

**EVALUATION OF LOCAL ECONOMIC DEVELOPMENT  
ACTIVITIES AT THE MAKULEKE COMMUNAL PROPERTY  
ASSOCIATION ON A LAND RESTITUTION PROJECT IN  
THE NTLHAVENI DISTRICT OF LIMPOPO**

**BY**

**MZONDWA LUCKY MASHABA**

[MINI-] DISSERTATION is submitted in fulfillment of the requirements of the  
degree of

**MASTER OF DEVELOPMENT**

in

**FACULTY OF MANAGEMENT AND LAW**

**TURFLOOP GRAUATE SCHOOL OF LEADERSHIP**

at the

**UNIVERSITY OF LIMPOPO**

**Supervisors :Prof A De Villiers and Dr O Mtapuri**

**2011**

## DECLARATION

I declare that the mini-dissertation hereby submitted to the University of Limpopo, for the degree of Master of Development has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.



Mashaba , M L (Mr)



Date

Student Number: 000706512  


## **ACKNOWLEDGEMENTS**

My appreciation goes to Professor A. De Villiers and Dr O Mtapuri , my supervisors, who guided and gave me direction during my mini dissertation.

I extend a word of grateful acknowledgement to my wife, Winkie and my three children, Nkateko, Lulamile and Ndzalo for the encouragement and support they gave me in my studies.

My mentor and friend on educational issues, T.T. Nyathela . I appreciate you for your tireless effort in my work.

Mr and Mrs Mayevu, I am grateful for guidance and inspiration in my studies.

Prophet Dr. G.P. Hlungwani for prayer and well wishes.

To Cate Mbhiza, thank you for ensuring that the work is typed.

Magangeni Primary School (staff ) for growth and development in my teaching career.

## DEDICATIONS

This dissertation is dedicated to :

- My parents Thomas (late) and Betty.
- My wife Winkie and our children : Nkateko, Lulamile and Ndzalo
- My brothers, Wilson and Boswel and my sisters Evelyne and Sylvia.

## **ABBREVIATIONS /ACRONYMS**

CEO	: Chief Executive Officer
CPA	: Communal Property Association
PGDS	: Provincial Growth and Development Strategy
KNP	: Kruger National Park
SANP	: South African National Parks
JMB	: Joint Management Board
LED	: Local Economic Development
LRAD	: Land Redistribution for Agricultural Development
DPLG	: Department of Provincial and Local Government
RSA	: Republic of South Africa
CBNRM	: Community-Based Natural Resource Management
UIF	: Unemployment Insurance Fund
CBO	:Community Based Organization
SETA	: Skills Education and Training Authority

# TABLE OF CONTENTS

ITEM	PAGE
<b>CHAPTER 1 BACKGROUND OF THE STUDY</b>	
1.1 Introduction	1
1.2 Problem Statement	3
1.3 Aim of the Study	4
1.4 Research Objectives	4
1.5 Research Questions	5
1.6 Significance of the Study	5
1.7 Research Report Outline	6
<b>CHAPTER 2 LITERATURE REVIEW</b>	
2.1 Introduction	7
2.2 Application of the three modules of land reform policy in S.A	8
2.2.1 Land Redistribution	9
2.2.2 Land Tenure Reform	10
2.2.3 Land Restitution	10
2.3 Lessons learnt from Zimbabwe Land Reform	12
2.4 Concept of Communal Property Association(CPA)	13
2.5 Principles of Local Economic Development.	14
2.6 Principles of Partnerships	16

## **CHAPTER 3 : CASE STUDIES OF RESTITUTED COMMUNITIES**

3.1 Introduction	17
3.2 Zebediela Citrus Estate	17
3.3 Giba Banana Plantation	19
3.4 Makuleke CPA Land Restitution Project	20
3.4.1 Outpost Lodge	26
3.4.2 Wilderness Safaris	26
3.4.3 Aco Training Camp	27
3.5 Comparative Analysis of the challenges and lessons learnt from the CPA's	27

## **CHAPTER 4: RESEARCH METHODOLOGY**

4.1 Research Design	29
4.2 Type Of Research	29
4.3 Population	30
4.4 Sampling	31
4.5 Data Collection Method	32
4.6 Data Analysis	33
4.7 Difficulties Encountered	34

## **CHAPTER 5 : PRESENTATION, ANALYSIS AND INTERPRETATION**

5.1 Introduction	35
5.2 Presentation of Findings	35
5.3 Impact Analysis	44
5.4 Constraints and Challenges	46
5.5 Interpretations of Findings	48
5.6 Summary	49

## **CHAPTER 6: CONCLUSION AND RECOMMENDATIONS**

6.1 Introduction	50
6.2 Key Issues Emerging From the Study	50
6.3 Recommendations	51
Bibliography	54
Annexures	58



## CHAPTER 1

### BACKGROUND OF THE STUDY

#### 1.1 Introduction

May 30, 1998 was a gala day for the Makuleke community in Ntlhaveni, a small region 60 km South West of South Africa's Kruger National Park. The media news reported government officials, conservation societies, and the Makuleke community, all celebrating the signing of the Makuleke Land Claim (Friedman, 2005).

The land that they reclaimed is the Pafuri Triangle, a region of land at the Northern most corner of South Africa, bordering Zimbabwe and Mozambique, which is currently under conservation status as part of the Kruger National Park (Friedman, 2005). The signing ceremony capped a nearly two year long restitution process that gave the Makuleke Community legal ownership of the land they were forcibly removed from in 1969.

What is reflected on the agreement signed for the land claim is the transfer of the land title to the Makuleke Community, while also retaining Pafuri as part of the Kruger National Park through the joint management of the land by the Makuleke Community, through Communal Property Association (CPA), and the South African National Parks, through the Kruger National Park. The historic agreement between the Makuleke community and the South African National Parks was supposed to be equally beneficial to both parties. Both parties could benefit by using community-based natural resource management, which brings local communities, development projects, and conservation strategies together into one land management practice (Friedman, 2005).

Against this background, the Makuleke community has come up with a plan for the Local Economic Development activities to eradicate poverty and reduce unemployment. The Local Economic Development activities in operation are Bed and Breakfast at Makuleke, the Pafuri Camp(Wilderness Safaris), which

serves as a lodge that became operational in 2005, the Outpost Lodge, which started to operate in 2003, Eco Training Camp, which started to operate in 2005, Hydroponic Project at Makuleke and electrification of family households in 2005, as a result of concession fees (Makuleke CPA/Eco Training cc: 2001).

After consultation with the community, the CPA Executive agreed to spend the majority of the restitution grant on electrifying the two villages that did not have electricity and improving the school in the village that already had power. There was also money earned from hunting, which was spent on CPA overheads, the chief, the Makuleke Cultural Centre and school improvements (Collins, 2010).

In line with the Limpopo Provincial Growth and Development Strategy objectives and proposed targets, the competitive edges of mining, agriculture and tourism have and continue to place Limpopo on the map in terms of attracting investment, creating sustainable jobs and improving the living conditions of people (RSA, Department of Environmental Affairs and Tourism, 2005).

Activities geared towards local development at Makuleke are mostly tourism based. According to the Master Plan for the Conservation and Sustainable Development of the Makuleke Region prepared by the Joint Management Board (2000), the board of tourism's objectives are the following :

- to encourage the conservation and sustainable usage of tourism resources to generate socio-economic development and sustainable employment opportunities of the Makuleke Community;
- to develop tourism with dignity, encouraging mutual respect for all cultures;
- to encourage appropriate tourism education, training, awareness and capacity building programme using tourism as a catalyst for human development;
- to promote knowledge about the historical and cultural aspects of Makuleke tourism; and
- to monitor and minimize potential adverse social impacts of tourism.

Against this background, the Local Economic Development Project at the Makuleke Community provides a framework for the reduction of poverty and unemployment. The framework reviews the need for poverty reduction, job creation, innovation and provides improvement mechanism in the local economic development.

## **1.2 Problem Statement**

Immediately when the celebration of the handing over of 24 000 hectares took place at the Makuleke Community on 30 May 1998, there were high expectations from the community that livelihood will be improved, poverty will be reduced, unemployment will be a thing of the past and schools will be resourced after land restitution.

In terms of Act 22 of 1994, the importance of land restitution is three fold, namely, reconstruction, reconciliation and development. One of the most significant development issues in South Africa in recent times, and for the foreseeable future, is the necessity for the new system of government to make a positive and noticeable contribution to the improvement of and betterment of people's lives in communities through Local Economic Development (LED) activities.

But twelve years after the successful land restitution of the Makuleke community, plans were put in place through partnership with the private sector and the help of the government to develop the claimed land in the Pafuri triangle. The expectations of the community were very high on the promise made during the celebrations of the handing over of the land.

Through land claim, communities are compensated economically. Some communities have opted to be paid in cash, building of houses for the claimants, community projects, and so forth. Despite all these concerted efforts, the question of poverty alleviation and unemployment remains more sensitive and more contentious.

The Makuleke community comprises people living in the three villages, namely, Maviligwe, Makuleke and Makahlule. From observation, most of the people in the community are unemployed and depend more on social grants. For the people to survive and move away from poverty and to be employed, the CPA has to come up with a plan to deal with these serious challenges. The land claim has provided the community with the opportunity to change the status quo. LED activities should, therefore, be exploited, and for Makuleke community they are now in the full swing. The real challenge is to evaluate if there is a noticeable difference in terms of these activities.

### **1.3 Aim of the Study**

The aim of the study is to evaluate the impact of Local Economic Development projects of the Makuleke Community that were brought about by the land restitution.

### **1.4 Research Objectives**

The objectives of this study are:

- To evaluate how the Local Economic Development activities are managed by the CPA.
- To evaluate how the people are identified for participation in the projects/ activities.
- To evaluate the perception of the community on the projects.
- To evaluate the impact of participants in these activities on job creation.
- To evaluate the resultant income level of the people working in the projects identified.
- To evaluate the present skills and training of employees in the projects.
- To evaluate the employment status of the workers.
- Undertake a comparative analysis with other CPAs in the province.

## **1.5 Research Questions**

Realizing the great and immense need for effective and efficient Local Economic Development activities at the Makuleke Community due to huge poverty and high level of unemployment and the dilemma thereof, the questions that are immediately asked are the following:

1. To what extent can the Local Economic Development activities be utilized to alleviate poverty in the Makuleke Community?
2. To what extent can Local Economic Development activities be utilized to reduce unemployment in the Makuleke community?

In an attempt to answer the research primary questions, the following secondary questions arise:

3. How are the projects managed?
4. What level of education or skills is needed for participation?
5. Are the jobs sustainable?
6. Which options of alternative local development mechanism are available for application by the Makuleke Community to enhance local economic development?
7. What are the lessons that can be learned from other CPAs operating in the province?

## **1.6 Significance of the Study**

Land restitution has brought about gains and loss for most of the communities. Development projects that can be initiated through land restitution can be used to improve the living conditions of the community if used efficiently and effectively. This will be a useful research for the future as a guideline for local development and how we can model the Makuleke Land claim so as to alleviate poverty and reduce unemployment, as well as making resources available for the benefit of the whole community.

## **1.7 RESEARCH REPORT OUTLINE**

The study is organized into chapters. In Chapter 1, the introduction deals with the background of the study followed by the problem statement, aim of the study, research objectives, research questions, research design and the rationale thereof, research methodology study area, population, sample size and selection methods, data collection and analysis methods, culminating in the significance of the study.

A review of the literature on the Local Economic Development projects and land restitution in South Africa is done in Chapter 2. Case studies on restituted land is done in Chapter 3. Chapter 4 deals with the used research methodology that deals with the Local Economic Development activities at the Makuleke Community. A discussion of the research results of the study is presented in Chapter 5. In this chapter, an attempt is made to answer the research questions in order to deal with the main objectives of the study. The summary, conclusion, and recommendations of the study are done in Chapter 6.

## CHAPTER 2

### LITERATURE REVIEW

#### **2.1. Introduction**

The land question is undoubtedly one of the central challenges in post-apartheid social re-construction and development programme. Based on the premise that many African countries emerging from the yoke of colonialism and imperialism, the question of land ownership, distribution and tenurial relationships arouses strong emotions and results in heated debates (Mbao, 2002). This happens because the land is viewed as an asset; hence it is considered scarce and fragile (RSA, Ministry of Agriculture and Land Affairs, 2001).

In South Africa, the process of colonial conquest and subjugation of the indigenous people by European settlers was consummated by a ruthless policy of land dispossession on a very large scale. With the advent of new democracy after 1994, land reform obtained a central figure in the Reconstruction and Development Programme (RDP) of the new Government of National Unity (RSA, Department of Provincial and Local Government, 1994).

The Land Reform Programme is designed to increase income earning opportunities and decrease poverty for a number of the previously excluded rural people. While the aim is to benefit as many rural households as possible, it is argued that the majority of low income households will not directly benefit from greater access to land (Hobson & Vink, in Van Zyl, et al., 1996).

The ultimate success of a land reform programme in South Africa should be tested against its ability to address equality in land distribution and livelihood upgrading, reduction of poverty, creation of rural employment and income-generating opportunities, inter alia, raising the number of successful black agricultural producers and enhancing overall productivity, whilst maintaining sustainable natural resource management and utilization (Van Zyl et al, 1996).

However, despite of all factors, fourteen years of democracy in South Africa have seen some impressive achievements in addressing the debilitating legacy of apartheid. Economic growth has occurred, inflation has been kept under control, though to a limited extent, and the provision of infrastructure and social services, for example, houses, water, electricity and medical services, to ordinary citizens has dramatically improved.

However, despite these achievements, there is compelling evidence that structural poverty, a key apartheid legacy, is deepening. Unemployment has risen rapidly over the past decade and over half of South Africa lives in poverty (Ntsabeza & Hall, 2007).

As the focus of this research is on the evaluation of Local Economic Development activities at the Makuleke Communal Property Association in a land restitution project in the Ntlhaveni District of Limpopo Province, it will be of cardinal importance to focus on the three modules South Africa applies for its land reform policies, namely;

- ✓ Land redistribution;
- ✓ Land tenure reform; and
- ✓ Land restitution.

(RSA, Department of Land Affairs, 1997)

## **2.2. Application of the Three Modules of Land Reform Policy in South Africa**

Land is an important and sensitive issue to all South Africans. It is valuable and viewed as a scarce resource and an asset. It therefore forms a cornerstone for reconstruction and development as it deals effectively with :

- the injustices of racially based land dispossession of the past;
- the need for a more equitable distribution of land ownership;
- the need for land reform to reduce poverty and contribute to economic growth;
- security of tenure for all; and



- a system of land management which will support sustainable land use patterns and repaid land lease for development .

(RSA, Department of Land Affairs, 1997).

### **2.2.1. Land Redistribution**

The purpose of the land redistribution is to provide the poor with access to land for residential and productive uses, in order to improve their income and quality of life. The programme aims to assist the poor, labour tenants, farm workers, women, as well as emerging farmers. Strategies of land redistribution include, among others, the following:

- Promote disposal of unused lands by large holders, and as source of revenue for land redistribution;
- Facilitate access to land for small farmers, adjust supply and demand of lands;
- Prevent inefficient utilization of natural resources and subdivisions of agricultural lands;
- Reduce land scarcity as a constraint to small farmers to engage in surplus agriculture;
- Allocate unused land to committed small farmers; and
- Secure tenure of lands.

(Rojas & Strachar, 1981)

Land redistribution is also used for agricultural development. The land redistribution for agricultural developmental program has two distinct parts. First, there is the part that deals with transfer of agricultural land to specific individuals or groups. Second, there is the part that deals with commonage projects, which aims to improve people's access to municipal and tribal land primarily for grazing purposes (RSA, 2002).

It can therefore be stated that key principles that underlie LRAD are, but not limited to the following:

- It is unified and basic beneficiaries can use it in flexible ways according to their objectives and resources.

- All beneficiaries make a contribution in kind or cash.
- It is demand directed; beneficiaries define the project type and extent.
- Interdepartmental collaboration will take place at all spheres of government, with district government assuming a key role.
- Projects will be undertaken in a manner consistent with district and provincial spatial development plans.
- Projects are reviewed and approved at provincial level.
- Local level staff assists applicants, but do not approve the application.
- The mode of implementation is adopted in the interest of maximum participation and empowerment of beneficiaries, speed of approval and quality of outcomes.

### **2.2.2. Land Tenure Reform**

According to De Villiers (1999), land tenure reform focuses on the traditional land tenure system in the former homelands with the view of obtaining land security for commercial farmers. In my view, strategies of land tenure reform are the following :

- Ensure that commercial farmers are capacitated with the latest technology in agriculture.
- The Land Bank should help commercial farmers with financial assistance.

### **2.2.3. Land Restitution**

The present inequitable distribution of land in South Africa can be traced back to the Native Land Act of 1913, the Urban Areas Act of 1923, and the Group Areas Act of 1950, and the Group Areas Act 1936, among others (Mashala, 2006). After the democratic elections of April 1994, one of the first pieces of legislation passed by the Government of National Unity was the Land Restitution Act of 1994, which provided mechanisms to address the land dispossession that had occurred during the apartheid era ( Xulu & Maharaj, 2004).

The goal of the restitution policy is to restore land and provide other restitutionary remedies to people disposed by racially discriminatory legislation and price, in

such a way as to provide support to the vital reconciliation, reconstruction and development (RSA, Department of Land Affairs. 1997). The purpose of this Act is to provide for the restitution of land rights after 1913 as a result of past racially discriminatory laws or practices, to establish a commission on restitution of land rights and a land claims court.

The Restitution of Land Rights Act 22 of 1994, section 25 (7) of the Constitution provides a legal framework for the resolution of land claims against the State, where possibly through negotiated settlements. According to Du Plessis (2006), land restitution is regulated, inter alia, by section 25(7) of the Constitution, the White Paper of South Africa's Land Policy of 1997 and the Restitution of Land Rights Act 22 of 1994. Land restitution will form an integral part of the discussion of the Local Economic Development activities at the Makuleke CPA as the land claim module of the Makuleke Community was on land restitution.

Restitution can take the following forms:

- ✓ Restoration of the land from which claimants were disposed;
- ✓ Provision of alternative land;
- ✓ Payment of compensation;
- ✓ Alternative relief including a package containing a combination of the above, sharing of the land or special budgetary assistance such as service and infrastructure development where claimants presently live;
- ✓ Priority access to state resources in the allocation and the development of housing and land in the appropriate development programme (RSA Department of Land Affairs, 1997); and
- ✓ Communities dispossessed of their land have used different forms of restitution in accordance with their situations. They restituted the land through CPAs on their behalf.

Progress and reports for restitution land reform policies are unlikely to achieve their current targets in part because they are underfunded (Hall & Lahiff, 2004).

### 2.3. Lessons learnt from Zimbabwe Land Reform

The Zimbabwean government has undertaken credible measures of land redistribution after independence (Bratton in Prosterman et al, 1990). Cousins and Robins (1993) cite that while the first decade of the program saw a significant area of land redistributed to a fair number of people (more than three million hectares to over 50 000 households) and impressive levels of agricultural production were achieved by some settlers, there have been a number of problems.

The land invasions of commercial farms in Zimbabwe, and their effects on that country's economy and political stability, have placed the focus on the need for a well planned and executed land reform programme in developing countries. After more than two decades the land redistribution programme of Zimbabwe has not been completed.

According to De Villiers (2007) the land redistribution had an economic focus that is on agricultural restructuring, but in recent months land reform has been placed within the political arena. Land invasions have been used to determine the election results, and even after the elections the planning of land redistribution is based more on political than on economic considerations.

According to Labuschagne(1999) lessons that can be learnt from Zimbabwe are the following:

- A highly visible situation in which a small number of white farmers continue to own a large part of country's most productive agricultural land will never be accepted by the majority.
- Ruling elites of ten require land for prestige or investment, rather than for production.
- Neglecting to confront tenure issues in communal areas does not make them go away.
- The poor do eventually benefit from resettlement.

- Opponents of land are often strong, well organised, politically, well-connected, and highly effective lobbyists for their cause.
- Unpopular political leaders who use the land issue to try to win votes can do untold damage to their countries

Furthermore, valuable lessons which South Africa can learn from the result of land redistribution experiences in Zimbabwe are:

- It must be recognised that total demand of rural land settlement and farming from previous excluded people cannot be fully satisfied. Authorities must be careful not to create unrealistic expectations for land settlement and farming which cannot be met.
- A successful land redistribution programme requires a starting and end date, and must be implemented at a rapid pace to regain a new stable position.
- The success of concluding a land redistribution programme is dependant on political commitment, supported by financial resources and management skills. Wide consultation among all interest groups is necessary.
- An authoritarian approach by government towards existing landowners, through land expropriation, will have negative economic consequences. If land ownership rights are not respected through law, confidence in the economy from investors evaporates, resulting in disinvestment.
- Rural land redistribution will only be successful if the new land users are able to maintain commercial farming production.
- It is thus of the utmost importance to link rural land redistribution to appropriate support strategies in technical productions assistance, funding and marketing.

#### **2.4. The Concept of Communal Property Association (CPA)**

Communal Property Association is the key institutional vehicle for holding land on behalf of the community (RSA, Department of Agriculture and Land Affairs, 2001). Accordingly, 75 % of land reform projects have taken place using CPA.

CPAs enable groups to acquire, manage and hold property on a communal basis. In essence, CPA is tenure-providing mechanism that offers communities a stable platform on which to undertake their own developmental initiative (RSA, Department of Land Affairs, 2001).

The Communal Property Associations Act (Act no 28 of 1996) sets out the principles that should guide the CPA in section 9 as follows:

- a) Fair and inclusive decision making processes;
- b) Equality of membership;
- c) Democratic processes;
- d) Fair access to the property of the association; and
- e) Accountability and transparency.

While all of these principles are noble, they have proven hard to achieve in practice, especially for a rural community that lack skills and resources like the Makuleke community. At the Makuleke community, the CPA decided to share the benefit that met these principles and built on their existing cultures of consultation with village level CBOs and executive decision in the form of their traditional leadership (Collins, 2010).

## **2.5. Principles of Local Economic Development (LED)**

The Local Economic Development as an approach towards economic development allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life for all residents in the community. According to the Swiss Agency for Development and Cooperation, LED is a territorial concepts and approach, which is based on the principles of synergy and partnership between local stakeholders, operating within localities (RSA, Department of Provincial and Local Government: 2005).

In South Africa, LED is often taken to refer to social participation, income generating, activities, local political leadership, human capital investment and contribution wealth mechanisms that retain and expand local economic activities. LED is a process of building up the economic capacity of local area to harness its human, natural, social and technological resources in order to achieve economic development. Its ultimate aim is to improve human development by improving livelihoods, social and economic well being. Based on these conditions, it can also be said that it is a process by which public business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

According to Rodriguez-pose and Jissmstrad (2006), the guiding principles of LED are the following:

- a) LED is strategically planned process. It is based on conditions understanding economic and social;
- b) LED is based on territorial approach. It is ideally based on functional economic space of the regional levels;
- c) LED is locally owned, designed and delivered. Every strategy needs to be designed and delivered locally to address local priorities and unique competitive positions;
- d) It is best achieved through partnerships both for design and implementation;
- e) Focuses on enabling a conducive local business environment for all sectors;
- f) Prioritizes development and retention of local businesses and people. The focus is therefore on growing local business;
- g) Projects are delivered by all actors, namely, public, private and non-governmental organizations; and
- h) Local initiative, energy, creative and assertive leadership and skills will ultimately unlock the latent potential in local economic development and will shape local spaces.

In a nutshell, LED aims at creating favourable locational factors, that is ,qualities that make your place a good place to do business. It also aims at promoting business and also making better use of locally available resources. It can be stated that the purpose of LED is to accelerate the transition from the informal to the formal market economy, which is achieved through sound analysis, visioning, and careful strategic planning and resource mobilization.

## **2.6. Principles of Partnerships in LED Activities**

A partnership is an arrangement where entities and/or individuals agree to co-operate to advance their interests. In most frequent instances, a partnership is formed between one or more business in which partners (owners) co-labour to achieve and share profits or losses.

In terms of the partnerships, there are different relationships that exist between protected areas and local population, including local participation in a protected area, protected areas providing services and assistance to local communities, accommodating traditional and uses within the protected area, and local participation in tourism activities, just as the one that is in operation at Makuleke (Jeffrey & McNeely, 1995)

For land restitution to succeed CPA's should have strategic partners to help them on matters which need high expertise. It is generally agreed among the Makuleke that without the technical assistance received, the CPA would not have been able to cope with the complex legal, commercial and environmental issues that had to be dealt with (De Villiers & Van den Berg, 2006)



## **CHAPTER 3**

### **CASE STUDIES OF RESTITUTED COMMUNITIES**

#### **3.1 Introduction**

The apartheid regime pushed through many policies and laws in its bid to completely dehumanize Black South Africans and deposed them of land and all claims to citizenship. As a result, more than a million Black South Africans were evicted from farms between 1964 and 1984 (Yates, 2000). In this study, It was envisaged that the presentation of the overview of the two communities which also use the land claims would help the researcher to have a clear understanding of the Makuleke land restitution. The objectives of reviewing the two case studies are to look at how they are managed by the CPA's, so as to make a comparative analysis of the challenges and lessons learnt in order to develop a model for use by the Makuleke CPA in managing their LED projects. Furthermore, the case studies will provide a broad overview in terms of the operation of the projects and the benefits arising therefrom.

#### **3.2 Zebediela Citrus Estates**

According to De Villiers and Van den Berg (2006), the Zebediela Citrus Estate is the largest citrus plantation in South Africa. It is about 50 km out of Mokopane in Limpopo Province. The land was returned to the Bjatladi community on 28 September 2003 following a successful land claim. The process took about five years to complete. The Bjatladi Community Property Association holds title deed on behalf of the community. The CPA comprises 432 households with 1,800 beneficiaries. It employs about 800 workers in season, with 237 permanent workers (De Villiers & Van den Berg, 2006). The conditions of the handover was that workers who had been employed previously at Zebediela had to be retained with similar conditions of service.

The CPA and its strategic partner, Henley Farm Properties, and the workers had established the Zebediela company to which the land is leased. The legal structure was set up in close consultation with the Department of Land Affairs

and the Limpopo Government prior to handover of the land to the CPA. The company is divided into ten operational departments, namely: finance, citrus, pack house, administration, housing, human relations, security, workshop, cattle and orchard. The primary objectives of the projects is to create employment for the beneficiaries and to train them to eventually take over the overall management of the estate. Beneficiaries have first preference when vacancies become available

The community has realized that their fate depends on the proper and sustainable management of the farm. Some 850 hectares are under 210 000 citrus trees. Economic circumstances are therefore very favourable to do business. Fifty hectares of buffals grass is being added as part of the diversification of activities on the farm and to provide feed for the cattle.

Challenges faced by the CPA are as follows:

- Maximizing employment within the commercial constraints of the farm
- Coping with the expectation of, and poverty in, neighbouring communities;
- Achieving projections and meeting expectations against the reality of drought and lactuating process; and
- Managing the relationship between beneficiaries who are not employed and those who are employed.

(De Villiers & Van den Berg, 2006)

Lessons from the Zebediela Citrus Estate that may be of help to other communities involved in land reform, include, among others, the following:

- Involve all beneficiaries in all decisions;
- adopt clear and transparent policies with regard to requirements for employment, training and personnel management;
- have government as an interested party in contributing to the project; and
- constantly manage the relationship between employed and unemployed beneficiaries

### **3.3 The Giba Banana Plantation**

#### **Introduction**

Several farms close to the low-veld town of Hazyview in Mpumalanga Province were, in 2003, returned to the Giba community as part of the settlement of their land claim. Chief Matsebula lodged the claim on September 1998 on behalf of the community and it was settled on 15 November 2003 (De Villiers & van den Berg, 2006). The claim was over the area known as the Burgers Hall Farm. The Giba community formed a CPA to hold title to the land on their behalf. According to De Villiers and Van den Berg (2006), the community comprises some 500 households.

The S.A. Farm Management is the strategic partner of the Giba community on terms and conditions similar to their involvement in Zebediela. It is envisaged that the strategic partner will hand over complete management of the land after ten years, retaining a supervisory role for the remainder of the five years of the lease (De Villiers & van den Berg, 2006).

In terms of the relationship with the government, it is that, although the community appreciates the role the government has played in securing their land, frustration has been expressed at the lack of close practical involvement by government departments since the transfer of the land. It seems that the community is of the view that the government has not provided enough support after settlement and that the assistance that is provided takes too long to materialize (De Villiers & van den Berg, 2006).

It is estimated that 40% of 230 strong workforce are beneficiaries of the CPA. Two main priorities of management are to file new vacancies with beneficiaries to take over management position. The objective of the strategic partner is to hand over complete management and control of the farms to the CPA after ten years. Substantial investment is required to bring the infrastructure up to standard and to improve the quality of the soil. Planned projects, which are under consideration by the community, are the following:

- subsistence farming on the 1,000 hectares State land which forms part of the settlement;
- Accessing tourism by setting up fruit stalls, tearoom, curio shops on the main road passing; and
- Production of banana by-products to diversify farming.

**Challenges faced by the CPA are:**

- Balancing the expectation of the beneficiaries with commercial reality under which the farms operate;
- Securing on-going government involvement;
- Managing the politics and interactions between land ownership, beneficiary, employees and managers; and
- Establishing are subsistence projects.

**Lessons learnt are the following:**

- Involve the community as soon as possible in all aspects of planning, including drafting the business plan and choosing a strategic partner; and
- The strategic partner should be assisted in managing community relations.

**3.4 Makuleke CPA on a Land Restitution Project**

The Makuleke community is found in Ntlhaveni and comprises three villages, namely, Makuleke, Mavigigwe and Makahlule. The Makuleke community lodged a land claim for the northern part of the Kruger National Park in the Pafuri area on 22 December 1995. The historic agreement was signed on 30 May 1998 between the South African National Parks, the Makuleke community, the Department of Land Affairs, several other government departments and a few non-governmental organizations to provide for the return of ownership of the Pafuri area as well as some land situated outside the KNP to the Makuleke CPA (De Villiers & Van Den Berg, 2006)

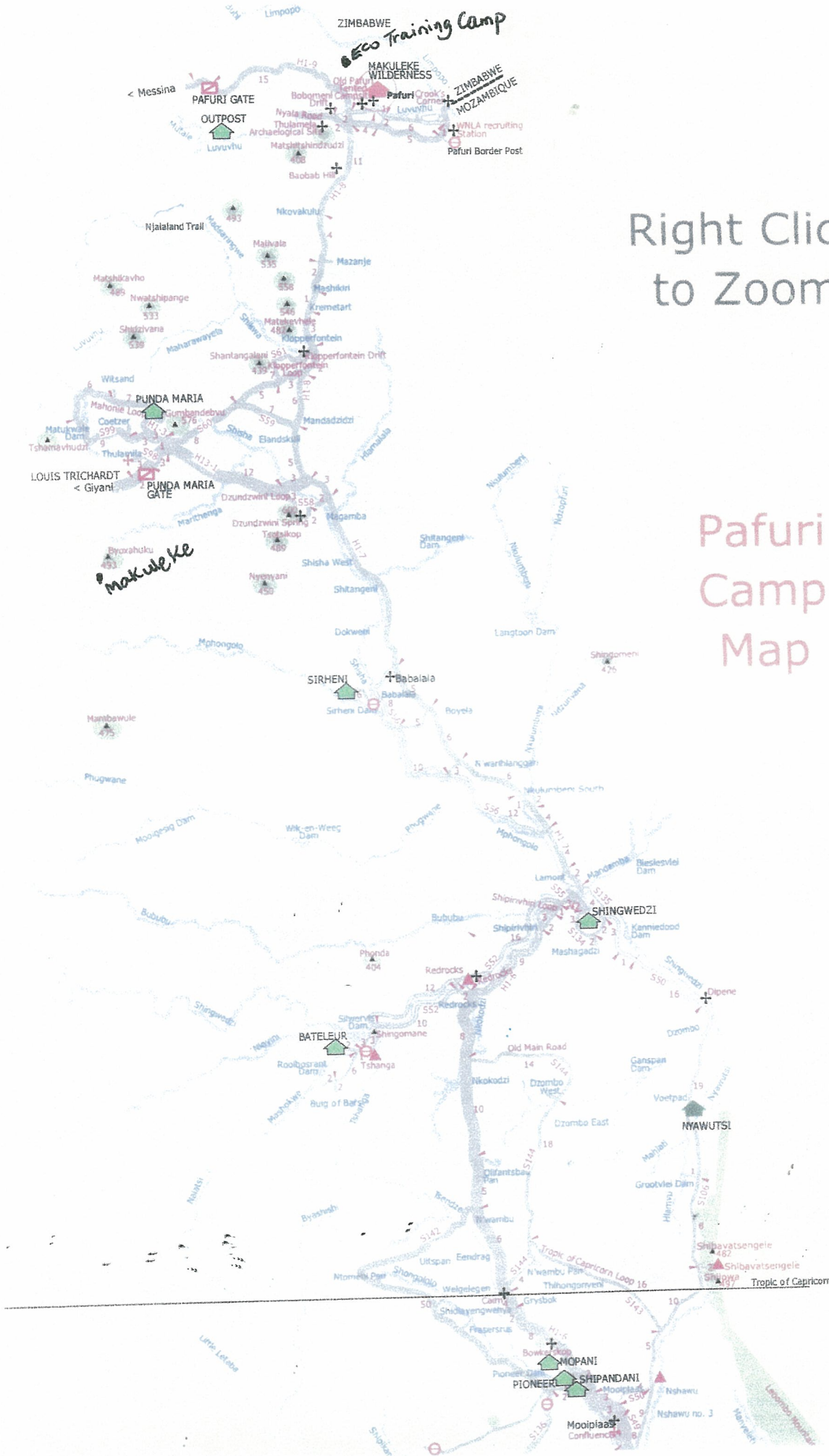
The restoration of land rights is one of the key factors in the transformation process of South Africa. The complexities of restoration of land rights are many

times underestimated and the competing interest involved may lead the process to become out drawn and emotional.

The land claim was done on the Kruger National Park, which has a national park and conservation reserves. While national parks and other conservation reserves fulfil a crucial role in the local and regional economic development of South Africa, it also of crucial importance that historical wrongs, which may have led to the establishment of such parks, are rectified (De Villiers,1999)

The Makuleke CPA was initiated according to Act no. 28 of 1996, Communal Property Association Act to act on behalf of the community to acquire, hold and manage property on a basis agreed to by members of the community in terms of the written constitution and to provide for members connected therewith. The Makuleke CPA constitution was adopted on 23 January 1999 in terms of section 2 [1] [a] of the Communal Property Association Act, 1996 (Act no.28 of 1996).

# MAKULEKE MAP VILLAGES AND PAFURI TRIANGLE



Right Click  
to Zoom

Pafuri  
Camp  
Map

The Makuleke employed Land Restitution Act to claim the whole Pafuri triangle and their claim was gazetted by notice 1064 of August 1996 (Ramutshindela, 2000). Accordingly, the objective of the claim by the Makuleke CPA was the restoration of full land rights to the community. As cited by Ramutshindela (2000), the land claim was not plain sailing as SANP and Wildlife Society rejected the claim outright on the basis of the ecological significance of the area (the same reasons that they were advancing for the anti-mining campaign). The compromise reached between SANP, including State departments, and the Makuleke in 1998 was that the Makuleke CPA could claim restoration of land rights in the Pafuri on condition that they use the area for ecotourism (conservation in general).

Because of the complexities of nature of the land restoration, the 1996 land claim did not restore all that was lost in removal when people were forcibly removed from their land in 1969 (Friedman, 2005). The Makuleke community legally lost their traditional methods of subsistence, family organization, political structures, economic self-sufficiency and concept of home.

The land claim has forced the Makuleke CPA to adopt a new relationship with their land by using the one that is based on the potential economic profits that the land will yield through Community-Based Natural Resource Management (CBNRM) and ecotourism as opposed to the traditional relationship (Friedman, 2005). According to De Villiers (1999), the Joint Management Board, consisted of members from both SANP and Makuleke CPA, reached an agreement known as the Contractual Park. Every decision is therefore based on the consensus. This means that the Joint Management Board is tasked for conservation inside the park without neglecting the community to develop the land in terms of tourism activities.

The agreement to settle the land claim recognized that the CPA would require the involvement of strategic partners in the management of the land. The agreement envisaged two main areas for involvement by strategic partners,

namely: conservation management and commercial development (De Villiers & Van den Berg, 2006). The SANP was identified in the agreement as the strategic partners for conservation activities. The CPA was autonomous in choosing strategic partner(s) for its commercial activities.

According to De Villiers & Van den Berg (2006) the community has also been receiving assistance from "Friends of the Makuleke"; which comprises people in civil society with various skills and expertise in conservation and commercial matters. The agreement between Makuleke CPA and SANP through KNP under Joint Management Board was for twenty five years.

To mention but a few, the agreement has been welcomed by conservations as a breakthrough in many fronts, sensitive wetlands in the Madimbo Corridor have recently been identified for special conservation status in terms of international conventions, the agreement could also contribute to rapid progress in the establishment of a Transfrontier Park in the region as the Makuleke Community has deep family ties with adjacent communities in Mozambique and Zimbabwe. The innovation ecotourism agreement will benefit about 2570 households, the community will own the land concerned and will enjoy the full rights to develop the land for ecotourism ventures but subject only to principles of conservation. The bottom line is that financial revenue of such ventures will accrue to the community (De Villiers, 1999).

The form of restitution that the Makuleke has pursued differed radically with what most communities have opted in their land claim. Realizing that they lacked the expertise required to manage land that is part of a national park, the Makuleke community chose not to challenge the conservation status of the land and were even prepared to accept a deal whereby the land would continue to be managed by the Kruger National Park in return of the exclusive rights of access to the use of the land (De Villiers, 1999).



The agreement was therefore reached between Makuleke CPA with South African National Parks to transfer ownership of the land to the Makuleke community land to bring in the private sector to help the community eventually manage their own land. As a result of this agreement, the Local Economic Development projects have started to take direction wherein people from the community have been employed. As indicated earlier on that the projects that have been initiated are tourism based, there are some signals to indicate that the community has started to benefit economically in terms of employment generation.

According to the Makuleke Communal Property Association Eco Training cc Concession Manual (2004), the Makuleke area that has been claimed in the Kruger National Park has been used by the private sector and the community benefits in terms of concession fees and employment of the local people. The parties to the agreement undertook to cooperate in promoting the social and economic upliftment of the Makuleke community and also to pursue the protection and propagation of indigenous wild animals.

In all the projects to be undertaken by Makuleke CPA in terms of employment, the members of the community would be given preference. This means that a preferential employment policy exists towards members of the Makuleke, and its is only when a particular skill is not available that external applications are sought (De Villiers & Van de Berg, 2006).

According to Collins (2010) a breakdown of the income earned and deposited into the Trust account is below:

**Makuleke Lease fee income 2005 to 2009**

<b>Year</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Total/ Lodge</b>
Outpost	91,007.26	108,433.70	210,472,87	241,458.95	151,574.14	<b>802,946.83</b>
Wilderness		230,633.91	496,836.33	1,077,532.47	540,451.27	<b>2,345,453.98</b>
Eco Training		21,890.00	160.655.00	172.270.00	180.000.00	<b>534,815.00</b>
<b>Totals</b>	<b>91,007.26</b>	<b>360,957.61</b>	<b>867,964.11</b>	<b>1,491,261.42</b>	<b>872,025.41</b>	<b>3,683,215.81</b>

The employment figures have also fallen below the projections due to shortfall in expected beds to be developed in the Led Project activities (Collins, 2010).

The local economic projects in operation as a result of the land restitution are the following: Bed and Breakfast at Makuleke, the Outpost and Wilderness Safari Lodges, Eco Training Camp, Hydroponic projects where the community has entered into a business venture in the production of mealies and potatoes for Kellogg's and Simba companies, respectively; Electrification of households at the two villages, building of additional classrooms; and the fencing of the local high schools (De Villiers & Van den Berg, 2006)

Consideration had been taken to discuss only development activities which formed part of the research, namely, Outpost lodge, Wilderness Safaris and Eco Training Camp at Makuleke area where economic activity is being done on the claimed land.

#### **3.4.1. Outpost Lodge**

The Outpost Lodge has employed about twenty people who are all coming from Makuleke community. As the Makuleke community has full rights to commercialize their land in the Kruger National Park by entering into partnership with private investors to build game lodges and camps as long as these initiatives are within the Wildlife management policies of the National Park, the Outpost Lodge was a result of that initiative. According to De Villiers and Van den Berg(2006) the lodge operates on the basis of 10% gross turnover for a period of 45 years, reviewable after 15 years.

#### **3.4.2. Wilderness Safaris**

Wilderness Safari has employed more than forty workers who are all coming from Makuleke Community. The Makuleke CPA and Wilderness Safari has signed a land mark ecotourism agreement worth R45-million (De Villiers, 1999). Wilderness Safari operates lodges in Southern Africa , with a large portion of their business concentrated in Botswana. In terms of the partnership, three

lodges are to be built by Wilderness Safaris within the Pafuri Triangle. While the company will manage the lodges for the first few years, the idea is to train the community members to take over. Wilderness Safari hopes to create over 100 new jobs as they train the Makuleke for position in the camps ranging from guides, to cooks, to managers. In the meantime, the Makuleke are to earn a percentage of the turnover (Makuleke CPA/Wilderness, 2001).

### **3.4.3. Eco Training Camp**

The Eco Training Camp has employed six workers on permanent capacity. The purpose of the training camp is to train people as tour guides and for hospitality. The main challenges facing the CPA are the following:

- The CPA's term of office is too short;
- The responsibilities of the day to day management of the Makuleke region requires fine tuning; and
- The community seek additional employment opportunities to what is offered in the eco tourism.

( De Villiers & Van den Berg, 2006)

Lessons learnt are the following:

- Each claim or land reform project is unique;
- The business plan need not be adhered too slavishly; and
- Constantly remind beneficiaries that land ownership cannot and will not solve all economic and social problems.
- There are several principles to consider when setting out a framework for a distribution policy, for example, be clear that there will be direct and indirect benefits and so forth.

### **3.5. Comparative analysis of the challenges and lessons learnt from the CPA's**

It can be said that the challenges faced by the people found in the three case studies differ in terms of locality, poverty levels and so forth. Issues of poverty

and high level of unemployment are the basic challenges that the communities face. The issue of managing the relationship between beneficiaries who are not employed and those who are employed remains a thorny issue in these communities.

**Lessons learnt include but not limited to the following:**

Balancing the expectation of the beneficiaries with commercial reality, it can also be stated that the CPA's should ensure maximum participation of the entire community. Circumstances prevailing in the area should be considered as communities are unique. That is why it is of cardinal importance to always remind beneficiaries that land ownership cannot and will not solve all economic and social problems.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

Research methodology refers to the methods, techniques and procedures that are employed in the process of implementing a research design or research plan (Babbie & Mouton, 2009). The researcher has employed the following process to gather information in an attempt to answer the research questions and to address the problems in this study:

#### **4.1. Research Design**

According to Babbie and Mouton (2009), research design is defined as a plan or structured framework of how you intend conducting the research process in order to solve the research problem. It can also be defined as a programme to guide the research in collecting, analyzing and interpreting observed facts (Bless et al., 2006). Furthermore, the research design can also be defined as the plan that describes the conditions and procedures for collecting information.

De Vos (2007) indicates that the terms qualitative and quantitative differ inherently and that a qualitative research design does not provide the researcher with fixed steps to follow.

The researcher found out that using one type of research design would limit the findings of the topic because, in this study, using one method would not answer the research questions as the present researcher wanted it. The researcher decided to employ both the qualitative research and the quantitative research to justify that this research is explanatory and exploratory.

#### **4.2. The Type of Research**

The qualitative method is one of the approaches followed in descriptive research. It is therefore defined differently by different researchers. Qualitative research is defined as describing and understanding (Babbie & Mouton, 2009). According to MacMillan and Schumacher (2003), qualitative research describes and analyses

people's individual and collective social actions, beliefs, thoughts and perceptions. On the other hand Polit, Beck and Hungler (2001) contend that qualitative research is the investigation of a phenomenon, typically in an in-depth and holistic fashion, through the collection of rich narrative materials using a flexible research design.

The above-mentioned definitions suggest that one has to understand the world around him or her, more especially the field that one is researching, gathering an in-depth knowledge about the topic and being able to use any research design.

Quantitative research is a kind of a research in the form of numbers (McMillan & Schumacher, 2006). Leedy and Ormrod (2001) say that quantitative research is used to answer questions about the relationships amongst measured variables with the purpose of explaining, predicting and controlling phenomena. As a result, the researcher endeavoured to get a clear description and understanding of the extent to which LED is used to alleviate poverty and reduce unemployment in the Makuleke Community as a result of the Land restitution.

#### **4.3. Population**

The population is the study object and consist of individuals, groups, organisation, human group's products and events, or the conditions to which they are exposed (Welman, Kruger & Mitchell, 2005). White (2002) describes the population as a collection of objects, events or individuals having some common characteristics that researchers are interested in studying. The entire set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics is called the population (Bless et al., 2006). A population is thus the full group of potential participants to whom the researcher wants to generalize the findings of the study.

In this research study, the target population consisted of about 80 workers working at Wilderness Safaris, Outpost and Eco Training Camp, members of Makuleke CPA as well as the residents of Makuleke Community. For the sake of this research interviews were done with spokesperson for CPA management

committee spokesperson for Makuleke Tribal Authority, spokesperson for Joint Management Board which has equal members from KNP and Makuleke CPA, spokesperson for Kruger National Park, management official each for Wilderness Safaris, Outpost, Eco Training Camp 5 households unit each from the three villages, namely: Makuleke, Maviligwe and Makahlule.

Most of the workers were found at their work places during the week in these projects, e.g., Wilderness Safaris, Outpost etc. As stated earlier on that there is high level of unemployment at Makuleke the community members were always accessible, as well as members of Makuleke CPA who have an office at the Local Tribal Authority.

#### **4.4. Sampling**

Sampling, according to Dev Vos et al., (2007), means taking any portion of a population or universe as representative of that population or universe.

Bless et al., (2006) define sampling as a technical accounting device to rationalise the collection of information, to choose in an appropriate way the restricted set of objects persons, events and so forth from which the actual information will be drawn.

Data often need to be obtained from a smaller group or subset of the total population.

This smaller group or subset is the sample (Cohen et al., 2003). The sampling theory has been developed to suggest ways of drawing scientific samples, that is, samples that are random and representative of the population and whose findings can tell us more about the population in general (Maree, 2009).

According to McMillan and Schumacer (2006), a sample refers to the group of subjects, often representative from a given population from which data are collected.

Non-probability sampling is a sample selected in some fashion other than any suggested by the probability theory.

Purposive sampling of the members of Makuleke community was drawn from the three villages targeting members in the taverns where most of the community members play indigenous games during the day. The researcher thought that the responses would give him a good perception about the community on the LED projects. Hence, on the members of the community non-probability sampling was therefore used

As the community of Makuleke has about 2 500 household units and the fact that CPA is from the community, residents are found within the community, workers in the Wilderness Safaris, Outpost and Eco Training Camp are all coming from the same community, every group was represented by their respective management official.

In total, 15 members from the three villages were sampled for the research and as a result, the researcher interviewed 15 people. In the focus group, discussions there were between four and twelve people per group. This is the ideal number for a focus group (Cohen et al., 2003). The other respondents were not sampled as they were represented by their spokespersons or managers.

#### **4.5. Data Collection Method**

The researcher gathered the information from the respondents by employing face to face interviews. An interview involves direct personal contact with the participant who is asked to answer questions relating to the research problem (Bless et al., 2006). Interviews may vary from completely structured to unstructured. Unstructured interviews are usually employed in explorative research to identify important variables in a particular area and to formulate penetrating questions on them (Welman et al., 2005).



As the purpose of the interview is to evaluate the local development activities at the Makuleke CPA on a land restitution project the researcher has used unstructured in- depth interviews on the respondents, namely members of the CPA, workers in the Wilderness Safaris, Outpost, Eco Training Camp and residents of the community.

Lecompte and Preissle (1993) contend that in the non-scheduled standardised interview, all respondents are asked the same questions but the order in which they are asked may be changed. For this study, the respondents were interviewed in their respective sites, for example, workers were interviewed in lodges where they are working during working hours and the CPA in their office which is in the Tribal Authority as well the members of the community in their homesteads as many of them are unemployed and therefore were always accessible. Therefore accessibility was a major consideration for using this data collection method.

The interview schedule was comprised of structured (Close) and unstructured (Open) questions. MacMillan and Schumacher (2006) define structured questions as set choice in which a respondent selects one of the choices as the answer while unstructured questions allow an interviewee great latitude to offer broad responses to questions in whatever order seems appropriate. Some information on the project were obtained from annual reports of the CPA. The researcher collected the data from the respondents over a period of about ten days. The questions were directly posed to the participants and the answers recorded immediately to create field-notes.

#### **4.6. Data Analysis**

The information from the interviews held with the respondents and annual reports were analyzed qualitatively. Though the interviews were conducted through discussions with the respondents, analysis was done categorizing the respondents as they were working in different projects, that is, Makuleke CPA in

their office at the Tribal Office, workers in their respective lodges as well as well as residents who were in their households units from the community.

#### **4.7. Difficulties Encountered**

Like many other research projects, this project was constrained by lack of funds as fieldwork is very expensive. Travelling from the researcher's place to the two lodges and Eco Training Camp was expensive and challenging as the training camp is very far from a tarred road.

The management of the lodges had reservations when it comes to skills level and income levels of the workers as they thought that it would arouse the interest of the workers to have negative attitude as far as the treatment is concerned. Member of the community were very sceptical as they thought their perceptions will be exposed to the CPA.

## **CHAPTER 5**

### **PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **5.1 Introduction**

In this chapter, the main objective is to present, analyse and interpret the data collected on the field of research on the experiences of the respondents in terms of Local Economic Development activities at the Makuleke CPA, the manner in which they alleviate poverty and reduce employment in the community, the skills level of the workers, the income levels of people participating in the Wilderness Safaris, Outpost and Eco Training Camp. It covers issues about the Makuleke CPA management committee, Joint Management Board, the income training and skills level of workers in the two lodges and the training Camp, the perception of the community and the Kruger National Park about the project activities, the sustainability of jobs and the options of alternative local government mechanism available for application by Makuleke CPA to enhance local economic development.

#### **5.2. Presentation of Findings**

The findings of the study will be based on the major problem that this dissertation is focusing on, which is to evaluate Local Economic Development activities at the Makuleke CPA on the resituated project. As the aim of the study was to evaluate the impact of the Local Economic Development activities brought about by land restitution, the key question is how are these Local Economic Development activities contributing in poverty alleviation and job creation for the Makuleke Community, as well as how prospective workers are identified from the community?

This was done by looking how employees were identified for participation in these LED project activities, the skills needed for participation, educational level required, training before and or after employment, sustainability of employment as well as the perception of the community on these LED project activities on poverty alleviation and employment generation as well as options of alternative

local development mechanism available for application by Makuleke CPA to enhance local economic development.

The researcher has therefore investigated, presented, analysed and interpreted findings from the interviews held with one Makuleke CPA Management committee member, fifteen members (household units) from the three villages under Makuleke, namely, Maviligwe, Makuleke and Makahlule, Joint Management Board co-ordinator, spokesperson for KNP, one management member of each projects under consideration, namely: Outpost, Wilderness Safaris and Eco Training Camp, the spokesperson for Tribal office on the evaluation of local development activities at Makuleke CPA on the land restitution project as well as a Focus Group Discussion with community members. The group was mixed, comprising of both males and females. This was done to ensure that view points from both genders were captured in a open and transparent atmosphere.

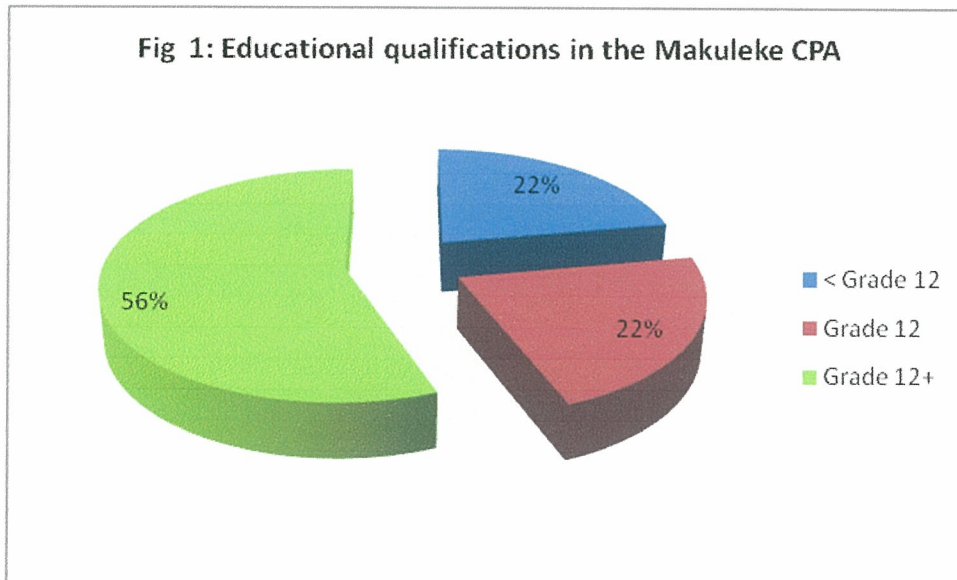
### 5.2.1. Profile of the Makuleke CPA management of committee

TABLE 1. Makuleke CPA Executive

Gender	Total	Educational Qualifications		
		Less Grade 12	Grade 12	Grade 12 and above(Professionals)
Females	3	1	1	1
Males	6	1	1	4
Total	9	2	2	5
Percentage	100	22,2	22,2	55,6

Based on the interviews held with a member of the CPA, the Makuleke CPA management committee is run by nine (9) members. Chief Makuleke is an ex-officio member based on his position as head of the community. The educational level of members is that majority of the members have passed matric. Only five members are professionals, that is, four are educators and the other one is a

retired policeman. Only 55,6 % of the Executive members are professionals but mainly coming from the education sector(See Figure 1 below).



The other members are not professionals; they operate from the Tribal Office where they have an office of the administrative staff. They are elected by the community and serve for a minimum term of three years. They act on behalf of the community.

The CPA management committee has a compulsory meeting once per month. However, special meetings due to external activities are held if the needs arise. The challenges they face is on core-management between themselves as the Makuleke CPA management and the KNP. The KNP focuses more on conservation and on environmental impact of the lodges. The elected members of the CPA do not have appropriate skills as compared to the KNP who appoint people with expertise like environmentalists.

Another challenge they mention is that the government does not give clear direction on contractual park. They also say it is a challenge to manage these projects based on the high expectations about job creation.

### 5.2.2. The Joint Management Board

The office of the Joint Management Board co-ordinator is found at the Punda Maria Gate of the Kruger National Park. He serves as a liaison officer between the Kruger National Park and the Makuleke CPA. Joint Management Board serves as an advisory or regulatory body for the community and the projects which are found in the KNP where the restitution of the land was done. The major challenge is that of the skills level of the community as a result of lack of appropriate educational qualification levels.

### 5.2.3. Workers in the identified projects

#### *First Case Study*

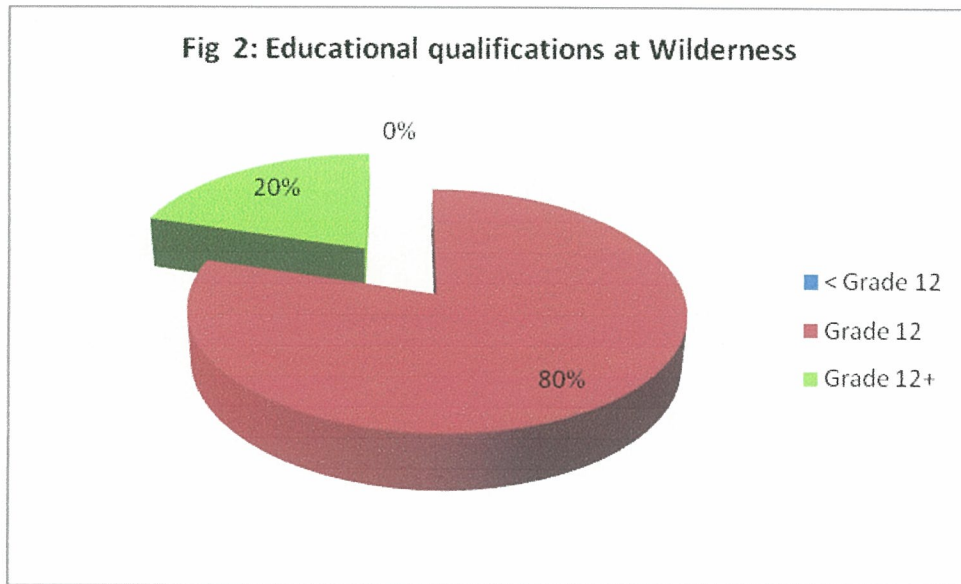
#### *Wilderness safaris*

The lodge started to operate on 1 July 2005. It has employed 49 people from the Makuleke community. The jobs are on housekeeping, maintenance, chefs, guides and management.

**Table 2.1. Employees in Wilderness according to their level of education.**

<b>Gender</b>	<b>Total</b>	<b>Less Grade 12</b>	<b>Grade 12</b>	<b>Grade 12 and above</b>
Females	27	0	24	3
Males	22	0	15	7
Total	49	0	39	10
Percentage	<b>100%</b>	<b>0%</b>	<b>79,6</b>	<b>20,4</b>

Most of the workers (79, 6%) have grade 12 on appointment and therefore they only have communication skills (See Figure 2 below). Communication skills are mostly required so as to communicate with tourists. Though experience is essential in most jobs Grade 12 is expected unless for unskilled categories.



**Table 2.2**

**Employees in the wilderness according to training before and after employment**

Gender	Training before appointed	Training after appointed
Females	0	27
Males	0	22
Total	0	49

According to table 2.2 no employee has received actual training before being appointed at the Wilderness Safaris. They were given in-house training on maintenance, housekeeping, kitchen work, management, tour guide, and so forth after appointment.

**Table 2.3**

**Employees' monthly gross salaries in Wilderness Safaris**

Gender	R2000- R2 999	R3000 – R4 999	R5000 and above
Females	22	4	1
Males	12	4	6
Total	34	8	7
Percentage	69.4	16.3	14.3

According to table 2.3 most employees i.e. 69,4 % are in the lowest category of pay of less than three thousand rand per month. Only 14.3 % are earning above five thousand rand.

**Table 2.4**

**Employment status in the Wilderness Safaris**

<b>Gender</b>	<b>Less than 2 years</b>	<b>More than 2years</b>	
Females	1	26	
Males	1	21	
Total	2	47	
Percentage	4.1 %	95.9 %	

According to table 2.4 the employment status of the employees is that 95.9 % have worked in the Wilderness Safaris for more than two years and that speaks volume in terms of the sustainability of jobs.

*Second Case Study*

*Outpost*

The lodge started to operate in 2002. There are 21 employees. The jobs are more or less the same as the ones available at Wilderness Safaris as their main focus is that of tourism. They are therefore on housekeeping, maintenance, chefs, guides, management, etc.

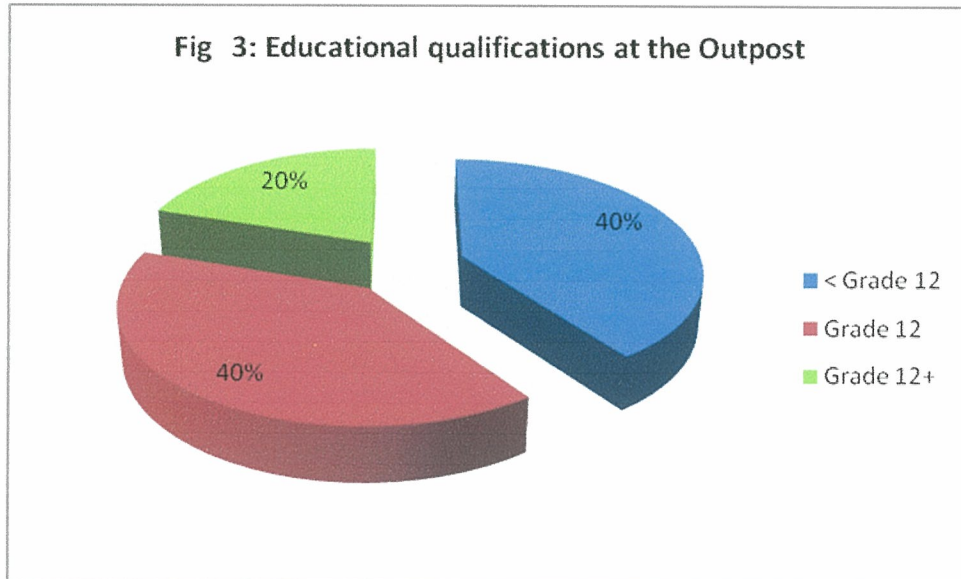
**Table 2.5**

**Outpost employees according to educational qualifications**

<b>Gender</b>	<b>Less grade 12</b>	<b>Grade 12</b>	<b>Grade 12 and above</b>
Females	4	7	2
Males	4	1	2
Total	8	8	4
Percentage	40 %	40 %	20 %



According to Table 2.5, 40% of employees do not have grade 12 (see figure 3 below). These employees are mostly on maintenance. Depending on the nature of the job, communication skill remains essential.



**Table 2.6**

**Employees in the Outpost according to training before and after employment**

Gender	Training before appointed	Training after appointed
Females	0	13
Males	0	7
Total	0	20

Only in-house training is done after employment and it is done for tour guides, waiters, receptionist, housekeeping, management, and so forth.

Table 2.7

**Employees' monthly gross salaries in Outpost**

<b>Gender</b>	<b>R2000- R2 999</b>	<b>R3000 – R4 999</b>	<b>R5000 and above</b>
Females	12	1	1
Males	5	1	0
Total	17	2	1
Percentage	85%	10%	5%

Eighty-five per cent of the workers are earning a monthly gross salary of less than R3000. Only one employee is earning a gross salary of above R5000 per month.

**Table 2.8**

**Employment status in the Outpost**

<b>Gender</b>	<b>Less than 2 years</b>	<b>2 to 5 years</b>	<b>More than 5 years</b>
Females	2	2	9
Males	2	0	5
Total	4	2	14
Percentage	20%	20%	60%

The jobs are sustainable as 60% of employees have been working in the Outpost for more than 5 years. Deductions are only for UIF and there are no deductions for pension fund or provident fund.

***Eco Training Camp***

The Eco Training Camp has been operating for more than five years now. Its main function is to train tour guides. Skills needed are to have Grade 12 and also the ability to communicate in English as most of the tourists understand English. However, the knowledge of many languages is strongly recommended.

The income levels are said to be market-related which means sectoral determination on salary for hospitality is applied, i.e., R2029. The challenge is

that they outsource service providers to train the guides. It therefore takes time to have people trained and that, at times, they train people from outside the community who have money. All the workers have grade 12. The jobs are sustainable as the workers have been with the camp for more than five years now.

#### **5.2.4. Members of the community**

There are about 11 000 CPA members in about five hundred (500) households units from the three villages which form part of the Makuleke CPA. The interviews conducted from five households each from the three villages, namely, Makuleke, Maviligwe and Makahlule revealed that the majority of the members of the community are of the opinion that the local economic development activities at the two lodges and Eco Training Camp have done a great deal in the alleviation of poverty and employment generation.

However, some have reservation when it comes to the identification of prospective workers at the two lodges as well as the training camp. They feel that the CPA management committee is not doing enough in this regard. Majority of the people are indicating that though the posts are advertised in public places there are some instances where some workers have been employed without the due processes and the procedures as agreed upon. They are, therefore, of the opinion that values of democracy such as transparency and openness are at times compromised when it comes to people related to the CPA management committee or the royal council, in one way or another.

Sixty per cent of the members are satisfied on the way the Makuleke CPA Management committee is running its affairs as far as the employment identification of employees to participate in Wilderness Safaris, Outpost and Eco training Camp is concerned. Most of the members of the community cannot read and write and therefore interviews were done in Xitsonga but translated to English.

For the past three years the local high school has produced less than 50% in Grade 12 results that in itself is an indication that majority of the youth do not have matric and thus impacting on their skills levels negatively. This has a direct bearing on and is one of the key challenges in implementing LED activities exacerbating unemployment and low skills levels (RSA, Department of Provincial and Local Government; 2006).

#### **5.2.5. Kruger National Park**

According to the spokesperson for the Kruger National Park, Park authorities help the community through the CPA in terms of capacity building. They also ensure that the right procedures are followed when they use the protected areas for business. They also ensure the contractual park policy is followed. They say they work together to ensure that projects like Outpost and Wildness do not conflict with the conservation status of the park.

They also help in ensuring that environmental impact assessment is taken care of when the local economic development activities are done in the restituted land of Makuleke. For the sustainability of the projects, they have to ensure that they are redefined to meet the current demands of the community.

#### **5.2.6. Makuleke Tribal Authority**

The Makuleke Tribal Authority has an administrator working at their Tribal office. It is where the royal council does its day to day running of the community. The Tribal Authority indicates that the youths are not serious when it comes to matters of education. Hence, the challenges facing the community are poverty and unemployment.

### **5.3. Impact Analysis**

Though the main aim of the land restitution for the Makuleke community is to use the land which they were disposed off in the Pafuri region of the Kruger National Park for private partnership like lodges run by Wilderness Safaris and Outpost, as well as the Eco Training camp to alleviate poverty and create jobs, it has not

been to the expected level of the community. The researcher discovered in the focus group discussion that some members of the community are not up to date with what is happening in the projects, especially for the following areas:

- Skills needed to participate in these LED activities;
- Experience needed; and
- Advertisement of posts.

The workers, especially in Outpost Lodge, have only UIF and no provident fund or pension fund to cater for their families in case they die or retire. UIF only covers them for some months after resignation or when the contract is terminated. They are of the view that they are paid little although it is above sectoral determination on hospitality.

These factors could contribute in high resignations of employees who seek greener pastures. The researcher has also discovered that more than 70% of the workers were earning a monthly gross salary less than R3000. Though employees have been appointed on a permanent basis, their conditions of service in terms of benefits have been compromised. There is also the reduction of employees in each lodge from the ones they had during the time when they started to operate.

The CPA management committee consists of few professionals, for example, only five members are professionals, hence it can be said that their expertise when it comes to issues like marketing, finance, labour, and so forth is limited to a certain extent. They cannot do as they are supposed to. There has been an outcry of financial-mismanagement coming from the community. The administrator has been arrested by the police on the allegations of misuse of funds managed by Makuleke CPA management committee.

KNP report that they only help the CPA on regulatory basis and are therefore not responsible for the skills development of the community. KNP is, therefore, mainly concerned with conservation of their park at the expense of the tourism

development taking place. Because many workers in the park come from Makuleke, they are of the view that they have helped the community in the alleviation of poverty and employment generation.

The main aim of the study was the evaluation of local economic development activities at the Makuleke CPA on a land restitution project. As a result, the researcher discovered that there is evidence that these activities have done a great deal in alleviating poverty and employment generation. The skills level of the members of the community is caused by lack of appropriate education as evident by low pass rate of grade 12 learners in the local high school. For the past five years the school has obtained less than 50% in grade 12 results consecutively. Though jobs are sustainable in terms of permanent appointment much still need to be done to increase salaries of the employees to meet the economic demands.

#### **5.4. Constraints and Challenges**

The study has revealed the followings constraints from the respondents.

##### ***Skills***

Skills go hand in hand with the level of education in the community. According to RSA (2006) one of the key challenges in implementing LED activities is unemployment and low skills level. This has a negative impact on recruitment. Some members of the community complain that they are overlooked when it comes to employment without looking at their skills level in accordance with the level of education that they have received. The CPA executive does not have people with high level of expertise on developmental matters, for example, the economy, environment, politics and so forth. Skills like finance, negotiation, marketing, legal, are inadequate from the community as the CPA is dominated by professionals with a teaching background.

### ***Advertisement and Interviews***

Getting the right people for the right job is not as easy as one may think. It is therefore not plain sailing. For the sake of transparency, the community members should be represented with somebody with observer status during short listing and interviews. Transparency is the key on advertisements and interviews of the posts for the sake of democracy.

### ***Low Income***

The greatest challenges facing South Africa in particular and the world in general is low salaries that do not keep pace with the economic demands. Though employed, the low income also contributes in low productivity. About 80% of employees in the identified LED project activities at Makuleke were in the gross salaries of less than R3000 a month

### ***Access to Information***

Some of the people have low literacy levels, and for this reason, they were unable to interpret some of the information advertised by the CPA on jobs and bursaries when made available to the community. A majority of the members from the community have not reached Grade 12 and also the majority of the youth have not passed grade 12 and were therefore unable to interpret some of the information advertised by the CPA on jobs and bursaries when made available to the community. Most of the advertisements are done in English and can therefore be done in Xitsonga.

### ***Training of Employees***

The training to employees is mostly in house for jobs like tour guides, receptionists, housekeeping, maintenance and management. Though training is essential it should be accompanied by certificates so as to give the employees the latitude to apply for other jobs in the market. Employees are not given bursaries to further their studies in the fields of their operation.

### ***Sustainability of Jobs***

From the tables on the sustainability of jobs from the lodges, more than 90% of the jobs are sustainable as workers have worked for years. Employees should have benefits which enable them to meet their demands after resignation or retirement instead of UIF which cater only after retrenchment or resignation. According to the telephonic interviews held with the management of the LED projects, the jobs are sustainable as workers are mostly appointed on permanent basis.

### **5.5. Interpretation of Findings**

The findings from the investigations conducted by the researcher revealed that Local Economic Development activities under the Makuleke CPA on the restitution project are alleviating poverty in the sense that most of the employees are no longer dependent on their parents for survival. Most of them are now staying with their families in their own homesteads. As far as employment generation is concerned, about 80 [eighty] people are now employed on a full time basis. Though the percentage is not up to the expected level, people's lives have been changed for the better. It can be surmised that the community of Makuleke has benefited in terms of employment generation.

Low skills level that is in accordance with the level of education is a matter that will be dealt with as the community is mobilised to take educational issues seriously. Most matriculants are unable to further their careers in tertiary institutions because of poverty.

From the interviews held at the lodges and Eco Training, the researcher discovered that workers are paid salaries below R3000 as gross on monthly basis. Various options of alternative local development mechanism should be explored to ensure that there are maximum benefits for all beneficiaries of Makuleke community. Tourism development has enhanced local economic development through the initiations of the lodges and the training camp. The challenge is that less than hundreds of people have been employed so far. This



is not enough when we look at the number of people looking for employment opportunities at Makuleke community. Despite these challenges, local economic development activities at Makuleke are helping a lot in poverty alleviation and employment generation.

## **5.6. Summary**

In this chapter, the researcher has done a great deal to present, analyse and interpret the findings from the investigations that were conducted. The following chapter will include the conclusion and make recommendations for effective utilization of local development activities by CPA to alleviate poverty and generate sustainable employment.

## **CHAPTER 6**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

The purpose of this chapter is to conclude on the findings of the study and make recommendations toward the Local Economic Development activities by the Makuleke CPA as a result of land restitution so that all the participants, that is, workers have the required skills and better income to support their families and also to ensure that members of the community are kept informed about the benefits as a result thereof.

#### **6.2 Key Issues Emerging from the Study**

The study concludes that the Local Economic Development activities at the Makuleke CPA on the restituted project have made an impact socially, economically, and environmentally. These activities have alleviated poverty and have generated employment to a certain extent in the community.

However, though the lodges and training camp have helped in the alleviation of poverty and employment generation, there are challenges which need to be attended to:

- (a) Low skills levels of the community and CPA executive;
- (b) Inadequate CPA executive training offered by the two lodges and Eco Training Camp;
- (c) Lack of transparency in the employment of workers at the lodges;
- (d) Low income levels of the workers;
- (e) Minimum participation of the community;
- (f) Some workers did not have pension and /or provident fund; and
- (g) Lack of support from the government.
- (h) Viable options for alternative local development mechanism which are available for the application by Makuleke CPA to enhance local economic development.

The Local Economic Development activities should be taken with great caution if they have to benefit the community in terms of poverty alleviation and employment generation. This conclusion responds to the main aim and the key research question of the study.

### **6.3 Recommendations**

For the proper participation in local economic development activities, the importance of skills development cannot be overemphasised. After the implementation of Local Economic Development activities at the Makuleke CPA on the restitution project the community was of the view that everybody will be employed even without the necessary skills required for the job. The Department of Labour should be used to encourage members of the community to develop the skills to improve their prospects of work, promotion of self–employment (RSA, Department of Labour, 1998).

The CPA executive should consist of members coming from different sectors of the community. For skills development, the CPA can also make use of the service of SETAS for their own development. There should be mobilisation of the community to take educational issues very seriously. The majority of the people did not complete matric and they are therefore found wanting when it comes to skills development.

Training of the workers should be intensive. Certificates after training should be issued so that it can be easy for them to seek greener pastures. CPA executive should have training programmes on finances, project management, and so forth.

Advertisement of posts should be made in English and Xitsonga to ensure that they reach the poorest of the poor in the community. Members of the community should also request to have a person who can be accorded the observer status in the short-listing process as well as in the interview to ensure that democratic

values like transparency, fairness, openness, competitiveness, and so forth, are adhered to. This will minimize nepotism and corruption in indentifying people to be employed in local economic development activities.

The CPA management committee should include issues like salaries in their concession contracts. Instead of companies using only the sectoral determination of people employed in the hospitality industry, they have to provide guidance and ensure that the salaries are competitive and inflation -linked. The issue of benefits, such as provident fund or pension fund, should receive priority in the contracts for workers if the LED activities will have to mean anything to the community.

There should be mass mobilization in the community. The CPA executive should ensure that the members of the community are kept up to date with the latest developments in all the activities happening in the lodges and be given opportunity to participate actively. The government should give continuous support to the CPA executive in ensuring that they use the activities effectively. There should be bursaries for prospective workers on annual basis. The large percentage of turnover should be focused on the youth, that is, in education and skills development.

Options of alternative local development mechanism which are available for application by Makuleke CPA to enhance local economic development are the following;

- Initiate projects with a high volume of workers for example, a manufacturing industry,
- There should be mass mobilization of skills training for jobs like welding, fencing, building and so forth with the main focus on the youth and women.
- Appoint a CEO with business acumen to help the community to form joint venture with private companies as done by Royal Bafokeng Tribe.

- A certain percentage of turnover should be agreed upon and be paid as dividends to the members of the CPA on annual basis.
- FET College will be good for the community as it will empower the community with skills needed in labour market.
- Job funds should be created from concession fees and be used in the form of bursaries.
- Review the options timeously and look for investment opportunities with high turnover

In concluding this section, from this study I posit the following model which i recommend for the operations of CPA:

- CPA must ensure the mobilisation and inclusion as much as possible this means upholding the principle of inclusion;
- Because land ownership cannot solve all economic and social problems' there is a need to diversify the investment options- principle of diversification should apply to these areas;
- Employment of staff should be done in an environment of transparency-principle of transparency;
- Support of government should be unequivocal-principle of state involvement;
- CPA executive should be broad based-principle of broad/wider engagement;
- Recognition of uniqueness of circumstance-principle of context specificity; and
- Wider benefits should go to the poor.

## BIBLIOGRAPHY

- ANC. 1994. *The Reconstruction and Development Programme*: Umanyano Publications.
- Babbie, E., & Mouton, J. 2009. *The Practice of Social Research*: Oxford University Press Southern Africa (Pty) Ltd.
- Bailey, K.D. 1994. *Methods of Social Research*. 4<sup>th</sup> edition: The Free Press.
- Beyers, C. 2007. Mobilizing Community for Justice in District Six: Stakeholders politics in the Land Restitution Process. *South African Historical Journal*. 58.253-276.
- Bless, C., Higson-Smith, C., & Kagee, A. 2006. *Fundamentals of Social Research methods: An African perspective* (4<sup>th</sup> edition): Juta and Co.Ltd.
- Cohen, L., Manion, L., & Mariton, K. 2003. *Research Methods in Education* (5<sup>th</sup> Edition).
- Collins, S. 2010. *The Makuleke Conservation and Land Reform Project*. A Conservation rather than community success so far?
- Cousins, B., & Robins, S. 1993. *Institutions for Land Redistribution and Management: The Zimbabwean Experience: LAPC*  
Unpublished: ASL Executive director
- De Villiers, A. 1999. *Rural Land Reform issues presented by the Department of Development studies*, University of the North, at the Turfloop Graduate School of Leadership, Edupark, Pietersburg.
- De Villiers, A., 2007. *Paper presented at Staff Seminar Series In the Turfloop Graduate School of Leadership, Causes and Results of the Economic Crisis in Zimbabwe Implications for South Africa: University of Limpopo*.
- De Villiers, A., & Kwaw, I.W. 1999. *Evaluation of the land acquisition and settlement grant to support Land Redistribution in the Northern Province. Research report for the Department Land Affairs: University of the North*.
- De Villiers, B., & Van de Berg, M. 2006. *Land Reform: Trailblazers seven successful studies: K.A.S.*
- De Vos, A.S., Strydom, H., Fouché, C.B., & Delpont, C.S.L. 2007. *Research at Grassroots for the Social Sciences and Human Service Professionals* (3<sup>rd</sup> edition) :Van Schaik Publishers.

- Du Plessis, A. 2006. *Land Restitution through the lens of environmental law: some comments of the South Africa Vista*. Journal. Faculty of Law North West University Potchefstroom,
- Friedman, J. 2005. *Winning isn't everything : What the Makuleke lost in the process of Land Restitution . Unpublished B.A. dissertation. Environmental studies: University of Pretoria*
- Hall, R., & Lahiff, E. 2004. *Budgeting for Land Reform*. Policy brief no. 13. Cape Town Plaas, School of Government, UWC.
- Joint Management Board. 2000. *Master Plan for conservation and sustainable Development of Makuleke Region* .KNP.
- Labuschagne, M., 1999. *The Impact of The Land Reform Programme on the Living Conditions of The Monyamane Farmers Associations. Unpublished Dissertation for Masters in Development: University of Limpopo.*
- Le Compte, M.D., & Preissle, J. 1993. *Ethnography and Qualitative Design in Educational Research*. Harcourt Brace: Jovanavich.
- Leedy, P.V., & Ormrod, J.E. 2000. *Practical Research, Planning & Design: Prentice-Hall*
- Mashala, T.I. 2006. An analysis of the challenges faced by communities on restituted Land : An assessment of the Ga-Mojapelo Maboï 3 Matjieskraal farm of Agricultural Development Project. Turfloop. Unpublished Dissertation for Masters in Development : University of Limpopo
- McMillan, J.H., & Schumacher, S. 2006. *Research in Education: A conceptual introduction* : Harper Collins College Publishers.
- McNeely, J.A. 1995. *Expanding Partnerships in Conservation: Island Press*
- Ntsebeza, L., & Hall, R . 2007. *The Land Question in South Africa: The challenges of transformation and Redistribution*. Cape Town: HSRC Press.
- Polit, D.F., Beck, C.T., & Hungler, B.P. 2001. *Essentials of Nursing Research, Methods, Appraisal and Utilization*. 5<sup>th</sup> Edition. Lippinco
- Prosterman L, R., Temple MN & Hanstad TM. 1990 *Agrarian Reform and Grass roots Development* : Lymne Riemer Publishers
- Ramutshindela, M.F. 2000 (revised) *The Perfect Way to Ending the Perfect Past Makuleke and Land Claim Deal in South Africa: Oxford*

- RSA. 2001. *The Makuleke Communal Property Association/Eco Training cc, Concession Agreement Manual: MCPA*
- RSA, Department of Economic Development and Tourism. 2005. *Limpopo Growth and Development Studies: Government Printers*
- RSA, Parliament. 1994. *Restitution of Land Rights Act no. 22 of 1994: Government Printers*
- RSA, Parliament. 2007. *South Africa's Year book 2006/ 2007: Government Printers*
- RSA, Department of Land Affairs. 1997. *White Paper on South African land policy. GCIS.*
- RSA. 1994. *The White Paper on Reconstruction and Development. Government Printers*
- RSA. Department of Local Government .2006. *Stimulating and developing sustainable Local Economies. National Frame work for Local Economic Development in South Africa. ( 2006-2011).GCIS*
- RSA. Ministry of Agriculture and Land Affairs: 2001. *White Paper on Spatial. Wise Land Planning and Land Use Management: Government Printers*
- RSA, Ministry of Agriculture and Land Affairs. 1999and 2000. *An Integrated Programme for Land Redistribution and Agricultural Development in South Africa: Government Printer*
- RSA Department of Land Affairs. 2001. *An assessment framework for Communal Property Associations. Government Printers*
- RSA, Parliament. 1996. *Communal Property Associations Act .Act no 28 OF 1996.*
- Rodrigues-Pose, A., & Tijmstra, S. 2006. *Local Economic Development as an Alternative approach to economic development in Sub-Saharan Africa. Available at [www. Worldbank.org/ledafrica](http://www.Worldbank.org/ledafrica).*
- Strauss, A., & Corbin, J. 1990. *Basics of Qualitative Research: Grounded theory, procedures and techniques: Sage.*
- Van Zyl, J., Kirsten, J., Binswanger, H.P. 1996. *Agricultural Land Reform in South Africa. Policies, markets and Mechanisms. Oxford*
- Welman, C., Kruger, F., & Mitchel, B. 2009 *Research Methodology (3<sup>rd</sup> edition): Oxford University Press.*



White, C.J. 2002. *Research Methodology and Techniques*. Technikon Pretoria

Xulu, B., & Maharaj, B.2004. Land Restitution during apartheid's dying days. The struggle for restoration and resolution in Roosboom. *Africa Insight* Vol 34 no 2/3/June/September 2004.

## **ANNEXURES**

### **Annexure A: Makuleke CPA Management Committee**

#### INTERVIEW GUIDE

1. How often do you meet as CPA?
2. What is the level of poverty at the Makuleke Community?
3. Which plans do you have to reduce unemployment?
4. How do you select people for participation in the identify projects?
5. How are posts advertised?
6. Which skills are needed for participation in the projects?
7. How do you manage your development project?
8. How is the concession fees utilized in the community?
9. Whom do you target as the major beneficiaries of these LED projects?
10. What are the challenges facing you as CPA in managing your LED projects?
11. Which options are available as alternative local development mechanism to enhance local economic development/

## Annexure B: Management Employees in Wilderness Safaris

GENERAL INFORMATION : \_\_\_\_\_  
SURNAME : \_\_\_\_\_  
NAME(S) : \_\_\_\_\_  
YEAR(S) : \_\_\_\_\_  
HOME LANGUAGE : \_\_\_\_\_

HIGHEST QUALIFICATION [ACADEMIC AND PROFESSIONAL]:  
\_\_\_\_\_

LANGUAGE YOU CAN READ AND SPEAK:  
\_\_\_\_\_

### INTERVIEW GUIDE

1. When did the lodge start to operate?
2. How many employees are working at this lodge?
3. What type of jobs is offered by the lodge?
4. How did you identify the people to work in your lodge?
5. How do you advertise the posts?
6. Which expected skills are needed to be employed?
7. May you provide me with the breakdown in percentage for the gross income of your employees per annum?
8. What training do you provide for the employees?
9. Are the jobs of the workers sustainable?
10. What are your plans to alleviate poverty and generate employment for Makuleke community?

## Annexure C. Management Employee in Outpost Lodge

GENERAL INFORMATION : \_\_\_\_\_

SURNAME : \_\_\_\_\_

NAME(S) : \_\_\_\_\_

YEAR(S) : \_\_\_\_\_

HOME LANGUAGE : \_\_\_\_\_

HIGHEST QUALIFICATION [ACADEMIC AND PROFESSIONAL]: \_\_\_\_\_

LANGUAGE YOU CAN READ AND SPEAK:

\_\_\_\_\_

### INTERVIEW GUIDE

1. When did the lodge start to operate?
2. How many employees are working at this lodge?
3. What type of jobs are offered by the lodge?
4. How did you identify the people to work in your lodge?
5. How do you advertise the posts?
6. Which expected skills are needed to be employed?
7. May you provide me with the breakdown in percentage for the gross income of your employees per annum?
8. What training do you provide for the employees?
9. Are the jobs of the workers sustainable?
10. What are your plans to alleviate poverty and generate employment for Makuleke community?

## Annexure D. Management Employee In Eco Training Camp

GENERAL INFORMATION : \_\_\_\_\_

SURNAME : \_\_\_\_\_

NAME(S) : \_\_\_\_\_

YEAR(S) : \_\_\_\_\_

HOME LANGUAGE : \_\_\_\_\_

HIGHEST QUALIFICATION [ACADEMIC AND PROFESSIONAL]: \_\_\_\_\_

LANGUAGE YOU CAN READ AND SPEAK \_\_\_\_\_

### INTERVIEW GUIDE

1. When did the training camp start to operate?
2. How many employees are working at this training camp?
3. What type of jobs are offered by the training camp?
4. How did you identify the people to work in your training camp?
5. How do you advertise the posts?
6. Which expected skills are needed to be employed?
7. May you provide me with the breakdown in percentage for the gross income of your employees per annum?
8. What training do you provide for the employees?
9. Are the jobs of the workers sustainable?
10. What are your plans to alleviate poverty and generate employment for Makuleke community

## **Annexure E: JOINT MANAGEMENT BOARD**

### **INTERVIEW GUIDE**

1. How do you meet as Joint Management Board?
2. How do you manage the project?
3. Who are the major beneficiaries of the LED projects at Makuleke?
4. How do you ensure that the projects are benefiting the community?
5. What are the short-term and long-term goals do you have to alleviate poverty?

## Annexure F: Member of the Community

GENERAL INFORMATION : \_\_\_\_\_

SURNAME : \_\_\_\_\_

NAME(S) : \_\_\_\_\_

YEAR(S) : \_\_\_\_\_

HOME LANGUAGE : \_\_\_\_\_

HIGHEST QUALIFICATION [ACADEMIC AND PROFESSIONAL]: \_\_\_\_\_

LANGUAGE YOU CAN READ AND SPEAK \_\_\_\_\_

### INTERVIEW GUIDE

1. Were you there during the Makuleke Community celebrate land claim?
2. What were and are your thoughts about land claim?
3. How often do you meet with the CPA community?
4. How informed are you about the activities of CPA committee, especially for the projects identified?
5. How have you benefited from the projects, i.e., Out post, Wilderness Safaris and Eco Training Camp?
6. How are people identified for employment by the CPA committee in these projects?
7. What are the challenges you face as residents about these projects?
8. What is your perception about Makuleke land restitution?
9. What do you want to see happening at these projects?

## **Annexure G: KNP Spokesperson**

### **INTERVIEW GUIDE**

1. As KNP, what have you benefited Makuleke CPA after the land restitution?
2. How do you ensure that the projects Wilderness Safaris, Out Post and Eco Training are not disturbing your conservation area?
3. How is the perception of KNP on these projects?
4. Which plans do you have as KNP to ensure that these projects are sustainable for employment generation?



## **ANNEXURE H MAKULEKE TRIBAL AUTHORITY**

### **INTERVIEW GUIDE**

1. What are the challenges facing Makuleke Community?
2. What are you doing to ensure that the community benefit from the land restitution project?
3. How do people perceive the land restitution at Makuleke?