

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

by

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LIST OF ABBREVIATIONS AND ACRONYMS

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

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

SUMMARY

TITLE OF THESIS: **An Integrated Tourism Management Framework for the Kruger National Park, South Africa, 2003**

by

Mododa David Mabunda

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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
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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 lewering van toerismediensie in die Nasionale Krugerwildtuin sal gee. Die gebrek aan toerismebestuursplanne en –kapasiteit in beskermdede gebiede kan teruggevoer word tot die klassieke bestuursbenadering wat uitsluitlik op die bewaring 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 beskermdede 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 beskermdede gebied nie, hou die gevaar in dat die hulpbronnabasis waarop die beskermdede gebied se aantreklikheid as ‘n toerismebestemming berus vernietig en toeriste vervreem kan word. Die uitsluitende benadering tot bewaring waarvolgens beskermdede 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 toerismediensie 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 toerismebestuurplan aanvaar word wat op aanpasbare toerismebestuurbeginsels 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 toerismebestuurbeginsels;

balans tussen bewaring en sosio-ekonomiese behoeftes;

doeltreffende bestuur;

geïntegreerde toerismebestuurraamwerk;

geïntegreerde toerismebestuurplan;

lewering van toerismediensie in die Nasionale Krugerwildtuin;

oorbrugging van die gaping tussen bewaring en toerisme.

toerisme in beskermde gebiede;

voordele vir plaaslike bevolking.

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