani Patrick Shikolokolo****August 2010**

## ABSTRACT

The Kruger National Park is a world renowned organization and is rated as one of the best nature reserves in nature conservation in the world. Despite all the efforts made to control and protect nature in the Park, there is a need for the involvement of the community around the Park. Community-based conservation in particular has been subjected to a series of scathing criticisms, and it has become increasingly acceptable to advocate a return to more coercive forms of conservation. The establishment of the Park forum consisting of the neighbouring communities and the Park requires new strategies for better integration of conservation and rural development. The interest of conservation can be threatened by various factors, mainly poverty, poaching and wildlife conflicts.

The interests of the population residing in the immediate neighbourhood of Kruger National Park can be threatened by proposed wildlife management options, other neighbouring conservation areas, and new tourist development activities. Effective conflict prevention mechanisms need to be developed together with the communities and especially in the implementation process. The study presents a critical analysis of the impact of the development made by the Park to the local communities. The available policies need to be implemented in order to assess their developmental impact they are making on the communities. The community has developed a negative attitude towards the park because they think the park is not doing enough in terms of development and training and skills development. The issue of a budget is a concern because it is not clear whether the park has a budget or not for the community. In as far as the community is concerned, there is no budget available and in as far as the park is concerned, the budget is available for community development. There is no cooperation between the park and the community. It seems the park is operating parallel to the community. There are a lot of uncertainties on the side of the community which has developed into mistrust.

Communities like Makuleke are involved in farming such that some of the community members have got some subsistence farming skills. If training may be given to these people, most of them may begin to engage in commercial farming. There is also a strong feeling that the Hlanganani forum which represents the community is not recognized by the KNP management. It is there to fulfill the requirement of the policy. It became clearly that Kruger National Park does not involve the forum which has been formed to function as a link between the Park and the community. The negotiated partnership between the park and the community in terms of nature conservation is now at stake. The community is now more concerned about their safety and that of their livestock because of the wild animals roaming around day and night.

This is a very serious problem which exists between the park and the community which in a way may hamper the progress in terms of sustaining the relationship

currently being nurtured. It is recommended that the park management as the main active role player should put in place a good, viable and effective communication strategy which will form the basis of communication between the park and the community. This will assist both the park and the community to communicate the available developmental policies to the community. And if that is well communicated it is going to eliminate unnecessary conflict in terms of not knowing what the park has for the community and the policies available to address such developmental issues.

### **ABBREVIATIONS AND ACRONYMS**

CBNRM	Community Based Natural Resource Management
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
IUCN	International Union for the Conservation of Nature
JMB	Joint Management Board
KNP	Kruger National Park
NGO	Non-Governmental Organization
TRPPC	Tree Research Programme People Conservation.
SANPark	South African National Park
HSRC	Human Science Research Council
NPB	National Parks Board
RDP	Reconstruction and Development Programme
CPA	Communal Property Association
SANDF	South African National Defence Force
RDC	Rural District Councils
WSC	World Conservation Strategy

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## **Chapter 1**

### **Introduction and Background**

#### **1.1. Background**

Kruger National Park is a world renowned national park and it is known for its rich diversity of wild life and habitat. It was established in 1898 and stretches for 350 square kilometres, from south to the north, along the Mozambique border, to where South Africa, Mozambique and Zimbabwe meet. With the advent of the post-apartheid era in South Africa, the Kruger National Park's management policy has been transformed towards integrating the wildlife conservation concerns with the socio-economic needs of the neighbouring communities .There is a need to restructure the present inequalities and achieve development that is both equitable and sustainable by the present government in order to address the challenges of the apartheid legacy (IDRC, 1995).

The participation by the neighboring communities in wildlife resource management has been considered a possible means of achieving both the empowerment and the socio-economic aspirations of the neighbouring communities. There is a big link between the recent shifts in the Kruger Park's policy and the need to preserve the income generating capacity of the park's natural resource base. The rural communities living in the neighbourhoods of the Kruger National Park represent underdeveloped communities. In the global quest for sustainable development and democracy, participation in natural resource management by local communities has become an important component in rural development and biodiversity conservation programmes. Some of these communities like the Makuleke community suffered forced removal from the Kruger National Park due to the Group Areas Act 1 of 1950.

They were moved from the park and denied access of their resources and assets. Their land was transformed into business by establishing the game park without their consent and involvement or any compensation in kind or in cash. It is only now, post-1994 that their claim was made of their land in the park. That claim was successful. The community of Makuleke has started to develop the land. A number of business activities have been introduced which assists many community members in getting employment.

## **1.2. Problem Statement**

The problem surrounding the participation of local people in biodiversity management occurs at two levels. The first is the conservation of biodiversity. Here, global politics and interests drive the processes of decision making in the management of biodiversity resources. The second is the political economy of nation-states in terms of the level of economic development. What local people can or cannot do with biodiversity resources is largely driven by the pursuit of biodiversity goals at these two scales. In most cases, local people are helpless participants in biodiversity management processes over which they have little influence (Magome, 2000). Rural communities living in areas surrounding protected areas are among the least developed communities of the world. The top-down, centre-driven protectionist approaches that have traditionally characterised natural resources management regimes in the less developed countries during the industrialist era have had critical impacts on the food security and livelihoods of local people (Darkoh, 1996; IEED, 1994).

It is evident that Kruger National Park (KNP) is now an area of conflict between conservation agencies and rural communities living in the park's interface zones. The defensive approach which was adopted by the park, has often resulted in problems of poverty, disempowerment and population pressure in the neighbouring rural communities. And that has led to opposition and rebellion to wildlife protectionism from the underdeveloped rural communities who have often paid high costs for the protection of wildlife in the park, because of their exclusion from decision-making, resource utilization and appropriation of benefits from tourism, until recently.

Perspectives on the conflict between the KNP and the Makuleke community were correctly put forward by Harries (1984) and Caruthers (1995), as well as Koch (1994), there is very little known about the geographical factors influencing the interactions between the park and the Makuleke community. It is also important to examine the interaction between the unfolding South African National Parks' policy and the nature of the interactions between the KNP and the Makuleke community.

## **1.3. Aim of the study**

The main aim of this envisaged study is, : To investigate the impact on the developmental programme by the management of Kruger National Park on the surrounding communities adjacent to the Kruger National Park, especially the communities comprising the Hlanganani Forum.

## **1.4. Objectives of the study**

The objectives of this study are to:

1. highlight the challenges of the integration of wildlife conservation and rural development in South Africa. This is part of a fundamental problem concerning participation in resource management by rural communities living within the proximity of both national parks and other protected areas;
2. measure the impact of development in terms of business opportunities, employment creation, and skills development for Makuleke community living next to Kruger National Park.
3. examine the unfolding resource management process within the KNP in relation to Makuleke Community;
4. provide guidelines on the interactions between Kruger National Park (KNP) and the neighbouring communities, more especially, the Hlanganani Forum.

### **1.5. Research questions**

In order to achieve the above objectives, the following main research information will have to be obtained:

To what extent do local communities participate in the process of development in the park?

What is the level of employment created for the local communities by the Park?

What is the park doing to empower the local communities in terms of education, skills development and business opportunities?

How are the joint forums between KNP and communities performing?

What kind of policy and strategies is the KNP pursuing on land claims within the park?

What is the budget allocation from KNP to meet the needs of the local communities?

### **1.6. Significance of the study**

This study will assist in improving understanding regarding participation by the local communities as it is the aim of the study to pave a way for the local community and KNP to engage in bilateral developmental programmes. The study will also add to literature the value of community participation and the impact that the Kruger National Park should make to the community as, presently, little has been researched on the topic. Therefore it will assist future

research on a similar or related topic by providing the baseline. The research results will be useful for both the local communities and the Kruger National Park.

The research also contributes to the policy making process of the Kruger National Park and that of the South African government in order to address the existing problems in terms of development and conservation. It is useful for assessing both economic and social problems facing the two parties in the interest of preserving the natural resources of the province and country. The research provides guidelines for the parties concerned for example the KNP and local communities, so that the integrated role in the park's management and development of local communities is established.

## **Chapter 2**

### **Literature Review**

#### **2.1. Transformation of the conservation organization**

The South African National Parks (SANparks) has undergone major changes in terms of philosophy, policy and organizational structure in order that it may reflect the new political, economic and social realities of a democratic South Africa. This is part of the transformation process of the SANparks and, accordingly, its new vision is that: national parks will be the pride and joy of all South Africans. In order to achieve this vision, The mission of SANparks, of which KNP is part of, is `` to acquire and manage a system of national parks that represents the indigenous wildlife, vegetation, landscape, and significant cultural assets of South Africa for the pride and benefit of the nation". All this represents a fundamental shift from traditional conservation approach of fences and fines, to a more holistic and integrated cultural heritage management approach leading to fences and friends (Magome, 2000). Since the 1960s, Southern African has embarked on a search for more inclusive approaches to conservation with the aim of increasing the contribution that private and community landholders make to protecting land and species (Child, 2004).

#### **2.2. Conservation and community development**

Conservation is defined by International Union of the Conservation of Nature resource (IUCN) as the management of human use of the biosphere so that it may yield maximum sustained benefit to present generations, whilst maintaining its ability to meet the need and aspirations of the future generations (Human Science Research Council, 2002).

Community development seeks to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities. The National parks are resources put aside on behalf of the society. The Makuleke community like any other society is in transition, fighting to eradicate poverty and moving away from central planning to more sustainable livelihoods and democratic governance. In order to align with the local communities, it is imperative for the park to address the needs of the communities which are jobs, community development and economic growth. However this does not mean to sacrifice the ecological productivity. There is also a need to foster accountability by the park. On political level, there is need to make parks answerable to society while avoiding the problems of elite predation (Child, 2004).

The local, regional national and international politics have a greater influence on the conservation and development initiatives both within and around protected natural areas. This then leads to the establishment of the Protected National Areas which failed to take in to account the interest and needs of the communities. And since Protected National Areas are a political matter it directly intervenes and hampers the relationship between people and the environment.

However, the success of nature based tourism also relies on the maintenance of often vulnerable natural features and the support of local residents (Eagles, 2002). Understanding the various values associated with protected natural areas and how these are influenced by tourism is essential for effective management budget and demonstrates monetary benefits to resident communities (Carsen, 2004). Given that community support is a central component of successful tourism to a region, assessment of social impacts of tourism to natural areas, both individual and community wide, can contribute significantly to effective planning and management (Fredline,2006). Identifying positive and negative impacts of nature based tourism to a region can help inform management practices and direction of future tourism development. Similarly, perceived impacts on natural environments and the recreational experience of local residents in a natural area frequented by tourists are an important subset of social values impacts (Hughes, 2009).

In the context of tourism in natural areas, this may translate into preference for protection of natural areas over development of tourism activities, possibly at some social and economic cost to the associated community. The residents' perceptions approach to measuring tourism impacts is clearly subjective and, therefore, gives no verifiable indication of the qualification of costs and benefits accruing to the community under investigation. Objective measurement,

however, is not possible for some types of impacts and provides no indication of the effects on the quality of life of local residents (Hughes, 2009).

Influenced by national and international development in the 1990s, SANparks introduced a Social Ecology Programme in an attempt to improve the organization's relationships with communities neighbouring the parks. There is considerable evidence that at the time of colonial settlement, there were long-established and successful ways through which "Africans had ensured their own survival and that of the soils, plants and creatures which they needed in order to live and which form a basic part of the texture and meaning of rural, and-industrial existence" (Anderson & Grove, 1993:1).

The South African context of the creation of the PNAs was characterized by forced removal of the indigenous people (Curruthers, 1995). The park's policies prevented Black Africans from visiting the parks. And few who could afford visiting the park were sometimes not tolerated, although the National park's Act stated that the parks were created for the South African public (Khan, 2002). Despite the National park's Act, the Group Areas Act (RSA, 1950) and the Separate Amenities Act (RSA, 1953) prevented Black Africans from visiting the parks. It was only changed after 1994 by the new government. This process resulted in negative attitude and perceptions developing towards the park and conservation in general. It was only then that the government started to educate communities about the importance of preserving nature and its resources (Khan, 2002).

### **2.3. Conservation and Sustainable Development**

This clearly points to the fact that conservation is a human activity aimed at regulating the influence of humans on their environment. Sustainable development refers to "development that provides economic, social and environmental benefits in the long term, having regards to the needs of the living and the future generations. Sustainable development is the major source of the satisfaction of human needs, which caters for both today and in the future.

Nature conservation and sustainable development are essential requirements for the future well-being of human and other life on earth (Nelson, 2003). One issue for national park managers was that American people wanted to enjoy their national parks, and politicians wanted them to be able to do so, yet they may remain "unimpaired". Each protected area is to develop a management plan and an operation plan. A management plan is a framework describing conservation goals, restrictions on the human use of the area, and the responsibilities of each government agency involved in its management (Nelson, 2003). It is believed that one way to guarantee consideration of conservation issues will be when

local people find a better way of living in protected areas, according to their regional environment and local natural resources (Nelson, 2003).

### **2.3.1. Dimensions of sustainability**

Sustainability is defined in many different ways but in simple terms it is the ability to maintain a certain process or state. It should be able to use the resources in a replicable manner. According to the IUCN, UNEP and WWP (1994), sustainability improves the quality of human life while living within the carrying capacity of supporting eco-system. It also encourages a reduced consumption of the available resources and aim at high production than usage. Sustainable food system encourages local production to make food available, accessible, and affordable to all.

Furthermore, it is humane and just, protecting farmers and other workers, consumers, and communities (IUCN, 1994).

Management within Mexican protected areas is increasingly transparent and moving beyond park boundaries to become an integral part of sustainable regional development (Nelson, 2003). Sustainable use is the use of resources that allows the continued derivation of benefits, tangible and intangible. The primary concern is that the use should be sustainable at the level of the ecosystem. Provided a species population is not reduced to the level that extinction is a real threat, then the use can be regarded as sustainable. Furthermore, public participation, diversity and cooperation, also fundamental dimensions of sustainability, are required in order to work towards common goals in a coordinated manner. It is not enough to create regulations that require the public to be informed about development issues or that provide opportunities for the public to express its views. It is essential that functional methods be integrated into the development planning and decision-making process that allow diverse viewpoints to be expressed.

### **2.3.2 Operational definitions**

For the purpose of this study, the following concepts are defined as follows:

#### **2.3.2.1. People and parks:**

People here refers to all the people attached to the Park and or residing alongside the Kruger National Park who are directly or indirectly affected by the activities happening in the park; and

Park here refers to the Kruger National Park located to the Eastern part of Limpopo Province.

#### 2.3.2.2. Community development:

Community development refers to the measures taken to improve people's lives for the better, by means of job creation, empowerment and poverty alleviation.

#### 2.3.2.3. Community Based Natural Resource Management Unit (CBNRM)

Community Based Natural Resource Management Unit (CBNRM) refers to the local people (the community) coming together to decide how best to protect and use natural resources on their communal land.

#### 2.3.2.4. Hlanganani forum:

Hlanganani forum refers to the forum representing the nine (9) settlements alongside the Kruger National Park within the borders of Vhembe and Mopani district municipalities.

## 2.4. SANparks in the Post Apartheid Era

There is a need to engage in the environmental and developmental issues and encourage community participation in conservation and development. The new approach, which was to become embodied in the notion of Social Ecology, considers cultural and socio-economic issues as critical to the sound management of national parks (SANparks, 1995). SANparks, thus, became committed to promoting an African indigenous culture (Cock & Fig 2002, SANparks, 1998).

Kruger National Park invested a lot in building the capacity of the Social Ecology Unit in the park that could help to create the community structures which will help to resolve problems around the power and access to the park and this was done between 1997 and 1999. However the park's management was not in favour of the Social Ecology Unit and the reason being that it is not the core function of the park and this led to a staff turnover which in turn led to the Unit collapsing. Figure 1 below shows elephants roaming the Kruger Nationale Park and Makuleke area. There is no demarcation between the two areas.



Figure 1

**Elephants drinking water in the Kruger national Park**



**2.4.1. People and the Park**

The people and park and the benefits beyond boundaries slogans is a clear indication of the important role the park has to play with regard to sustainable economic development. It was after several consultations and workshops that a decision was made to establish the Directorate which is known as People and Conservation, this was done in August 2003 and its mandate is to raise awareness about conservation issues. Its constituencies are schools, communities around the parks, employees of the general South African public. The apartheid legacy contributed towards the negative attitude by the communities to the environment and conservation in general. The needs of the majority were undermined and this led to negative participation by the communities (Khan, 1990) however the birth of the new government in 1994 witnessed the growth of an environmental movement that attempt to join environmental and social justice

**2.4.2. The people centered approach**

The new government came in to power with a people -centered approach which is the base of democratic process. Therefore this was a bench mark for the park

and any other institution to open up for the public participation in the decision making process. When democracy dawn in South Africa during 1994, rural governance in communal areas was in a very bad state. Then there was a need for the shift in terms of policy and resource management. This was meant to address the environmental legacy of the colonial and apartheid eras. According, to Nelson advisory committees were to be established for all protected areas to include other stakeholders in protected area management. Local organizations and local trusts will be fostered in order to increase local skills and financial self-sufficiency. (Nelson, 2003). The challenge which is facing the South African government is not only a legacy of mistrust, dispossession, the forced removals, but it also has to restructure the land distribution regimes that entrenched white ownership and control over natural resources. The partnerships between local resources users and other stakeholders which has been broadly termed as co-management has a very bad trend in South Africa and the rest of the region (Christoffersen, 1997; IUCN, 1999). The dawn of the post-apartheid period in South Africa has heralded profound changes in the conservation management of protected areas. South Africa, like other African countries, has played a key role in rethinking the approaches that would guide the future management of protected areas. As a result, contractual national parks are being established on land owned by the state and groups of individuals. These areas are usually managed by the South African National Parks (SANParks) according to the terms of the co-management agreement (Reid 2001:135-155).

The fifth International Union for the Conservation of Nature (IUCN)'s World Parks Congress (WPC), held in Durban, South Africa, in September 2003, provided the global conservation community with an opportunity to reflect on many of the lessons learned and on the changing paradigms in conservation (Steiner, 2004). The previously disadvantage communities living adjacent to the Kruger National Park have for various reasons over many decades built up a high level of suspicion towards the Kruger National Park Management.

#### **2.4.3. Partnerships between the Community and the Kruger National Parks**

The park came up with the corporate plan in 1998 which describes Social Ecology as a strategy that conveys the philosophy and the approach of SANparks to neighbouring communities and in turn creates a partnership with them. This process of partnership confirms that both parties are equal partners in that the views of the community and their needs are taken into account. This will enable the community to take part in conserving and appreciating the natural resources and to take ownership. The programme comprises policy formulation and programme development and implementation, and is facilitated through a process that is interdisciplinary, participatory, community orientated and educational (SANparks, 2001). For instance, Mexico seeks to increase the efficiency and effectiveness of protected area management by establishing creative partnerships with stakeholders, and creating new opportunities for public

participation (Nelson, 2003). Growth and transformation of the relationship between public and private sector tourism to parks in countries like Zimbabwe created win-win situations (Child, 2004).

Development planners and conservation practitioners realize that to conserve biological diversity in developing countries will not succeed unless local people perceive those efforts as serving their economic and cultural interests. The historical perceptions among ecologists and conservation biologists have also changed but there are still a number of obstacles that need to be overcome. According to DeMott: when the park started to employ social scientists and black people including women in the park it played an important role in softening communities' perceptions towards Kruger National Park (DeMott, 2005). Perhaps one of the most significant changes in the new conservation era had been the improvement in communication between communities and the Kruger National Park. The Social Ecology division today known as People and Conservation had played an important role in opening up communication channels between Kruger National Park and its neighbouring communities.

## **2.5. Managing relationships in Protected Areas**

The rationale for the Tree Research Programme of People and Conservation (TRPPC) is seen in the context of the growing challenges facing protected area managers faced with the paradox between protection and use. There is an ever-growing demand all over the world for access to resources in protected areas. Social issues, more especially managing the highly dynamic and complex relationships with and among stakeholder groups, are central to successful conservation of protected areas. Acknowledging that relationships are in flux and dynamic has directed the programme to seek ways of incorporating the management of relationships into strategic adaptive management. Strategic adaptive management now forms the basis of most decision-making processes within SANParks. The assumption underpinning the TRPPC is that protected area management agencies will not be successful until they are equipped to manage relationships with stakeholders in a strategic and adaptive manner. A conceptual model was developed that would provide direction and cohesion for research and ensure a dynamic systems approach that would inform strategic adaptive management (Tanner and Nyambe, 2006).

### **2.5.1 Managing Relationships**

Keeping a positive attitude and openly communicating may help both parties to feel better about the organization. It is therefore very important to open up the lines of communication to keep the relationship going and learning to respond and relating well to people in all positions - that way one will be seen as a team

player. There were three processes which were identified in managing the relationships between stakeholder groups.

- “Learning” for which the anticipated outcomes of research would be ‘Protected area agencies that are responsive to and resilient in the face of demands from stakeholders’; with a corollary that ‘Stakeholder groups would be responsive and resilient in the face of imperatives for biodiversity conservation in protected areas.
- Demand management for which the anticipated outcomes of research would be ‘Protected area agencies would be enabled to develop defensible responses to current and emerging demands from stakeholders’; with a corollary that ‘Stakeholder groups would more effectively manage their own demands’.
- Managing relationships for which the anticipated outcome of research would be ‘Protected area agencies would have strong partnerships and participatory policies’; with a corollary that ‘Stakeholder groups would seek to develop and sustain strong partnerships and participatory policies.

The establishment of the protected areas must be followed by wise management of resources within it. Just as important, its physical, social and economic relationship with the surrounding regions must be carefully followed and necessary actions taken to ensure wise management of the total landscape. It is very crucial that the policies regulating the protected areas should consider the physical and the social environment of the broader community so as to be effective and functional (McNeely and Miller, 1982).

## **2.6. Land ownership and conservation**

In order to achieve the necessary pattern of conservation and development, legislation and policies must apply to both private and public land. Means of achieving conservation on private land can be divided into three broad categories: control by regulation or laws, negotiated agreements with owners with monetary compensation and voluntary actions by owners. The government of Colombia, for example, like KNP in South Africa has expanded its protected areas in watersheds to ensure the maintenance of water supplies on which major industrial and residential development depends. The continuing supply of good quality water for human life and for industry is essential for the economic and physical well being of many Colombians. The aim is to assure this supply through parks and reserves in the mountain hinterland (McNeely and Miller, 1982).

The world Conservation strategy revolves around living resource conservation as a means to achieve sustainable development. If the object of development is to provide for social and economic welfare, the object of conservation is to ensure the earth’s capacity to sustain development and support life (Tolba, 1982).

Beginning in Zimbabwe, in the late 1950, the government has evolved a pragmatic policy toward nature conservation which recognises wildlife as a renewable resource with special attributes which can and should be used to enhance rural productivity for the benefit of the landholders, their communities and the state (Child,1982). In many African countries the question of land and its ownerships is one of the most sensitive today. It was indeed the ownership of so much land by so few expatriates, while the local populations were pushed into a reserve that was the main issue in the struggle for independence in many countries.

Figure 2

### **Makuleke ancient architectural artefacts**



#### **2.6.1. Land ownership**

Land ownership is fundamentally important in African tribal organisation, as people are entirely dependent upon it for all the material needs of life, through which spiritual and mental contentment is achieved. It was therefore to be expected that land reform and an organised ,land-use system would have been the priorities of these new nations. Unfortunately, this has not been the case in

many countries in the last two decades. The use of land has been left to opportunism and expediency, and with increasing populations the situation is just critical that fears have been expressed about the continued viability of protected areas if present trends continue. To the local rural populations around parks and reserves, therefore, protected areas have been viewed as the mechanism that forced them from their homes, while confrontation with the game laws has sent many of the men to prison. These are experiences that have reinforced the negative attitude toward protected areas. The continuation by independent governments of the old policies of absolute protection has further aggravated the attitudes of local populations.

For example, the local people in KwaZulu Natal suffered as a result of the creation of the Ndumu Game Reserve in 1924. Early prohibitions on the clearing of dune forests in the Coastal Forest reserve created political hostility towards the Tembe Tribal Authority. People were moved from the Tembe Elephant Park and larger numbers are currently under threat of removal from the Kosi Bay Nature reserve which was proclaimed by the KwaZulu government in 1988 (Association for Rural Advance, 1990). It has been suggested, for instance, that the local people might be prepared to accept priority conservation areas if their traditional tenure rights were respected, that is, access to game meat, plant resources, honey, water and grazing land.

## **2.7. Consultation and communication**

Successful conservation needs good communication. It is clear from the Kosi Bay community in that somewhere in the process of transmitting decisions downwards to the people, a link has been broken, and that the process of transmitting grassroots opinion upwards is defective. "Before I sell bananas at four for 10 cents which brings me, on good days, R20 a day. I did not get any compensation for the money I have lost nor for the fields that were taken away from me" (Association for Rural Advanced, 1990).

The establishment of protected areas is one of a number of strategies designed to restore a balance between humans and their environment. However, it must be realised that it is only one facet of a much broader range of actions for environmental care. Protected areas alone cannot cure the massive environmental problems that exist. Protected areas must be seen as the most obvious and direct part of an integrated system of actions for environmental care in a region. They cannot be seen as islands which exist in isolation from their surroundings. They are important parts of the regions, in which they are situated, and the mutual relationships and linkages between them and adjacent land must be understood and applied to management. Existing land tenures and traditional land rights are always a strong influence on land use planning. They are often the most difficult barrier to establishing effective protected area systems and conservation practices, and local people's rights must be respected whenever

possible. Conservation and protected areas can have positive or negative economic effects for local or regional population, and these should be assessed.

### **2.7.1. Compensation for the loss of land**

There are often matters of cultural, historical or traditional significance which need to be seriously considered in regional planning. Often the park can provide employment for local people, sometimes as a replacement for opportunities lost through the creation of the park. In some cases, the park provides opportunities for easier or more lucrative employment than was available previously. Use of local expertise for such projects as erection of bridges or buildings can result in an authentic architectural image for the park. The maintenance of essential ecological processes and life-support systems is vital for all societies, archaeological evidence of ancient civilizations testifies that the fate of societies which ignore the need to maintain these systems and process is huge.

The world conservation strategy revolves around living resources conservation as means to achieve sustainable development. The starting point for the world community must be to meet basic human needs (Tolba, 1982).

## **2.8. The role of parks and conservation**

The community has a very important role to play as much as the park in development socially, economically and culturally. In spite of the kinds of contributions each party has to make the welfare of human populations should not by any means be separated from that of the wildlife. Both wildlife and human beings have got a room in this world..

National parks are distinguished by three main functions. Firstly, they are to preserve the best examples of the nation's heritage of landscape, including its geological, physiographic, wildlife, and architectural and archaeological components. Secondly, they are to provide access for people to enjoy these things, and thirdly, they are to sustain the livelihoods of those living in them. Such purposes obviously create the potential for clashes of interest, particularly between those who are primarily concerned with the conservation of the landscape resources and those who are concerned with its use, be that recreation, industrial development, or farming (Allin, 1990).

### **2.8.1. Protection and preservations of wildlife**

The Republic of South Africa has exhibited a concern for conservation and wise management of natural resources for over 300 years. The initial concerns that eventually led to the establishment of national parks in South Africa centred on the protection and preservation of wildlife species. Early actions taken both to

protect wild animals and to limit the uncontrolled destruction of wildlife are well documented. The broadening of this narrow view to include the related areas of nature conservation and cultural and historical preservation is a fairly recent development, largely since the beginning of the present century. President Paul Kruger was deeply concerned about the continuing destruction of wildlife and natural habitat. He clearly saw that wild animals must not lose in any contest with economic development and “progress”. As a solution, he envisaged large areas set aside as reserves where wild species could thrive and be protected from outside. In 1884, barely one year after assuming office as President, he presented his ideas to the Volksraad for protection of various forms of wildlife through the establishment of natural reserves (Nelson, 2003)

Professor Roy Siegfried of the South African National Parks said that within the embrace of the conservation movement at least all ten identified categories of protection are internationally recognised with the national parks at the pinnacle (SANparks, 1995). These parks are specifically conserved areas of special scenic, historical or scientific interest at sea or on land which is actively protected and whose existence is inviolate. Their legal protection is vested in a nation’s highest competent authority.

### **2.8.2. Measures to prevent poaching and the destruction of crops**

All the national parks are enclosed by game -proof fencing to ensure that animals do not escape into the surrounding countryside where damage could be done to crops or other property. Constant surveillance is provided by Park Rangers in an attempt to prevent game poaching, especially of such potentially valuable items as elephant ivory or game pelts. However if South Africa’s National Parks are to survive in the future, they must pay their way. They are recognised as a truly valued part of the social, historical and economic framework of the nation. This requires broad based support of the citizenry.

It is dangerous to assume that nearly a doubling of population in less than twenty years will result in a doubling of support of the national parks. That might be true. But in fact a doubling of population could also just as easily result in a dramatic loss of popular support. For if the general population perceives the national parks as being elitist, intended primarily for tourists, as an income producer or status symbol for a privileged few, or as the locking up of resources needed for basic food and fibre, commerce, or shelter for the needy, then the consequent loss of popular support could sound the death knell or continuation of South Africa’s national parks (Child, 2004)

### **2.9. The role of communities in conservation**

To determine the sustainability of rural economies near conservation areas, social and demographic analyses of the local human populations are required.



Factors such as future trends in population size, distribution, movement (e.g. migration), age and sex structure, division of labour, and the dependence of communities on local resources should be elucidated. One of the major challenges in nature conservation is to reconcile all the many interests involved. These include politicians, local communities, farmers, conservation NGOs, conservation agencies and the general public. In the past, the interests of local communities have been almost entirely neglected. What is needed now is that they should be brought fully into the picture, not as an exclusive voice but as an important participant. Social, cultural, economical and political issues are not peripheral to conservation areas, but central to them. It may be argued that conservation is far more a social challenge than a biological one. Conservation areas cannot co-exist with communities which are hostile to them. A far greater effort must therefore be made to gain the understanding and active participation of local people in the establishment, management and monitoring of conservation areas (Liebenberg, 1994).

If resource users(communities) are to invest in resource maintenance and make investments that are efficient from a community view point, it is necessary that they have an exclusive entitlement to profit from any investment that they make (Young, 1992). For more than a decade, many people have been talking about the idea that communities might manage their own natural resources for conservation. It did not seem that communities could do a worse job than corporations, states, multilateral agencies, and developmental damage. Perhaps, advocates argued that, communities could do something right: begin by redressing the theft of land from indigenous peoples, offer local people control over environments they helped make, conserve a few flora reefs. Figure 3 shows the traditional hut which is built at the new Makuleke area which resembles the huts at the old Makuleke area.

Figure 3

**The traditional hut of Makuleke community**



### **2.9.1. Community based conservation**

Community-based natural resources management (CBNRM) is based on several premises: that local communities have a greater interest in using the resources in a sustainable way than the government or distant corporate managers, that local communities are more cognizant of the intricacies of local ecological processes and practices, and that communities are more organized and able to effectively manage those resources through local or traditional forms of access (Brosius, 2005)

The park-centric organization's efforts to save protected areas are often linked to integrated conservation and development projects (ICDP) or other projects designed to include development benefits as incentives for conservation or to prevent or ameliorate negative impacts on residents. Park managers sometimes allow residents from outside the park to benefit by harvesting specific resources. For example, residents outside protected areas in India and Nepal are allowed to cut grass inside the park (Alcorn, 1997).

Community-based conservation shifts the focus of conservation efforts to peoples, groups, and settlements located near the Kruger National Park. Ideally it is based on supporting local practices and initiatives, catalyzing these with funds and, in some cases, with new information, ideas, technology, and techniques. From indigenous people's perspectives, community-based conservation seems to be an international validation of approaches that they have been employing for millennia. In situations where governments have undermined local authority, it can be a way to empower local resource management and conservation.

### **2.10. CAMPFIRE Project in Zimbabwe**

With the conferment of appropriate authority status to the Nyaminyami and Guruve District councils in Zimbabwe in October 1988, came their right to be in direct receipt of 1988 hunting revenues. The deposit of these monies into the two Rural District Councils' (RDC) account had a dramatic effect. The introduction of the CAMPFIRE was to change the ownership of wildlife revenues decentralizing powers from the government to Rural District Councils. After the establishment of the CAMPFIRE the historically under developed but rich in wildlife on the periphery of Zimbabwe queue for inclusion in the programme. They had little to lose and much to gain. By the end of 1989, seven additional districts had received appropriate authority status (Brosius, 2005).

This programme gained momentum and popularity in the public domain as a rural development and it was appreciated so much towards the 1990 general elections, which the ruling party ZANU-PF claimed the ownership of the programme. As it progressed, the programme extended to include twelve new districts which became party to it. By the end of 1991, twelve districts were in the program and had collectively grossed US\$1,106,000 in revenue for that year. By

1995 there were twenty five districts in the program and revenues had continued to move upward, that year exceeding US\$1, 600, 000 (CAMPFIRE Association, 1992).

### **2.10.1. The growth of the CAMPFIRE Project**

This expansion in the programme was paralleled by an expansion in national structures to support it. The need for extension services grew and donor moneys flowed in to support them. After the CAMPFIRE was established in April 1990 the councils were given full membership with appropriate powers vested upon them, however some few types of council were accorded with associate membership (Broslus, 2005).

The objectives of the CAMPFIRE included the following which are important to the analysis as it appears on the constitution: ‘to give the appropriate authority protection of their interest and rights and promote such. It also encourages the introduction of legislation aimed at strengthening the authority to better administer and manage the wildlife resources, promote and protect the rights and interests of Appropriate Authorities and to make such representations and take such steps as may be deemed necessary or desirable in connection therewith for the common interests of the appropriate authorities, to encourage the introduction of legislation aimed at further strengthening Appropriate Authorities to better administrate and manage their wildlife resource’ (CAMPFIRE Association 1991,2-3).

### **2.10.2. Entitlement of the resources by resources users**

If resource users are to invest in resource maintenance and make investments that are efficient from a community viewpoint, it is necessary that they have an exclusive entitlement to profits from any investment that they make. These rights can be defined as an exclusive entitlement to use a resource within an area or alternatively, as an exclusive right to use or take a pre-specified proportion of the resource (Child, 2004).

In developing the tourism potential of an area, consideration should be given to possible negative effects. Employment in the park itself can be expanded by developing labour intensive tourism. For example, small bush camps offering guided game drives and bush walks not only provide a better service but also create more jobs per tourist. Crafts marketing can be stimulated by giving the local crafts industry preference over imported curios. Craftsmen and -women should be given the opportunity to sell their crafts inside the tourist camps. In the process of empowering rural communities they should also be assisted to gain access to marketing outlets in cities.

### **2.10.3. The National Liaison Committee**

There was a liaison committee instituted between National Parks and Provincial Parks to coordinate conservation on a national basis. The committee was tasked to coordinate international treaties, legislation and cooperation between different provincial and national parks on various issues, like research, expertise, translocating wildlife, and so forth.

There is a need for National parks to be restructured so as to give greater responsibility to social programmes. And the community liaison committee should be in the position to be able to assist the neighbouring communities to gain access to economic benefits and be allowed to participate in management decisions. National parks and nature reserves should be restructured to give greater priority to social responsibility programmes. Community Liaison Committees should enable neighbouring communities to gain access to economic benefits and allow them to participate in management decisions in conformity with guidelines determined at national level for national parks, or at regional level for other nature reserves. It was discovered that there is a need to build capacity in communities which were disadvantaged in the past. This will be an advantage in creating additional employment opportunities; this is a priority to the community because people will receive skills and become employable.

In addition it is also proposed that a body such as a commission for the environment would monitor the functions and operation of the National Provincial Parks Boards, acting at once in the interests of society and the environment. Such a body would resolve conflicts between parks and communities or conflicts with other Departments (SANparks, 2001)

### **2.11. Hlanganani Forum and the Economic Policy of the Kruger National Park**

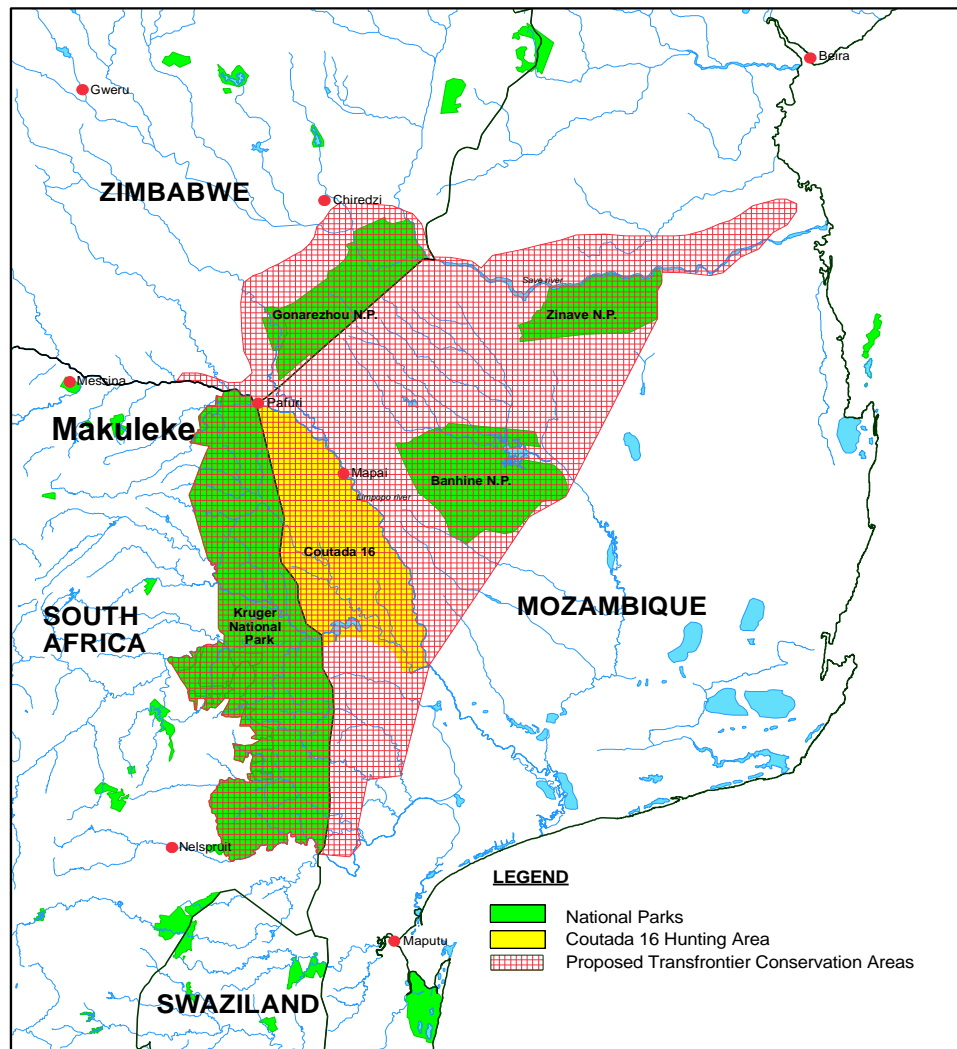
#### Introduction

Hlanganani Forum is a body representing the communities living adjacent the Kruger National Park. Most of these communities were forcefully removed from the Park during Apartheid era. The community have lodged the land claim which was forcefully taken from them to establish the park and won it, therefore the park is expected to assist the community in the development of these communities. Figure 4 shows the Map of Gaza Transfontier Conservation Area(TFCA) which is highlighting the merging of the three parks, one in Mozambique, Zimbabwe and Kruger National park in South Africa.

Figure 4

**Gaza map showing the old makuleke Community**

MAP OF GAZA TFCA

**2.11.1. The forced Removal of Makuleke Community**

In 1969 the Makuleke community was removed from the land as a result of the Separate Development policies of the South African government and again as a transaction where the land was excised from the area administered by the South

African Development Trust established in terms of the Chapter 11 of the Native Trust and Land Act (Act 18 of 1936). The biggest part was subsequently incorporated into the Kruger National Park with the remainder being incorporated into the Madimbo Corridor (used primarily for the purposes of defence of the northern border of the Republic of South Africa) and the homeland of Venda. In return, an area known as portion of the farm Ntlhaveni 2 MU was incorporated into the area of land administered by the South African Development Trust. It is from part of this area that the Makuleke community was removed against their will. It is common cause that the removal was a result of racially discriminatory legislation and practices (Dodson 1998).

Although the community is not happy about the state of development, the Makuleke agreement in many aspects represents one of the more advanced integrated conservation and development models in the world. The Richtersveld National Park is another example in South Africa, so as Uluru and Kakadu National Parks in Australia. In each of these models, rural people are able to practice traditional ways of life either inside or on the boundaries of the game reserve. They participate in various ways in the management of the wildlife estate.

Barter agreement between the SANParks and the Makuleke promises to give more emphasis to joint management between the conservation agency and the community. It provides a strong incentive to manage the land according to sound conservation principles. It set up also opportunities for the Makuleke community to create institutions through the Joint Management Board that gives ordinary men and women a chance to become active and willing agents of South Africa conservation efforts (Management Plan, 2000).

#### **2.11.1.2. The Land claim by Makuleke community**

On the 20<sup>th</sup> December 1995, the Makuleke community lodged a claim for the restoration of the land in terms of the Restitution of Land Rights Act (Act 22 of 1994) hereinafter refers as the Restitution Act. The Makuleke land claim was lodged with the Commission on Restitution of Land Rights and dealt with primarily under the auspices of then Regional Land Claims Commissioner of Mpumalanga and Northern Province created and regulated by the Chapter 11 of the Restitution Act (Restitution Act 22 of 1994). The Makuleke Land Claim was a complex one for a variety of reasons, firstly because the land was patently of importance for the purposes of conservation and the promotion of biodiversity.

Secondly, it was strategically important, with the northern border forming the border between Zimbabwe and South Africa and the eastern point of the land reaching as far as the border with Mozambique. Thirdly, a portion of the land was used by the South African National Defence Force (SANDF) for the purposes of patrolling the border with a view to controlling illegal immigration. Fourthly, there appeared to be mineral deposits on the land and finally the broader public as

beneficiaries of the establishment of national parks also have an interest in the matter, not necessarily in the legal sense, but in the sense that they had access to the area for some time for purposes of recreation and enjoyment of a protected area.

This was also evident by the large number of interested parties involved to include amongst others the following: the Makuleke community as the claimant, the South African National Parks formerly known as National Parks Board (NPB), the Minister of Land Affairs, the Minister of Mineral and Energy, the Minister of Defence and the then Member of the Executive Council for Agriculture, Land and Environment in the Northern Province today known as Limpopo Province (The settlement agreement on the Makuleke Land Claim, 1998).

The claim was further complicated by the fact that the Makuleke Community was claiming ownership of the land. This was not a right which the community enjoyed before the removal. Apparently, the Makuleke community raised the arguments during the course of negotiations that they may have aboriginal title, presumably along the lines of the concept as it has been developed by Australian courts and legislations. It has not been necessary to consider the validity of the argument, however, section 35 (4) of the Restitution Act provides “power the court to order the restitution of a right in land or to grant a right in alternative state-owned land and these include the power to adjust the nature of the right previously held by the claimant, and to determine the form of title in which the right may be held in future”.

### **2.11.1.3. The Co-Management Approach**

Presumably as a result of a direction in terms of section 13 (1) and (2), of the Restitution Act which reads as follows: According to McCay, co-management arrangements essentially involve the sharing of power and responsibility between user groups and other groups, (McCay,1998). Despite many definitions of the term, co-management is generally regarded as a middle-range management option between state and community management (Jentoft, 1989) that covers various partnerships arrangement and degrees of power-sharing and integration of local participation in decision making or the extent of devolution to the local level. Co-management is therefore situated along a continuum from coerced relationship to organic partnerships (Katerere, 1999).

According to Isaacs et al (2000), the limited state capacity to implement conservation and natural resource management and conservation policies effectively and the incapacity of local institutions to enforce rules, distribute benefits equitably and manage natural resources sustainably, have all contributed to the evolution, development and promotion of partnerships in natural resource management,(Isaacs,2000). The co-management agreement between the Makuleke community and the SANparks creates a clear separation

between SANparks and the community's vested interests. The new protected areas management objectives are understood to be the integration of biodiversity conservation and participatory governance approaches, which claim to promote the democratization of conservation.

In terms of this particular case study, the democratization objective would be to ensure that the socio-economic development of the Makuleke Region (Contractual Park) takes place alongside the protection of biodiversity (Child 2005). The South African approach of the co-management was strongly entrenched in the Reconstruction and Development Programme (RDP), which is the vision document of the African National Congress (Isaacs et al: 2000), and which in the end was translated to a government policy guideline. RDP focused on three areas of participation and empowerment; economic and institutional transformation towards equity and stability. Then, the RDP was a collaborative participatory democracy process and local community level between government and user groups in decision-making arrangement for natural resource management.

#### **2.11.4. The relationship between Kruger National Park and its adjacent communities**

There is no way one can talk about the relationship between the Kruger National Park and the Makuleke community without talking about the past, the present and the future. It is within this context that attention is directed to the story around the name Skukuza which means "He who sweeps clean". Skukuza is the name of the first and most famous camp in Kruger National Park, and was a nickname given to Major James Stevenson-Hamilton by the Tsonga Tribesmen who were evicted from their homesteads during the establishment of the park (Koch et al,1995).

The name enshrines the link between conservation and forced removals in the minds of rural people even today. Many people who were forcibly removed still refer to the entire Kruger National Park as Skukuza. Many communities viewed their structures and indigenous systems of common property resource management disrupted or destroyed by outside administrations. Only thirteen percent (13%) of its land was retained for the black majority of the population.

The apartheid government assumed that blacks can live their own lives and practice their own cultures in these areas, but the black political structures were planned to ensure that Chiefs do not form opposition to the regime and it was overridden by the betterment of land use which was supposed to conform to the European norms and standards. (Turner,, 2000). The Makuleke community regained the title to the land in 1998 after a restitution of land rights process. The community then decided to retain the land as part of Kruger National Park to be co-managed by the Makuleke community and the South African National Parks



through the Joint Management Board (JMB) for the purpose of conservation and related economic development.

The concept of mutually beneficial partnership projects was initiated by the South African National Parks which meant that whenever there are new initiatives they must contribute to the goals of the parks as well as to those of communities. Communities were not to benefit financially but to attain intangible benefits. The parks management moved away from the goal of clinging to power towards more strategic goals such as gaining more land for conservation and reducing conflicts and problems.

### **Chapter 3**

#### **Research Methodology**

According to the geographic set up of the park and its local communities, the envisaged study area was the Skukuza area in the northern part of the park, which includes the following communities: Makuleke, Mhinga, Matiyani, Josefa, Mabiligwe, Makahlule, Bevhula, Mashobye and Magona. From the population living in these villages, Makuleke Community was sampled as part of the case study representing all other communities that had lodged and won land claims in the Kruger National Park. This community is in the centre of developmental activities as a result of the land claim. This is the community neighbouring the Kruger National Park in the North. This community is a victim of forced removal from the Park, loss of the resources and the loss of their livestock due to the stray animals from the Kruger National Park. This study will adopt a case study approach and empirically examine the effects of the Kruger National Park's developmental programmes on local communities.

The case study approach allowed the researcher to conduct the survey and also evaluate the existing programmes, such as the Hlanganani Forum and the Economic Empowerment Policy of the Kruger National Park. Findings from this study are available to interested parties to use and implement.

#### **3.1. The categories of data collection**

The data categories included primary and secondary data sources. The primary data sources included personal observations and as well as interviews and informal discussions with key respondents from the Hlanganani Forum area and Kruger National Park. Secondary data sources included maps, official reports, policy documents, government publications, research papers, literature texts and newspapers. From these sources, data was collected on the socio-economic characteristics (e.g. education, religion, occupation, income, place of employment) and the needs of the communities comprising the Hlanganani

Forum, the perception of these communities on the major roles of the Kruger National Park, the Kruger National Park's unfolding management policy, and the spatial interactions between the communities and the Kruger National Park.

The questionnaire constituted the main tool for data collection for the study. A systematic sampling procedure was used. The sampling frame was the residents and the households of Makuleke community. Interviews were also conducted with the key respondents from the Hlanganani Forum area and the Kruger National Park. The purpose of the interviews was to clarify certain issues relating to the background history and the spatial interactions between the Kruger National Park and the Hlanganani Forum. The interviews sought to clarify from the Kruger National Park the impact of the Park's new socio-ecological approach on the interactions between the park and the communities.

The interviews with the communities were semi-structured so as to allow some exploratory data collection. Personal observation played an important part in data collection, particularly with regard to the qualitative assessment of the socio-economic and physical conditions of the study area. Personal observations were, followed by a series of visits to some of the communities comprising the Hlanganani Forum to do more interviews.

### **3.2. Data collection**

The researcher conducted a pilot survey to determine the feasibility of obtaining the relevant data, before the actual data collection process was embarked upon. Moreover, the pilot survey was aimed at verifying the understanding and the provision of questionnaires to be used for the purpose of undertaking a successful study, the researcher obtained permission to conduct the study from the management of KNP, Hlanganani forum and the Joint Management Board.

The researcher outlined the purpose and the importance of the research to the respondents. Their respondents were encouraged to take part in the study and it was emphasized that participation in the study was voluntary and that the results would not in any jeopardize their status.

### **3.3. Population**

The research was conducted in the Makuleke community which located adjacent to the Kruger National Park with a population of 500 households and comprises members from the Hlanganani forum. The Makuleke community is affected by the day to day activities which take place within the Park. This community is also interacting with Kruger National Park in terms of serving in the Park's forums. Makuleke community has more households than the other communities. At present the community has a number of business activities taking place in the Park on the land that they have won back.

The researcher with the help of the research assistant conducted the research on 50 adults through the distribution and administration of questionnaires on the participants. At the same time, the researcher conducted the interviews with some of the respondents especially the Kruger National park management team and the Hlanganani Forum members where extra information was needed.

The 50 respondents to whom the questionnaires were distributed were given time to complete them voluntarily and their involvement was treated as confidential as was agreed upon. During the collection of the questionnaires, respondents were afforded an opportunity to give additional information verbally if they felt that questionnaires did not have enough questions to allow them to give sufficient information. This was done in the course of a constructive interview in which the answers were recorded. The Makuleke Communal Property Association was then part of the respondents because they have a lot of information and experience in working closely with the Kruger National Park. A semi-structured interview was conducted with the office bearers of the Communal Property Association (CPA) in order to get relevant information.

The CPA referred the researcher to the available documents, like their minutes of the meetings between them and the Kruger National Park and also their own meetings. Their policies and constitution as well as contracts that they entered into with the companies which are running the two Lodges in their land in the Park were also made available. It was found that there are two companies which are doing business in the Makuleke land in the Kruger National Park. These are some of the sources used during the process of data collection and they were useful to a large extent.

### **3.4. Sample size and selection**

The probabilistic simple random sampling method was used to sample the Makuleke community to 50 (10%) households (respondents). The junior staff members of the Kruger National Park and the park's management were not sampled because their number was close to ten (10). There were 6 junior staff members and five (5) management team members within the Social Sciences Research unit.

Makuleke community was used as a case study of the research because it is one of the communities that won the land claim in the park. It is also in the centre of development which has yielded many job opportunities for its community's members. It is also the only community that was awarded the status of having a Communal Property Association (CPA) amongst the ten (10) communities. After winning the land claim Makuleke community established many business opportunities for its community members and to grow its local economy. As such,

there was a lot to be learnt from this community in terms of the interaction between Makuleke and the Kruger National Park. Due to its status, Makuleke has a more special role to play in the park than the other communities and influences the decisions being made by the Kruger National Park. It has got a permanent seat on the Joint Management Board of the Kruger National Park. However Makuleke is a member of the Hlanganani forum together with other communities neighbouring the Kruger National Park which is meant to partner with the park.

### **3.5. Data analysis Method**

The researcher and his assistant distributed the questionnaires to the different sex and age groupings summarized in Table 1 below.

The data represented in the table below gives the picture of the respondents who participated in the study: the number of women and men, their age groups, the level of education and skills of the respondents. It also reflects the number of married, single, widowed and separated individuals who took part in the study.

Table 1: Demographic profile of the respondents

Age	Age Groups	M	F	Total
	20-29	2	4	6
	30-39	12	4	16
	40-49	10	3	12
	50-59	2	5	7
	60-69	1	3	4
	70-79	1	2	4
	80	1	0	1
<b>Total</b>				<b>50</b>

Marital status	
Married	36
Single	3
Divorced	6
Widowed	5
<b>Total</b>	<b>50</b>

Level of Education	
No formal Education	8
Primary Education	16
Secondary Education	12
Tertiary education	14
<b>Total</b>	<b>50</b>

Level of Skills	
Professionals	19
Skilled	10
Unskilled	8
Unemployed	13
<b>Total</b>	<b>50</b>

## **Chapter 4**

### **Findings and Analysis**

#### **4.1. The role of the local community in the park's management (Hlanganani Forum)**

The research found that the forum is constituted by the community representatives from all other communities neighboring the park and office bearers are elected from amongst them. They serve for a period of three (3) years in the office and if they are willing they can be re-elected into the various offices in the forum. Otherwise new community representatives are elected into office of the forum for another three (3) year term. Sixty eight percent of respondents are happy on the way the forum is elected and ordained to office and that community participation was encouraged. They also recognize the effort made by the Kruger National Park to form the forum representing the community in the park's management. However the role of the forum in the management of the park is minimal because it is not visible at all. The forum members themselves have a feeling that their presence in the park's management was done merely to comply with the policy and regulation because it is not working as expected. There is a strong feeling by the respondents that the Kruger National Park does not recognize the forum's existence and the influence it is expected to make on the park.

The community concluded that the forum is just a fulfillment of the obligation on the side of the park because since its inception there is nothing that has been done by the forum. The park initiated the forum, but there is no support and no well defined role. This is a very serious concern of the community because it had high expectations from the partnership. According to this study, it was found that the forum does not make any impact in terms of development because it does not have the capacity in terms of resources such as the budget, knowledge and skills. According to the respondents, forum members should be trained so that they know what is to be done.

The research found that 73% of respondents do not see the forum as something helping and they felt there is no need for it to exist. The forum is used as a rubber stamp by the park because, it is not part of decision making process about the park's development and that of the community. They do not even have a budget to work with, and they are not asked to prioritize their development. The research found out that all the respondents living in the village, except for one who has moved to stay in the township, were residents of the old Makuleke Settlement in Pafuri, in the Kruger National Park who were forcefully removed from the park in the late 1960s when their land was incorporated into the Kruger National Park. No compensation was paid to them. The aim of the forced removal by the apartheid government was to establish the nature reserve to conserve the natural

resources. When this development was initiated, the government did not integrate it with community development as a form of compensation.

This was a very big challenge for the community because after losing their land as the only resource for survival, nothing was offered as an alternative. When this process was conducted, the community was not consulted. Their consent was not sought either and this was perceived as undermining the community. Participation by the community as an important tool to resolve differences and to ask for a buy-in by all stakeholders was not regarded as vital by the apartheid government. The communities neighbouring the Park were not part of the resource management. The South African National Park did not establish business opportunities to benefit the local communities in terms of job creation, small and medium business establishment. The Park did not expose the community to different business opportunities so as to avail them with a variety of choices for empowerment. The research found that the process of integrating the wildlife conservation and rural development has never been an easy exercise and it was met with a lot of resistance from the community side. There are a number of causes for the resistance by the community.

The approach used for integration was not participatory and it undermined the community structures and compromised their intelligence and the level of engagement. The community felt that Kruger National Park is just fulfilling the obligation of the policy and legislation in terms of community involvement in the Park. The community was not happy about the terms and conditions laid down for them concerning the limitations of their involvements especially in the decision making process. The research found out that the community does not take part in resources management of the Park and that creates a lot of unnecessary conflict between the two parties. The lack of community involvement in the management of the Park created a sense of insecurity on the side of the community.

Therefore there is a need for the Makuleke community and the Kruger National Park to strike a deal on how to work together in the management of the Park for the sake of nature conservation. Now that Makuleke community has won its land back from the Park, they intend to utilize the land for conservation purposes. The community has a feeling that working together would be a great achievement on both sides. Therefore the research established that a Joint Management Board was formed constituted by representatives from both Makuleke community and Kruger National Park.

## **4.2. Strategic Plans for the development of the local community by the Park**

The only development that the researcher was told about and visited at the Punda Maria Gate in the Northern part of the park is the curio shop where the community is expected to display their art product for sale. The shop has a limited stock of fabric and sculpture products as well as some few cold drinks as per the park's specifications. There are two shop assistants who are paid by the forum out of the shop's profit. Due to a skills shortage within the community very few people are taking part in art productions to supply the shop. The Kruger National Park did not fund the initial stock of the curio shop to help the community get started, hence it is not viable, as such, and 90% of the respondents do not see this initiative as helping the community. The respondents would have wished that the park made the initial capital available for the forum to start the business which, in a way, would have been sustainable.

There is no visible impact that Kruger National Park is making in terms of creating employment to cater for the community members. The community had a lot of expectations from the Park in terms of job creation or at least creating a conducive atmosphere for the community to access employment. The research also found that the skills development programme for the Makuleke community has been a programme that was long overdue. The Park could not directly offer any programme to assist the community but does have the generic training programme which is used to train school pupils who visit the park. The focus of the training is on the social ecological section of the park and the historical background of the park and any other park related information. The training given does not address the plight of the community and does not close the skills gap which exists in the community. The community was expecting to get preferential treatment in terms of training, instead of the generic training that the Park offers. They needed skills like business management, financial management and handy work, which will assist them to start and run small businesses.

## **4.3. The level of participation by local community in the process of development**

The issue of community consultation and participation is a major concern of the community. Community participation during the planning phase of the game park's development is not happening. The park in terms of its policies and legislation has powers to plan its development even if it affects the community. About 64% of the respondents indicated that there is no consultation by the park with the community. They believe that it is not correct to plan and decide on the community development without them being part of the process because, in the



end, they are planning parallel to community needs. Then 36% of the respondents agree that the park does consult and invite participation from the community although this is done for some minor projects. According to these respondents, there are few minor projects sponsored by the park for the community for example a curio shop, car wash and soccer ball tournament. Although these projects are not benefiting all community members, they are worthy of recognition and the community appreciates these. Some of the projects, such as sponsoring the soccer tournaments, are once-off activities which are not sustainable at all. Because the youth teams play soccer today and tomorrow they are idle.

They believe that even if these were working, they would be assisting very few community members instead of the whole community. There is a feeling that if the community was consulted about their own development, they should have chosen something else instead of the curio shop. The research shows that the forum does not have any influence whatsoever in the development or budget allocation to cater for the community. Ninety four percent of the respondents indicated that if they were given an opportunity to choose the benefit from the park, they would prefer to have development projects to be initiated, business opportunities to be made available and training and skills development to be implemented which would be sustainable to carry the community forward. They believe that these are the interventions needed by the community members to create employment opportunities and empower them to be able to access jobs in the market and to be self starters in business.

#### **4.4. The level of employment created for the local community**

Thirty eight percent of the community members are professionals who are occupying different jobs in the market. However, twenty two percent of these professionals are teachers. Amongst these, about seven percent are unemployed and trying to change their jobs in order to earn a living. Twenty one percent of community members, who are working, migrate to far away towns and cities to seek for other employment. Some of these professionals are migrating to live their lives in the cities and towns. Fourteen percent of the women are scattered in various areas inside and outside the community working as domestic workers. The research found that ten percent of women are married but their husbands are not providing for them with their daily needs. Some husbands have gone to seek employment in the cities and are not visiting their families as they are required. Therefore these households are headed by single mothers who are at the same time unemployed. It was also found that these women form part of that 14% who are working as domestic workers.

Twenty six percent of the community members and households survive on agricultural activities.

#### **4.5. Criteria for recruitment by the park as a barrier**

Obviously these are individuals who are educated and skilled who qualify to compete for jobs in the job market. The feeling from forty seven percent of the respondents was that the park is doing well in terms of job creation in the park. The other 53% thought that the park should treat the community differently from job seekers from outside Makuleke community. The park management believes that they are doing enough in terms of job placement of the community members and in a fair and transparent manner.

#### **4.6. Training and skills development for the local community empowerment and business opportunities**

##### **4.6.1 Empowerment in terms of training and skills development**

The research found that the community recognizes the training of the community in terms of Social Ecology. However to them this does not make any positive impact in terms of skills development and transfer which is the most critical element. The community expected to receive training which empowers the members of the community to be able to access work opportunities and to become self starters by creating their own jobs. The community is concerned that the training being offered, does not match some of the business opportunities offered. It is however useless to have a long list of developmental and business opportunities which are not implementable. The community expected the Park to train all the people who are artists to become more advanced so that they will be able to supply their products to the curio shop.

Training should stretch to other skills such as business management and commercial farming. It was expected of the park to start a bursary scheme to help the local youth especially, those who are neighbouring the park and are also the victims of the evictions from the park prior to 1994. This bursary scheme would help the youth to further their studies. There is a high level of illiteracy in the community. There is a need for an immediate intervention in terms of training and skills development. According to the local primary and secondary school's examination statistics forty percent of the youth in the community drop out of school after grade twelve because of lack of money to continue with their education and thirty nine percent of the youth drop out of school before grade twelve because of poverty. The community is struck by the high level of poverty and this impacts negatively on the high level of school drop outs in the community. That is why there is a great need to intervene in terms of awarding bursaries to arrest the situation. Therefore the impact of the lack of development, job opportunity and lack of skills is so rife and the youth are in desperate need of bursaries. Eighty seven percent of the respondents said that awarding of bursaries should not be limited to long term study or training but the introduction of short courses would be appreciated because it is going to empower the youth

and adult within a short space of time. The short courses have the potential to create employment within a short space of time and moreover a relatively small amount of the budget could be used to assist many people. In most cases short courses addresses skills shortages which are advantageous to Makuleke community, because of their involvement in a number of business activities which demand skills. The Park has conducted a number of training programmes for the benefit of the community in order to transfer skills to members of the communities.

#### **4.6.2. Business opportunities in the Park for local community**

The research found out from the park management that a number of business opportunities have been introduced such as the establishment of the curio shops at the Punda Maria gate where communities supply their products for sales, the establishment of the car washes in some of the camps where the local communities also bid to run such businesses and the introduction of soccer tournaments to the local youth. However these businesses are not viable and sustainable because of the nature and the way they are set up. Respondents believe that the few people who are lucky to bid and win to operate the businesses are not productive, because they do not have the required business knowledge and skills to run the business. In as far as the development and business project is concerned; the research found out that the park has quite a number of business opportunities as contained in its policies.

The research established that most of these business opportunities require skills and specialized expertise to bid for them. Hence the respondents were demanding an intervention in training and skills transfer so that the community would be able to enter the competition in the job market and to bid with confidence for the available businesses. The purpose of the park's empowerment policy is:

- To promote and provide business opportunities to emerging entrepreneurs, in particular, local communities adjacent to the national parks.
- To promote sub-contracting and outsourcing non-core business to emerging entrepreneurs from historically disadvantaged communities and to encourage partnership between emerging entrepreneurs and established business to supply the SANpark. However the park maintains that procurement will at all times be based on sound business principles that optimize financial and commercial returns for the SA National Parks.

The Park Management Team confirmed that the park is offering the following business opportunities to the communities neighbouring the park:

**Procurement Opportunities**

1. Uniforms, curtains and linen,
2. Supply of soap used in the park,
3. Office and rest camp furniture,
4. Building equipment and supplies,
5. Consulting services,
6. Fresh produce e.g. milk, bread, meat, vegetables and fruits,
7. Arts and Crafts produced by local communities,
8. Stationery and printing products, and
9. Various service providers, e.g. banking, insurance, IT, and so forth.

**Outsourcing**

1. Petrol stations,
2. Laundry services,
3. Security,
4. Transport,
5. Day-care,
6. Construction and maintenance of buildings, fences and roads.

Some of these business activities are somehow advanced and cannot be accessed by the ordinary local community members because they need skills which are lacking within the community. The Kruger National Park has very good and beautiful business and developmental policies. However the research found out that these policies are not being implemented. As such, there is a strong feeling that the policy is just a compliance tool which is not being implemented. The park management however continues to emphasize that 70% of their policies are being implemented and funded and that the forum is in the know of these policies. The forum did not have the copy of the policies that the park claims to have given them. The respondents do not believe that their capability is limited to the non-core businesses only but that they can go beyond that only if that potential is being awakened through training. Therefore, they place the blame on the park for not doing enough to empower them to be competent.

#### **4.7. Budget allocation**

This study found that Kruger National Park does not consult the community through its forum when formulating its strategic and developmental policies. It is not even clear whether the park has any budget to develop the community or not, because there is no line of communication between the park and the forum. The research also discovered that the main concern of the community is not to be part of the budgeting process but to be consulted when this budget is done so that they will know how much is made available for them. This would enable them to spell out the needs of the community to be addressed by the budget in terms of their developmental priorities. It is not even possible to assess if the budget is enough or not and whether it does address the developmental needs of the community. The forum is not even consulted when the budget is drafted or finalized. It is therefore so difficult for the forum to stand as a link between the park and the community. The forum finds it difficult to function in this kind of situation because it looks like as if it appears as a betrayal of the community.

#### **4.8. Policy formulation and implementation**

Ninety six percent of the respondents are not aware if the park has land claim policies. The contents of this policy/s if any is not even known to them and whether these policies address the developmental needs of the claimants or not. As indicated earlier on, after 1994 the government made an announcement to invite any land claim from individuals or communities whose land was taken illegally prior 1994. The Makuleke community submitted a claim and it was successful. The community was compensated in a way because land was returned to them.

At present the community is engaged with private companies who are running business activities on the land and some few members of the community are employed at these private companies. There are a number of business activities taking place which created employment for the community such as Bed and Breakfast (B&B), a Cultural Village and a curio shop. However there are no special job allocations for the members of the affected communities in the park, when vacancies are available they need to compete with everyone else including with people from outside the community. The research found that although the community is not getting special treatment in terms of job allocation, there are a substantial number of community members who are employed by the park.

#### **4.9. Skills shortage in the community**

The Park did not reinforce the need for skills development for Makuleke community to address the skills shortage in the area. The community believes that through skills development many people would be able to compete to contest for some of the jobs in the Park. Some would be able to start their own

businesses for survival and create jobs even for others. As already indicated the interaction between the Park and the Makuleke community is a challenge, even through the Hlanganani forum as the community representative. Although the Makuleke community won the land claim, the challenge is that they lack the capacity to utilize their land fruitfully. Hlanganani Forum does not have the know-how because it did not receive any guidance from the Park.

The Makuleke community was not brought on board in terms of resource management. The Park neglected them hence they remain in the dark. The Park should have trained Makuleke community on how to manage the resources successful as partners in natural resource conservation. According to this study, the park should work closely with them so as to minimize the conflict and close the gap that existed between them. The community is in desperate need of assistance in terms of management skills in order to manage their business activities as well as their resources in their land.

#### **4.10. Makuleke community business activities**

After winning the land claim in the Kruger National park, the community did not relocate back to their old land that they claimed and won, but they decided to use it as an investment to benefit the community. The Makuleke community decided to seek for companies that would assist the community in utilizing the land in a fruitful way. Therefore two companies were recruited to establish businesses in the land. These companies are Wilderness Safaris and Outpost Lodge. The Wilderness Safaris signed a contract of 45 years to operate in the Lodge and then the ownership will be given to the community and the Outpost Lodge signed a contract of 15 years.

The arrangement is that after the expiry of the contract with the two companies the ownership remains with the Makuleke community. They are being prepared to take over the management of the two contracted Lodges after the expiry of the contracts. As part of the agreement in the contract with the two companies (Wilderness Safaris and Outpost Lodge), all employees in the companies must be trained. The good thing is that some of the employees are being trained at the management level in preparation for the take-over after the expiry of the contract. The community will have to run the businesses on their own, that is when the trained workers will take over the management of the two Lodges. In terms of their business plan the businesses are expected to grow annually then it will automatically increase the capacity of its workmanship to allow for the expansion in terms of increasing the labourforce.

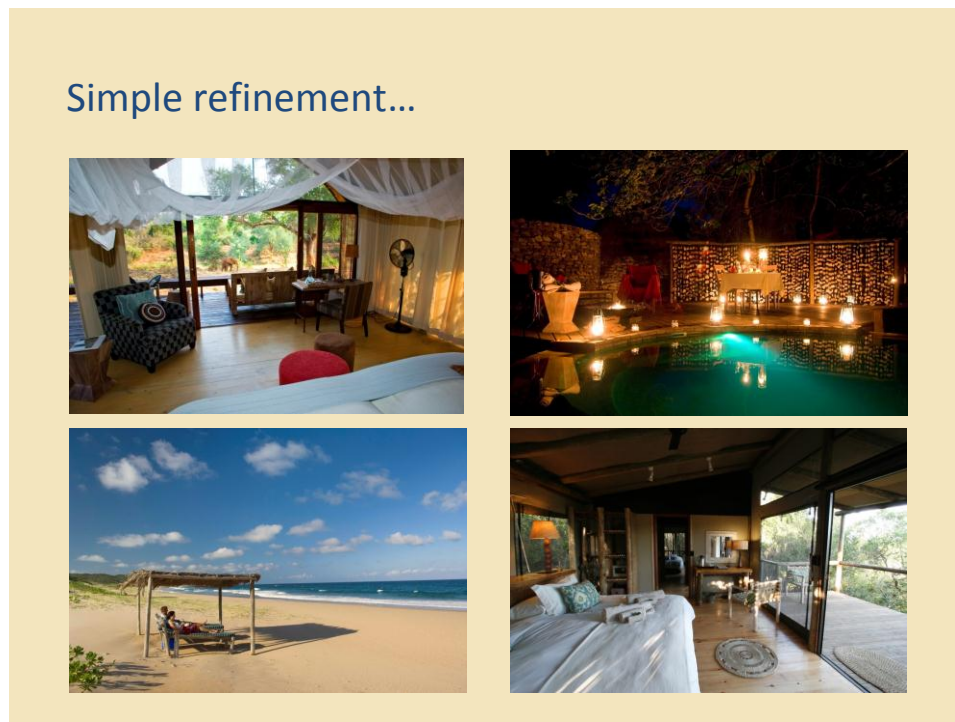
The community could not initiate business activities on their own because of lack of capacity and business knowledge. The main objective was to create employment for the local community members. This initiative is the form of developing the community. This strategy is found to be working because employees in both Lodges are from the Makuleke community. The contract between the two companies and the Makuleke community states that annually

the two companies pay out the dividends to the community. The community is using the proceeds to bring some developments in the community.

There are a number of business activities that the community through its management body, Makuleke Communal Property Association has established. They have started a B&B, a Cultural Village and a Curioshop. Most of the food being offered at the B&B is traditional food with an African taste. This excites their overseas` customers because it does not resemble the food that is common to them. Some community members are trained as sculptors, artists, designers of African dresses, traditional dancers and some are working with beads. There is a lot of entertainment that is provided to the tourists and visitors at the Village through various performances. Figure 5 shows the B&B`s at the old Makuleke area which belongs to Makuleke but contracted to Wildlife Safaris and Outpost Lodge to run for a certain period.

Figure 5

#### **View of the Makuleke Lodges in the Kruger National park**



#### **4.11. Community business initiative created training and employment**

The people who are running businesses are community members who are recruited and trained to do so. Through these initiatives a number of community

members got employment for instance some are working as receptionist, waiters and waitress, security guards, barmen and so forth. They have upgraded the local schools and electrified the whole village with the proceeds from their annual dividends from the two companies. A number of training workshops have been conducted to skill and capacitate the local community members especially the youth in terms of business skills and other related skills. The Makuleke Communal Property Association has initiated a number of such training programmes to skill the members of the community in order to run the established businesses.

The research also found out that some of these training programmes were accredited and the Communal Property Association sponsored such training. The main objective of the training was to reduce the number of unskilled workers and at the same time empowering the youth and the women in the community because they are in the majority. Noteworthy is the fact that there is a Joint Management Board (JMB) consisting of the Kruger National Park and the Community. This board runs and manages the KNP and the Makuleke land within the park.

#### **4.12. Establishment of the Park on the community land**

The establishment of the park at the expense of the community's land has received mixed feelings; 45% of respondents are positively in agreement with the establishment of the park more especially after the claim. Fifty five percent are not in agreement with the establishment of the game park. The main reason for the rejection is the lack of good relationships between the community and the Kruger National Park. The communities around the Kruger National Park are victims of loss of their livestock and human life. The research discovered that subsistence farming is not successful because of the in and out movement of wild animals from the park. This situation makes it more difficult for the communities to survive when they engage in agricultural activities. Another issue of concern which came out strongly from the respondents was that when their livestock has been killed by the lions and crops destroyed by the elephants from the park, the park does not accept responsibility instead the park shifts the responsibility to the Limpopo Department of Economic and Environmental Affairs and Tourism.

The same department does not take responsibility for the act and this ends up being a merry go round issue. This created an element of enmity and the community sees the park not as something to be appreciated and conserved but as something bringing bad luck to them and worsening their plight. This situation creates a negative attitude within the community. The research found out that the park is failing to create an enabling atmosphere for the community to adopt the park as part of their existence. It is, instead pushing these communities far away from the park in terms of partnership. As both communities are located in the



rural part of the country, there are no jobs available. Land is the only asset they have and a means to produce food for these people from a poor rural community. If it is taken away from them, they remain with nothing at all.

#### **4.13. Access to the Park by the community**

Forty percent of the respondents appreciate the opportunity given to them by the park to enter the park as they wish using the free permits given by the park, although this is not their priority. The other sixty percent are not happy about the offer because it cannot replace the need for development and job opportunities. These respondents say that free entrance to the park is not a priority because to them it is a luxury which can be utilized when one wants to spend their money. For the poor community of Makuleke this is not a good idea. The park should rather create jobs. Job creation and community development are the major needs of the community. There is no benefit whatsoever from the proceeds of the park. That is one of the biggest problem the community is having. The community is losing its livestock as a result of the lions moving in and out of the park. However the park does not compensate the community for such loss.

#### **SWOT Analysis**

The study provides a SWOT analysis reflecting the strength, weaknesses, opportunities and the threats available to both Makuleke community and Kruger National Park to find a common ground to develop the local community and the park for the benefit of both parties.

**Table 2**

	Strength	Weaknesses	Opportunities	Threats
Kruger National Park	<ul style="list-style-type: none"> <li>-Good policies</li> <li>-Human Resources unit to implement training.</li> <li>-Budget</li> <li>-JMB</li> </ul>	<ul style="list-style-type: none"> <li>-Non implementation of policies.</li> <li>-Mistrust between the park and the community.</li> <li>-Lack of buy in by the community.</li> </ul>	<ul style="list-style-type: none"> <li>-2010 soccer world cup.</li> <li>-Good and well located.</li> <li>-Well resourced.</li> </ul>	<ul style="list-style-type: none"> <li>-Possibility of poaching.</li> <li>-Vandalism of the fence.</li> <li>-Crime threats.</li> </ul>
Hlanganani Forum	<ul style="list-style-type: none"> <li>-Human resource.</li> <li>-Strategically located community.</li> <li>-Land availability.</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of trust to the park.</li> <li>-Lack of budget.</li> <li>-Lack of skills.</li> </ul>	<ul style="list-style-type: none"> <li>-Partnerships</li> <li>-Job creation.</li> <li>-Skills transfer.</li> </ul>	<ul style="list-style-type: none"> <li>-Loss of life</li> <li>-No compensation for loss of livestock and crops.</li> </ul>

It is clear that based on the good development policies, the well structured and functional Human Resource unit, the available budget, the existence of the Joint Management Board which include the representatives of Makuleke community and the availability of land makes it more convenient for development to take place. The weaknesses and the threats that exist can be addressed by using the strength and opportunities available. It is very evident that the two parties need to communicate in order to strike a partnership and resolve any problem which exists between them which hampers progress in terms of development.

## **Chapter 5**

### **Conclusion and recommendations**

#### **5.1. Conclusions**

The research has found out that the two stakeholders, KNP and the local communities represented by Hlanganani forum do not understand things the same way. It came out prominently that the park does not communicate its policies to the community and this causes unnecessary conflict between the two partners. Even if the park has development policies, these are not known to the community, which is perceived by the community as if there is nothing in place. The community has developed a negative attitude towards the park because they think the park is not doing enough in terms of development and training and skills development. The issue of a budget is a concern because it is not clear whether the park has a budget or not for the community. In as far as the community is concerned there is no budget available and in as far as the park is concerned the budget is available for community development. There is no cooperation between the park and the community. It seems the park is operating parallel to the community. There are a lot of uncertainties on the side of the community which has developed into mistrust.

##### **5.1.1. Community Development**

The community's expectation is to see development happen, for instance, people being employed and deserving students awarded bursaries to further their studies. The community acknowledges the establishment of the curio shops and in some instances the car washes. These kinds of businesses like a car wash is a development which can assist very few people hence the communities expectation is to have a project which can benefit many people at a time. It came out clearly that the kind of development that they would like to see happening is small scale and commercial farming. Communities like Makuleke are involved in farming such that some of the community members have got some subsistence farming skills. If training may be given to these people, most of them may begin to engage in commercial farming. This is what respondents are expecting to see happening in the near future. However their concern is to know about their budget, if such exists for the community development so that they may make an input to their own development. That is why they emphasize that it would be good if they may know the budget that the park has made available for them, so that together with the park a priority developmental list should be drawn. It is not ideal to plan for someone's development without involving them in their own development. Consulting communities will assist to have their buy-in terms of development ownership.

### **5.1.2. Hlanganani Forum**

There is also a strong feeling that the Hlanganani forum which represents the community is not recognized by the KNP management, however it is there to fulfill the requirement. It came out clearly that Kruger National Park does not involve the forum which has been formed to function as a link between the Park and the community. It is conceived by the community that the Park should communicate with them through the forum and that very important information concerning their development will be transferred to them, like the development budget and policies which have a bearing on the community. The forum is not supported financially and this makes it more difficult to carry out their tasks as mandated. Only a few meetings that are held with the park are funded. The feeling of the forum is that the Park should finance even the other meetings which are not attended by the Park.

They are not even sure of what is expected of them as a link between them and the Kruger National Park. As a result their existence is being doubted by the community and also suspected as colluding with the park at the expense of the community. Kruger National Park does not give the forum a clear mandate and well specified duties that they are expected to do and how to do it. The community perceives this as a strategy by the Park to make the community fail in their tasks. This situation creates tension between the community and the forum and the forum feels that it is a betrayal of the community. They are just a useless body which is there to occupy an office without function. This situation frustrates them very much. There is a perception that the Park only comes to the forum and the community when they need assistance.

### **5.1.3. Compensation for the loss of the livestock and crops**

The negotiated partnership between the park and the community in terms of nature conservation is now at stake. The community is now more concerned about their safety and that of their livestock and crops than conservation because of the wild animals roaming around day and night. This is a very serious problem which exists between the park and the community which in a way may hamper the progress in terms of sustaining the relationship currently being nurtured. According to the outcome of the research if this problem is not addressed, the relationship will collapse. The other big problem is the lack of compensation by the park for the community members whose livestock has been killed by the lions. Neither Kruger National Park nor the government is taking responsibility in terms of compensation to the victims of livestock loss. These problems frustrate the community and lead them to lose confidence in the partnership to conserve the natural resources in the park. The community develops a negative attitude towards the wild animals in the park, because of the situation that prevails presently between the park and the community.

#### **5.1.4. Training and Skills transfer**

##### ***Environmental Education and information sessions***

The Kruger National Park boasts a number of trainings and information sessions which take place in the park mostly for the youth. The research did not find much records or information concerning the training and skills transfer to the collective residents of the neighbouring communities. The park's approach for training and skills development focuses more on school children than on the community in general. The content of training is more on the history of the park than the actual skills transfer which is critical to address job creation in the community. This approach does not satisfy the needs of the community. The community expected the park to organise skills related training and workshops which may assist them in the creation of self employment and to access other employment. Some of the training projects undertaken by the Park are highlighted below.

#### **5.1.5. Junior Honorary Rangers**

The park came up with the orientation course for the Junior Honorary Rangers in 2001 as a response to the request of participants who attended the Imbewu course and established clubs in their respective schools or communities. This was a joint effort of the University of South Africa, Imbewu and the SANParks.

Of the Junior Honorary Ranger's course participants seventy were from the previously disadvantaged communities and fifty four were females. They have to organize themselves into groups of at least 20 candidates.

The focus of the 6 to 9 month nature course is to provide youth with knowledge, skills and positive attitudes so that they will be able to help SANParks and their own communities. The Junior Honorary Rangers Orientation Course is a distance learning course. The training package consists of an interactive workbook, a one-day practical workshop, a portfolio and a practical group project based on an environmental course – for example a cleaning campaign or a course about indigenous names of local trees and their uses.

#### **5.1.6. School Children training**

For most children who never visited the park before, visiting it is a very memorable experience. At the same time they learn so many things in the park. This programme provides an opportunity to learn how to preserve and conserve nature.

Environmental education is one of the priorities of the People and Park and conservation decision in the park and its main focus is on visiting rural

communities and interact with them. The crucial point is to afford all South Africans an opportunity to enjoy and appreciate nature within the park.

Many parks including Kruger National Park in South Africa offer various learning programmes either for free or with very little cost. The lessons which are offered range from water use, nature conservation, job opportunity and the Big 5 however the main message is the importance of biodiversity.

The park invites the children for different kinds of activities, both indoor learning and outdoor and sometimes put them in camps. The People and Conservation unit in the park organizes special programmes like Arbour Day or Wetlands Day to learn about the environment and conservation. These children`s programmes are mostly arranged to take place during school holidays in the park.

The park`s cleaning campaign is an annual event and in which children are taught how to look after the environment and after cleaning they are given some gifts.

## **5.2. Recommendations**

The researcher would like to make the following recommendations based on the above findings.

### **5.2.1. Communication and Participation Strategy**

It is recommended that the park management as the main active role player should put in place a good, viable and effective communication strategy which will form the basis of communication between the park and the community. This will assist both the park and the community to communicate the available developmental policies to the community. And if that is well communicated it is going to eliminate unnecessary conflict in terms of not knowing what the park has for the community and the policies available to address developmental issues. These policies should be made available for public consumption and for implementation to minimize the complaints. The park should communicate the available developmental, training and skills development policies to the community so that both parties will be able to work harmoniously. Policies should also be implemented and if not the reason should be communicated to the other party.

The research showed that consultation with the community and participation by the community in their own development was lacking in this partnership. That is why it was so difficult for the park`s management to confirm that indeed development projects are happening and that development policies are available and known to the community. There should be a straightforward consultation and participation policy which will show how and when the park consults and invites the community to participate in a particular development project. The community

wants to be part of decision making process for their own development instead of having projects imposed on them.

The issue of a top-down approach creates a very serious problem in South Africa, even in all the spheres of government this is impacting development very negatively. It is recommended that at times, there should be a bottom-up approach kind of consultation. The community should be given an opportunity to prioritize their own development in order to encourage ownership of the development projects. There should be proper consultation by the park on the issues of concern so as to nurture partnership between the parties. The community through the forum should address their problems with the park as they arise. Communication should be a two way process.

### **5.2.2. The Budget for the Development**

The budget that is available for the development of the community should be communicated to the community as it affects them. This will minimize the conflict between the community and the park and unnecessary mistrust. When the community knows its budget it will enable it to pitch its expectations accordingly balancing them with the available budget. Therefore it is very important to disclose the budget which has been allocated to the community although it is not going to be transferred to the community or the forum. It does not matter how much the budget is for the community it is important to communicate it to the community through the appropriate forum, so that there should not be high expectations on the side of the community. The Park should make the budget policy known to the affected community so that they become aware as to when the allocations of such a budget will be made.

### **5.2.3 Policy Implementation and distribution**

The park has got good policies with regard to development and business opportunities which the park is availing to the communities, but they are not implemented. It is recommended that these policies be made available to communities and be implemented. And that is what the community wants to see happening. If the community knows that there is a development policy in place to address their problems even if there is no budget or the budget is not enough to cover their needs then their problems and frustrations are limited. The trust will still be maintained because they will understand how the Park operates according to its policies. These policies should be implemented and where there are problems or obstacles hindering the progress, this should be communicated to the community.

To address the skills shortage within the community the park should implement its policies and target the local community and focus more on the particular skills needed than generic training of the park's history. It will be very difficult for the

community to access any tender being offered by the park if the problem of skills shortage is not addressed within the community. Training and skills' shortage, if addressed, will not only assist the community to access the tenders and other businesses in the park but to open doors for the community members to access such job opportunities from outside the park. Therefore it is highly recommended that Kruger National Park should implement the training and skills empowerment policy.

The forum should be empowered in terms of training and given financial support where necessary in order to run its affairs properly. Training should assist in transferring knowledge and skills to help the members of the community to run some of the business opportunities being offered by the Kruger National Park because they need specialized training. Their roles should be clearly defined so that they will be effective in their functions. And that would boost their confidence and morale and also minimize the conflict in terms of operations. Therefore in order to build mutual relationship and an effective partnership between the park and the local community there should be transparency, openness and consultation at all levels. The policy if any, that deals with the movement and control of animals from the park to the communities should be revised. If it does not exist, Kruger National Park must develop one in consultation with the community. This policy should specify what must happen when animals cross over the park fence and cause damage to community property and even the loss of human life. It should indicate who is responsible for compensating the victims under such circumstances. The policy should also stipulate the kind of compensation to be made. This policy should be distributed to all parties for their own record and for referral purposes. In the long run the policy will assist in minimizing the conflict between the park, Limpopo Department of Economic and Environment and Tourism and the community members.

#### **5.2.4. Control of the movement of animals in and out of the Kruger National Park**

There should be a tight and proper control of the movements of the animals from the park. If it happens that damage is caused by the animals to the community then somebody should take responsibility in terms of compensation. This may create a conducive atmosphere within which nature conservation can function properly. The community may also take responsibility to conserve nature in the park instead of regarding animals as their enemy. The community will be able to take charge when they observe damage in the park's fence and alert the park officials to repair it immediately. It is also recommended that the Park should increase the number of Game Rangers who patrol the fence regularly. This will be another opportunity for the park to employ community members and train them as Game Rangers. This will be at the park's advantage because some of these community members were involved in illegal hunting of animals in the park. They will be in a better position to deal with this problem because they know the tricks and even the culprits in the community.



### **5.2.5. Creation of employment for the community**

The park should increase the creation of small businesses for the local community in order to try and alleviate poverty. It is very clear that if there is nothing to do for people; they tend to resort to criminal activities. But if the park increases the creation of small businesses and job opportunities, poaching will not be as rife as it is now. The research findings indicated that respondents are choosing to have jobs being created in the community; training being initiated and conducted to empower the community, skills transfer conducted to skill the unskilled community members. This is not to suggest that the park must only concentrate on this community only in terms of business and training opportunities. The park should start making business opportunities available to the community, exposing them to various training programmes and create job opportunities. The park is the main role player in the whole process and that the development of the community is funded by the park. However the process of prioritizing for these developments should not entirely be the responsibility of the park alone. As already indicated earlier the community should be given an opportunity to plan for their own development and to inculcate a sense of ownership of the development.

It has been experienced that no matter how good development may be, if the community for which it is meant is not party to it, it will not function and tends to end up being a white elephant for instance the establishment of the car wash without the consent of the community. It was revealed that the park does not consult the community when planning for their development but instead they just impose the decision therefore it is recommended that effective involvement by both parties is important. This kind of practice will encourage transparency on the side of the park to the community. And if this is done regularly it will also boost the partnership to be strong and effective and a sense of trust will be improved. The study recommends that Kruger National Park should also involve the community in the planning of the development of the park which in the sense does not benefit the community directly. This is to encourage the partnership to be mutually beneficial to both parties. The community will develop ownership of the park as well and that will help in nature conservation.

### **5.2.6. Hlanganani Forum's functions**

#### ***Community-based Conservation***

Building a long lasting relationship is more than just waving a hand to one another daily but demand involvement and interaction. As people and Conservation Unit try hard to build a positive attitude and understanding in the community then the community should also have the role to play in the process. People and the Conservation have an important role to play in educating the community on how to use their natural resources.

Community projects like the following are being offered:

- education and awareness projects,
- setting up food gardens,
- indigenous trees nurseries,
- interpretation of medicinal plant use,
- forest rehabilitation projects,
- Performing arts and craft projects.

These programmes should be aimed at communities neighbouring the parks, but sometimes people living in the parks – staff, workers from the expanded public works projects – are also targeted. The establishing and managing of Park Community-Park's Forums are very important and regarded as the gate way for the park's development. It has been realized that conservation cannot function without the community involvement in the form of the forum. Therefore communities are invited and encouraged to actively participate in the management of their local park and to raise issues affecting their lives and the environment. At the present moment there is a feeling that the forum is not recognized by the park and its function is not visible to the community. The role of the forum was not spelt out correctly in the constitution as well. Therefore based on the above the forum does not have any influence whatever the park's decision regarding policy formulation and budget drawing. It is also very difficult to make any impact in terms of development. Therefore, the research recommends that the forum's roles and functions should be stipulated clearly in its constitution and that the park should invite the forum to participate in the decision making which affects the community. This will assist in strengthening the relationship between the park and the forum. The members of the forum will know exactly what is expected of them and the community will start to develop trust in the forum. The park has a land claim policy, although it is not as detailed as the one from the department of Land Affairs: theirs only deals with the logistics and how to deal with any land claim in the park. The park does not compensate any claimant whether in cash or in kind either to allow any land claimed to be used for any other thing other than nature conservation. Therefore this policy should be made known to the affected communities to avoid unnecessary clashes.

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## RESEARCH QUESTIONNAIRE

### Part 1

#### 1. INSTRUCTIONS

PLEASE NOTE THAT THE AIM OF THIS QUESTIONNAIRE IS **TO EVALUATE THE IMPACT OF KRUGER NATIONAL PARK'S DEVELOPMENT PROGRAMME ON THE HLANGANANI COMMUNITY IN THE LIMPOPO PROVINCE**. RESPONDENTS ARE EXPECTED TO BE MALE OR FEMALE ADULT WHO IS THE HEAD OF THE HOUSEHOLD. YOUR RESPONSES WILL BE TREATED WITH STRICT CONFIDENTIALITY. ALL THE QUESTIONS ARE IMPORTANT FOR VARIOUS PURPOSES OF THE STUDY. NO ATTEMPT WILL BE MADE TO IDENTIFY THE RESPONDENTS. YOU ARE ENCOURAGED TO ANSWER FRANKLY AND HONESTLY. PLEASE FEEL FREE TO USE ADDITIONAL PAPER SHOULD THIS BE REQUIRED. DO NOT WRITE YOUR NAME.

#### 2. PARTICULARS.

TICK APPROPRIATE SPACE PROVIDED

i. Name of the Village

ii. Date:.....

iii. Gender

Male	1	Female	2
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iv. Age group

20-29	1	30-39	2	40-49	3	50-59	4	60-69	5	70-79	6	80-89	7
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V.Place of residence

City/Town	1
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Township	2
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Village	3
---------	---

vi. Marital status

Married	1
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Single	2
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Divorced	3
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Widowed	4
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Vii.Number of children

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viii.Education

No formal Education	1
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Primary	2
Secondary	3
Tertiary	4

x. Religion

Christian	1
Non-Christian	2

xi. Occupation

Professional	1
Skilled	2
Unskilled	3
Unemployed	4

PART 11

1. Where did you live before coming here?

.....  
 .....  
 .....  
 .....

2. Why did you move from your original place of residence?

.....  
 .....  
 .....

3. For how long have you been living in that area?

1 to 5 years	5 to 10 years	10 to 30 years	30 years and above
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4. Do you have a disabled person(s) in your household? If yes how many?

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.....

5. Do you have a sacred place in the game park? If yes do you have access to visit that sacred place?

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.....  
.....

6. Were you removed from the park? If yes were you compensated?

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.....  
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.....

7. After 1994 did you lodge any Land claim?

YES or NO

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.....

8. Do you know any policies developed by the game park dealing with the land claim?

YES or No

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.....  
.....

9. Do you receive any compensation for land claim?

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.....  
.....  
.....

10. What kind of developmental activities is your village engaged in after winning the land claim?

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.....  
.....

11. Do you think the establishment of the game park is a good idea?

If yes who should benefit from the proceeds? Explain.

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.....  
.....  
.....  
.....  
.....

12. Do you think your village has any role to play in the management of the park?

If yes specify the role to be played.

.....  
.....  
.....

13. Is your village represented in the park`s management? If yes, how is it represented?

.....  
.....  
.....  
.....

14. Does the village have any access to visit the game park for leisure?

Explain briefly the procedure.

15. Is your village benefiting from the game park in terms of Development?

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.....  
.....

16. If your answer to the above question is yes, are you consulted when development is to happen?

Justify your answer.

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.....  
.....

17. If you are to choose, what kind of benefit would you like to receive?

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..

18. Does the game park communicate with your village regarding the strategic plans with regard to development of your village?

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.....  
.....

19. Who prioritize for development activities?

KNP or Community forum.

.....  
.....  
.....

20. Do you know the budget for the development of your village from the park?

YES or NO

.....  
.....

21. If the answer is yes for the above question, are you able to make inputs for additional Budget?

Substantiate your answer.

.....  
.....  
.....

22. How often does the game park allocate the budget to your village for development?

Annually	Quarterly	Monthly	Sometimes
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23. Are you satisfied with the budget of the game park for the village?

Motivate your answer

.....  
.....  
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24. Does the budget meet the developmental needs of the village?

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.....  
.....

25. Do you participate in the management activities of the game park?

If yes how?

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26. How are the joint forums between the KNP and the village formed?

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.....  
.....  
.....

27. Are these forums making any impact in terms of development?

YES or No, Motivate your answer.

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.....  
.....

28. Does the forums have any influence on the allocate of the budget to the village?

If yes how/

.....  
.....  
.....  
.....

29. Does the game park recognize the forum and its function?

YES	NO
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31. What is the level of employment created for your village by the game park?

Good	Satisfied	Average
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32. What are the economic opportunities created for your village by the game park?

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.....

33. What is the Game Park doing to empower the village in terms of formal education and training?

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34. Does the game park have any policy in regard to establishing small businesses for your village?

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.....

35. What strategies are being implemented by the game park to address the general skills shortage in your village?

.....  
.....  
.....  
.....

36. Does the game park have any policy in regard to establishing small business for your village?

YES	NO
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