

Community participation in the Madikwe Game Park, North West Province, South Africa.

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Submitted in partial fulfillment of the requirements for the
Master of Philosophy Degree in the
Department of Tourism Management
Faculty of Economic and Management Sciences
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Declaration

I, Rutendo Cynthia Mahlangu, declare that this is my own original work submitted for the degree Master of Philosophy in Tourism Management at the University of Pretoria. This dissertation has not been previously submitted at this or any other University. All the sources used are quoted and acknowledged by means of references.

Signature:

Date:

Acknowledgements

I thank the Almighty God for enabling and sustaining me throughout this study.

My sincere appreciation to the following:

- My supervisor Prof Deon Wilson, unfortunately he passed on during the examination of this dissertation. May his soul rest in peace.
- The University of Pretoria for awarding me a bursary.
- Madikwe Game Park for granting me permission to conduct the study and for all their support. Special thanks to Community Liaison Officer Mme Refilioe Chuma.
- The Molatedi Tribal Office Ntate Simon and staff. The community of Molatedi at large for their hospitality.
- The Department of Statistics at the University of Pretoria for analysis of results great appreciation to Joyce Jordaan.
- The Department of Tourism at the University of Pretoria and colleagues for your support and assistance during my studies.
- The staff of the Academic Information Service.
- Special thanks to my husband Thamsanqa and our boys Ndumiso and Musawenkosi.
- I am also indebted to my parents, family and friends your prayers and support carried me through.

Abstract

Title of thesis: Community participation in the Madikwe Game Park, North West Province, South Africa.

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Department: Tourism Management.

Degree: Master of Philosophy.

Community participation has been the subject of research in many parts of the world and it is viewed from different angles or disciplines. Community participation is closely linked to the derivation of livelihood and other benefits from the initiative to that same community. Different models and typologies have been devised to show the range of community participation in tourism.

The problem was that available community participation models have not been sufficiently tested to assess their applicability. The main aim of the study was to test a specific model of community participation around Madikwe Game Park. The research objectives were:

- To study the literature on community participation models in different areas.
- To take Mosidi's model and apply it to Molatedi village.
- To accept, reject, adapt or come up with an improved model.
- To make recommendations for assessing community participation.

Literature on the subject of community participation in various parts of the world was discussed. Local people or communities are major stakeholders and significantly contribute to the success or failure of a project. The current global focus towards involving local communities in tourism projects to ensure sustainability has led to an increase in models for community participation around the world. In the study various models on community participation were used to draw a comparative analysis.

The area under study was the Madikwe Game Park in the North West Province of South Africa. The study used a number of primary and secondary research methods to gather data. Questionnaire surveys, interviews and observations were made in Molatedi village, one of the three main villages surrounding Madikwe Game Park.

The findings revealed that information was not evenly distributed within the community, even among the other stakeholders. Many of the respondents were not aware of the community participation model in their area. Many of the local community members had been involved as employees in various lodges and in the Park. Developers highlighted the challenges in involving all stakeholders in the community participation strategy. The study also revealed that the benefits were not accruing to all. What constitute a benefit is not common among the local community members. Results from each of the stakeholder groups (local community, Park management and developers) acknowledged that there was potential for improvement in the community participation.

Recommendations were made to establish criteria for measuring success or failure of a model at the beginning of a project. Assessing models has to be an ongoing exercise in order to keep pace with changes given the nature of tourism and community participation.

Key terms

Campfire - Communal Areas Management Programme for Indigenous Resources.

CBC - Community-based conservation.

CBNRM - Community-based Natural Resource Management.

CBW - Community-based Wildlife Management.

Community - local residents living within or near the boundaries of a tourism destination.

Community-based tourism - the ownership of tourism assets and enterprises wholly or in part by the local community.

Community participation – a practice that entails giving local people more opportunities to be involved in development activities within their community.

Ecotourism – responsible travel to natural areas that conserves the environment and improves the well-being of the local people.

MCDA - Madikwe Community Development Association.

NWPTB - North West Parks and Tourism Board, the conservation authority responsible for national parks and game reserves within the North West Province.

Tribal authority - traditional authority responsible for judicial functions under customary law, works with local government.

Chapter 1: Introduction

1.1 Background

Community participation has been the focus of many studies in different fields over the years. It has been noted as a multi-dimensional concept involving many disciplines such as sociology, political science, law, geography, planning, social work and environment (Keyser, 2002; Singh, Timothy & Dowling, 2003; Tosun, 1999). It has also been interpreted differently depending on the field where it is used. Different reasons have been put forward for the participation which has also taken different forms.

Many studies reveal different types of community participation (Arnstein, 1971; Li, 2006; Mosidi, 1996; Murphy, 1985; Timothy, 1999; Tosun, 2000). Community participation in tourism is closely linked to the derivation of livelihood and other benefits to the same community (Murphy, 1985; Scheyvens, 1999; Tosun, 1999). Various forms of tourism are associated with community participation in different ways. Generally, community participation has emerged as a major trend throughout the world, in both developed and developing countries (Saarinen, Becker, Manwa & Wilson, 2009; Van Rooyen, 2003).

In tourism various terms have been used to refer to community participation; these include community-based tourism (CBT), community tourism (CT) alternative tourism (AT), ecotourism, wildlife tourism or sustainable tourism. Although different terms have been used to refer to the participatory approaches, they all imply involvement of the community at different levels. The different names also indicate the changing dynamics in the tourism industry. These approaches have also been highlighted as new forms of tourism.

In recent years community-based tourism or other tourism ventures have been identified as a way of achieving local and regional prosperity involving communities. Tourism has been highlighted as a major contributor to poverty alleviation, community development and unlocking the potential among local residents (Mametja, 2006; Saarinen *et al.*, 2009). It has been noted that tourism is one of the forms of sustainable use that potentially enables local people to derive economic benefit from

game parks (Goodwin, 2002:338). This has led to an increase in calls from various stakeholders for community participation in tourism. The new role that tourism plays has been acknowledged by many stakeholders including governments, that they are now more motivated and committed to the planning and management to ensure sustainability of tourism (Simpson, 2008:6).

In Southern Africa and other parts of the world tourism has become an important policy tool for local community and regional development (Saarinen *et al.*, 2009:4). Poon (1994:86) notes that a 'new tourism' is rapidly emerging in which communities have become more important to the 'new tourist' and 'new industry', hence it has become imperative that focus is directed to issues of community involvement. Tourism is generally known as a labour-intensive industry and how to involve communities as sources of labour has been a new challenge. Community participation has been highlighted as a core to development and sustainability (Taylor, 1995:487), so assessing levels of participation has also become critical.

However it has to be noted that tourism is a complex field, interlinking and intertwined with other disciplines (Keyser, 2002; Tosun, 1999). The inter-disciplinary nature of tourism tends to influence the participation at various levels. It also implies that tourism has to relate to the other fields at differing levels. The individual disciplines tend to create their own perspectives, ideas and concepts of tourism and focus more on them rather than the other stakeholders' views (Keyser, 2002:29; Veal, 2006:21). An economic perspective of tourism tends to focus on the interaction of demand and supply variables while a sociological view will focus on the social relations between tourists and residents. It is therefore imperative that the different stakeholders interlink to find a workable compromise for the participation project in a given area. Figure 1.1 shows the range of disciplines which are interlinked to tourism studies.

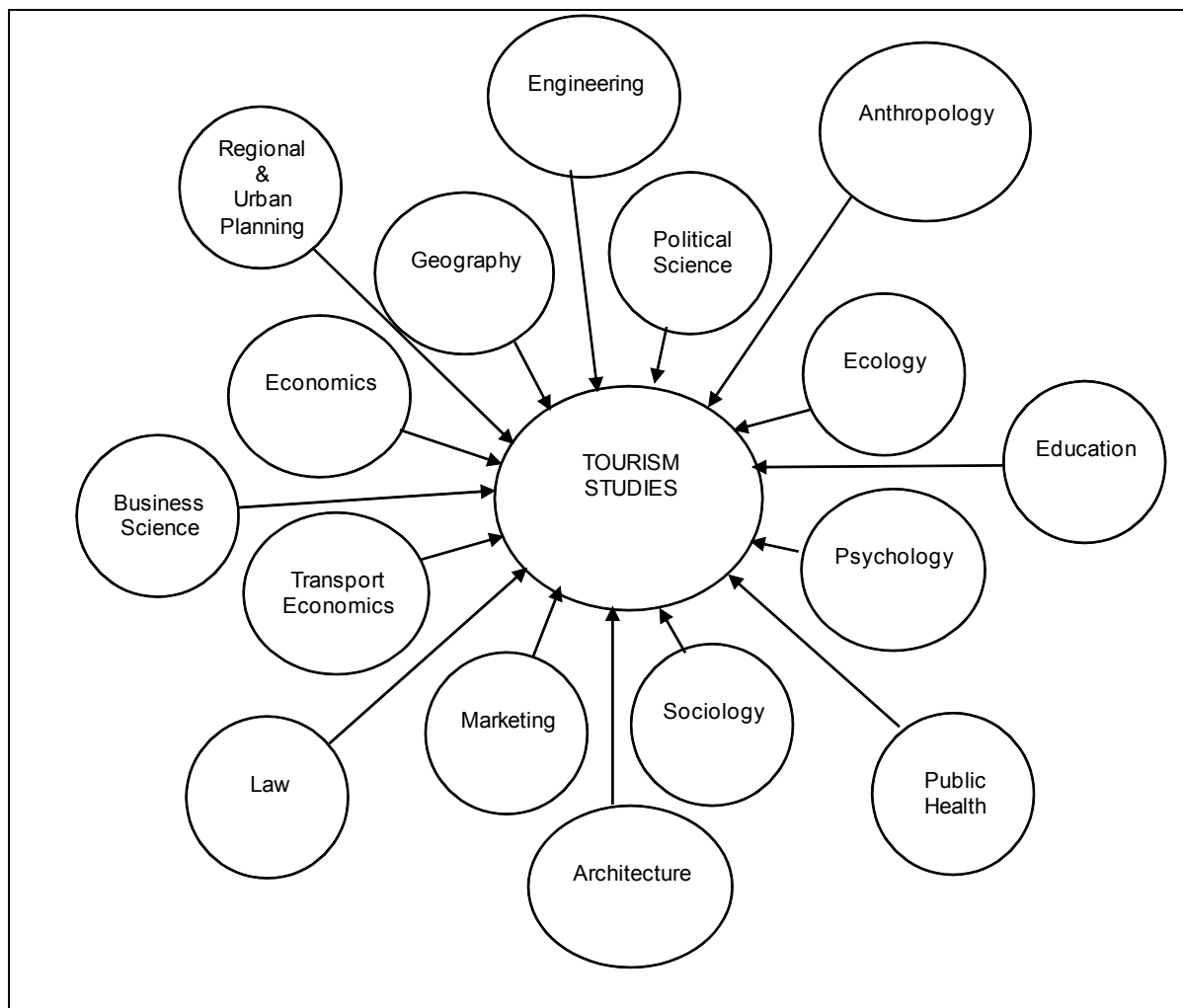


Figure 1.1 Inter-disciplinary perspective of tourism

Source: Keyser, 2002:29

It has been observed that community participation in tourism varies in form from one community to another (Li, 2006; Mametja, 2006; Tosun, 1999; 2005). In one area one form may be very successful and the same form becomes an absolute disaster in the other community. Although it has been highlighted that community participation is closely linked to the derivation of livelihoods and other benefits from the initiative to that same community (Murphy, 1985; Scheyvens, 1999; Tosun, 2005), it has to be noted that not all communities benefit from the projects. According to Blank (1989), the extent of growth of tourism in a given community is often limited by the management capability, imagination and ingenuity of the citizens. Many communities have a lot of potential to develop their tourism but they fail to make any progress (Murphy, 1985) or even to implement the models put on paper.

Significance of models in community participation

Research in different parts of the world has shown that community participation has been seen as the answer to a number of problems yet it has contributed to some in practise (Burns, 2004; Goodwin, 2002; Ringdahl, 2003; Sharpley & Telfer, 2002; Tosun, 2000). It has been defined and interpreted in various ways (Arnstein, 1969; Li, 2006; Tosun, 1999; Van Rooyen, 2003) and models have been designed over the years to illustrate the different community participation. Singh *et al.* (2003) argue that over the years typologies have been widely used in tourism literature to develop broad classifications thereby simplifying complex issues. Generally the issue of community participation is widely accepted but how to involve the communities remains a major challenge. The many models designed are attempts to show how to involve the communities.

Models may be quantitative or qualitative, normative or descriptive and range from simple to very complex. A number of terms have been used to refer to the models such as typology, outline, framework or structure. Although models have a long history of use as a science, there is increasing application to social studies such as tourism. While there are some community participation models which have been in place over years, many of them only apply to a particular time and community. The effectiveness of most of the models remain subjective as some have not taken off and even for the ones that were implemented, no record of their assessment is available. Ross and Wall (1999:673) highlighted that the lack of standardized evaluative criteria has contributed to the few practical assessments on community participation.

Despite the lack of standardized assessment, typologies or models are a useful tool to identify the spectrum of community participation. In tourism literature, models are widely used to illustrate relationships with other parties such as communities or disciplines. Tosun (1999:130) argues that the adaptation of a typology of community participation helps reduce conceptual vagueness on the subject. Community participation is generally a multi-dimensional concept covering a wide range of disciplines such as sociology, political science, ecology, planning, geography and tourism (Singh *et al.*, 2003; Tosun, 1999:115), which implies that no form of participation is universally valid. Models allow the different dimensions to be captured and the different interpretations to be noted. Community participation therefore may

have varying interpretations depending on the perspective from which it is viewed. However, whatever the scope, it generally implies relations at varying levels between the local community, industry and other interested parties.

Testing and measuring of models

The testing of community participation models is generally an unpopular area covered by limited literature. Despite the importance of evaluation, there is little evidence to show that the models designed for various communities were tested to prove their applicability. Evaluation ensures that measures are implemented to assess failure or achievements.

Although arguments in favour of community participation have been raised, the actual forms of participation have not been considered much in most of the research. Taylor (1995:487) argues that, while the ethic of local involvement is not challenged, in many instances the actual participation is minimal. This background therefore encourages more research to test the models on community participation and establish why they do not reach full capacity in many areas.

Although it is generally accepted that communities seek to participate in development projects, research in some communities has highlighted that not all communities actually want to be involved. There are also differences in the nature of participation sought among the communities who desire to be involved. Timothy (1999:387) observed that some local residents believe they do not know enough to participate, only the elite should be involved and look after the interests of the whole community. Li (2006:133) found that some communities preferred to be involved as workers or in small business operations rather than in active decision making. These differences among communities imply the need to assess each model in accordance with its different circumstances.

The criteria for measuring the success of any model should be set at the beginning to ensure evaluation. Given the multitude of interrelated variables due to the nature of tourism and community participation, a number of parameters should be used in assessing the progress. The parameters established should also be ranked according to priority. According to Mabunda (2004:111), a number of benchmarks (parameters) should be used so as to avoid misrepresenting the situation on the

ground. As community participation is complex and interdisciplinary in nature, it may require benchmarks which cover the extensive range.

1.2 The Research problem

The problem is to assess the validity of community participation models. A number of models have been devised but not further tested to check their applicability. It is in the context of this view that this research seeks to assess the applicability of models to community participation. This study moves away from the debate on importance of local community participation towards a tangible assessment of how applicable the models designed for participation are. In this study a particular community participation model is assessed. Although a number of models have been devised for the area under study, this work seeks to assess only one (Mosidi's model). The model was designed in 1996 for communities around Madikwe Game Park.

The study sets to find out if the communities are aware of the models meant for them and if it is still relevant for their situation. At the same time personal benefit to individuals and communal benefits for the village at large as a result of the community participation are tested. Residents' perception of their participation and operations of the park are also sought and analysed. The existing relationships among the identified key stakeholders are assessed in order to gauge the level of participation. In this way the study hopes to ascertain if the community participation suggested for the area is viable. Assessing a particular model highlights its strengths and weaknesses thereby paving the way for working on setbacks to community participation in a particular community.

1.3 Aim and objectives

1.3.1 Aim

The main aim of this study is to test a specific model on community participation around Madikwe Game Park. In order to practically evaluate the model a particular model will be used to link theory to activities that are feasible and sustainable in reality. Mosidi's model which was designed for the three communities around Madikwe Game Park is used in assessing applicability. The study intends to find out if the community does really benefit from the initiative? If yes, identify the exact

benefits and if not, get the reasons why? The study also sought to find out how the benefits were measured and monitored.

1.3.2 Research objectives

This study seeks to test the validity of a particular model in community participation. The major question to be answered is whether community participation models are serving their intended purpose in respective areas. The objective of the surveys will be to find out if the model is working or relevant to the particular community. Many of the models have not been effective on the ground and for the majority no record of their assessment has been made. A survey among the three main stakeholders identified in Mosidi (community, Park management and developers) would help examine the effectiveness of the model in Molatedi village. It would be therefore necessary to identify key informants among the stakeholder groups to be interviewed.

The main research objectives are:

- To study the literature on models designed for community participation in different areas within the country and region. This will assist in measuring and evaluating the situation at Madikwe Game Park (**Chapter 2**).
- To apply Mosidi's model step by step to Molatedi village near Madikwe Game Park, thereby highlighting the current situation (**Chapter 3 and 4**).
- To accept, reject or adapt the model or come up with an improved model which is relevant and applicable to the current situation. Relevance should be improved in order to maximise positive results (**Chapters 4 and 5**).
- To make recommendations for improving community participation in Molatedi village (**Chapter 5**).

Checks and balances need to be established so as to ensure the success of a model or community participation project. Consultation, coordination, partnership and collaboration between the interested parties from both the public and private sector should be important in ensuring effective participation in communities.

1.4 Study area

The main focus area for this study is Madikwe Game Park. It is a major attraction in the North West Province and also in South Africa (Tourism North West). Madikwe

Game Park is conveniently located in the subcontinent as it can be accessed through Botswana or the Limpopo Province which links Mozambique and Zimbabwe to South Africa. The Game Park was commissioned in 1991, and has shown remarkable progress over the years. Over the past fifteen years more than thirty accommodation establishments have been opened around Madikwe Game Park (Tourism North West). Although there are three main communities around the Game Park, one community, the Batlokwa Boo Kgosi traditional community of Molatedi is singled out as the target population in the study, leaving out the other two, Lekgophung and Supingstad. Figure 1.2 shows the position of Madikwe Game Park in relation to the rest of the North West Province and other provinces such as Limpopo, Gauteng and Northern Cape.

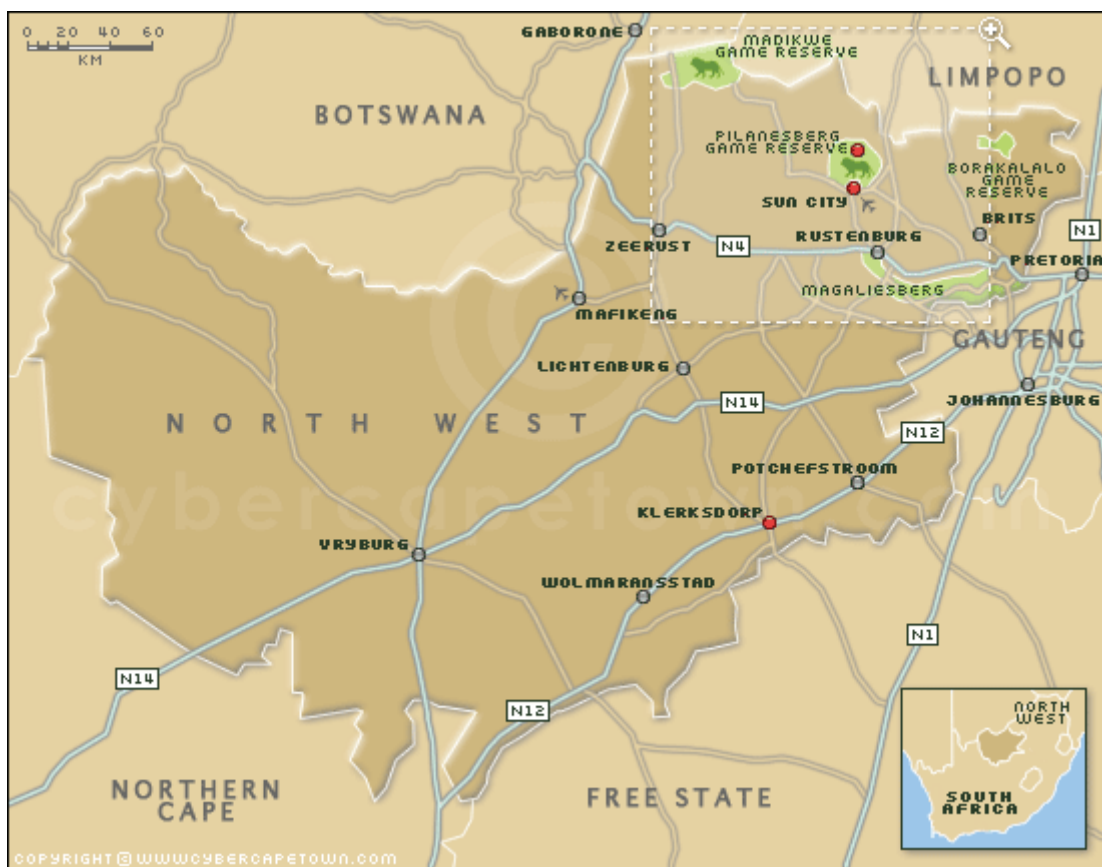


Figure 1:2 Map showing position of North West Province, Madikwe Game Park and other provinces in South Africa.

(Source: www.cybercapetown.com)

The case study approach, involving a specific community, is preferred so as to investigate a particular community participation model within a real life context. The study area is discussed further in **Chapter 3**

1.5 Methodology

The study uses a number of research methods so as to improve understanding and gain more information. Prior to the actual field work, secondary research is conducted. Primary and secondary research is conducted to guide the research and provide the overall design of the project.

1.5.1 Primary research

Primary research involved actual visits to Madikwe Game Park to experience the situation on the ground. The researcher personally collected the data with the assistance of a local researcher. A number of research instruments were used to gather the data. These included observations to assess the general situation, a questionnaire directed to community members and individual in-depth interviews with other stakeholders (developers and park officials).

Research data were gathered using questionnaires and individual in-depth interviews, participant observations and through use of a case study. One hundred questionnaires were personally distributed by the researcher to stakeholders identified in previous research in the area (Magome, Grossman, Fakir & Stowel, 2000; Mosidi 1996). Ninety were directed towards the community while ten were for the park management and developers. The study had a bias towards the qualitative methods as they correspond more with the nature of the field of study (tourism) and encompass personal change over time better than the quantitative methods (Veal, 2006).

1.5.2 Secondary research

Secondary research was conducted to provide the basis of the study. Previous writings on the subject area, even in different geographical areas, are an essential starting point in any study. Published and unpublished texts from government, non-governmental documents, tourism textbooks, journals, the Internet, community records, academic researches and other sources provide useful background literature and direction for primary research. The secondary data sources were key references throughout the study.

The combination of theoretical research, field work and case study brought in aspects of quantitative methods so as to allow better understanding of a

phenomenon. It has to be noted that the qualitative and quantitative data collection methods complement each other; no one method provides complete results on its own. In fact, using more than two methods ensures better results. However, the use of quantitative techniques is limited as it is not easy to measure nonquantifiable factors like the quality of life or personal change (Veal, 2006). The research also deliberately replicated some research methods used by Mosidi (1996) so as to achieve comparability.

In this study a convenience sample was picked because of time, financial limitations, and availability of respondents and their willingness to be interviewed. The research only focused on one community (Molatedi) leaving out the other two (Supingstad and Lekgophung). More details of the actual research are found in **Chapter 3**.

1.6 Research design

The research design provided a plan to carry out the study. After consulting the secondary sources, what had to be done was spelt out. Desk and field work had to be conducted using both qualitative and quantitative methods.

The study is divided into chapters:

- The **first chapter** introduces the study giving the background information. It is necessary to highlight the reasons for a study in community participation models. The research aim and objectives are highlighted. The study methodology and discussion of how the dissertation will unfold are given.
- The **second chapter** highlights the theoretical framework on the subject of study. Key terms are defined. Literature from local, regional and international studies is used to draw comparative analysis to other community participation models. The model under review (Mosidi's 1996 model) is discussed. The preliminary research in the first two chapters uses various secondary data sources to gather information.
- In the **third chapter** the current situation in the study area (Madikwe Game Park) is reviewed. A historical overview of the area is given in order to gain a better understanding the operations of the park. The existing situation and relationships are useful in assessing the status of the community participation project. It is assumed the background of the area may have an influence on the community participation. Details of the data collection methods are discussed.

- The **fourth chapter** presents results from the field investigations. Graphs and tables were used to explain the current phenomenon. The prevailing situation is also measured against fundamental elements identified in the literature study. Both the negative and positive interpretations are given.
- The **fifth chapter** concludes the study. Aims and objectives of the study are revisited to check if the study achieved what it set out to achieve. Throughout the study, areas of further research were highlighted. Salient points are discussed and recommendations made on how the community participation in Molatedi village may increase its benefits to stakeholders.

Table 1.1 Chapter outline

Chapter One	Introduction to the study. The research problem, aims of the study and a brief research methodology are highlighted.
Chapter Two	Literature study. The work of several researchers on community participation is examined. A comparative analysis of the participation in different areas is drawn citing local, regional and international examples.
Chapter Three	Background to the study area. The case study area Madikwe Game Park is examined, its history and current situation noted. The data collection methods are also discussed.
Chapter Four	Discussion of the findings. The raw data obtained through the primary research are processed into meaningful information. The problems encountered during the research are noted.
Chapter Five	Conclusion and recommendations made. The objectives of the study are revisited to check if they were met.

1.7 Significance of study

Assessing a particular model in a specific community highlights particular strengths, potentials and weaknesses. The nature of communities, being different and multifaceted implies that each set-up has to be assessed individually. Myburgh and Saayman (1999) argue that the exceptional cultural diversity of the South African population requires tailor-made principles for each community. Hence, it is important that communities are researched as case studies to assess the impact of tourism on that particular locality.

Madikwe Game Park is unique as it is one of a few reserves in the world to be proclaimed on grounds of being the most appropriate and sustainable land use for the area (South Africa Venues). As the fourth largest Game Park in South Africa, it contributes significantly to tourism in the country through its visitors (Tourism North West). The three main villages surrounding Madikwe Game Park (Lekgophung, Supingstad and Molatedi) also contribute towards the tourists' experience in that area. While there are documented studies on the other two villages, not much information is available about Molatedi village. Yet in tourism it is critical to measure and assess destination competitiveness at village, regional or national level.

Some participation models such as the Makuleke model in the Kruger National Park have led to significant improvements within communities nationally and across borders (Tapela, 2001). Ringdahl (2003:1) noted that other community-based tourism models have not succeeded in terms of fulfilling the social, economic and ecological goals they set out to achieve. It is therefore imperative to assess the impact of a model on a particular community and check if it achieved its goals. As observed, while communities may look similar, they tend to have a number of subtle differences which are understood when they are studied individually (Magome *et al.*, 2000; Ringdahl, 2003).

Communities are complex and dynamic entities differing over space and time (Singh *et al.*, 2003; Tapela, 2001). Thus studies should follow the same communities over time to collect base, preceding and consequent data so as to evaluate the effectiveness of a programme. As noted by Tosun (2006:496), enthusiasm may wane over time, be lower than expected or diverted to other concerns. Hence it is necessary to compare Mosidi's model designed in 1996 to the current situation within the same community. Models need to be field tested for both practicality as well as applicability.

Chapter 2: Literature Review

2.1 Introduction

Following the introduction to community participation models in **Chapter One**, this **chapter** focuses on the available literature, defining key terms and selecting some participation models for discussion. In an attempt to test the validity of a model, the study describes the specific model (Mosidi, 1996) under review and uses other models and the current situation in the village to assess its applicability.

Community participation has been implemented in many parts of the world. However, Boggs (2000) notes that there are few examples of long term success. Most of the models only work for a certain period of time then a series of problems follow. Communities, being complex and dynamic entities, differ over space and time (Singh *et al.*, 2003; Tapela, 2001), thus what may be applicable at one stage changes over time and circumstances. Tourism and community participation involve complex and sensitive issues therefore have to be managed in a sustainable manner. Keyser (2002:131) points out that tourism exist around limited natural resources, hence sustainable resource management is crucial in communities for the future of tourism. Various stakeholders agree that over consumption or overexploitation may lead to depletion of resources, therefore it is imperative that responsible use of resources is encouraged (Mabunda, 2004).

2.2 Key terms defined

It is necessary to understand some key terms in the study. In many instances, one term means different things to different people or organizations. Defining key terms ensures that what is meant by a specific term is understood in the same way by all interested parties.

2.2.1 Community

Community has been widely defined in recent years. The term may be used to refer to a group of people or a geographical area. A community may also be viewed as a spatial unit, an economic unit or a unit consisting of a web of kinship, social and cultural relations (Kepe, 1999:4). Whichever aspect is noted, the meanings vary from one institution to another. According to Butler and Hinch (2007:206), a community

defines itself or is defined by others on varying grounds of common locality, environment and interests. To some extent communities redefine themselves as they change or respond to different situations.

Ringdahl (2003:13) identified community as an entity bound by a common cultural identity, living within a defined boundary or having a common economic interest in the resources of the area. According to Beeton (2006:61), a community is a complex entity comprising of many groups or stakeholders who may have different values, attitudes and perspectives.

Local communities are defined as groups of people living in and adjacent to the area of a park, bound together by social and economic relations based on shared interests (Saarinen *et al.*, 2009). The Communal Property Association Act of 1996 recognises the community as a group of people who wish to have their rights to or in a particular territory recognized. Scheyvens (2002:16) defined a community as a social network of interacting individuals usually concentrated in a defined territory.

Whichever approach one takes, 'community' generally consists of different groups which may have the same or different preferences. Communities are often divided into various subgroups based on various categories such as class, gender, families or ethnic factors (Singh *et al.*, 2003:21). Some subgroups within a community may consider themselves to be the custodians of the whole community. Scheyvens (2002:62) observed that certain families or individuals tend to lay claim to privileges based on their apparent status. However, as noted by Kepe (1999:430), this lack of consensus over the meaning of community, is not only a problem for outsiders but also for the local people themselves relating to social or territorial groupings.

In this work 'community' refers to local residents living within or near the boundaries of a tourism destination (Burns, 2004:127). The community in question is the Molatedi village residents, regardless of ancestral origins, grouping or preference.

2.2.2 Community versus tourism

Tourism and communities are intertwined, the two exist together. As indicated in a number of studies (Beeton, 2006; Blank, 1989; Goodwin, 2002; Murphy, 1985; Poon, 1994; Singh *et al.*, 2003) tourism exists in communities and interacts with the daily

activities of the locals, therefore it is not easy to separate the two. Goodwin (2002:339) points out that the living culture, the fabric of the lives of local communities, constitutes a significant part of the product sought by domestic and international tourists. According to Murphy (1985:165), community is part of the tourism product; the industry uses the community as a resource, sells it as a product and in the process influence the lives of everyone.

Murphy (1985:183) also highlights that tourism relies on the goodwill and cooperation of the local people because they are part of its product hence it is imperative that locals actively participate. At one point the community is the product, at another it is the market, then at some point the community provides labour for the tourism industry. Singh *et al.* (2003:230) suggest that throughout the world host communities play an integral role in the tourism industry. Blank (1989:4) also indicates that, in reality tourism attractions are accessed through communities. Beeton (2006:17) holds that tourism is intricately woven into a community's being; any change in one affects the other. In all, tourism cannot be separated from the community. Community participation should thus be the focus of tourism or development within communities.

Tourism has been identified as a collection of industries that are dependent completely or partially on visitors or tourists as their source of income (Keyser, 2002:135). In many countries tourism provides new opportunities, jobs, and economic benefits for local communities (Saarinen *et al.*, 2009:3). Research in many communities has acknowledged, however, that the interaction of tourism with local communities has both positive and negative impacts to the host community, therefore it is imperative that the impact is monitored (Beeton, 2006:17; Saarinen *et al.*, 2009).

On the other hand, a community's sense of ownership, feeling of responsibility and practical involvement in tourism have been heralded as central to the sustainability of tourism, therefore monitoring is essential (Ross & Wall, 1999; Simpson, 2008:1). Saarinen *et al.* (2009:64) argue that tourism gives economic independence; at the same time fostering a sense of pride in local traditions and culture especially to women thus tourism is a part of a community's well being. Tourism can therefore not be separated from communities.

2.2.3 Community -based tourism (CBT)

The North West Parks & Tourism Board defines community-based tourism as the ownership of tourism assets and enterprises, either wholly or in part by the local community. Mametja (2006) notes that community-based implies activities are located within the community for the benefit of the community. Saarinen *et al.* (2009:83) define community-based tourism as an alternative mode of tourism that is initiated, managed or owned by local communities. It is increasing in popularity worldwide as a result of growth in recognition of the importance of communities to tourism. Van Rooyen (2003:50) points out that various sectors acknowledge that nature cannot be saved at the expense of people living there.

Ringdahl (2003:1) argues that the idea of community-based tourism is not new; rather it is the approaches to the subject which have evolved and gained new momentum. Community-based tourism is linked to several forms of tourism such as cultural tourism, community based conservation, ecotourism and nature-based tourism. Singh *et al.* (2003) holds that researchers in several communities recommend community-based tourism for a sustainable tourism industry.

2.2.4 Community-based conservation (CBC)

It implies the participation of local residents in the protection of natural resources. It has been widely accepted that natural resources are unlimited and that communities play a pivotal role in the conservation of the natural resources. Community-based conservation involves efforts to include communities in the preservation of the natural resources. According to Scheyvens (1999), a community based approach recognizes the need to promote both quality of life of people and conservation of resources.

Novelli and Gebhardt (2007:448) hold that community based conservation is able to improve livelihood sustainability through the revenue generated from the consumptive and non-consumptive uses of wildlife as well as the consequent diversification of income source. Although emphasis is on the conservation of the resources by the community, the CBC model enforces recognition and acknowledgment of the local residents.

People look at their local resources in different ways and that tends to influence their attitudes and perceptions towards any development or participation. Communities around protected areas have always lived with the natural resources and have their ways of conservation which have been passed from generation to generation. The CBC model is regarded as an alternative form of tourism. Ringdahl (2003:1) holds that community conservation may not specifically refer to tourism but tourism is connected to the conservation of resources. Hence community-based conservation is closely associated with ecotourism, wildlife tourism and nature-based tourism.

2.2.5 Ecotourism

Over the years ecotourism has been a growing segment of the tourism industry. Hall and Boyd (2005:21) suggest that in many parts of the world it is viewed as the next wave of community and regional development. A broad definition of ecotourism embraces all tourism which focuses on appreciation of nature (Scheyvens, 2002). Ecotourism is responsible travel to natural areas that conserves the environment and improves the well-being of local people (The International Ecotourism Society, 1990). According to Scheyvens (2002), ecotourism is environmentally responsible, enlightening travel and visitation to relatively undisturbed natural areas in order to enjoy and appreciate nature.

Many proponents of ecotourism suggest that it should bring benefits to local economies, protect the natural and cultural heritage upon which the tourism is founded and expect adherence to ethical standards by tourists and operators (Hall & Boyd, 2005:21). There is generally much debate over what constitutes ecotourism as it tends to vary from place to place. However, with the development of the 'new tourist' (Poon, 1994:305), and other challenges to tourism in general, ecotourism has been highlighted as a more beneficial alternative to both the tourist and the community.

2.2.6 Community participation

Community participation has been the focus of many studies in many fields including tourism in recent years. It has been interpreted in different ways in many countries throughout the world. Rural or local community participation has been used interchangeably to refer to the community participation. Despite the worldwide acceptance of community participation, there is no widely accepted model or definition for participation (Singh *et al.*, 2003) as it is largely influenced by

circumstances at the site. Being multi-dimensional as it is, it can be defined from many disciplines.

According to Tosun (2000: 617), community participation involves empowering local communities to mobilize their own capacities, manage resources, make decisions and control activities that affect their lives. Mametja (2006) noted that community participation embraces giving the local people more opportunities to participate effectively in development activities and become social actors rather than passive subjects.

Participation generally refers to empowering local residents to determine their own goals for development and consulting with locals to determine their hopes and concerns for tourism. Participation implies local community residents have opportunities to voice their hopes desires and fears without intimidation (Ryan, Page & Aicken, 2005). Participation should take place at different levels and in different forms in the tourist destination. Ryan *et al.* (2005) point out that true participation cannot be achieved if the participants are not adequately representative of the entire population of a community. Thus effective participation entails involvement of a wide cross-section of a community.

However, as observed by Tosun (1999), community participation is a site-specific activity determined by activities at the site. Community participation can take many forms according to local circumstances. Taylor (1995:488) noted that different communities will respond in different ways, will have different views of hospitality and boundaries of their community. Teye, Sirakaya and Sonmez (2002:670) argue that communities only participate if they think they will benefit from the participation. They hold that the perception and the actual benefit from community projects attract the communities. However, studies in different communities have highlighted that not every form of community participation can contribute to the realization of the expected benefits (Tosun, 2006:494).

Frameworks or models have been designed to figuratively illustrate community participation in various communities. However the implementation of the participatory strategies has been a major challenge in many communities. Participatory frameworks are strategies meant to facilitate active community involvement. A number of terms have been used to refer to the strategy, such as model, framework,

form, typology or analogy. In this work the term model will be used to refer to the various strategies.

Models have been devised from various perspectives to define community participation. Some community participation models are specific to tourism while others pertain to development, health, politics, nature conservation or other disciplines. The models, irrespective of their dimension, also change as the atmosphere changes. Tosun (2000) indicated that although community participation is highly desirable, there seems to be operational, structural and cultural limitations in many areas. Timothy (1999:373) also acknowledges that some difficulties exist in involving community members in the planning process. Tosun (2006:494) further argues that as the forms of community participation have not been considered much in literature there is need for more studies of the forms of participation.

2.3 Types of community participation

There are different types of participation from many dimensions even in tourism developments. Participation also changes in line with the dynamics of a community and the perspective from which it is viewed. This study will however focus on bottom up models as opposed to the top down initiatives. Bottom–up approaches consider residents to be the main focus of the tourism planning exercise not the tourists (Ryan *et al.*, 2005:55). Tosun (1999:118) argues that, bottom–up initiatives represent a degree of citizen power in Arnstein’s 1969 model, and are an ideal form of participation. While top-down initiatives are the most common, in many instances communities are induced or forced to participate. The bottom–up initiatives relate with the local communities while the top-down initiatives are from the management point of view. Tosun (1999:118) developed a typology specifically for tourism. Table 2.1 below illustrates the differences between the top-down and bottom-up approaches.

Table 2.1: Typology of community participation

Type of Community Participation	Defining Characteristics
Spontaneous	Bottom–up, active, direct, participation in the whole process of development including decision making, implementation, sharing of benefit and evaluating, authentic participation, co production, self planning, social.
Induced	Top-down, passive, formal, mostly indirect, represents degree of tokenism, manipulation and pseudo participation, participation in

	implementation and sharing benefits, choice between proposed alternatives and feedback.
Coercive	Top-down, passive, mostly indirect, formal, participation in implementation but not necessarily sharing benefits, choice between proposed limited alternatives or no choice, represent paternalism, nonparticipation, high degree of tokenism and manipulation.

(Source: Tosun 1999:118)

This model is based on three levels of community participation: the lower level coercive, middle level induced and the higher level which is spontaneous participation.

According to Tosun (1999:118), spontaneous participation is voluntary and ideal. Various terms may be used to refer to it such as active host community participation, direct participation and informal. It is unstructured or unofficial and involves day to day face to face interactions. There is authentic emphasis on distribution of returns of community projects, also known as social participation. It is initiated from the bottom of an organization to the top. Tosun (2006:495) argues that spontaneous participation represents ideal mode of community participation which provides full managerial responsibility and authority to host community.

The middle level of participation is induced participation. Tosun (1999:120) describes it as sponsored and officially endorsed. It may take the following forms: passive participation, indirect participation or instances where host communities are not decision makers but are rather used as instruments for attaining specific goals. It does not require participation of all members of a community, but only picks on a few to be leaders representing induced or coercive participation. Induced participation allows a host community to hear and be heard but they do not have power to ensure that their views will be taken into account by other powerful interest groups such as governmental bodies, multinational companies, and international tour operators. Tosun (2006:495) argues that it seems to denote a level of tokenism as it is top down, passive and indirect, communities may be part of implementation or sharing of benefits but not of the decision-making process. Van Rooyen (2003:52) suggests that the traditional top-down planning and management tends to exclude rural communities from the developments so induced participation is contrary to the principles of ideal participation.

The least level of participation is coercive participation. It is defined as compulsory, manipulated, community oppressive and at times difficult to distinguish from induced participation (Tosun, 1999:121). According to Tosun (2006:496), coercive participation is manipulated and contrived as a substitute for genuine participation, its real objective is not to enable people to participate but to enable power holders to educate or turn away potential and actual threats to future tourism development.

Given the range of forms of community participation available, an organization may select one form that does not necessarily result in maximum benefit to the community.

2.4 Why the increasing emphasis on community participation models?

Community participation as an approach is not a new phenomenon, rather it is how it can be achieved (Singh *et al.*, 2003) which has led to an increase in the models. In fact, development of models has been a research priority for many years in different disciplines. A number of factors have been noted as contributing to the increasing emphasis on models for community participation. They include the need to manage community based tourism, failure of traditional top-down government initiatives for grassroots involvement, effects of globalization and worldwide trends towards decentralization.

According to Poon (1994:122), increasing globalization encourages communities to move with the rest of the world thereby moving away from traditional systems and placing more value on communities. Poon (1994:86) also highlights that tourism is undergoing transformation hence the change of focus towards greater appreciation of local communities. It has to be noted however that the pace of change varies from one community to another, hence models help identify where a community is and map the way forward from there.

Communities have a dual contribution, first as hosts while at the same time being part of the product hence the need for their involvement to be planned. A number of studies (Scheyvens, 2002; Timothy, 1999; Tosun, 1999; 2000) agree that planning and development must include all parties, especially the local communities in order to be sustainable hence the many models so as to establish ideal participation for each area. It is now recognized in Africa that local people should be compensated for the loss of access to resources they suffered when wildlife parks were created

(Scheyvens, 1999:246) therefore the increase in calls for community participation in development in their areas. Although it is commonly argued that increased community participation is the solution to the rising problems for host communities and development projects, this will only be true if adopted by all stakeholders willingly (Burns, 2004:141). Otherwise the many models will contribute to more confusion than answers on how to integrate the communities with the current global developments.

Tapela (2001) argues that the failure of traditional approaches to address the socio-economic needs of local communities has led to the change in strategy towards increased community participation. According to Simpson (2008), there seems to be growing interest and understanding of importance of communities as stakeholders among governments and nongovernmental organizations. In South Africa, the change of governments and policies has necessitated significant changes in favour of community participation. The Protected Areas Bill of 2003 allows park authorities to enter into agreements with another organ of the state, local communities or other parties to co-manage a park (Mabunda, 2004). The Act formally recognizes communities and encourages their active involvement in the management of natural resources. This has led to an increase in community participation models in order to establish the ideal partnerships.

Community participation has been identified as a sustainable way of managing resources thus there is need for frameworks to ensure that resources are used responsibly. Sustainable tourism development is seen as a continuous process that needs monitoring, prevention, management and governance of impacts (Saarinen *et al.*, 2009:7). Frameworks or models are ways to ensure monitoring, measuring, sustainability and orderly management of tourism developments.

2.5 Comparison of selected models

Community participation models have been implemented in various parts of the world. A number of terms have been used to refer to the community participation such as Community-based Wildlife Management (CBW), Community Based Natural Resource Management (CBNRM) or Community-based tourism (CBT). CBNRM has been closely associated with wildlife management hence to many it is a wildlife project. To others it is associated with ensuring community involvement in tourism projects in communities. Though there may be different issues associated with CBNRM in different areas, the underlying objective is to protect the biodiversity and

maintain ecosystems at a balance. Despite the different terms which have been used to refer to the concept, they generally imply involving the local communities in the conservation of the natural resources at the same time bringing some benefits to the local people and their community.

In southern Africa studies reveal that community participation and tourism is viewed as an important aspect of the rural development strategy. This has led to popularity of some models in the region such as the Communal areas management programme for indigenous resources (Campfire) model in Zimbabwe and the Makuleke model in the Kruger National Park which are used as the basis for most projects. Saarinen *et al.* (2009:146) hold that the community based initiatives seek to empower local communities so they appreciate their environment at the same time earning sustainable lives out of it. The different models have had different impacts on the communities. There is evidence of successful CBNRM projects within southern Africa (Saarinen *et al.*, 2009) especially in Botswana, Namibia and South Africa. However there are many which failed and there are challenges associated with most of the CBNRM projects. On the other hand it may be argued that in a way all CBNRM projects which took off from the ground were all successful in their own right as they made a difference (positive or negative) to the communities and were operating under different circumstances and being influenced by many other factors.

This study picks a few models from different parts of the world for purposes of comparison. It has to be noted that this is not a comprehensive list of models, but those personally selected by the researcher. The researcher selected the models based on the availability of information to allow comparison. Some of the models relate to development studies in general and are not specific to tourism while others were for tourism studies in particular.

2.5.1 Ladder of participation

Arnstein's (1969) approach is in terms of a ladder of participation that includes eight levels or rungs. Each level reflects different degrees of external involvement, local control, and the power relationships between them (Tosun, 2006). Around the world countries allow citizen involvement at varying levels. According to Arnstein (1969:216), the ladder of citizen participation is aimed at the redistribution of power to enable the "have-not citizens" to be included in the future. The first two rungs (Manipulation and Therapy) denote levels of nonparticipation. At these levels the

objective is not to enable local communities to participate. Levels three and four (Informing and Consultation) indicate participants have the opportunity to speak out but have no power to make sure their voice is heard. The last levels (Placation, Partnership and Citizen Control) allow increasing levels of involvement and control for communities.

The ladder of participation assumes citizens or their leaders are homogenous blocs (Arnstein, 1969:217) thereby not taking into account the wide range of views or interests they may have. The ladder also considers only eight separate rungs yet in real life situations there might be more than eight. Thus it can be argued that although Arnstein's model is useful in forming a theoretical background it does not adequately cover the dynamics of today's citizens. However it has to be noted that, this model designed in the context of developmental studies in general (Tosun, 2006:495) has been a useful starting point for many models in different fields, including tourism.

2.5.2 Communal Areas Management Programme for Indigenous Resources (Campfire)

The Campfire program was initiated in Zimbabwe. Campfire can be described from several perspectives and means different things to different people. To some it is a wildlife initiative, to others a community initiative while to several it is a political tool used to manage rural areas. Despite the range of views the Campfire philosophy of balancing conservation and economic benefits to local communities was adopted in many southern African countries (Botswana, Namibia and South Africa) in establishing their own participatory approaches. However a number of the practical models including Campfire and the Ritchersveld CBNRMN have been criticized for not clearly indicating the empowering or involvement of the communities in tourism (Mosidi, 1996:38). Despite the criticism these models have generally been noted for their success in terms of benefits to communities (Keyser, 2002). Unfortunately the successes attributed to Campfire in Zimbabwe have since been overshadowed by the land issues there (Du Toit, 2004; Mametja, 2006).

2.5.3 Makuleke Community Based Natural Resource Management

This CBNRM project was initiated by the Makuleke community in the Limpopo Province of South Africa. The Makuleke community adjacent to the Kruger National Park entered into an agreement with the South African National Parks (SANParks),

they legally own part of the land around the Park and are actively involved in the management of the Park (Mametja, 2006). The Makuleke community project has been used as a base model by other communities in southern Africa.

2.5.4 Mbila Community-based Natural Resource Management

The Mbila community adjacent to the Sondwana Bay National Park in the KwaZulu-Natal Province in South Africa also operates a successful CBNRM project. The Mbila community had a problem of failing to provide sufficiently for the needs of the local people. According to Van Rooyen (2003:16), the CBNRM programmes opened up participatory opportunities for the locals, induced a growing awareness of the value and need to manage natural resources in a successful sustainable manner.

2.5.5 Richtersveld Community-based Natural Resource Management

The Richtersveld community is composed of a South African community on one side and Nama people on the Namibian side. The communities live around the Richtersveld National Park and are involved in community-based natural resource management. According to Mosidi (1996), the Richtersveld National Park was among the first to be proclaimed in South Africa with the participation of the local rural community. In Namibia, the CBNRM is a national program representing joint ventures between government and non-governmental institutions, communities, community based organizations and development partners (Saarinen *et al.*, 2009:84) and the Richtersveld is a key example.

The CBNRM projects offer significant opportunities toward poverty alleviation and diversification of livelihoods in both South Africa and Namibia's communal areas while contributing to conservation. On the other hand, Magome and Murombedzi (2003) noted some challenges such as poor participation in decision making, low levels of understanding business or tourism and finding common ground in culturally divided societies to be major hindrances to the success of most community project.

2.5.6 Okavango Community Based Natural Resource Management

The Okavango delta in Botswana is one of southern Africa's most popular destinations. It has been affectionately labeled 'the jewel of the Kalahari' (Saarinen *et al.*, 2009:147). According to Boggs (2000), the economy of Botswana relies on natural resources for development and general livelihoods; therefore the

management of the natural resources is of high priority. A CBNRM policy endorsed by parliament in 2007 allows communities to obtain a 15 year lease from the relevant land authority for the commercial use of natural resources (Saarinen *et al.*, 2009:148).

However, some challenges in implementing the CBNRM have been noted such as power issues, which resources get sustained and by whom, veldt fires and migration of wildlife, and very often benefits do not trickle down to the local communities (Boggs, 2000).

2.5.7 Murphy's Community Approach

Murphy's (1985) community approach has been among the widely used models over years. It has been used across disciplines as a base for other models. Murphy's work stressed inclusion of local communities in planning and establishing the community as the focus for decision making. According to Murphy residents of the area should be given the opportunity to express their views on the type of community in which they live. The community approach can be regarded as a form of 'bottom-up' planning where the local community forms the focal point of tourism projects, not the tourist (Ryan *et al.*, 2005:55).

Murphy's community approach has been criticized for not accounting for the broad range of stakeholders in a destination community (Mosidi, 1996; Ryan *et al.*, 2005). However, important lessons were learnt through the theoretical model as it highlighted the role of communities in tourism or any other development.

The following table shows some of the models and their impact as indicated in literature. It has to be noted however that the researcher only picked a handful of the many available models to illustrate the impact they had in their areas. While some of the models only had a local impact others had a regional or global impact.

Table 2.2: Comparison of selected models

Model	Area	Impact
Arnstein Ladder of Participation (Arnstein, 1969; Mosidi, 1996).	Not confined rather theoretical.	<ul style="list-style-type: none"> • Mostly used as a basis to achieve full participation as it defines the various levels of participation.
Communal Areas Management Programme for Indigenous Resources (Campfire) (Hasler, 1999; Du Toit, 2004).	Began as a pilot project in three sites but spread to many villages and districts in Zimbabwe.	<ul style="list-style-type: none"> • Communities gained financially. • Socially locals were involved and schools, clinics built. • Environmentally incidents of poaching were reduced. However successes overshadowed by the political and economic challenges in Zimbabwe since year 2000.
Makuleke Community Based Natural Resource Management (CBNRM) (Tapela, 2001; Ringdahl, 2003).	Kruger National Park, South Africa.	<ul style="list-style-type: none"> • Economically locals gained employment, capacity building and ownership of a company. • Socially they were empowered and became involved in park issues leading to land acquisition. • Environmentally conservation education was gained. The park developed into a Trans-frontier Conservation Area combining with parks in Mozambique and Zimbabwe.
Mbila Community Tourism Programme (Van Rooyen, 2003).	Sodwana Bay National Park, South Africa.	<ul style="list-style-type: none"> • Economically and socially the standard of living was improved through involvement in the project. • The model revealed institutional challenges in policies and operations.
Ritchersveld Community Based Natural Resource Management (Magome & Murombedzi, 2000).	Ritchersveld National Park, Northern Cape Province, South Africa.	<ul style="list-style-type: none"> • Achieved its objective to correct past imbalances between protected areas and the rural poor nearby. • Community working with park authorities and being empowered socially and economically. • Successful land claim made by the locals.
Okavango Community Based Natural Resource Management (Boggs, 2000; Saarinen <i>et al.</i> , 2009).	Okavango Region, Northern Botswana.	<ul style="list-style-type: none"> • To some extent helped to shift focus from cattle to wildlife among locals who got involved. • Highlighted the need for institutional linkages among the parties involved and also a balance between social empowerment and wildlife management.
Murphy's Community Approach (Murphy, 1985; Taylor, 1995).	A theoretical ecological model.	<ul style="list-style-type: none"> • Emphasized the importance of communities in resource management thus widely used as a basis for involving the locals. • However the model did not consider the relevance of other stakeholders within a community.

2.6 Mosidi's Model

This study will focus on one model and follow it step by step to assess its applicability to the current community of Molatedi around Madikwe Game Park. The model was designed for Madikwe Game Park in 1996 during the developmental phase of the Park. The objective underlying the model was to indicate how the local community could be transformed into a host community (Mosidi, 1996:90). The model is based on outcomes from a number of theoretical and practical models including Arnstein, Haywood, Campfire and Ritchersveld. It was a result of sound research and it covered in detail all aspects at the time.

The model (Figure 2.1) is presented in the form of a diagram (Mosidi, 1996:91) with lines to show communication links and numbered blocks to identify what to do or group of people involved. The research showed lines of communication starting from idea (*block 1*) which forms the focus of the model. Different stakeholders were identified and it was established when and how they relate with others through the links in the diagram.

The tribal council (*block 2*) made up of the traditional custodians of tribal land had to be involved. During that time the tribal authorities had much strong influence in the community. The parks board (*block 3*) consists of representatives of the North West Parks and Tourism Board which is the conservation authority responsible for national parks and game reserves in the province. Community (*block 4*) represents the community at large, however some members of the community are selected to form task groups (*blocks 6 and 7*). The task groups communicate directly with the tribal council (*block 2*), parks board (*block 3*), and board of governors (*block 5*), management team (*block 13*) and also give feedback to the community at large (*block 4*).

Professionals (*block 8*) from different disciplines such as environment, finance, conservation and planning communicate directly with a working group (*block 9*) providing expert advice to be used in finalizing the proposal (*block 10*). Proposals were only to be drawn at a later stage (*block 10*) after a series of meetings among stakeholders and only if all are in agreement. Further planning (*block 12*) only took place if the proposal had been accepted by all, otherwise the idea would be abandoned. A team to manage the project was appointed (*block 13*) and it had to

liaise with the task team (block 7) and developer (block 14) before implementing the project (block 15).

The framework followed an orderly sequence of events and meetings from one block to another among the stakeholders. At the time of its development it was very relevant as it was a result of extensive research with the stakeholders. Unfortunately since 1996, many variables have changed hence the relevance of the model is now questionable. Figure 2.1 illustrates the linkages in the framework.

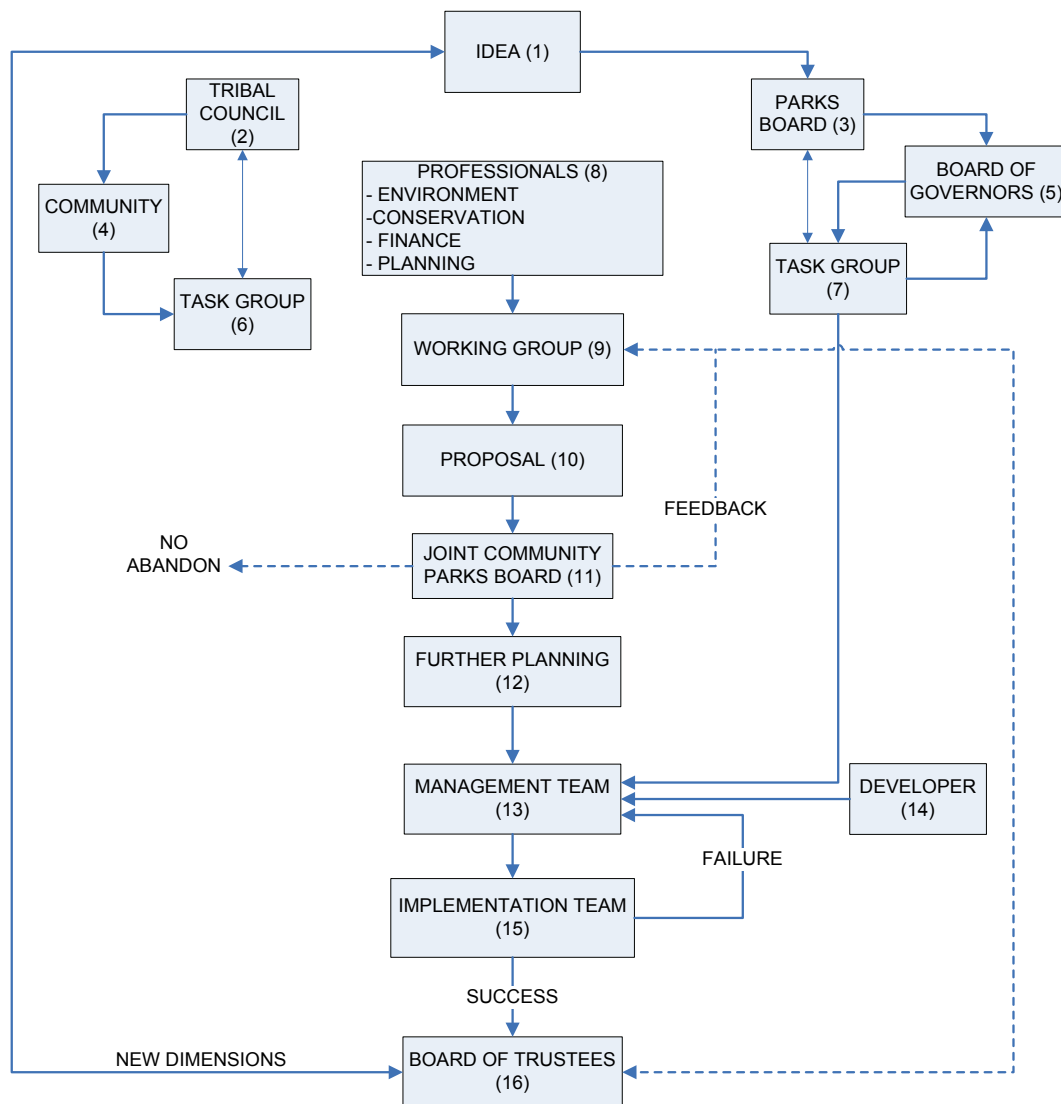


Figure 2.1: Mosidi's Model
(Source: Mosidi, 1996:91)

2.7 Evaluation of Mosidi's Model

With the use of available literature Mosidi's model can be evaluated to prove if it is still applicable to the study area.

According to Mosidi (1996), once an area has been identified for development (*block 1*), the idea has to be communicated to Parks Board (given a mandate by government to monitor parks) and the Tribal Council (custodians of tribal land). While it still applies that no one group has sole authority over the flora and fauna in an area, the authority of each interested party needs to be ascertained. The authority of the Tribal Council in many South African communities has diminished in recent years as a result of changes in society. In Molatedi village, while the Chief is still the head of the community, there is a need to access the extent of his authority over the changing community. There is also a need to identify the relationships among stakeholders and establish a working platform, as no single organisation or individual can exert direct control over the communal property (Jamal & Getz, 1995:193). As indicated by Ross and Wall (1999:677), the success of an ecotourism project depends on building harmonious relationships between natural resources and the other stakeholders.

The model indicates that the Tribal Council and Parks Board have no direct communication; instead the Tribal Council is directly linked to the community while the Parks Board communicates directly to a task group. This communication system implies that the general community has no communication with the Parks Board except through the task group which is composed of community members. Studies of tourism development emphasizes the importance of the participation of the general community and not only the chosen few members of a task team (Scheyvens, 2002; Timothy, 1999; Tosun, 2000).

Research in a number of communities (Murphy, 1989; Scheyvens, 1999; Singh *et al.*, 2003; Tosun, 2006) emphasise the importance of involving all parties, even at grassroots level during the initial stages but the model suggests that only the Tribal Council and Parks Board communicate. The task team (*block 6*) representing the community at large is only involved at a later stage. The community is left out at the beginning, yet it is a project meant to establish co-working relations. The implementers of the model may have to work initially on ensuring participation from

the communities given the little or lack of experience and knowledge they may have (Timothy, 1999:386).

The province, like the others in the country, has to face the challenge of constant movement of people in and out of their borders. The movement of people from one province to another also presents positive and negative challenges to community projects in the area that has been moved from and the new community. Table 2.3 illustrates the migration patterns within the country from one province to the other.

Table 2.3: Estimated migration streams for the total population, 2001-2006

Origin	Destination											Net migration
	Did not Migrate	Eastern Cape	Free State	Gauteng	KwaZulu Natal	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape	Total out migrants	
Eastern Cape	6801200		21200	100000	89600	8400	13100	5400	27700	175000	440400	-323200
Free State	2820100	12000		73600	10700	5800	8700	8200	25000	16000	160000	-57700
Gauteng	8288800	35800	29400		63500	39000	41700	6400	50200	67500	333500	519900
KwaZulu Natal	9390600	18800	10600	124200		6300	16300	2300	5900	24800	209200	4000
Limpopo	5470900	3700	5200	249100	8700		49900	1900	26900	6400	351800	-249300
Mpumalanga	306200	4400	7100	107500	17600	22800		1800	13900	7100	182200	-38700
Northern Cape	840400	3900	9800	15000	2500	2300	1900		9700	31900	77000	-23900
North West	3635500	6100	12600	144700	14600	14600	7900	17600		8600	219200	-55500
Western Cape	4350200	32500	6400	39300	3300	3300	4000	9500	4400		112900	224400
Total In-migration		117200	102300	853400	213200	102500	143500	53100	163700	337300		

Source: Statistics South Africa Midyear population estimates-2005

The in-migration figures only indicate movement within South Africa but the North West Province, due to its position, receives significant migrants from other countries such as Botswana, Malawi, Mozambique, Namibia and Zimbabwe. It has been observed that foreigners are attracted by tourism development (Tsaur *et al.*, 2006:644) and other economic activities in an area. The development of tourism, mining and agricultural activities in the North West Province, are an attraction to migrant workers thereby greatly reducing employment opportunities for the locals. The new migrants may also pose a new challenge to redefine the community. Those who are to be classified as the community should be identified from the onset to avoid instances whereby immigrants from other areas move in and conveniently benefit at the expense of the actual local residents.

The model shows that communities are willing to participate in the CBNRM project. However, this does not necessarily imply that the community is still willing to participate even today. According to Tosun (2006:496), not all community members are willing to participate or intend continuing to be part of CBNRM therefore projects ought to be assessed from time to time to check their applicability. Jamal and Getz (1995:194) hold that resident support for tourism is directly linked to their perception of benefits to individuals and the community. The social exchange theory also link desire to participate with the benefit attached to the participation (Teye *et al.*, 2002:670). In a study of participatory planning in the province of Yogyakarta, Indonesia, Timothy (1999:386) noted that some of the interviewees indicated they were not willing to participate; in CBNRM instead, they wanted the government to plan on their behalf. Given that communities change over time and so do the ways they deal with issues (Singh *et al.*, 2003), continuous assessments are necessary to ascertain the current state of issues.

The community and parks board (*blocks 4 and 5*) jointly review the proposal and decide whether to accept or reject the idea. In the event of a disagreement and lack of compromise from either of the parties, the idea is abandoned. An independent tribunal is required to reassess and help the parties make a beneficial decision. According to Magome *et al.* (2000), disagreements are inevitable given that within a community there are usually opposition groups who push their agendas wherever they see an opportunity, hence it is necessary to have arbitration by other local people who may have an understanding of local politics.

The Government policy framework was changed with the Protected Areas Bill of 2003 making it compulsory for Park authorities to embrace communities living adjacent to them in formal partnerships or relationships (Mabunda, 2004:106). This implies that authorities have to change their systems and actively be involved in communities. Currently the Government is actively enforcing relationships through the Bill.

The Ministry of the Environment has been identified as the board of governors (*block 5*). The involvement of a number of departments or ministries can not be overemphasised due to the intertwined nature of the project. Jamal and Getz (1995:186) observed that the lack of coordination and cohesion within the highly fragmented tourism industry is a major problem. It is therefore imperative that various relevant ministries or departments be identified in the model to ensure that all the related parties are consulted. On the other hand it has to be noted that the different stakeholders have different values and ways of relating to the local community and thus there might be clashes in priorities.

The community (*block 4*) is involved around the same time as the board of governors (*block 5*). At that stage, the community may not decide on the issues. However the opinion is contrary to what a number of studies have indicated, namely that communities need to be heard and involved even in the initial stages (Beeton, 2006; Murphy, 1985; Simmons, 1994) and not wait until the selection of a task team (*block 6 or 7*).

Election of members of the task teams should be spelt out. There is a need to rotate positions to avoid taking advantage of others and to involve as many different people as possible. Terms of office and conditions of service need to be laid down to avoid corruption. The demographic set-up of the community needs to be considered in electing the task team. Communities consist of different groups with different preferences (Singh *et al.*, 2003), as a result both genders and the different sub-groups need representation at some point. Hasler (1999) notes that in the Campfire projects social class used to determine who should represent villagers in decision making committees as they favoured someone with high levels of literacy thus the illiterate were left out. In Molatedi the social classes may also be creating obstacles to participation by any member of the community. Naturally those in the royal lineage are selected for leadership positions.

A task team (*block 6*) is elected as the community mouth piece. The project needs not to rely on one mouthpiece for feedback from the community but also include other ways such as a suggestion box to be used by any member of the community or informal discussions. As noted by Singh *et al.* (2003), power is not evenly distributed within a community; some groups or individuals are more vocal than the others and tend to have their way in community issues.

The working group (*block 9*) forms the core of planning and research. The model suggests that the working group should have equal representation from the parties involved, yet that stipulation implies community representation may not be proportional to the actual number of villagers within the community. This may cause problems in trying to find a few members which are truly representative of a community. In many projects, communities are often dragged into planning overlooking the fact that for years they have been shut out of development decision making by colonialists and ruling classes (Singh *et al.*, 2003:12), hence it may not be easy for them to freely participate. Given the nature of traditional communities it is necessary to educate the public first on the project including its benefits and disadvantages so that they make informed decisions. The community has to be empowered to be able to fully contribute to the working group. Timothy (1999:378) observed that locals may feel government must make decisions on their behalf, and this may defeat the efforts of having local communities plan or manage the land.

Initial idea (*block 1*) is further transferred to management team (*block 13*) which is made up of selected members of the community, parks board and developers (*block 14*). Equality of the partners in the management team is questionable (Magome *et al.*, 2000) thus it is likely that the meeting will just be an endorsement of the wishes of the stronger parties.

At the implementation stage (*block 15*) success or failures are reviewed. The success or failures should be checked at every stage and not wait until the implementation stage. Models should include expected outcomes at various levels such as short, medium or long term so that they can be measured based on their set targets. Setting time frames helps keep track of progress and ensuring continuous assessments to allow corrections to be made earlier.

Profits accrued are put in a fund administered by a board of trustees (*block 16*). It may be necessary to share some of the financial benefits among the community

members not just put all into a trust fund. Given that some of the locals may not have other sources of income, this may motivate them and discourage corruption. The Campfire model had its revenues divided into a fund and some allocated to each household within the community. Hasler (1999) argues that the revenues provided a strong incentive for villagers to protect wildlife and feel they were part of the programme as they enjoyed tangible benefits individually and as a community.

This model by Mosidi (1996) seems to have given little attention to the land issues within the country. While acknowledging that local people were moved to make way for the park, it assumed that the locals would be content with some participation. The land issues have been a bone of contention for years in many parts of Africa. In neighbouring Zimbabwe land issues overshadowed efforts made through the Campfire project to involve local communities in wildlife management (Du Toit, 2004). Even in South Africa with some communities such as the Makuleke adjacent to the Kruger National Park having made successful land claims (Mametja, 2006), other communities around the country could follow suit.

There is an increasing need for equal benefits or representation within the community between men and women, the youth or children. It has been observed that a wider community representation assists in bringing about unity of purpose and ensuring sustainable tourism (Jamal & Getz, 1995; Singh *et al.*, 2003). On the other hand, the work of Murphy (1985:171) emphasises that participation on a mass scale is unrealistic, given the challenges within a community by its nature and those posed by the outside influences. Timothy (1999:384) highlights the traditional gender or even tribal roles as a major challenge to equal representation in participation. Models should therefore consider the customs of a community and work out appropriate areas of involvement for the different segments and adjust as the situations change.

It is imperative that implementers consider the desires of the local community and not just prescribe their way of participation. A study of the Jiuzhaigou Biosphere Reserve in China indicated that the community preferred weak participation in decision making through employment or as small business operators as opposed to active decision making (Li, 2006:133). This is however contrary to the current academic understanding of community participation which suggests that locals have to be integrated into the decision making process so as to benefit from tourism (Li, 2006:140). The interests of the community should be respected in order to gain their respect and support.

The Parks Board, private sector and local communities were to jointly and equally manage the park. However, Magome *et al.* (2000) found that each of the three villages was unique and had different attitudes and needs pertaining to tourism in the area. Thus equality of the three partners, (Parks Board, private sector and community) in the management of the park becomes questionable. Even among the three communities equality in representation or agreement on issues was not certain hence it is critical that assessments are done to ascertain the current status and how it affects participation.

While Mosidi's model was fully applicable at the time, the situation has since changed hence the need for an assessment. Community attitudes or involvement vary considerably within a community over time. Research in some communities indicate that socio-demographic variables, dependence on tourism, attachment to the area and previous experiences in tourism among other issues influence a community's response to development (Burns, 2004; Scheyvens, 2002). Magome and Murombedzi (2003) argue that the performance of a community is strongly influenced by the situation in the entire country as that has implications even at community level. As most of the variables around Madikwe Game Park and in South Africa have changed it implies that assessment is also due.

However the researcher agrees with Page and Dowling (2002) that obtaining an objective and detailed evaluation of the project can be long and complicated given the nature of the project. Tourism or community participation is underpinned by pressures from different disciplines including political, environmental, social or economic, and tends to be biased towards the more dominant pressure at the time (Keyser, 2002; Tosun, 1999). As acknowledged by Tosun (1999:115), it is imperative that experts recognize that they cannot judge the perceptions, preferences or priorities of host communities without considering the pressures from different fields.

It is not possible to have a single participatory approach for all communities. Areas have different levels of development, socio-political, economic and cultural structures (Tosun, 1999:130), hence a general model for community participation is not applicable for every community. Different communities also have different levels of acceptance and engaging in the CBNRM projects.

2.8 Limitations of the models

While some models have considerable success, others have failed to take off from the ground or instead have highlighted various other problems. Communities are complex consisting of a wide range of subgroups with different priorities which may not be fully addressed in a model. The problems surrounding community participation are therefore multifaceted, complex and specific to an area (Boggs, 2000). Saarinen *et al.* (2009:79) contends that the dynamic nature of tourism presents problems for the industry and developing models.

Models are meant to be a reflection of an ideal situation and while underpinning aspects are considered in the framework, the implementation is in the hands of many other interested parties. Boggs (2000:43) argues that even though many models fail, the flaws are not so much in the model but rather in the execution and too high expectations for change held by the different stakeholders involved. As seen through other projects, if managed correctly the frameworks can work and benefit communities (Mafisa, 2002).

Tosun (2006) maintains that the actual participation has been limited in many areas thereby creating a clear gap between theory and practice. Smith and Brent (2001:242) suggest that there is in fact a growing gap between the information generated by tourism research and its practical application. Many models may be a reflection of accumulated information in research, not of what is on the ground. Models may not be useful if they are not practically applicable, thus this research suggests that development and testing of models should be given high priority in tourism studies.

Tosun (2006) observed that many models have inherent limitations such as not considering the number of citizens to be included, no analysis is made of significant roadblocks (like paternalism, racism, gender discrimination, cultural remoteness of local people to tourism, etc.). In reality there is no overt reference to ownership of services while the type of participation is considered. The period and time limit of participation is not given sufficient attention. Although the number of people in question is not given in many models, some are more effective in very small communities while others best suit the larger communities.

Singh *et al.* (2003) argue that communities are consists of different groups with different preferences with regard to tourism, these are not necessarily represented in participation processes. Tourism is also intertwined with many other disciplines (geography, politics, and sociology) such that a model has to consider relating with the other fields. These complexities contribute significantly to the success or failure of a model. Not every form of community participation can contribute to the realization of the expected benefits for communities (Tosun, 2006:494), so it is important that key success factors are considered from the beginning.

As Hasler (1999) pointed out, the ultimate success is dependent on the politics within the social organizations and other circumstances within the environment at the time. Despite the issues against models, Tosun (1999) emphasizes that a theoretical framework on which to base the site-specific participation is still necessary. Tsaur *et al.* (2006:496) are of the contention that most models fail because they do not fully portray the impacts of community participation over time. Success remains relative in most instances thus it is important to understand the initial objectives of any model designed before labeling it as a failure or success. The flaws are not so much in the model, but a result of human error in the implementation phase and unrealistic expectations for change (Boggs, 2000).

2.9 Ways of evaluating models or projects

Different organizations have different ways to measure the success of their projects. There is no standard or agreed method of assessing models in community participation. However literature in this field has noted different ways to assess the success of a model. According to Tapela (2001), defining the different types of participation and highlighting the main features and inherent weaknesses for each model can form basic assessment criteria. The situation on the ground can be measured against the defining characteristics to see if they are matching what they say they are. Checklists may be used as an internal assessment instrument for the model to evaluate itself against set goals. Researchers can be part of the assessment by just observing what is happening on the ground matching it to what is laid down.

Specific measurement indicators have to be established at the beginning of the project. Tsaur *et al.* (2006:640) argue that measurement indicators can be either objective or subjective. Objective indicators are expressed through quantitative

measures and equations are used to describe them while subjective indicators are qualitative, based on feelings and attitude. It has to be noted that neither objective nor subjective indicators are more important than the other, as they are both useful measures and can be used together.

2.9.1 Triple Bottom Line

Beeton (2006:80) highlighted that a community's success depends on economic, physical, psychological and environmental variables affecting it. The research identified the 'Triple Bottom Line' as a rational measuring tool for communities regardless of their size or type as it has a number of indicators to assess in order to measure performance. The 'Triple Bottom Line' assessment involves taking an audit of the social, political, economic and environmental aspects of the community and performance is examined against set internal or external standards (Beeton 2006:66). These evaluations however rely on past records to be more meaningful, as there is need to compare the past figures or weights with the current data. Community audits which examine and measure performance against internally and externally set principles or policies are a major tool for the 'Triple Bottom Line' assessment. Specific indicators¹ must be monitored in order to assess the degree of change. However as Beeton (2006:80) acknowledges, the well-being of a community is not defined solely in simple (measurable) economic terms but it is shaped by the complex relationships between the physical, psychological and environmental factors around it.

2.9.2 Appropriate Tourism Impact Assessment

Smith and Brent (2001:242) suggest the Appropriate Tourism Impact Assessment (ATIA) as a practical model for assessing tourism projects. The assessment involves a formalized set of procedures that seeks to identify, evaluate, and predict the socio-cultural, biophysical and economic impacts resulting from a proposed project or programme. Impact assessment has evolved over years, widening the range of techniques which can be used. According to Smith and Brent (2001:245), the Appropriate Tourism Impact Assessment can be performed at any point in time as a management tool rather than a method to counter the adverse impacts of tourism. The ATIA suggests there should be a criterion to be followed in the assessment. On

¹ Indicators are significant variables (physical, biological, social or economic) that can be measured.

each aspect measurements should be done considering the amount of change, area affected, importance, concerns, duration and permanence of change (Smith & Brent 2001:246).

- Magnitude (amount of change)
- Extent (area affected)
- Significance (how important)
- Special sensitivity (country/regional concerns)
- Time frame (duration)
- Irreversibility (permanence of change)

The criteria consider a number of tourism impacts for an area. It is believed using the criteria in the assessments can conserve valuable resources by concentrating on important information gaps and issues of critical community concern (Smith & Brent 2001:246). A list of specific aspects is given to assess the changes resulting from tourism in the physical environment, socio-cultural and economic environment. In each major category specific aspects are assessed (Smith & Brent, 2001:247):

Physical environment

- Flora and fauna
- Soil
- Hydrology
- Climate
- Roads
- Buildings
- Air

Socio-cultural

- Anxiety over change
- Social and employment restructuring
- Migration patterns and changes in land values, use and ownership
- Improved standard of living
- Changes in political and economic system
- Job satisfaction and income
- Change in value structure

- Growth in undesirable activities
- Receptiveness to change
- Culture as commercial commodity
- Growth in hostility towards tourists
- Access to resources and infrastructure
- Human health and visual change

Economic environment

- Job creation and employment increases
- Infusion of hard currency
- Economic diversification and regional distribution
- Seasonal employment
- Education
- Leakages
- Increased government revenues
- Lost opportunity costs

The Appropriate Tourism Impact Assessment is an important step in addressing trade-offs associated with change. Smith and Brent (2001:246) argue that the extensive tourism literature provides reasonable parameters to evaluate specific project impacts in communities.

2.9.3 Existing relationships

Ross and Wall (1999:673) point out that existing relationships between natural resources, tourism and local human populations can be used to assess community projects. Comparing the current state to a previous given period provides a summary of what transpired. The local people are an important asset of tourism therefore assessing how they relate to the natural resources and tourism is critical. Smith and Brent (2001:246) argue that it is imperative to conduct physical site assessments, getting information from the local people themselves and determine fundamental concerns. Different communities can be examined as case studies assessing the benefits and impacts of tourism initiatives on the communities. Simpson (2008:15) acknowledges that case study assessment helps to identify of areas of benefit and how the benefits can be shared effectively.

Whichever way is used, it is important that models are defined in a way that can be tested or evaluated. Ways of testing should be established during the design stage

even though they may not measure all aspects (Ross & Wall, 1999), given the multitude of intertwined variables involved in community participation. It has to be noted that no one assessment method can fully allow for the dynamics in communities as environments change over time. Evaluations or assessments have to be sensitive to the community being reviewed. A method of assessing may be fully effective in one community but be inadequate in another. Continuous research to establish more comprehensive assessments is therefore critical.

2.10 Conclusion

The chapter covered literature from various communities and defined key terms. Singh *et al.* (2003:164) argue that the typologies address the notion that not all participation is actual participation and not all typologies will result in the desired participation. The study sets out to assess the level of participation among the three main stakeholders (Park authorities, developers and community members). Using literature from various communities, Mosidi's model is assessed step by step to test its effectiveness in Molatedi village.

Ways of evaluating models were discussed. The typical nature of communities being complex, not static, dynamic, consisting of different values, beliefs, attitudes, perspectives and some individuals who are more vocal than others; affect any project in a given area (Singh *et al.*, 2003; Beeton, 2006). It has to be acknowledged that the evaluation of tourism models is faced with challenges given the complex dynamic nature of the subjects involved. Despite the challenges, impact assessment should occur before, during and after any community project. Impact assessment brings clarity to projects and helps boost stakeholder confidence. Tourism planning can be sustainable when impact assessment is effectively integrated with regional planning (Smith & Brent, 2001:256).

Standardized assessment and monitoring of models could greatly improve the understanding of community participation dynamics, at the same time identifying the strengths and weaknesses of a model chosen for an area. It also has to be acknowledged that it is not easy to adequately measure all aspects of community participation due to the nature of tourism which encompasses a multitude of interrelated unstable variables but at least some salient factors may be assessed. The next chapter considers the study area and the methodology.

Chapter 3: Methodology and Study Area

3.1 Background

The study sought to examine the effectiveness of a particular model around Madikwe Game Park. The current situation around Madikwe Game Park was assessed and measured against elements identified in the literature study in **Chapter 2**. This chapter explains the methods used to obtain the data and process it into meaningful information. A multi-methods approach was used in the collection of data so as to complement weaknesses of each research method used and increase validity of the research. Primary and secondary sources of information were used in collecting the data. The study focused on Molatedi village and this allowed a case study approach to the research as it dealt with a specific area.

3.2 Secondary research

Historical data formed the basis of the study. Published and unpublished texts from government, non-governmental documents, tourism textbooks, journals, the Internet, community records, academic researches and other sources provided useful background literature and direction for primary research. The secondary data were used to play a variety of roles throughout the study.

3.3 Primary research

The field investigation targeted the three main stakeholders² identified in the Madikwe Game Park's model of community participation. Ninety questionnaires were sent out to be completed by individuals from the Molatedi³ village, a community in the south eastern part of Madikwe Game Park. Ten interviews were held with officials from the park management⁴ and developers⁵. Seventy-nine out of the ninety questionnaires to Molatedi community were successfully completed and were used as the primary data. The researcher deliberately targeted almost equal numbers of respondents in each of the identified groups. The respondents were aged 18 years or older. This convenience sampling technique was used in an attempt to make the sample more representative of the actual situation in the community. In this instance

² Main stakeholders in Madikwe Game Park are the local communities, developers and park management.

³ Local community comprised of Molatedi, Lekgophung and Supingstud.

⁴ Park Management consists of officials from the North West Parks Board.

⁵ Developers include Lodge owners.

the interviewer targeted different types of people based on age, sex and occupation to interview. Key informants were selected in each group based on their availability and willingness to participate.

The qualitative methodology used included the structured personal interviews, participant observations and a case study. The quantitative method was the questionnaire. The study replicated some of the research methods (key informant interviews, questionnaires and observations) used by Mosidi (1996) in order to compare the results. Data about the participation was drawn from the identified stakeholders, interpretations of previous studies and conclusions were made based on the findings and the desk research.

3.3.1 Key informants

Key informants were identified in each of the stakeholder groups identified in Mosidi's model. The local community were the people residing in Molatedi village, park management being the park authorities within Madikwe Game Park while the developers refer to the local municipality and other investors in the area. Among each of the stakeholder groups key personnel to interview were sought. The questions to each of the three groups sought to find out if the concerned parties were aware of the model in place, their involvement in community participation and the impact it had on them.

Within the target population a representative sample was picked in terms of number, age and sex so as to get a realistic picture of the community. It was a priority to safeguard the rights of the participants during data collection. Respondents were informed about the purpose of the research and the value of their contributions. It was made known to the respondents that confidentiality will be exercised and they were free to quit at any stage during the research. Hence involvement in the study was based on the willingness of the participants.

3.3.2 Questionnaires

Questionnaires were selected as they were an ideal means of getting information from different segments of the community. Questionnaires were used to gather data from the community because they are relatively quick and inexpensive to administer. The questionnaire was administered in English but the researcher had the questions translated to the local Tswana language so as to cater for those with low levels of

literacy in English. It was important that the questionnaire was short but able to gather the required data. Mouton (2005:104) indicates that the length of the questionnaire is crucial as it has a direct impact on the quality of responses. Prior research in the area also highlighted that community members were not keen in answering long questionnaires. A brief pilot study had indicated that the locals were not forthcoming to someone who is not from the area so a local research assistant was engaged for the actual research. The research assistant was a former college student from the area who has worked with a number of researchers in the area and was recruited through the Molatedi Tribal Office. It has been observed that some communities in South Africa like the Makuleke community in the Kruger National Park put much emphasis on involving young people from their community as research assistants to ensure active involvement across age groups. The researcher ensured that the research assistant understood the questionnaire before taking it to the community. The pilot study also led to the rewording (modification) of the questionnaire so as to gather the required data. A brief introductory letter to the respondents highlighted the purpose of the research. Face to face questionnaire interviews were the method of choice as they have the highest response rate. Questionnaires also provided flexibility as some respondents especially the elderly women had the interviews in the comfort of their homes. Data from the questionnaires can also be re-analyzed by other researchers to extend the research or provide new interpretation, which makes them attractive to many researchers (Mouton, 2005; Veal, 2006).

The objective of the local community survey was to find out the type and level of participation. Questionnaire surveys with the local residents were conducted in different places, wherever the target sample could be found. Street surveys were conducted mostly with the young age group (**18 to 30 years**) and male respondents. Household surveys engaged the elderly (**56 years or more**) and women. Local residents from different walks of life were picked in the sample such as school leavers, elderly women at home, working men or women and the unemployed men or women. This strategy enabled the researcher to obtain feedback from a cross section of the community in terms of age, gender or social status. The local community survey was conducted in a system to make sure that at least almost equal numbers of respondents were interviewed in the different age groups. The questionnaire had both open ended and closed questions. The questions provided a guide to obtain feedback from the respondents.

However as observed by Veal (2006), questionnaires rely heavily on information from the respondents and some respondents tend to exaggerate or understate their levels of involvement in activities. Some respondents are affected by the desire to be helpful and friendly towards the interviewer (Veal, 200:232) and this may also lead to the interviewer being biased towards them. The interviews were however largely dependent on the cooperation of the interviewees. In some instances there was lack of understanding or knowledge about the subject or other community issues especially among the female residents.

3.3.3 Structured personal interviews

This qualitative approach corresponds with the nature of tourism which provides qualitative experiences. The structured personal interviews were conducted with a selected number of key informants who included tourism planning officials, a local councilor, a local primary school principal, a local secondary school teacher, a local church leader and business men.

A schedule of questions was used as a guideline for the interviews. The interviews were useful in gaining a detailed view of the operations around the Park from a range of developers and park management. This face to face approach achieved a 100% response rate from the identified key informants. Some of them were very excited by the research and expressed their interest in the final document.

3.3.4 Observations

The researcher conducted the survey with the help of a local assistant. In the process observations were made and noted. The involvement of the researcher allowed observations of the reality to be made. In observing and talking to the community members the researcher also learnt from their view of reality. The observations were conducted in the normal day to day setting of the community. No formal rules were established, the researcher just sought to observe and develop explanations and an understanding of the community. As noted by Veal (2006:173), the observations helped assess actual numbers of community members involved and ratio of males to females on projects, establish levels of interest or satisfaction among villagers and also note actual behavior against claimed behavior.

3.3.5 Telephone survey

A telephone survey was used to interview some developers, particularly the lodge managers and park authorities. It could not be used for the community survey as many of the respondents had neither landlines nor cell phones. Instead, face to face interviews were preferred as they seemed to be the most effective for the area. However telephones were useful in setting up appointments and clarifying issues throughout the study.

3.3.6 Case study

The case study approach involved the study of a living example or a specific community. The aim was to improve understanding by studying single examples in real life context. In order to evaluate and test Mosidi's model it was necessary to use an existing community. The survey revealed how the residents of Molatedi village had been involved in tourism ventures around Madikwe Game Park and the accrued benefits to individuals or the community at large.

3.4 The area under study

The North West Province boasts of three well known attractions within the country (Sun City Resort, Madikwe Game Park and Pilanesberg National Park). The Province is ranked as number four in terms of tourism contribution to the South African tourism industry (Tourism North West). Massyn and Swan (2002:5) hold that the North West Parks and Tourism Board (NWPTB) has been a lead agency in successfully facilitating the development and management of tourism facilities within the Province. Thus the North West Province plays a significant role in the economy of the country.

The North West Province borders Botswana and is fringed by the Kalahari Desert in the west while the Witwatersrand area is in the east. The Province is accessible by road, rail and air. It has direct road and rail links to other provinces within the country and neighboring Botswana and also has its own airport.

Almost four million people in the North West Province about 65% live in rural areas (Statistics South Africa, 2005). There are considerable numbers of people living in the villages adjacent to Madikwe Game Park and the other parks within the Province. Some of whom may have been displaced to make way for the parks during inception (Magome & Murombedzi, 2003). The active population accounts for 43% of the provincial total (Statistics South Africa, 2005). The statistics suggest that there is a

pool of readily available active community members who could be involved either positively or negatively with the parks. To discourage negative use of the parks by the community (such as poaching), park authorities are better off involving the locals in positive management of the parks. Figure 3.1 shows the position of Madikwe Game Park and other parks within the North West Province.



Figure 3.1: Map showing the location of Madikwe Game Park and other parks within the Northwest Province.

(Source: www.cybercapetown.com)

3.4.1 Madikwe Game Park

Madikwe Game Park covers an area of more than 60 000 hectares (Tourism North West). The Park is situated in an arid region thereby limiting alternative land uses for the area. However, Madikwe Game Park is unique in that it is one of the few game reserves in the world to be proclaimed purely on the grounds of being the most appropriate and sustainable land use for an area (Tourism North West).

The Park borders the Marico River in the East, on the Zeerust-Gaborone road in the West and on the Dwarsberg Mountains in the South. The Bophuthatswana National Parks and Wildlife Management Board (now North West Parks & Tourism Board) was entrusted in 1992 with the conservation of the flora and fauna in the area (Mosidi, 1996:50).

According to Magome *et al.* (2000:1), there were three main assumptions made in creating Madikwe Game Park,

- Wildlife tourism was the most appropriate land use for the area
- This land use would increase the conservation value of the land
- Surrounding communities would benefit financially from it

Research in the area acknowledges that there are a number of stakeholders⁶ involved around Madikwe Game Park, all of whom have a part to play in ensuring the success of any project in the area. Studies have grouped the stakeholders into three main groups, community, park management and developers (Mosidi, 1996; Magome *et al.*, 2000). Although the three main stakeholders were meant to be in equal partnership in the running of the Madikwe Game Park a number of discrepancies have been noted. Magome *et al.* (2000) observed that equality of the stakeholders is questionable given the power differences among them, the community remained the weakest in the partnership.

The community around Madikwe Game Park consists of three main communities of the SeTswana tribe (Lekgophung, Supingstad and Molatedi) while other tribal groups are minorities (Parks North West). Two thirds of the population around Madikwe Game Park speaks SeTswana (Tourism North West). Lekgophung and Supingstad are on the western side of the Park while the Batlokwa Boo Kgosi traditional community of Molatedi is in the east. The 1996 population census estimated the numbers of the communities as shown in table 3.1:

Table 3.1: 1996 Census figures for communities around Madikwe Game Park

Supingstad	2692
Lekgophung	1672
Molatedi	1577

Source: Statistics South Africa

⁶ Stakeholders refer to parties that are interested in, or affected by the project.

Each of the communities has its own dynamics despite the fact that they are within the same geographical area. In a study of these communities Magome *et al.* (2000:8) highlighted the power differences among the communities, Supingstad poised the highest tribal authority, and Molatedi had the highest intellectual and leadership authority while Lekgophung was the weakest in both forms of authority. The participation of the communities in tourism developments in the area also tended to be influenced by the power differences shown.

Like the other communities within the Province, these three are very similar in that they share the same language and some cultural beliefs; however, they still have subtle differences relating to economic status and social interests (Ringdahl, 2003: 42). Hence it is important to consider each community individually. This study intends to focus on the least (in terms of population) of the three villages, Molatedi, which sometimes is overshadowed by the larger communities. The Batlokwa Boo Kgosi traditional community of Molatedi village originated from a place inside the current Madikwe Game Park known as Tshwene-Tshwene around 1886 (Tourism North West). However Mosidi's model was meant to apply to the three communities

The field work conducted sought to find out if those involved or the nonparticipants were aware of the model in use, levels of participation, demographic composition of participants, and impact of the participation. According to Mosidi (1996:21), a significant number of people living around Madikwe Game Park have not acquired formal education. A number of the elderly people within the Province can neither read nor write. Despite the lack of formal education, most of the elderly are rich in traditional knowledge and practices of conservation and a lot of community issues. Thus it becomes very crucial that they are included in the management of the park and share their expertise.

3.5 Processing of the data

The initial processing began with compilation of the questionnaire, making sure it would be suitable to gather the required data. Pre-testing of the final questionnaire was an essential aspect of data processing as it tested if the objectives of the study would be achieved. The pilot study used twenty-five residents of Molatedi village to test whether the format and wording of the questionnaire will result in any meaningful data being gathered.

Each questionnaire was given a number and items coded as variables (see Appendix A). The researcher or the research assistant had to fill in the answers on behalf of the respondents. Most of the questions for the community survey were closed questions where they had to give limited answers. The interview questions for the Park Management and Developers were open ended to allow as much information as possible to be gathered from the authorities. Four separate visits were made to the study area to conduct the research between February 2008 and May 2009.

When all the data had been gathered it was edited and responses were coded. The coding and assigning numbers to the answers enabled responses to be grouped into manageable categories for analysis. The internal statistical consultation service of the University of Pretoria carried out the capturing and analysis of the data. A Microsoft Excel worksheet was used to tabulate the coded responses from the local residents' survey. A computer-based statistical package for social sciences (SPSS)⁷ 17.0 was used to analyze the data. Pie charts, histograms, bar graphs and tables presented the data. **(See Chapter 4.)**

3.6 Hypothesis testing

As part of data analysis, hypotheses were tested to see if there were relationships between two categorical variables. The Pearson Chi-Square test, Linear by Linear Association, Fisher test and the Likelihood Ratio statistic were conducted. Conclusions were made based on comparing observed frequencies with those predicted by each test.

The Pearson Chi-Square test was performed to test the null hypothesis that age group and model awareness are independent against the alternative hypothesis that there is an association between the two. The data gave a **test statistic value of 8, 815** and a corresponding **p-value of 0, 012**. The **test statistic value** and the corresponding **p-value** give an indication of whether to accept or reject the null hypothesis. The **p-value of smaller than 0, 05** implies we reject the null hypothesis and conclude that indeed there is an association between age group and model awareness. The discussion of results in **Chapter 4** shows that there is indeed a link as a high percentage of respondents in the 18 to 30 years age group were aware of a

⁷ Statistical Processing Package for Social Sciences Version 17.0

model as opposed to the low percentage of respondents in the 56 years or older group.

Pearson Chi-Square tests and Likelihood Ratio tests were conducted to determine whether there was a statistically significant association between perceived benefit from the park and age group. The ***p-value*** revealed that there was a link between perceived benefit from the park and age group. The findings from the study reveal that the older respondents acknowledged the benefits from the park more than the younger respondents especially the youth.

In some instances the tests showed no relationship. The Pearson Chi-Square and the Likelihood Ratio revealed that there was no association between age group and income improvement. A ***test statistic value of 3,960*** and ***p-value of 0,138*** were obtained from the data. The ***p-value greater than 0, 05*** so the null hypothesis was rejected. It can therefore be concluded that there is no statistically significant association between the two variables.

The results from the data were consistent with previous research findings from other communities on associations between age group and level of awareness. It has to be noted that the tests could not be conducted for all the variables as most did not have the minimum expected count. In some instances there was a whole range of diverse options so it was not possible to interpret the Pearson chi-square or the Likelihood ratio. Veal (2006:308) acknowledges that while the SPSS procedures are well suited to establishing the magnitude and strength of associations, the reliability of such associations is more complex.

Given the interdependence and interdisciplinary nature of the tourism industry a Multi-Sectoral Qualitative Analysis (MSQA) would be of great value. This examines relationships between different industry sectors, and would reveal a range of aspects which were not highlighted in this study.

Chapter 4: Results and Discussion

4.1 Background

In order to test the validity of Mosidi's model, field research was conducted to assess the actual participation around Molatedi village and the Game Park. The survey was conducted with the community of Molatedi, developers linked to Molatedi Village and officials from the North West Parks and Tourism Board. The questions sought to establish the level of agreement with Mosidi's model thereby testing its effectiveness on community participation around Madikwe Game Park. Ninety percent of the questionnaires targeting the local community were answered. The results showed interesting patterns, some similar to results of studies in other communities around the world.

4.2 Profile of respondents

Questions were included to collect demographic information of the respondents to establish their profile. The profile of the respondents outlines the general composition of the local community. As emphasized by Mouton (2005:124), the profile of the sample is critical as it gives a better understanding of the local community and their reactions to aspects of the community participation model.

4.2.1 Age groups

Respondents were categorized into three age groups in an attempt to have a reliable sample representing most of the community residents by age group. The research targeted almost equal numbers of respondents in each of the identified groups. In each of the groups interviewees were selected based on their availability and willingness to participate. Only adults were considered for the interviews, children below the age of 18 years were not part of the sample. In most instances, each of the respondent groups held important but different opinions on the same community issues.

The **18 to 30 years** group was readily available in most public areas, streets, shops and at the soccer field. The **31 to 55 year olds** were mostly found in work places and at the school or clinic while the mature group of **56 or more years** was mostly at home or at the council offices. Figure 4:1 below illustrates the percentages of the different respondent groups.

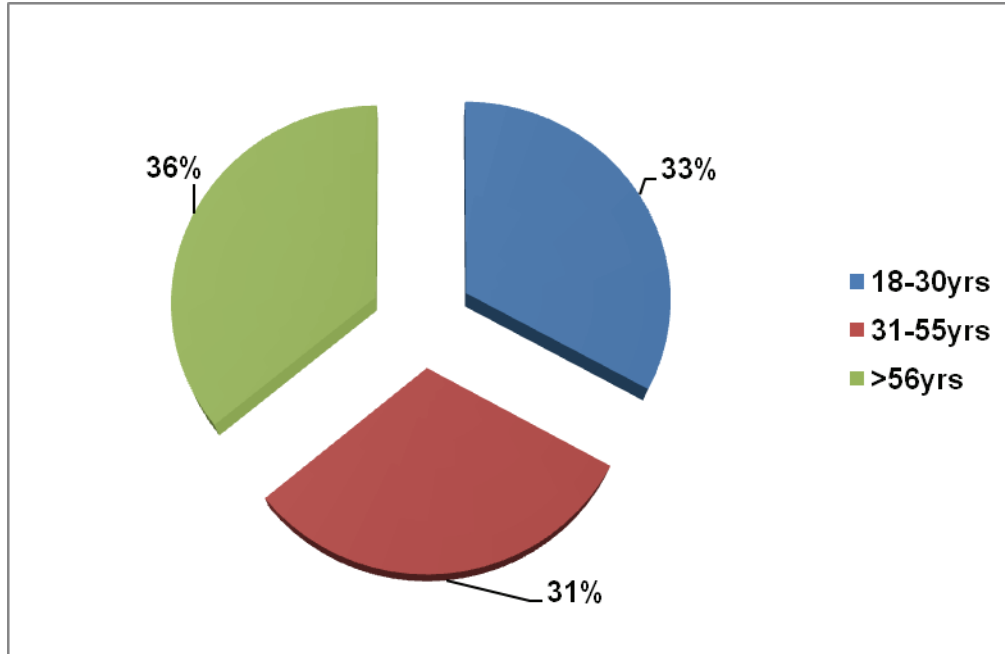


Figure 4.1: Respondent groups

4.2.2 Gender balance

Community participation has to be gender sensitive. In communities both males and females have significant roles to play. The researcher made an effort to balance the ratio of those interviewed between male and female. Generally, tourism has been an industry involving both genders in different ways. In a study of the Makuleke community around the Kruger National Park (Tapela 2001: 89) observed inequitable gender representation due to the social attitudes that favour male dominance in community development. In a traditional society like Molatedi, despite efforts to eliminate, gender imbalances were inevitable. Figure 4:2 shows the ratio of male to female respondents.

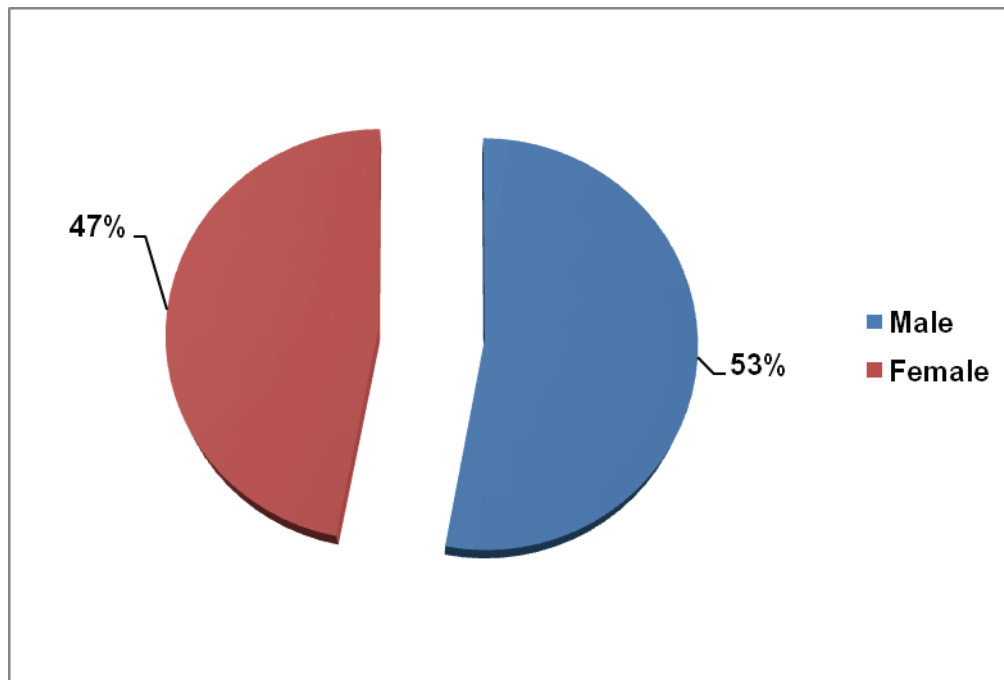


Figure 4.2: Ratio male to female respondents

4.2.3 Length of stay in Molatedi village

The study sought to find out how long a respondent has lived in Molatedi village. This would help understand their views regarding the community. In some communities there have been conflicts and debates over who is local (Kepe, 1999). For some people, localness is attained through length of stay in a community. The length of stay also seemed to influence the way the locals perceived issues around Molatedi village. Generally those who have stayed in the area for long have a special attachment to the area and a sense of belonging. Only 18% of those interviewed had been in the area for nine years or less. They were people from other provinces within the country or from neighboring countries who were seeking job opportunities. The majority, 82% of the respondents, had been in the area for 10 years or more. These were more attached to the community and showed a lot of passion towards the park and other issues of the community. Many of them had seen the changes in the area over years and they expressed concerns over some operations while at the same time acknowledging the achievements. Figure 4:3 shows the percentage of respondents in relation to the number of years they have lived in Molatedi.

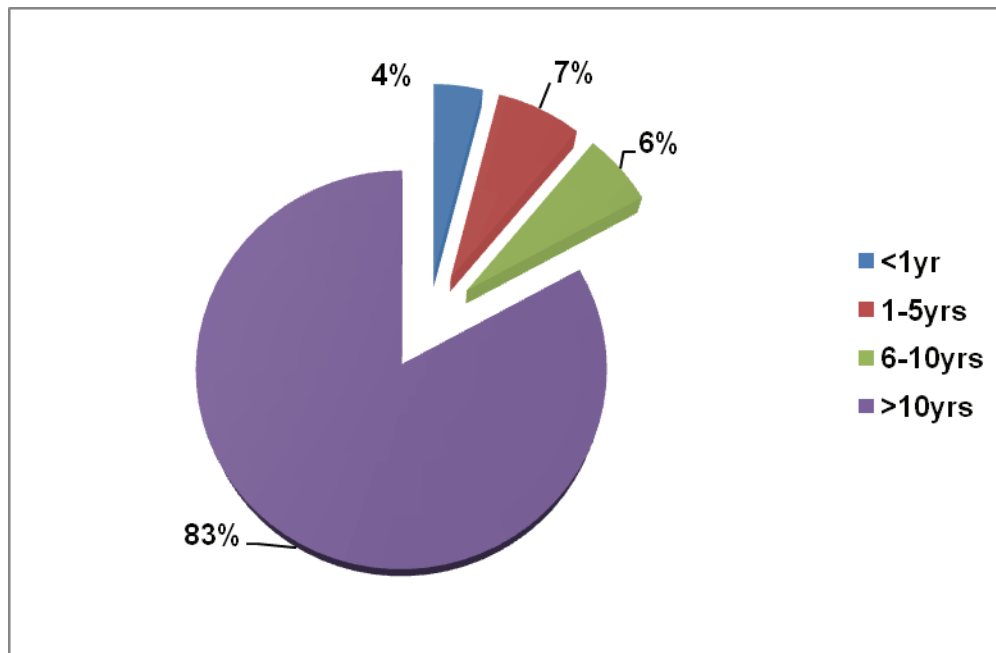


Figure 4.3: Length of stay in Molatedi village

4.3 Model awareness

The main aim of the study was to test a particular model of community participation so it was imperative to find out if the locals knew of any model operating in their area. The interviews revealed that most of the local residents were not aware of the community participation model in the area. The distribution of information in the community was also not even among all age groups or across genders. Only 10% among those interviewed in the 56 and more age group were aware of the model. Most of those who were aware of the model could not specify aspects of the model. They just knew there was cooperation popularly known in the local language as *'tirisano mmogo'*. In a study of the Manyelele community in Limpopo Province South Africa, Mametja (2006) noted this ineffective information dissemination as one of the negative factors influencing community-based natural resource management (CBNRM) in the country. Table 4.1 below shows model awareness by age group

Table 4:1 Model awareness by age groups

	18 – 30 years	31 – 55 years	56+ years
YES	46, 2	33, 3	10, 3
NO	53, 8	66, 7	89, 7

The survey also revealed that there were discrepancies in model awareness based on gender. Among the male respondents 40, 5% were aware of a model while only 16, 2% of the female respondents knew about it. Based on the results it may be said

the traditional social structure still affects information dissemination in Molatedi village. Information is not distributed evenly across genders. Some park issues are discussed at meetings which are only attended by males (*kgotla*⁸) so the women miss out. Even though husbands are tasked with the responsibility of passing on some of the information to their wives they may not. Those with no husbands to hear for them at the men’s meetings are at a loss.

While others were bitter about this lack of awareness, some expressed no interest in knowing the model rather the responsible authorities must make sure the community benefits from whatever projects are in their area. The apathy and low level of awareness among the locals may be a result of cultural limitations, no interest, limited background information, low literacy levels or a number of factors which need to be investigated. As noted by Tosun (2000:625), at grassroots level there is a general perception of low level of interest in socio-cultural, economic and political issues; this may also be influencing model awareness in Molatedi village. Figure 4.4 shows model awareness by gender.

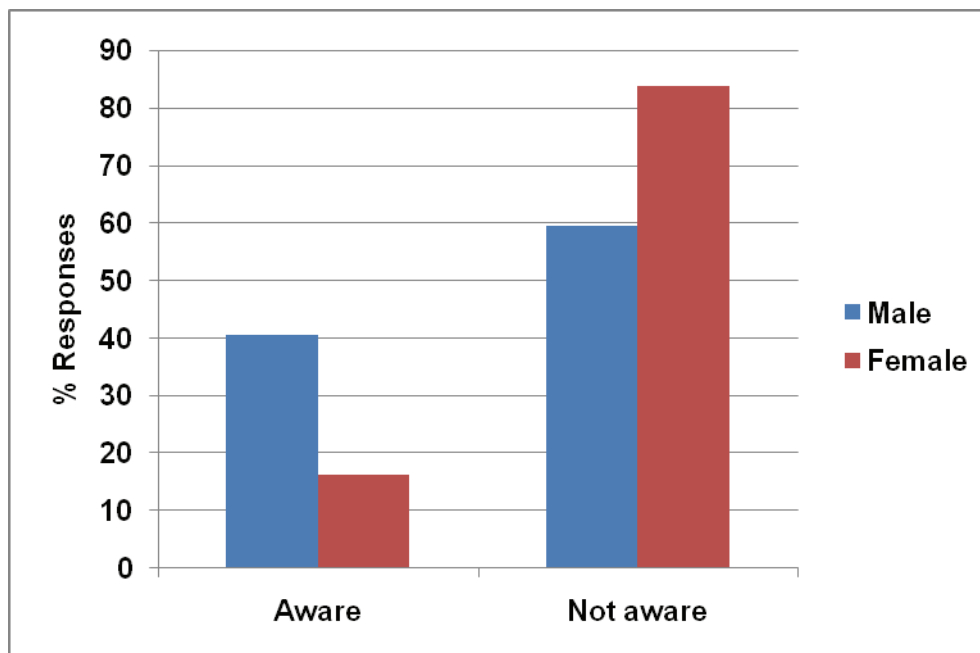


Figure 4.4: Model awareness by gender

⁸ *Kgotla*- SeTswana term for a community meeting place. However in many instances village meetings are dominated by elderly men. The term *kgotla* is also associated with village meetings mostly attended by elderly men.

4.4 Benefits from the Park⁹

The model by Mosidi (1996) had highlighted the benefits that would flow to the community as a result of participation. Social studies have concluded that potential benefits and actual benefits from projects influence the attitudes and perceptions of a community towards tourism (Teye *et al.*, 2002:679). Benefits accrue to communities in a number of ways and they can either be tangible or intangible. A list of benefits was given and respondents had to select ways in which they had benefited. Generally respondents perceived that the Park was benefiting the tourists at the expense of the locals who only enjoyed peripheral benefits. However it has to be noted that the definition of what constitutes a benefit was not unanimous. What was considered as a benefit by some members of the community would be seen as a loss by others. Explaining what the study considered a benefit would probably have led to different views of a benefit. Researches in many communities (Govender-Van Wyk, 2006; Mabunda, 2004; Scheyvens, 1999; Tapela, 2001; Tosun, 2005) indicate that if local people benefit they are less likely to exploit the natural resource and they will help create a favorable environment for the tourists. However there is a problem if the local people do not acknowledge whatever is thought to be of benefit to them.

Some studies reveal that community participation in tourism projects may disadvantage the very community it intends to serve if not checked and the community may not benefit from the participation. Some variables were listed and respondents had to indicate if there were any changes over the past five years. Seventy-two percent of the male respondents indicated (**Yes**) showing that they had benefited in some way from the operation of the Park and 61% of the female respondents were of the view that the Park was not of benefit to them. Figure 4.5 shows how the respondents generally perceive the benefits that have taken place in Molatedi village over a period of time.

⁹ Madikwe Game Park referred to as the Park

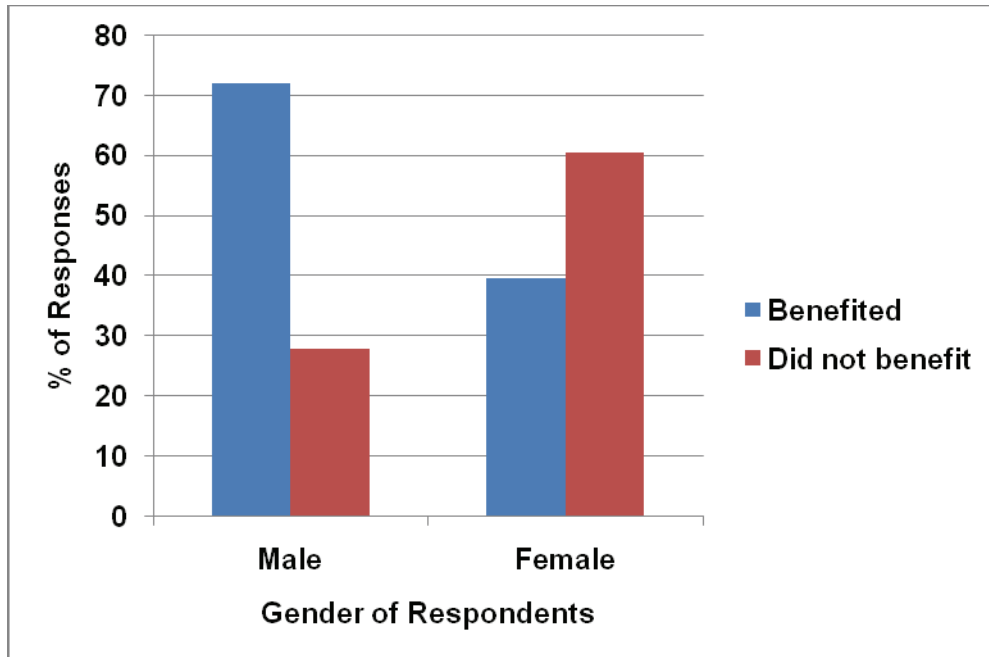


Figure 4.5: Benefits from the Park by gender

Respondents were asked to indicate the changes that had taken place in their area over the past five years. The areas of change were: Income improvement, infrastructure development, better standards of living and other which had to be specified

4.4.1 Income improvement

Tourism has been noted for providing new opportunities, income, jobs and socio-economic benefits for local communities (Saarinen *et al.*, 2009:3). Goodwin (2002:341) argues that, if local communities secure a sustainable income from tourism activities around their area, they will be less likely to exploit the resources. Ringdahl (2003:21) contends that monetary benefits give the community an incentive to support tourism initiatives. Findings of this study reveal that income has not improved significantly among the respondents. Despite the increase in employment the respondents generally felt that their income had not been enhanced. Manwa (2009:68) observed that many community tourism projects offer low level jobs with low income to the locals. The survey revealed that in Molatedi village most of the locals who are employed do menial jobs and thus their salaries are low. Wages for many jobs (waiters, cleaners, park security or shop assistants) ranged from R1500 to R2000 per month in 2009. In addition to the monthly wage, most of the employees also acknowledged other payments in kind they benefited from the Park and the lodges. This was in the form of free accommodation, food and transport provided by the employers.

While many of the employees spend their money within the community, there is significant leakage of revenue from the Game Park. The cost of the resource inputs from outside (such as imported wines and cigarettes) and the amount of foreign investments in the area imply leakage is inevitable. Of the 32 lodges within Madikwe Game Park at the time of the study, only two were community owned, Buffalo Ridge owned by Lekgophung community and Thakadu River Camp which belongs to the Molatedi community. Figure 4:6 indicates perception of income improvement or not by age groups.

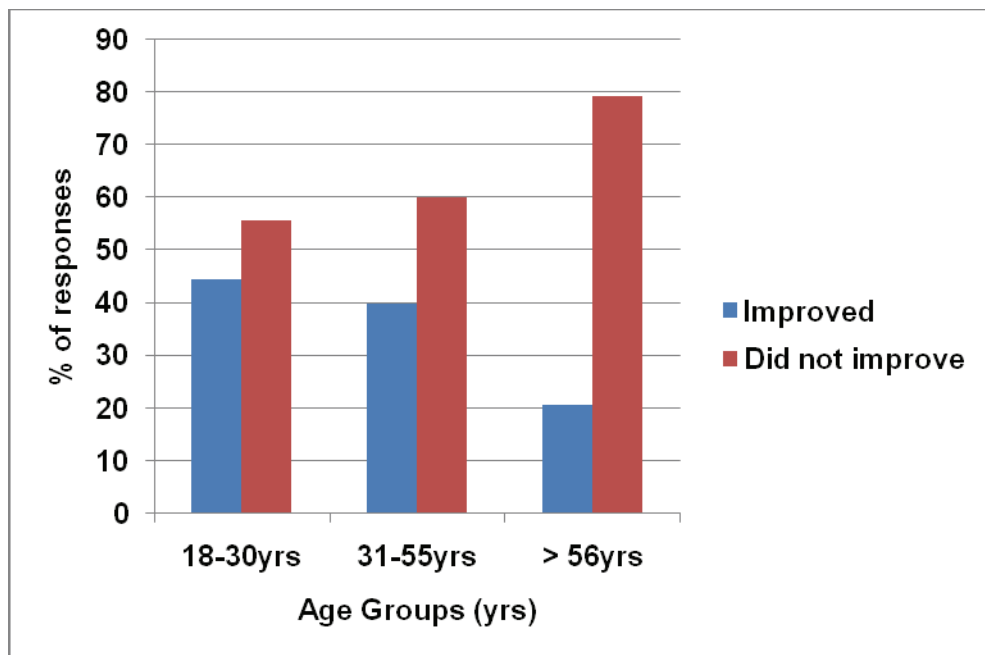


Figure 4.6: Income improvements by age group

4.4.2 Infrastructure improvement

Respondents argued that there had been very limited infrastructural development in the area over the past five years. Only 14, 8% the respondents admitted that there was improvement of the infrastructure¹⁰ in their village. Water supply, sewerage facilities, electricity and telephone lines were still privileges for limited individuals in the area. The roads were gravel and with the increasing numbers of tourist traffic to the area, the community had dust hovering over it for most of the day. Some respondents were comparing their community to the Kruger National Park community in Limpopo Province and they felt they were being short changed in terms of

¹⁰ Infrastructure refers to all forms of construction above or below the ground that is required in a populated area, not necessarily for income generation.

development. However it has to be noted that the few clean water supply points and electricity in the area were appreciated by the community although they expected more. The clinic (health care facility) was under refurbishment, courtesy of some lodges. A pre-primary school had been built through the sponsorship of another lodge. The Molatedi community was grateful for the developments, but wish more lodges would participate in the development of infrastructure for their village. Figure 4:7 highlights perception of infrastructure development across the age groups.

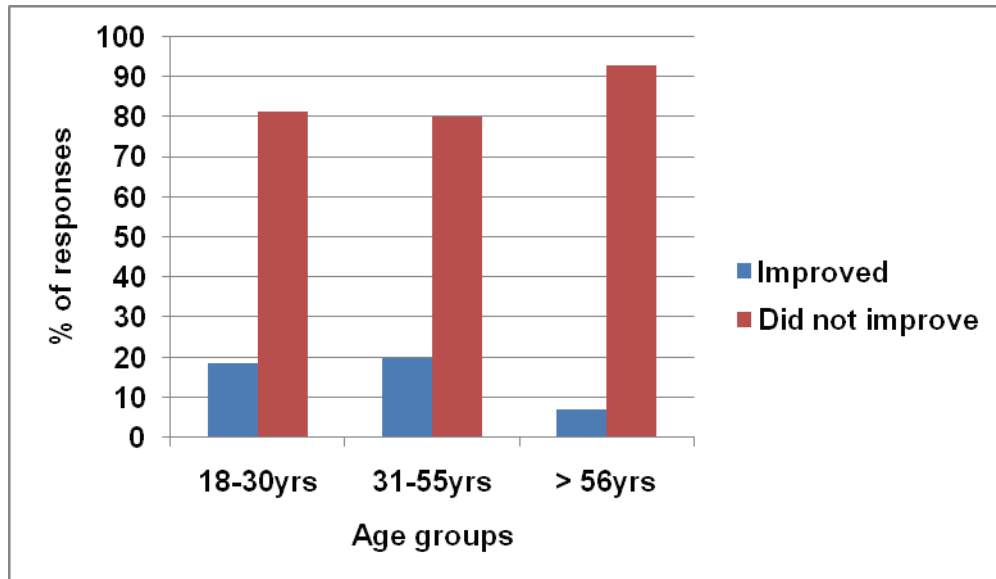


Figure 4.7: Infrastructure improvements

4.4.3 Living standards

Community participation models have been used in different parts of the world to improve living standards of communities. Tourism has been identified as a major agent of change, both positive and negative. However, as noted by Beeton (2006:17), much of the change is incremental and difficult to isolate and measure. The Madikwe concept offers great potential for improving the lives of the local communities (Tourism North West). Thirty seven percent of the respondents across the age groups acknowledged that living standards had improved over the previous five years while 63% had not seen any improvements. Perhaps the research needed to list items which constitute living standards one by one to get a fair assessment from the respondents.

In Lekgophung village¹¹ Massyn and Swan (2002:7) noted an improvement in the living standards of people as a result of the Lekgophung Lodge. An assessment of the living standards by the different age groups in Molatedi village is shown in figure 4.8. The figure reflects an improvement as a result of participation in tourism particularly with the ownership of Thakadu Lodge.

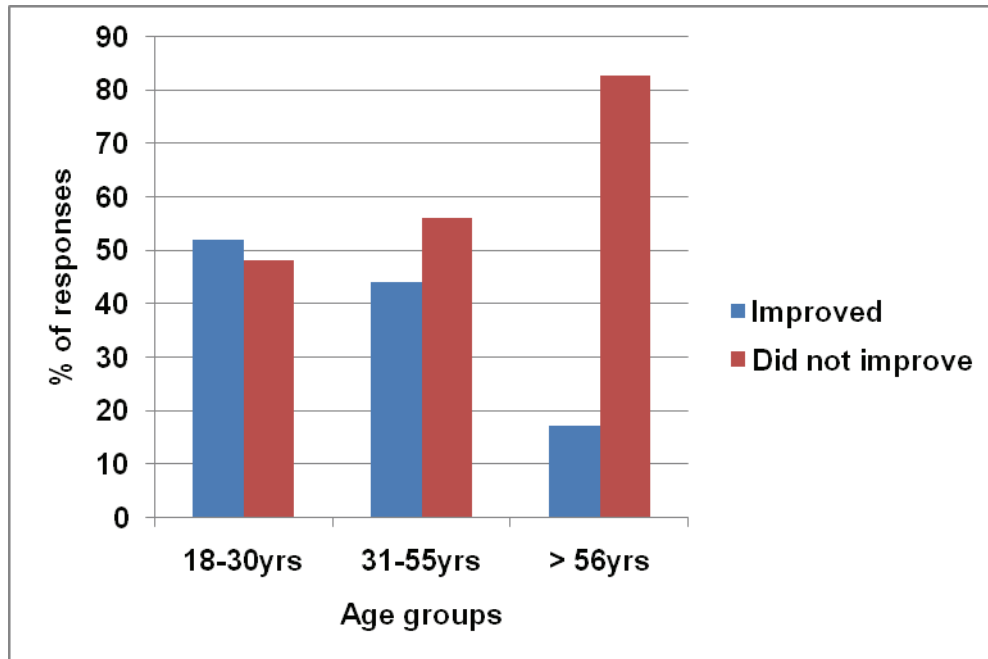


Figure 4.8: Assessment of the perceived living standards by age groups

4.4.4 Increases in tourism

The study indicated that all age groups among the respondents acknowledged the increasing tourist visits to the Park. Some residents especially the elderly (**56 and more years**) expressed discomfort over the increasing tourist arrivals. The **18 to 30 years** group was particularly excited by the increasing tourism as they viewed it as increasing opportunities for them. The increasing number of accommodation establishments in the Park was directly linked to increases in tourism which would result in both positive and negative implications. Figure 4.9 shows the position of lodges and other places of accommodation around Madikwe Game Park.

¹¹ Lekgophung Village – One of the three main communities around Madike Game Park owns Lekgophung Lodge

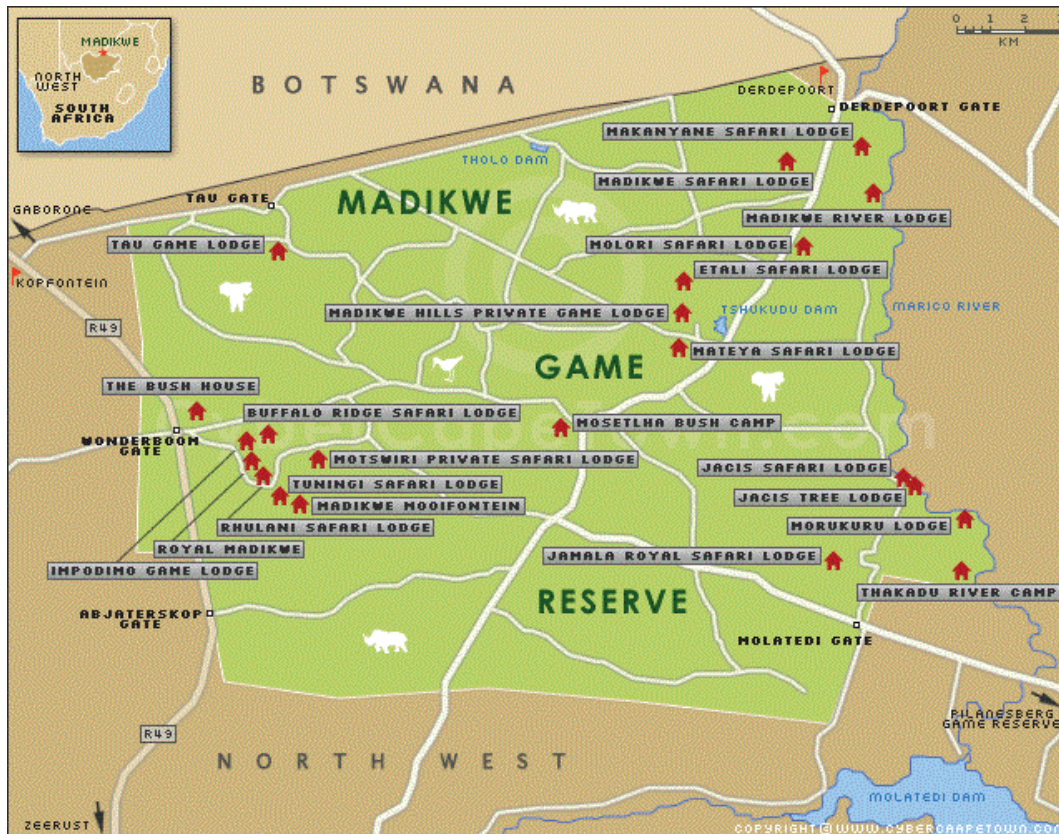


Figure 4.9: Map showing position of lodges and other places of accommodation around Madikwe Game Park.

Source; www.cybercapetown.com

As numbers of tourists to the area increase, so do the opportunities for local involvement in providing services to the tourists or the lodges (laundry, firewood) and more employment. The increasing tourism presents more opportunities for community participation which in turn as noted by Tosun (1999) may increase local tolerance to tourism. However, Blank (1989:59) points out that to a resident who sees no value in tourism, tourists are an aggravation to a community, therefore increases in tourism may be unfavorable. Increases in tourism are most likely to attract foreign workers thereby reducing local employment opportunities (Tsaur *et al.*, 2006:644). Stakeholders (Park management and developers) have to address the varying interpretations among the community relating to the increasing accommodation. Figure 4.10 show perceived levels of increases in tourism.

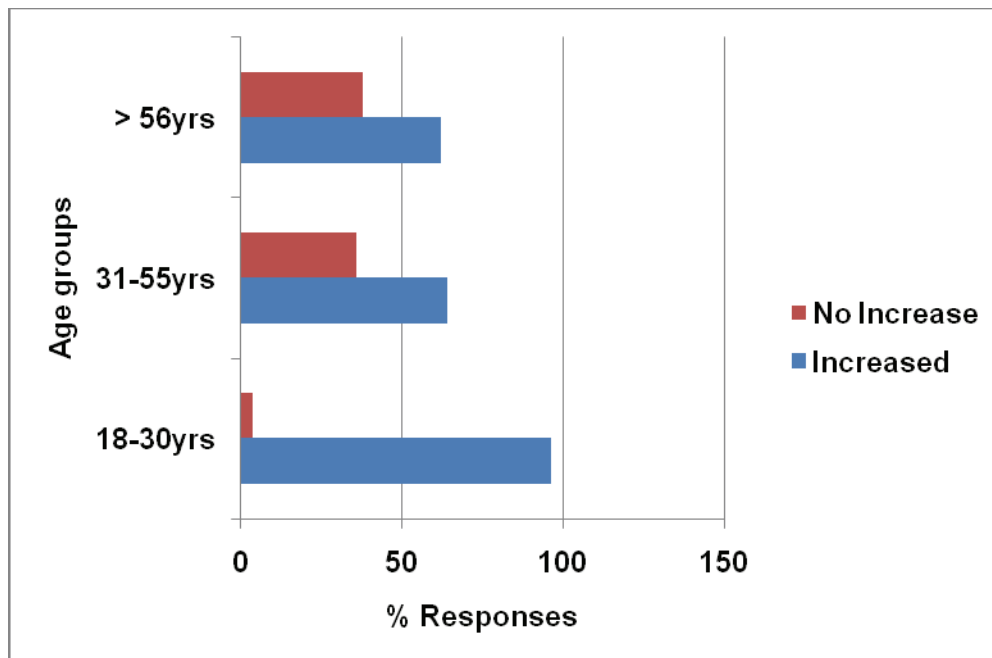


Figure 4.10: Increases in tourism

4.4.5 Full-time employment

Local residents were employed directly in tourism businesses or indirectly in support services. Eighty-six percent of the male respondents believed that individuals benefited through full-time employment especially in the lodges. Thakadu River lodge mainly recruited Molatedi residents, Buffalo Ridge mostly Lekgophung residents while all the other lodges recruited from any of the three villages surrounding the Park. Local companies or individuals engaged in rubbish collection, laundry, firewood collection for the lodges. The general perception was that more male residents were recruited than their female counterparts. This is the trend in other communities in different parts of the world. Scheyvens (1999:248) notes that studies suggest men often co-opt and dominate community development efforts thereby taking up most of the job opportunities available. The social responsibilities that women have also imply they are not always available to take up employment offers. Studies (Saarinen *et al.*, 2009; Scheyvens, 2002) point out that there are challenges for the few women who take up jobs in the tourism industry. Most women occupy the lower paid and lower skilled positions which are associated with their domestic roles (Manwa, 2009:67). Figure 4.11 illustrates how the levels of full-time employment were perceived by the respondents according to their gender.

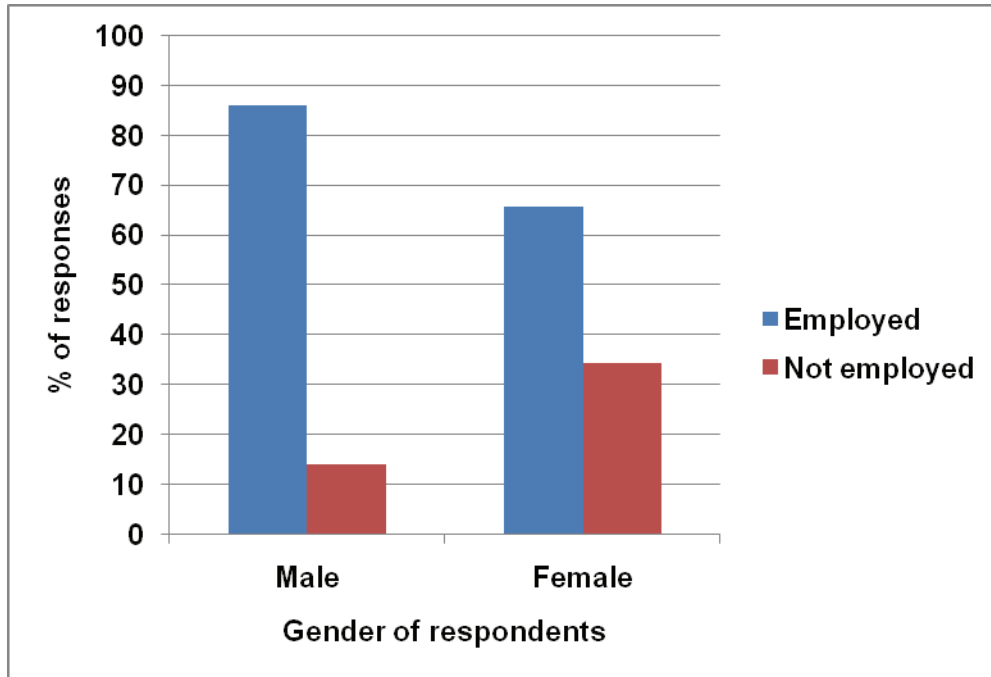


Figure 4.11: Full-time employment by gender

Figure 4.12 presents the levels of full-time employment by age group among the respondents. Mostly it is the younger group **18 to 30 years** who are believed to be benefiting through full-time employment. Manwa (2009:70) observed that in many instances it is only the young and attractive ladies who secure employment as they are perceived to also satisfy the sexual desires of the tourists.

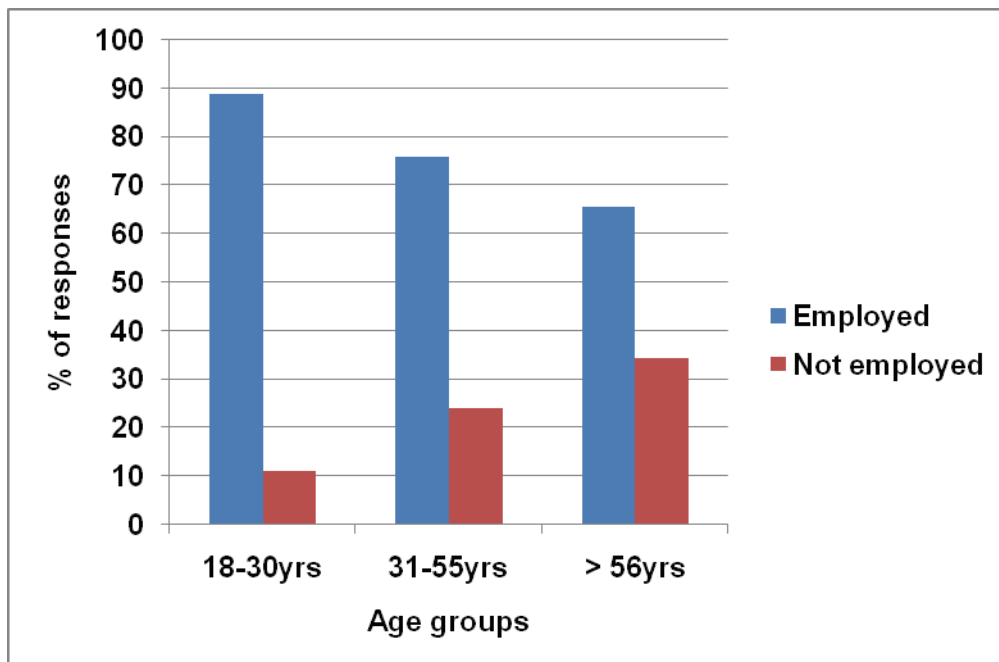


Figure 4.12: Full-time employment by age groups

4.4.6 Casual employment

Seasonality in tourism implies different levels of demand for labour throughout the year. During peak periods demand for casual workers is high, but when tourist arrivals are low there is less if any recruitment of casuals. Fifty four out of the 81 respondents believed that many individuals have been recruited on a casual basis at some point. Generally it has been observed that around Madikwe Game Park, more males are employed than their female counterparts even on a casual basis. In a study of Okavango community in neighbouring Botswana, Manwa (2009:71) also observed that employment at the lodges was heavily biased towards men. In the study some respondents expressed great dissatisfaction over the recruitment system by the lodges and the Park who put experience as a pre-requisite thereby making it almost impossible for those who have not worked in the tourism industry before to get a chance. Figure 4.13 represents the casual employment ratios based on gender. However the current employment opportunities around the Park, were perceived to be insufficient to attract overwhelming support for park operations

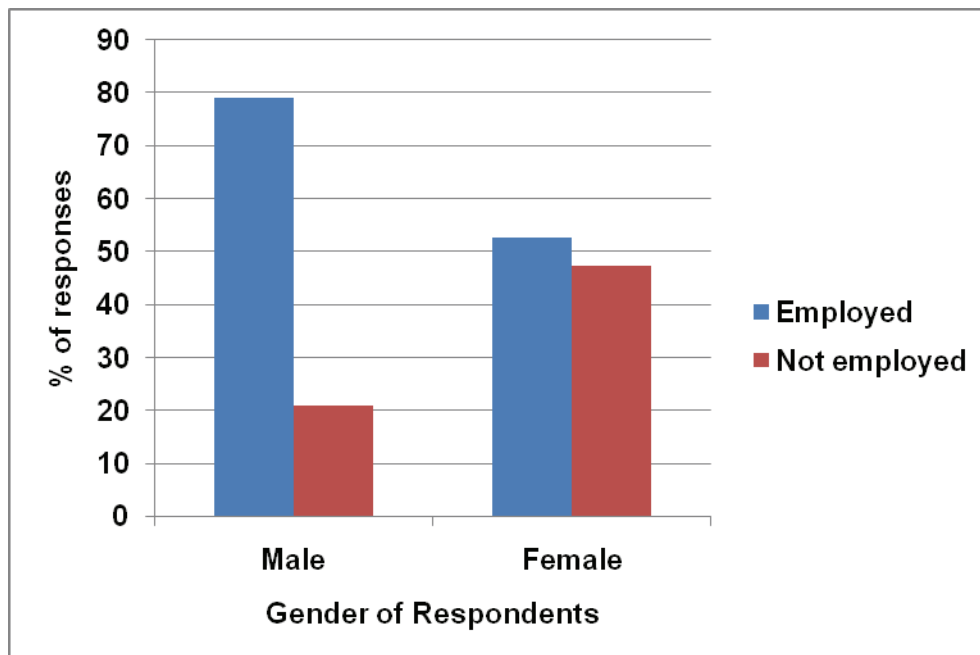


Figure 4.13: Casual employment by gender

4.4.7 Selling art and craft

The research also sought to find out if the local community was benefiting through the selling of arts and crafts. The results reveal that currently there is very little craft production in the area which also limits the involvement of the locals. In many communities surrounding national parks the locals engage in making crafts for sale to

tourists. The Lekgophung community on the Western side of Madikwe Game Park operate a successful hand craft enterprise for interior decor products, handbags and belts (Tourism North West). In neighbouring Botswana women are earning decent livelihoods by producing arts and crafts such as baskets and beads (Manwa 2009:64). Studies in some communities show that women and girls possess wide knowledge of and skill in sustainable use of natural resources making crafts from reeds and grasses (Boggs, 2000; Manwa, 2009:65). Different ways in which women have been involved in tourism have been noted such as handicrafts, preparing village meals for tourists, cultural dance performances, storytelling, providing fruits and vegetables for the local markets and lodges. Men can also be involved in making and selling art and crafts. Some respondents pointed out that there are foreign nationals who bring arts and sculptures to sell to tourists in Molatedi village. Figure 4.14 shows the percentage of respondents by gender who admitted to benefiting from the Park through selling arts and crafts. None among the female respondents in Molatedi was selling any arts and crafts.

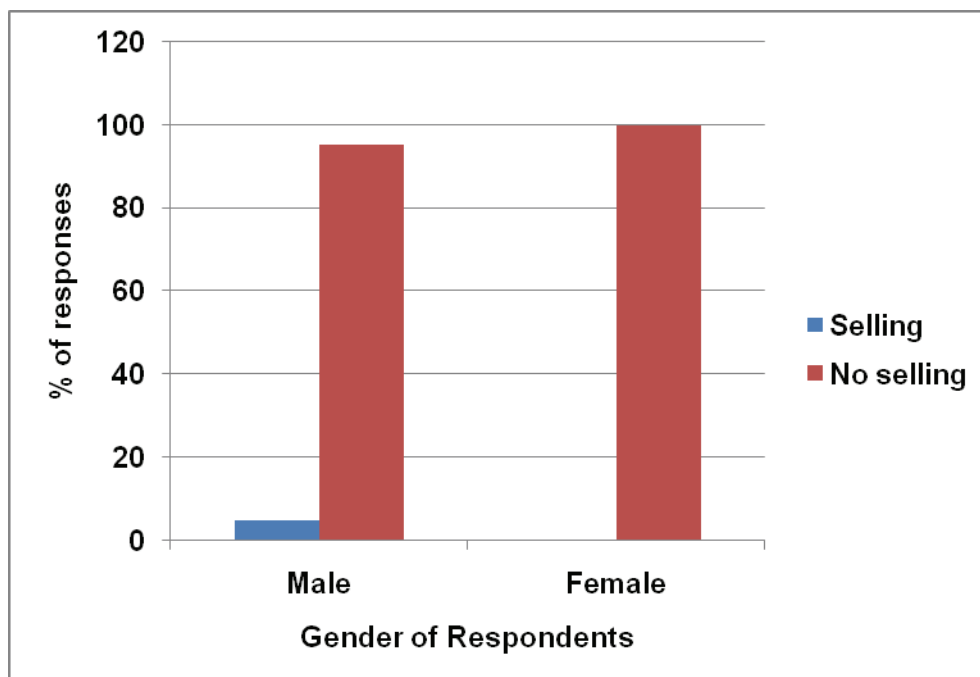


Figure 4.14: Selling arts and crafts

4.4.8 Hunting

Hunting has been part of the traditional way of life of the local Molatedi residents. A question was asked which sought to find out if the people still enjoyed the privilege of hunting within the park. Studies (Mabunda, 2004; Simpson, 2008) admit that local

people have a special or spiritual link to nature through the resources around them. The results of this study reveal that the opportunities for hunting by the locals around the park are very limited. Only 9% of the male respondents answered ‘yes’ admitting they have hunting rights. In some instances the hunting rights are given on a tender basis and only those who meet the requirements qualify for the opportunity to hunt. Simpson (2008) suggests that in order to ensure that people’s rights and responsibilities are not infringed upon local communities must be allowed or given opportunities to continue pursuing their traditional links with land and resources around them. Figure 4.15 shows that among the respondents very few received hunting rights to legally hunt in Madikwe Game Park.

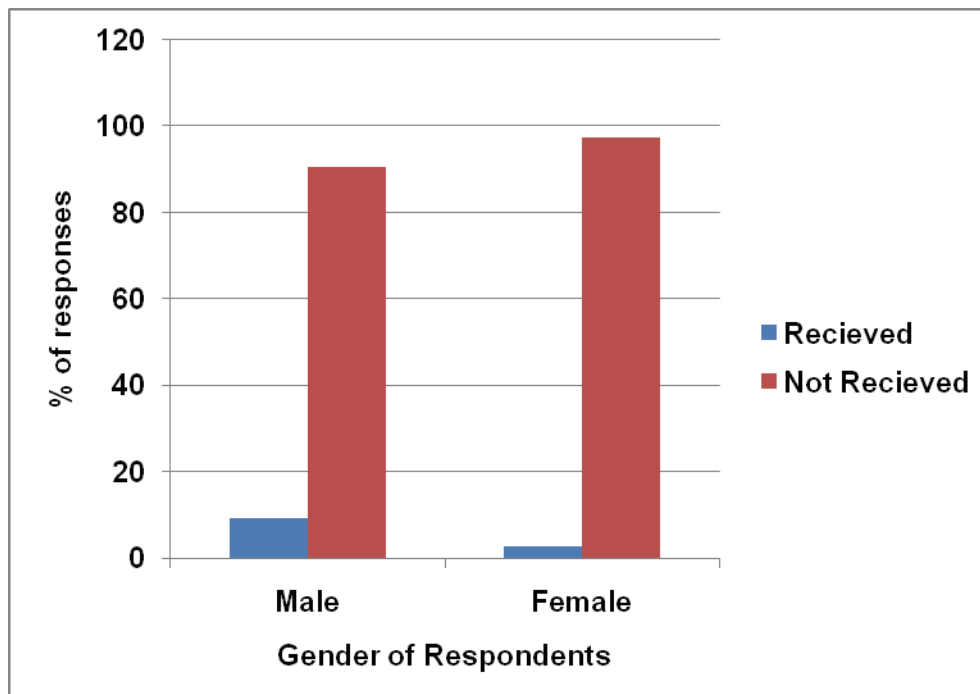


Figure 4.15: Hunting rights

4.4.9 Environmental education

Environmental education entails the transfer of skills and know-how within the community (Butler & Hinch, 2007). It should come not only from Park management or developers but from the community as well, particularly the elders who possess valuable traditional knowledge about the area. Smith and Brent (2001) hold that societal values on resource management need to be preserved and be passed on from generation to generation. Communities also desire environmental education so that they are equipped to be employed in the tourism establishments around them.

Timothy (1999:386) suggests that education and training is essential to all the stakeholders so as to reduce the lack of understanding and expertise. The study revealed that among the respondents, it was mostly the recent school leavers who had had environmental education at school. More male respondents had received environmental education while only 21% among their female counterparts did. The opportunities for environmental education were not even across genders. Figure 4.16 shows levels of participation in environmental education across gender groups.

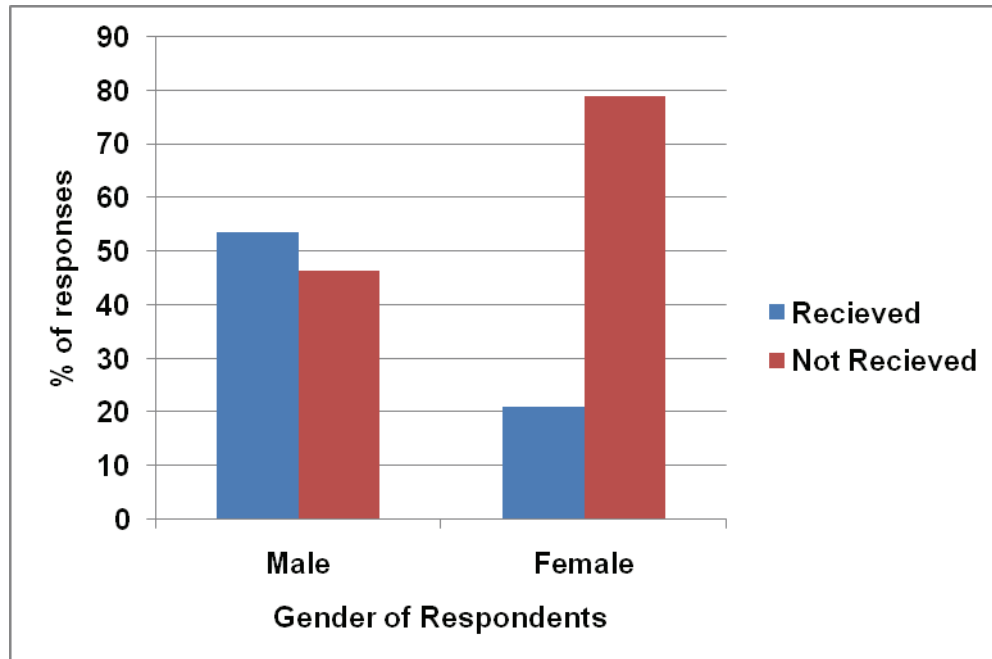


Figure 4.16: Environmental education

4.5 Community consultations

Many studies including Mosidi's (1996) emphasize the importance of consulting the community involved or affected. They argue that community participation projects impact on communities therefore it is necessary that the community is consulted. It is on this basis that this study sought to find out from the community if community consultations took place. While the studies emphasize the notion of consulting the local community no elaboration is given on how to do it. The study revealed that there is a need to establish and communicate who is to participate from the local community, where, when and how as that did not seem clear to the locals. Even though there are a number of steering committees representing the community most local residents feel left out. Poon (1996:21) also suggested that among the locals there is need to determine which people are to participate and how much time they are to spend on the project.

Traditionally women were not consulted on community issues, they were represented by men. Manwa (2009:70) noted that the predominant patriarchal culture in societies implies that women are treated as minors who cannot be consulted for decisions but rather they implement decisions made by men. Also not every male is eligible for consultation on behalf of the community. This may be the reason why only 24% of the respondents were consulted on matters concerning community involvement. It has to be noted that communities being complex as they are, may have differing attitudes and values towards participation. Some members of the community being more vocal than the others tend to speak on behalf of the less vocal ones (Beeton 2006:61). It was not the scope of this study to fully explore the gender roles in community participation projects; more research is required to establish the full roles.

As noted by Magome *et al.* (2000:17), within the community itself there are usually opposition groups and political forces that need to be recognized. These may be undermining efforts to get the community together and involve everyone. As observed in the Campfire projects social class also used to determine who among the locals would represent the community (Hasler, 1999). This led to bias towards the local elites such as school teachers, business people, those from or close to the royal family and church leaders, to represent the community in various committees. Although the study did not categorize the respondents according to their social class, it was observed that business owners, school practitioners, and church leaders were more informed than other community members. Given that Molatedi village is a traditional community under the leadership of a *Kgosi* (Chief) the strength of the traditional power structures may also not be overlooked in influencing participation. Figure 4:17 shows community consultations by gender.

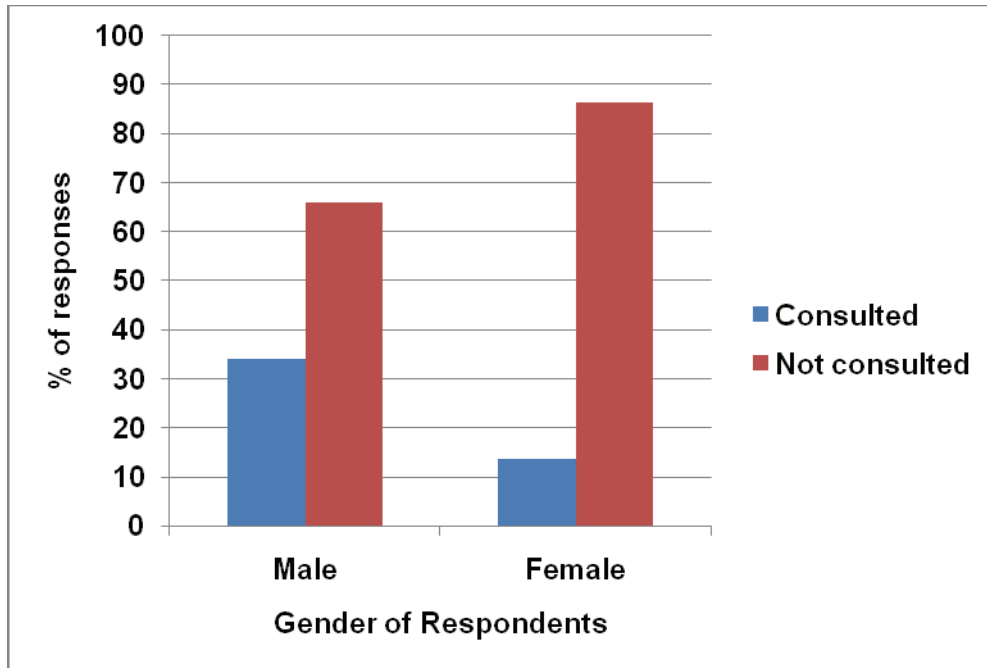


Figure 4.17: Community consultations by gender

4.5.1 Consultations by age-groups

Molatedi village being a traditional community, societal roles are not only based on gender but also on age group. The young age group (**18 to 30 years**) is generally considered as immature who rather need guidance. Probably the 29% of respondents among the **18 to 30 years** age group who were consulted are the more affluent, belonging to a sub-committee, or who work with other interested groups. Table 1:12 shows that even across age groups only 24% were consulted this may be one of the reasons why most of the respondents were not aware of the model of participation in their area. As indicated by Timothy (1999:384), in many societies the traditional practices that exclude grassroots involvement are not easy to change.

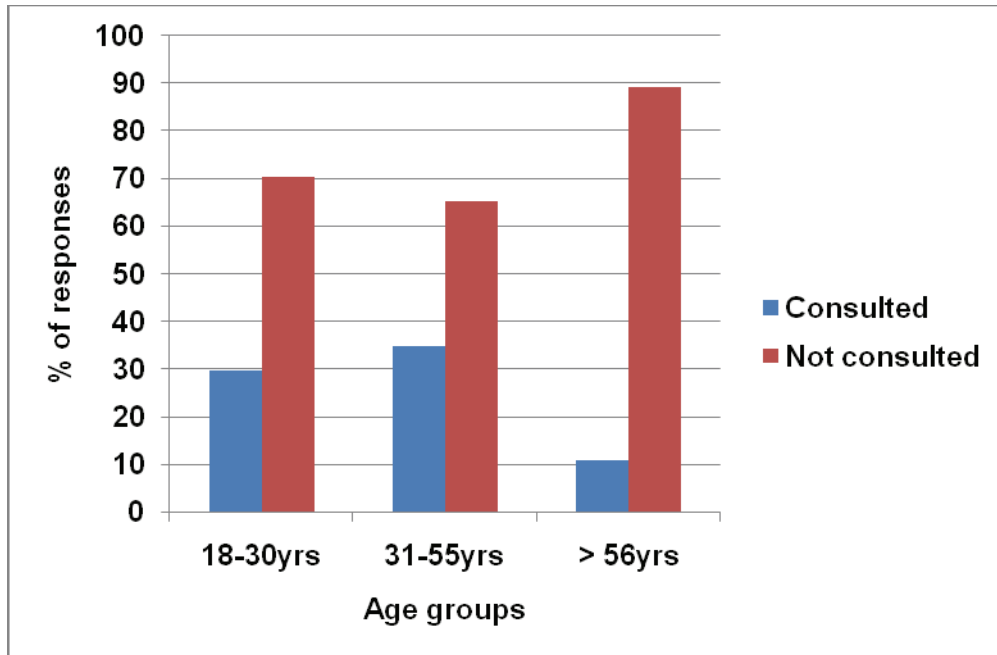


Figure 4.18: Consultations by age group

4.5.2 Community meetings

Molatedi community is mostly a traditional village which holds village meetings from time to time. A wide range of community matters are discussed during the meetings which provide a forum for community involvement. The study sought to find out how often are park issues discussed during these community meetings. However the survey revealed that not everyone attends the village meetings. Mostly it is the elderly male, women only attend when it has been specified that they may attend otherwise it will be a men's meeting.

The study also noted that even among the elderly men not everyone attended the meetings. Some were just not keen to participate while others argued that it was a waste of their time because their views were not taken seriously. According to Timothy (1999:386), some community residents believe they know too little to participate thus allow those whom they regard as elites to be involved and even make decisions on their behalf. Blank (1989:184) argued that a community often fails to act because it lacks information. The general lack of information among the respondents may be contributing to lack of interest in community meetings. Tosun (2000) noted that a lack of understanding about tourism among the residents may keep them from being involved. The apathy in attending meetings may be a reflection of lack of understanding. Table 4:2 tabulates the number of times respondents from each age group have attended meetings where park issues were discussed.

Table 4:2 Park issues discussed at community meetings

	18 – 30 years (%)	31 – 55 years (%)	56+ years (%)
Monthly	3, 8	12	10, 3
Whenever	61, 5	40	31
Not at all	11, 5	36	44, 8
Does not attend	23, 1	12	13, 8

4.6 Overall impact

Findings of this study indicated mixed reactions on the overall impact of community participation model to the community. It was not easy to measure the positive or negative aspects as they are highly subjective and linked to other influences in the economy. Although there is tangible evidence of tourism within the area, it was not obvious that it is resulting in benefits to the community. Each group of respondents viewed the overall impact in a different way. Across the age groups 55% noted positive impact, 13% viewed the impact as mostly negative, 30% saw no impact at all while 2% were not sure. Given the subjectivity of the variables used the research could not reach a conclusive agreement on the impact as negative or positive.

Others viewed employment as a positive while some considered it as a negative. The study noted that some respondents were not only satisfied in being employed but they desire more benefits as owners/partners so just being employed was a negative aspect to them. In some instances, although the positive aspect of job creation was acknowledged, it brought with a new challenge of new residents. As noted in a study of community tourism in Namibia, although tourism created more jobs, many more jobless people emigrate from distant places to be part of the local community, thus constantly creating a need for more jobs (Novelli & Gerhardt, 2007:450).

Goodwin (2002:344) noted that the levels of education, capital possessed by the local people and their existing skills and capacities limited their involvement in tourism. Generally the elderly felt sidelined, while they may not contribute by working they felt they can provide useful traditional knowledge on the management of the resources in their area. Despite the additional income and employment opportunities the communities expressed that they were out of touch with the tourism development projects in their area.

As observed by researchers in other communities, people in local communities are aware that tourism can have both negative and positive socio-economic or environmental effects. While the positives are welcome, the negatives are not graciously received. As observed by Poon (1994) local people are not able to smile at the tourists if they feel cheated by the project. Table 4:3 presents the perceived overall impact according to the various age groups of the respondents. For instance 8% among those interviewed in the **18-30 years** age group perceived that community participation resulted in mostly positive impact in the area.

Table 4:3 Perceived community impact by age groups

	18-30 years %	31-55 years %	56+years %
Mostly positive	8	54, 2	32, 1
Mostly negative	8	20, 8	10, 7
No impact at all	12	25	50
Not sure	-	-	7, 1

4.6.1 Impact by gender

As noted by Beeton (2006:17), tourism is intricately woven into a community's daily activities, therefore in assessing the impact it has in an area it is important to also consider other factors which influence the changes. The female respondents expressed bitterness and only 33% of them noted positive impact, while 47% did not see any impact at all. The cultural positioning of women in traditional societies (like Molatedi) affects their view of community participation (Saarinen *et al.*, 2009; Scheyvens, 2002). Timothy (1999:374) points out that in many developing countries tourism benefits are concentrated in the hands of a few. It might be that the positive impact was noted by the few who were involved, while those who were not participants saw no impact at all. Contrary to the common view on community participation, some communities still benefit even with limited involvement in tourism projects (Li, 2006:333), probably there is a need to explore opportunities to benefit without full participation in Molatedi village.

However, as research in many parts of the world has highlighted that communities change over time (Singh *et al.*, 2003), the same community may have a different view of the impact over time. Benchmarks (economic, social or political) need to be

set to be able to assess the impact rather than rely on the assessments of the respondents which may be subjective. A study focusing on the impact of community participation in Madikwe Game Park may reveal more. Table 4:4 illustrates perceived impact of the community participation based on gender.

Table 4:4 Impact by gender

Impact	Gender		Total (%)
	Male (%)	Female (%)	
Mostly positive	73, 2	33, 3	54, 5
Mostly negative	9, 8	16, 7	13, 0
No impact at all	14, 6	47, 2	29, 9
Not sure	2, 4	2, 8	2, 6

4.7 Opinions of the community

The respondents expressed their opinion on how the operations of the park could be improved. Some had no opinion to at all. It could be that they did not know how to express it, were afraid of victimization or genuinely had no opinion. The wishes of the respondents were summed up to the following:

- Larger contribution to the village is expected from Park Management and developers** (Lodge owners or local municipality). Even though some lodges have adopted and developed Mfoloe preprimary school (crèche), Thageng primary school and the clinic, much was still expected. Many of the respondents argued that there was still more to be contributed for the community as the investors were getting a lot more than they gave back. Among the interviewed more male respondents were of the opinion that more can be done for the benefit of the community. Magome *et al.* (2000:5) observed that infrastructural development has been closely linked to development in the Park. In the eyes of the Molatedi community, development in the Park has outpaced the development in the community.
- Involve more locals.** Only a few ordinary members of the community were involved in the projects even though many more were willing to participate. A change in the recruitment and selection techniques was highlighted. Many were of the view that job advertisements should be placed on the public notice boards and allow sufficient time so that they can be seen by as many members of the community as possible. Acknowledgement and use of the traditional knowledge that the local community members possess is a way of involving more locals across age groups, gender, social position and other

barriers. According to Butler and Hinch (2007:19), elders and the young people, men and women, despite their social position have different but important traditional environmental knowledge which they are happy to impart to others given the opportunity. Most of the respondents in Molatedi expressed keen interest to be involved in community projects.

- **Educate locals on tourism.** Ongoing community education programmes to cater for all age groups and genders should be established for Molatedi residents. The community also desired training in language and communication skills so that they would be able to work with the tourists. Establishment of a library within the community was important especially to the **18 to 30 years** age group. The respondents highlighted the need for sponsorship of community members to attend tourism training institutions around the country so as to develop a pool of local tourism experts in the area. More tourism information centres would be appreciated by the locals. Respondents cited the Goldfields Environmental Education Centre established in the Pilanesberg National Park as something they would appreciate and benefit from in their area. More males and the younger respondents were of the opinion that if more locals were educated it would improve park operations and increase opportunities for the locals. Training in specific skills required in the industry in their backyard would also increase opportunities for local involvement.
- **Safety for locals.** As the tourist arrivals increase some respondents expressed concern over their safety and security. The increasing tourist arrivals were linked to the influx of new residents in their area, some of whom who might be criminals targeting tourists thereby exposing the community as a whole. Some of the new residents were people from other parts of the country and even Africa, seeking employment opportunities thereby increasing competition for available jobs.
- **Better communication.** In order to encourage free flow of information and to keep local residents informed communication among all the stakeholders had to be improved. This would help unite the community and make many locals desire to be part of what is happening around them. The data reflect uneven distribution of information among the stakeholders involved, even between developers and park management. However, female respondents were the least informed among all the groups.

- **Game drives not linked to lodges only.** The respondents expressed desire to also enjoy the Park, and be able to go for game drives which are not linked to the lodges. There was a perception that the locals are not fully enjoying the Park, they just see and serve the visitors who will be enjoying.
- **Better salaries.** The salaries for most of the general workers around the Park were considered low. The respondents argued that the investors were earning a lot out of the business in their area, thus they felt short-changed.
- **Cater for the disabled.** Among the respondents were some who were physically handicapped. They felt developers could contribute to the community by building access ramps for them around the community so they can also participate in community projects and not be left out. One blind responded felt left out of the participation process as she had not been considered for anything.

Table 4:5 Opinions of the respondents on the ways of improving the operation of the Park.

Opinion	% Distribution by Gender	
	Male	Female
Larger contribution to the village from Park management and developers expected	30, 6	25, 9
Involvement of more locals in the park projects	27, 8	22, 2
Educate locals on tourism	16, 7	3, 7
Safety for locals	5, 6	0
Better communication	11, 1	33, 3
Game drives not linked to lodges only	5, 6	3, 7
Better salaries	2, 8	7, 4
Cater for the disabled residents	-	3, 7

4.8 Park management survey

The Park management survey was conducted with officials from the North West Parks and Tourism Board (NWPTB). Among them key informants were identified and interviewed at Madikwe Game Park. The North West Parks and Tourism Board is the government authority responsible for the land and the resources within the province (Parks North West). The interview questions¹² sought to assess the validity of a particular community participation model.

¹² See Schedule of interview to Park Management – Appendix A

The Park authorities were aware of community participation models within their area although they could not specify which particular model they were following at the moment. The authorities noted that community-based natural resource management (CBNRM) or community-based tourism strategy was working to some extent. Formal and informal linkages among the stakeholders (developers, community and Park management) were acknowledged although they could not be measured in full.

Involvement with the local community was mostly through employment of individuals and giving tenders to local groups or businesses to provide services to Park and lodges. As noted in previous studies in the area (Mosidi, 1996), the office of the community liaison officer is the communication link between the community and the Parks Board. The community liaison officer also works closely with the tribal office in an effort to reach out to the whole community. The authorities acknowledged that more community members could be involved in the project. The Madikwe Community Development Association (MCDA) was formed to ensure that the local communities are in a position to make use of these opportunities and that more benefits from the Park flow back to them. However there are no clear indicators to measure success or the level of participation among the communities. Even the employment created through the spin-offs of the Park cannot be easily calculated.

The Park authorities noted that the model had challenges of conflict of interest among the stakeholders, also issues of ownership and power that had to be further clarified. The success of land claims by communities elsewhere in the country such as Makuleke Community in the Kruger National Park might encourage the communities around Madikwe Game Park to also make claims thereby affecting the model. They argued that ways to improve the relations among stakeholders had been identified. It is in the pipeline that communities be part of daily management and partake in decision making as this is key to effective resource management. (Tourism North West)

Based on the in-depth interviews with the Park officials it can be noted that even among the Park authorities there was a significant lack of information regarding the operations of the Park and community. Decisions regarding the management of the Park were determined mostly by the NWPTB then passed on to the community through the office of the Community Liaison Officer. The interviews also suggested that there was insufficient consultation involvement of the locals. The Park authorities highlighted that it was not easy to involve all the interested members of the

community. As noted by Saarinen *et al.* (2009:70), the nature of the CBNRM model in itself makes it difficult to involve everyone as it overlooks inequalities faced by women or youths at grassroots level. As indicated by research in some communities, while the balancing of power among stakeholders may be difficult to achieve, communication or implementation of awareness campaigns and attempting to involve all stakeholders at different stages will imply less problems and will stride towards the desired participation (Beeton, 2006; Scheyvens, 2002; Simpson, 2008).

As noted in a study of the Kruger National Park (Mabunda, 2004), park management dwell more on the protection of the environment and emphasis on an integrated tourism philosophy is limited. Thus the North West Parks and Tourism Board may have to assess its tourism philosophy and work towards better integration with the other stakeholders in the province.

4.9 Developers survey

Developers¹³ are the other stakeholders in the Madikwe project. They include lodge owners, other business owners, development agencies and academic researchers. It was observed that some of the developers were purely concerned with their business interests and did not have much to do with the local community. Even though some of the respondents have been operating in the Park for 12 years or more as service providers, they were not aware of a specific model but assumed that it was some community-based strategy. For most of them their involvement with the Park was limited to ownership and running their business entities.

Business was awarded by the Park on tender or first-come-first-serve basis. Notices of required services are put on community boards in public areas (tribal offices, clinic, shops and schools) or distributed through word of mouth by current workers. The businesses in return have to recruit from the communities and advertise in a similar manner. Some of the developers acknowledged that the community was not directly active in running of the Park but mostly as workers. Even though employment is created within the community, there is stiff competition among locals for the jobs, and only competent or experienced residents are employed. Garrun (2006) observed that although it was company policy for most of the lodges around Madikwe Game Park to employ members of the local community very few locals had the skills and

¹³ Schedule of interview for Developers –See Appendix C

experience to occupy supervisory and management positions. Hence most of the locals filled menial positions such as cleaning, food service or gardening.

Developers also highlighted that it was not easy to involve all stakeholders in the community participation strategy. The different groups bring with them their different interests and diversity which may be complex to manage. Despite the differences, better working relations can be established by all. Thakadu River Lodge was cited as a success story in ensuring better working relations between the traditional community of Molatedi village and the Nature Workshop Company. However it has to be acknowledged that not every community member can be employed by the Park or lodges around.

A number of committees and subcommittees have been formed in an effort to ensure active community participation. The Madikwe Community Development Association was formed to monitor the benefits from the Park and make sure they flow back to the local communities. The Madikwe Development Task team is a sub-committee responsible for all aspects of development around Madikwe and impacts on the surroundings. It is important that the committees and the sub-committees are coordinated to avoid duplication of tasks.

The respondents argued that the Park could continue with the strategy which seeks to involve all parties but involve more people. Clear identification of roles for each of the groups involved and how they link is of paramount importance. Generally the findings from developers agree with the Park management that there is need to conduct more studies to measure effectiveness of the model up to now, then move on to change what is not working in the current system.

As noted by Tosun (2006:501), participation in tourism by different interest groups varies with differing groups' power, objectives, and expectations from community participation and these shape their attitudes towards forms of community participation. It is important that the various developers around Molatedi and Madikwe Game Park are coordinated in the projects for the area and show an acceptable attitude towards the communities.

4.10 Problems encountered

Although useful, the data collection method chosen (questionnaires and interviews) has inherent weaknesses. The researcher is never sure how accurate or honest the people are in responding to questions. It has been noted that some respondents exaggerate levels of participation in activities in an attempt to be helpful to the interviewer (Veal, 2006:232).

The study did not consider all the communities around Madikwe Game Park nor did it cover all the variables, such as demographics (marital status, level of education, main occupation) which may influence the way individuals respond, thus the assessment was limited. The nature of the society in itself that is, being a traditional society under a chief, has a strict way in which research must be conducted. For instance researchers do not just seek information from the community without the permission of the tribal authorities and the community members do not just pass on information without seeing a written permission or other confirmation from the authorities.

Despite the effort to eliminate biases some, such as the dominance of male respondents over their female counterparts remained. Male respondents were also more informative. Some potential key informants were reluctant to participate in the research and the researcher turned to those who were willing.

Many communities have substantive needs that have come into direct opposition to the needs of the Park. The needs of the community include grazing land, firewood, medicinal plants, hunting and having their views considered. When they see a researcher focusing on them it becomes an opportunity for them to air their resentment regarding these needs. A number of the respondents had grievances that were directed to the North West Parks and Tourism Board and even the government. There was also a lack of understanding about tourism and community participation among the locals which meant more time had to be spent explaining to the respondents before they could answer. Generally the female respondents showed a lower level of understanding compared to their male counterparts.

An understanding of the local reaction and the factors influencing their perceptions was crucial. Perhaps a study needs to focus on the factors influencing community participation in tourism. Generally once accepted into the community the locals are

very warm and friendly and willing to assist. Indeed they help make Madikwe Game Park one of the major tourist attractions in the province and country.

Chapter 5: Conclusions and Recommendations

5.1 Background

The main objective of the study was to test a specific model on community participation around Madikwe Game Park. Mosidi's 1996 model was used and tested against the prevailing situation in Molatedi village, one of the communities around Madikwe Game Park. The major question was whether the model was serving its intended purpose in the area thus the research sought to test a specific model on community participation around Madikwe Game Park.

The main research objectives were:

- To study the literature on models designed for community participation in different communities.
- To take Mosidi's model step by step applying it to a particular community around Madikwe Game Park.
- To accept, reject or adapt Mosidi's model or come up with an improved model which is relevant to the current situation. Relevance should be improved in order to maximize positive results.

Using tourism literature and findings from the survey in Molatedi village, this work has identified gaps between Mosidi's 1996 model and the situation on the ground. Local perceptions about tourism and participation were investigated. Key informant interviews, a questionnaire survey and researcher's observations were all used to investigate the effectiveness of a particular model on community participation. The case study was used to highlight aspects raised in the model. From the study it can be concluded that, as in the case of North Sulawesi, Indonesia and other parts of the world, tourism development in Madikwe in general occurs with not much benefit to the local communities (Ross & Wall 1999:680).

5.2 Level of participation

The study also sought to find out exact ways in which individuals had benefited from the model. By giving the list of benefits, it was assumed the form and level of involvement in the participation project would be revealed. The survey demonstrated that most of the respondents felt not enough was done and there was room for more involvement and benefits.

For most of the respondents their involvement was through employment in lodges and with other service providers, not in decision making. Many studies on the impacts of tourism have confirmed the importance of involving local communities at various stages of tourism development from planning through implementation to evaluation (Scheyvens, 2002; Simpson, 2008; Singh *et al.*, 2003; Murphy, 1985). Respondents highlighted the need to improve the recruitment systems for local community members which were based on the level of skill, not on whether one is from the area. It is argued that this strategy opens opportunities for experienced people from elsewhere to compete for the available vacancies at the expense of the locals. As observed in the case of North Sulawesi, Indonesia, the local community has very few benefits from the tourism projects in their area (Ross & Wall, 1999:680). In order to make sure that desired and appropriate benefits flow down to the relevant local community members the community should be involved in the planning (Scheyvens, 2002).

While there is not a standard method of assessing community participation levels the study indicated that there was minimal involvement or no involvement at all for the general populace in Molatedi village. Only a few individuals who were operating businesses, employed, part of committees or influential members of the community enjoyed the benefits of the participation project. A number of respondents mentioned that there were a lot of opportunities for participation in the area which were not being fully explored.

As highlighted by Tosun (1999:130), community participation should take place at different levels and in different forms according to circumstances. Participation in the different communities should be tailored to the particular environment. The interdisciplinary nature of the tourism industry implies multiple stakeholders who depend on one another. There is therefore great need for co-ordination among all the departments and stakeholders. It was concluded that for community participation models to work there is need for total commitment from all parties. Some respondents cited a significant disconnection among the developers, community, traditional authority and park management. It is imperative that interested parties seek to have common ground; after all, they seek to serve the same community. According to Simpson (2008:6), all stakeholders should be aware of one another's missions and their potential roles and responsibilities and work together towards a common goal not push their different priorities. Tosun (2006) argues that the

partnerships have to be strengthened by legally binding commitments so that all the stakeholders may be held accountable. However in some communities, despite the weak participation, locals can still benefit as noted with the Jiuzhaigou Biosphere Reserve of China (Li, 2006:140).

5.3 Measuring success or failure

The study concludes that success or failure can be measured in a variety of ways, using social, economic, environmental, political or other stakeholder's perceptions as barometers. A number of dependant or independent variables may be used to justify the applicability or effectiveness of a model. Evaluation ensures establishing valid tools to measure the degree of success of the strategies employed. Validity in the tools ensures that the measuring instrument measures what it is supposed to measure. However success is variable, it has to be defined in the context of the different circumstances around a community participation project.

A key analytical tool was the testing of Mosidi's model against the elements of success derived from literature on similar initiatives. It has to be noted that models are simplifications of the actual systems, they do not guarantee against failure or fading applicability. Models, useful as they are may also be influenced by other circumstances in an area thereby limiting their relevance. Ringdahl (2003) argues that the issue is not only in establishing the model but also in its implementation. Well thought-out models can be disastrous if not managed properly.

As noted with community participation projects in various parts of the world the success depends on building relations between natural resources, locals and other interested parties (Ross & Wall 1999). Measuring the success of the community participation project involves measuring the effectiveness of the relationships. In the study each of the three stakeholders (community, park management & developers) was asked to rate the current level of relations among the parties and involvement in community projects. Given that a community is not a homogenous entity it is a great challenge to convince everybody within the community that they are involved in some way and has to relate with the other stakeholders. Some aspects of community wellbeing are intricate and change over time, and cannot be easily measured. Ringdahl (2003:43) holds that rather than applying sets of rules or models to these complex studies it is evident that only lessons can be learnt from them and that an adoptive management strategy be applied for each community.

Several benchmarks for evaluating the success of a project have to be established from the beginning. Circumstances surrounding the Madikwe project in 1996, when the model was proposed should not be ignored when assessing its effectiveness. Base conditions should be noted and compared to the subsequent circumstances in order to determine the degree of change. There is generally no consensus on what community participation entails, hence a number of definitions have been given each reflecting a range of paradigms and perspectives. Each community is bound to measure the success of their project according to the definition they applied. The base conditions and range of paradigms differ in every community thus success is determined by circumstances on the site (Tosun, 1999).

In the study the levels of community participation were assessed using the questionnaire survey, interviews and participant observations. Based on the findings it can be concluded that the framework has been a guide to assessing the existing situation, highlighting weaknesses and opportunities for improvements. The Appropriate Tourism Impact Assessment would result in a more valuable assessment as it considers both the technical issues and also the values of stakeholders (Smith & Brent, 2001:245). Mosidi's model and many other models reduce conceptual vagueness and simplify community participation. Given the number of models available it may not be achievable to assess or compare all of them at the same time, rather identify a few at a time that may be applicable.

5.4 Challenges

The interviews revealed that information was unevenly distributed within the community or even among the other stakeholders. Open communication channels to involve community at all levels are recommended in the area. As indicated in the findings some people are keen to participate but are not well informed and this affects their level of involvement. However the nature of traditional societies poses a challenge in even distribution of information or involvement. Singh *et al.* (2003) highlight that it is rather naïve to assume all community members may have equal access to power, information or representation. The traditional power structures evident in Molatedi village make it difficult for females or the younger age groups (**18 to 30 years**) to be fully involved in the community projects.

Not everyone within a community is willing to participate in tourism projects at the same time. Simpson (2008:11) points out that a community rarely acts as a single unified entity and seldom speaks with one voice thus expecting participation from the whole community is too ambitious. Even among those willing to participate there are bound to have differences on how to be involved and other preferences. Tosun (2000:625) observed that a perception of a low level of interest and awareness about socio-cultural, economic and political issues among grassroots community members is generally accepted. The level of interest is also affected by other surrounding circumstances (such as past experiences, current community leadership and organization) and changes as the variables change. Beeton (2006) argues that involving the community may not only prove difficult but also presents new challenges.

Novelli and Gebhardt (2007:448) point out that a range of very different intentions can underpin the involvement of some stakeholders in tourism development. The interaction of the many stakeholders involved in tourism may present challenges. While there are positive benefits that it brings to communities, it also has negative consequences to the same community. Communities are aware of both the positive and negative spin offs and may resent tourism and the participation in an effort to protect their society from the negative. Tourism challenges the traditional gender roles in societies by encouraging women to work away from home (Scheyvens, 2002). The nature of the ideal community participation also presents a challenge in itself. CBNRM models being grassroots initiatives present inherent challenges. As observed by Saarinen *et al.* (2009:70) at grassroots levels there are inequalities according to gender or social class. The interviews revealed that the influx of tourists to Madikwe Game Park and the increase in accommodation providers in the Park was a concern for many residents. On the other hand the challenges can be viewed from another angle as opportunities for improvement or benefits to the community.

While it has been generally accepted that tourism significantly contributes to the development of a community, it has to be noted that it also thrives when supported by other sectors. Overdependence on tourism to uplift community wellbeing may not yield the desired results. As indicated by research in a number of communities the challenge is to look at other economic activities for local communities and not rely on tourism alone (Govender-Van Wyk & Wilson, 2009). In instances where there is a wide range of economic activities there is still a challenge in measuring the success of tourism. It is not straight forward to distinguish tourism activity from other economic

activity and to measure its overall contribution to the economy (Beeton, 2006; Singh *et al.*, 2003).

The nature of the tourism resource is such that it can be depleted if not consumed in a sustainable manner. Sustainability is one of the most important challenges the tourism industry faces (Govender- Van Wyk & Wilson, 2009; Mabunda, 2004). It is of high priority that a sustainable tourism strategy that fits the development vision of the area is implemented in all communities. As suggested by Govender-Van Wyk and Wilson (2009) in a study of the Rooiberg Tourism Conservancy, communities are able to create sustainable livelihoods but the other stakeholders have to play their part in cultivating the atmosphere. Sustainability is dependent on the cooperation of all the stakeholders.

Tourism and community participation are also challenged by globalization, global ethics and many other variables exerting pressure on a community, country, region or even globally (Beeton, 2006; Poon, 1994; Singh *et al.*, 2003). The world has become a global village. Countries may be physically thousands of kilometers apart yet the global networks link them within minimum time frames. Economic, political, social or environmental pressures in one part of the world may be easily felt throughout the globe. The situation in a destination country affects the quality of product and service offered, while in the country of origin the traveling and spending patterns of the tourists are controlled. The response to the different global pressures varies from one community to another. Communities throughout the world have different ways of managing the changes. These challenges tend to undermine any form of assessment in community participation. In assessing models the pressures and coping mechanisms must be acknowledged for future reference.

5.5 Opportunities

The location of Madikwe Game Park, in a malaria free area and being South Africa's fourth largest game reserve (www.sa-venues.com) provides a range of opportunities for the different stakeholders. With the natural resource (wildlife), especially Africa's "big five", in abundance it implies that the area will continue to be attractive to visitors. The availability of more than thirty-two accommodation establishments providing a range of services ensures that employment can be available for many.

Community participation is a high priority issue to the current South African government which has enforced it through the Protected Areas Bill of 2003 which encourages involving communities (Mabunda, 2004). In a number of communities throughout the country economic, social, environmental and political spin-offs have been experienced; these create more opportunities and boost interest among participants.

The growth strategy of the NWPTB by developing the 300 000 hectare Heritage Park which joins Pilanesberg National Park, Waterberg Park, Madikwe Game Park and some parts of Botswana (Nel, 2005), implies an increase in opportunities for community participation. Attempts to ensure the desired community participation in the area have led to the establishment of a number of systems and committees. These systems such as the Madikwe Community Development Association (MCDA), ensures that the desired benefits flow to the community. They also encourage participation in projects as they develop.

The study concludes that to some extent Mosidi's 1996 model can be adapted to apply to the Molatedi community. Although it has been indicated that the importance of some issues has waned while for others it has increased the model can be adjusted to meet the current changes.

5.6 Proposed model

The problem with Mosidi's model is not so much in the model but in the implementation. The linkages are many, seem complex but in reality they are weak. The study proposes simple and straight forward linkages among stakeholders. The flow of communication at various levels must also be clearly indicated.

The study agrees with previous research that the three major stakeholders need to be on the same level. While the equal partnership concept is acknowledged it is important to identify the individual organizations that are part of each stakeholder group. The particular organizations which form developers or Park management need to be known to all. It is also imperative to define "community". The power relations and responsibilities among the stakeholders need to be spelt out. Tosun (2006:504) noted that sometimes the views of the public sector representatives are opposed to those of local people and or local government. Thus it is critical to establish the power distribution and power relationship among the interest groups.

Community has to be divided considering the various sub-groups, those involved and those not, indigenous residents and immigrants. Tosun (2000:630) observed that a strong participatory culture does not exist equally in all host communities so defining the community and various subgroups will assist in relating to the various groups. As noted previously tourism affects the whole community whether they participate or not and whether they are indigenous residents or not.

Identifying and defining the stakeholder groups allow information to be directed to particular groups thereby providing a means to measure the flow of information around the Park. The level of skill and deficiency among the stakeholders may be easily noted and means of building capacity sought. It is imperative that the weaker stakeholder is empowered before and during project implementation to be an equal partner.

In the model the arrows indicate the flow of information from one group to another, as in Mosidi's 1996 model. Communication is crucial, the objectives and aims of the model need to be communicated to all the interested parties and also get their feedback. Feedback from the various groups helps address information gaps. While models for empowering communities may be well documented they remain obsolete as long as they are not communicated well to all; implementation will be hampered and desired benefits not achieved. In Mosidi's model (Figure 2.1) there is no direct link between the three main stakeholders (community, park management and developers). The Tribal Council and community form a task group, while the Parks Board and Board of Governors form another task group. Figure 5.1 shows the proposed model for Molatedi village. Studies have to be conducted in the other two villages around Madikwe Game Park to establish a model that is applicable to them. The same model if tested and approved in all the villages may be used by the different communities.

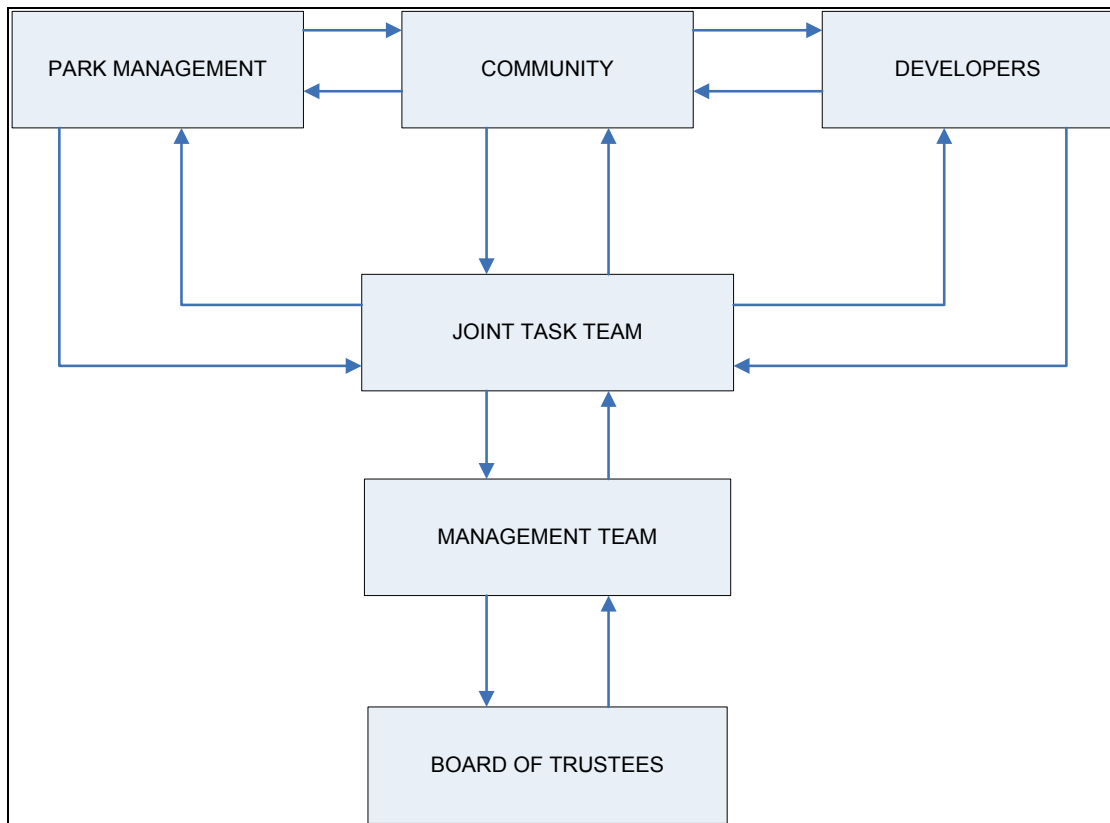


Figure 5.1: Proposed model

In the proposed model there is one task team comprising of members from all stakeholders. The joint task team is accountable to all the stakeholders and to the management team. Simpson (2008:12) holds that appropriate management structures must be implemented to overcome barriers and provide sustainable benefits to a community. The management team has overall responsibility for the day to day operations of the project and has to relate with the Joint Task Team and Board of Trustees.

In order for the community participation to be a true reflection of the society and encourage involvement it is necessary to put emphasis on gender, age and social balance in the various committees. The study reflected that women and young men (18 to 30 years) were poorly represented in the community project. While efforts are made to include as many people from the community as possible, it has to be admitted from the onset that not everyone can be absorbed by the project nor will all the needs of the community be addressed. Diversity within the community is still necessary to encourage development.

While precautionary safeguards may be in place to ensure the success of a model, it has to be noted that models in themselves are not a guarantee for success. They are still subject to proper implementation and many other challenges. Simpson (2008:3) contends that communities may become subject to external pressures, issues of governance and structure, conflicting stakeholder agendas, jealousies, internal power struggles thereby diminishing or undermining potential benefits to the community.

As observed by Li (2006:141), local participation modes are related to the different institutional arrangements and different stages of tourism development (or even community development) at the site, there is no universal mode applicable everywhere. Even in the three main villages surrounding Madikwe Game Park the differences among the communities must not be ignored. Studies need to be carried out from time to time to assess effects of various strategies.

5.7 Recommendations

Based on the findings of the study and literature from other community participation projects some recommendations are made.

- Research on models of participation within the community has to be ongoing in order to keep pace with the changes and continue to be relevant. The ever-changing social situations imply the need for continuous research for projects to continue to be relevant to their communities.
- Madikwe Game Park is surrounded by three main communities with unique characteristics. Thus there is need to consider all the communities independently and not consider them as one. No two communities are the same therefore a differential approach to development should be applied for each community (Magome *et al.*, 2000:17). For more conclusive results all three communities surrounding Madikwe Game Park need to be surveyed within the same period.
- As noted by other researchers the establishment of a Tswana cultural village or Arts and Craft centre in each of the villages may increase community involvement in tourism and also benefit the community financially through the sale of arts to visitors. It has been noted in other villages that tourists like to purchase arts and crafts. Village meals, story-telling, music and dance performances were also a highlight for tourists. Traditional handcraft skills in Molatedi village are not fully exploited. Some of the local people interviewed

are keen to provide such services and assume the tourists would purchase their crafts. However there is a need to conduct a survey among the tourists to find out if they would like such services.

- Allow the community to enjoy more benefits from the Park. Revisit the employment system. Try to involve a wider cross-section of the community, mostly the elderly who are feeling a bit left out by the current system. Li (2006) found that despite the minimal community involvement in planning, most of the community members in the Jiuzhaigou Biosphere Reserve in China had enjoyed economic benefits from tourism such as direct employment, small business ownership or employment in related jobs.
- Increase awareness of the community participation programme among the local villagers. Have ongoing awareness campaigns to reinforce or consolidate knowledge among the stakeholders so that all involved know what is going on in their area then make informed decisions whether to be part of it or not.
- Communication systems can also be improved so as to reduce the information gaps between males and female or among the different age groups. Other ways of passing on information need to be explored so that locals are aware and part of developments within their community. As highlighted in Tosun (2000), the weak communication and coordination does not only increase the knowledge gap between locals and the other interested parties but also accelerates isolation of the local community from the developments in their area.
- The survey revealed weak participation of locals particularly the young (both male and female) and older women. There is a need to encourage attendance of general meetings by the community members across age groups and genders. Probably changing the venue of general community meetings from the tribal office to a more neutral area where anybody can freely participate would attract more residents.
- On-going community environmental and tourism education should be a priority for the Park management and developers so as to improve understanding and encourage more local involvement. More tourism education in schools and other public areas should be encouraged so as to mould attitudes towards tourism or participation. Vocational training would help to build a pool of qualified labor to support the industry. Education of the host community is imperative for socially appropriate, sustainable tourism

development (Timothy, 1999). As noted by Govender Van-Wyk and Wilson (2009) a comprehensive skills development plan should be in place to equip the locals for the industry in their backyard.

- While this study admits that it is necessary for further studies in the area to be conducted. It has to be emphasized that research in the area has to be coordinated to avoid over research in the community as this may annoy locals and lead to getting misleading data thereby affecting results. Given the interdisciplinary nature of the Tourism Industry it is important that the research is conducted by various bodies such as academic institutions, commercial organizations, different government departments and agencies is coordinated and integrated.
- It is recommended that communities like Molatedi avoid overdependence on tourism and encourage growth of other industries to create more employment opportunities. The Tourism industry is highly sensitive to other factors such as political unrest, outbreaks of disease or economic recession and these may set a community aback if they hit.
- Models designed for communities must have checklists to allow internal assessment from time to time. Evaluation systems should be put in place at the beginning. Models should aim at building not destroying communities thus community members must be kept informed and aware of the model, progress or problems associated with it.
- It is recommended that there has to be coordination among the many stakeholders involved in community projects. More workable partnerships between the local community and the other stakeholders have to be formed and maintained. Researchers in different communities (Jamal & Getz, 1995; Keyser, 2002; Tosun, 2006) agree that the highly fragmented nature of tourism and community participation calls for greater coordination and cohesion.
- Further research to investigate the ratio of local workers verses outsiders and the ratio of men to women working in lodges should be conducted.

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Appendices

Appendix A: Local Community Survey

For office use only

<p>1 Respondent number</p>	<table border="1" style="width: 100%; height: 40px; margin-bottom: 10px;"> <tr> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> </tr> </table> <p style="text-align: right;">V 1</p>																						
<p>2 How many years have you lived in this village (Molatedi)?</p> <table border="1" style="width: 100%; margin-top: 20px;"> <tr> <td style="width: 80%;">Less than 1year</td> <td style="width: 20%; text-align: center;">1</td> </tr> <tr> <td>1-5 years</td> <td style="text-align: center;">2</td> </tr> <tr> <td>6-10 years</td> <td style="text-align: center;">3</td> </tr> <tr> <td>More than 10 years</td> <td style="text-align: center;">4</td> </tr> </table> <p>3 To which age group do you belong?</p> <table border="1" style="width: 100%; margin-top: 20px;"> <tr> <td style="width: 80%;">18-30 years</td> <td style="width: 20%; text-align: center;">1</td> </tr> <tr> <td>31-55 years</td> <td style="text-align: center;">2</td> </tr> <tr> <td>56 & more years</td> <td style="text-align: center;">3</td> </tr> </table> <p>4 Gender of the respondent</p> <table border="1" style="width: 100%; margin-top: 20px;"> <tr> <td style="width: 80%;">Male</td> <td style="width: 20%; text-align: center;">1</td> </tr> <tr> <td>Female</td> <td style="text-align: center;">2</td> </tr> </table> <p>5 Are you aware of a model (management framework) being used to operate this Park?</p> <table border="1" style="width: 100%; margin-top: 20px;"> <tr> <td style="width: 80%;">Yes</td> <td style="width: 20%; text-align: center;">1</td> </tr> <tr> <td>No</td> <td style="text-align: center;">2</td> </tr> </table>	Less than 1year	1	1-5 years	2	6-10 years	3	More than 10 years	4	18-30 years	1	31-55 years	2	56 & more years	3	Male	1	Female	2	Yes	1	No	2	<p style="text-align: right; margin-top: 100px;"><input type="checkbox"/> V2</p> <p style="text-align: right; margin-top: 100px;"><input type="checkbox"/> V3</p> <p style="text-align: right; margin-top: 100px;"><input type="checkbox"/> V4</p> <p style="text-align: right; margin-top: 100px;"><input type="checkbox"/> V5</p>
Less than 1year	1																						
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6-10 years	3																						
More than 10 years	4																						
18-30 years	1																						
31-55 years	2																						
56 & more years	3																						
Male	1																						
Female	2																						
Yes	1																						
No	2																						

If yes, please specify

.....

6 Do you know of anyone who has benefited from the Park activities?

Yes	1
No	2

V6

If yes, please specify

.....

7 Please indicate which of the following changes have taken place over the past five years. (You may tick more than one box.)

Income improvement	
Infrastructure development	
Increased tourist visits	
Better standards of living	

V7
 V8
 V9
 V1
 0

Other, please indicate

.....

8 In which way have individuals benefited from the Park? (You may tick more than one box.)

Full time employment	
Casual employment	
Selling arts & craft	
Hunting rights	

V1
 1
 V1
 2
 V1
 3
 V1
 4

		V2
		1

Thank you for your time and valuable contribution.

Appendix B: Interview Schedule to Park Management.

1. Are you following any model or framework in running the Park?

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

2. Which one in particular? For how long has it been in use?

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

3. How relevant is it to the current situation?

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

4. Can you identify the stakeholders involved in the Park?

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

5. Are there any linkages formal or informal among the stakeholders?

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

6. What are some of the challenges arising as a result of stakeholder involvement in the Park?

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

7 In which ways are the surrounding communities involved?

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

8. In your opinion, how successful is community participation in the management of the Park?

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

9. How is the success measured?

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

10. In your opinion in which ways may the Park operations improve?

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

Thank you for your time and valuable contribution.

Appendix C: Interview Schedule to Developers.

1. How long in terms of years have you been operating in this area?

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

2. Are you aware of any model currently being used to run the Park? If yes, do you consider the model a success?

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

3. Are you involved in the running of the Park? If yes, in which ways?

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

4. Do you involve community members in your operations? If so what criteria do you use to select the community members?

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

5. Do the participants represent all the significant sectors of the community (demographically or other ways)?

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

6. What impact has the way the Park is run had on the development in the community particularly in Molatedi village?

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

7. In your opinion, how successful is community participation in the running of the park?

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

8. Is the involvement of all parties (park authorities, community and developers) feasible given the different interests on nature they may have?

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

9. In your opinion in which ways can the operation of the Park be improved?

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

Thank you for your time and valuable contribution.

Appendix D: Covering letter

Introductory letter to Community Questionnaires.

08 February 2008

Dear Respondents

RE: INVITATION TO TAKE PART IN RESEARCH

My name is Cynthia Mahlangu; I am a student at the University of Pretoria. Currently I am conducting a research on community participation in this area and I am inviting you to take part in the study. You are kindly requested to answer questions pertaining to the park and community.

There is no right or wrong answer all your contributions will provide valuable data. No payment will be given for participation and the results are solely for academic use. Information gathered remains confidential and respondents will remain anonymous. Thank you for taking part in this project.

Yours Sincerely

Cynthia Mahlangu
Student

Professor Wilson
Study Leader

Madikwe Game Park
P. O. Box 4488
Mmabatho 2735

08 February 2008

Dear Sir

PERMISSION TO CONDUCT AN ACADEMIC RESEARCH WITHIN YOUR GAME PARK.

As a student at the Department of Tourism Management, University of Pretoria, I am seeking your permission to conduct research on Madikwe Game Park. The study aims to assess community participation aspects in areas adjacent to Madikwe Game Park.

Information will be sought from park management, developers and community members. Permission is thus sought to have interviews with park officials and individuals from the developers such as Madikwe Initiative Project (Mafisa), the Nature Workshop Company or lodge managers. Copies of the interview schedule and questionnaire will be shown to you before being administered to the respondents.

No payment will be given for participation and results are solely for academic use. Information gathered remains confidential and respondents will remain anonymous. A copy of the dissertation will be presented to you on completion of the studies. Thank you for your cooperation.

Yours Sincerely

Cynthia Mahlangu
Student

Professor Wilson
Study Leader

The Chief's Office
Molatedi Village
Mmabatho

8 July 2008

Dear Sir

**PERMISSION TO CONDUCT AN ACADEMIC RESEARCH WITHIN YOUR
COMMUNITY-MOLATEDI VILLAGE.**

As a student at the Department of Tourism Management, University of Pretoria, I am seeking your permission to conduct research within Molatedi village. The study aims to assess community participation aspects in areas adjacent to Madikwe Game Park.

Information will be sought from park management, developers and community members. Permission is thus sought to have interviews with officials from the chief's office and individual community members. Copies of the interview schedule and questionnaire will be shown to you before being administered to the respondents. No payment will be given for participation and results are solely for academic use. Information gathered remains confidential and respondents will remain anonymous.

Thank you for your cooperation.
Yours Sincerely

Cynthia Mahlangu
Student

Professor GDH Wilson
Study Leader

Appendix E: Ethical documentation

INFORMED CONSENT

I hereby declare that I have no objection to fill in this questionnaire. I am a legally competent adult above 18 years. It has been brought to my knowledge that there is neither risk nor reward for participation and my input will be used for academic purposes. My identity will remain anonymous.

Please tick in one of the boxes to show approval or disapproval

<i>Approve/ Yes</i>	<i>Disapprove/ No</i>
----------------------------	------------------------------

Thank you.