AN INTEGRATED TOURISM MANAGEMENT FRAMEWORK
FOR THE KRUGER NATIONAL PARK,
SOUTH AFRICA, 2003

by

MADODA DAVID MABUNDA

Submitted in partial fulfilment of the requirements for the degree of
Philosophiae Doctor in the Faculty of Economic and Management Sciences
University of Pretoria

Department of Tourism Management
April 2004
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIST OF TABLES</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF ANNEXURES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS AND ACRONYMS</td>
<td>xiii</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>xiv</td>
</tr>
<tr>
<td>SUMMARY</td>
<td>xv</td>
</tr>
<tr>
<td>SAMEVATTING</td>
<td>xvii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>xix</td>
</tr>
</tbody>
</table>

## CHAPTER 1: INTRODUCTION

1.1 PROTECTED AREAS UNDER SIEGE                                        1  
1.2 TOURISM MANAGEMENT IN PROTECTED AREAS                               4  
1.3 LACK OF PRODUCT QUALITY                                             7  
1.4 REVENUE GENERATING PROBLEMS                                         7  
1.5 LOSS OF BIODIVERSITY DUE TO TOURISM DEVELOPMENT                     9  
1.6 MOTIVATION FOR THE STUDY                                             11 
  1.6.1 Conflict between tourism and conservation                        11 
  1.6.2 Lack of social research                                          12 
  1.6.3 Qualifications of tourism managers                              13 
  1.6.4 Previous attempts at formulating management plans               13 
  1.6.5 Lack of strategic direction                                     15 
  1.6.6 Aspects of tourism already researched in the KNP                16 
  1.6.7 An “implicit” management plan                                   17 
1.7 PROBLEM STATEMENT                                                    18 
1.8 RESEARCH AIM AND OBJECTIVES                                          18 
  1.8.1 Research aim                                                     18 
  1.8.2 Research objectives                                              18 
1.9 DELIMITATION                                                         19 
1.10 DESCRIPTION OF THE STUDY AREA                                      21 
1.11 CHOICE OF RESEARCH METHODOLOGY                                      22 
  1.11.1 Is tourism a field for scholarly inquiry?                       22 
  1.11.2 Surveys used                                                     23 
  1.11.3 Triangulation                                                   23 
  1.11.4 Flexibility of the researcher                                   25 
  1.11.5 Transferability of the study’s findings                         25
CHAPTER 2:  
TOWARDS A THEORETICAL FRAMEWORK IN FORMULATING AN INTEGRATED TOURISM MANAGEMENT FRAMEWORK  

2.1 TOURISM PRACTICE IN NATIONAL PARKS  

2.2 INCORPORATING ECOTOURISM PRINCIPLES IN NATIONAL PARKS  

2.3 SUSTAINABLE TOURISM  

2.4 ADAPTIVE MANAGEMENT AND TOURISM  

2.4.1 Adaptive management in the context of sustainable tourism  

2.4.2 Adaptive management cycle  

2.4.3 Adaptive management as a tourism management philosophy  

2.5 COMPARATIVE ANALYSIS OF GLOBAL MANAGEMENT APPROACHES  

2.5.1 General background  

2.5.2 Protected area management paradigms  

2.5.3 Classic paradigm  

2.5.4 Modern paradigm  

2.5.5 Influence of World Parks Congress on management of protected areas  

2.5.6 Co-management and partnerships  

2.5.7 Tourism management in Australian protected areas  

2.5.8 Commercialization at Yellowstone National Park (YNP)  

2.5.8.1 Origins  

2.5.8.2 Budget  

2.5.8.3 Reasons for success  

2.5.9 Buffer zones and Biosphere reserves  

2.5.9.1 CAMPFIRE in Zimbabwe (Biosphere)  

2.5.9.2 Transfrontier Conservation Areas (TFCA)  

2.6 EVALUATION OF TOURISM MANAGEMENT IN PARKS  

2.6.1 Tourism trends in protected areas  

2.6.2 Managing tourism impacts  

2.6.2.1 Carrying capacities  

2.6.2.2 Tourist impacts  

2.7 EVALUATION CRITERIA FOR PROTECTED AREAS  

2.7.1 Evaluation framework and indicators  

2.7.2 How the evaluation framework works  

2.7.2.1 Context  

2.7.2.2 Planning  

2.7.2.3 Input and process  

2.7.2.4 Outputs  

2.7.2.5 Outcomes  

2.8 LEGAL BASIS FOR KNP TOURISM MANAGEMENT FRAMEWORK  

2.8.1 National Parks Act, 1976 (Act No. 57 of 1976)  

2.8.2 Protected Areas Bill (Gazette No. 25052 of 3 June 2003) and management plans
2.9 THEORETICAL TOURISM MANAGEMENT FRAMEWORK

2.9.1 Elements of the theoretical management framework
  2.9.1.1 Vision and strategic objectives
  2.9.1.2 Situation analysis (collecting synthesizing and interpreting data and information)
  2.9.1.3 Planning of programmes (intended outcomes)
  2.9.1.4 Human resources development plan
  2.9.1.5 Implementation plan
  2.9.1.6 Social responsibility
  2.9.1.7 Monitoring and evaluation
  2.9.1.8 Review of Management Plan (5 years)

2.9.2 Business plan

2.10 CONCLUSION

CHAPTER 3:

HISTORICAL OVERVIEW OF TOURISM DEVELOPMENT IN THE KNP

3.1 INFLUENCE OF AFRIKANER NATIONALISM
3.2 SCIENTIFIC CONSERVATION
3.3 SANPARKS AND KNP MANAGEMENT STRUCTURES
  3.3.1 Head office (Pretoria)
  3.3.1.1 Chief Executive Officer
  3.3.1.2 Conservation Services Department
  3.3.1.3 Tourism Department
  3.3.1.4 People and Conservation
  3.3.1.5 Corporate Services Department
  3.3.1.6 Parks Department
  3.3.1.7 KNP Department
  3.3.2 KNP in the SANParks stable

3.4 ROLE OF EARLY GAME RANGERS IN TOURISM DEVELOPMENT
3.5 BUSINESS PERFORMANCE OF THE KNP
3.6 ECONOMIC IMPACT OF KNP TOURISM
3.7 HISTORICAL GROWTH OF TOURIST NUMBERS
3.8 COMPETITIVE ENVIRONMENT
3.9 KNP OCCUPANCIES
3.10 QUALITY OF KNP PRODUCTS
3.11 PRICING POLICY
3.12 COMMERCIALIZATION AS A CONSERVATION STRATEGY
3.13 FINANCIAL VIABILITY
3.14 WILDERNESS QUALITIES AND TOURISM PLANNING
  3.14.1 Era of the game rangers (1898-1950)
  3.14.3 Wilderness and management plans
  3.14.4 Recreational Opportunity Zones (ROZ) plan
  3.14.5 Spiritual and experiential qualities
3.15 RELATIONSHIP WITH NEIGHBOURING COMMUNITIES
3.16 PARK INFRASTRUCTURE AND MAINTENANCE
3.17 MARKETING RESEARCH AND STRATEGY

3.17.1 Public sector and marketing

3.17.2 Tourist surveys

3.17.3 Consumer marketing

3.18 CONCLUSION

CHAPTER 4:

SURVEYING TOURIST PROFILES AND SATISFACTION WITH THE KNP TOURISM FACILITIES AND SERVICE DELIVERY

4.1 TOURIST SURVEY

4.1.1 Rationale for the survey

4.1.2 Objectives of the survey

4.1.3 Research method

4.1.3.1 Data collection process

4.1.3.2 Sample

4.1.3.3 Measuring instruments

4.1.4.3.1 PILOT STUDIES

4.1.4.3.2 QUESTIONNAIRES

4.1.4.3.3 RESPONSES

4.1.4.3.4 SCORING

4.1.4.3.5 PROCESSING OF DATA

4.1.3.4 Missing data

4.1.3.5 Hypothesis testing

4.1.4 Results

4.1.4.1 Camp

4.1.4.2 Category of tourist

4.1.4.3 Number of nights stayed at the camp

4.1.4.4 Number of nights stayed in KNP during present visit

4.1.4.5 Size of touring party

4.1.4.6 Frequency of visits to the KNP

4.1.4.7 Age and gender of the participants

4.1.4.8 Marital status

4.1.4.9 Highest educational qualification

4.1.4.10 Origin of the participants

4.1.4.11 Origin and home language of the participants

4.1.4.12 Significant results

4.1.4.13 Responses to individual items

4.1.5 Results for the qualitative data

4.1.5.1 Breaking of rules and regulations

4.1.5.2 Maintenance of infrastructure

4.1.5.3 Safari vehicle operators’ behaviour

4.1.5.4 Check-ins at entrance gates and receptions

4.1.5.5 Suggestions to improve service and product range

4.1.5.6 Cafeterias

4.1.5.7 Restaurants

4.1.5.8 Shops

4.1.5.9 Accommodation

4.1.5.10 Camping

4.1.6 Discussion and interpretation

4.1.6.1 Accommodation

4.1.6.2 Information centres

4.1.6.3 Needs of younger tourists

4.1.6.4 Language issues

4.1.6.5 Overall impressions

4.1.6.6 KNP identity
5.7 COMPREHENSIVE EVALUATION OF SURVEYS

5.8 CONCLUSION

CHAPTER 6:
FORMULATING A TOURISM MANAGEMENT FRAMEWORK

6.1 MANAGEMENT CONTEXT

6.2 LEGAL BASIS

6.3 PREPARATION OF A MANAGEMENT FRAMEWORK

6.3.1 The process

6.3.2 Definition guidelines

6.4 CONSULTATIVE WORKSHOPS

6.5 MANAGEMENT PARADIGM

6.6 ADAPTIVE TOURISM MANAGEMENT PROCESS

6.6.1 Step 1 (Tourism mission) sons for hospitality standards (indicators)

6.7.2 Grading by the Tourism Grading Council

6.7.3 Formulating hospitality standards

6.7.3.1 Process

6.7.4 Potential areas for hospitality standards

6.7.4.1 Reservation systems

6.7.4.2 Front office

6.7.4.3 General appearance of staff

6.7.4.4 Architectural and building design specifications

6.7.4.5 Housekeeping

6.7.4.6 Accommodation

6.7.4.7 Maintenance of camp wilderness qualities

6.7.4.8 Educational interpretation service

6.8 PRESSURE ON SERVICES AND FACILITIES

6.8.1 Infrastructure maintenance

6.8.2 Tourist-use monitoring programmes

6.8.3 Carrying capacity of roads

6.8.4 Day visitors

6.9 HUMAN RESOURCE PLANNING

6.9.1 Aims of a Human Resource Plan

6.9.2 Job analysis

6.9.3 Human resource development

6.9.4 Organizational development

6.9.5 Performance evaluation

6.10 FINANCIAL MANAGEMENT

6.10.1 Management of revenue sources (cash management)

6.10.2 Budgeting

6.10.3 Financial management system

6.10.4 Other important financial managements aspects

6.10.5 Financial management training

6.11 MARKETING PLAN

6.12 EXAMPLE OF AN INTEGRATED MATRIX OF TOURISM AND ENVIRONMENTAL ATTRIBUTES

6.13 IMPLEMENTATION PLAN
### Chapter 6: Implementation Plan

- **6.13.1 Implementation plan schedule**
- **6.13.2 Implementation strategies**

### Development of a Business Plan

- **6.14.1 Why a business management approach?**
- **6.14.2 Development process**

### Monitoring and Evaluation Plan

- **6.15.1 Why monitoring and evaluation?**
- **6.15.2 Who should monitor?**
- **6.15.3 Steps to develop and implement a monitoring plan**
  - **6.15.3.1 Planning for monitoring**
  - **6.15.3.2 Developing a monitoring plan**
  - **6.15.3.3 Conducting monitoring and applying results**
  - **6.15.3.4 Evaluating and advancing monitoring**
  - **6.15.3.5 Monitoring and evaluation instruments**

### Tourism Research

### Conclusion

### Chapter 7: Findings, Recommendations and Shortcomings of the Study

#### Resolution of the Research Problem

- **7.1.1 Terms of reference**
- **7.1.2 Overall findings**
- **7.1.3 Overall recommendations**

#### Shortcomings of the Study

- **7.2.1 Sample sizes**
- **7.2.2 Knowledge gaps in social science research**
- **7.2.3 Time constraints**
- **7.2.4 Broad scope of tourism management**
- **7.2.5 Combination of social and natural science methodology**
- **7.2.6 Tourism and recreational values**
- **7.2.7 Tourist awareness and satisfaction**

#### Areas for Future Research

#### Conclusion

### References Cited
## LIST OF TABLES

| TABLE 1.1  | Categorization of protected areas | 2 |
| TABLE 1.2  | Management objectives and IUCN protected area management objectives | 3 |
| TABLE 1.3  | Negative impacts of human use on the environment | 5 |
| TABLE 1.4  | Environmental risks from tourism | 6 |
| TABLE 1.5  | Qualifications of senior tourism managers in 2003 | 14 |
| TABLE 2.1  | Classic paradigm characteristics | 41 |
| TABLE 2.2  | Modern paradigm characteristics | 46 |
| TABLE 2.3  | Yellowstone budget 2000 | 51 |
| TABLE 2.4  | Common weaknesses of park management plans | 57 |
| TABLE 2.5  | IUCN evaluation framework for protected areas | 64 |
| TABLE 3.1  | KNP tourist numbers over 20 years, 1982/83 – 2002/03 | 83 |
| TABLE 3.2  | Competitive environment for KNP | 86 |
| TABLE 3.3  | KNP occupancies over 10 years, 1993/94 – 2002/03 | 87 |
| TABLE 3.4  | Pricing schemes applicable to protected areas | 90 |
| TABLE 3.5  | Government grants allocated to SANParks over 10 years, 1993/94 - 2002/03 | 96 |
| TABLE 3.6  | KNP financial statement, 2002/03 | 97 |
| TABLE 3.7  | SANParks overall financial statement, 2002/03 | 98 |
| TABLE 3.8  | KNP infrastructure replacement values, maintenance benchmarks and current budget, 2002/03 | 110 |
| TABLE 4.1  | Descriptive statistics and internal consistency reliabilities for the six subscales for the total sample | 121 |
| TABLE 4.2  | Descriptive statistics for the six subscales for South African citizens, South African residents and foreign tourists | 124 |
| TABLE 4.3  | Frequencies of tourists who reported on the various camps | 125 |
| TABLE 4.4  | Frequencies of the various categories of tourists | 126 |
| TABLE 4.5  | Number of visits to the KNP | 129 |
| TABLE 4.6  | Age distribution of the participants | 130 |
| TABLE 4.7  | Gender distribution of the participants | 130 |
| TABLE 4.8  | Marital status of the participants | 131 |
| TABLE 4.9  | Highest educational qualifications of the participants | 131 |
| TABLE 4.10 | Origin of the participants | 131 |
| TABLE 4.11 | Region of origin of the participants | 132 |
TABLE 4.12 : Specific country of origin of the participants
TABLE 4.13 : Home languages of the participants
TABLE 4.14 : Significant scores obtained for three individual items regarding the KNP’s identity and the issue of commercialization
TABLE 4.15 : Respondents according to origin
TABLE 4.16 : Party size of the respondents
TABLE 4.17 : Frequency of visits to the KNP
TABLE 4.18 : Number of respondents staying in each of the camps
TABLE 4.19 : Responses regarding overall satisfaction with accommodation (different levels of satisfaction)
TABLE 4.20 : Responses for the South African and foreign samples regarding the different levels of satisfaction
TABLE 4.21 : Responses regarding the outsourcing of accommodation
TABLE 4.22 : Responses regarding continued visits to the Park after a price increase
TABLE 4.23 : Responses regarding different accommodation rates for foreigners and South Africans
TABLE 4.24 : Respondents in favour of differential rates and appropriate rates of increase for foreigners
TABLE 4.25 : Responses of South Africans and foreigners regarding different accommodation rates for foreigners
TABLE 4.26 : Clustering of positive and negative attributes
TABLE 5.1 : Descriptive results for quantitative Likert-scale questions
TABLE 6.1 : Job analysis process
TABLE 6.2 : Matrix of tourism and environmental attributes
TABLE 6.3 : Implementation plan schedule
TABLE 6.4 : Natural attraction value
TABLE 7.1 : Specific findings and recommendations on the research objectives
### LIST OF FIGURES

<table>
<thead>
<tr>
<th>FIGURE 1.1</th>
<th>Research design and presentation</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIGURE 1.2</td>
<td>Map of the RSA showing the KNP</td>
<td>22</td>
</tr>
<tr>
<td>FIGURE 2.1</td>
<td>Adaptive management cycle</td>
<td>37</td>
</tr>
<tr>
<td>FIGURE 2.2</td>
<td>Tourism system</td>
<td>68</td>
</tr>
<tr>
<td>FIGURE 3.1</td>
<td>Organizational structure of SANParks</td>
<td>76</td>
</tr>
<tr>
<td>FIGURE 3.2</td>
<td>KNP management structure, 1 April 2003</td>
<td>78</td>
</tr>
<tr>
<td>FIGURE 3.3</td>
<td>KNP budget allocation, 2002/03</td>
<td>99</td>
</tr>
<tr>
<td>FIGURE 3.4</td>
<td>Recreational Opportunity Zoning map of the KNP</td>
<td>105</td>
</tr>
<tr>
<td>FIGURE 4.1</td>
<td>Distributions for the six subscales for the total sample</td>
<td>122</td>
</tr>
<tr>
<td>FIGURE 4.2</td>
<td>Categories of tourists</td>
<td>126</td>
</tr>
<tr>
<td>FIGURE 4.3</td>
<td>Number of nights that the tourists stayed at the camp</td>
<td>127</td>
</tr>
<tr>
<td>FIGURE 4.4</td>
<td>Number of nights that the tourists stayed in the KNP during their visit</td>
<td>128</td>
</tr>
<tr>
<td>FIGURE 4.5</td>
<td>Size of party visiting the KNP</td>
<td>128</td>
</tr>
<tr>
<td>FIGURE 4.6</td>
<td>Number of visits to the KNP</td>
<td>129</td>
</tr>
<tr>
<td>FIGURE 4.7</td>
<td>Number of visits to the KNP (South African citizens only)</td>
<td>130</td>
</tr>
<tr>
<td>FIGURE 4.8</td>
<td>Responses of the total sample to “the KNP should retain its identity by means of its emblem, decorations and staff uniforms”</td>
<td>135</td>
</tr>
<tr>
<td>FIGURE 4.9</td>
<td>Responses of the total sample to “commercialization has a positive effect from the tourists’ point of view”</td>
<td>135</td>
</tr>
<tr>
<td>FIGURE 4.10</td>
<td>Responses of the total sample to “visible commercialization is destroying the Kruger experience”</td>
<td>136</td>
</tr>
<tr>
<td>FIGURE 4.11</td>
<td>Responses of South African citizens, South African residents and foreign tourists to “the KNP should retain its identity by means of its emblem, decorations and staff uniforms”</td>
<td>137</td>
</tr>
<tr>
<td>FIGURE 4.12</td>
<td>Region of origin, as percentage of the total sample</td>
<td>148</td>
</tr>
<tr>
<td>FIGURE 4.13</td>
<td>Party size of the respondents, as percentage of the total sample</td>
<td>149</td>
</tr>
<tr>
<td>FIGURE 4.14</td>
<td>Frequency of visits to the KNP, as percentage of the total sample</td>
<td>150</td>
</tr>
<tr>
<td>FIGURE 4.15</td>
<td>Number of respondents staying at each camp</td>
<td>151</td>
</tr>
<tr>
<td>FIGURE 4.16</td>
<td>Percentage of responses regarding overall satisfaction of Accommodation (different levels of satisfaction)</td>
<td>152</td>
</tr>
<tr>
<td>FIGURE 4.17</td>
<td>Percentage of responses of South Africans and foreigners regarding accommodation (different levels of satisfaction)</td>
<td>153</td>
</tr>
<tr>
<td>FIGURE 4.18</td>
<td>Percentage of responses of South Africans and foreigners regarding the outsourcing of accommodation</td>
<td>154</td>
</tr>
</tbody>
</table>
FIGURE 4.19 : Percentage of responses on price increase and continued visits to the Park 156
FIGURE 4.20 : Percentage of responses on different accommodation rates for foreigners and South Africans 157
FIGURE 4.21 : Percentage of responses regarding an appropriate rate of increase for foreigners 158
FIGURE 4.22 : Responses of South Africans and foreigners regarding different accommodation rates for foreigners 158
FIGURE 4.23 : Hierarchical value structure map (positive) 165
FIGURE 4.24 : Hierarchical value structure map (negative) 166

FIGURE 5.1 : Gender distribution (as percentage) of the sample 172
FIGURE 5.2 : Age distribution (as percentage) of the sample 172
FIGURE 5.3 : Language distribution (as percentage) of the sample 172
FIGURE 5.4 : Length of time lived in the community 173
FIGURE 5.5 : Respondents’ number of visits to the KNP as tourist 174

FIGURE 6.1 : Adaptive tourism management process 186
FIGURE 6.2 : Tourism and recreational values in the KNP 190
FIGURE 6.3 : Marketing plan cycle 210
# LIST OF ANNEXURES

<table>
<thead>
<tr>
<th>ANNEXURE</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IUCN Classification of protected areas</td>
<td>249</td>
</tr>
<tr>
<td>2</td>
<td>SANParks tourism performance 2002/03</td>
<td>250</td>
</tr>
<tr>
<td>3</td>
<td>SANParks Wild Card information flyer</td>
<td>251</td>
</tr>
<tr>
<td>4</td>
<td>ROZ Plan: Zones and allowed activities</td>
<td>252</td>
</tr>
<tr>
<td>5</td>
<td>Camps: historic overview and maintenance requirements</td>
<td>254</td>
</tr>
<tr>
<td>6</td>
<td>Kruger National Park questionnaire: Tourist survey</td>
<td>256</td>
</tr>
<tr>
<td>7</td>
<td>Distributions of responses to the 120 individual items in the questionnaire</td>
<td>266</td>
</tr>
<tr>
<td>8</td>
<td>User survey on outsourcing accommodation in the Kruger National Park</td>
<td>276</td>
</tr>
<tr>
<td>9</td>
<td>Kruger National Park outsourcing questionnaire codes</td>
<td>277</td>
</tr>
<tr>
<td>10</td>
<td>Survey on relationships between the Kruger National Park and neighbouring communities</td>
<td>279</td>
</tr>
<tr>
<td>11</td>
<td>Frequency distribution of answers per question on community questionnaire</td>
<td>283</td>
</tr>
<tr>
<td>12</td>
<td>Interview schedule for value-laddering</td>
<td>290</td>
</tr>
<tr>
<td>13</td>
<td>SWOT analysis exercise</td>
<td>294</td>
</tr>
<tr>
<td>14</td>
<td>Mission statement and objectives hierarchy</td>
<td>297</td>
</tr>
<tr>
<td>15</td>
<td>Fourteen scale monitoring and evaluation plan</td>
<td>305</td>
</tr>
</tbody>
</table>
# LIST
## OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>ATM</td>
<td>Automatic Teller Machine</td>
</tr>
<tr>
<td>CAMPFIRE</td>
<td>Communal Area Management Plan for Indigenous Resources</td>
</tr>
<tr>
<td>CBD</td>
<td>Convention on Biological Diversity</td>
</tr>
<tr>
<td>DBSA</td>
<td>Development Bank of Southern Africa</td>
</tr>
<tr>
<td>DEAT</td>
<td>Department of Environmental Affairs &amp; Tourism</td>
</tr>
<tr>
<td>EIA</td>
<td>Environmental Impact Assessment</td>
</tr>
<tr>
<td>GLTP</td>
<td>Great Limpopo Transfrontier Park</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immune Deficiency Virus</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>IDC</td>
<td>Independent Development Corporation</td>
</tr>
<tr>
<td>IUCN</td>
<td>International Union for the Conservation of Nature</td>
</tr>
<tr>
<td>KNP</td>
<td>Kruger National Park</td>
</tr>
<tr>
<td>KZN</td>
<td>KwaZulu-Natal</td>
</tr>
<tr>
<td>LAC</td>
<td>Limits of Acceptable Change</td>
</tr>
<tr>
<td>MAP</td>
<td>Man and the Biosphere Programme</td>
</tr>
<tr>
<td>MEC</td>
<td>Member of Executive Council</td>
</tr>
<tr>
<td>NPB</td>
<td>National Parks Board</td>
</tr>
<tr>
<td>NPS</td>
<td>National Park Service</td>
</tr>
<tr>
<td>PFMA</td>
<td>Public Finance Management Act</td>
</tr>
<tr>
<td>PPP</td>
<td>Public-Private Partnership</td>
</tr>
<tr>
<td>ROZ</td>
<td>Recreational Opportunity Zoning</td>
</tr>
<tr>
<td>RSA</td>
<td>Republic of South Africa</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>SARS</td>
<td>Severe Acute Respiratory Syndrome</td>
</tr>
<tr>
<td>SATOUR</td>
<td>South African Tourism Board</td>
</tr>
<tr>
<td>SD</td>
<td>Standard Deviation</td>
</tr>
<tr>
<td>SIC</td>
<td>Standard Industrial Classification Code</td>
</tr>
<tr>
<td>SMART</td>
<td>Specific, Measurable, Attainable, Reliable and Time-framed</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TFCA</td>
<td>Transfrontier Conservation Areas</td>
</tr>
<tr>
<td>THETA</td>
<td>Tourism Hospitality Education and Training Authority</td>
</tr>
<tr>
<td>TPC</td>
<td>Thresholds of Potential Concerns</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>UNCED</td>
<td>United Nations Convention for Environment and Development</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environmental Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>VAMP</td>
<td>Visitor Activity Management Process</td>
</tr>
<tr>
<td>VERP</td>
<td>Visitor Experience Resource Protection</td>
</tr>
<tr>
<td>VIM</td>
<td>Visitor Impact Management</td>
</tr>
<tr>
<td>WCED</td>
<td>World Commission on Environment and Development</td>
</tr>
<tr>
<td>WCPA</td>
<td>World Commission on Protected Areas</td>
</tr>
<tr>
<td>WSSD</td>
<td>World Summit on Sustainable Development</td>
</tr>
<tr>
<td>WTO</td>
<td>World Tourism Organization</td>
</tr>
<tr>
<td>WTTC</td>
<td>World Travel and Tourism Council</td>
</tr>
<tr>
<td>YNP</td>
<td>Yellowstone National Park</td>
</tr>
</tbody>
</table>
DECLARATION

I ………………………………………………………………………………………. hereby declare
that the thesis for the …………………………………………………………………. degree at
the University of Pretoria, hereby submitted by me, has not previously been submitted
for a degree at this or any other university, and that it is my own work in design and
execution and that all reference material contained therein has been duly
acknowledged.

………………………………………
Signature

………………………………………
Date
This study sets out to address problems caused by the lack of an integrated tourism management framework that would give a strategic direction to the delivery of tourism services in the Kruger National Park (KNP). The lack of tourism management plans and capacity in protected areas can be traced back to the classic management approach that concentrates exclusively on biodiversity conservation while paying superficial attention to other equally important management elements such as tourism, community participation, financial viability and governance matters. As a result of such management deficiencies, protected areas are unable to raise sufficient revenue from their tourism business to adequately meet obligations of their conservation mandate, community expectations and maintenance of the tourism facilities. Financial problems lead to over-dependence on diminishing and inflation-eroded state subsidies, thus compromising the effective management of parks. A management approach that does not balance the elements that constitute the management function of a protected area has the potential to destroy the resource base on which the attractiveness of a protected area as a holiday destination hinges and risks alienating tourists. The practice of 'fortress conservation' with protected areas treated as distinct units from their surrounding communities is being challenged worldwide.
Protected area managers are now constantly looking for management paradigms that can harmonize the fundamental functions of conserving biodiversity, delivering tourism services and ensuring financial viability whilst contributing to the socio-economic development and benefits for local people balancing conservation and socio-economic needs. This is the situation in which the KNP finds itself. The study recommends the adoption of an integrated tourism management framework based on adaptive tourism management principles to enable the Park¹ to cope with continuous uncertainties, conflict management, dynamic systems of societal changes, economic changes, changes of ecosystems and bridging the gap between conservation and tourism.

**Key terms:**  
*adaptive tourism management principles;*  
*balancing conservation and socio-economic needs;*  
*benefits for local people;*  
*bridging the gap between conservation and tourism.*  
*effective management;*  
*integrated tourism management framework;*  
*integrated tourism management plan;*  
*protected area tourism;*  
*tourism service-delivery in the Kruger National Park.*

¹ The KNP is also referred to as "the Park" throughout this study.
SAMEVATTING

TITEL VAN PROEFSKRIF: ‘n Geïntegreerde Toerismebestuursraamwerk vir die Nasionale Krugerwildtuin, Suid-Afrika, 2003
deur
Madoda David Mabunda

PROMOTOR: Professor G.D.H. Wilson

MEDEPROMOTOR: Professor E.F. de V. Maasdorp

DEPARTEMENT: Toerismebestuur

FAKULTEIT: Ekonomiese en Bestuurswetenskappe

GRAAD: Philosophiae Doctor

Die doel van die studie is om oplossings te vind vir probleme wat veroorsaak word deur die gebrek aan ‘n geïntegreerde toerismebestuursraamwerk wat strategiese rigting aan die levering van toerismedienste in die Nasionale Krugerwildtuin sal gee. Die gebrek aan toerismebestuursplanne en –kapasiteit in beskermde gebiede kan teruggevoer word tot die klassieke bestuursbenadering wat uitsluitlik op die bewarring van biodiversiteit gekonsentreer het en net oppervlakkige aandag aan ander bestuurselemente gegee het wat ewe belangrik is, soos toerisme, gemeenskapsbetrokkenheid en finansiële lewensvatbaarheid. As gevolg van sodanige gebrekkige bestuur kan beskermde gebiede nie voldoende inkomste uit toerisme genereer om hulle verpligtinge ten opsigte van hulle bewaringsopdrag, gemeenskapsverwagtinge en die instandhouding van toerismefasiliteite na te kom nie. Finansiële probleme lei tot ‘n oorafhanklikheid van krimpende staatsubsidies. ‘n Bestuursbenadering wat nie ‘n balans handhaaf tussen die onderskeie elemente van ‘n beskermde gebied nie, hou die gevaar in dat die hulpbronbasis waarop die beskermde gebied se aantreklikheid as ‘n toerismebestemming berus vernietig en toeriste vervreem kan word. Die uitsluitende benadering tot bewarring waarvolgens beskermde gebiede as afsonderlike entiteite van aangrensende gemeenskappe bestuur word, word wêreldwyd
bevraagteken. Bestuurders van beskermde gebiede soek voortdurend na bestuursvorme wat die bewaring van biodiversiteit, voorsiening van toerismedienste en finansiële lewensvatbaarheid as fundamentele funksies met mekaar kan versoen en, terselfdertyd, 'n bydrae kan lewer tot die sosio-ekonomiese ontwikkeling van en voordele vir die plaaslike bevolking. Terselfdertyd word 'n balans geskep tussen bewaring en sosio-ekonomiese behoeftes. Dit is ook die situasie waarin die Nasionale Krugerwildtuin sigself bevind. Die studie beveel aan dat 'n geïntegreerde toerismebestuursplan aanvaar word wat op aanpasbare toerismebestuursbeginsels berus en die Wildtuin opgewasse sal maak teen die voortdurende onsekerhede, konflikbestuur, sosiale en ekonomiese veranderings en veranderde ekosisteme en die gaping tussen bewaring en toerisme sal oorbrug.

Sleutelwoorde:

aanpasbare toerismebestuursbeginsels;
balans tussen bewaring en sosio-ekonomiese behoeftes;
doeltreffende bestuur;
geïntegreerde toerismebestuursraamwerk;
geïntegreerde toerismebestuurplan;
lewing van toerismedienste in die Nasionale Krugerwildtuin;
oorbrugging van die gaping tussen bewaring en toerisme.
toerisme in beskermde gebiede;
voordele vir plaaslike bevolking.
ACKNOWLEDGEMENTS

A great many people and organizations are to be thanked for their encouragement, support and financial help in making this thesis possible:

The Board of South African National Parks granted me study leave, gave financial assistance and permission to use their staff and facilities. The Ford Foundation and Mr Hector Magome (Director: Conservation Services) provided financial and moral support. I am forever indebted to Mr Mavuso Msimang (former Chief Executive at SANParks), Dr Salomon Joubert (former KNP Director), Mr Frans Laubscher (retired KNP Engineer and confidante) and Dr Anthony Hall-Martin (former Director: Conservation Services) for inspiring me to undertake this study. Mr Chris Marais (Industrial Psychologist at SANParks) enthusiastically assisted me with the organising and administering of the questionnaires. Mr Danie Pretorius (Manager: Financial Systems in the KNP) prepared the initial graphics and gave computer technology assistance. I express my deep gratitude to all my colleagues at SANParks (whom I did not mention by name) for their various invaluable contributions and encouragement to the successful completion of the project.

I pay tribute to my dear friends, Professors Delene Visser (Department of Industrial Psychology at Rand Afrikaans University), Pierre Joubert and Marié de Beer (Department of Psychology at Unisa) for their assistance with statistical processing of data, and Professor Kate Greef (Department of Psychology at Unisa) for making her Masters students available to help me administer the questionnaire on commercialization.

Special thanks goes to my promoter, Professor Deon Wilson, and co-promoter, Professor Edward de V. Maasdorp, for their tremendous support and valuable guidance – without which this thesis would not have been a success; Mrs Emily Kruger for typing and retyping the thesis a thousand times, Mrs Mareth Wilson for her language editing and Mrs Ingrid Booysen for the all important final technical, graphical and cartographic editing of the thesis.

Lastly but not least to my wife, Thandi, and the children, Sibongiseni, Bongumusa, Thembumenzi and Sphelele; I thank them for tolerating the chaos with such warmth and understanding that I needed time to focus on the study. To them I say: Mhlaba, Ntsele, Dabuka, Zondwayo ongazondi muntu, Lindamkhonto!