

**An investigation into trust and perceptions of interdependence in the co-management of a restituted state managed protected area: Case of the Hluhluwe Corridor Game Reserve**

**by**

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**Submitted in partial fulfillment of the academic requirements for the degree of  
Master of Environment and Development  
in the  
Centre for Environment, Agriculture and Development  
University of KwaZulu-Natal  
Pietermaritzburg  
2011**

## **ABSTRACT**

The Hluhluwe Corridor Game Reserve is situated in the uMkhanyakude District municipality, approximately 350 kilometres from Durban. The reserve was proclaimed in 1989 after the forced removal of the Mpukunyoni and Mkhwanazi communities between the 1940's and 1960's. In June 2007, the KwaZulu-Natal Regional Land Claims Commission restored the previously dispossessed communities' rights to the land through the restitution land reform programme. The conditions for the settlement agreement stipulated that the current management authority, eZemvelo KwaZulu Natal Wildlife (EKZNW), should continue to manage the land despite ownership being transferred to the legal entity of the originally dispossessed communities of Mpukunyoni and Mkhwanazi known as the Corridor of Hope Trust (COHT). The land claim settlement agreement signed by both parties (EKZNW and COHT) further suggested that the parties enter into a co-management agreement for the continued management of the reserve within three months of signing the settlement agreement to ensure the sharing of benefits that accrue from the reserve between the parties.

At the present moment EKZNW, in accordance with Chapter 5 of the Kwa-Zulu Natal Nature Conservation Management Act, 9 of 1997, recognizes local boards as structures which represents the interests of communities living adjacent to protected areas. It is important to note that the local board structure do not only represent the claimant communities but also represents the broader communities irrespective of whether they are land claimants or not. It is for this reason that in the case of Hluhluwe Imfolozi Park there is a Hluhluwe Imfolozi local board, the majority of the members of the local board are also land claimants in respect of the land claim lodged against the Hluhluwe Imfolozi Park and are also members of the COHT. It is for this reason that COHT and the local board for the purposes of this study are treated as a single structure hence when there is reference to parties it would also be dealing with EKZNW, COHT and the local board.

It would be important that after the signing of the co-management agreement is finalised the existence and relevance of both COHT and local board is discussed and agreed upon amongst all parties to avoid duplication of responsibilities and overstretching of resources. However in the meantime, before the discussions and decisions are made in respect of the existence and relevance of the community structures(COHT and local board) the recommended institutional arrangement recognizes both these structures until such time if at all possible they are amalgamated.

This study assumed that unless the people of the COHT and Hluhluwe Imfolozi Local Board trusted EKZNW and strongly perceive themselves to be interdependent with EKZNW, the prospects for successful co-management between the parties (COHT and EKZNW) are bleak. Whereas investigating both parties would have enhanced the understanding of perceptions between the parties, the study focused on getting a deeper understanding of the COHT because they have suffered the consequences of forceful removals and its implications thereof.

The aim of this study was to determine the COHT levels of trust and perceptions of interdependence with EKZNW. To accomplish this, two objectives were identified. The first was to investigate the degree or level to which COHT trusted EKZNW through identifying some key elements of trust, namely respect, honesty, transparency, consistency and delivery. Secondly, the study assessed the extent to which the COHT perceived interdependence with EKZNW. The extent to which COHT demonstrated the perception of interconnectedness and mutual dependence was probed to assess perceptions of interdependence. The presence of these elements in the responses would lead to the conclusion that the COHT perceived themselves to be interdependent with EKZNW. In the interest of gaining in depth understanding of the positions of those in COHT all efforts were focused on these stakeholders.

An intense review of the literature to establish the elements of trust and perceptions of interdependence to include in the investigation was the first method employed. Thereafter a purposive sample was drawn from the trustees of the COHT. These persons, COHT, were entrusted with the responsibility of overseeing all issues pertaining to the restored land, since they were considered to be *de facto* co-managers, representing the broader restitution beneficiaries during the co-management arrangement. Respondents were engaged in semi-structured face to face interviews with both open-ended and closed-ended questions.

Results of the study indicated that the trustees of the COHT do not trust EKZNW. The high levels of mistrust appear to be related to the manner in which people were removed from their ancestral land in the 1940's and 1960's. The majority of respondents highlighted lack of respect, transparency, delivery, honesty and consistency in the manner in which EKZNW conducts its business in the area. It appeared that the lack of these elements of trust contributed to low levels of trust from COHT against EKZNW as an entity. However, respondents acknowledged that they needed EKZNW to continue managing the protected area to ensure that its ecological integrity is not compromised. Respondents further indicated their willingness to work collaboratively with EKZNW.

The study finally concludes, based on the displayed perceptions of interdependence, with a recommended institutional arrangement aimed at ensuring improved levels of trust by the COHT to EKZNW to ensure successful co-management of the restored land. The study further suggests that in order to give a full account of the study, similar study be conducted to ascertain the trust levels and perceptions of interdependence on the part of EKZNW.

## **ACKNOWLEDGEMENTS**

My supervisor: Dr. Mark Dent

For objective, critical questions and comments; guidance and willingness; for your considerable patience, support and commitment which have helped me to develop my insight and understanding of this study; for making your time available and caring about the outcome and completion of this dissertation.

My director at EKZNW: Mr. Bheki Khoza

For trusting in me and, encouragement despite tremendous work pressure within the organization.

My employer eZemvelo KwaZulu Natal Wildlife

For the bursary which enabled me to complete this study.

My wife, Siphesihle and son Simangaliso.

For their warm support, encouragement and for making sure I do not give up.

## **DECLARATION**

I, Sibusiso Emmanuel Bukhosini declare that

- (i) The research reported in this dissertation, except where otherwise indicated, is my original work.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other researchers.
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**Signed By: S.E Bukhosini**

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**Date**

## **LIST OF ABBREVIATIONS AND ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
COHT	Corridor of Hope Trust
DEAT	Department of Environmental Affairs and Tourism
DLA	Department of Land Affairs
EKZNW	Ezemvelo KwaZulu Natal Wildlife
HIV	Human Immune Virus
KZNC	KwaZulu Nature Conservation
MOA	Memorandum of Agreement
NEM: PAA	National Environmental Management Protected Areas Act
NGO	Non-Governmental Organization
RLCC	Regional Land Claims Commission
TA/ TC	Traditional Authority/ Traditional Council

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## **CHAPTER 1: INTRODUCTION**

### **1.1 Background**

There has been a long history of difficult relations between Black rural communities neighboring protected areas and the former Natal Parks Board. This was so because the majority of the population's experience of parks during the colonial and Apartheid periods was one of exclusion or confrontation. In many cases indigenous people had been removed from parks, losing ancestral land and livelihood in the process (Cowan, Yawitch and Swift, 2003). Even in this era where South Africa has committed itself as a country to its new Constitution as well as to various national and provincial conservation legislation, relations are still sour. Occurrences of poaching and the 'us and them' syndrome still prevails despite efforts on the side of EKZNW to strengthen the relations with neighboring communities.

Existing research suggests that human settlement at what today is known as Hluhluwe-Corridor Game Reserve dates back to about 1500 years ago (Pooley and Player, 1995) and was occupied by the Zulu tribe (Infield, 1988).

The Provincial administration department started removing people in the area in 1940's and 1960's with the intention of removing dominant tsetse flies in the area. Communities were promised that after the eradication of tsetse flies they would be brought back to their land, but the area was later handed over to the then Natal Parks Board which proclaimed the area as a Game Reserve (Pooley and Player, 1995).

The limited number of game guards and no fence around the reserve heightened incidents of poaching that led to the erection of the fence. The presence of the fence resulted in the reintroduction of certain species to the reserve such as lions, cheetahs, elephants and giraffes (Pooley and Player, 1995). The affected (dispossessed) communities, Mkhwanazi and Mpukunyoni, were very angry about the approach of the government and this led to the animosity between the conservationists and the local communities.

The promulgation of the Restitution of Land Rights Act (22 of 1994 as amended) paved a way for the Mpukunyoni and Mkhwanazi communities to claim what was originally theirs. The signed land claim settlement agreement (Appendix B) makes provision for the COHT to enter into a co-management arrangement with the existing management authority (EKZNW).

## **1.2 Co-Management**

The importance of co-management between conservation agencies and communities, including other stakeholders, cannot be overemphasised in the 21<sup>st</sup> century. Protected areas can no longer be managed as islands but must be managed as an integral part of the society (Infield, 1988). In 2003 the World Parks congress recommended that conservation agencies and communities must work together to ensure joint management of protected areas (Child, 2004). Section 42C of the National Environmental Management: Protected Areas Act 57 of 2003 (NEM: PAA) and National Water Act of 1998 confirm this approach to natural resource management activities in the form of co-management.

The above recommendations and realisations have had an immense impact in bringing about a paradigm shift in protected area management, not only in Africa, but in other countries abroad like Canada and Australia where communities participate in decision making through co-management (Infield, 1988).

In South Africa the Department of Land Affairs (DLA) and Department of Environmental Affairs and Tourism (DEAT) Ministers have adopted and endorsed a guideline document on resolving land claims on state managed protected areas, known as the Memorandum of Agreement (MOA) Appendix C. The MOA is a direct response to the above recommendations and realisations by the World Parks Congress held in South Africa in 2003. The MOA mandates the processes which are designed to lead to sustainable management of protected areas which have been restored to their rightful owners in accordance with the Restitution of Land Rights Act. It further guides on how DLA and DEAT will manage the process of co-management in a sustainable manner within the existing policy and legislative framework.

The MOA specifies that land will continue to be managed by the existing management authority for conservation purposes, but the owners of land will no longer be the state but the claimant community. This situation means that there is now a huge paradigm shift from the traditional management of protected areas. In the past the state used to own, through being assigned custodianship rights, and manage protected areas as a single entity, but in future protected areas under land claims will be co-managed with members of the community. In this case the state performs a management function, whereas the communities own the protected area.

Ezemvelo KwaZulu Natal Wildlife has resolved a number land claims in their protected areas. The Hluhluwe Corridor Game Reserve, claimed by the Mpukunyoni and Mkhwanazi communities is located in the Northern part of KwaZulu-Natal. **Figure 1** illustrates the claimed area (shaded).

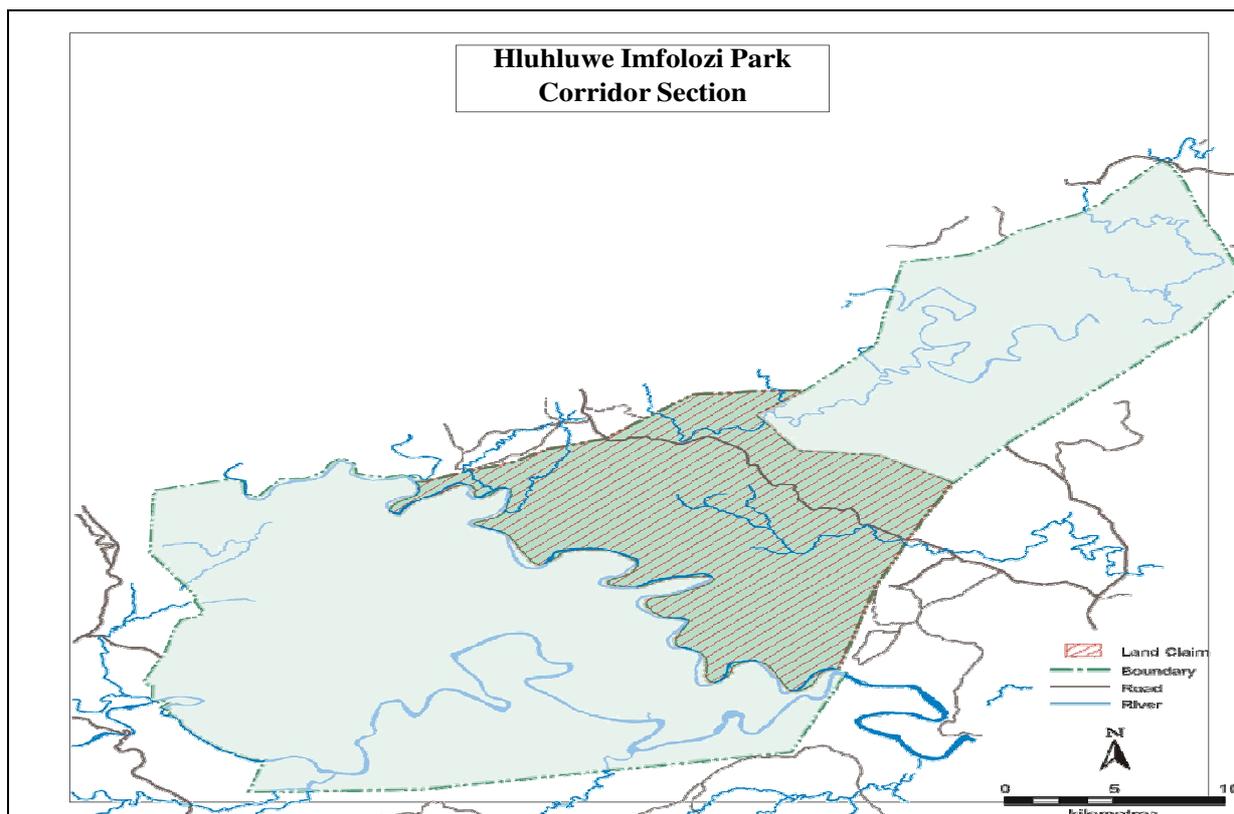


Figure 1: Map indicating the claimed Hluhluwe Corridor Game Reserve (shaded).

### 1.3 Significance of the Study

The success of managing protected areas is heavily dependent, amongst other important factors, on the relationship between the conservation agency managing a particular protected area and people living adjacent to that protected area (Cowan, Yawitch and Swift, 2003). The relationship between protected area managers and communities living adjacent to a protected area is also, amongst a number of other factors, influenced by the levels of trust and perceptions of interdependence that exist between these two parties (Conservation agencies managing protected areas and communities living adjacent to a protected areas) . The investigation of levels of trust and perceptions of interdependence between the parties is therefore imperative to ensure meaningful co-management of state managed protected areas restituted to communities in accordance with the provisions of the Restitution of Land Rights (Act No.22 of 1994 as amended). However this study at this stage focused on COHT alone with an intention of securing a deeper understanding of their levels of trust and perceptions of interdependence with EKZNW. Future research must look at EKZNW to determine their levels of trust and perceptions of interdependence with COHT.

A number of state managed protected areas have experienced gross state property destruction, especially where there are resolved land claims and no compliance with contractual obligations by the Department of Land Affairs (now Known as Rural Development and Land Reform), as shown in **Figure 2**. This has always been a major concern for many conservation agencies. In the case of the Ndumu Eastern boundary, a protected area managed by EKZNW, classified as a RAMSAR<sup>1</sup> site, the land claim settlement agreement was signed in 2001 by the Department of Land Affairs (DLA), the Mbangweni Land claim committee and the then Department of Agriculture and Environmental Affairs (DAEA) under which Ezemvelo KwaZulu Natal Wildlife (EKZNW) is managed.

As part of the land claim settlement agreement conditions, the Regional Land Claims Commission (RLCC) offered the restitution beneficiaries food packages for a period of six

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<sup>1</sup> This is an internationally recognized wetland area located in the Northwestern part of KwaZulu Natal.

months whilst the process of establishing a communal property association (CPA), which was to hold land on behalf of the broader restitution beneficiaries, was to be initiated. In addition to the land claim settlement agreement conditions, EKZNW was tasked to develop a co-management agreement that would ensure that local communities would benefit from the protected area, through controlled access to natural resources within the protected area, and participation in its management thereof.

To date, none of the conditions of the Ndumu Game Reserve (East Bank) settlement agreement have been fulfilled. Failure to honour settlement agreement contractual obligations by government institutions influenced the local community bitterness and uncooperative behaviour, thus causing endless problems for EKZNW through cutting of the fence and illegal poaching inside the protected area. RLCC and EKZNW staffs have on several occasions been turned away from community meetings by the local community, who claim that government officials make empty promises unnecessarily raising community expectations



Figure 2 : Ndumu Eastern boundary fence vandalism by the Mbangweni and Bhekabantu communities living adjacent to the protected area.

This study was conducted in the communities of Mkhwanazi and Mpukunyoni Traditional Councils (TCs) (**Figure 3**). The choice of Hluhluwe Corridor Game Reserve and the Mkhwanazi and Mpukunyoni Traditional Councils as the study area was influenced by the resolution of a restitution land claim lodged in terms of the Restitution Act No.22 of 1994 as amended. Mr. P.D Mhlaba, on behalf of the Mkhwanazi and Mpukunyoni claimant communities, lodged a land claim with the Regional Land Claims Commission in 1996, following their forced removal by the Apartheid government using racially discriminatory law (Group Areas Act) between the 1940's and 1960's. The land claim settlement agreement (see **Appendix B**), in line with the DEAT and DLA MOA (see **Appendix C**), recommended that upon the settlement of the land claim, the COHT, a structure representing the claimant community, and EKZNW should enter into a co-management agreement for the future management of the Game Reserve. Understanding that co-management entails working together between two or more parties, it was imperative that parties' levels of trust and perceptions of interdependence were investigated to determine the potential of effective co-management arrangement, however this was not done because the study focused on securing a deeper understanding of one side (COHT) with the understanding that future research will also do the same for EKZNW

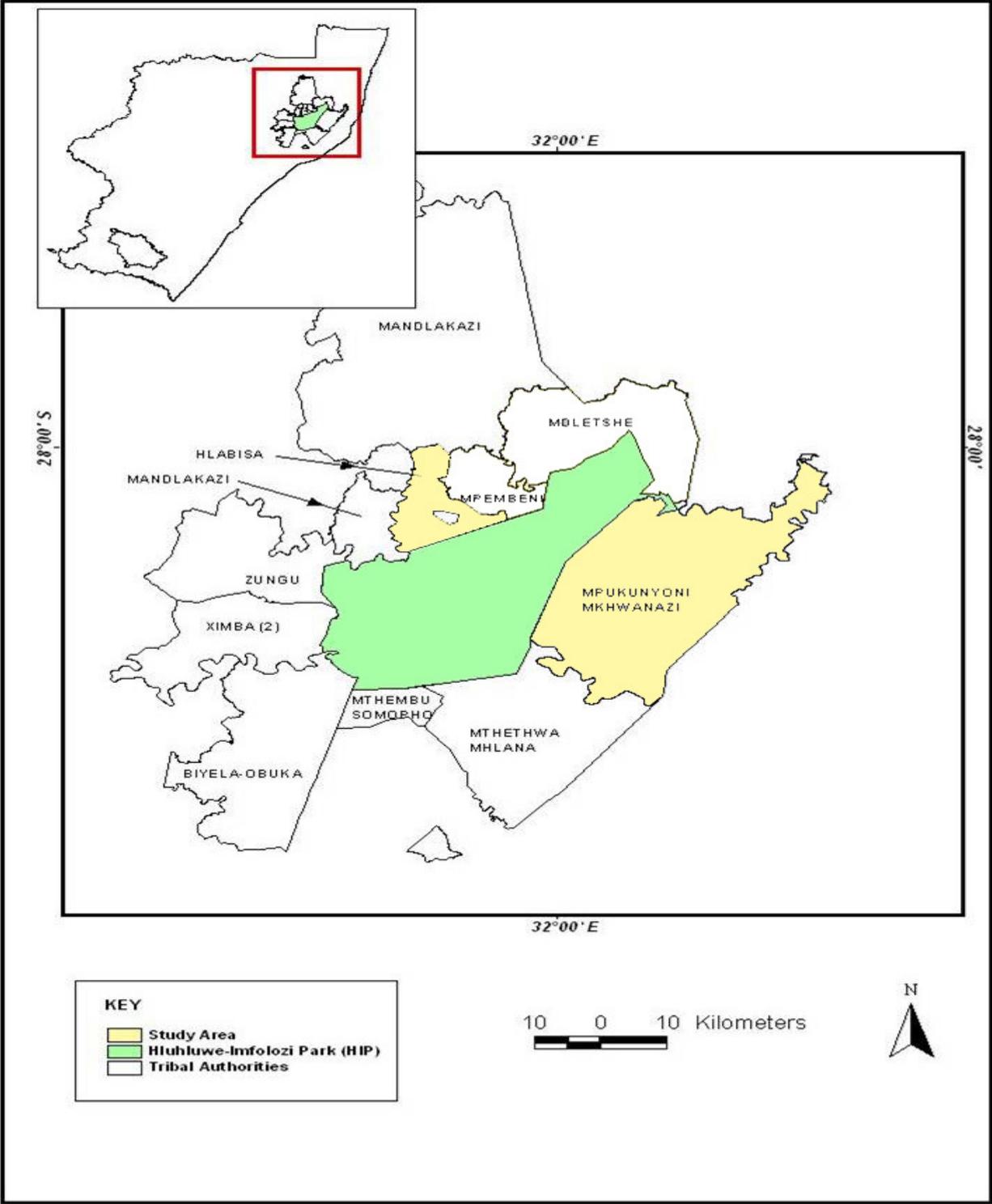


Figure 3: The location of the study with Umkhanyakude District in Kwa-Zulu Natal

#### 1.4 Location and size

The Hluhluwe Corridor Game Reserve constitutes approximately 24 000 hectares and lies between 28°00'S 32°00'E and 28°00'S 32°00'E (Pooley and Player, 1995).

According to the settlement agreement, EKZNW was expected to conclude the co-management agreement with the COHT within three months of the signing of the settlement agreement. Numerous meetings were held with the Trustees in an attempt to collectively develop the co-management agreement, but this process was later brought to a halt as the Kwa-Zulu Nature Conservation (KZNC) Board was concerned about the lack of a national framework on co-management agreements. As at 2010, no co-management agreement has been signed by EKZNW and the COHT as agreed.



Figure 4 : Angry Hluhluwe Corridor Restitution beneficiaries protesting against EKZNW and RLCC outside Nyalazi gate at Hluhluwe Corridor Game Reserve on the 16<sup>th</sup> of May 2008

The non delivery of promises by the then National Department of Land Affairs on the signing of co-management agreements within three months after the signing of the settlement agreement, as indicated in the settlement agreement itself, appendix B, prompted the protest march from communities as indicated in **Figure 4**. The protest march was also due to be the removal of the game auction, without the consultation with claimant community, in 2007 and 2008 from Hluhluwe Imfolozi to Isibaya Casino in Durban, thus denying local communities benefits in the form of selling their local made products to visiting buyers, further justified the need of the said a protest march in 2008 .

### **1.5 Problem Statement**

It is evident from the background provided that there are many challenges associated with the restitution of land rights through the land reform restitution programme. This study will focus on two crucial aspects of the challenges. These aspects are levels of trust and perceptions of interdependence by the COHT in relation to EKZNW.

Whereas it would be ideal to ascertain trust levels and perceptions of interdependence for both parties (EKZNW and COHT), the study focused on the COHT to ascertain the position of the community.

### **1.6 Aim of the Study**

The aim of this study was to determine the COHT levels of trust and perceptions of interdependence with EKZNW. This understanding would help provide EKZNW management with insight to determine the possibility of a co-management arrangement between them (COHT and EKZNW). The Hluhluwe Corridor land claim case study was used to achieve this aim.

## **1.7 Objectives**

To achieve the above-mentioned aim, the following objectives were developed for this study:

- To investigate the degree to which the Corridor of Hope Trust (COHT) trusted EKZNW; and
- To assess the extent to which the COHT perceived that they were interdependent with EKZNW.

## **1.8 Research Methods**

The case study method was used in the study. Semi-structured interviews were used to draw out information from the respondents. In addition a participatory method (direct observation) was used, during the Land Owners forum meetings, where respondents' behavior was observed without them being aware that they were being observed. This was done to control the effects of the researcher being an employee of EKZNW, which may have obscured the findings of the study. The Researcher being employed by EKZNW and responsible for the community conservation unit where co-management agreements are facilitated, the respondents could easily behave differently thus not helping in the achievement of the objectives of the study. The focus was on the Hluhluwe Corridor Game Reserve land claim beneficiaries. A purposive sample was drawn from the claimant's representative legal entity known as the Corridor of Hope Trust (COHT) and they became respondents to the interview schedule. According to Grinnel (1993), the researcher can use his or her 'judgment' to 'handpick' the sample if he/she feels they are 'information rich'. The COHT sample was handpicked from a majority of the claimant community because they were considered to be information rich on the basis that they were democratically elected by the claimant community as their representatives.

Data collected originated from personal observations, interviews and informal discussions with key informants from the COHT. Guided by Peil's (1982) generally accepted format, interviews with the communities were formulated in such a way that background information questions were used to open the discussion on the levels of trust and perceptions of interdependence from COHT (Appendix A).

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

Trust and interdependence are phenomena that apply in any relationship which involves two or more people or institutions. However, the decision to trust and the perception of interdependence is highly influenced by a number of factors ranging from individual or organisational culture, history, past experiences, and many other factors. This chapter explores the concept of trust by identifying the elements of trust in relationships. It goes on to explore the concept of interdependence and the elements which influence individuals or organisations to be interdependent. Finally it examines the concepts of co-management and collaboration which are underpinned by the levels of trust as well the perceptions of interdependence by parties to make it practical and possible to implement.

### **2.2 Trust**

For many organisations and individuals, trust forms the basis of all relationships. Since relationships determine how we relate with one another and how we perceive each other's actions, it is imperative that we understand the concept of trust, its meaning, the context from which it is derived, its origins and its key elements and how these elements manifest during the process of collaboration to ensure effective co-management practice between or amongst the parties.

Lorenz (1998) defines trust as a behavioural pattern whereby one party has an expectation that the other party will not act opportunistically. Individuals have a tendency to assess the benefits for being trustworthy and disadvantages of being untrustworthy by the other party. If the benefits of being trustworthy exceed the benefits of being untrustworthy, the decision to be trustworthy is favoured (Lewicki and Tomlinson, 2003). In this context the other party is not necessarily expected to behave the same, hence trust is not seen to be reciprocal between or amongst the parties, but is merely a perception that is being held by party about the other party. For

example, the relationship between a doctor and a patient is not necessarily a reciprocal one, but patients often trust that doctors will cure their illness in most cases.

It is however imperative to note that, in as much as trust is not necessarily reciprocal, there are many key elements of trust, and these include, but are not limited to, experience based on ongoing relationships where trust is built over time, adherence and delivery on contractual arrangements or agreements, social regulation and ascription (Lorenz, 1998).

### **2.2.1 Consistency**

The learning perspective theory, a traditional behavioural approach based theory which suggests that an individual is likely to learn or develop a particular behaviour if s/he has been exposed to a similar situation in a consistent manner (e.g. child who is consistently beaten for stealing a sweet is likely to refrain from stealing sweets in future) (Rachman, 1978 & 1990), identifies consistency in information sharing on an ongoing basis as the key element for trust during the collaboration process. In this instance consistency is essential in developing trust. According to the learning perspective, parties exchange information on an ongoing basis in a particular situation, and by so doing they learn to know and understand each other over time and later develop trust (Levitt and March, 1998). It is clear under these circumstances that levels of trust will increase as the consistency in sharing of information is maintained between or amongst the parties over a period of time. Similarly the failure to maintain consistency would result in low levels of trust. For example an organisation must always be consistent in the implementation of policies throughout its area of operation rather than implementing different policies in different areas on the same issue.

Many organisations lose their labour cases in the Commission for Conciliation Mediation and Arbitration) CCMA because they fail to demonstrate that they applied their policies consistently to aggrieved employees. Likewise, trust is subject to this principle of consistency.

### **2.2.2 Respect**

Borrini-Feyerabend et al. (2004) argue that respect for indigenous people's culture, beliefs and values increases levels of trust. The integration of indigenous knowledge in the management of natural resources can serve as a good basis of trust between local communities and park officials during collaboration as it indicates recognition and respect of local culture, knowledge and values. The same applies to the management authority; their values and beliefs must be equally recognised and respected by the local communities to create reciprocal trust. This is solely because under these circumstances, decisions taken with regard to the management of the park are seen as collective decisions rather than isolated decisions.

### **2.2.3 Transparency**

The sunk cost perspective, a perspective which is linked with the real options theory which managers use to decide whether to pursue a particular business transaction or not, suggests that transparency refers to openness in such a manner that all that is required to be known is made available to the other party without a need for scrutiny. In this case managers look for hidden costs or business implications that may have a negative bearing in the future success of the business ( Meyer and Zucker, 1989). This perspective identifies transparency as the key element of trust. In this case each party's action is expected to be transparent to provide assurance that there will be no opportunistic behaviour that may compromise the other party Maskell (1990). In most cases people are interested in determining that the other party, in any form of a relationship, is not there to compromise them through behaving opportunistically. For example, the relationship of husband and wife is based on the premise that the other party will be transparent in everything, and once the other party starts to have his/her own secrets that are not shared, the relationship tends to become sour, and trust is broken.

#### **2.2.4 Delivery**

The Contract theory suggests that for trust to be in place there has to be delivery from both parties to honour a contractual relationship (Scheiling, 1960). The contractual relationship must explicitly give guidance on the implications of breaching the contract. If the contractual obligations are not met, trust is broken, but if contractual obligations are met on an ongoing basis, trust is built and collaboration becomes possible. Financial institutions like banks are typical proponents of the contract theory.

For example if you purchase a vehicle through bank finance, you need to sign a contract, and breaching of contractual arrangements normally leads to repossession of the car and sometimes blacklisting with the credit bureau, which means that you are no longer trusted by the financial institution. Both the learning and sunk cost perspectives are manifested through formalised contracts; hence the contract theory is used to explain them. Parties, in these perspectives, enter into agreements, and their relationship is determined by the conditions embedded in these contracts as guiding principles for the relationship. The breach of contract by either party relates to breaking of trust according to the contract theory.

The Contract theory, through learning and sunk cost perspective, unfortunately does not give a full account of the origins of trust or rather how trust is initiated, but rather provides a functional explanation where there is only an explanation of how trust is maintained as opposed to how it is originated between the parties, hence is only as good in explaining how the already developed trust must be maintained as opposed to how trust must be initiated between or amongst parties.

### **2.2.5 Honesty**

In some cases trust can be seen as immanent to groups or individuals who belong to the same type of profession or ideology, and these institutions are often referred to as cognitive institutions (Casson, 1997). Cognitive institutions are institutions who share the same culture and therefore interpret their actions and behaviour as ascribing to honesty, hence 'ascriptive trust' (Lorenz, 1998). Taylor (1982) argues that ascriptive trust is usually common to people or institutions who belong to the same religion, political party or ideology and profession and trust that each party will act with honesty at all times. An example as highlighted by Fukuyama (1995), is that of doctors who, when they are collaboratively conducting an operation on a patient, trust each other on the basis that they have the same level of intellectual capability and uphold the same principles as enshrined in their code of practice. In other words they trust each other to be honest enough about their capabilities or abilities to accomplish the task.

### **2.2.6 Trust through social regulation**

It is imperative to note that organisations or individuals do not operate in a vacuum, but in a society that is guided by social regulation. Menger (1963) emphasises the importance of the institutional environment in which organisations or institutions operate. He argues that laws and regulations that are not backed up by social regulations are neither here nor there in terms of determining the availability of trust between or amongst parties. He further argues that the social systems have a way of imposing high costs to those who do not live up to the rules, which would include isolation and withdrawal of reciprocity. An example of this social system is evident where companies who do not comply with specific standards of safety during the production of goods or services are isolated from those who do. A recent example in this case is the Mkuze bus service company which was ordered to cease its operations by the provincial Department of Transport for using unroadworthy buses which saw many people killed in the Northern Zululand areas (pers comm, Chris Hlabisa, 2011).

## 2.2.7 The sum total of the origins of trust

The contract theory, with its learning and sunk cost perspectives, and the ascriptive or cognitive theory explanations of the origins of trust are not sufficient attributes of trust, but the combination of all or the sum or sequence of all can better explain the origins of trust between or amongst parties (Lorenz, 1998).

Trust according to Maskell (1990) at a societal level can be as a result of a combination of respect, honesty, transparency, consistency and delivery as illustrated in **Figure 5**.

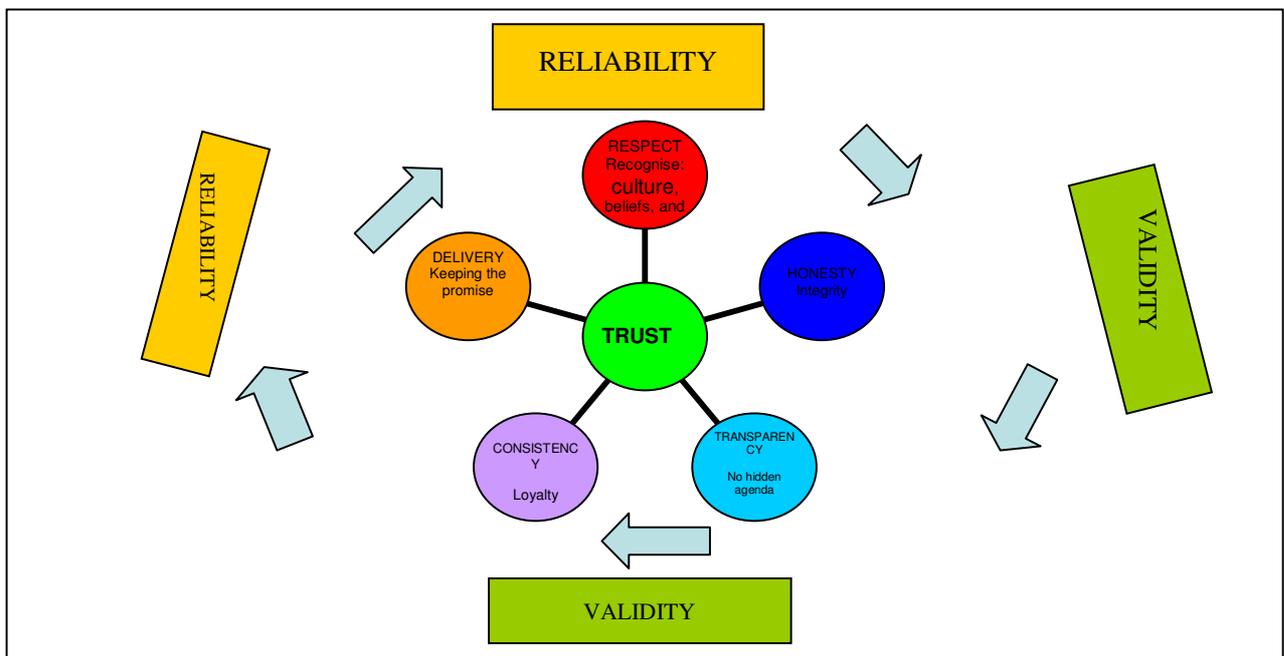


Figure 5 : Key elements of trust

It is important to note that the key elements of trust are interrelated. The absence of one element may disrupt the circle of trust between or amongst parties. The National Credit Act (NCA) is a perfect example of how trust could be disrupted between or amongst the parties. The contract theory which underpins the NCA argues that the NCA is an important tool to safeguard trust between financial institutions and consumers. For example, consumers who are already heavily indebted are not overloaded with the burden of additional debts which they cannot service because this will lead to the disruption of trust through eliminating the honesty element of trust.

In addition, the trust relationship must be characterised by validity and reliability. This means trust must be based on truth and must be able to produce the same results under different circumstances. For example, in the case of the customer and bank relationship it would be difficult, if not impossible, for the banking institution to lend money to a customer who does not possess a valid identity document or has displayed untrustworthy behaviour on failure to honour his or her financial obligation in relation to borrowing from the bank. A customer who fails to pay the monthly instalments as per the initial agreement or contract has indeed failed the reliability aspect of trust. The same behaviour can lead a bank to considering the client as unreliable, and his or her behaviour could be interpreted as failure to understand the implications of borrowing money, hence the relationship could easily be considered as unsustainable and cannot stand the test of time. The level of trust between the financial institution and the defaulting customer is grossly negatively affected under these circumstances. Similarly, in the context of protected areas and neighbouring communities, trust must be built using the same elements of trust and such elements must be valid and reliable.

### **2.3 Interdependence**

Interdependence, in contrast to the individualistic view, refers to the degree to which individuals or institutions depend on others and the extent to which others, in turn, are affected by the actions of other individuals or institutions (Barry-Jones, 1985). In this context, it is important to note that co-management is underpinned by two theories, the first being the theory of power relations and the second theory being that of resource dependency (Thrasher, 1983; Thrasher and Dunkerley, 1982).

### **2.3.1 Power relations theory and resource dependency theory**

Powell (1990) argues that in some instances co-management is influenced by the fact that the other party is in control of the resources required by the other party. In South Africa and other countries, for example, the state controls natural resources using the legislative framework. These resources may be reeds, thatching grass, and many others on which the local communities depend for their livelihood. In this case co-management is not aimed at reducing power relations, but at ensuring that such resources are made available to the local communities as provided for by Section 42 of the NEMPAA. For example, a co-management structure may decide on the relevance of new or existing resource use policies and amend them accordingly, thus ensuring that local communities are benefiting whilst the natural resources are not depleted in the process. In this context local communities are dependent on the state to provide these resources.

On the other hand, the state may be dependent on the local community structure to perform their management duties without the disturbance of other community members through illegal poaching and cutting of reserve fences. For example, EKZNW has established community liaison structures known as local boards that represent different interests groups from the local communities adjacent to particular protected areas. These structures are established in terms of Chapter 5 of the KwaZulu-Natal Conservation Management Act (9 of 1997 as amended). Local boards participate in the development, compilation and review of Integrated Management Plans (IMPs) to ensure that decisions about how a protected area must be managed are also responsive to prevailing conditions of communities adjacent to the designated protected area. The Management authority reports to these structures if it is experiencing problems regarding the management of protected areas, but also shares with them success stories. Clearly this situation presents a situation where the each party's success is dependent on the other.

Interdependence is therefore characterised by a perception of a symbiotic relationship between or amongst parties. The responsibility to respond accordingly to other people's concerns or matters of interests remains a principle in the concept of interdependence.

The complexity of the concept of interdependence requires extensive scrutiny since its application is usually determined by certain circumstances. Barry-Jones (1995) argues that the term interdependence can be based on two situations, the first, that of interconnectedness and the second, mutual dependence.

### **2.3.2 Interconnectedness and interdependence**

Interconnectedness and interdependence refers to imperative interlinked patterns of relationship between or amongst actors (Barry-Jones, 1995). The export and import relationship between countries is a classical example of this type of interdependence. For example, the African continent, in particular South Africa, is known to be rich in natural resources like gold, diamond and platinum and many other natural resources. These resources are exported to other countries that have the best technologies capable of processing the raw gold and platinum for use internationally for manufacturing motor vehicles and other commodities. First world countries like United States of America and many other countries process these raw materials and sell them back to South Africa and other countries in exchange for cash. This transactional relationship is critical for international or global trade.

The theory of interconnectedness clearly indicates that the value of a relationship is dependent on the ability of one party to serve the interest of another party. Using the South African gold example, gold would be useless to South Africa if United States of America and other countries could not process it for use by the entire world. Similarly, United States of America and other countries would not be able to generate as much income if gold was not available. Hence the interconnectedness between or amongst countries contributes to the addition of value on a particular product. However, it is important to note that interconnectedness does not necessarily mean that one party would not be able to survive if the other party fails to provide a particular service (Barry-Jones, 1995).

### **2.3.3 Mutual interdependence**

Mutual interdependence refers to the dependency of one party to the other in one, or more important respects (Barry-Jones, 1995). Mutual interdependence means that one party cannot survive without the assistance of the other party, but the relationship may not necessarily be always based on financial exchange between or amongst the parties. The mutual interdependency can be best understood by investigating the relationship between human beings and plants. Plants need carbon dioxide exhaled and produced by people, but people also need oxygen from the plants for survival. In this case one party cannot survive in the absence of the other party.

The understanding of interdependence can be traced back from the sovereignty theories of Jean Bodin, Grotius and Vitoria in the early medieval Europe in the 16th and 17th century. These sovereignty theories are defined as unencumbered and indefinite powers of the state Perrez (2000). The theorists, Jean Bodin in particular, did not necessarily mean that the sovereign states had unlimited freedom to exercise their laws, policies and practices without expecting interference from other countries or states. It is unfortunate that many scholars have misunderstood the sovereignty theory, alleging that it means unlimited freedom and independence of states from other states.

The relationship between conservation agencies and local communities have traditionally been characterised by the misconstrued understanding of the theories of sovereignty. Protected areas have for a long time been managed as islands, totally independent from social, economical, political and cultural factors affecting communities living adjacent to them (Baggs et. al 1999). Only recently did conservation agencies realise that the traditional approach for managing protected areas does not contribute to the continued or perpetual ecological integrity of protected areas (Borrini-Feyerabend, Kothari and Oviedo, 2004). The traditional approaches were based on the understanding that protected areas were independent of the plights of communities living adjacent to the protected areas, and in fact local people were threats to the existence of protected areas through illegal poaching and unsustainable harvesting of natural resources (Colchester, 2003).

Perrez (2000) argues that interdependence creates a situation for actors to ignore their cultural, gender or any other boundary that may serve as a blockage in finding a solution. The focus is rather on how best the actors can complement each other through sharing knowledge, abilities and resources so that they could all benefit from the solution. This approach to problem solving also presents incentives for all actors who participate fully in the achievement of the desired outcome.

Begun, et al (2003) provide an excellent example of interdependence surrounding a health care issue in Brazil to demonstrate the key elements of interdependence, namely shared goals, problem and sense of crisis. The World Bank, in 1992, predicted that Brazil would have reported at least 1.2 million cases of HIV and AIDS by year 2000, but achieved a goal of 0.5 million cases (Kinnamann and Bleich, 2004). The amazing success of Brazilians can be traced to their ability to surpass any boundaries or blockages that would have otherwise have prohibited them from seeking collective wisdom to the problem. They maintained a shared goal to conquer the virus, acknowledged that AIDS was everyone's problem and all had a sense that this was about to bring national tragedy, hence it was a national crisis. It is imperative to acknowledge that during the process of finding a solution for all, different actors had different views on how to solve the problem, but the fundamental issue here is that those differences were more substantive rather than personal. Most importantly AIDS was seen to be everyone's problem and the goal was shared by all. Kinnamann and Bleich (2004) identified this type of collaboration as 'pooled interdependence' as it is characterised by sharing of the same goal and objectives about the problem.

Often when people are confronted with a situation where there are two or more different views, they tend to concentrate on interests rather than the real problem at hand. Yaffee and Wondelleck (2003) provide an example between environmentalists and cattle ranchers with regard to wolf restoration in the Yellowstone National Park. The ranchers and environmentalists were locked into a meeting without finding a solution until one rancher clearly articulated the problem which was common to both ranchers and environmentalists. He articulated the problem as not necessarily the restoration or non-restoration of the wolf, but rather as the restrictions on

how they conduct their business associated with the wolf. Similarly, the Brazilians focused their attention on how the cost of drugs could be reduced for easy accessibility to all, rather than spending time arguing how they could provide treatment while the drugs were so expensive.

Conservation agencies and communities living adjacent to protected areas are not exempt from these kinds of situations. Often local communities and park officials find themselves at loggerheads over the use of natural resources within the park. These tensions normally lead to animosity between the local communities and park officials such that the environment for biodiversity conservation is no longer conducive for the park officials. A classic example of this situation is the feud between the Mbangweni and Bhekabantu communities, who reside on the Eastern Boundary of the Ndumo Game Reserve, and local management of the area, EKZNW (interoffice memorandum from the office of the Acting Chief Executive Officer, EKZNW 2008).

The feud between the park and local communities emanated from the communities' demand for access to the park to harvest natural resources and conduct crop production inside the reserve. The area outside of the reserve is classified as a sandy forest whose soils have minimal nutrients for subsistence farming. The only area which has fertile soil is within the reserve, but due to its RAMSAR status it should not be tampered with. It is unfortunate that this situation finally led to the destruction of about 11 (eleven) kilometres of the reserve fence and huge animosity between the local community and the park officials.

The Ndumo Game Reserve has dangerous animals some of which have corridor diseases that could pose a threat to the livestock of the communities and be a danger to community members due to the removal of the fence. These animals include buffalo which are known to be carriers of Corridor, Bovine Tuberculosis, and Foot and Mouth diseases which could easily be transmitted to livestock if game and livestock come into contact. The reserve also conserves hippos which are very dangerous to humans. (Inter-office memorandum from the office of the Acting Chief Executive Officer, EKZNW, 2008).

West and Brechin (1991) identified the source of the problems between conservation agencies and communities living adjacent to Protected Areas emanating from the IUCN 1975 definition of

a national park with exclusion of local people from residing in and use of natural resources. He further argued that this has led to the displacement and deprivation of access to natural resources that had been previously available prior the establishment of the park. Unfortunately in many instances social, economic and cultural issues have been ignored that should have been considered during the establishment of the park. The sustainable solution to these problems also lies in the ability of the park agencies and affected communities to understand each other's positions and their ability to engage with each other in order to find an amicable solution for both conservation and the community. For example, the role players, under these circumstances, should not be debating whether biodiversity should be conserved at the expense of local people or whether local people should be allowed to use natural resources at the expense of biodiversity. Rather, actors should be asking how biodiversity can be optimally conserved while meeting the social, cultural and economic needs of the communities living adjacent to parks.

Lessons learnt from the prevalence of HIV and AIDS in Brazil and wolf restoration in Yellowstone National Park are that in order to achieve a strong perception of interdependence for effective collaboration, role players should recognise the importance of the three key elements of interdependence, namely: shared goals, shared vision and common ownership of problem. Once these key elements are observed, the next task is the ability to complement each other's knowledge, skills and abilities through acknowledging the possession of different knowledge, skills and abilities which collectively can bring about the desired outcomes of collaboration. Under these circumstances parties may argue and sometimes disagree, but the fundamental issue will be that they need each other to achieve their desired outcomes.

It also envisaged that the perception of interdependence has the potential of ensuring that role players have the opportunity to benefit from mutual learning, manage unnecessary misconceptions about each other and focus on the problem at hand rather than blaming each other. This confirms the view that the manner in which a problem is defined has an impact on how it is solved (Yaffee & Wondelleck, 2003).

The realisation of interdependence, especially from park agencies should also be understood in the context from which they operate. Park agencies, especially in South Africa, are government

institutions characterised by bureaucratic processes where the issue of recognising protocols is essential. The bureaucratic nature of the park agencies usually discourages innovation that would lead to interdependence because officials must always observe protocols and failure to observe these protocols results in disciplinary actions.

Creamer and Lattuca (2005) further argue that interdependence or rather interdisciplinary relations are usually hindered by attitudes, beliefs and values of the principals of organisations as opposed to organisations or institutions themselves. They argue that these principals serve as police who monitor compliance or adherence to policies and values, and those who deviate get punished as an attempt to discourage future deviations. Unfortunately this does not create an enabling environment for creativity and innovative thinking that will bring about role player's abilities to complement each other through sharing knowledge, skills and abilities thus discouraging the process of mutual learning and many other benefits of interdependence. It is therefore imperative that the principals of institutions should encourage flexibility, provide support and conduct follow-through for all collaborative interdependence behaviour within their institutions (Yaffee and Wondelleck, 2003).

However, interdependence does not occur in a vacuum. There has to be a relationship between or amongst actors. The type of relationship is not crucial, but the purpose of the relationship is the critical point of departure for those involved in the relationship. Usually relationships are built over time, and may well have developed as a result of cooperation, toleration and coordination. Through engaging in different forms or at different levels of relationship, people tend to develop trust for one another, thus making it easier for them to develop a sense of interdependence when they are confronted with crises or potential crises. It is therefore safe to say that effective collaboration is as a result of high levels of trust and strong perceptions of interdependence.

## **2.4 Co-management**

Co-management is a widely accepted concept and approach for the management of protected areas and natural resources as will be shown in this section (Hauck & Sowman, 2005). The approach is also associated with empowerment of the historically disadvantaged communities, creating new conservation strategies and ensuring direct stake in the natural resources by local communities (Coughlin et al, 1999).

There are various definitions of co-management. In the World Conservation Congress held in October in 1996 co-management was defined as “a partnership in which governmental agencies, local communities and resource users, non-governmental organisations and other stakeholders share, as appropriate to each context, the authority and responsibility for the management of a specific territory or a set of resources” (Carlsson and Berkes, 2005:6). It has also been described as including “a broad spectrum of policies and institutional arrangements for participation, partnerships and power sharing” (Carlsson and Berkes, 2005:6).

The World Conservation Congress definition of co-management introduces two fundamental viewpoints. Firstly, that co-management is about power sharing between parties (the state, local communities, non-governmental organisations, and many other institutions relevant to the partnership arrangement). Secondly, that co-management presents the existence of a platform for decision making between or amongst stakeholders over natural resources or a specific area.

The difficulty associated with the assertion that co-management is about power sharing between or amongst stakeholders undermines the notion that co-management is a natural dynamic and iterative process of problem-solving, rather than a simple process of sharing power (Carlsson and Berkes, 2005). In this context co-management must be understood as an approach to governance rather than a formalised power sharing arrangement. Power sharing should therefore be seen as an outcome of ongoing engagement between the state and local communities.

Secondly, it must also be noted that decision making is an outcome of ongoing problem-solving between the state agency and the local community representative group or individuals. This notion highlights the view that problem-solving and decision-making are not necessarily the same. During problem-solving the actors (government and local community) explore alternative activities around issues affecting a particular resource or area to be managed. It is only after these activities between or amongst actors have been explored, that a decision is taken, taking into account all circumstances relevant to the subject matter.

The National Environmental Management: Protected Areas Act (NEMPAA) (57 of 2003) defines co-management as a partnership relationship between the organ of state and local communities or another organ of state. Partnerships are underpinned by a number of elements including trust and interdependence. On the basis of this understanding the organ of state and local communities must have reached certain levels of trust and have a certain degree of interdependence before they embark on any co-management arrangement.

In order for co-management to be effective, indigenous communities must first acknowledge the protected area as an integral part of their society (Infield, 1988). The protected area becomes an integral part of the society as a result of its ability to respond to indigenous communities' social, cultural and economic needs (Borrini-Feyerabend, et al, 2004). The majority of the local communities living adjacent to protected areas are affected by gross levels of poverty as a result of lack of access to income due to unemployment. These communities usually depend on natural resources and subsistence farming for survival.

The establishment of protected areas and local community forced removals in the areas, to make way for the establishment of protected areas, created a sense of animosity leading to local communities perceiving conservation agencies as inhumane and unconcerned for their survival. The traditional conservation approaches have always used the exclusion principles for managing protected areas, where protected areas were only seen as islands, detached from the situations beyond the fence (Child, 2004). These principles and approaches were usually characterised by restricted or no access to natural resources by the local communities (Hauck and Sowman, 2005). It is on the basis of these realizations that in order

for co-management to be practical, conservation agencies must first acknowledge the circumstances of the local communities and ensure that the management systems and approaches are responsive to local social, cultural and economic needs for those communities.

Similar approaches have been adopted internationally, for example in Gurig National Park in Australia and other protected areas in Latin America, where the indigenous people and conservation agencies have made trade-offs between their rights and interests (Borrini-Feyerabend et al., 2004). An example of such trade-offs could be for the government to trade their unilateral decision-making in policies that govern the park for a more participative and consultative approach in decision-making. Similarly, the communities may trade their right to physically occupy the land and their subsistence farming practices for conservation practices.

Borrini-Feyerabend et al. (2004:224) and Moore (2003: 257) identify eight conditions of co-management. The presence of particular conditions described below make co-management a more appropriate or feasible natural resource management choice. Under these conditions, challenges to co-management are reduced or more manageable than in other circumstances. The conditions include:

- Active commitment and collaboration of several stakeholders to manage the territory, area or resource at stake;
- Access to such territory, area or resources for securing the livelihood and cultural survival of one or more stakeholders;
- Sharing of information, advice and conservation benefits with concerned communities;
- Empowering of local communities to participate in protected area management;
- Engaging of local communities in assessing the biological and social situation of the protected area at stake and developing a joint vision for the protected area;
- Long term government and local community commitment to collaborative efforts;
- Sharing of protected area benefits with local communities in a manner that does not compromise the integrity of the protected area; and
- Integration of local/traditional and national/modern practices and knowledge in protected area management.

It is unfortunate that in some instances these “right conditions” for co- management are not implemented due to external forces, including the lack of financial resources or failure of government institutions to recognise the importance of acknowledging and implementing them.

The inhibiting factors or barriers to co-management are largely influenced by a lack of an enabling environment for the implementation of co-management, this may include issues such as the readiness of co-managers to co-manage (Moore,2003)

- Lack of sufficient financial resources;
- Lack of capacity and or readiness to carry out co-management activities among individuals and also amongst institutions ;
- Differing interests and values among stakeholders with regard to western scientific research methods and traditional knowledge;
- A “culture of distrust” that permeates the relationship between the state and local resource users;
- Potential opposition by local residents who see the very existence of protected areas as depriving them of the potential for jobs and economic development;
- Schism between policy and practice; and
- Potential opposition by agencies or individuals unwilling to share authority with other stakeholders.

It is imperative to note that co-management does not occur in a vacuum; hence there are conditions that need to be met in order to ensure that it is in place. Kinnamann and Bleich (2004) argue that co-management is dependent on the ability of two or more parties to work together for the purposes of achieving a common goal; hence co-management is an outcome of collaboration.

### **2.4.1 Co-management as an outcome of collaboration**

Collaboration is a complex adaptive behavioural pattern characterised by interdependence and trust (Kinnamann and Bleich, 2004). The interdependence between or amongst parties is also determined by their ability to operate effectively without being constrained by their cultural and professional boundaries, and by a focus on finding a win-win situation. Hauck and Sowman (2005) argue that the success of any co-management arrangement depends on the ability of co-managers to collaborate; hence co-management is an outcome of collaboration.

Collaboration is the appreciation and or pooling together of tangible resources by two or more stakeholders with an intention of achieving a common goal that cannot be achieved individually (Kinnamann and Bleich 2004). The socio-cultural theorist view further suggests that different skills, knowledge and experience play an important role in bringing communities together during mediation (Creamer and Lattuca, 2005).

For any institutions it has become accepted that one institution cannot have all the necessary resources, skills and knowledge to address most of its challenges. For example, on the one hand the Department of Land Affairs (DLA) does not have the necessary skills and knowledge for establishing and managing a protected area, and on the other hand the Department of Environmental Affairs and Tourism (DEAT) does not have the necessary skills and knowledge or capacity to resolve land claims. If the two institutions work together, pool their resources, there is huge potential for sustainable resolution of land claims in state managed protected areas, with the support of stakeholders.

Collaboration is about two or more relevant stakeholders who are involved in management activities (Borrini-Feyerabend et al. 2000). The focus is in the management of protected areas where it is suggested that management of protected areas without the support of the local communities is as good as unsustainable biodiversity conservation. This assertion challenges the old management approach in conservation where local communities were only seen as enemies of conservation rather than as an integral part of protected areas (West and Brenchin, 1991).

Kinnamann and Bleich (2004;69) defines collaborative management as a “partnership in which government agencies, local communities and other stakeholders negotiate, as appropriate for each context, the authority and responsibility for the management of specific area or set of resources” . Unlike many of the above definitions, the IUCN specifies that government institutions, local communities and other stakeholders are all important role players in the collaboration.

It is imperative to note that whilst the pooling together of resources is important it is not the only driving force behind collaboration. According to Coughlin,et.al.(1999:89) the reasons for collaboration are to ensure the following:

- Empowerment of stakeholders;
- Community building;
- Coordination;
- Direct stake or responsibility of local communities in natural resources management;  
and
- Development of new strategies.

## **CHAPTER 3: RESEARCH DESIGN AND METHODS**

### **3.1 Introduction**

This chapter provides a discussion of the actual research methods used in this study. Focus is given to research techniques used to gather and analyse data, the rationale, theoretical bases, for using such techniques. The limitations of the study and ethical considerations taken into account during the study are also considered.

### **3.2 Methodological approach**

Understanding that success of co-management is dependent on a number of aspects, including but not limited to perceptions of interdependence and levels of trust, the study investigated these two aspects of co-management from the COHT using qualitative research methods. The research techniques used during the study were participant observation and semi-structured interviews (Appendix A). These research techniques created an enabling environment to engage with respondents to acquire an in-depth understanding of the extent and degree of their level of trust and perception interdependence with EKZNW. Qualitative methods application are a systematic way of understanding social realities, how they operate, as well as their impact on individuals and organisations (Mouton and Marais, 1996).

#### **3.2.1 Sampling and sample size**

The COHT is made up of 15 (fifteen) trustees who represent 1117 (One Thousand One hundred and Seventeen) claimant households with a total population of approximately 7819 people. Only 13 (Thirteen) trustees of the COHT could be reached during the interviews, as such the study was limited to in-depth interviews with 13 respondents. The COHT was the preferred group because it would have been difficult to sample from the broader claimant community due to location and difficulties in verifying whether the interviewee was a claim beneficiary or not. The difficulty for verification would be due to the fact that within the broader community there people who are not land claim beneficiaries but who are still contesting that they were erroneously left out during the land claim beneficiaries' verification process. In

addition while interviews were conducted with individuals, the respondents were conscious that their responses were also representing the views of the broader land claim beneficiaries of the Hluhluwe Corridor Game Reserve.

Guided by Bailey (1987) and Grinnel (1993) a purposive sample was drawn from the COHT consisting of individuals from the Mkhwanazi and Mpukunyoni Traditional Councils because they were considered to be information rich. Random sampling was not used because the goal of the study was to assess particular perceptions in a particular group rather than to make predictions or generalisations. Unfortunately during the election of members of COHT, the criteria was not focused on equal representation from each Traditional Council but on the capability of the individual to represent the interests of the broader claimant community. It is true that this was largely influenced to a large degree by the confidence people had on whoever they elected, hence is subject to bias, but the researcher had no influence in this regard.

### **3.2.2 Data collection**

Taking into account that this is a qualitative study, the data collection method acknowledged that the subjects being studied are human beings who are rational and normative. Unlike in the field of physical and earth science, human beings possess the ability to reason and provide answers which they regard as desirable or appropriate to the interviewer (Mouton and Marais, 1996). To reduce the possibility of contrived answers open ended and closed ended interview schedules were used including direct observations meetings. The open ended interview scheduled created a research atmosphere to subjects, whereas during direct observation, subjects were not aware that they were being examined by the researcher, hence were more relaxed and less likely to contrive answers.

In this study the COHT trustees were asked closed and open-ended questions, responses were recorded on the interview schedule by the interviewer. In addition, the researcher participated in co-management meetings and observed the COHT trustees as they engaged with officials from EKZNW during the meeting. Statements which related to the extent to which the COHT trustees trusted and perceptions of interdependence with EKZNW were also recorded in a note book.

To further increase validity and reliability of data collected, the researcher initially established rapport through establishing a *Landowner's forum* where all issues pertaining to frustrations experienced by landowners were explicitly discussed prior to the administration of a schedule and observations with the COHT trustees. This made it clear to the COHT that as much as they were frustrated by the land claims processes, the researcher was equally concerned and eager to find a solution that would serve the interest of both conservation as well as those of the claimant community. The establishment of the *Land Owner's forum* was done with the hope that respondents, despite knowing that the researcher was an EKZNW employee, would be comfortable to engage him on sensitive matters and to express their opinions openly.

### **3.2.3 Interview Methods and Tools**

Face-to-face interviews took place with open-ended and closed questions presented in Appendix A. Blalock and Blalock (1970) have high regard for this method because of its flexibility and effectiveness when compared to a formal schedule. Given the nature of the sample and their context it was decided that face-to-face interviews and the use of both closed and open-ended questions combined the opportunity for both flexible and diversified responses.

Despite the frequent use of tape recorders and videos to record interviews, in this study the responses of interviewees were captured on paper (Giddens, 1993). The choice to employ neither a tape recorder nor a video was influenced by the fact that the objective of the study was not conversational analysis, but rather to gather as much information as possible, in a non-threatening environment.

The rationale behind open-ended questions was to obtain unsolicited responses whilst allowing respondents to give their own opinions in their own words (Giddens, 1993). Through this process the researcher was able to draw out information from the respondents while at

the same time making the interview appear more conversational rather than only a solicitation for responses. Interviewees were able to talk at length on matters they deemed important.

### **3.2.4 Procedure in the Field with the COHT**

A meeting was held with the COHT for an initial introduction of the project, its purpose and potential benefit to the communities. This meeting legitimized the entry of the researcher into the COHT. This meeting was also instrumental in overcoming the intruder-mentality syndrome wherein the researcher would be considered as an intruder in the affairs of the claimants. The researcher was able to develop a feeling of participation, accountability and transparency between him and the subjects of the research and was not considered as an intruder. The issue of note-taking and confidentiality was addressed at this early stage of the study. Each trustee was interviewed independently to ensure that individual views were secured. There was also direct observation of the entire group during the land claims meeting between EKZNW and the COHT in July 2008 at the Centenary Centre.

### **3.2.5 Observation as a Tool**

The researcher subscribes to the philosophy of Giddens (1993) that interviews are a principal means of gathering information. Mastery of listening skills by the interviewer as well as the eye for detail play a major role during the interview because the interviewee's gestures and body language also play an important part in conveying a message. This method of gathering information by looking is called observation. Observation relies on optics as its main source of data collection and strengthens the likelihood of the researcher to identify unforeseen issues (Sarantakos, 1993).

During interviews the researcher was able to observe the spirit of *ubuntu* (humanity) and unselfishness of the interviewees from the two communities. The effect of this observation during interviews encouraged flexibility and made him feel relaxed. He was able to follow leads and probe issues of importance that had not been expected prior to the interviews.

Robinson (1998) distinguishes between participant observation and non-participant observation whereby the former involves spending a considerable amount of time in the natural environment of the subjects, not revealing oneself as a researcher, whereas with the latter the observer is not part of the natural environment of the subjects. The researcher's presence and identity in the communities of Mpukunyoni and Mkhwanazi TCs was disclosed, hence his observation was non-participant. The researcher's presence in the area and his continuous interaction with individuals and groups was the basis of his observational methods employed in the process of the research.

### **3.2.6 Limitations of the study**

According to Silverman (1993), research writers agree that all methodological approaches have potential limitations which must be considered if a study's findings and recommendations are to be validated. He proposes that for a study to be accepted as scientific, it must adopt methods that are appropriate to the study's subject matter.

The interpretation of qualitative research methodology is more dependent on the researcher's judgment than is the case with a quantitative methodology. As Marlow (1998) has observed, personal, intellectual and professional biases are more likely to interfere with qualitative data analysis. Qualitative studies such as this one need to concentrate on these innate biases and create measures to limit their impact on the result of the study.

### **3.2.7 Ethical Considerations**

Most qualitative research focuses on people, their problems and identifiable contexts. According to Gilchrist and Schinke in Grinnell (1993), researchers are privy to personal information that requires ethical safeguards to prevent unacceptable or distressful repercussions. This study subscribed to this through undergoing an ethical clearance process.

## **CHAPTER 4: FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents analyses and provides discussion of the findings of the study in relation to questions asked and non-participant observations made during the interviews in an attempt to address the study objectives. The findings of both interviews and participant observations were analyzed in an attempt to address the objectives of the study as stated below. The schedule consists of three interrelated parts. The first and second part of the schedule deals with general background information of the respondents and the nature of their removals. Background information provides an in-depth understanding on the reasons leading to the levels of trust and perceptions of interdependence with EKZNW by the COHT. The third part deals with the investigations of levels of trust and perceptions of interdependence of the COHT for EKZNW.

The first objective was to investigate the degree to which the Corridor of Hope Trust (COHT) trusted EKZNW. The presence of elements of trust namely; respect, honesty, consistency, transparency and delivery was investigated during the interviews to assess the levels of trust.

The second objective of the study was to investigate the extent to which the COHT perceived themselves to be interdependent with EKZNW. For the purposes of this study only two elements of interdependence were investigated, namely interconnectedness and mutual interest.

### **4.2 Background Information of the Community Respondents**

#### **4.2.1 Demography and Nature of Removals**

An interview schedule (see Appendix A- sections A, B and C) was developed and each member of the COHT was engaged in face-to-face interviews. Responses from the respondents were analysed (see Appendix A- sections A, B and C) and each question was analysed based on the

response of the individual trust members. Responses from individual trust members were reported in percentages and then percentages were compared.

Responses for each question were divided by the number of the total trustees interviewed and multiplied by one hundred to get the percentage response rate for each question. The age and gender category of 16-25 years was zero (0%) while there were four respondents (31%) in the 26-35 years age category. Two women (15%) contributed to the 26-35 age category and the remainder were males. The age and gender category 36-45 years was represented by six respondents (46%) with five women (23%) in this category. For 46-55 years the figure was eight percent (8%), and this group consisted of only males. The age and gender category above 55 years was two (15%) and these were only males. There were five (23%) Women respondents and eight male respondents (62%). Contrary to the Department of Land Affairs gender policy on land reform, the majority of the trustees in the COHT are men. It would appear that Walker's (2005) contention that, whilst women are the most affected victims of social disruptions in society, they are underrepresented in structures aimed at bringing about social cohesion holds. Understanding that communities are not homogeneous, it is equally important to recognise that the responses of the COHT may not necessarily represent the perceptions of women beneficiaries of the land claim. It is therefore imperative to note that the degree to which the COHT trusted EKZNW as well as the extent to which the COHT perceived themselves to be interdependent with EKZNW only caters for one group of the community "men" and therefore could not be attributed to the entire beneficiaries of the Hluhluwe Corridor land claim.

Eight respondents (62%) of the respondents had a tertiary qualification from recognised tertiary institutions. Four respondents (31%) had secondary education. This means most respondents were able to read and write, and therefore illiteracy was not a concern during the co-management arrangement. Although people were not requested to submit their academic qualifications to substantiate their responses, when asked about their employment, it was clear that their employment required a recognised tertiary qualification. For example, one respondent was an admitted practising attorney, and the majority were senior educators at secondary levels. The level of education plays an important role in people's understanding of issues which later determines their perceptions in relation to real life situations. Mackenzie (pers. com. 2009)

argues whilst there are people who have natural intelligence, people who have been to school, in particular those with tertiary education, are more likely to be objective and critical rather than being subjective and emotional.

Findings of the non-participant observation, during land claims Land Owner's forum meetings, confirmed the assertion by Mackenzie (pers. Communication.2009) that there is a high correlation between the level of education and reasoning capability. Members of the Corridor of hope who had tertiary education (lawyer and teachers) were more objective and based their arguments on substantiated facts. For example after the meeting they would joke and sit around the same table with officials from EKZNW regardless of disagreements during the meeting. It was further observed that the "learned group" demonstrated an understanding of the reasons that led to EKZNW and RLCC to fail to deliver on the promises made by the Minister in respect of the signed land claim settlement agreement. For example, One member condemned the government for implementing the Restitution of Land Rights Programme without providing officials with an approved framework for co-management, whereas they created expectations to claimant communities that within three months of signing the land claim settlement agreement, a co-management agreement shall be entered into between the EKZNW and COHT. On the other hand those with lower education levels were usually emotional during the meetings, especially when they could not substantiate their arguments.

Based on the majority (8 out of 13) of COHT members' level of education which is above secondary level, it could be deduced that their reasoning capability was likely to be objective and critical.

In the employment category only one respondent (8%) was recorded as self-employed (one COHT member was a practising attorney). Eight respondents (62%) indicated that they were employed full-time and most of these were educators in the local area. Four respondents (31%) were unemployed. The majority of the unemployed were women. Interestingly, whereas one respondent who is self-employed have business contracts with EKZNW in the alien and invasive species eradication programme within the park, all respondents (13) indicated that out of 10 people in the community, only a few (less than 4) are employed or have business

opportunities within the park. 13 respondents further indicated that there are limited employment opportunities in the area, and EKZNW is one of the main source of employment and business opportunities in the area. To a certain extent, this demonstrates that respondents have a perception that EKZNW has a potential of addressing the issue of unemployment in the area. This suggests that there is a level of interdependence with EKZNW as an employment agency for local communities. Barry-Jones (1995) in the literature defines interdependence as the dependence of two or more parties on one another over one or many aspects. It is however important to note that interdependence between or amongst parties does not necessarily mean that their levels of trust will improve.

Nine respondents (69%) indicated that their income bracket was more than three thousand five hundred rand (R3 500.00) a month which is above the minimum living wage. Four respondents (31%) indicated that they had no monthly income since they were unemployed. Although these findings may be interpreted as meaning that the COHT is not interdependent with EKZNW, it should be noted that, during the direct participatory observation, members of the Land Owner's forum kept re-iterating that they are representing, not only themselves, but the broader community members who are largely unemployed.

Twelve (92%) of the respondents are resident to uMkhanyakude District Municipality, except for one trustee who is based in Durban and is willing to travel as meetings are not held frequently. The question on locality was posed to determine if locality of potential co-managers from the side of the COHT could not serve as a factor for determining feasibility or non-feasibility of the co-management arrangement. For example, given the financial background of the trustees and the understanding that the claimant community would be expected to fund their subsistence and travelling expenses, if claimants were staying outside of uMkhanyakude district there could be a potential benefit of non-attendance of meetings thus rendering the co-management arrangement non-feasible.

Taking into account that the claimant community was originally forcibly removed from the Hluhluwe Corridor for the purposes of establishing a Game Reserve, the research questions were structured to get the sense of the impact of the nature of removals in the current

relationship between the claimant community and EKZNW. In particular to determine the extent to which the nature of removals affected the levels of trust and the perception of interdependence of the COHT to EKZNW.

According to the Restitution of Land Rights (Act No. 22 of 1994 as amended) it is acknowledged that there is a huge possibility of non-availability of the directly affected persons or members of the community due to the time that has passed since the removals. Hence direct descendants of the originally dispossessed are acceptable as legitimate beneficiaries in this regard. In the same manner those descendants are also considered to be eligible for election, by other land claim beneficiaries, as representatives of the legal entity (Trust or Communal property association). It is therefore on these bases that the legitimacy of claimant community representatives, prior to proceeding with the questions, was established.

Results of the study show that only one respondent was originally dispossessed and 92% were descendants of the originally dispossessed who have had their forefathers forcibly removed from the park due to racially discriminatory legislations and practices. This confirms that all respondents are legitimate in the study in a sense that they are all beneficiaries of the land restitution process. All respondents (100%) indicated that due to the nature of the removals people lost livestock, grazing rights and access rights to natural resources (i.e. fire wood). In the Nguni language there is a saying that “there are three reasons for which man is prepared to die for, and those are his livestock, land and wives”. This means that if you take any of these without the consent of a Nguni tribe man, there will be extensive animosity. The issue of restitution is a case in point to address the ideas behind this old saying. There is therefore no doubt that due to the loss of livestock and rights to land as a result of forced removals, the Mpukunyoni and Mkhwanazi claimant community were not happy, hence their levels of trust in EKZNW were minimal.

It was also established that twelve (92%) of the respondents, although they were not physically affected by the removals, were still angry with the manner in which their ancestors were removed in the period between 1960s and 1980s. This was also confirmed through

direct participatory observation methods where members of the forum became emotional when speaking about the manner in which their forefathers were removed. One respondent, who was physically removed, cried at the meeting and later stated that:

***“I was highly victimized, and am still very angry at Natal Parks Board. We were kicked and loaded on to GG trucks like potato bags and dumped in the wilderness. How would you feel about that?”***

When the same respondent was asked what comes into his mind when he sees an EKZNW official in town (does he greet the person or just pass by without greeting?) the response was very negative indicating an extreme sense of anger on his face. As a person who was physically removed it became very clear that due to anger, the level of trust was impacted in a strongly negative manner.

***“I do not even look at those people, they are culprits”***

When asked why he referred to EKZNW as ‘culprits’, the respondent indicated that during the times of removals, they were told that government wanted to control tsetse fly in the area which was killing livestock, and were promised that once the problem had been resolved they would come back and reside on their land with their livestock. But after some time a fence was erected, and they were told the area would now be a Game Reserve, and people would never get back on their land or graze their livestock on the land. According to this respondent, the members of the community were betrayed by the then Natal Parks Board.

Some respondents did not indicate specific negative or positive feelings regarding EKZNW officials, indicating that they greet, and sometimes do not greet depending on the proximity. But what became apparent in all responses is that there is no strong relationship between the COHT and EKZNW as they would greet each other if and when convenient. The COHT members did not see any reason or feel any strong sense of needing to rush out and greet an official from EKZNW regardless of whether they were from the same reserve from where they were removed or not. This behaviour could be attributed to low levels of trust as it interferes with one element of trust, respect, in the context of the Nguni culture. It is a sign of

respect to greet someone in the Zulu culture, hence it likewise in the context of co-management where trust is the main factor, failure to greet or lack of interest to do can be deduced to lack of trust.

### **4.3 Trust**

Trust and interdependence were explored in Section C of the interviews. Having established from the literature that trust is a very complex phenomenon to study due to its dependence on individuals' feelings and requiring assessment of a particular situation, the COHT were engaged in questions which sought to determine their levels of trust and the extent of their interdependence with EKZNW. A number of surrogate questions were used with the intention of not being too obvious that the levels of trust and extent of interdependence were being probed.

#### **4.3.1 Respect**

On the issue of respect the majority of respondents indicated that EKZNW does not respect their cultures. According to respondents NPB and EKZNW is still the same institution. Many respondents noted that their forefathers' graves are inside the park and yet none of them knew the conditions of the graves. The reason for not knowing the conditions of the graves could be attributed to the inability to access the park to perform cultural rituals within the park due to policy constraints. One respondent added that the current policy of the reserve is that if members of the community intend to perform cultural rituals inside the park, there has to be a minimum number of people accompanied by an EKZNW official, this undermines privacy required by the Zulu tribe when performing their rituals.

Borrini-Feyerabend, et al. (2004) argue that respect of indigenous people's culture, beliefs and values increases levels of trust. In this case the culture and values of the claimant communities are not respected by EKZNW from the claimants' perspective.

#### **4.3.2 Transparency**

The COHT are participating in the regular park monthly meetings where issues pertaining to the overall management of the park are discussed. Issues pertaining to the financial performance of the park are also discussed in these meetings. However it appears that the COHT do not have access to financial records of the park; they are simply told about the performance without being given financial records. When the COHT was asked if they think the park is making money through the tourists visiting the area, they all responded “yes”. When asked why they thought the park is making money, they all indicated that there are so many tourists visiting the park every day.

*“There are many tourists visiting this park every day, we see the cars getting inside the gate”.*

Given that the level of education and their current areas of employment as teachers and lawyers, the majority of the COHT respondents were expected to respond differently to the question regarding the economic viability of the park. One would expect them to respond by saying that they are not sure because they do not have access to financial records which would clearly indicate whether the park was making enough profit after paying all its operational expenses.

Maskel (1990) argues that the ability to trust one another comes from the understanding that the other party will not act opportunistically against the other. In order for the other party to demonstrate that s/he will not act opportunistically against the other party, the party to be trusted must demonstrate that s/he has nothing to hide from the other party through being as transparent as possible on issues pertaining to what is being dealt with. In this case it is clear that the COHT are concerned about the non-transparency of EKZNW on issues pertaining to the park’s financial performance. It could therefore be deduced from the literature and findings that the degree of trust is compromised by the absence of this element of trust.

#### **4.3.3 Consistency and delivery**

The learning perspective theory suggests that trust tends to develop amongst or between parties through consistent sharing of information (Levitt and March, 1998). According to the learning perspective, an institution has the responsibility to be consistent in all aspects to ensure

that trust is developed and maintained over time. On the basis of the responses from the COHT it is evident that EKZNW has failed to be consistent with regard to the compensation of community members who were affected by problem causing animals. Some communities whose crops and livestock were damaged by wild animals from the park were paid by EKZNW and some were not paid hence no consistency, regardless of EKZNW having a full list of those members of the community. On the basis of inconsistency in the implementation of compensation arrangement it could be deduced that COHT does not trust EKZNW.

The contract theory places the responsibility of trust not in one party, but all parties who have a contractual obligation to one another (Scheilling, 1960). Using the same example of problem causing animals, EKZNW promised to pay all members of the community who were affected by the problem causing animals provided they submitted their names to the reserve manager. Members of the community submitted the list as advised by EKZNW, but EKZNW did not sufficiently deliver on their promises. When the respondents were asked if they would publicly defend and commit to the aggrieved communities that EKZNW will compensate those who lost their livestock due to problem causing animals, they all responded “definitely not”. When asked why, the following responses were recorded:

*“EKZNW is not a reliable institution”*

*“EKZNW reserves are not managed by us, but by themselves alone”*

*“Because I will be pledging on behalf of another organisation of which I am not part of”*

All these responses in essence are pointing towards one direction, that is, EKZNW cannot be trusted because it does not deliver on its promises. It could therefore be deduced from these responses that the degree of trust for EKZNW by the COHT is non-existent. Clearly the COHT would not defend EKZNW from communities who are alleging that EKZNW is not trustworthy.

In addition the RLCC, a government entity, further intensified the rationale for low levels of trust to the COHT through making promises and failing to deliver those promises to the COHT. Whilst the RLCC is not EKZNW, but they are both government entities thus making the problem of non-delivery a government rather than an entity matter.

*“... after the handover we were told by the Minister of Land Affairs that we must open bank accounts because we will each receive R10 000.00 per household within two weeks after the signing of the agreement as part of the compensation, in addition we were told that a co-management agreement shall be entered into between EKZNW and ourselves three months after the signing of the agreement..... none of these promises and many more have been fulfilled - I can tell you no one is happy about this whole issue, it's all lies and lies”*

Not surprisingly, the Mpukunyoni and Mkhwanazi community held a protest march at the Nyalazi gate of EKZNW in the Hluhluwe Corridor Game Reserve on 16 May 2008 to demonstrate their unhappiness. Interestingly the protest march was against EKZNW not Land Affairs, but relief was sought from Jacob Zuma as the next President of South Africa. This could be attributed to the fact that EKZNW and RLCC are both government entities, and hence the problem of non-delivery is an issue for government.

#### **4.3.4 Honesty**

Taylor (1982) argued that people who belong to the same ideology, culture, political party and profession are more likely to trust each other, and this trust is known as ascriptive trust. This assertion implies that people who belong to different political parties, ideologies and professions are more likely not to trust each other. The problem with this statement is that it undermines the ability of people to reason and to be rational as individuals. This statement further assumes that people who belong in the same ideology or group are homogeneous and thus reason homogeneously.

Whilst the responses of the COHT demonstrated in many aspects as mentioned previously that EKZNW is not honest, this does not necessarily mean that this is as a result of EKZNW and the COHT belonging to different ideologies or schools of thoughts. For example, failure to provide financial records to the COHT as members of the local management committee during park meetings became the main reason for COHT to suspect that EKZNW was not being honest about the financial performance of the park amongst many other issues.

In addition the nature of removals further exacerbated low levels of trust due to the COHT perceived lack of honesty by EKZWN. For example, one respondent argued:

*Our ancestors were promised that after the eradication of nagana (tsetse fly) they would be brought back to their land, but this never happened and will never happen”*

The statement demonstrates low levels of trust for government agencies by the COHT, in this case EKZWN and Land Affairs. Whilst the motive of the government for removing people from the area to spray the entire area with a chemical to eradicate the tsetse fly was genuine, the aftermath motive to make the area a protected area without appropriate consultation and compensation remained an unhealed sore for the descendants of the physically removed (pers. com. Mhlaba, 2008).

On the basis of the findings discussed above it is evident that the levels of trust for EKZWN by COHT is minimal, if at all. As mentioned previously, it would have been best to explore the degree of EKZWN trust in COHT as well as their perception of interdependence. However the focus of the study was to get a deeper understanding of the COHT and thereafter future research will address the side of EKZWN.

The next question explored, if the levels of trust from the COHT are so low, to what extent the COHT perceives themselves to be interdependent to EKZWN? The next few paragraphs explore the COHT responses, comparing them with the literature and drawing conclusions in an attempt to answer the second objective of the study.

#### **4.4 Interdependence**

*“Interdependence is and ought to be as much an ideal of a man as self-sufficiency. Man is a social being. Without interrelation with society he cannot realize his oneness with the universe or suppress his egotism. His social interdependence enables him to test his faith and to prove himself on the touchstone of reality.” Cited in Gandhi, 1929*

*“..... for many of our white brothers, as evidenced by their presence here today, have come to realize that their destiny is tied up with our destiny, And they have come to realize that their freedom is inextricably bound to our freedom”* Cited in King,1963

Although these two statements were made approximately 80 and 50 years ago respectively, they nonetheless encapsulate the reality today in respect of relationships between people, communities, governments and many other institutions. As has already been discussed, for many years conservation agencies have operated in isolation, as islands, apparently immune to situations of appalling poverty and the lack of basic infrastructure affecting communities around them (Baggs et. al 1999). Little did conservationists know about the solutions to be brought about by incorporating local people in addressing conservation problems like illegal poaching and unsustainable harvesting of natural resources (McClanahan and Castilla, 2007). In fact, in their study of subsistence fisheries along the coast, Castilla and Defeo (2001) argued that the solution to addressing the risk of the extinction of mussels and fish along the coast rests squarely with the local communities. This provides evidence that communities are interdependent with nature conservation agencies, but at the same time nature conservation agencies are also interdependent with local communities. Understanding that the COHT and EKZNW are interdependent is worth noting, but what is important for the purpose of this study is to assess the extent to which the COHT perceive themselves to be interdependent with EKZNW.

In an attempt to assess the extent of the COHT perceptions of EKZNW, the COHT were asked questions about the contribution of EKZNW, through its presence in the area, to the socio-economic improvement of local livelihoods. Specific questions asked in this regard included:

*“Are there any members of the local community who are employed by EKZNW? If yes, at what levels?”*

*“What SMME opportunities does EKZNW create for the local communities from the park, if any?”*

Whilst the respondents expressed dissatisfaction about the absence of their local people in senior management positions in EKZNW, all respondents acknowledged that this will take some time because they still have to ensure that their young people study conservation related subjects at tertiary institutions, However all respondents acknowledged that as a result of the presence of EKZNW in the area, many local people have secured business contracts, especially through the alien and invasive species programme. The common responses were as follows:

*“Today the majority of our youth who were unemployed are working in the park’s alien plant programme. We are very delighted about that”*

*“I never thought that I will own a business and employ so many people, and make a difference in other people’s life. EKZNW has made it possible”*

These responses indicate that the Mpukunyoni and Mkhwanazi communities (COHT) are interdependent with EKZNW. However it is imperative to note that the fact that the COHT demonstrates that they are interdependent with EKZNW means they are not the only ones dependent on EKZNW. It simply means that both parties are reliant on one another. In this case EKZNW does not have the capacity (human resources) to adequately eradicate alien and invasive species in the parks; hence they must rely on private individuals who have the ability to employ as many people as possible to address the problem within a very short space of time. On the other hand, local communities socio-economic conditions are uplifted, including skills, as a result of the economic opportunities coming out of the park, hence the relationship is highly reciprocal.

Interestingly, although the levels of trust were low amongst the COHT regarding EKZNW, the extent to which the COHT perceived themselves to be interdependent with EKZNW was high.

In addition, the respondents highlighted the fact that EKZNW is the institution that they see as having the potential to address their plight through providing educational bursaries, skills

transfer, training and employment opportunities to the local unemployed youth and women in the area. Questions asked in this regard were as follows:

*“Which skills would you say are possessed by the local communities?”*

*“How were those skills acquired, if any?”*

*“Did the Department of labour provide those skills, at what cost, if not who provided the skills?”*

The responses, as also shown in the data analysis, indicate that EKZNW played a substantial role in the provision of skills to local communities. Such responses further confirmed the high perceptions of COHT interdependence to EKZNW in addressing their needs as opposed to other government departments.

#### **4.5 Summary of findings and discussion**

Results of the study indicated that the trustees of the COHT do not trust EKZNW. The high levels of mistrust appear to be related to the manner in which people were removed from their ancestral land in the 1940's and 1960's. The majority of respondents highlighted lack of respect, transparency, delivery, honesty and consistency in the manner in which EKZNW conducts its business in the area. It appeared that the lack of these elements of trust contributed to low levels of trust from COHT against EKZNW as an entity. However, respondents acknowledged that they needed EKZNW to continue managing the protected area to ensure that its ecological integrity is not compromised. Respondents further indicated their willingness to work collaboratively with EKZNW. The latter somewhat disputed the assertion from literature that people who do not trust one another are less likely to be interdependent.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter addresses two objectives of the study, namely to investigate the degree to which the COHT trusted EKZNW and secondly, to assess the extent to which the COHT perceived themselves to be interdependent with EKZNW. The key findings and discussions have been highlighted in Chapter 4. The following section focuses on the major conclusions as well as their relevance to the study. The relevance of these findings is compared with the outcomes of the literature reviewed. Finally the conclusion and recommendations are presented.

### **5.2 Trust and interdependence**

**Objective (i):** to investigate the degree to which the COHT trusted EKZNW.

There is enough evidence to support the view that conventional conservation initiatives have coerced the world's poorest and most marginalized communities to abandon their nomadic lifestyle and adopt the sedentary lifestyle with appalling socio-economic conditions (Borrini-Feyerabend et al., 2004). Not unexpectedly, the nature of removals at Hluhluwe Corridor Game Reserve and the consequences of removal contributed, amongst other factors, to the gross poverty prevalent in the area today.

The denial of local communities' access to natural resources and access to protected areas for a number of reasons, including access to ancestral grave sites for spiritual or cultural purposes, further exacerbated the long and historical animosity between the park officials and communities living adjacent to the park. In addition, failure of the management authority to deliver on its contractual obligations, for example to sign a co-management agreement three months after the signing of the settlement agreement as well as to compensate those members of the community whose livestock was damaged by problem animals from the park created a strong sense of mistrust by the COHT to EKZNW.

The intensity of mistrust in EKZNW was highlighted when the Mpukunyoni and Mkhwanazi communities on 16 May 2008 demonstrated their anger and frustration towards EKZNW.

Immediately after the protest march, a meeting was conducted between the COHT, EKZNW and the RLCC to address the concerns raised. The concerns raised included lack of delivery, inconsistency in the implementation of policies between the Hluhluwe Imfolozi Park and the Hluhluwe Corridor Game Reserve. an exclusive management style and undermining of local people's intelligence through taking unilateral decisions on many issues, for example, the relocation of the Hluhluwe game auction from Hluhluwe Imfolozi Park to Isibaya in Durban without engaging the local structures. The issue of policy and wildlife-oriented management of EKZNW as opposed to the people-oriented management approach was also highlighted (EKZNW more interested in the protection of animals than the damage caused by these animals to communities living adjacent to the park) . To demonstrate lack of trust and confidence in EKZNW the following responses were recorded to questions probing the level of trust from some of the respondents:

*“EKZNW has over the years failed to honour their promises, and therefore no one would like to risk their lives knowing very well that the promise will not be kept.”*

In addition, when the COHT were asked if they would be comfortable with EKZNW conducting a feasibility study to determine the best co-management model, the majority of the respondents demonstrated huge elements of mistrust. One responded by saying:

*“I would not dare allow that because EKZNW would fabricate their financials and make sure they benefit more from the arrangement, than us. I would rather prefer to have an independent service provider to conduct this exercise.”*

It became evident that the COHT have the understanding that EKZNW is out to ensure that the COHT benefits less from any arrangement in comparison to EKZNW. This response further illustrates that from the COHT perspective, EKZNW is not transparent, hence cannot be trusted.

**Objective (ii):** To assess the extent to which the COHT perceived themselves to be interdependent with EKZNW.

The COHT and EKZNW are interdependent. Findings of the study have indicated that the level of the COHT perception of interdependence with EKZNW was very high. A number of reasons were attributed for this interdependence, and these include, but are not limited to, skills transfer, employment opportunities, although mainly in the alien and invasive species programme rather than EKZNW itself and finally business opportunities which emanate from the alien and invasive species programme. The COHT further demonstrated their interdependence to EKZNW in respect of expertise to protect the unsustainable harvesting of natural resources (i.e. Black and White rhino illegal poaching) in the Hluhluwe Corridor and management of those resources for the present and future generations. This, one would presume, is related to the fact that the COHT anticipates some benefit from the sales of game and benefits accruing from the protected area as a result of the co-management arrangement to be entered into in the near future.

The focus of this study was therefore not to assess the perceptions of interdependence and levels of trust in EKZNW to the COHT, but rather the COHT perceptions of interdependence and levels of trust in EKZNW. Whereas it has been acknowledged that the study should have explored both parties, but the research sought to secure a deeper understanding of the COHT side. It is therefore strongly recommended that future research must address this shortcoming to give a full account of the matter being explored.

Respondents from the COHT indicated that they perceive themselves to be interdependent with EKZNW. They saw EKZNW as central to addressing their socio-economic situations through using the protected area as a means to draw funding from other institutions like DWAF that would promote local Small Medium and Micro Enterprises (SMME's) and employment through poverty alleviation programmes. Respondents further mentioned that, had it not been for EKZNW, they would not have had their children going to decent schools in the area with appropriate infrastructure which was as a result of the community levy programme, managed by EKZNW for the benefit of local communities living adjacent to protected areas. Two respondents clearly articulated this perception of interdependence as follows:

*“To be honest, I must confess, in as much as EKZNW has done horrible things to us, but today our children have good schools.”*

*“I never thought that our people in this area would own a business, and now they employ about 20 people in their alien and invasive plant eradication programme within the reserve, at least this puts food on their tables. Had it not been for EKZNW, probably they would still be extremely poor.”*

### **5.3 Conclusion in respect of Trust**

The assumption made before commencing with the study was that the COHT did not trust EKZNW. The failure of EKZNW to deliver on its contractual obligations with the COHT, deliver on some of the promises and take unilateral decisions on issues pertaining to the management of Hluhluwe Corridor Game Reserve, and the lack of uniformity in the implementation of organisational policies, were all critical points in the creation of a culture of mistrust from the COHT.

The findings of the study have therefore indeed confirmed the assertion made from the literature that the absence of key elements may disrupt the circle of trust between or amongst parties. The Contact theory which underpins the National Credit Act is an excellent example from the literature to demonstrate the importance of the availability of a combination of all elements of trust, not only some of the elements. Consumers who are already heavily financially committed, are not overloaded with the burden of additional debts which they cannot service, because this would lead to the disruption of trust through eliminating some, if not all, elements necessary for trust to be in place.

### **5.4 Conclusion in respect of interdependence**

The study further assumed that if there are low levels of trust the extent to which the COHT perceived themselves to be interdependent with EKZNW would also be low. Based on the findings of the study and the literature explored during the course of this study, it must be concluded that whilst the COHT do indeed have low levels of trust in EKZNW, they perceive themselves to be highly interdependent with EKZNW.

The findings of the study discarded the assertion made by the literature on what constitutes the perception of interdependence between or amongst parties or individuals. The literature presented a view that parties usually develop a sense of interdependence if they have mutual interest on any specific matter that they are dealing with at a particular point in time (Baggs et. al 1999). In this case it was evident that the COHT interest was to uplift their socio-economic conditions, through using the resources of the Game Reserve. On the other hand, the focus of EKZNW was different as it is on biodiversity conservation rather than social development as per the legislative mandate for EKZNW derived from the NEMPAA. The interests of the COHT and EKZNW vary in this aspect, but these different interests have contributed in the inculcation of the perception of interdependence. The legislation, KwaZulu Natal Nature Conservation Management Act (no.9 of 1997), which established EKZNW, makes it clear that the agency's mandate is biodiversity conservation. However, the interdependence was not based on the fact that the COHT and EKZNW had mutual interest

## **5.5 Recommendations**

Whereas the results of the study indicate that the COHT have low levels of trust, the perceptions of interdependence displayed by the COHT towards EKZNW warrant that the parties need to spend some time together interacting so that they can come to understand why the other party behaves in a particular manner. Efforts should be made to build trust levels between the parties thus making it possible for the parties to work together, developing their interdependence. The existing MOA between DEAT and DLA ministers as well as the National Environmental Management: Protected Areas Act, make provision for co-management, and therefore trust must be rebuilt. However this recommendation can only become practical after EKZNW side has been explored in future research in the same manner as it has been done with the COHT.

The primary focus should be on creating understanding and harmony between the COHT and EKZNW staff. This could be achieved by bringing all parties to a workshop, using an independent facilitator to demonstrate the need to work together. Each party must first understand the needs and expectations of the other party during co-management. Each party

must thereafter indicate how they could help the other achieve their needs and expectations using the skills and resources they have. If parties could prove that complementing their skills and resources could work to the favour of both, the chances are that the levels of trust might improve over time. In the coastal and fisheries co-management guidelines, Hauck and Sowman (2004) demonstrated the power of bringing two conflicting parties under one roof to establish how best they could work together for mutual benefit. The proposed future research which will focus on EKZNW levels of trust and perception of interdependence is necessary before implementing these recommendations. This study only accounted for the COHT only because the intention was to secure a deeper understanding of the COHT first.

Once the needs and expectations of each have been identified, realistic commitments, based on confirmed studies or feasibility assessments, must be made and the implementation of those commitments must be undertaken immediately, with regular updates to both parties, to ensure that trust is slowly regained between the parties. It should also be noted that low hanging fruits (targets that are easy to achieve) must be implemented quickly whilst the medium and long term targets should follow later.

It is important to recognise that whilst the majority (8 out of 10) of the COHT are members of the Hluhluwe Imfolozi Local Board, the existence of these two structures must be maintained. The COHT represents the interests of restitution beneficiaries, whereas the local board structure represents the interests of all members of the community regardless of whether they are restitution beneficiaries or not. It must be noted that during the Land Owners forum, it transpired that the views of the COHT are similar to those of the local board, hence there was no need to secure the views of the local board members, especially because they were largely the same people.

### **5.5.1 Recommended Institutional Arrangement**

The NEM: PAA requires that every protected area must have a management plan. The Act further requires that all interested and affected parties must participate in the drafting of the management plan. The KwaZulu Natal Nature Conservation Management Act, 9 of 1997 as

amended, recognises local boards as interested and affected parties. This is an excellent opportunity for EKZNW to engage the COHT and the local board (who are part of the co-management structure) to develop their trust gradually and further strengthen the perception of interdependence through the future management of the Hluhluwe Corridor, using the co-management committee as the institutional vehicle for co-managing the reserve. The recommended management committee can also help in pro-actively avoiding the potential feud between COHT and the local board. **Figure 6** illustrates the proposed institutional arrangement for the management of all protected areas restored to new landowners.

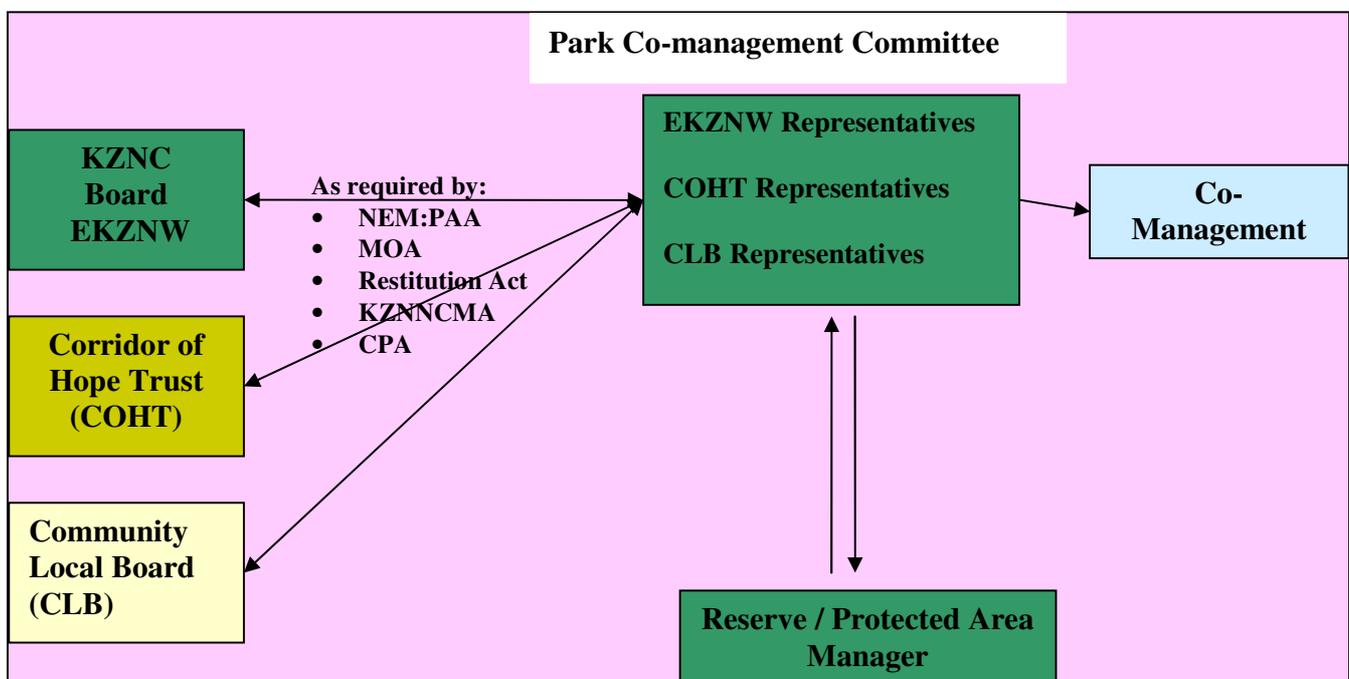


Figure 6 : Recommended co-management institutional arrangement structure

The recommended institutional arrangement is that the park planning committee, which currently consists of only EKZNW staff from different disciplines, be extended to include representatives of the COHT and the existing local board structure. The park planning committee should also be regarded as the co-management committee whose terms of

reference will take into cognisance all the imperatives of any co-management arrangement, i.e. protected area management and landowner's beneficiation.

The Co-management committee members have the responsibility to submit all issues arising within their constituencies, and to always provide feedback to their constituencies regarding resolutions taken at the co-management meetings. The functioning of the co-management committee should be subject to all relevant prevailing legislation and policy documents. The co-management agreement shall serve as a binding legal document for the institutional arrangement amongst the parties.

The co-management structure should also ensure that, as part of their terms of reference, the issues of governance and sustainability are taken into consideration.

#### **5.5.1.1 Governance issues**

Firstly, that Protected Areas are assets of national and international significance and must be managed in perpetuity as formally protected conservation areas; the conservation of biological diversity is a common concern for humankind” and an integral part of people's development (Child, 2004). Secondly, that the co-management process encourages the 'restitution' of people's rights and reconciliation with conservation authorities; thirdly that co-management creates an enabling environment for post-settlement land use to be compatible with biodiversity conservation legislation and policy applicable to Protected Areas.

Participants in the co-management process should jointly define and share the same vision and management objectives of Protected Areas; co-management must be able to maintain or enhance the biodiversity and ecological integrity of Protected Areas which will lead to sustainable ecotourism and/or other tourism ventures. The co-management agreement which involves the ownership of land by claimants and/or the recognition to mobile and indigenous people to conservation areas without physical occupation (including other restrictions in title) does not compromise the continued conservation and management of Protected Areas; cultures, traditions and the spiritual beliefs of communities are inextricably linked to their land

(Child, 2004); that co-management is not regarded as a parallel management system, but instead as a partnership characterised by structured participation at strategic levels; day-to-day management of Protected Areas remains the responsibility of the conservation agency since it avoids the inherent conflicts with people informed by diverse social, political, economic and scientific constructs (Borrini-Feyerabend et al., 2004); and lastly that carefully defined co-management of Protected Areas must take place in a manner that is sustainable, effective and compatible with the conservation and development mandates governing Protected Areas (Borrini-Feyerabend et al., 2004).

#### **5.5.1.2.1 Co-operative governance**

The Department of Land Reform & Redistribution, Department of Agriculture & Environmental Affairs, Department of Economic Development, and the Department of Human Settlements should be responsible, in the spirit of co-operative governance, to assist EKZNW and COHT to realize the true potential of co-management arrangement by ensuring that they play their respective mandatory responsibilities.

Possible potential roles for different government departments could be as follows: in the case where a protected area is claimed RLCC should advocate the option of alternative land during the negotiation phase, as provided for in the Restitution Act; identify willing sellers in the vicinity; provide funding for the purchasing of identified land; provide planning and development grants for the identified land; register a legal entity to own land Communal Property Association(CPA)Trust; and transfer landownership to the legitimate restitution beneficiaries.

Department of Agriculture, Environmental Affairs and Rural Development could determine the bioresource use information for the alternative land identified; make recommendations for suitable agricultural use; make suggestions on the possible yields from the land; provide agricultural advise to beneficiaries (farm management) and provide infrastructural support, such as irrigation. Department of Economic Development could set up co-operative/s; develop realistic and action oriented business plans; engage department of Health and the private

sector to develop standing agreements to buy from the farms for hospitals; and provide additional start-up grants. Department of Human Settlement could provide housing for farm workers; and provide housing for beneficiaries who need housing. EKZNW could purchase a percentage of production for its restaurants; assist RLCC in identifying alternative land; provide controlled access to protected area and its resources to communities; and where possible and feasible, provide community levy funding to communities.

The proposed alternative approach makes land claims a provincial matter rather than a single entity matter.

### **5.5.1.3 Sustainability**

The co-management agreement (including restitution settlements) upholds the principles of economic viability, financial sustainability and holistic management of Protected Areas; unites conservation objectives and community aspirations in a true partnership that has real benefits for biodiversity conservation, community welfare, the tourism industry and for the country (Hauck and Sowman, 2005). The co-management agreement also accrues to appropriate levels of tangible benefits and/or realistic incentives (including restitution settlement agreements), especially to marginalized communities; prospects of profit and economic sustainability should be clear; the restitution settlements should acknowledge intangible benefits for claimants in the form of a restored 'sense of place,' separate from any other use rights of the claimants, and subject to the provision of the Protected Areas Act specifically, and generally, to any other applicable legislation.

Co-management agreement is implemented in accordance with the provisions of the Integrated Management Plan (IMP) of a particular Protected Area; all participants in the co-management agreement need to clarify and understand their specific roles and responsibilities; involvement by participants needs to be legally enshrined; structures of representation and authority must be transparent, democratic and legitimate (Maskell, 1990); all co-management agreements on rights to the land and resources to be managed be articulated in clearly defined contracts. Co-management requires resources (financial, human

and knowledge) to operate; that changing former management models to a more complex co-management arrangement must also be sufficiently beneficial for the state and/or other conservation agencies as partners of the co-management agreement. In line with the contract theory building relationships and trust over time are critical; all parties to a co-management agreement have to apply a proactive, constructive and realistic attitude.

The co-management process is clearly defined and includes clearly defined decision-making guidelines; the parties to the co-management agreement understand the co-management arrangements and what they can and cannot deliver in terms of the improvements of livelihoods; sixthly that a 'broker' is required to facilitate the co-management process; the need for co-management usually arises out of conflicts in property rights and resource use; seven, that those who are responsible for joint decision-making in the co-management agreement need to have the necessary authority from within their organisations or constituencies; eight, that the formal knowledge (accumulated through applied learning and education within formal institutions) and indigenous/local knowledge (and the transfer thereof) among all parties to the co-management agreement equally contributes to the success of the co-management agreement; indigenous/local knowledge is afforded an equal status to conventional scientific logic and principles, and/or that management and policy are not biased towards scientific knowledge only. The incorporation of local knowledge into the management of Protected Areas and the policies thereof do not preclude the omission of 'faulty' local knowledge that contradicts sound scientific, sustainability principles; nine, that institutional capacity to equally contribute to co-management arrangements among all parties to the co-management agreement needs to be developed; access to adequate external facilitation and support capacity to co-management partners from the government and NGO sectors is important; public authorities at national and especially at local level, need to provide a supportive policy environment; ten, that an important element of capacity building in the co-management agreement is to incorporate viable conflict resolution mechanisms and lastly that mechanisms for monitoring and evaluation be developed as an integral part of the co-management agreement to measure progress both in terms of the implementation of the process and the impact of the co-management strategies on stakeholders; the monitoring and evaluation process must allow for the re-evaluation of objectives and their impact on

stakeholders, and allow relevant authorities to make informed decisions and take action as required.

Findings in the study have already indicated that if trust is the important element of collaboration for co-management relationships, failure to adhere to these fundamental principles could pose a serious threat to co-management. Moore (2003) also highlights the importance of ensuring that the local community is afforded capacity building to ensure meaningful participation during co-management meetings. He further suggests that the conservation agencies should also be capacitated as to how to integrate indigenous knowledge as part of protected area management to further strengthen a sense of interdependence between protected area managers and communities.

In addition, whereas it is true that conservation management in the 21<sup>st</sup> century should embrace the principles of community involvement and beneficiation to justify the 2003 World Parks Congress theme of “Benefits beyond boundaries”, the economic potential of these areas is sometimes overstated. It should be noted that, whilst some protected areas generate income or have a potential to generate income, others do not. As such, the grand intention of establishing protected areas, although some were established to achieve political interests of the day, was to conserve natural resources. Eco-tourism was only seen as a means to help generate revenue which would be ploughed back to conservation, thus decreasing the dependency on state subsidies.

The land reform programme’s main objective, as clearly stated in the ANC manifesto in 1994, was to address the imbalances of the past where the elite minority owned more land (87%) and the majority of the impoverished black South Africans owned only 13%. Unfortunately the apartheid run government, which owned land under various government departments, constituted the minority. To date, the democratic government which owns huge amount of land as it was the case with the apartheid government. Unfortunately this matter was not eloquently scrutinized and factored in the drafting of the Restitution of Land Rights Act, and we are now faced with the situation of the “majority claiming against the majority”. It further appears that those who were drafting the legislation did not think about the long term

implications of the Restitution of Land Rights Act, especially in Protected Areas. For example, a private farmer is paid a market related price by government for every hectare of his or her land claimed. The private farmer also has an option to lease back land or vacate the land. In the case of state managed protected areas, there is no payment to the conservation authority in respect of land claimed, and the conservation authority is expected to generate income which will address socio-economic conditions of the claimant communities. The main problem in this case is that state managed protected areas were not established to make profits, but to conserve nature. If conservation must generate income to address socio-economic conditions of communities, it would mean that there is huge conservation space which must be traded for business purposes.

Areas like big towns, dams and airports are excluded from any form of ownership by any individual or groups, as such claims of that nature are considered by the same act as “frivolous and vexatious” (Restitution of Land Rights Act 22 of 1994, as amended). The question is why are protected areas excluded from this arrangement? The sole pre-settlement focus of the Restitution Act, and its ‘dead quietness’ on the post-settlement is the classic case in point.

It is unfortunate that these arguments are worth nothing now, but are simply water under the bridge. However, with a clear and focused strategy there is still hope that it will be possible to alleviate this pressure on conservation agencies.

Further research is recommended to explore alternative approaches to land reform in state managed protected areas. In most cases people need land for agricultural, some for residential, purposes, and some for both. This approach should be characterised by ensuring that it embraces the fundamental objective of the Land Reform Programme, equitable landownership, and also contributes to the achievement of the Provincial Growth and Development Strategy through sound socio-economic upliftment for the restitution beneficiaries.

## **5.6 Summary**

This chapter outlined how the gathering and analysis of data, complemented by a literature review, addressed the original objectives of the research. It re-iterated the key findings and their relevance, and drew conclusions based on these results. It also made recommendations on how the strong perceptions of interdependence displayed by the COHT could be used as a starting point for rebuilding the missing trust from the COHT to ensure a cooperative working relationship between the COHT and EKZNW. The proposed future research will help balance the understanding of levels of trust and perceptions of interdependence from the EKZNW side as well. This is important because it is not only the COHT that must trust and perceive themselves to be interdependent with EKZNW, but EKZNW must also trust and perceive themselves to be interdependent with the COHT to ensure the successful implementation of a co-management agreement. It is further noted that the issues relating to failure of EKZNW to deliver on some of its promises is related to existing policies and lack of clear guidelines and framework from the national government, hence the issue of land claims on state managed protected areas should not be reduced to an entity level, but must be elevated to be a provincial and, if possible, a national matter. Failure to adopt this approach could result in creating mistrust between EKZNW and the new landowners resulting in unnecessary disruptive behaviors. It is hoped that this case study will help provide corrective measures to other institutions and communities in other areas or provinces who are experiencing similar situations or operating under similar conditions.

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#### **PERSONAL COMMUNICATION**

Mackenzie, M. 5 October, 2009. KwaZulu Natal Nature Conservation Service, Pietermaritzburg.

Mhlaba, P.D. 12 September, 2008. Mhlaba Attorneys and Associates, Durban.

Hlabisa, C . 23 January, 2011. Provincial Department of Transport.

#### **ACTS**

Group Areas Act (Act No. 41 of 1950)

KwaZulu Natal Nature Conservation Management Act (Act No. 9 1997) as amended

National Environmental Management: Protected Areas Act (Act No. 57 of 2003)

National Water Act (1998)

Restitution of Land Rights Act (Act No. 22 of 1994) as amended

#### **INTEROFFICE MEMORANDUM**

Interoffice memorandum from the office of the Acting CEO, 2 November 2008. KwaZulu Natal Nature Conservation Service

Appendix A  
Research Questionnaire

## 1. Background information

1.1 How did you or your ancestors lose ownership of land? Voluntary left the area?

Forcibly removed by the apartheid government	
Conditions for living in the area were continuously unbearable	
Other	

1.2 Were you directly affected by the removals?

- a) Yes
- b) No

1.3 Can you relate to me what is it that happened to you that makes you feel that you were directly affected? Please explain

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1.4 Where do you currently live?

- a) Uthungulu Municipality
- b) Umkhanyakude Municipality

c) Other

1.5 Are you a trustee of the Corridor of Hope Community Trust?

a) Yes

b) No

## 2. Interdependence and Trust

2.1 How would you describe the relationship between the Conservation agency, EKZNW and the Community in this area? Good

a) Average

b) Poor

2.1 Do you think the situation affects you?

a) Yes

b) No

How? Please explain.

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2.2 Would you be prepared to work together with officials of EKZNW to collaboratively manage this reserve?

a) Yes

b) No

2.3 What do you think is important in ensuring the maintenance of the good working relationship between EKZNW and Corridor of Hope Trust? Please explain.

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.....

2.4 Would you be prepared to work with EKZNW officials who do not share the same cultural/professional values as yours

- a) Yes
- b) No

2.5 Do you believe that EKZNW and its officials will work in good faith with representatives from the Corridor of Hope Trust in the co-management structure?

- a) Yes
- b) No

2.6 What makes you believe that EKZNW and its officials will work in good faith with representatives from the Corridor of Hope Trust in the co-management structure? Please explain

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2.7 What do you think can make or break the spirit of collaborating with EKZNW in management of HIP Corridor? Please explain.

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.....

2.8 Do you think there is a conflict between the new landowners and the EKZNW or its officials?

- a) Yes
- b) No

2.9 If yes, what would you consider to be the cause of conflict? Please explain

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Appendix B  
Hluhluwe Corridor Game Reserve Land Claim Settlement Agreement

Appendix C  
Memorandum of Agreement between DEAT and DLA Ministers

Appendix D

**MINUTES OF THE MEETING HELD BETWEEN HLABISA AND MPUKUNYONI LAND CLAIMANT COMMUNITY LEADERS AND EKZNW MANAGEMENT AT HLUHLUWE IMFOLOZI PARK**

**20 MAY 2008**

**09: 00**

<b>NO</b>	<b>DISCUSSION AND AGREEMENT</b>	<b>ACTION/S</b>	<b>RESPONSIBILITY</b>
<b>1</b>	<p><b><u>WELCOME AND OPENING</u></b>            MR. Sibusiso Bukhosini Manager: Community Conservation officially opened the meeting and welcomed all who were present.</p>		
<b>2</b>	<p><b><i>ATTENDANCE</i></b>            Sibusiso Bukhosini Manager: Community Conservation             Prince Fakude :Land Claims Officer: Ezemvelo             Bheki Mabika Projects Facilitator: Community Conservation             Sibongiseni Hlabisa: Community Conservation Officer: HIP             Sihle Nxumalo: Conservation Manager: Hluhluwe Park             Dumisani Mhlaba: Hlabisa Land Claims Committee Chairperson             Abel Nene: Hlabisa land Claim Committee member            Ezrom Mpaza: Hlabisa land Claim Committee member            Nelson Masondo: Mpukunyoni land Claim Committee Chairperson             Mandla Nkosi: Mpukunyoni land Claim Committee member</p>		

	BBT Mkhwanazi: Mpukunyoni land Claim Committee member		
3	<p>NEW MATTERS</p> <p>This meeting was convened after the land claimant communities had marched to the HIP complaining about the issues tabled below.</p> <ol style="list-style-type: none"> <li>1. Ezemvelo KZN wildlife has no respect on the communities adjacent to the park boundary and the land claimants.</li> <li>2. There are no tangible benefits that transferred to the communities by the HIP</li> <li>3. The communities feel that they need to get the physical occupation upon settlement of their land claim</li> <li>4. They have serious concerns about the compensation strategy on their live stock predation by animals from the park</li> <li>5. The relocation of the Hluhluwe Game Auction from Hluhluwe Imfolozi Park to Isibaya in Durban without engaging local structures.</li> <li>6. EKZNW more interested in the protection of animals than the damage caused by these animals to communities living adjacent to the park.</li> </ol>		
	<p>Resolutions taken at this meeting</p> <p><b>Mr Bukhosini started by outlining the Restitution process in general and the Restitution Process in respect of Hluhluwe Imfolozi Park. he further explained that the land settlement as a mandate of the Department Of Land Affairs therefore issues pertaining to commitments made in respect of the land settlement should be directed to</b></p>		

<p><b>the relevant department or its restitution wing which is KZN Regional Land Claims Commission. He also urged the community leaders that none-the less EKZNW is willing to assist even in the restitution matters that pertain to the Hluhluwe Imfolozi Park, and where we can not be able to address specific issues we will advise and or invite the RLCC to the meeting.</b></p> <p><b>About the issues raised at the march the Mr Bukhosini advised the meeting that after the settlement of the land claim, both parties (EKZNW and Community Trust) will need to enter into a co-management agreement where all of the stated issues can be addressed. He further advised the meeting that before the co-management agreement can be signed, there will be process of co-management feasibility study to make sure that the agreement that will be signed will be feasible and viable for both parties. He also outlined the fact that the co-management that will be signed between two parties will concentrate a lot on the “low hanging fruits” to make sure that the communities start benefiting from the reserve as soon as possible without having to wait for the unlocking of the restitution grants from the DLA.</b></p>		
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	<p><b>The meeting unanimously agreed on the resolutions proposed by EKZNW through the chairperson Mr Bukhosini.</b></p>		
4	<p>Way forward</p> <p><b>The meeting agreed that there is a need to convene an urgent meeting where the RLCC top management and EKZNW top management will be present to further unpack the co-management concept that was adopted in this meeting, in that meeting the issue of constituting a co-management forum will be addressed as well.</b></p>		
5	<p>Closure</p> <p><b>The meeting was closed at 13:00</b></p>		