

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

After climbing a great hill, one only finds that there are many more hills to climb.

~Nelson Mandela~

1.1 INTRODUCTION AND BACKGROUND

Tourism is seen by some as the world's largest industry (George, 2007; Hall, 2008:1) and it is predicted by the World Travel and Tourism Council (WTTC) that tourism will contribute 9.6% of the world's gross domestic product (GDP) and will employ over 120 million people by 2021 (WTTC, 2011a:1). The WTTC further predicts that in South Africa tourism will contribute 11.5% of GDP and employ over 1.7 million people by 2021 (WTTC, 2011b:1). One of South Africa's best-selling features is its natural beauty and wildlife and numerous tourists visit the region in order to appreciate the natural environment including the dynamic ecosystems and landscapes that are on offer (Parker & Khare, 2005:32). South African National Parks (SANParks) as an organisation is a custodian conserving unique and sensitive ecosystems in the country including a significant portion of South Africa's nature-based products through a network of national parks. At present SANParks manages over 4 million hectares of protected land, consisting of 19 national parks (19 after the merger of Tsitsikamma, Knysna and Wilderness National Parks) each responsible for protecting different biodiversities (SANParks, 2011). One such park is Mapungubwe National Park and World Heritage site (hereafter referred to as MNP) situated in the Limpopo province close to Alldays and Musina (Messina).

The MNP is relatively small in size compared to other national parks, just under 20 000 ha (SANParks, 2010a:9), and lies on the South African side of the confluence of the Limpopo and Shashe Rivers. Although the park is small, it comprises significant national and international heritage resources, predominantly those associated with the ruins of the ancient Kingdom of Mapungubwe.

The park was proclaimed in 1995 and was initially called the Vhembe-Dongola National Park. The Mapungubwe Cultural Landscape was inscribed as a World Heritage site by the 27th session of the World Heritage Committee of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 2003 (UNESCO, 2003). Mapungubwe was the capital of a stone-age kingdom and is considered to be the first sophisticated southern African civilization that had a structured hierarchy, practiced agriculture and possessed trading routes as far as China (Huffman, 2008).

This park may be considered a relatively new national park; it was only officially established in the mid 1990's. Although the park showcases a significant world heritage attraction, tourism numbers are relatively low, coupled with management, and developmental challenges as well as threats to the site's world heritage status (Biyase, 2011a:5). These factors play an important role in the sustainability of the park. Therefore this research aims at providing a sustainable tourism management framework for the park by addressing the sustainable tourism management challenges in order to achieve its set objectives.

A present development at MNP is the process of park transition towards a transfrontier conservation area (TFCA) with Zimbabwe and Botswana as it lies at the confluence of the Shashe and Limpopo Rivers which forms the boundary between South Africa and the just mentioned two countries. This itself has its own unique challenges, regarding management issues associated with the control and access to resources and visitor management (Hanks, 2000:240; Ferreira, 2004:305; Duffy, 2005:108). Apart from the just mentioned, MNP has indicated that it also faces the following major external challenges (threats identified in submission document to UNESCO) (ICOMOS, 2003):

- Agriculture (on private lands) – Some of these private lands lie within the MNP.
- Mining – Coal mining in the areas surrounding MNP which threaten World Heritage status also noted by Biyase (2011a:5).

As can be seen on Map 1.1, MNP is split in two by private land in the form of private nature reserves and agricultural land (see Map 1.1 where green represents MNP and grey areas represent private lands). The presence and legacy of agriculture is present throughout the park. This challenge exists even as the park progresses towards the creation of a TFCA. Another form of industrial development, in the form of mining (on the

outskirts to the east of the park) is placing additional pressure on the sustainability of the park (Biyase, 2011a:5).



Map 1.1: Map of Mapungubwe National Park

(Source: SANParks, 2011).

Within the park (internal) there are also a set of unique challenges and threats namely; numerous changes in its management structures over recent months, for example park managers. Continuous changes in management which may not bode well to the creation of a positive organisational culture and organisational cohesion (Lausten, 2002:392). Lausten (2002:392) notes that management performance is affected in an environment where there are threats of dismissal. The park management plan of MNP gives the impression that the park also faces problems with marketing as MNP has one of the lowest average occupancy rates of national parks in South Africa (25%) (SANParks, 2010a:60). In the park management plan numerous visitor activities are listed however tourism is hampered by a lack of facilities such as shops, restaurant/s and good roads.

Combined the just mentioned issues (internal and external) may threaten the sustainability of tourism in the park.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Hall, 2008:20). The development of sustainable tourism should meet the following requirements (UNEP, 2003:7):

- ✚ Tourist resources (natural, historical, cultural and others) are preserved in a way that allows them to be used in the future, whilst benefiting today's society.
- ✚ The planning and management of tourist development are conducted in a way that avoids triggering serious ecological and socio-cultural problems in the region concerned.
- ✚ The overall quality of the environment in the tourist region is preserved and, if necessary, improved.
- ✚ The level of tourist satisfaction should be maintained to ensure that destinations continue to be attractive and retain their commercial potential and,
- ✚ Tourism should largely benefit all members of society.

Sustainability, although often primarily associated with ecology, consists of three pillars. These pillars are the following:

- ✚ Economic sustainability – this includes promoting the viability of business enterprises in the long term.
- ✚ Social sustainability – this involves promoting and respecting human rights and equal opportunities for all in society.
- ✚ Environmental sustainability – this forms the basis for the protection of resources; especially resources originating from non-renewable sources (Hall, 2008:20).

In order to manage tourism in the park, with its complicated internal and external challenges, there is a need for a special management framework which specifically caters to MNP. MNP through SANParks has developed a multi-stakeholder management plan which incorporates an approach known as strategic adaptive management. The management plan of MNP is consistent with the management plans of other national parks (not park specific) as they are all developed around the approach of strategic adaptive management (SANParks, 2010a). Meffe, Nielsen, Knight and Schenborn (2002:96) define adaptive management as “*the process of treating natural resources*

management as an experiment such that the practicality of trial and error is added to the rigour and explicitness of the scientific experiment, producing learning that is both relevant and valid'. Grant, Sherwill, Rogers, Biggs, Freitag and Hofmeyr (2008:17), as cited by Roux and Foxcroft (2011:2), takes adaptive management a step further by including a forward-looking dimension, thus strategic management. This created the concept of strategic adaptive management which in essence is strategic, adaptive and participatory of stakeholders.

Essentially strategic management entails the development of an organisational vision/mission, identifying the organisation's external threats and opportunities and internal strengths and weaknesses, establishing long-term objectives and generating strategies to peruse in order to achieve the set goals and objectives (David, 2005:5). Strategic planning as indicated in Figure 1.1 flows through a number of stages, which illustrate the process as described by David (2005:5). For the purposes of this study, the strategic mission and objectives of SANParks and MNP were used to guide the study in order to facilitate the development of a sustainable tourism framework.

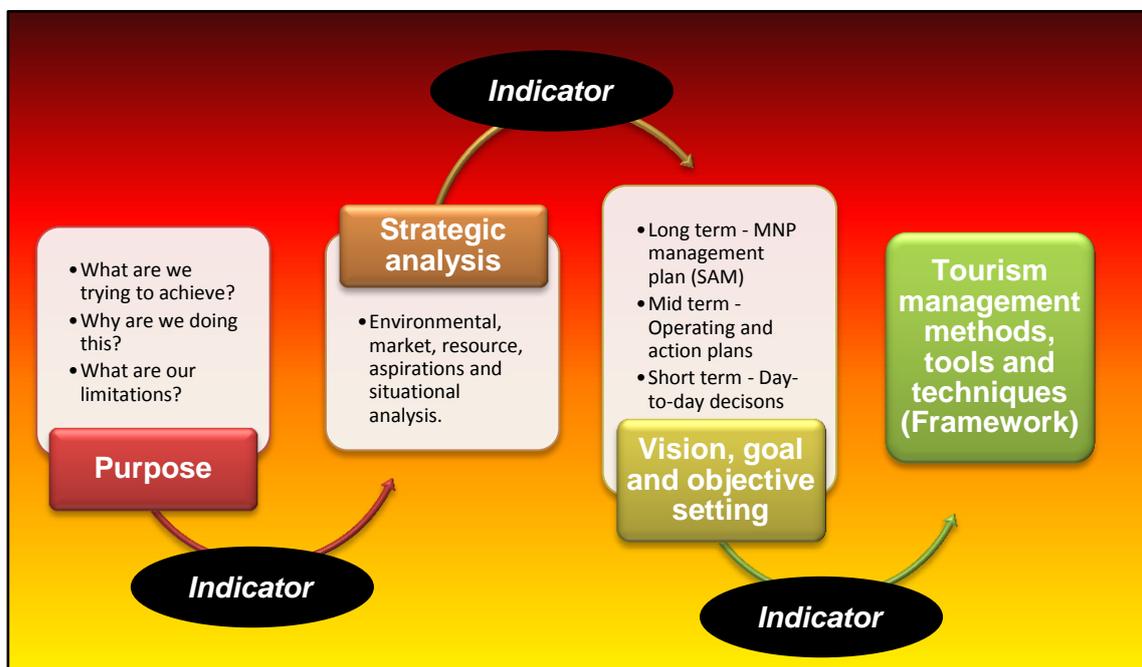


Figure 1.1: Stages of strategic tourism planning within management

(Adapted from Robbins & Coulter, 2012:254; Hall, 1995).

Indicators are important tools for the achievement of sustainability objectives (Hall, 2008:129). Indicators themselves are considered by Hall (2008:129) to be frameworks of sustainability, adaptable to various scenarios. In the case of a sustainable tourism framework it will be necessary to identify these indicators in order to develop a specific, measurable, attainable, realistic and timely management framework. Indicators are primarily quantitative in nature but there is a need for the development of qualitative indicators for sustainable tourism (Miller, 2000:352). In order to promote the success of any management plan it is essential to identify and include all the stakeholders (De la Harpe, 2004:197), this may also assist in developing sustainable tourism indicators.

Chan (2009) notes the importance of multi stakeholder participation in the management of national parks. In the case of Penang National Park (Malaysia) the national government is the custodian of national parks, as is the case in South Africa with SANParks. Another stakeholder group identified by Papageorgiou (2001); Navarrete, Lora and González-Arenas (2004); Nicholas and Thapa (2010) as a component of management frameworks are tourists themselves. Papageorgiou (2001) notes that initially park management plans that include tourists were created to manage the impact of tourism activities on the biological integrity of the park. However it is argued that the most effective way to manage the tourism-biological system interaction is through education.

Farrell and Marion (2002) suggest the incorporation of protected area visitor impact management frameworks (PAVIM). PAVIM strives to mediate the impacts of tourists on the environment in cases such as soil erosion, wildlife disturbance and crowding; thus environmental impact. PAVIM according to Farrell and Marion (2002:40) is an instrument designed to incorporate the achievements obtained from the development of frameworks such as carrying capacity and limits of acceptable change. PAVIM is flexible of multi-strategy selection and incorporates public involvement as well as expert involvement; this framework thus should be suitable for the strategy currently employed by SANParks, namely strategic adaptive management (SAM).

National park management plans additionally should include a component of appraisal. Carter, Wood and Baker (2003:274) identify environmental appraisal (strategic environmental assessment) and sustainability appraisal as components of such plans. Lee and Kirkpatrick (2000:1) distinguish between two basic categories of sustainability appraisal namely; inclusive sustainability appraisal and incremental sustainability

appraisal. Inclusive sustainability appraisal would assess the components of sustainable management as one appraisal, whereas incremental sustainability appraisal assesses each component of sustainable management on an individual basis. In terms of MNP (through strategic adaptive management) an inclusive sustainability appraisal approach would be best suited to address the development of a tourism management framework as all aspects of sustainability will be addressed within one research study.

In terms of current management, adaptive management has been applied successfully on the management of ecosystems and natural environments within protected areas such as SANParks, however little application has been found within a business context. Strategic adaptive management as a contemporary form of adaptive management would face a similar problem. Strategically MNP has set a mission and objectives toward which all management frameworks should be aligned.

Six primary objectives have been identified (SANParks, 2010a) in order to achieve the park's mission which is stated as; "*Mapungubwe Cultural Landscape will be managed and developed to conserve its cultural heritage and biodiversity for all*" (SANParks, 2010a). The objectives for MNP are;

- I. Outstanding universal value objective;
 - a. Consolidation objective (enlarge the park and achieve TFCA);
 - b. Authenticity objective (to promote cultural authenticity);
 - c. Cultural heritage objective (manage and promote the WHS);
 - d. Biodiversity objective (restore and conserve biodiversity).
- II. Appropriate and sustainable tourism objective. The vision of which is to "become a fully operational national park that provides for the needs of visitors, enhances the visitor experience and maintains a good balance between tourism and heritage conservation";
- III. Cooperation and support objective (foster long-term relationships with stakeholders);
- IV. Education and research objective (develop park as education and research resource);
- V. External threat mitigation objective (mitigate external threats to the park);
- VI. Enabling objective (management and administrative support) (SANParks, 2010a:59).

MNP thus possesses the initial aims of a strategic management plan, namely the purpose and vision and goals (See Figure 1.1). However no evidence has been found to support the completion of an internal and external environmental analysis from a tourism perspective in order to develop methods tools and techniques (indicators) to promote sustainable tourism. The attainment of objective II (sustainability) of the MNP management plan within the scope of strategic adaptive management would require a thorough analysis of these environments.

Lu and Nepal (2009:5) note that tourism is a resource-intensive industry which needs to be sustainably managed. Tourism resources such as World Heritage Sites (Landorf, 2009:55) and natural resources in conservation areas (Catibog-Sinah & Wen, 2008:146) have been associated with a contribution to tourism growth. Catibog-Sinah and Wen (2008:146) note that sustainable tourism at such sites is often referred to as ecotourism, and that although the principles of sustainable development and its application towards tourism was addressed at the World Summit on Sustainable Development (WSSD) in 2002, in many developing countries this concept is unclear and difficult to implement. Almost two decades ago Ioannides (1995) cautioned that sustainable tourism development will struggle with implementation if clear strategies are not adopted especially in developing countries. In response, Ko (2005) has developed guidelines for the creation of sustainable tourism research within the context of a developing country.

The MNP management plan (SANParks, 2010a) was a recent development and as such data and research is needed to implement the aims of this plan. There is a need for the development of a sustainable tourism management framework that fulfils objective II of the park management plan. This framework should lie within the progression of strategic adaptive management (which itself is a new concept) with adaptation of learning from processes such as PAVIM, sustainability appraisal (SA) and the guidelines of Ko (2005). This framework should result from engagement with management stakeholders (these include local land owners) and tourists in order to achieve the core constructs of sustainability. The framework should additionally envisage achieving the mission of the park in correlation with the other five objectives.

1.2 PROBLEM STATEMENT

The MNP is a young national park that has a unique set of management challenges in terms of sustainability. Research has been conducted on current issues relating to the development of models and guidelines for the sustainable management of tourism in protected areas. However, these guidelines are predominantly created in developed countries resulting in problems with implementation on a local context within a developing country. MNP has identified the need to develop and manage sustainable tourism in the park (Objective II in the MNP park management plan). In order to achieve this objective, research is needed in order to create a sustainable tourism management framework for the park. To build on this need, the current overall management strategy of the park does not address the relationship between tourists and key sustainability issues such as mining, private land ownership, TFCA issues, World Heritage issues and management challenges. To assess these issues the following question requires answering. ***What management gaps exist in the management of tourism at MNP in order for the park to be sustainable?***

The reason for undertaking this study was to develop a sustainable tourism management framework for MNP that will encompass aspects of sustainable tourism management within a localised context, developed within the structure of strategic adaptive management. This framework will provide park management and SANParks with a foundation of research and management guidelines for the achievement of sustainable tourism within the current context of identified problems and challenges. This management framework should additionally provide a basis for the further development of research into the management of World Heritage Sites within national parks and protected areas.

1.3 PRIMARY AND SECONDARY OBJECTIVES OF THE STUDY

The following primary and secondary objectives were formulated to guide the study.

1.3.1 Primarily objective

The primary objective of this study was to develop a tourism management framework for Mapungubwe National Park.

1.3.2 Secondary Objectives

The following secondary objectives for this research were identified:

Objective one: *To contextualise background information on the research problem through a literature review relating to an overview of MNP (Chapter 2).*

Objective two: *To contextualise a theoretical background to foundations of management for SANParks and protected areas in South Africa (Chapter 3).*

Objective three: *To develop a theoretical background to park management (Chapter 4).*

Objective four: *To analyse the theoretical background of sustainable tourism at World Heritage Sites and national parks (Chapter 5).*

Objective five: *To develop a profile of visitors at MNP by means of a survey (Chapter 6).*

Objective six: *To assess stakeholder perceptions, toward the major issues facing sustainable tourism management at MNP in order to identify gaps in management effectiveness through and survey and targeted interviews (Chapter 6).*

Objective seven: *To draw conclusion and make recommendations concerning a tourism management framework for MNP (Chapter 7).*

1.4 RESEARCH METHODOLOGY

The research methodology encompasses two main parts namely a literature review and an empirical study. The latter part includes the research design and methodology of data collection; the sampling plan; the development of the questionnaire and finally data analysis

1.4.1 Literature study

A literature study was completed in order to analyse concepts, models and strategies that relate to the development of management strategies for heritage sites and protected areas. This literature study was carried out based on keywords such as ecotourism, heritage tourism, tourism management, sustainable development and national parks, conservation areas and transfrontier conservation areas.

The following resources were utilised:

- ✚ Articles in academic journals including Koedoe, Tourism Management, Journal of Sustainable Tourism, Annals of Tourism Research, and Journal of Heritage Tourism.
- ✚ Books related to tourism management, heritage tourism and sustainable tourism. Publications by Child, Eagles, McCool and Haynes, Hall, Saayman and Weaver were extensively used in this study.
- ✚ Information searches were conducted on library catalogues and databases including Ebscohost, Science Direct and SABINET.
- ✚ Public media was also be scrutinised with relevance to developments at MNP such as newspapers and magazines. These sources included the Sunday Times, websites of organisations such as SANParks and UNESCO and dissertations.

1.5 EMPIRICAL STUDY

The research methodology for this study describes the research design, sampling procedure, the research questionnaire and data analysis.

1.5.1 Research design and method of collecting data

This research adopted both a quantitative and qualitative approach. Firstly a quantitative research approach was employed to obtain a greater understanding of how visitors to the park perceived the main issues facing the effective management of tourism services at MNP. This research was primarily quantitative and was collected by means of a self-completion online questionnaire.

The second approach focussed on park management and land owners surrounding the park. This part of the research process was qualitative in nature. Personal interviews were conducted by means of interviewer-administered semi-structured interviews with participants.

1.5.2 Sampling

The initial survey was aimed at visitors who had visited MNP during the period March 2012 to March 2013. Van der Merwe, Saayman, Du Plessis and Kruger (2009:2) note that in the year 2007/8 a total of 27 321 people visited the park, 17.6% of these were overnight visitors. The total number of overnight visitors is thus 4 808 for the year. This number did not change significantly over the last three years since this research was undertaken (SANParks, 2010b:32) as such this number is considered to represent the population for this research. According to Creative Research Systems (2011) with such a population an appropriate sample size would be 356 on a confidence level of 95% (Confidence interval at 5.0%). A total of 486 questionnaires were completed through an online collection channel as well as through manually distributed questionnaires.

For the purpose of obtaining data from park visitors non-probability sampling was used. More specifically a web-based survey (convenience sampling) was conducted utilising a database supplied by SANParks of previous overnight visitors to MNP over a period of 12 months. In addition questionnaires were distributed manually by the researcher at MNP during the period March and April 2013. These questionnaires were disseminated amongst visitors over three weekends in the data collection period and questionnaires were made available at park reception and in accommodation facilities at Limpopo Forest Camp and Leokwe Camp. These manually distributed questionnaires ensured that a representative sample of both day visitors and overnight visitors was achieved.

SANParks additionally sponsored a prize for participants who participated in the study in order to entice visitors to participate.

The second phase of research was aimed at park management and local land owners surrounding MNP. The respondents included managers and senior managers involved with park management at both MNP and at SANPark's Groenkloof (Pretoria) head office as well as local land owners and/or farm managers surrounding the park (hereafter referred to as land owners). The park managers were interviewed at the head office of SANParks in Pretoria and at MNP. Land owners were interviewed at their respective properties. A total of seven (7) (managers) and eight (8) (land owners) interviews were undertaken respectively.

This sample was determined using non-probability sampling through more specifically purposive sampling. Purposive sampling is synonymous with qualitative research (Palys, 2009:1) and it is characterised by the use of judgement to attain a representative sample of representatives (Jennings, 2001:139) and is effective in terms of convenience and economy (Welman, Kruger & Mitchell, 2005:69). In this design there is no specific specification of the number of respondents needed (Palys, 2009:1). As there is a need to obtain sufficient and well-rounded data, saturation sampling was additionally employed. This type of sampling has been indicated as suitable by Moswete, Thapa and Child (2012) and by Nicholas, Thapa and Pennington-Gray (2009a) in their investigations on the assessment of public sector perspectives at a World Heritage Site in St Lucia (Caribbean) and the Kgalagadi TFCA respectively.

1.5.3 Development of the questionnaire

Three different questionnaires were utilised for the purposes of this research. The initial questionnaire was aimed at visitors to MNP in order to establish their perceptions towards the main issues affecting sustainable at the park. Previous studies performed by Ko (2005) to determine a tourism sustainability assessment procedure and Mabunda (2003) that addressed the development of a management framework for the Kruger National Park served as the outline for this study. Additional research performed by Ballantyne, Packer and Hughes (2008), Nicholas, Thapa and Ko. (2009b), Nicholas and Thapa (2009), Saayman (2009), Van der Merwe *et al.* (2009), George (2007), Mancini (2013)

and SANParks (2011) served as an added framework for refinement of the questionnaire. The questionnaire consisted of five main parts:

- ❏ **Section A:** Demographic details of respondents
- ❏ **Section B:** Tourism management at MNP
- ❏ **Section C:** Sustainable tourism management issues
- ❏ **Section D:** Challenges
- ❏ **Section E:** Reasons for visiting MNP

The first section of this questionnaire dealt with the demographic characteristics of respondents, the remainder of the questionnaire dealt with various themes pertaining to sustainable tourism management at MNP which were measured using Likert scales. The questionnaire together with the introductory letter and promotional flyer are provided in Appendix A of this thesis.

The second questionnaire focussed on stakeholders involved in park management. This questionnaire served as the basis for in-depth semi-structured interviews which were guided by the literature study on sustainable tourism management and similar studies by Nicholas *et al.* (2009b) and Moswete *et al.* (2012). These questions dealt with management perceptions of the main sustainability issues facing the park.

The third questionnaire focussed on local land owners. As with the second questionnaire, this questionnaire consisted of open-ended questions guided by a literature study (Moswete *et al.*, 2012). MNP is positioned in an isolated part of South Africa with the nearest town (Alldays) being 40km away, the local land owners were considered to constitute the local community.

For all sets of questionnaires a pilot study (n= 8 participants) was conducted in order to determine, that the categories provided for questions were valid and reliable measures, that the terms used, will be understandable and that the question order flows. The pilot study also aimed at determining how long the questionnaire took to complete. The pilot study was undertaken within the work environment of the researcher.

1.5.4 Data analysis

The processing of results of the empirical research was conducted by the North-West University (Potchefstroom Campus) Statistical Consultation Services. The data was analysed by means of the SPSS (Statistical Package for Social Sciences) version 21 software programme. The methods that were employed to interpret data included descriptive statistics such as frequency tables. A multivariate analysis was done utilising a factor analysis, analysis of variance (ANOVA's) and t-tests. A factor analysis is beneficial when used to examine underlying constructs influencing the responses on a number of measurable variables (DeCoster, 1998:1); this allows the researcher to identify key constructs that influence variables or to eliminate those that are not relevant to the study. ANOVA's allow the researcher to determine variances in data while t-tests were utilised to determine whether any significant differences were encountered between various sets of data (Field, 2009:325; Wielkiewicz, 2000:1).

All interviews were audio recorded and each interview lasted about 15-20 minutes. Audio recordings were transcribed (by a third party to ensure objectivity) verbatim utilising the F4 software programme. Transcriptions (in Microsoft Word format) were then analysed utilising the qualitative data analysis programme ATLAS.ti. ATLAS.ti utilises the process of coding for data analysis through open, axial and selective coding. From this memo open coding, axial coding and selective coding were employed to analyse data, as used by Moswete *et al.* (2012). Coding enables the researcher to arrange data into manageable units which can be compared, reviewed and sorted into a mode which benefits interpretation (Strauss & Corbin, 1998).

1.6 DEFINING THE CONCEPTS

For the purpose of this study the following concepts require clarification:

1.6.1 Sustainable tourism

The issue of sustainable management can be traced back to the Brundtland report of the World Commission on Environment and Development (WCED) in 1987 where it was

referred to as development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Hall, 2008:20). Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2008:84), define sustainability as the process of conducting business and protecting the natural environment while making economic progress. This allows tourism commerce to continue perpetually.

UNEP (2003:7) provides details of the requirements of sustainable tourism development;

- ✚ Tourism resources should be preserved in such a way that allows them to be used in future, while benefiting today’s society.
- ✚ The planning and management of tourism development should be conducted in a way that avoids triggering serious ecological or socio-cultural problems in the region concerned.
- ✚ The overall quality of the environment in the tourist area is preserved and, where possible, improved.
- ✚ The level of tourist satisfaction should be maintained to ensure that destinations continue to be attractive to retain their commercial potential; and
- ✚ Tourism should largely benefit all members of society.

The definition of Keyser (2002:381) provides a summary of the UNEP requirement by referring to sustainable tourism as tourism that is developed and managed around three cornerstones; environmental integrity, economic efficiency and social justice.

1.6.2 Ecotourism

The term ecotourism was first coined as *turismo ecologico* (ecological tourism) by Ceballos-Lascurain in 1981 as cited by Wearing and Neil (2009:5) and since 1983 it has been known as ecotourism. Ecotourism is considered an alternative form of tourism that is nature-based and is conservation led (Wearing & Neil, 2009:11-13). Weaver (2005:442) builds on this by stating that ecotourism is nature-based but it additionally recognises the importance of associated cultural attractions. Ecotourism therefore should also fulfil an educational role (Weaver, 2005:441) and provides a platform for the support of local economies and the creation of a sense of cultural identity by the visitors and local communities (Wearing & Neil, 2009:11-13). What differentiates ecotourism from other forms of nature-based tourism is that its product planning and management should be guided by sustainability (Weaver, 2005:442).

1.6.3 National Parks

The objectives of national parks in South Africa are described by the National Parks Act (Act No. 57 of 1976) (SA, 1976). "A national park can be defined as the establishment, preservation and study therein of wild animals, marine and plant life and objects of geological, archaeological, historical, ethnological, oceanographic, educational and other scientific interests and objects relating to the said life or the first-mentioned objects or to events in or the history of the park, in such a manner that the area which constitutes the park shall, as far as may be and for the benefit and enjoyment of visitors, be retained in its natural state" (SA, 1976). These parks are administered through South African National Parks (SANParks) a public-sector authority (Myburgh & Saayman, 2002:261).

1.6.4 Transfrontier Conservation Area

A Transfrontier Conservation Area (TFCA) is also known as a transboundary protected area or a peace park (Busch, 2008). This is an area where two or more protected areas in different countries are adjoined and jointly managed across international borders (RETOSA, 2011:1; Spencely 2001:56).

1.6.5 Conceptual Framework

The Oxford Reference Dictionary (2001:324) states that a framework is a supporting or underlying structure. This structure should allow for the development of further strategies. Conceptual frameworks can act like maps that give rationality to empirical inquiry. These frameworks are constructed for a specific location or organisation. Farrell and Marion (2002:33) utilise a framework as a means of assessing the impacts of visitors and determining management actions and strategies to minimise or prevent visitor impacts that are undesirable. Frameworks have been created to assist management in numerous areas of the tourism industry. Mabunda (2003) created an integrated tourism management framework for the Kruger National Park whereby he addressed current challenges affecting tourism in the park. Reynolds and Braithwaite (2001) created a conceptual framework for wildlife tourism by addressing those issues affecting the development of tourism in environmentally sensitive areas. Management frameworks have also been created in areas such as special events in the case of Soteriades and Dimou (2011).

1.6.6 World Heritage site

A World Heritage Site is a cultural and/or natural heritage site that is considered to be of outstanding value to humanity and that should be identified, protected and preserved (UNESCO, 2008:3).

1.7 CHAPTER CLASSIFICATION

The chapters of the study provide the following details;

Chapter 1: Introduction and problem statement

Chapter one provides an introduction to the study followed by a discussion of the problem statement, research methodology and concept clarification.

Chapter 2: An overview of Mapungubwe National Park

The aim of chapter 2 is to conduct a literature analysis on MNP in order to provide an overview of the research setting. This chapter includes aspects relating to a brief discussion of the park location and size, the establishment of the park and the transfrontier conservation area and World Heritage Site. The chapter ends with a discussion of the major challenges facing the park.

Chapter 3: Management of national parks and protected areas in South Africa

The aim of chapter 3 is to analyse various management frameworks which govern SANParks as an organisation. The first section of this chapter will provide a detailed description of the policy and legislative environment of MNP. The second part of the chapter will relate to an overview of the management plan of MNP and finally other management frameworks for protected areas and World Heritage Sites will be analysed.

Chapter 4: Park management

This chapter will focus on the various areas of park management by providing a description of the categories of parks in South Africa followed by a discussion of the three

management spheres as applicable to park management and elements that influence the management of national parks.

Chapter 5: Sustainable tourism

Chapter 5 is structured around four main parts. The chapter will start with a description of the developmental overview of sustainable tourism followed by a description of contemporary initiatives in sustainable tourism. The third section is related to South African guidelines for sustainable tourism. The chapter will close with a discussion of the various aspects of sustainable tourism by analysing the impacts of tourism on the economic, socio-cultural and natural environments.

Chapter 6: Empirical results of research

Chapter strives to discuss the results obtained by the research and it is divided into three sections. The first section of the chapter will address the results obtained from the visitor survey; the second section will address the results obtained from interviews conducted with local land owners while the third and final section will address results obtained from interviews conducted with managers of MNP.

Chapter 7: Conclusions and recommendations

Conclusions are presented and recommendations made regarding the successful development of a sustainable tourism management framework for MNP. A tourism management framework for MNP is thus proposed in this chapter.