

Community participation in South African tourism products: A case study of Molemane Eye Nature Reserve

OE Motlhanke



orcid.org/0000-0002-8769-4994

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Supervisor: Dr Lisebo Tseane-Gumbi

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Student number: 16678729

DECLARATION

I, Obakeng Edgar Motlhanke, hereby declare that this dissertation for the degree of Master of Arts (Tourism Management) at the North-West University is my own independent work and has not been previously submitted by me for a degree at this or any university. All content and ideas drawn directly or indirectly from external sources are indicated as such.

Signature : _____

Date : _____

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List of acronyms

CBT- Community Based Tourism

CBTS- Community Based Tourism Strategy

COVID-19- Coronavirus disease of 2019

DEDECT- Department of Economic Development, Environment, Conservation & Tourism

GDP- Growth Domestic Product

GEAR- Growth, Employment & Redistribution

KRST- Khama Rhino Sanctuary Trust

LDC- Least Developed Countries

MLM- Mafikeng Local Municipality

NMMDM- Ngaka Modiri Molema District Municipality

MENR- Molemane Eye Nature Reserve

NDP- National Development Plan

NDT- National Department of Tourism

NTSS- National Tourism Sector Strategy

NWP- North West Province

NWPB- North West Parks Board

OECD- Organisation for Economic Co-operation and Development

UNWTO- United World Tourism Organisation

WTTC- World Travel and Tourism Council

ABSTRACT

Although the government established various policies and strategies to improve community participation in the tourism industry, generally, communities often do not have necessary resources and power to fully participate in any development and management of neighbouring nature reserves. This results in community exploitation and poor relationship between communities and tourism products. Therefore this study was aimed at identifying and analysing the nature and extent of community participation in the development and management of nature reserves in South Africa, and Molemane Eye Nature Reserve (MENR) was considered as a case-study.

Quantitative and qualitative research methodologies were used in this study. Thus, a mixed method of data collection in the form of a community questionnaire survey technique and in-depth interviews were adopted in this study. Convenience sampling method was considered to distribute 354 questionnaires at Ottoshoop and Bakerville villages. Additionally, all 8 MENR officials were interviewed. A 100% response rate was recorded from both research techniques used.

The results of this study indicate that communities feel their participation is only through social functions (weddings, parties, camping etc), attending meetings, being offered seasonal temporary employment and fetching grass. They decry not taking part in decision making and economic spin-offs as a result of lack of information, absence of formal community structures and lack of cooperation by MENR management. Conversely, MENR officials believe that the reserve encourages community participation through encouraging entrepreneurship, partnerships, information sharing, employment opportunities and incentives provision.

Nonetheless, the study concluded that there are very few activities that community members participate in, and these activities have little impact on the community's socio-economic upliftment. Consequently, this study recommended the following interventions: an advisory park forum constituted by representatives of community and MENR must be formed. Also MENR may consider procuring some of its services or goods from local communities, MENR consider giving the two communities (Ottoshoop and Bakerville) joint concessionaire rights to operate business inside MENR, and lastly MENR must endeavour to ensure

meaningful community participation when developing or reviewing its reserve management plan.

Keywords: Tourism, community participation, development, management, nature reserve, tourism products

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CHAPTER 1

BACKGROUND OF THE STUDY

1.1 Introduction

Local people should participate in the planning, development and management of tourism activities in their areas. This is so, because it is important to ensure that tourism is developed and managed to meet the desires and expectations of the local communities, particularly those who reside within the vicinity of tourism-protected areas. In this way, tourism programmes will be sustainable as these products will be supported by local people (Mugizi, Ayorekire & Obua, and 2017:1). “Community participation is usually a necessary component for successful tourism development of a destination, as there exists a symbiotic relationship between community participation and tourism development” (Dogra & Gupta, 2012:1).

Dogra and Gupta (2012:2), contend that community participation is an important component of tourism development of a destination. In other words, community participation acts as a backbone of a destination, hence it is very important to take account of host communities in the process of tourism development in a more positive way in order to get the best support from communities. The United Nations World Tourism Organisation (UNWTO) Barometer (2009:11) further adds its voice by arguing that tourism has implications for the economy, natural and built environment, local communities and the tourists. For that reason, UNWTO further stresses that it is also imperative for all those involved, especially the local communities, to comprehend tourism and its implications for better development of the industry and towards sustainable livelihoods.

Furthermore, the UNWTO Sustainable Tourism for Development Guidebook (2013:18) through its 12 aims of sustainable tourism emphasises the importance of community participation. The guidebook states that local community members must be involved and empowered in planning and decision making about both the management and future development of tourism in their area, in consultation with other stakeholders. In support of this assertion, participation theory advocates the importance and relevance of ensuring that

communities are included in the decision making process so as to have a meaningful community participation either in the development or management of tourism products.

In line with the above discussion, the role and importance of community participation in tourism development and management processes is considered very important and should be encouraged, hence this study focuses on the nature and extent communities participate in tourism product development and its management, with the emphasis on nature-based tourism products. This becomes more important particularly considering how tourism has grown in recent years and its potential role in addressing some of the socio-economic challenges such as poverty and unemployment facing communities across the world. To that end, Community Based Tourism Strategy (2003:10) asserts that if properly and inclusively implemented, tourism can be an important aspect in the development process of any host community.

Similarly, the UNWTO Tourism and Poverty Alleviation Study (2002:31) mentions that tourism can add to the development process and decline of poverty as it contributes to poverty reduction by providing employment and diversified livelihood opportunities. Consequently, this study argues that the level of community participation should not only be assessed on either the development or management of the tourism products, but that both should be assessed simultaneously to ensure a success of community participation.

1.2 Background and Context

Tourism contributes a lot to local economies, employment creation, sustainable development and gross domestic product (GDP) generally, (UNWTO: 2010:4). According to UNWTO Sustainable Tourism for Development Guidebook (2013:12), “tourism is one of the largest and fastest growing economic sectors in the world, and has a considerable role to play in delivering sustainable development in many countries”. However, at the same time tourism must be managed well to ensure that local communities benefit as well as the natural and cultural environments upon which tourism depends (UNWTO Sustainable Tourism for Development Guidebook, 2013:12).

According to the Travel and Tourism Competitiveness Report (2017:3), “tourism provides 10% of the world’s GDP, 7% of global trade and as many as one in every 11 jobs globally. In

each of the six years following the global economic crisis of 2010, the number of international tourist arrivals around the world grew at 4% or above” (The Travel and Tourism Competitiveness Report, 2017:65). Although this year (2020) the tourism industry experienced a decline in all of its sectors occasioned by outbreak of COVID-19 pandemic, which saw many countries restricting both domestic and international travel to curb the spread of the pandemic, globally, tourism has seen an enormous growth prior to the year 2020. To that end the UNWTO (2013: 16), has predicted that growth trends in the world tourism will continue, with total arrivals reaching 1.8 billion by 2030. Additionally, emerging economies, including developing countries, are likely to experience the highest rate of growth.

With specific reference to the African continent, tourism has grown significantly, with an exception of the decline in 2020 resulting from the COVID-19 crisis like in the rest of the world. According to United Nations Trade and Development Report (2017:4), “tourism in Africa is a flourishing industry that supports more than 21 million jobs, or 1 in 14 jobs, in the continent”. By collecting and comparing data from two different periods, 1995–1998, 2005–2008 and 2011–2014, the United Nations Trade and Development Report (2017:5) further reveals that international tourist arrivals to Africa has expanded significantly, with the number of international tourist arrivals in Africa doubling from 24 million in 1995–1998 to 48 million in 2005–2008, and increasing to 56 million in 2011–2014. Moreover, in Africa, tourism export revenues more than tripled, increasing from \$14 billion in 1995–1998 to \$41 billion in 2005–2008, and rising to \$47 billion in 2011–2014. Consequently, tourism contributed about 8.5% to the continent’s GDP in 2016 (United Nations Trade and Development Report, 2017:4).

In South Africa, especially with the advent of democracy in 1994, the government has over a period of years recognised the importance of the tourism sector. As early as 1999, that is 5 years after taking over the government reigns, the African National Congress (ANC) had this to say about tourism. “Tourism is potentially a major source of employment and foreign exchange in South Africa, and could ease balance of payments constraints in a short period of time, provided that resources, for instance, human resources such as communities generally, capital and land that are required for the tourism industry are locally sourced” (ANC Economic Discussion Paper (1999:23). The theory of margin supports this, in that the

existence and degree of a community's participation depends entirely on the community's resource ownership (McClusky, 1963).

In line with its broad vision for economic development and job creation, the National Development Plan (NDP) also identifies tourism as a labour-intensive sector with the potential to stimulate economic growth and transformation (GCIS Tourism Report 2020:3). According to revised National Tourism Sector Strategy (2016:3) tourism is identified as a priority economic sector in, among others, the African National Congress (ANC) 2009 election manifesto, Cabinet's New Growth Plan, the Industrial Policy Action Plan, and the national government's Medium-term Strategic Framework (2019-2021 MTSF).

Furthermore, the National Development Plan (NDP) which sets out ambitious goals for poverty reduction, economic growth, economic transformation and job creation, recognises tourism as a key driver of employment, economic growth and the national transformation agenda (NDP: 2012:19). According to National Department of Tourism Strategic Plan (2020:19) tourism holds immense potential to change the fortunes of the country and contribute to the achievement of government's economic objectives. When managed well, the growth of tourism brings with it jobs, boosts economic growth, foreign exchange earnings and provides opportunities for economic participation at all levels, to all citizens. Furthermore, the 6th Administration (2019) has prioritised the tourism sector as a key sector to drive economic transformation. The tourism sector is characterised by high labour intensity and offers great growth opportunities that are critical to addressing the challenges of unemployment, inequality and poverty (National Department of Tourism Strategic Plan 2020:19)

Having realised the importance of tourism and its potential to improve socio-economic circumstances especially of host communities, the South African government continues to introduce a plethora of legislative prescripts, strategies and policies to grow the tourism industry while also increasing the participation of local communities in sectors such as tourism. Such legislative prescripts and policies amongst others include, the White Paper on the Development and Promotion of Tourism of 1996, the National Responsible Tourism Development Guidelines for South Africa in 2002, Community Based Tourism Strategy 2003, Domestic Tourism Growth Strategy of 2012, Rural Tourism Strategy 2012, Tourism Act of 2014, Review of South African Tourism Report in 2015, National Tourism Sector

Strategy of 2016, and many more. The common trend in all of these policies and strategies is the importance of community participation in the development, growth and management of the tourism sector in South Africa. To illustrate the point of how South African government tourism policies and strategies are permeated by the need for community participation, the researcher in this study has cited several such policy prescripts and legislations in the paragraph below.

According to the White Paper on the Development and Promotion of Tourism (1996:7), communities must identify potential tourism resources and attractions to use them as a basis for exploring tourism development opportunities. Thus, communities are expected to play a major role in deciding on which local resources to be developed for tourism consumption. The National Responsible Tourism Development Guidelines for South Africa (2002:2) calls on communities to establish new and complementary products for the formal tourism sector. Similarly, the Rural Tourism Strategy (2012:62) argues that community participation should remain a key component in the planning and provisioning of tourism development and management. The National Tourism Sector Strategy (2016:19) adds that community participation is crucial to the success of a tourism destination. If local communities understand the benefits of tourism, and believe they have a role to play in it, such as participating in the development and management of tourism products, the destination will certainly flourish (National Tourism Sector Strategy, 2016:19).

Correspondingly, numerous authors and scholars concur on the importance of community participation in tourism. For instance, Cole (2006:42) opines that community participation is believed to be a worthwhile principle of sustainable tourism development. The above is also accentuated by Chili and Ngxono (2017:1) who contend that participation of local community is very important in the tourism industry as its members can be considered to be one of the tourism products and their inputs in the decision-making processes should be a focal point in both the development and management of tourism. Moscardo (2008:60) also concurs by arguing that community participation in tourism is important and has been receiving an increasing attention. This is so because the success and sustainability of the tourism industry depend on an active support by the local populations since the higher level of integration enhances socio-economic benefits for the community (Moscardo, 2008:60).

Notwithstanding all the best intentions by the South African government aimed at ensuring community participation in the tourism industry, not all communities in South Africa are fully participating in the tourism activities. According to Mustapha, Azman and Ibrahim (2013:13), “despite all the efforts to incorporate communities into the daily operations of the tourism industry, local communities hardly ever take part in tourism initiatives and regularly experience a very restricted participation in or an absolute omission from decision-making processes”. Furthermore, Tosun (2000:614) states that although community participation in the tourism process is highly desirable, there seems to be formidable operational, structural and cultural limitations to tourism development and management approaches in many developing countries, including South Africa.

A recent case study that explicitly demonstrates low levels of community participation in tourism activities in South Africa relates to a study conducted in a village called Umhlwazini in KwaZulu-Natal Province in South Africa. The village surrounds a well-known local tourist attraction called, Didima Resort. The study concluded that there are various challenges which obstruct community participation in tourism activities in this area. Some of the most prominent challenges highlighted by this community include inter alia, lack of information and awareness, corruption, monopoly of government resources and lack of leadership (Chili & Ngxono, 2017:1).

Having learnt of generally low levels of community participation in tourism activities the researcher felt it prudent to embark on this study. Therefore, this study sought to present an in-depth analysis of community participation in the South African tourism products, using Molemame Eye Nature Reserve (MENR) as a case-study. MENR is situated 48 km from Mahikeng in the North West Province, a province comprising many villages. Although studies have previously been conducted on community participation in tourism products in general, very few studies have specifically focused on nature-based tourism products located in less popular provinces such as North West Province, yet the province comprises a total of 767 villages.

The assertion above is supported by Community Based Tourism Strategy (2003:5), which states that although participation of communities in the neighbouring nature reserves is desirable, few studies if any have been undertaken to determine the nature of their participation, in the development and management, particularly in respect of nature based

tourism products. Most importantly, MENR was found applicable for this study since it was only established formally as a nature reserve by the post-apartheid government. Consequently, the study sought to investigate if community participation in the nature-based tourism products such as nature reserves has increased since the democratic government assumed office in 1994 in South Africa, as well as assessing the nature and extent of such participation if it exists.

1.3 Problem Statement

With the advent of democratic government in April 1994, the South African government presented a raft of legislation, policies and strategies aimed at amongst other things ensuring greater participation of previously excluded black population in the country's mainstream economic activities. As mentioned earlier, some of those legislations and policies enacted in respect of tourism, include, the White Paper on the Development and Promotion of Tourism, Tourism Act 3 of 2014, National Responsible Tourism Development Guidelines for South Africa, National Rural Tourism Strategy, Community Based Tourism Strategy, and Tourism Discussion Paper. The recurring theme in all of these legislation and policies is the importance of community participation in the development, growth and management of a broader tourism sector.

However, despite all the noble intentions espoused by all introduced socio-economic legislation and policies, community participation in tourism sector remains woefully low, even in instances where tourism products are located within community living space (Community Based Tourism Strategy, 2003:2). As a matter of fact, as early as 1996, post the 1994 democratic elections, the White Paper on the Development and Promotion of Tourism (1996:17) stated that a major problem facing the South African tourism industry is the poor participation of local communities and previously neglected groups in the tourism industry.

Again this statement is explicitly elucidated in the National Rural Tourism Strategy (2012:9), which states that limited participation of local communities has also been identified as a major constraint in developing tourism, especially in rural areas such as Ottoshoop and Bakerville, where MENR is situated. Eshliki and Kaboudi (2012:334), further concur that local community participation in the decision-making process of tourism development and

management, generally, has often been lacking and is always limited or sometimes marginalised.

Similarly, the Green Paper on Environmental Policy for South Africa (1996:15) also contends that the management styles of ecotourism destinations like the nature reserves in this country exclude the rural communities from decision-making and economic benefits from the services of nature reserves. For instance, in a study that was conducted among community members in four villages surrounding Maleboho Nature Reserve in Limpopo Province, Sebola and Fourie (2006:193) concluded that community participation in this reserve was not fully practiced because of the misunderstanding among the role players as to how the reserve should be facilitated and monitored by the government institutions. The majority of respondents also felt that local communities around the nature reserve were not given the opportunity to participate in the nature reserve's management affairs (Sebola & Fourie, 2006:193).

Tosun (2000:614) opines that although community participation in tourism development is highly desirable, there seems to be formidable operational, structural and cultural limitations to tourism development in many developing countries. According to Thetsane (2019:13), community participation in tourism in developing countries still faces operational problems which results in limited participation by the local community. Kala and Bagri (2018:330) also contend that only a handful of elite community members are invited by tourism development authorities to participate in decision-making processes. Moreover, many communities were forcefully removed from their lands in order to establish nature reserves and national parks in South Africa; and this resulted in lack of interest from communities to participate in the further development and management of either nature reserves or national parks. Consequently, this study sought to present an in-depth analysis of community participation in the South African tourism products using Molemane Eye Nature Reserve (MENR) as a case-study.

1.4 Aim of the Study

The aim of this study is to analyse the nature and extent of community participation in the development and management of Molemane Eye Nature Reserve.

1.5 Research Questions

- What is the nature of community participation in the development and management of Molemane Eye Nature Reserve?
- To what extent are communities adjacent to Molemane Eye Nature Reserve participate in its development and management activities?
- What are the factors that affect community participation in the development and management of Molemane Eye Nature Reserve activities?
- Which structures and platforms are established to ensure meaningful community participation at Molemane Eye Nature Reserve?

1.6 Objectives of the Study

- To determine the nature of community participation in the development and management of Molemane Eye Nature Reserve.
- To determine the extent to which communities adjacent to Molemane Eye Nature Reserve participate in its development and management.
- To identify factors that affect community participation in the development and management on MENR.
- To identify and recommend appropriate structures and platforms that will ensure meaningful community participation at Molemane Eye Nature Reserve

1.7 Significance of the Study

This study was found significant in following respects.

- Firstly, “not enough studies have been undertaken to determine the nature, if any, of community participation, particularly in respect of nature based tourism products in the rural areas of the North West Province” (Community Based Tourism Strategy, 2003:5). Therefore, the results of this study sought to reveal the nature and extent if any, of community participation in tourism, thus, adding to the existing body of

knowledge especially in respect of community participation in nature-based tourism products in less tourist popular provinces such as North West Province.

- Secondly, the findings of this study are anticipated to assist community members and officials of Molemane Eye Nature Reserve (MENR) to realise the importance of community participation in development and management of tourism products such as MENR.
- Thirdly it is hoped that this study's findings will serve as a resource document for communities, private sector, and government on matters relating to community participation in tourism. These findings may be used for future implementation of tourism projects in the province and the country at large, especially in circumstances where a tourism resource or product is adjacent to communities.
- Lastly it is hoped that the findings of this study will also add to the growing body of academic knowledge on the topic of community participation in tourism.

1.8 Location of the Study Area

The study's geographical area is Molemane Eye Nature Reserve (MENR) as indicated in Figure 1.1, which comprises 4988 hectares. The MENR is part of the fifteen reserves, which are wholly owned and managed by North West Parks Board (NWPB). The NWPB is a state owned enterprise responsible for conservation functions as well as management of protected areas and nature reserves in the North West province.

The reserve, MENR is located along Lichtenburg-Ottoshoop road (R505) in the North West Province of South Africa as indicated on the map below. The reserve is situated 48 km from Mahikeng, the capital city of North West province, and 51 km from Zeerust town (North West Parks Board Strategic Plan, 2016:10). The MENR is further situated eleven kilometres away from Ottoshoop village and twenty kilometres from Bakerville village. The communities of these two villages formed part of this study as the research respondents.

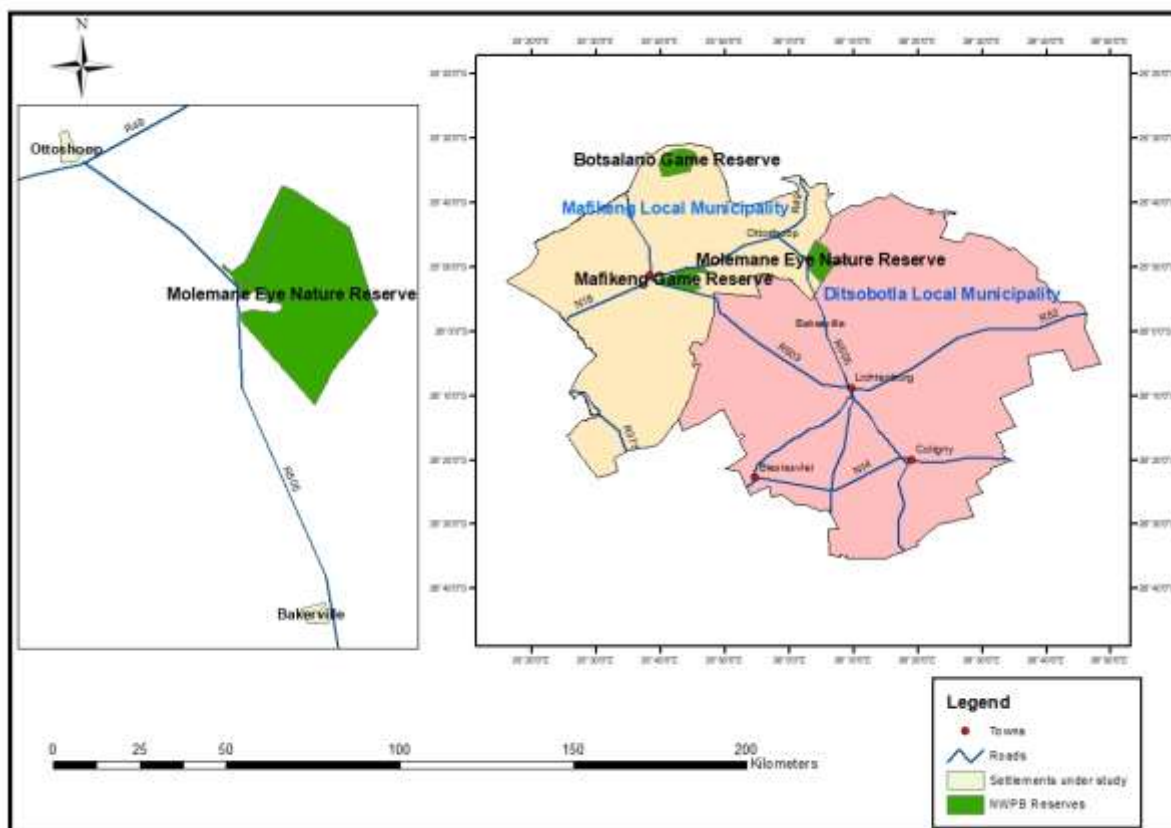


Figure 1.1: Map of the study area
Source: NW GCIS Report (2019)

The origin of this nature reserve is traced as follows: Ms. Elizabeth Duncan Rose (née Gubbins) bequeathed her farm, Malmani Oog, to the North West Parks Board in 1992 on condition that upon her death, the farm must be converted into a Nature Reserve and never to be sold (Molemane Eye Brochure, 2017:2). Elizabeth inherited the farm from her father; a distinguished Dr John Gubbins. Elizabeth’s dream was to convert the farm into a nature reserve that would bring pleasure to others, especially those who live in towns and cities. Her farm was her main interest in life and she farmed it actively until a few years before her death (Molemane Eye Brochure, 2017:2).

In line with her wishes, upon her death, her farm was turned into a nature reserve to constitute what is presently known as Molemane Eye Nature Reserve (MENR) (Molemane Eye Brochure, 2017:2). MENR started operating as a fully-fledged nature reserve in 2004 after being stocked with wildlife in 2004 and further receiving financial support from North West provincial government to support its initial operations.

Today, MENR is a well-known tourist destination for nature lovers who want a rustic, off the beaten track get-away. Its main attraction, the eye (water source) on its own can generate 2 250 000 litres of water per day and feeds the Molemane and Marico rivers. Fishing is permitted on the reserve and angling for bass on a strictly catch and release basis (Molemane Eye Brochure, 2017:3). The MENR also has a conference centre, entertainment area, tented camps, and caravan sites. The reserve also has impressive game species comprising white rhinos, giraffes, buffalos, elands, zebras, springboks, brown hyenas and many other animals. It is also home to birds like ostrich, darter, egret, cape vulture, black duck and others. Furthermore, its fish species include barbel, soft mouth bass, and carp (Molemane Eye Brochure, 2017:3).

In 2017-2018, the reserve had 772 tourists who visited the reserve to consume its various product offerings, such as hiking, trails, accommodation, camping and conferencing (Eco-Tourism Visitors Statistics Report, 2018:1). For purposes of maintaining its daily operations and providing quality services to its visitors, MENR relies to an extent on gate-takings and fees paid by visitors, which supplements grant from North West Parks Board (NWPB). According to Park Income Schedule (2017:1) for the financial year 2016/17, the park generated a total amount of R181 680.00 on entrance fees alone.

1.9 Research Methodology of the Study

Terre Blanche, Durrheim and Painter (2006) define research methodology as the way in which data is collected for the research project. The methodology of the current study is outlined below.

1.9.1 Research Design

Bless and Higson-Smith (2000:63) state that research design relates directly to the testing of hypothesis. It is a specification of the most adequate operations to be performed in order to test specific hypothesis under given conditions.

In this study, a methodological triangulation involving the use of both qualitative and quantitative research methods was used to form a comprehensive picture of the phenomenon under study and further enhance confidence in the findings. This method also assisted to obtain precise responses comprising both closed and open-ended questions.

The quantitative research method was utilised with the intention of gaining a detailed and thorough comprehension of the nature and extent of participation of community members of the two identified communities (Ottoshoop and Bakerville) situated in the close proximity of Molemane Eye Nature Reserve. Coupled with the quantitative method, the qualitative research method focused mainly on how the officials of MENR afford and or encourage communities to participate in the reserve. The total population and sampling procedures are also outlined, and data collection methods comprised primary and secondary data which are also discussed. The data were analysed using a statistical instrument, and thematic analysis was also incorporated for better interpretation of the results.

1.9.2 Quantitative Research Method

Teddlie and Tashakkori (2009:5) refer to quantitative research method as the use of statistics or numbers to understand and explain the study's findings. In this research study, aspects of quantitative methods used were categorical data, for instance, (labels that indicate the numbers to be measured) and descriptive statistics such as descriptive tables were also applied (because they outline patterns and trends in data behaviour). The quantitative data were collected from the two villages (Ottoshoop and Bakerville) adjacent to MENR using the questionnaire survey.

1.9.3 Qualitative Research Method

According to Welman, Kruger and Mitchell (2008:188), qualitative method can, theoretically speaking, be described as an approach rather than a particular design or set of techniques. It is an "umbrella" phrase "covering an array of interpretative techniques which seeks to describe, decode, translate, and otherwise come to terms with the meaning of naturally occurring phenomena in the social world," (Al-Busaidi, 2005:11).

The qualitative data were collected from the officials of MENR using in-depth interviews. Consequently, both quantitative and qualitative research methods were used to assess the nature and extent of the community's participation in the development and management of tourism in MENR.

1.9.4 Population and Sampling Size

According to Bless and Higson-Smith (2000:85), population sometimes referred to as a target population, is the set of elements that the research focuses upon and to which the results obtained should be generalised. The study population for this study was derived from community members residing in two villages neighbouring MENR, namely Ottoshoop and Bakerville, which are eleven kilometres and twenty kilometres away from MENR, respectively. The combined population of these two villages stands at 4484.

For the purposes of this study, the researcher used a calculation by Krejcie and Morgan (1970) to calculate the sample size of the study. According to Krejcie and Morgan (1970), N equals population size, whereas S equals the required sample size. For the current study $N = 4\ 484$, while $S = 354$.

On the other hand, the total population of officials at MENR was eight, and since this was a relatively small number of interviewees, the researcher interviewed all of them.

1.9.4.1 Sampling Procedure

All eight employees of MENR participated in this study and the information that was obtained from them was through utilisation of in-depth interviews. In total, eight employees comprising management and general staff of MENR participated in the study. Convenience sampling method was utilised in distributing the questionnaires to community members. Therefore, that meant that any available household member willing to partake in the study was given a questionnaire to complete. Questionnaire survey was used to collect data from the identified households located in the two villages namely, Ottoshoop and Bakerville.

1.10 Data Collection

Bless, Higson-Smith and Kagee (2006:111) assert that a research project stands or falls on the quality of the facts on which it is based. In this study, two data collection instruments namely; in-depth interviews and questionnaire survey methods were utilised to obtain data from the selected respondents. The views of the community members from the two selected villages (Ottoshoop and Bakerville) were surveyed using questionnaires. An in-depth interview

method was used to collect data from the officials of MENR in order to assess their contribution and or role in encouraging community participation in MENR.

1.11 Data Analysis

In respect of data analysis, the researcher used the Statistical Package for the Social Sciences (SPSS) version 25 to analyse the survey questionnaires. In-depth interviews were analysed through the usage of thematic analysis, which was used in identifying, analysing and reporting themes within qualitative data collected from the officials of MENR.

According to Alhojailan (2012:40), thematic analysis is a type of qualitative analysis that is utilised to analyse classifications and present themes that relate to the data. Thematic analysis is also considered the most appropriate instrument for any study that seeks to discover new facets using interpretations (Alhojailan, 2012:40).

1.12 Ethics Considerations

Research ethics are a complex set of morals, principles, values and institutional schemes that helps the standardisation of a scientific activity (Mandushani, 2016:26). Referring to ethics Bless *et al.* (2006: 139) state that most researchers may have good intentions; however, there is always the potential for the rights of research participants to be violated, either knowingly or unknowingly.

As per North West University requirements to ensure transparency in this research study, the researcher obtained permission from the NWU Ethics Committee in respect of conducting this study. The ethical clearance number allocated for this study is (NWU-00413-19-A4) (Annexure 1). Furthermore, the researcher was granted permission by the management of Molemane Eye Nature Reserve (Annexure 2) and community leader (Annexure 3) to conduct this study. Additionally, respondents were informed of their rights to withdraw at any point should they feel offended or uncomfortable or for any other reason (Annexure 4).

Consequently, anonymity of the participating respondents was protected by making it impossible to link specific data to specific participants, through assigning codes or numbers

for each interview instead of the names of participants. To that end the participants had the right to expect agreed anonymity and confidentiality as agreed with the researcher.

1.13 Confidentiality

To ensure confidentiality, prior to the questionnaire distribution, the researcher individually approached the participants/respondents and gave them a letter of intent to conduct research (Annexure 5), the researcher also assured the participants/respondents of the confidentiality of responses and stressed that the research was conducted purely for academic purposes only.

1.14 Limitation of the Study

The study is only limited to communities residing in two villages adjacent to MENR, namely, Ottoshoop and Bakerville. Consequently, the research findings of this study will not in any way represent the extent and nature of views of other communities neighbouring other nature reserves in the country or any other tourism products in the province or South Africa as a whole.

1.15 Definition of key concepts

1.15.1 Community

According to De Beer and Swanepoel (1998:17), “community is usually defined in terms of geographic locality, of shared interests or needs, or in terms of deprivation and disadvantage”. In an (African) situation, implicit in the use of the concept is either the (sometimes romantic) image of the traditional African village, or because of its prominence and visibility, the urban squatter or informal settlement. On the other hand, Kotze and Kotze (2008:35) define community is a collection of people who are collectively inter-reliant, who participate jointly in discussion and decision-making, and who share particular practices that both define the community and are nurtured by it. In this study, two communities of Ottoshoop and Bakerville will be interviewed to assist the researcher to determine the nature and extent of their participation in MENR.

1.15.2 Community participation

Community participation is defined by Van der Walt and Knipe (1998:148), as an active process in which the clients, or those who will benefit, influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable. Almost similarly, Muganda (2009: 56) asserts that community participation can be defined as a dynamic progression by which beneficiary client groups control the course and implementation of a development project with a vision to enhance their well-being in terms of earnings, personal development, self-sufficiency or other standards they value. Community Based Tourism Strategy (2003: 15) contends that community participation are processes through which local communities are involved and play a role in tourism issues which affect them.

1.15.3 Tourism

According to the United Nations World Tourism Organisation (UNWTO) Global Report (2019:32), “tourism entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors. Generally speaking, a visitor is classified as a same-day visitor if their trip does not include an overnight stay and a tourist if it does include an overnight stay. The purpose of their trip can be for business, leisure or personal reasons, other than to be employed by a resident entity in the country or place visited”.

On the other hand, McIntosh, Goeldner and Ritchie (2002:22), define tourism as a combination of activities, services and industries that provide a travel experience, including, transportation, lodging, hospitality, entertainment, amenities and other services to individuals or groups that are travelling from home. On the other hand, Keyser (2013:410) defines tourism as the activities of travellers taking a trip to a main destination outside their usual environments, for less than a year, for any main purpose (business, leisure, or other personal purpose) other than to be employed by a resident entity in the place visited.

Similarly, White Paper on the Development and Promotion of Tourism (1996:6), describes tourism as all travel for whatever purpose, that results in one or more nights being spent away

from home. All these definitions are underlined by traveling from home to another area to consume one or more tourism services or products.

1.15.4 Nature-Based Tourism

Nature-based tourism relates to the use of an element from the natural surroundings, to establish a business that sustains the livelihood of a community without disregarding the quality of the mentioned element or natural surroundings. For the development of Nature-based tourism businesses, six major components, namely, Attraction, Activities, Transportation, Accommodation, People, and wealth, are necessary to be addressed (Peters, 2006:3). Chikuta, du Plessis, and Saayman (2017: 02) define nature-based tourism as “primarily concerned with direct enjoyment of some relatively undisturbed phenomenon of nature for at least an overnight stay at the destination. The three recurrent themes in the definitions are (i) paying a visit to a natural area, (ii) experiencing the natural environment, and (iii) sustaining the natural environment”.

1.15.5 Community Based Tourism

Community based tourism is any tourism business or activity that is located within a community; it may either be privately owned or managed or operated with the involvement of the local community members. It should be able to create community linkages and adhere to responsible tourism practices that take environmental, social and cultural sustainability into account (Spenceley, 2015: 1).

On the other hand, Thokchom (2014: 1), further defines community based tourism as tourism in which local residents (often rural, poor and economically marginalised) invite tourists to visit their communities with the provision of overnight accommodation. The residents earn income as land managers, entrepreneurs, service and produce providers, and employees. At least part of the tourist income is set aside for projects, which provide benefits to the community as a whole.

According to Community Based Tourism Strategy (2003: 11), community based tourism refers to community ownership of tourism assets and enterprises, either wholly or in part and communities must be capacitated and empowered to participate meaningfully in the mainstream tourism.

1.15.6 Development

Todaro and Smith (2006: 810), define development as a process of improving the quality of human lives. Three equally important aspects of development are (1) raising people's levels of their incomes and consumption levels of food, medical services, education, etcetera, through relevant economic growth processes, (2) creating conditions conducive to the growth of people's self-esteem through the establishment of social, political, and economic systems and institutions that promote human dignity and respect, and (3) increasing people's freedom by enlarging the range of their choice variables, as by increasing varieties of consumer goods and services.

Seers (1969:3), argues that development occurs with the reduction and elimination of poverty, inequality, and unemployment within a growing economy. What has been happening to poverty? What has been happening to development? What has been happening to inequality? If all three of these have become less severe, then beyond doubt this has been a period of development for the country concerned. If one or two of these central problems have been growing worse, especially if all three have, it would be strange to call the result "development" even if per capita income doubled.

1.15.7 Nature reserve

Nature reserve is an area where the flora and fauna may be managed and modified to provide near optimum conditions for a species or a group of species. They are usually open to visitors and public primarily for social or educational purposes (Community Based Tourism Strategy, 2003: 20). In this study, MENR, a provincial nature reserve under management of NWPB is used as a case-study to determine the nature and extent of community participation in its development and management.

1.15.8 Tourism product

It is a combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific centre of interest which represents the core of the destination marketing mix and creates an overall

visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels and it has a life-cycle (UNWTO 2019:2).

1. 16 Organisation of the Study

Chapter 1: Provides an introduction and background of the study; problem statement, research questions and objectives, significance of the study, research methodology and limitation of the study and chapter outline.

Chapter 2: Presents an analysis and review of literature. The chapter starts by providing theoretical framework of the study, tourism legislative framework, main stakeholders of tourism industry, community participation in tourism industry and barriers to community participation in tourism industry.

Chapter 3: Provides detailed research methodology of the study. This comprises research design, population and sampling, data collection methods, data analysis, ethics consideration, confidentiality and anonymity.

Chapter4: Provides results (data) of the fieldwork undertaken. It further details interpretation and analysis of data collected.

Chapter 5: Discusses main findings, conclusion and recommendations of the study.

CHAPTER 2

LITERATURE REVIEW AND THEORITICAL FRAMEWORK

2.1 Introduction

This chapter discusses the literature relevant to this study and it further sets out the theoretical framework that underpins the study. The literature review in particular focuses on the origins of tourism, overview of tourism, nature-based tourism, tourism legislative framework, main stakeholders of tourism industry, significance of community participation in tourism industry, nature of community participation, barriers to community participation in the tourism industry and the impact of community participation in tourism industry.

2.2 Theoretical Framework of the Study

Over the years, there have been models and theories developed in respect of community participation. These theories are mostly shaped and modified by different contexts and as new information or circumstances come into being. The theoretical framework “is the foundation from which all knowledge is constructed (metaphorically and literally) for a research study. It serves as the structure and support for the rationale for the study, the problem statement, the purpose, the significance, and the research questions” (Grant & Osanloo, 2014:12). Furthermore, theoretical framework assists in representing the context of studies, which are based on particular theories.

The theoretical framework that guides this study is participation theory, which consequently led to the unpacking of theory of margins. The reason why these theories were chosen was mainly because they assisted the researcher to set out parameters and a foundation against which the research objectives were analysed.

According to Claridge (2004:17), the evolution of participation theory is seemingly built on trial and error with participation enjoying questionable success and at times, practice represented perversion. Claridge (2004:17), further argues that the “participation theory

represents a move from the global, spatial and top-down strategies that dominated early development initiatives to more locally sensitive methodologies”.

In respect of the participatory theory definition, Claridge (2004:18), states that there is no commonly agreed definition of participation theory. According to Claridge (2004:17), this vagueness and a lack of conceptualisation of participation cause confusion over expectations and the evaluation of outcomes of the participatory development process. It is agreed therefore that participation is about decision-making (Claridge, 2004:17).

However, McClusky in the 1960s argued that participation is not only about decision making and ensuring that the development of tourism is sensitive to locals, but local participation depends on the availability of resources and power that communities have, hence the introduction of theory of margin by McClusky. In essence, theory of margin argues that the greater the power in relationship to the load, the more margins will be available to partake in extra responsibilities and in this case, in tourism activities. According to Dale (2016:01), “the theory of margin is a concept that defines how the demands of life on an individual (load) are offset by the resources available to that individual (power)”.

In this study, these two theories were significant in analysing the participation levels of local communities living adjacent to MENR. The fundamental questions in this study were, do communities near MENR participate or are currently participating in its development and management activities and are they involved in decision making? If they participate, do they have the necessary resources and power to take part in the development and management of the reserve? The next section looks at the origin and overview of tourism, how and when it has been developed and managed over the years.

2.3 The Origins of Tourism

The origin of tourism is well documented in the literature. According to Ivanovic, Khunou, Reynish, Pawson, Tseane and Wassung (2009:13) the beginnings of travel can be traced far back in human history. Even before the Common Era (CE), people had already begun travelling for commercial and trade reasons, religious pilgrimages, leisure as well as for government administration purposes. The Industrial Revolution between the 18th and 19th centuries created a larger middle class of professionals. With the disposable time and income

workers developed new attitudes and viewed recreation positively. During that time Health tourism became increasingly popular as the middle class were advised by doctors to visit spas and seaside resorts as a treatment for illnesses and diseases. After World War II tourism grew rapidly, a trend that has continued to the present day (Ivanovic *et al*, 2009:14).

Although more people than ever travelled after World War I, international tourism did not really take off until after World War II (Keyser, 2013: 288). The aristocratic Grand Tour of cultural sites in France, Germany, and especially Italy, including those associated with Classical Roman tourism had its roots in the 16th century. Since then, tourism has grown rapidly, expanding its geographical range to embrace alpine scenery during the second half of the 18th century (Walton, 2018:1). According to Lubbe (2012:17), the Grand Tour marked an important development in tourism. The Grand Tour was undertaken by wealthy young males in the 17th and 18th centuries who would normally travel with a tutor who could keep a fatherly eye on them and supervise their law education in the various countries they visited.

From ancient Roman times through to the 17th century, young men of high standing or studying law were encouraged to travel through Europe on a “Grand Tour” (Westcott, 2000:3). This statement is further corroborated by Gyr (2010:3) who contends that “an early form and precursor of modern tourism was the Grand Tour, undertaken by young nobles between the 16th and 18th centuries. This possessed its own new structures that were clearly defined by corporate status: the original goal was to broaden one's education, mark the end of childhood, acquire and hone social graces; however, over time, leisure and pleasure became increasingly important”. According to Westcott (2000:3), historically, the ability to travel for leisure was reserved for royalty and the upper classes. Travel for leisure purposes evolved from an experience reserved for very few people into something enjoyed by many.

After World War II, governments, especially in the developed countries became “interested in tourism as an invisible import and as a tool of diplomacy, but prior to this time, international travel agencies took the lead in easing the complexities of tourist journeys” (Walton, 2018:5). The most famous of these agencies was Britain's Thomas Cook and Son organisation, whose operations spread from Europe and the Middle East across the globe in the late 19th century (Walton, 2018:5). Keyser (2013:1) acknowledges that tourism expanded rapidly since World War II, and today is seen as an important part of global economy and a cornerstone of many national, regional and local economies. After World War II, many

destinations supported the growth of tourism in order to reap the potential economic growth benefits (Lubbe, 2013:26).

With regard to developing world, Rogerson and Visser (2004:2) opine that the importance of tourism as a potential “passport for development” or “engine of modernisation” was acknowledged in the Caribbean around 1920s. It was only from the 1970s onwards, that tourism was more readily accepted as an element of national development planning in the Pacific, parts of Asia and Latin America (Rogerson & Visser, 2004:2). Even so, at that time, tourism development across Africa generally lagged behind just like in most other areas of the developing world. Indeed, it was only until as late as the 1990s in African countries such as Zambia, for example, that tourism was officially classed as a social sector and regarded as being of little consequence for economic development planning (Rogerson & Visser, 2004:2).

Today, tourism has considerably evolved and has come to be regarded as an important sector of the economy. Many countries now regard tourism an important instrument for sustainable economic growth. According to UNWTO Barometer Report (2018:1), “over the decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. Modern tourism is closely linked to development and encompasses growing number of new destinations. These dynamics have turned tourism into a key driver for socio-economic progress”. The UNWTO Barometer Report (2018:2) further asserts that “the business volume of tourism equals or even surpasses that of oil exports, food products or automobiles. Tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries” (UNWTO Barometer Report, 2018:2).

In emphasising how the tourism sector has come to assume an important role in world trade, the Travel and Tourism Competitiveness Report (2017:3) contends that tourism provides 10% of the world’s GDP, 7% of global trade and as many as one in every 11 jobs globally. The UNWTO Barometer Report (2018:3), further estimates that internationally there were just 25 million tourist arrivals in 1950, 68 years later (in 2018) this number has increased to 1.4 billion international arrivals per year. This is a 56-fold increase. These statistics clearly show how tourism as a sector has experienced exponential growth globally over the decades from its inception. In this section the researcher chronicled the origins of tourism in detail from mainly European countries from as early as the 16th century, to the early 1990s and to

2000s. The following section focuses on pre-colonial travel and overview of tourism in Africa. This is done to observe how tourism has evolved on the continent over the years.

2.4 The history of pre-colonial travel in Africa

Although very little is known and has been written about pre-colonial travel activities in the African continent, there is evidence that Africans engaged in leisure travel. According to Gyr (2010:3) recreational and educational travel already existed in the classical world and, even earlier, in Egypt under the pharaohs. In the latter, there is evidence of journeys emanating from a luxury lifestyle and the search for amusement, experience and relaxation. The privileged groups of the population cultivated the first journeys for pleasure. Their writings tell us that they visited famous monuments and relics of ancient Egyptian culture.

Ivanovic *et al*, (2009:14) argues that as a consequent of history and tradition being passed down orally rather than in writing it became difficult for modern historians to pinpoint exact dates and facts about African travel history. As a result, when the history of travel is told, little or nothing is said about Africa. In fact argues, Ivanovic *et al*, (2009:14) indigenous sub-Saharan Africans as well as Arab Africans did travel before the arrival of the first Europeans. During those ancient times Africans travelled mainly for trade, religious, political, and kith and kin reasons.

As time progressed especially around 1800s, Tourism began to gain more traction in Africa, when Europeans making what was called the “grand tour” of Europe began extending their travels to include more exotic destinations such as Morocco, Algeria, South Africa, Egypt and the Nile River valley (Africa Tourism Report 03: 2020). According to Ivanovic *et al*. (2009:16) from 1800s travel in sub-Saharan Africa had been influenced by colonisation and in South Africa by apartheid laws. However, democracy and supportive government policy in the region has since encouraged a growing number of ordinary citizens to travel both domestically and internationally.

It is clear from the above discussions that in Africa, there is evidence of various pre-colonial travel activities. It is also clear that travel in Africa was further influenced by the era of colonisation.

2.5 Overview of Tourism in Africa

According to Sarmiento and Rink (2015:1), tourism development in the continent emerged in tandem with the nineteenth-century colonialism. Egypt, Morocco, Tunisia, Kenya, South Africa, Swaziland, and Zambia all experienced early development, mostly based on the desires of European and North American tourists (Sarmiento & Rink, 2015:1). In addition, Sarmiento and Rink (2015:1), further state that after Morocco's and Tunisia's independence in the 1950s and later in Kenya and Tanzania, tourism was viewed as a "passport to development," and nature tourism assumed an important role (Sarmiento & Rink, 2015:1). The above is corroborated by Rogerson and Visser (2004:2), who state that within, post-colonial African countries, the embracing of tourism as a vehicle for development occurred initially in countries such as Egypt, Kenya, Morocco and Tunisia and subsequently diffused across much of the continent.

However, it would appear from the literature that in the early 90s, more African countries started to note the inherent capability of tourism sector as an economic vehicle. In overall, the Africa region showed steady growth throughout the first half of the 1990s (Tourism 2020 Vision: 2020:1). To that end, Rogerson and Visser (2004:2), state that it was evident that in the 90s, the majority of African governments were showing increased interest in tourism as a source of growth and diversification. Moreover, Rogerson and Visser (2004:2), contend there was recognition by countries that in the appropriate policy environment, tourism could contribute effectively to economic and social development, including poverty alleviation. The following section discusses tourism industry with specific reference to South Africa.

2.6 The Tourism Industry in South Africa

As mentioned earlier, tourism as a social and economic activity is growing constantly and has reached, at the international level, dimensions that have not been seen before (United Nations World Tourism Organisation (UNWTO) Annual Report, 2016:11). Tourism is therefore used in many countries as a priority sector for economic development, contributing to the redistribution of wealth, reduction of poverty and the creation of employment (United Nations World Tourism Organisation (UNWTO) Annual Report, 2016:12). In South Africa (SA), the tourism industry is a major contributor to the South African economy and

employment of its citizens. The tourism sector's contribution to SA's GDP was R136.1bn or 2.9% of total GDP in 2017 and further contributed 4.5% of total employment (StatsSA, 2018:2). In 2018 tourism contributed 2.8% to South Africa's GDP and contributed 4.5% of total employment (SA Tourism Report, 2019:3)

However, prior to 1994, the full potential of tourism in South Africa was stymied by the apartheid system. According to Heath (2014:282), although various positive building blocks were already in place, tourism development in South Africa gained a significant momentum after the country's transition to democracy in the early 1990s. This happened after the new government began introducing legislative reforms to facilitate growth and development of tourism. Chief amongst such legislative reforms is the White Paper on the Development and Promotion of Tourism, which was enacted in 1996.

According to a study commissioned by the Department of Environmental Affairs and Tourism titled, *Tourism: 10 Years Review* (2003:9) "the isolationism of apartheid delayed SA's entry onto the world stage in many areas, including tourism. Prior to 1994, the potential of tourism to generate jobs, create entrepreneurs, attract foreign income, enhance economic growth and develop rural communities remained untested and ignored". This statement is further supported by White Paper on the Development and Promotion of Tourism; (1996: 9) which argues that tourism development in South Africa has largely been a missed opportunity prior attainment of democratic state. This was largely due to limited or no investment in tourism infrastructure, international sanctions, uncompetitive local tourism industry, lack of community participation, and isolation of apartheid state.

The statements above are further succinctly affirmed by Rogerson and Visser (2004:2), who state that of all sectors of South Africa's economy, tourism was most adversely affected by the apartheid system and subsequent international sanctions. As a direct result of apartheid programmes, the volume of international tourism flow was severely curtailed (Rogerson & Visser, 2004:2).

Rogerson and Visser (2004:2), further opine that during the apartheid years, national parks were concerned primarily with conservation issues, while neglecting the social welfare of surrounding communities. Accordingly, "caring for the environment" was often used as a pretext to exclude neighbouring black communities from protected areas and to remove them

from their ancestral lands to make way for wildlife conservation (Rogerson & Visser 2004:2). Curruthers (1995:90) adds that some communities were forcibly evicted from national parks such as Kruger National Park and consequently did not participate in its affairs. Lubbe (2003) “asserts that the segregation and deliberate discriminative policies enshrined in various apartheid laws negatively impacted and limited the development and growth of tourist enterprises of those previously disadvantaged people who attempted to venture into the sector”.

This challenges above were further compounded by the then government’s policies that effectively curtailed majority of the population, i.e. black people from participating in tourism (i.e. as tourists) thus curtailing the growth of domestic or regional tourism. To that end Curruthers (1995:90) asserts that many black people, particularly those in areas adjoining the park, who live in extreme poverty, have in the past been deliberately excluded from enjoying or sharing in any of the recreational and educational benefits of the Kruger National Park.

The exclusion of blacks from activities of Kruger National Park caused the locals to develop negative disposition and attitudes towards the park. According to Curruthers (1995:04) for neighbouring communities the Park's name and ethos have come to symbolize strands in the web of racial discrimination and white political and economic domination. It is for this reason that from time to time there were strong cries for the abolition of the Kruger Park. Furthermore, Curruthers (1995:04) revealed that neighbouring communities were regarded as poachers and hounded from national park boundaries, Africans were never invited to enjoy the South African national parks as visitors concluded (Curruthers 1995:04).

Based on assertions above, it is apparent that prior 1994 government did not prioritise the involvement and participation of locals in tourism development processes. Local communities in South Africa, especially during apartheid regime, lacked access to land ownership, had limited skills and capital as well as power to make any decisions or participate in many tourism products development and management, especially the nature based tourism products such as national parks and nature reserves (Curruthers, 1995:90’ Lubbe, 2003:3, Rogerson & Visser, 2004:2).

However, with advent of new the democratic dispensation in 1994, the country's tourism sector began going through a paradigm shift. It is apparent from the literature and government documents that the new government began developing new policy frameworks aimed at developing and growing the tourism industry. A majority of those tourism policies and strategies emphasised the importance of community participation in tourism development processes. These amongst others included, White Paper on the Development and Promotion of Tourism (1996), National Responsible Tourism Development Guidelines for South Africa (2002), Community Based Tourism Strategy (2003), Domestic Tourism Growth Strategy (2012), Rural Tourism Strategy (2012), Tourism Act (2014), and National Tourism Sector Strategy (2016).

Today, South Africa's tourism industry is steadily growing and is regarded as vibrant and exciting. According to Brand SA Annual Report (2018:17), South Africa's tourism industry is well established, with an exciting sector of emerging entrepreneurs. The country is strong on adventure, sport, nature and wildlife, and is a pioneer and global leader in responsible tourism. According to the Department of Environmental Affairs and Tourism's 10 years Tourism Report (1996: 10), "since the first democratic elections in 1994, tourism in South Africa changed fundamentally. The new government identified tourism as one of the country's key economic sectors because of its massive potential to create new jobs and generate foreign revenue. It was one of the few sectors that showed enormous potential to provide economic opportunities to historically disadvantaged communities throughout the country".

In terms of tourism performance in South Africa, an assumption can be made that the introduction of some of the legislative and policy directives outlined earlier assisted in attracting people to visit South Africa, thus growing and developing the tourism sector further. Since 1994, the number of visitors to South Africa stood at 3.7 million. A decade later in 2004, international arrivals had more than doubled to 6.7-million. In 2005 they grew to 7.5-million (+10.3%), in 2006 to 8.4-million (+13.9%), and in 2007 to 9.07-million (+8.3%) (Van Schalkwyk, 2008:11). About a decade later in 2018 the number of tourists' arrivals in South Africa amounted to 16.4 million, projected to reach 19.6 million by 2023. With regards to tourism's contribution to the country's GDP and employment to the communities, in 2012 tourism contributed R102 billion to South African GDP and further supported 10.3% of jobs in the country. Five years later, in 2017, the tourism sector's

contribution to SA's GDP was R136.1bn or 2.9% of total GDP and further contributed 4.5% of total employment (StatsSA, 2018:2).

The information above is further backed by external reports regarding performance of the country's tourism economy. According to the 2018 reports by the United Nations World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC), in 2018 South Africa's tourism industry reportedly attracted 10,5 million international tourists, a growth of 1,8% compared to 2017. In the same report the WTTC, announced that South Africa has the largest tourism economy in Africa, having contributed 1.5 million jobs. The report further revealed that tourism contributes 2.8% to South Africa's real gross domestic product (GDP), which amounts to R139-billion.

Despite the advent of democracy in 1994, and the growth of tourism in the country, community participation in tourism is still significantly low. Even after attainment of democracy in 1994, communities are still not afforded an opportunity to assume a meaningful role in tourism development (Community Based Tourism Strategy, 2003:7). Citing results of the research study in Panorama region, Mpumalanga, SA, Monakhisi (2008:235), concluded that local communities are not usually involved in decision making on tourism development in their own areas. Furthermore, meaningful involvement of local communities in the tourism industry through ownership of tourism-related enterprises was almost non-existent in this study (Monakhisi, 2008:200).

However, Monakhisi (2008:189), states that the "post-apartheid governments in SA created institutions and structures to assist in the growth of the industry and to expand the level of involvement of previously disadvantaged individuals and communities in the tourism industry". Monakhisi (2008:200) argues that despite these institutions and the availability of funding, South Africa's tourism industry still excludes the majority of previously disadvantaged individuals and communities in terms of tourism benefits. Furthermore, Chili and Ngxongo (2017:9), concur that the level of participation of communities in decision-making is nominal. In their study, virtually all the respondents agreed that the community is not involved in decision-making concerning tourism.

In the North West Province, where MENR is located, tourism has particularly been categorised as a catalyst for economic growth and a key to address the triple challenges of the

country, known as poverty; inequality and unemployment (Tourism Portfolio Committee Tourism Report, 2017: 03). According to IHS Markit Regional Explorer (2017:87), in 2017 tourism contributed 5.61% to the North-West Province's GDP, 5.35% to the GDP of Ngaka Modiri Molema District Municipality and 2.76% to the Mahikeng Local Municipality's GDP, under which MENR falls under.

In Ngaka Modiri Molema District Municipality where MENR is situated, the District Growth Strategy (2014: 35) indicates that tourism remains an important contributor to the district economy. As an added competitive advantage, the District Growth Strategy (2014: 41) further highlights that Ngaka Modiri Molema District Municipality is home to five provincial game reserves namely Mafikeng Game Reserve, Botsalano Game Reserve, Barberspan Bird Sanctuary, Madikwe Game Reserve and Molemane Eye Nature Reserve (MENR). Besides this, the municipality shares borders with Botswana in five different points of entry namely, Ramatlabama, Makgobistad, Skilpadshek, Kopfontein and Derdepoort. All these make the municipality easily accessible and attractive for tourists to visit various tourism products in the municipality including MENR. The information above clearly indicates the important role of the tourism industry and nature-based tourism products particularly to the broader development of the municipality and the province at large.

2.7 Unpacking the Nature of Tourism Product Development in South Africa

“Tourism product development can be defined in many ways; at one extreme, it can be seen as embracing all elements with which the visitor to a destination comes into contact, including infrastructure, the service personnel, places of lodging, attractions, and activities, facilities and amenities, while, at the other extreme, tourism product development can be defined as comprising only those attractions, activities and facilities that are specifically provided for the visitor (Handbook on Tourism Product Development, 2011:2)”. For instance, in South Africa tourism products such as national parks and nature reserves provide a visitor with lodging facilities, curio shops and game drive. This niche sector known as nature-based tourism is popular in many South African provinces. Tourism product development is largely underpinned by the following principles: “market research, market product matching, product development areas, stakeholder consultation and collaboration, flagships or hubs, cluster

circuits and events, product portfolio and investment plan, human resource development and marketing and promotion” (Handbook on Tourism Product Development, 2011:2).

The market research provides information on tourism demand and supply patterns in a particular region, stakeholder consultation and collaboration, guides on soliciting opinions and aspirations of all stakeholders before an actual tourism product development plan is prepared and implemented. This becomes particularly important when one intends to compile a tourism product development plan especially for nature reserves that are surrounded by communities as it is the case with MENR. Lastly, the marketing and promotion principle is important in clustering of related tourism products in a given common area. The current study therefore aimed to assess the level of stakeholder (community) consultation and participation during the development and management of MENR; hence the next section looks at the overview and management of nature based tourism products in South Africa.

2.8 Overview of Nature Based Tourism Products in South Africa

Given the nature of the scope of this study which is a provincial nature-based tourism product, called MENR, the researcher deemed it prudent to provide an overview in respect of nature-based tourism products with specific reference to the North West province and to South Africa in general.

According to Matysek and Kriwoken (2003:129), “nature based tourism is a form of tourism that relies on the natural environment for the basis of its experiences and can include almost any form of outdoor activity that involves a natural element”. In defining nature-based tourism Chikuta *et al.* (2017: 02), opine that nature-based tourism is primarily concerned with direct enjoyment of some relatively undisturbed phenomenon of nature for at least an overnight stay at the destination. According to Peters (2006:01), nature-based tourism relates to the use of an element from the natural surroundings, to establish a business that sustains the livelihood of a community without disregarding the quality of the mentioned element or natural surroundings. For the development of a nature-based tourism businesses, six major components, namely a) Attraction, b) Activities, c) Transportation, d) Accommodation, e) People, and f) wealth, are necessary to consider (Peters 2006:01). According to Lubbe (2003: 73), nature-based tourism is mainly based on natural resources such as flora and fauna, rivers, oceans, beaches, countryside, etc. Similarly, Organisation for Economic Co-operation and

Development (OECD) (2009: 107), avers that “nature-based tourism encompasses a wide range of activities (trekking, wildlife viewing, diving and so on) in an equally wide range of destinations (islands, deserts, forests, mountains, savannas)”

Over the years, the concept of nature-based tourism evolved and assumed an important position within the broader tourism sector. According to (OECD) (2008:106), wildlife economy performs an important safety net role for many poor rural communities, e.g. providing food, fibre and medicines, and can also be a source of wealth creation. In fact, OECD (2009:106) argues that “nature-based tourism holds high potential for wildlife-based economic growth. It is one of the fastest growing segments of the global tourism industry, and one of the few export or service sectors in which poor countries have (or can develop) a clear comparative advantage as a result of their often rich natural resource base” (OECD 2009:106).

In relation to nature-based tourism, the UN World Tourism Organisation (UNWTO) (2016:02) asserts that Africa is at the forefront of nature-based tourism which is likely to increase even more than the global average because of the scarcity of unique wildlife and natural assets worldwide. According to UNWTO (2008:155), the fastest growing element of tourism is nature-based tourism, often involving excursions to national parks and wilderness areas in the developing countries where a large portion of the world’s biodiversity is concentrated. UNWTO (2005:05) further states that in 2004, nature-based tourism was globally growing three times faster than the tourism industry as a whole. According to Lubbe (2003:73), tourism that involves the natural resource base of a destination increased at an annual rate of between 10% and 30% and accounts for the fifth of the global market at that time.

Having traversed how nature based tourism has evolved over a period of time and its contribution to the overall growth of tourism sector, the question that naturally arises is what type of tourists it attracts. In that regard, Lubbe (2003: 74) contends that in general, nature-based tourism tends to attract the following type of tourists:

- Well-travelled and well educated.
- Enquiring mindset.
- Have a desire to escape into nature and to experience it at first hand.

- Want to engage in outdoor activities.
- Usually come from middle class and upper class backgrounds.

With regards to interaction between nature-based tourism and communities, the OCED (2009:108) accepts that nature-based tourism is unlikely to completely address the plight of the most disadvantaged or marginalised communities. It nevertheless, contends that tourism does appear to have very significant potential for pro-poor growth. It brings consumers right to the tourism products, thus generating huge marketing opportunities for local producers of goods and services. It further creates demand for locally produced inputs, and this can contribute to local economic development through indirect multiplier impacts particularly in agriculture and fisheries. Lastly nature-based tourism also provides relatively labour-intensive opportunities and employs a relatively high proportion of women (OCED, 2009:108).

These assertions above were found important for this study in that they assisted in recognising and understanding the important role and potential benefits that can accrue to the communities that fully partake in activities of nature-based tourism products such as MENR, which are surrounded by mostly impoverished communities. Therefore, potential benefits that can accrue to communities as a result of their participation in nature-based tourism, include economic multiplier effects, demand or market for locally produced goods and job creation especially for women. Therefore the current study represents an important argument for advocating more meaningful participation by communities in nature-based tourism products. The next section discusses in more details the participation of communities in the development and management of nature based tourism products.

2.9 Community Participation in the Development and Management of Nature-based Tourism Products

Community is a collection of people who are collectively inter-reliant, who participate jointly in discussion and decision-making, and who share particular practices that both define the community and are nurtured by it (Kotze and Kotze 2008:35). In context of tourism, Community Based Tourism Strategy (2003: 15) contends that community participation are processes through which local communities are involved and play a role in tourism issues which affect them. Tosun (1999:130) avers that community participation can be classified as

pseudo-community participation, passive community participation and spontaneous community participation. This simple and broad typology can lead one to consider these categories in terms of how tourism as a multi-disciplinary study might contribute to distinctive positions.

The Tourism Act no 3 of 2014, which regulates tourism in South Africa, provides for the development and promotion of sustainable tourism for the benefit of South Africa, its residents and its visitors (Tourism Act, 2014:2). In relation to nature-based tourism, at provincial level in the North West Province, the North West Parks Board is responsible for management of the protected areas (North West Parks Board Strategic Plan, 2016:12). The North West Parks Board is a government owned entity established in terms of the North West Parks Board Act no 3 of 2015, which gives effect to its responsibility to maintain, manage, conserve and preserve the biodiversity in the province, which includes management of its fifteen protected areas (North West Parks Board Strategic Plan 2016:8). MENR which is the subject of this study forms part of the above mentioned fifteen nature reserves.

The participation of local communities in the development and management of nature-based tourism is necessary. Nevertheless, many examples throughout the world suggest that local communities are not able to participate in the management of nature-based tourism (Peters, 2006:01). With regard to how communities feature given the growth of nature based tourism in Africa; the UNWTO (2016:05) argues that local economy and local communities need to share the benefits from nature tourism. Such opportunities include sourcing supplies and labour, which can be supported by targeted training and capacity building to increase local value addition (UNWTO, 2016:06).

According to Muganda *et al.* (2013:01), one of the core elements of tourism development is to encourage local communities's participation as it is central to the sustainability of the tourism industry. In concurrence, Muganda (2013:54), adds that the sustainability of nature-based tourism development in Least Developed Countries (LDCs) in a way lies in the hands of local communities. According to Peters (2006:6), the establishment of nature-based tourism requires the participation from local communities. Such communities are expected to offer supporting activities for nature-based tourism businesses (Peters, 2006:6). By doing so, they would have endorsed their role in the conservation of a protected area.

Notwithstanding the importance of community participation in tourism, Peters (2006:6), notes that there are several constraints observed when encouraging community participation, namely; (a) the legacy of centralised and top-down civil administration, (b) insisting on collective effort, and (c) the misplaced assumption of shared aspirations and values. According to Harvey (1999:44), many of the local communities were chased out of their lands during the creation, and later expansion of national park structures. The above statements are further highlighted by Curruthers (1995) who states that the creation of nature reserves in the South African apartheid government was characterised by forced removals of the indigenous people. According to Shikolokolo (2010:9), communities such as Makuleke community in Mpumalanga province were forcefully removed from Kruger National Park as per provisions of Groups Areas act of 1950.

With the above assertions in mind and within the context of the North West province, Community Based Tourism Strategy (2003:2) asserts that the province's tourism development is mostly in and around nature based tourism products such as nature reserves which are mostly managed by the NWPB. The Community Based Tourism Strategy (2003:4) further adds that most of these nature reserves and game reserves in the province are in close proximity to local communities, making them more appropriate for community based development.

Furthermore, the province is one of the few in the country where some nature reserves such as MENR are surrounded by villages and townships, hence the adoption of the province's economic approach for villages, townships and small dorpias (VTSD) (VTSD Summit Report, 2016:15). With specific reference to tourism, VTSDs' approach seeks to ensure that local communities participate and benefit from tourism activities in their localities (VTSD Summit Report: 2016:11). All this bodes well for community participation as envisioned in the White Paper on the Development and Promotion of Tourism (1996:7), which calls for the communities to identify potential tourism resources and attractions and use them as a basis for exploring tourism development opportunities.

However, despite all the above-mentioned interventions the level of community participation especially in the development and management of nature reserves is still significantly low. This is clearly emphasised by National Rural Tourism Strategy (2012:21) which states that there is limited involvement of local communities in developing tourism in rural areas. In

concurrence, Monakhisi (2008:235); Chili and Ngxongo (2017:9), maintain that participation of local communities in the South African tourism sector is still low even post 1994. Even after attainment of democracy in 1994, communities are still not afforded an opportunity to assume a meaningful role in tourism development (Community Based Tourism Strategy, 2003).

The argument in this study was therefore focused on the level and extent of community participation in the development and management of nature-based tourism products such as nature reserves. The researcher questioned the sustainability nature of such participation, if it exists at all, thus, if community participation is practised, to what extent is the community adjacent to the South African Nature reserves empowered? But first the researcher outlined the role of various stakeholders in the tourism industry in ensuring that community participation takes place in a sustainable manner.

2.10 South Africa Tourism Industry Stakeholders

The tourism industry like other sectors comprises different stakeholders or value chain network which ultimately requires a cooperation and support from all parties concerned to ensure growth, development and sustainability of the tourism industry. In that regard, participation and cooperation of all concerned stakeholders including communities is important. Keyser (2013:170) believes that identifying the numerous institutions that are responsible for or affect tourism, examining their respective roles and understanding the relationship between these institutions are routine in the analysis of the tourism sector.

According to Murphy and Murphy, (2004:187), “stakeholders can have different types of relationship with a business in that they may be internal stakeholders, such as owners and employees, or external stakeholders such as customers, suppliers or special interest groups”. Rogerson and Visser (2004:9) affirm that since 1994, the watershed shifts in the policy frameworks that shaped the South African tourism industry have led to changed roles for government, the private sector, and local communities. In that regard, in outlining South Africa’s policy position on roles of different stakeholders in the tourism industry, the White Paper on the Development and Promotion of Tourism (1996:52) stated that tourism is “government led, private sector driven and community based”, and grounded in cooperation

and close partnerships between all stakeholders. In South Africa the following are the main stakeholders in tourism industry; government, private sector and communities.

2.10.1 The Role of Government in Promoting Community Participation in Tourism

According to White Paper on the Development and Promotion of Tourism (1996: 40), the national government plays five key roles in the development and promotion of the tourism industry, namely facilitation and implementation, coordination, planning and policy-making, regulation and monitoring and development promotion. With specific reference to community participation, the White Paper on the Development and Promotion of Tourism (1996: 23) argues and seeks to encourage the development of partnerships between the tourism private sector and local communities and further sensitise the tourism private sector the importance of involving communities in the development of responsible tourism.

In respect of local government, White Paper on the Development and Promotion of Tourism (1996: 41) states that “local government is even closer to the product than the national or provincial governments. The functions of the local government mirror those of the provincial government, but emphasis on the planning, development, and maintenance of many specific aspects of the tourism product. The exact role of the local government in the tourism development thrust is determined by local conditions existing at the provincial levels and most importantly, the availability of the necessary financial means and skills base to carry out the respective functions” (White Paper on the Development and Promotion of Tourism 1996: 41).

In describing the role of government in tourism, researchers seem to generally agree with government’s assertions, for they cite government as an overall policy leader that creates conducive environment for tourism to succeed. For instance, Keyser (2013: 171) considers the six primary roles of government in relation to tourism as policy-making, legislation and planning, growth facilitation, co-ordination, marketing, regulation, and monitoring. In concurrence, Rogerson and Visser (2004:6) assert that government is a policy and strategic leader in the tourism industry. Murphy and Murphy (2004:288) contend that government’s participation in tourism can include local councils, regional government, national and international bodies. Furthermore, governments play a pivotal role as facilitators in creating situations that are either conducive or inauspicious for tourism (Murphy & Murphy

2004:289). According to Lubbe (2012:172), it is through a government that a framework within which tourism has to be planned and developed is drawn up and implemented.

As a consequence of various research findings, some researchers have encouraged the South African government to play a more active role in encouraging increased participation of communities in tourism activities. For instance, Chili and Ngxongo (2017:13) argue that tourism authorities should provide business education and tourism awareness campaigns to local communities, so that they (communities) acquire necessary skills. Similarly, Monakhisi (2008:252) contends that the government's role is to ensure greater community participation and beneficiation in tourism amongst other things, including the provision of skills development especially tourism entrepreneurship amongst communities, stricter monitoring and evaluation systems to ensure industry complies with provisions of Tourism Black Economic Empowerment (BEE) Charter and Scorecard and also accelerate pace of land reform programme so that local communities may supply freshly produced products to tourism businesses in their area. Since the MENR is managed by government, the researcher felt the necessity to further outline and discuss in details the various policies and legislations that SA government established with the focus of strengthening community participation in the tourism industry. Below are various legislations and policies that support and encourage participation of communities in tourism activities.

2.10.1.1 South Africa Tourism Legislative and Policy Frameworks

The purpose of this section is to provide a broad overview of some significant legislative and policy frameworks that govern the tourism sector in South Africa, with a specific focus on the participation of communities on the development and management of nature-based tourism products such as nature reserves. The South African government after having realised the potential of tourism and the possible contribution it could make to improve socio-economic circumstances of its citizens, especially those communities residing adjacent to the tourism attractions, introduced a constitution, legislative frameworks, strategies and policies that were geared at enabling easy and unhindered development of the tourism industry in the country. It is important to note that the legislative and policy interventions mentioned below are largely those underpinned by the importance and relevance of community participation in tourism development within the context of South Africa.

Firstly, South Africa's supreme law, the constitution (Act 108 of 1996) supports community participation in socio-economic affairs of the country, inclusive of the tourism industry. According to Rogerson and Visser (2004:6), the White Paper on the Development and Promotion of Tourism and the Growth, Employment and Redistribution (GEAR) policies linked together to provide the key policy foundations for developing the tourism industry in South Africa. Both the White Paper on the Development and Promotion of Tourism and GEAR policies were introduced in 1996. These two legislative frameworks were subsequently followed by others, such as, National Responsible Tourism Development Guidelines for South Africa of 2002, Community Based Tourism Strategy in 2003, Domestic Tourism Growth Strategy of 2012, Rural Tourism Strategy of 2012, Tourism Act of 2014, Review of South African Tourism Report of 2015 and the 2016 National Tourism Sector Strategy.

2.10.1.2 Constitution of the Republic of South Africa

The constitution of the Republic of South Africa is a supreme law of the country which supersedes all other laws, acts or policies. Constitution of the Republic of South Africa (Act 108 of 1996), section 152 (1) (e) encourages the participation of communities and community organisations in local government matters, in this case, tourism (i.e. nature reserves). Furthermore, schedule 4 of the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence (Constitution of RSA, 1996).

2.10.1.3 White Paper on the Development and Promotion of Tourism in South Africa 1996

The White Paper on the Development and Promotion of Tourism in South Africa was drafted by the National Department of Environmental Affairs and Tourism; it essentially outlines the government's tourism strategy. The White Paper prioritises the mobilisation of the country's human and material resources in order to obtain a bigger share of the increasing world tourism pie. With regards community participation, the White Paper explicitly acknowledges the potential of the tourism industry to create opportunities for community participation and emerging and small entrepreneurs, and in so doing, supporting access to greater socioeconomic benefits for the wider population (White Paper on the Development and Promotion of Tourism in South Africa, 1996:22).

Furthermore, the White Paper on the Development and Promotion of Tourism in South Africa (1996:11) contends that the tourism industry, perhaps more than any sector, provides a number of unique opportunities for allowing previously neglected communities to participate in the economy. Furthermore, the development of partnerships between the tourism private sector and local communities is also encouraged to ensure sustainable tourism growth.

2.10.1.4 Tourism Act No. 3 of 2014

The Tourism Act No. 3 of 2014 makes provisions for the development and promotion of sustainable tourism for the social, economic and environmental benefits of South African citizens, in which community participation is highlighted.

The Objectives of the Tourism Act No. 3 of 2014 include:

- Promotion of responsible tourism practices.
- Provisions for the effective marketing of South Africa, both domestically and internationally through South African Tourism (SAT).
- Promotion of quality tourism products and services.
- Promotion of economic growth and development of the sector.
- Establishment of concrete intergovernmental relations to develop and manage tourism.

It is also worth noting that the Tourism Act (2014:23) further states that, tourism should generate greater economic benefits for local people, enhance the well-being of host communities and improve working conditions and access to the tourism sector.

2.10.1.5 The Municipal Systems Act of 2000

The Municipal Systems Act encourages members of the local community to participate in the decision-making processes of the municipality. The Act argues that communities have the right to use and enjoy public facilities, and the right to access municipal services, including tourism as it is also a municipal mandate. Thus, communities also have the right to submit recommendations, complaints or representations to the municipality, and to expect prompt responses from the municipality. This act also makes community participation compulsory in

the development process including the drafting of the municipal Integrated Development Plan (IDP) that incorporates all development projects including tourism projects.

2.10.1.6 Integrated Development Plan (IDP)

According to South African Local Government Association (SALGA) (2014:16), through the IDPs municipalities are obliged to encourage the participation of communities and community organisations in local government. This obligation applies throughout different municipal functions.

The municipality is obligated to:

- Take into account the interests and concerns of the residents when it enacts by-laws, policies and implements its programmes.
- Communicate to the community regarding its activities.

2.10.1.7 National Rural Tourism Strategy

During the launching of the National Rural Tourism Strategy, the then Minister of Tourism Marthinus van Schalkwyk (2012:2), proclaimed that community beneficiation is at the heart of the National Rural Tourism Strategy. The Minister further said the strategy is aimed at developing rural tourism. This can greatly alleviate pressure in areas often characterised by poverty and underdevelopment. This strategy will further lead to the development of rural economies in general and rural tourism in particular (Marthinus van Schalkwyk 2012:2).

The National Rural Tourism Strategy is meant to ensure a developmental approach upon packaging rural tourism products such as nature reserves that are located in the rural areas of the country, for instance MENR and other opportunities in South Africa. This approach is also meant to prioritise spatial nodes which have a growth potential in order to stimulate the growth of the tourism industry in South Africa (National Rural Tourism Strategy, 2012:7).

2.10.1.8 Community Based Tourism Strategy

The Community Based Tourism (CBT) Strategy is intended to be used by organisations that develop community-based tourism ventures, but can also be used by individuals and groups

that have an interest in community-based tourism or are already involved in community development.

CBT Strategy is aimed at:

- Government departments and support agencies that implement community-based tourism.
- Private sector operators interested in partnering with communities or adjusting their operations to the community based model.
- Investors looking to invest in community-based tourism.
- Development finance institutions involved in financing community-based tourism projects.
- Traditional authorities at all levels, especially those with land that has tourism potential.

2.10.1.9 National Strategy on Heritage and Cultural Tourism

The National Strategy on Heritage and Cultural Tourism serves to guide and provide strategic direction for the development and promotion of heritage and cultural tourism in South Africa. The objectives of the strategy are “to provide strategic guidance to support the integration and coordination of heritage and cultural resources into mainstream tourism for product development and sustainable tourism; to utilise heritage and cultural tourism products through strategic partnerships and the participation of local communities, to stimulate sustainable livelihoods at community grass-roots levels; to provide an opportunity to raise awareness, increase education and profile the conservation needs of heritage and cultural resources for sustainable tourism” (National Strategy on Heritage and Cultural Tourism 2012:18).

2.10.1.10 National Environmental Management Act (NEMA)

This act allows the Minister to restrict or prohibit the granting of an environmental authorisation (EA) for a specified activity in a specified geographical area, for a period and on terms and conditions determined by the Minister, if this is necessary for the protection of an environment, the conservation of a resource or sustainable development. The act further provides protection from the devastating impacts of inappropriate applications on affected communities and those working to protect the environment (National Environmental Management Act: 2012).

It is apparent from the above pieces of legislation and policies that community participation in tourism is clearly acknowledged. It is also clear that the South African Tourism industry is guided by policies and strategies that support community participation. However, the effectiveness of the above policies and strategies depends on the understanding, willingness, corporation and collaboration of all tourism stakeholders such as private sector in adhering and implementing them. Consequently, the next section deals with the role of private sector in broader tourism industry.

2.11 The Role of the Private Sector in Tourism

According to White Paper on the Development and Promotion of Tourism (1996:44), the private sector has and will continue to play a critical role in further development and promotion of tourism in South Africa. The private sector bears the major risks of tourism investment as well as a large part of the responsibility for satisfying the visitor. The delivery of quality tourism services and providing the customer with value for money are largely private sector responsibilities (White Paper on the Development and Promotion of Tourism, 1996:44). With specific reference to facilitating participation by local communities in tourism, the White Paper on the Development and Promotion of Tourism (1996: 44) contends that the private sector is in a position to promote the participation of local communities in tourism ventures by, inter alia, establishing tourism partnership and ventures with communities.

As a result, the White Paper on the Development and Promotion of Tourism (1996:44) sets out the role of private sector as follows:

- Investment in the tourism industry.
- Operates and manages the tourism plant efficiently and profitably.
- Involves local communities and previously neglected groups in the tourism industry through establishing partnership ventures with communities, out-sourcing, purchase of goods and services from communities (e.g. poultry, herbs, vegetables and other agricultural supplies, entertainment, laundry services, etc).
- Enables communities to benefit from tourism development, for example communities benefiting directly from new reticulation systems and village electrification programmes developed through tourism investment in rural areas.

In outlining the roles of the private sector in respect of tourism, Keyser (2013:157) cites the following: investing in and operating tourism infrastructure, generating revenues and profit from developing and selling tourism services, marketing of individual tourism services, and working in partnership with government and communities. In very general terms, the private sector is oriented towards generating revenue and profit from selling tourism products and services (Spenceley, 2003:9). The private sector can also play a very important role in catalysing the development of new community institutions, facilitating, and financing projects and assisting the management of community projects (Spenceley, 2003:9).

While some researchers generally agree on the important role of private sector in the tourism sector, they do however provide parameters under which private sector may assist. In that regard Monakhisi (2008:191), asserts that private sector's motives for becoming involved in tourism development programmes is based on profit making. As a result, the private sector's role in advancing community participation must take place within a regulated environment as responsible tourism may be sacrificed if the private sector is left to do as it pleases. Monakhisi (2008:191) goes on to argue that strong partnerships with local communities may help to create a win-win situation. Partnerships will only be strong, however, if local communities are empowered through management skills, information and knowledge of the tourism industry (Monakhisi, 2008:191).

2.12 The Role of Communities in Tourism

According to White Paper on the Development and Promotion of Tourism (1996:45), communities are also expected to play a vital role in the development of tourism. Many communities and previously neglected groups, particularly those in rural areas that have not actively participated in the tourism industry possess significant tourism resources (White Paper on the Development and Promotion of Tourism 1996:45).

The role of communities in the new tourism thrust includes, but is not limited to:

- Organise themselves at all levels (national, provincial and local) to play a more effective role in the tourism industry and interact with government and role players at all levels.

- Identify potential tourism resources and attractions within their communities.
- Seek partnership opportunities with the established tourism private sector.
- Participate in decision-making with respect to major tourism developments planned or proposed for the area.
- Sensitise the private sector, tourism parastatals, environmental agencies and NGOs to the importance of community participation in tourism development.

Besides government and private sector, researchers also agree that communities must and should play a role in the tourism sector, however, there are still challenges hindering communities from fully participating in tourism activities. For instance, Keyser (2013:160), argues that the limited flow-through of the benefits of tourism for communities is currently one of the main issues in the development of tourism in Southern Africa and other developing countries. Nonetheless, Keyser (2013:160) cites the following as the main responsibilities of communities; being custodians of the resources that tourism is based on, hosts to tourists, partners with the tourism industry, government and civil society.

In further outlining the role of communities in tourism, Muganda, Sirima and Ezra, (2013:64) argue that before making policies, local people need to be consulted so that the outcome (the policy) meets stakeholders' needs and addresses their concerns. Therefore, the local community has to be involved in policy and decision making to enhance the trust and confidence of the local people on tourism development. In order to improve plans and service delivery, the local community's participation in decision making is very essential and it also promotes a sense of community participation that share common goals (Muganda *et al.*,2013:64).

In conclusion, Thetsane (2019:133) argues that if local communities assume a leading role in tourism, they would take care of tourism products in their communities, which will increase local access and participation in tourism development and promotion of employment opportunities and improvement of the livelihood of the communities. The next section discusses the significance of community participation in the tourism industry.

2.13 Significance of Community Participation in Tourism Industry

According to Van der Walt and Knipe (1998:148), “community participation is an active process in which the clients, or those who will benefit, influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable”. Paul (1987:2) defines community participation as “an active process by which beneficiary client groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish”.

The importance of community participation in general in South Africa is guaranteed by no less important instrument than the constitution itself. In that regard, the Constitution of the Republic of South Africa (Act 108 of 1996), section 152 (1) (e) encourages the participation of communities and community organisations in local government matters. In line with the above sentiments, Bagri and Kala (2008:319), concur that community participation is believed to be a method of grassroots democracy, where individuals have a right to participate in decision-making on matters that directly affect their lives.

With specific reference to tourism, the White Paper on the Development and Promotion of Tourism (1996:45), states that communities are expected to play a vital role in the development of tourism. Many communities and previously neglected groups particularly those in rural areas that have not actively participated in the tourism industry, but possess significant tourism resources must be encouraged to be active participants within the tourism industry. According to Community Based Tourism Strategy (2003:4), participation of local communities in the management of protected areas specifically is important. Therefore, the strategy advises that when preparing a park management plan, for instance, the management authority or reserves must consult municipalities, other organs of state, local communities and other interested and affected parties (Community Based Tourism Strategy, 2003:24).

Furthermore, various researchers and scholars (Peters, 2006:6, Harvey, 1999:44, Aref, 2011:2, Murphy, 1985:165, and Liu, 2003:464) further emphasise the significance of meaningful community participation in tourism matters. Peters (2006:6), argues that the establishment of nature based tourism, for example, requires the participation from local

communities. Such communities are expected to offer supporting activities for nature based tourism businesses (Peters, 2006:6). Unfortunately, in South Africa, according to Harvey (1999:44), many of the local communities were chased out of their lands during the creation, and later expansion of various national parks structures, hence the level of community participation in nature based tourism products in South Africa is still low.

According to Aref (2011:2), community participation provides a sense of community to take responsibility for oneself and others, and a readiness to share and interact. Murphy (1985:165) concurs that studies on impacts of tourism have confirmed the importance of involving local communities at various stages of tourism development, from planning throughout the implementation, to its evaluation. Liu (2003:464) adds that in order to make the most of the benefits of tourism, community participation in decision-making is required. This allows communities who often serve as tourist destinations, and for that matter suffer from the undesirable effects of tourism, to get involved and ultimately participate in planning decisions regarding tourism development. This creates improved management of the harmful impacts of tourism development (Liu, 2003:464).

In outlining the importance of participation of communities in tourism Mugizi, Ayorekire and Obua (2017:01), contend that “local people need to participate in the planning, development and management of tourism activities in their areas. This is so because, it is important to ensure that tourism is developed to meet the aspirations and expectations of the local communities, particularly those who live adjacent to the protected areas that have tourism programmes. In this way, tourism programmes will be sustainable as they will be supported by local people”.

Chili (2017:01), also argues that the participation of the local communities is very important in the tourism industry as its members can be considered to be one of the tourism products and their inputs in the decision-making processes of tourism product development and management should be a focal point in tourism. Muganda, Ezra and Sirima (2013:61) concur that community participation is vital in tourism management, as it empowers local members to be involved and participate in the planning of the whole tourism development process. By allowing local people to have a voice in development issues could help to protect the community interests, and increase transparency and accountability (Muganda, Ezra & Sirima, 2013:61).

Tosun (2006:81) opines that community participation in tourism is a necessity and the success of any tourism development venture is mainly dependent on the management of the local community. Chili (2017:1) contends that the participation of the local communities is very important in the tourism industry as its members can be considered to be one of the tourism products and their inputs in the decision-making processes of tourism product development and management should be a focal point in tourism. Liu (2003:464); Tosun (2006:81); Bagri and Kala (2008:319); Aref (2011:2); Thetsane (2019:132) agree on the significance of community participation in the tourism industry. They argue that the success of the tourism industry to a greater extent depends on meaningful and genuine participation of the local communities. Put differently, the nature and extent to which communities participate in the development and management of tourism products needs to be understood and should be meaningful.

The next section examines the nature and extent of participation by local communities in the tourism industry.

2.14 Nature and Extent of Community Participation in the Tourism Industry

It is clear from the preceding paragraph that community participation is important in the tourism industry. According to Roberts (2011:2), it is widely acknowledged in the tourism literature that community participation is crucial to sustainable tourism development. Community participation can take many forms ranging from non-participation to citizen power (Arnstein, 1969). Arnstein's "Ladder of Citizen Participation" draws a typology of participation consisting of eight rungs (manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control) which are classified into three different categories. Later on Pretty developed a similar typology of community participation, followed by Tosun.

Arnstein, (1969), Pretty (1999) and Tosun (1999), argue that community participation should be analysed by understanding the different typologies of participation. There are different participating typologies in the development and management of tourism products as indicated in Table 2.1.

As indicated in Table 2.1, with regards passive participation, people participate by being told what has been decided or has already happened. Effectively, this form of participation involves unilateral decisions made by management and the community has no say in that regard. For instance, a specific alien species may be removed from the reserve without any explanation being offered to the community, with community only being told much later after the act. On the other hand, participation by consultation refers to people participating by being consulted or by answering questions. External agents define problems and information-gathering processes, and so control analysis.

Participation for material incentives means that in this case people participate by contributing resources; for example, labour, in return for food, cash or other material incentives. Farmers may provide the fields and labour, but are not involved in neither experimentation nor the process of learning. Functional participation is seen by external agencies as a means to achieve project goals, especially reduced costs. Communities may participate by forming groups to meet predetermined objectives related to the project. Such involvement may be interactive and involve shared decision-making, but tends to arise only after major decisions have already been made by external agents.

Table 2.1: Pretty’s Typology of Participation

Source: Pretty 1995, in Mowforth and Munt (2009:229)

Typology	Characteristics
Passive participation	People are told what has been decided or has already happened
Participation by consultation	People are consulted by answering questions. No share in decision-making
Bought participation	People participate in return for food, cash, or other incentives
Functional Participation	People participate by forming groups to meet pre-determined objectives
Interactive Participation	People participate in joint analysis, development of action plans,

	formation/strengthening of local groups
Self-mobilization	People participate by taking initiatives independently of external agents, control over resources remains with locals

In self-mobilisation participation, people participate by taking initiatives independently of external institutions. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used (Pretty, 1999).

On the other hand, Tosun (1999) provides the following types of community participation:

Pseudo community participation in tourism development: this form of community participation in the tourism development may be seen as going as far as possible towards non-participation that has been contrived as a substitute for genuine participation.

Passive community participation in tourism (Passive Participatory Tourism Development): passive participatory tourism development may involve host communities that only endorse decisions regarding tourism development issues made for them rather by them, or host communities are merely involved in the implementation of decisions in which they have no voice.

Spontaneous community participation in tourism development: this form of community participation in tourism can vary from direct community participation without decision-making powers to authentic community participation as community power.

These typologies are similar in some respects, for instance Pretty and Arnstein both single out manipulative participation and passive participation in community participation model. In respect of Tosun, the author also introduces, induced community participation which is similar to citizen tokenism as encapsulated by Arnstein's model and participation by consultation as elaborated in Petty's typology.

While Pretty suggests that low level of participation is mainly caused by external actors, but this is also further compounded by participants lack of their own resources. Consequently, a

well thought out participatory project, may still fail as a result of lack or limited complementary resources by the community. Lastly Arnstein's ladder has been regarded as too simplistic, which is in contrast with Pretty's typology of participation which is more detailed, and encompassing.

According to Community Based Tourism Strategy (2003:12), while participation of locals in the tourism industry is important, it matters more to establish the nature and impact of such participation. Such participation should be meaningful, not superficial. According to Tourism Community Impact Report (2016:7), the level and extent of community participation is informed by people's participation in the decision making process, which in turn determines their commitment to a particular tourism project.

The extent of participation of local communities in tourism is mostly limited to being employees, selling crafts to visitors, and sometimes attending workshops or meetings arranged by tourism authorities (Tourism Community Impact Report, 2016:29). Monakhisi (2008:244) contends that the nature of community participation is seemingly confined to being employees i.e. (guards and cleaners), selling crafts at tourist points or dancing for tourists. According to Community Based Strategy (2003:9), even though community participation is desirable, it is not really being implemented. The level of community participation in tourism is virtually limited to offers of seasonal menial jobs, attending social events, once off annual meetings, and an occasional visit to the park by village elders for a complimentary game drive (Community Based Strategy, 2003:9).

In concurrence with this assertion, Mustapha, Azman and Ibrahim (2013:13), argue that despite all the efforts to incorporate communities into the daily operations of the tourism industry, local communities hardly ever take part in tourism initiatives and regularly experience a very restricted participation in or an absolute omission from decision-making processes. According to Community Based Tourism Strategy (2003:13), communities in the neighbouring parks must have formal ownership or equity interests in productive assets. They should further be assisted to own companies that will supply services to the park as opposed to being entry level employees as is the case (Community Based Tourism Strategy, 2003:13).

This statement is progressive in that it sees community participation beyond locals just being employees, but rather as asset owners. Therefore, barriers that limit locals to just being

employees could be identified and removed. Kala and Bagri (2018:320), argue that in order to achieve voluntary participation of local communities, factors that affect the level of their participation should be well identified and managed. One such factor is that active participation of the community in many destinations is not apparent due to highly centralised decision-making and underestimating the role of locals in decision-making processes (Kala & Bagri 2018:320).

Kala and Bagri (2018:330), contend that only handful elite of community members are invited by tourism development authorities to participate in decision-making. The majority of local people are simply left out of the consultation and decision-making process. In final analysis Kala and Bagri (2018:330), further implore on tourism policymakers to avoid discrimination in the participatory approach and make sure the contribution of various stakeholders, including minorities and underprivileged sections, rather than just community leaders, elite and dominant interest groups.

Moyo and Tichaawa (2017:7), mentioned that majority of respondents in their study in Zimbabwe indicated that communities had no influence over tourism planning, or opportunities to participate in the decision making processes. While Sebola and Fourie (2006:92) agree that the management styles of ecotourism destinations like the nature reserves exclude the rural communities from decision-making and economic benefits from the services of nature reserve, there are many barriers cited for these exclusions. In this section, the researcher focused on the literature that discusses the nature and extent of community participation in tourism. The next section deals with perceived barriers that may limit meaningful participation by communities in tourism activities.

2.15 Barriers to Community Participation in the Tourism Industry

As demonstrated from the preceding sections, participation of communities in tourism is desirable and important, however, there are factors and barriers that limit or hamper such participation.

Tosun (2000:614) opines that while community participation in tourism development and management is highly desirable, there seems to be formidable operational, structural and cultural limitations to tourism development and its management in many developing

countries. Firstly, limitations at the operational level include (a) centralisation of public administration of tourism, (b) lack of co-ordination, and (c) lack of information. Secondly, structural limitations which include (a) attitudes of professionals (b) lack of expertise (c) elite domination (d) lack of appropriate legal system (e) lack of trained human resources (f) relatively high cost of community participation and lack of financial resources. Thirdly, cultural limitations that focus on (a) limited capacity of poor people and (b) apathy and low level of awareness in the local community.

Bagri and Kala (2008: 319), similarly contend that community participation in national parks particularly is hampered by the following reasons, lack of knowledge, low education levels, poor living conditions, busy daily routine, lack of expertise, perceived negative tourism impacts and power disparities. Chili (2017:5), states that it is generally acknowledged that an inadequate capacity (expertise, understanding and awareness) of the local communities is the ultimate barrier to community participation, whilst Cole (2006), similarly argues that apparent lack of ownership, funds, expertise, information and resources all limit the ability of communities to entirely control their participation in tourism.

Musadad (2018:167), in a study that was conducted in Indonesia (Pindul Cave) made the following findings in respect of barriers to community participation in tourism. Even though the study determined that there were elements of community participation, the following were some of the barriers noted: local community's ignorance of the tourism field, family economic conditions, management's regulations or policies, and the inability to speak English by local communities (Musadad, 2018: 167).

Stone and Stone (2011:104), conducted a study which sought to assess community participation in a community-based tourism enterprise called Khama Rhino Sanctuary Trust (KRST), in Botswana. The results indicated, lack of communal sense of ownership, inadequate employment creation, dependence on external funding; lack of information, lack of community participation in the KRST; loss of benefits; and an imbalance in board representation as some of the barriers that prevent community participation in KRST (Stone & Stone 2011:104). Notwithstanding the importance of community participation in tourism, Peters (2006:6), notes that there are several constrains observed when encouraging community participation, namely (a) the legacy of centralised and top-down civil

administration, (b) insisting on collective effort, and (c) the misplaced assumption of shared aspirations and values.

Therefore, the argument in this study was centred on the nature and extent of community participation in the development and management of nature-based products. The researcher questioned the sustainability and nature of such participation, if it exists at all, thus, if community participation is practised, to what extent are communities adjacent to the South African tourism nature-based products such as nature reserves empowered through tourism? In the next section, the researcher discusses the implications of limited or non-participation by communities in tourism as a result of some of the mentioned barriers to tourism development and management.

2.16 Implications of Limited or Non-participation of Communities in Tourism Products

The researcher having discussed the importance of community participation in tourism, as well as barriers that limit community participation, therefore seeks to discuss the implications and effects of limited or non-participation of communities in tourism industry with specific reference to nature based tourism products. This becomes important for government and private sector especially in circumstance where a determination needs to be made on the exact status and role of communities within tourism industry. This becomes more critical in the event where the envisioned investment in tourism infrastructure is located nearer or adjacent to the local community.

According to Murphy and Murphy (2004:188), decisions made with only limited community participation and support tend to survive only in the short term, as many underlying issues and opportunities would have been neglected due to lack of full and vigorous participation by all stakeholder groups. Sebola and Fourie (2006:194), concur by maintaining that the exclusion of the local communities in ecotourism projects like nature reserves has resulted in many failed projects. Aref (2011:1) further argues that community and participation are the main factors which can have an effect on processes of tourism development and management. Without community participation and sense of community, tourism development and management could not be achieved (Aref, 2011:1).

According to Community Based Tourism Strategy (2003:15), it is always important to ensure full community participation in tourism affairs especially by communities closest to the tourism product. Failure to do this often leads to resentment and often antagonistic relationship between investors and locals. In such instances, locals are more likely to view the tourism attractions as “outsider business” and therefore be less inclined to support or protect it. Rather, they may even harm or compromise its operations (Community Based Tourism Strategy, 2003:15).

2.17 Summary

This chapter presented relevant literature to this study and further presented theoretical framework that underpins this study. In the main the chapter focussed on following themes, origins of tourism, community participation in tourism and roles of different tourism stakeholders. In summary tourism gained prominence in 15th century and further gained more traction post World War 2. In later years, nature based tourism has come to be regarded as one of the fastest growing sector within broader tourism sector. However, we have also learned that community participation in tourism is still low. The next chapter discusses the methodology that was applied for this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The focus of this chapter is on the research methodology guiding this study. Specific attention is on research design, data collection methods and data analysis.

Research methodology is defined as the manner in which data is collected for the research project (Terre-Blanche, Durrheim & Painter, 2006:31). Terre-Blanche, Durrheim & Painter, (2006:34), further define research methodology as a strategic framework for action that serves as a bridge between research questions and the execution or implementation of a research. Meanwhile, for Midgley (2001:205), a research methodology is a set of theoretical ideas that justifies the use of a particular method or methods. Birks and Mills (2015:4), view research methodology as a set of principles and ideas that inform the design of a research study. Generally, research methodology consists of research design, methods of data collection and analysis of data as discussed below.

3.2 Research Design

Bless and Higson-Smith (2000:63), state that research design relates directly to the testing of hypothesis. It is a specification of the most adequate operations to be performed in order to test specific hypothesis under given conditions. According to Silverman (2017), a research design is usually a combination of both quantitative and qualitative research methodologies which involves collecting data and analysing it by integrating both qualitative and quantitative data in a single project.

For the purpose of this study, a methodological triangulation involving the use of both qualitative and quantitative research methods was used. Triangulation assisted the researcher to form a comprehensive picture of the phenomenon under the study and enhanced confidence in the findings of this study. Furthermore, the selection of methodological triangulation was on the basis that it provides the researcher and reader with a comprehensive

understanding of the identified problem. The quantitative research method was utilised with the intention of gaining a detailed and thorough comprehension of the type and level of participation of community members in the two identified villages surrounding MENR. Coupled with the quantitative method, the qualitative research method assisted the researcher to understand how the management and officials of the MENR afford and or encourage communities to participate in the reserve activities. The quantitative research method was utilised in this study because the data were analysed and represented using numbers, tables, charts and statistics. In summary, the researcher chose to employ methodological triangulation in order:

- To broaden the scope of the research;
- To counterbalance the flaws of either research method alone; and
- To obtain rich data from the participants.

The triangulation method also assisted the researcher to obtain precise responses comprising of both closed and open-ended questions. The qualitative method is mainly exploratory and allows respondents to express themselves more, while the quantitative method is primarily conclusive in its purposes as it tries to quantify the problem and enables the researcher to describe and interpret the object of the study statistically (Williams, 2007:70).

Creswell (2009:4) argues that the use of both quantitative and qualitative methods is more than simply collecting and analysing both kinds of data, it also involves the use of both approaches in tandem so that the overall strength of the study is enhanced. For purposes of this study, survey questionnaires were utilised to collect data from the communities, while in-depth interviews were applicable for the collection of data from the management and employees of MENR.

Convenience sampling method was utilised in distributing the survey questionnaires to community members. In order to calculate the sample size of the study, the researcher used a calculation by Krejcie and Morgan (1970), in which N equals to population size, and S equals to the required sample size. Data was analysed using SPSS version 25.

3.3 Quantitative Research Method

According to Gliner, Morgan and Leech (2000:9), quantitative data is said to be objective, indicating that the behaviours are easy to classify or quantify, either by the research participants or by the researcher. Alternatively, Teddlie and Tashakkori (2009:5), refer to quantitative research method as the use of statistics or numbers to understand and explain the study findings.

Additionally, Leedy, Ormrod and Johnson (2019:102), define quantitative research as research yielding information that is inherently numerical in nature or that can be easily reduced to numbers. Quantitative research is an approach that is used for testing objectives through examination of the relationships between variables which can be measured normally through instruments, after-which numbered data may be analysed through the usage of statistical techniques (Creswell, 2003:4).

In this study, aspects of quantitative methods were categorical data, for instance, (labels tell us what numbers to measure) and descriptive statistics such as descriptive tables (because they outline patterns and trends in data behaviour). The quantitative data were collected from the two villages (Ottoshoop and Bakerville) adjacent to MENR using the questionnaire.

3.4 Qualitative Research Method

According to Welman, Kruger and Mitchell (2008:188), qualitative method can, theoretically speaking, be described as an approach rather than a particular design or set of techniques. It is an “umbrella” phrase “covering an array of interpretative techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning of naturally occurring phenomena in the social world (Al-Busaidi, 2008:11). Qualitative methodology can be defined as a method which seeks to describe subject matters in their ordinary form or even natural environment (Creswell, 1994).

Qualitative research is a research that yields information that may not be easily reduced to numbers, as it usually involves an in-depth examination of a complex phenomenon (Austin & Sutton, 2014:436). It is a form of research conducted using a range of methods which use qualifying words and descriptions to record and investigate aspects of social reality (Leedy *et*

al., 2019). The qualitative data was collected from the management and general staff members of MENR using in-depth interviews. MENR has a staff complement of eight members, comprising the park manager, cadet ranger, five field rangers and one administrative assistant. All the eight MENR members of staff were interviewed.

The researcher was granted a written approval by the park manager to interview MENR staff, (see Annexure 2). Pursuant to the above, the researcher sent an email proposing that the interviews with individual MENR staff be held on the 03 September 2019, a request which was acceded to. On the day of the interview, the researcher briefed the park manager and the staff on the purpose of the research and what it entailed, after which staff members were interviewed individually. The park manager was the first employee to be interviewed in the office, alone. Throughout the course of the day the researcher interviewed the remaining staff members individually. To assist the researcher to capture all responses accurately, the researcher used his mobile cell-phone to audio-record the responses and further made hand-written notes. Each interview took 20-30 minutes on average and was conducted in English.

Consequently, both quantitative and qualitative research methods were used to assess the nature and extent of the community's participation in the development and management of tourism in MENR. Usage of both research methods provided different perspectives and these methods also complemented each other, and further increased the validity of results by means of data sources. To that end, Bless *et al.* (2006:146), assert that in fact a comprehensive study uses both qualitative and quantitative research methods and thus cannot be called either qualitative or quantitative.

3.5 Population and Sampling Size

According to Bless and Higson-Smith (2000:85), population sometimes referred to as a target population, is the set of elements that the research focuses upon and to which the results obtained should be generalised. Bless, Higson-Smith and Kagee (2006:184) mention that population can be described as the complete set of events, people or things to which the research findings are to be applied.

The study population is derived from community members residing in two neighbouring villages near MENR, namely Ottoshoop and Bakerville. Ottoshoop village is 11 kilometres

away from MENR, while Bakerville is 20 kilometres away from the MENR. The census conducted in 2011 estimated the population of Ottoshoop Village to be 2043, while that of Bakerville was estimated at 2441 (Census, 2011). Therefore, the combined population of the two villages stands at 4484, which forms the total population of the study.

For the purpose of this study, the researcher used a formula by Krejcie and Morgan (1970) to calculate the sample size of the study. According to Krejcie and Morgan (1970), N equals population size, whereas S equals the required sample size. For the current study, N = 4 484, while S = 354. Therefore, the sample size consisted of 354 individuals from the entire population of the two villages.

The calculation formula applied is indicated below:

$$s = X^2 NP (1 - P) \div d^2 (N - 1) + X^2 P (1 - P).$$

where

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (0.05 =3.841).

N = the population size

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (0.05).

3.6 Sampling Procedure

Since the total population of employees at MENR is eight, which is relatively a small number of interviewees, the researcher interviewed all the employees. MENR staff complement is constituted by a total of eight staff members, comprising the park manager, cadet ranger, five field rangers and one admin assistant. In-depth interviews were utilised in collecting data from the eight officials of MENR.

Convenience sampling method was utilised in distributing the questionnaires to community members. This means that any available household member who was willing to partake in the study was given a questionnaire to complete. Questionnaire survey was used to collect data from the households in the two villages namely Ottoshoop and Bakerville. A maximum of two adults per household were surveyed. The reason for ensuring a maximum of two individuals per household to participate in this study was mainly to gather much broader and diverse views and not only limited to a particular members of a household. To participate in this study, participants had to meet the following criteria:

- An adult person of 18 years or over.
- Be willing to partake in the study.
- Be a community member of Ottoshoop and Bakerville.

3.7 Data Collection

In this section, the researcher provides details of the instruments that were used to collect data and a brief explanation on data administration that was considered. Bless *et al.* (2006:111), believes that a research project stands or falls on the quality of the facts on which it is based. The importance of constructing an appropriate and accurate instrument for measuring and collecting data is then an absolute necessity (Bless *et al.*, 2006:111).

There are various techniques and instruments of collecting data in mixed methods research, such as questionnaires, interviewing participants and documents review. These instruments, depending on individual research study complement each other and consequently enhance quality, validity and dependability of the data references. In developing the questions, the researcher was guided by research questions and research objectives. Quantitative data is mostly gathered through close-ended questionnaires, while qualitative data is done through open-ended questions, interviews, direct observation and documents reviews. Consequently, in this study two data collection instruments were utilised in order to obtain data from the selected respondents, namely in-depth interview and questionnaire survey methods.

3.7.1 Primary Data

According to Bless *et al.* (2006:184), primary data are collected with primary aim of answering the research question posed by the researcher. The researcher used questionnaires to conduct a survey on the identified communities (Ottoshoop and Bakerville) to determine the nature and extent to which these two communities participate in the development and management of tourism products and to identify community participation methods currently being undertaken.

The researcher sought and was subsequently granted an approval by the local councillor to conduct research in these two villages, namely Ottoshoop and Bakerville (see Annexure 3). As indicated in preceding sections, a total of 354 filled questionnaires were returned, which comprised 187 questionnaires from Ottoshoop Village and 167 questionnaires from Bakerville Village. Given the large number of the sample (354), the researcher appointed two post-graduate students to assist with the distribution of the questionnaires. The researcher explained in detail to the two field workers the purpose of the study and what it sought to achieve and further discussed each question on the questionnaire with them. Fortunately, as both field workers were post-graduate students, they quickly understood what the whole study entailed and sought to achieve. The survey questionnaire was conducted throughout the months of September and October 2019. Given that majority of communities of the two villages were only conversant in Setswana, the questions were interpreted in Setswana language where the need arose.

3.7.1.1 Questionnaire Survey

The researcher used a survey technique to collect primary data (see Annexure 5). For the purposes of the survey, questionnaires were utilised to collect data conveniently from households located within the two identified villages (Ottoshoop and Bakerville villages). The researcher chose to use surveys as they are advantageous since they allow the researcher to reach more participants and the response rate is usually high, and they have an ability to clarify terms. Moreover, some of the advantages of surveys include an opportunity to observe and probe (Rubin & Babbie 2009:125). Similarly, Kolb (2008:214), states that surveys are cost effective and the participants are able to complete the survey at their own time and place that may be convenient for them.

The sample size consisted of 354 individuals from the entire population of the two villages. Therefore, this meant that any available household member who was eighteen years old or above and willing to partake in the study was surveyed, hence the use of convenience sampling. Questionnaires were distributed by the researcher, assisted by two post-graduate students from the North West University (NWU) as mentioned earlier.

The questionnaires were distributed during weekdays and weekends during the months of September and October 2019. In total, 354 questionnaires were distributed and all 354 questionnaires were duly completed, thus recording a 100% response rate. The breakdown of 354 questionnaires was as follows, 187 questionnaires were completed from Ottoshoop, while 167 questionnaires were filled from Bakerville. The 100% response rate could to a larger extent be attributed to the efforts of the local councillor and a local community leader. Once both the local councillor and community leader were informed about this study not only did they embrace it, they actively encouraged local communities to fully participate in the study.

3.7.1.2 In-Depth Interviews

The researcher utilised in-depth interviews as a primary source of data collection. Margaret and Bradley (2009:58), assert that in-depth interviews permit respondents time and scope for them to express their opinions on a certain subject and the direction of the interview is decided by the researcher. Furthermore, Boyce and Neale (2006:3), state that in-depth interviews involve conducting research through individual interviews with a small number of respondents with the intention of discovering their views on a particular idea, program or situation.

Boyce and Neale (2006:3), believes in-depth interviews allow for a much more detailed gathering of data while at the same time it provides a more relaxed atmosphere in collecting data. For the purpose of this study, interviews were conducted with employees of MENR, comprising a reserve manager, one cadet ranger, five field rangers, and one administrative assistant. Park meeting minutes and other management plans were consulted to gain broader understanding and guide the interview questions; therefore, interview guidelines were developed (see Annexure 6). The interview questions sought to determine the nature and extent of community participation in the South African tourism products using MENR as a case-study. The researcher was granted permission by the reserve manager to conduct this

study, see Annexure 2. Subsequent scheduled meetings were facilitated through the usage of email to secure appointments with the employees of the MENR during working hours. The researcher used a mobile phone to audio-record the interview sessions. Each interview took approximately 20-30 minutes on average to complete per employee.

3.7.2 Secondary Data

According to Bless *et al.* (2006: 185), secondary data refers to data used in a specific study, although collected by a different researcher for the purpose of addressing a different research problem. Accordingly, in this study, secondary data was sourced from various public reports and strategies which were obtained from different government departments such as National Department of Tourism, North West Department of Economic Development, Environment, Conservation and Tourism, Ngaka Modiri Molema District Municipality, Mafikeng Local Municipality, North West Parks Board and Molemane Eye Nature Reserve. Other secondary data were sourced from government policies such as the White Paper on the Development and Promotion of Tourism, Tourism Act, National Tourism Sector Strategy, Domestic Tourism Sector Strategy, Rural Tourism Strategy, and Community Based Tourism Strategy. Lastly, other secondary data were sourced from books, dissertations, theses, academic journals and newspaper articles.

3.8 Data Analysis

In respect of data analysis, the researcher used the Statistical Package for the Social Sciences (SPSS) version 25 to analyse the survey questionnaires while the in-depth interviews were analysed through the usage of thematic analysis. Thus thematic analysis was the mode applied in identifying, analysing and reporting themes within qualitative data collected from the officials of MENR.

The reason the researcher used SPSS was mainly because it was easy to import data from other sources which in this case was captured on Excel. Secondly, SPSS has capabilities of performing highly complex data manipulation and analysis by following simple and straightforward instructions. Therefore, given the sizeable number of questionnaires (354), time considerations, user-friendliness of SPSS and complexity of data, the researcher elected to use SPPSS for data analysis.

According to Ibrahim (2012:40), thematic analysis is a type of qualitative analysis that is utilised to analyse classifications and present themes that relate to the data. Thematic analysis is also considered to be the most appropriate instrument for any study that seeks to discover new facets using interpretations (Ibrahim, 2012:40).

Thus, with regard to qualitative analysis, the researcher elected to use thematic analysis for the following reasons: the researcher needed to analyse the nature and extent of participation by local communities in MENR, and to achieve this, the researcher required to interview MENR staff. Staff members were envisaged to give varying answers or understandings. For this reason, the researcher had to identify the following categories to address research questions:

- Nature of community participation
- Extent of community participation
- Recommended strategies or structures for meaningful community participation

3.9 Ethics Considerations

Bless *et al.* (2006:139), state that most researchers may have good intentions; however, there is always the potential for the rights of research participants to be violated, either knowingly or unknowingly. To counter that and in compliance with North West University requirements, the researcher obtained permission from the North West University (NWU), Faculty of Commerce and Management Sciences Research Ethics Committee in respect of conducting this study. The ethical clearance number allocated for this study is (NWU-00413-19-A4) (Annexure 1). Furthermore, the researcher was granted permission by the management of Molemane Eye Nature Reserve (MENR) (Annexure 2) and local councillor (Annexure 3) to conduct this study. Additionally, consent of the respondents was requested first and respondents were further informed of their rights to withdraw at any point should they feel offended or uncomfortable or for any other reason (Annexure 4).

3.10 Confidentiality and Anonymity

To ensure confidentiality and anonymity, prior to the questionnaire distribution, the researcher individually approached the participants and gave them a letter of intent; see Annexure 4, to conduct research. The researcher also assured the respondents of the confidentiality of responses and stressed that the research was conducted purely for academic purposes only. The researcher also made a commitment to adhere to the right to privacy of participants including the right to decline to participate in this study and not be coerced to do so.

3.11 Summary

This chapter presented research methodology of the study and further detailed data collection and data analysis methods utilised. The next chapter presents the results of the study and the interpretation of such results.

CHAPTER 4

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter presents the research findings and analysis of the data and concludes with a summary of the chapter. Firstly, the response rate is indicated. Secondly, the chapter is divided into five sections for better data presentation and discussions. Thirdly, sections are as follows: demographic profile of respondents, nature of community participation, extent of community participation in MENR, factors affecting community participation in MENR and lastly appropriate structures and platforms recommended to enhance community participation in MENR. These sections were created from data collected through questionnaire survey. The results from in-depth interviews are also presented and interpreted against the objectives and literature review of the study. Finally, an analysis of the results is provided.

4.2 Responses

A total number of 354 questionnaires were administered to the community members of Ottoshoop, (187) and Bakerville, (167). The questionnaires were successfully completed by all 354 respondents, thus recording 100% response rate. A further, 8 in-depth interviews were conducted with MENR officials, and all of them, 8, staff members participated, thus also recording a 100% response rate. The results of this study are from two groups namely; respondents from community members of Ottoshoop and Bakerville as well as participants from MENR and the results are presented in this sequential order.

The findings below are from responses as sought from community members through the questionnaire survey. The completed questionnaires were coded and the quantitative data were analysed using the Statistical Package for the Social Sciences (SPSS) 25.

The findings are grouped into the following five main sections namely:

Section A: Demographic profile of respondents from the two villages.

Section B: Nature of community participation.

Section C: Extent of community participation in MENR.

Section D: Factors affecting community participation in MENR.

Section E: Appropriate structures and platforms recommended.

Section A: Demographic Profile

4.3: Gender of Respondents

In this section, the first question requested the respondents to indicate their gender category, and below is the breakdown of their responses as represented by the Figure 4.1 below.

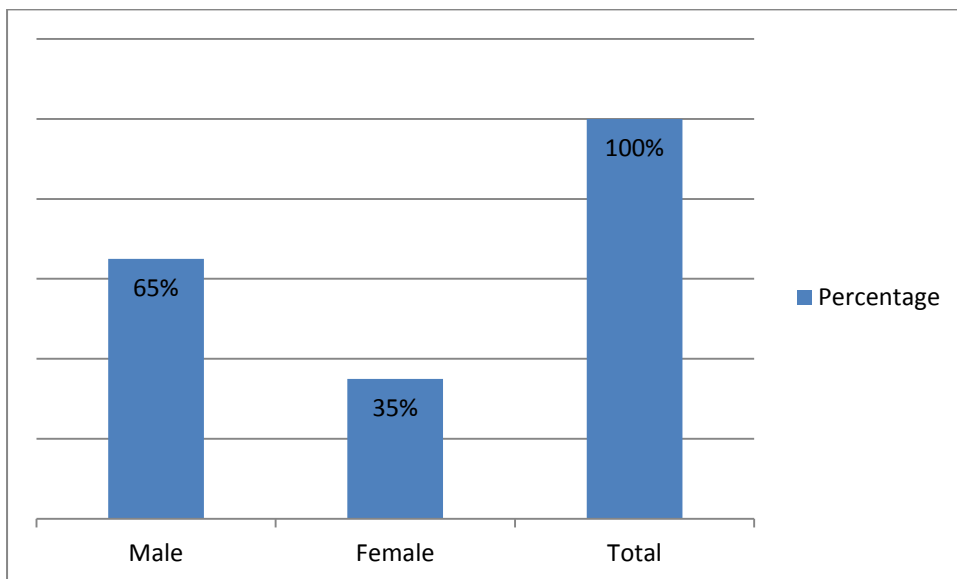


Figure 4.1: Gender of respondents

Source: Field study in the selected study areas, 2019

The information in Figure 4.1 indicates that more respondents, at 65%, that participated in this study were males, followed, by females at 35%. According to Community Survey (2016:17)

North West province population is constituted by more males at 50.9%, and females follow at 49.1%.

4.4: Age Distribution of Respondents

Table 4.1: Age distribution of respondents

Source: Field study in the selected study areas, 2019

The respondents were required to indicate their age range and the table below depicts various age categories of respondents.

Age group	Frequency	Percentage
18-26 years	51	14
27-35 years	78	22
36-44 years	100	28
45-54 years	84	24
55 & above	41	12
Total	354	100

Table 4.1 shows that 14% of respondents are between the ages of 18-26 and 22% of respondents are between the ages 27-35. These two combined categories of age (18-26 and 27-35) are categorised as youths in South Africa. Consequently, this suggests that most of the respondents, (36%), in this study are categorised as youths, as they are between 18 and 35 years old. Furthermore, table 4.1 reveals that (28%), of respondents are within the age range of 36-44, followed by 24% within age range of 45-54. Finally, Table 4.1 indicates that 12% of respondents are 55 years old and above. If anything, this table above brings, is a hopeful scenario in that, the two villages have young people who still have energy to participate in MENR tourism activities.

The above information is in line with Community Survey (2016:10) which contends that 36% of province's population comprises youths. This is further corroborated by Stats SA Mid-Year Population Estimate Report (2018:4) that states that young people between the ages of 15 to 34 years old make up 20.6 million people or 35.7% of the total population of the country.

4.5: Income Level of Respondents

For this question, the respondents were required to choose from the given income ranges where they belonged in respect of income earned monthly, and the table below represents their responses.

Table 4.2: The breakdown of income levels of respondents

Source: Field study in the selected study areas, 2019

Income	Frequency	Percentage
Below R 1,000	211	60
R 1,000-5,000	86	24
R 6,000-10,000	39	11
R 11, 000-15,000	17	5
R 21,000-24,000	1	0.3
Total	354	100

Data in Table 4.2 show that 60% of respondents earn below R 1,000 a month, followed by those who earn between R 1,000-R5, 000 per month at 24%. On the other hand, 11% of respondents earn between R 6,000-R10, 000 a month, whilst 5% earn between R 11, 000-R15, 000 and 0.3% receive R 21,000-R24, 000 per month.

The findings above are consistent with University of Cape Town's Southern Africa Labour and Development Research Unit (SALDRU) (2018:3) which contends that 46% of South Africans earn less than R1 149 a month after tax. The fact that more respondents, at 60% earn income below R1 000 could possibly affect their participation in tourism activities. This concurs with McClusky (1963)'s view that participation is not only about ensuring that the development of tourism is sensitive to locals, but local participation depends on the availability of resources, such as income and power that communities have hence the introduction of Theory of Margin by McClusky.

Given that in this study, 60% of the respondents earn below R1000, this could have a potential impact on their ability to effectively and meaningfully participate in tourism activities in MENR. Lastly, the other reason why more respondents at 60% earned below R1000 could be attributed to the fact that the majority of the respondents are youth as shown

in Table 4.1, and therefore could be employed at entry level positions or have just started small informal businesses with small number of clients.

4.6 Breakdown of qualification levels of respondents

The respondents were required to indicate their highest level of qualifications and the table below represents their responses.

Table 4.3: The breakdown of qualification level of respondents

Source: Field study in the selected study areas, 2019

Qualification	Frequency	Percentage
Grade 11 or lower	203	58
Grade 12 (Matric)	122	35
Degree	14	4
Diploma	12	3
Post-graduate degree	3	0.8
Total	354	100

The information in Table 4.3 reveals that more than half, (58%) of the respondents that participated in the survey completed Grade 11 or lower, followed by 35% of respondents that completed Grade 12. Table 4.3 further shows that 4% of the respondents had a degree, followed by 3% with diplomas. Lastly only 0.8% of respondents have obtained a Post-graduate degree. These findings are within the range of Community Survey (2016) which indicates that 34.5% of the North West province’s population has matric certificates.

4.7 Employment Status of Respondents

In this section, the respondents were required to indicate their employment status, thus the table below represents their responses.

Table 4.4: Employment status of respondents

Source: Field study in the selected study areas, 2019.

Employment status	Frequency	Percentage
Unemployed	198	56
Full time employed	55	15
Part time employment	40	11
Self employed	32	9
Contract	20	6
Retired	9	3
Total	354	100

Table 4.4 shows that more than half, (56%) of respondents in this study were unemployed as compared to 15% who were full-time employees. Table 4.4 further demonstrates that 11% of the respondents were part-time workers. On the other hand, 9% of the respondents were self-employed and 6% of the respondents were contract workers while the remaining 3% were retirees.

According to Stats SA Census Report (2011), Mafikeng Local Municipality, under which MENR falls, had an unemployment rate of 35.7% in 2011, which is significantly lower than 56% unemployment rate registered by respondents of this study. This higher percentage of unemployment rate could be attributed to the fact that the area is deeply rural and has no large farms or factories or any discernible economic activities that could create jobs for locals.

4.8 Marital Status of Respondents

Through this question the researcher sought to determine the marital status of the respondents. The table below represents their responses.

Table 4.5: Marital status of respondents

Source: Field study in the selected study areas, 2019

Marital status	Frequency	Percentage
Single	217	62
Married	115	32

Divorced	13	4
Widowed	9	2
Total	354	100

The data in Table 4.5 indicates that most of the respondents, (62%) were single, followed by 32% of those who were married. Furthermore, 4% were divorced as compared to only 2% who were widowed. As shown in Table 4.1, most of the respondents (36%) in this study are categorised as youths, hence this could possibly explain why 62% were still single.

4.9 Length of Residency of Respondents

The respondents were required to disclose the number of years they have lived in their area, and their responses are depicted by the table below.

Table 4.6: Length of residency of respondents

Source: Field study in the selected study areas, 2019

Length of residency (in years)	Frequency	Percentage
More than 10 years	177	50
5-10 years	126	36
Less than 5 years	51	14
Total	354	100

Half of the respondents, (50%) indicated that they had lived for more than 10 years in the study areas as compared to 36% who had lived there for 5-10 years. Furthermore, Table 4.6 reveals that 14% of the respondents have lived less than 5 years in the area. Given that half of respondents, (50%) have lived in their area for more than 10 years; it is likely that they have sufficient information and knowledge about the existence of MENR, since the reserve was only formally established in 2004.

4.10 Breakdown of Races of the Respondents

The respondents were asked to indicate their race and their responses are presented in the table below.

Table 4.7: Breakdown of races of respondents

Source: Field study in the selected study areas, 2019

Race	Frequency	Percentage
Black	325	92
Coloured	25	7
Indian	4	1
Total	354	100

According to Table 4.7, the majority of respondents, (92%) that participated in the study were Blacks, followed by Coloureds, at 7%. Only 1% of respondents were Indians. It is worthy to note that no whites were part of the study. This finding is consistent with Community Survey (2016:1) which states that the North West province is predominantly populated by Black Africans, with the most widely spoken language being Setswana.

From all the completed 354 questionnaires, (Ottoshoop 187 and 167 Bakerville), the researcher could not detect any discernible comparisons, as both these communities have almost similar characteristics.

Section B: The Nature of Community Participation at MENR

4.11 Proportion of Respondents Aware of MENR

The respondents were asked if they were aware of the existence of MENR and the table below depicts their responses.

Table 4.8: Proportion of respondents who are aware of MENR

Source: Field research in the selected study areas, 2019

Aware of MENR	Frequency	Percentage
Yes	263	74
No	91	26
Total	354	100

The information in Table 4.8 shows that almost the majority, (74%), of respondents that took part in the study were aware of the existence of MENR whilst 26% indicated they were not aware of its existence. These findings are not surprising given the fact that, firstly, 50% (see Table 4.6) of the respondents have lived in the study areas for more than 10 years; it is therefore likely that they would have sufficient information about the existence of MENR. Secondly, MENR is located 11 kilometres away from Ottoshoop village and 20 kilometres from Bakerville village, and that too would have increased chances of these two villages being aware of the existence of MENR. The reason why the remaining 26% of respondents are not aware of the existence of MENR could probably be attributed to younger generation who may not have stayed long enough in the study areas to know all its landmarks, attractions or places of interests.

4.12 Frequency of Visits by Respondents to MENR

The respondents were further asked about the frequency of their visits to MENR and the table below depicts their responses.

Table 4.9: Frequency of visits by respondents to MENR

Source: Field research in the selected study areas, 2019

Visit to MENR	Frequency	Percentage
Never	136	39
Once in two years	83	23
Once in six months	79	22

Once a month	56	16
Total	354	100

The data in Table 4.9 demonstrate that 39% of respondents had never visited MENR followed by 23% of those that visited MENR once in two years. 22% reported that they visited MENR once a month as compared to 16% of those that visited the park once in six months.

However, despite 74% of respondents (see Table 4.8) having indicated that they are aware of the existence of MENR, only 39% have actually visited it. The cause of this could be attributed to the fact that 60% of respondents in this study as shown on Table 4.2 earn below R1, 000 a month and may consequently not have enough disposable income to spend on visiting MENR or are not even aware of the government’s marketing campaign known as Mahala Park Week which is aimed at providing complimentary access to SA national parks to SA citizens. This Mahala Park Week is an SA Tourism marketing initiative that takes place in September every year. As depicted in Figure 4.3 in the next pages, only 4% of respondents have indicated that they visited the park during Mahala Week campaign.

4.13 The Visitation Influencer to the Park

The respondents were asked to indicate who influenced them to visit MENR and the figure below presents their responses to the question.

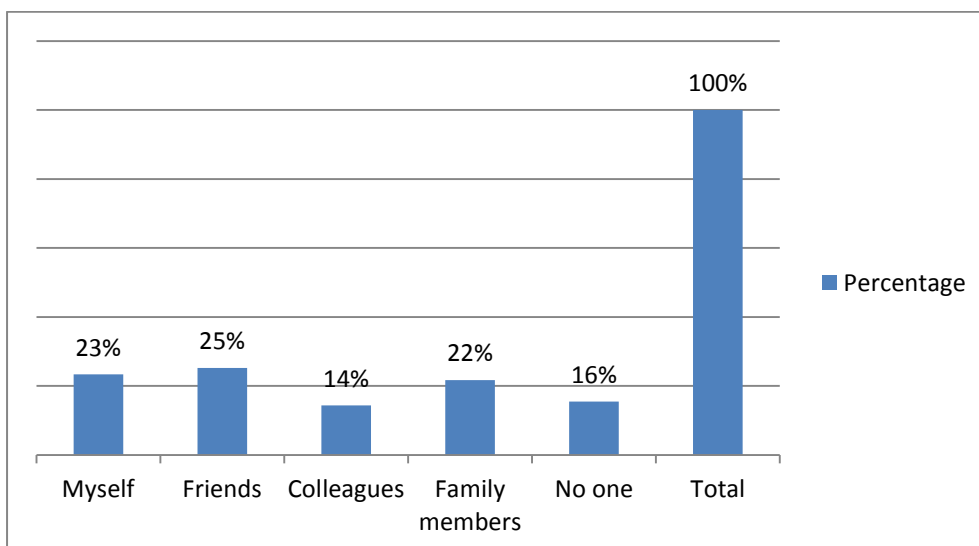


Figure 4.2: Initiated the visit to MENR

Source: Field study in the selected study areas, 2019.

Figure 4.2 shows that 25% of the respondents indicated that friends initiated their visits to MENR, followed by 23% who on their own initiated their visits to MENR. The figure also reveals 22% reported family members as having initiated the visit to MENR, whilst 16% indicated that no one influenced their visits. Figure 4.2 further reveals that 14% of the respondents indicated that colleagues had initiated the visit to MENR. The fact that 25% visited MENR on the advice of their friends suggests that their friends may have been impressed with MENR facilities or services to an extent they recommended their friends to visit, which they duly did. They also could have been influenced by the type of activities taking place in the park such as camping and social functions, for example, weddings.

According to statistics, North West Province's main domestic tourism activity is leisure and social events Domestic Tourism Survey (2017), hence events such as weddings came top under 4.5 below. The fact that the majority of the respondents for this study were youth increases the chances of many indicating that their friends initiated their visits as youth are likely to attend events that take place outside the villages rather than the elders. Furthermore, mobility becomes an issue and eventually affects the attendance of old people if events take place outside their villages.

4.14 Activities Participated While Visiting MENR

The respondents were asked to indicate activities they participated in, during their visits to MENR, and their responses are captured as reflected by the figure below.

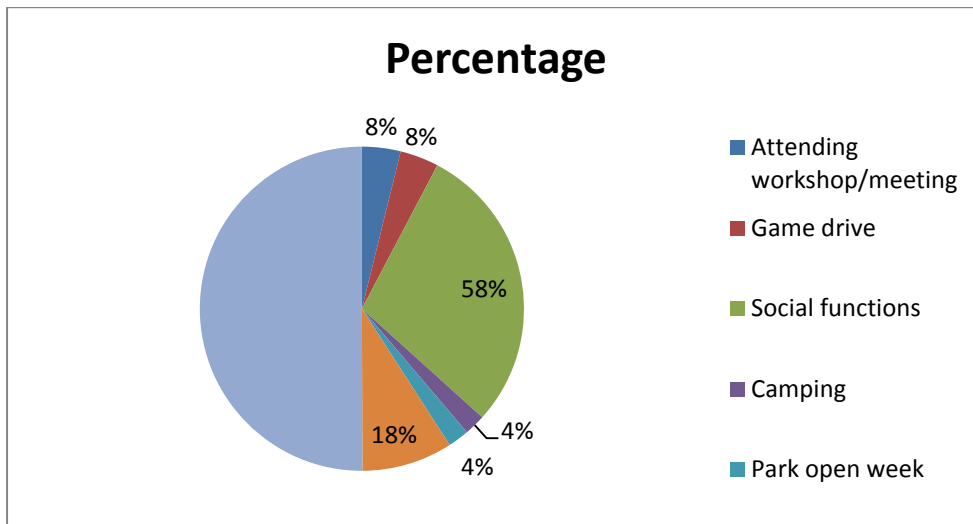


Figure 4.3: Activities participated in by respondents while visiting MENR

Source: Field study in the selected study areas, 2019.

Data in Figure 4.3 shows that more than half, 58% of respondents indicated that they participated in social functions (weddings, parties etc) whilst 18% revealed that they did not partake in any sort of activities. Figure 4.3 also shows that 8% of respondents reported participation in game drives, followed by 8% who participated in workshops or meetings, whilst 4% participated in camping and the other 4% participated in Mahala Park Week (Open park week) activities.

While the White Paper on the Development and Promotion of Tourism (1996:45) calls for participation by communities in decision-making with respect to major tourism developments planned or proposed in their area, however in this case participation is limited to participating only in social functions. The fact that 58% of the respondents visited MENR for attending social functions is consistent with Community Based Strategy (2003:9), which asserts that the level of community participation in tourism is virtually limited to attending social events, offers of seasonal menial jobs, once off annual meetings, and an occasional visit to the park by village elders for a complimentary game drive (Community Based Strategy, 2003:9). This assertion is also consistent with the North West Province's main domestic tourism activities which are captured as leisure and social events, i.e., weddings (Domestic Tourism Survey: 2017).

4.15 Understanding of Community Participation

The respondents were asked to indicate what their understanding of community participation in tourism is and the results are presented in the table below.

Table 4.10: Understanding of community participation

Source: Field study in the selected study areas, 2019

Understanding of Community Participation by respondents	Frequency	Percentage
Partial understanding	216	61
Full understanding	138	39
Total	354	100

The concept of community participation was given different meanings by different respondents in both communities. Numerous responses reflected that most of the participants, (61%) had partial understanding of the concept community participation in tourism establishments such as MENR. This is so because they felt community participation meant that they would get money from MENR, that ownership of MENR being completely ceded to the community, being allowed to hunt anything at any time at MENR without any permits or limitations whatsoever, etc. The fact that 61% of respondents only have partial understanding of community participation is concerning, especially in circumstances where a Constitution of the Republic of South Africa (Act 108 of 1996), section 152 (1) (e) encourages the participation of communities and community organisations in local government matters of which tourism is part thereof.

Nevertheless, 39% of respondents indicated that they fully understood what community participation in tourism meant. For instance, they understood community participation as an active involvement of community members in the development and management activities of Molemane Eye Nature Reserve. They also suggested that communities must have a say in decision-making process, community interests must be taken into consideration, and that communities too must derive some socio-economic benefits from MENR given the fact that MENR is an asset found in their own community.

4.16: Interest to Participate in MENR Activities

Table 4.11: Level of interest in participating in MENR activities

Source: Field study in the selected study areas, 2019

Interest in participating	Frequency	Percentage
Not interested	158	45
Somewhat interested	40	10
Interested	119	34
Very interested	37	11
Total	354	100

The information in Table 4.11 indicates that 45% of respondents reported that they were not interested in taking part in MENR activities as compared to 34% that expressed their interest to do so. 11% reported they were very interested while 10% indicated that they were somewhat interested. The fact that 45% of respondents are not interested in taking part in MENR activities is concerning, especially given the fact that the White Paper on the Development and Promotion of Tourism (1996:45), argues that communities are also expected to play a vital role in the development of tourism. The reason why 45% of respondents were not interested in MENR activities could be attributed to the fact that most of the respondents (60%) (see Table 4.2), earn below R 1,000 a month which may restrict them to only buying basic needs rather than using their limited money to partake in MENR activities.

4.17: Respondents Invited to Participate in MENR

The respondents were asked to state if they have ever been invited to participate in any activities in MENR and the table below reflects their answers.

Table 4.12: Interest to participate in MENR activities

Source: Field study in the selected study areas, 2019

Invitation to participate in MENR activities	Frequency	Percentage
No	306	86

Yes	48	14
Total	354	100

As seen from Table 4.12 above, the majority of respondents, (86%), indicated that they have never been invited to participate in any activities of MENR, followed by 14% who revealed that they have been invited to participate in the activities of MENR. The fact that 86% of respondents have never participated in MENR activities is inconsistent with views and recommendations of South African government and various researchers, which call for greater community participation in tourism. To that end White Paper on the Development and Promotion of Tourism (1996:45), states that communities are expected to play a vital role in the development of tourism.

According to Community Based Tourism Strategy (2003:24), participation of local communities in the management of protected areas is important. Therefore, when preparing a park management plan, the management authority must consult municipalities, other organs of state, local communities and other interested and affected parties (Community Based Tourism Strategy 2003:24). Similarly, Chili (2017:01), maintains that the participation of the local communities is very important in the tourism industry. Lastly, given the fact that MENR effectively came into being in 2004, a full decade after democratic dispensation in 1994, one would have thought it would have incorporated modern principles and prescripts (i.e. White paper on the development and promotion of tourism, rural tourism strategy, community based tourism model etc) that underpin community participation in tourism but that was sadly not the case in this study.

4.18 Reasons for Invitation at MENR

The respondents were asked if ever they had been invited to MENR and the reason of such an invitation and their results are depicted in the figure below.

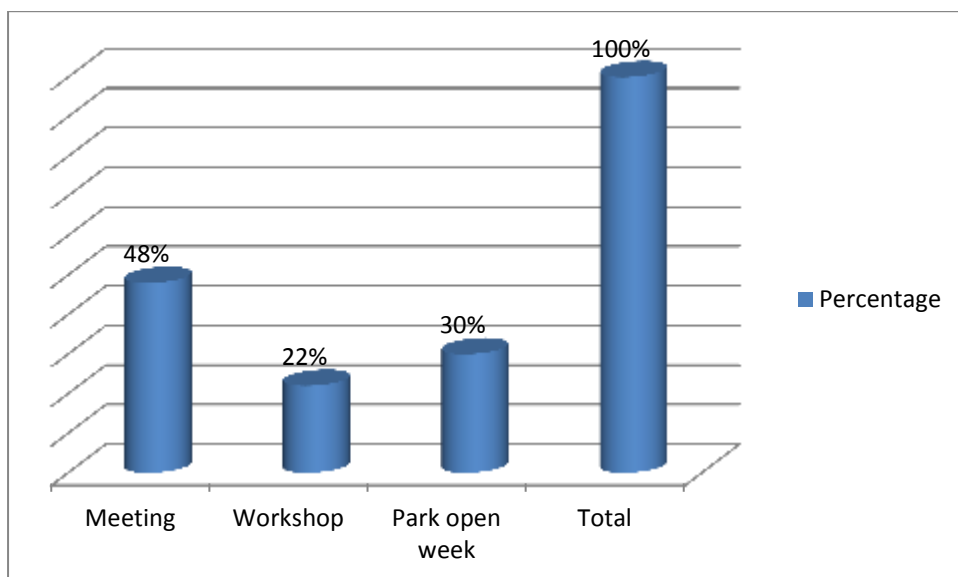


Figure 4.4: Respondents reasons for visiting MENR

Source: Field study in the selected study areas, 2019

The information in Figure 4.4 shows that 48% of the respondents indicated they were invited to attend meetings held in MENR, whilst 30% revealed they were invited to participate in Mahala open week (This could be representing the 4% of the entire respondents in figure 4.3 who indicated that they visited park during Mahala open week. 22% revealed they were invited to attend a workshop. These results confirm the assertion by Community Based Strategy (2003:9) that the level of community participation in tourism is virtually limited to attending social events, offers of seasonal menial jobs and once off annual meetings as mentioned earlier. Furthermore, it is significant to note that this form of participation especially where it relates to community being offered seasonal jobs by MENR further confirms an assertion by Pretty (2005), who describes this form of participation as a bought participation, wherein participants are enticed by resultant incentives occasioned by their participation.

4.19: Products or Services Produced by Respondents for tourists at MENR

The respondents were asked if they produced and sold any of their products or services to MENR.

Table 4.13: Products or services produced by respondents and sold to tourists at MENR

Source: Field study in the selected study areas, 2019

Products/services produced by community members and sold at MENR	Frequency	Percentage
I do not know	150	42
No products and services	114	32
Very few products and services	81	23
Many products and services	9	3
Total	354	100

Table 4.13 illustrates that 42%, of the respondents reported that they did not know if any community members produced products or services that were sold to tourists at MENR. Followed by 32% who asserted that there were no community owned products or services sold at MENR. Table 4.13 further indicates that members of the community produce very few products or services, at 23%, whilst 3% reported that many products or services were sold at MENR to tourists.

This finding is inconsistent with Community Based Tourism Strategy (2003:13) which advocates communities in neighbouring parks to have formal ownership or equity interests in productive assets and further calls for communities to be assisted to own companies that will supply services or products to the park. However, as this finding indicates, it seems it is not the case with MENR.

4.20: Respondents' Satisfaction on Participation

The respondents were asked if they were satisfied with the current forms of participation in MENR. Their answers are reflected in the table below.

Table 4.14: Respondents' level of satisfaction on participation

Source: Field study in the selected study areas, 2019

Satisfaction with the current type of community participation in MENR	Frequency	Percentage
No	323	91
Yes	31	9
Total	354	100

Generally, Table 4.14 demonstrates that majority, 91% of the respondents indicated that they were not satisfied with the current forms of participation by community members at MENR. On the other hand, 9% of respondents revealed that they were satisfied with current forms of community participation in MENR.

This finding that reveals 91% of respondents were not satisfied with the current forms of participation is consistent with the assertion by the White Paper on the Development and Promotion of Tourism (1996:45), that states that many communities and previously neglected groups particularly those in rural areas have not actively participated in the tourism industry.

In the next sub-section, the researcher sought to determine the extent of participation by the local communities at MENR. To achieve this, a total of ten questions in this sub-section were answered by the respondents and their answers are represented in graphs, tables and figures.

Section C: The Extent to Which Communities Participate in the Development and Management of MENR

4.21 The Degree of participation of respondents in MENR

A statement that said there was a high degree of participation by local communities in tourism activities of MENR was put thorough to the respondents and the table below represents their responses.

Table 4.15: High Degree of participation of respondents in MENR

Source: Field study in the selected study areas, 2019

High degree of participation by local communities in MENR	Frequency	Percentage
Disagree	319	90
Agree	23	6
Neutral	12	4
Total	354	100

The majority of the respondents, 90%, indicated that they disagreed with the notion that there was a high degree of local community participation in tourism activities at MENR, while 6% of the respondents agree that there is high participation by communities at MENR. Responding to the same question, 4% of the respondents chose to remain neutral in answering the question. It is worth noting that despite 74% (Table 4.8) of respondents having indicated that they know about the existence of MENR, still majority of respondents, 90% disagreed that there is a high degree of participation by local communities.

The fact that 90% of respondents indicated that they disagreed with the notion that there was a high degree of local community participation in tourism activities at MENR is consistent with Kala and Bagri (2018:330), because they contend that only handful elite of community members are invited by tourism development authorities to participate in decision-making. The majority of local people are simply left out of the consultation and decision-making processes. The 6% that agree there is high participation by communities at MENR could possibly be the ones that are referred to as handful elite by Kala and Bagri (2018:330).

4.22 Participation measurements in MENR

The respondents were asked if MENR had put any measures in place to facilitate their participation in MENR activities, and their responses are contained in Table 4.16 below.

Table 4.16: Participation measurements in MENR

Source: Field study in the selected study areas, 2019

Participation measurements in MENR in place	Frequency	Percentage
Disagree	319	90
Agree	26	7
Neutral	9	3
Total	354	100

Table 4.16 shows that the majority of respondents, (90%), indicated that they disagreed with the view that MENR had introduced measures to facilitate participation of local communities in tourism activities of MENR, while 7% agreed with the view that measures had been put in

place to aid local communities to participate in tourism activities in MENR. On the other hand, 3% of respondents were neutral on the matter. The fact that the majority of respondents, 90%, felt that MENR had not facilitated their participation in MENR could be attributed to the fact that employees of MENR themselves as per research findings (see Thematic Analysis 5.4.2) do not even consider neighbouring communities as one of their important stakeholder. This view of MENR employees not regarding community as an important stakeholder is rather disappointing given that all NWPB parks including MENR have management plans that painstakingly makes it clear that communities are important stakeholders of the parks.

4.23 Community Structures

The respondents were asked if there were any community structures put in place at MENR to represent their interests in MENR and below are their responses.

Table 4.17: Community structures

Source: Field study in the selected study areas, 2019

Community structures	Frequency	Percentage
Disagree	328	93
Agree	15	4
Neutral	11	3
Total	354	100

The data in Table 4.17 demonstrates that the majority of the respondents, 93%, indicated that they disagreed that there were community structures that represented the interests of the community in MENR. However, 4% of respondents agreed that there were community structures that represented their interests in MENR, whilst 3% chose to be neutral. The lack of structures to represent community interests in MENR could also be attributed to the fact that employees of MENR do not even consider neighbouring communities as one of their important stakeholders as shown in this study (see Thematic Analysis 5.4.2), an assertion that directly contradicts the management plan which make it expressly clear that communities are one of the most important stakeholders of MENR.

4.24 Measurements for good-working relationship

The respondents were required to indicate if MENR has put any measures to enhance good-working relationship between communities and MENR. The table below represents their responses.

Table 4.18: Measurements for good-working relationship

Source: Field study in the selected study areas, 2019

Measurements to enhance good-working relationships	Frequency	Percentage
Disagree	317	90
Agree	27	7
Neutral	10	3
Total	354	100

Table 4.18: illustrates that the majority, (90%), of respondents disagreed that measures were in place to enhance good-working-relationship between the park and local communities. On the other hand, 7% of respondents agreed that measures were in place to improve good working-relationship between the local communities and the MENR. Table 4.18 shows that 3% of respondents were neutral in relation to whether measures were introduced to enhance good-working-relationship between MENR and local communities. The fact that there are no measures in place to enhance good-working-relationship between the park and local communities is concerning. This is concerning because according to White Paper on the Development and Promotion of Tourism (1996: 23) there must be partnerships between the government, tourism private sector and local communities, and putting in place such measures could assist to in that respect.

4. 25 Level of Satisfaction on community participation

The respondents were asked if they were satisfied with their current levels of participation at MENR, and their responses are tabled below.

Table 4.19: Level of satisfaction on community participation

Source: Field study in the selected study areas, 2019.

Level of satisfaction on community participation	Frequency	Percentage
Disagree	318	90
Agree	21	6
Neutral	15	4
Total	354	100

The majority of respondents, (90%), disagreed that they were satisfied with their current levels of participation in MENR. On the other hand, 6% of respondents agreed that they were satisfied with their present levels of participation in MENR, whilst 4% of the respondents elected to remain neutral on the question.

The reason why the majority of respondents, (90%), disagreed that they were satisfied with their current levels of participation in MENR could be due to the fact that there were limited measures in place to enhance a good-working relationship between MENR and local communities as indicated earlier in Table 4.18.

4.26 Community opinions on MENR major decisions

The researcher asked respondents if MENR sought their opinions before taking major decisions concerning operations of MENR, and their responses are captured in the table below.

Table 4.20: Community opinions on MENR major decisions

Source: Field study in the selected study areas, 2019

Community opinions on MENR major decisions	Frequency	Percentage
Disagree	322	91
Agree	20	6
Neutral	12	3
Total	354	100

The majority of the respondents, (91%), disagree that MENR sought the opinions of community members before taking major decisions regarding MENR operations. However, 6% agreed and 3% of the respondents elected to stay neutral.

This finding which indicates that 91% of respondents disagreed that MENR sought their opinions before taking major decisions regarding MENR operations is consistent with Moyo and Tichaawa (2017:7), who argue that communities generally have no influence over tourism planning, or opportunities to participate in the decision making processes. Furthermore, this finding is in line with Pretty (1995), who contends that this form of participation is referred to as passive participation wherein communities are merely told what had already been decided upon.

4.27 Community’s influence on MENR Management and Operations

The respondents were asked if they had any influence over how MENR was managed and operated, and below are their responses.

Table 4.21: Community’s influence on MENR Management and Operations

Source: Field study in the selected study areas, 2019

Community’s influence on MENR Management and Operations	Frequency	Percentage
Disagree	323	91
Agree	14	4
Neutral	17	5
Total	354	100

The data in Table 4.21 demonstrate that majority, (91%), of respondents disagreed with the notion that they had some influence over how MENR was operated and managed, however, 4% maintained that they had some influence over how MENR functioned and was managed. Table 4.21 also reveals that 5% of the respondents elected to be neutral.

This finding finds expression in Thetsane (2019:127), who contends that tourism has been developed and controlled by large multinational companies or governments who sometimes have little regard for local social and economic conditions. These agencies may make decisions to be implemented by the local communities and yet the local communities are not

involved in the initial planning of the project (Thetsane, 2019:127). Furthermore, this finding is in line with Pretty (1995), who contends that this form of participation is referred to as passive participation.

4.28 Community views on Reserve Management Plans

The respondents were asked if MENR invites their views during the development and or review of the reserve management plans

Table 4.22: Community views on reserve management plans

Source: Field study in the selected study areas, 2019

Community views on reserve management plans	Frequency	Percentage
Disagree	321	91
Agree	18	5
Neutral	15	4
Total	354	100

Table 4.22 demonstrates that the majority, 91%, of respondents disagreed that MENR invited their views or opinions during development and or review of the reserve management plans. However, 5% of the respondents revealed that they agreed, with the notion that MENR invited their views or opinions during the development or review of the park management plan. Lastly, 4% of the respondents choose to remain neutral on this question.

These findings are inconsistent with Community Based Tourism Strategy (2003:24) which contends that when preparing a park management plan, the management authority (reserve) must consult municipalities, other organs of state, local communities and other interested and affected parties. It is worth noting that MENR was formally established in 2004, when the CBT strategy had already been published as a guide to improve or include participation of communities in the parks. A reference to this strategy by MENR could perhaps have encouraged MENR to invite locals to participate in park management development, and thus consequently improve levels of community participation in MENR.

Section D: Factors Affecting Community Participation in MENR

4.29 Involvement of Respondents in Initial Development of MENR

The respondents were asked to indicate the extent to which they were aware or involved in the initial development of MENR. The respondents' answers are reflected in the Table 4.23.

Table 4.23: Proportion of respondents who were aware of MENR development

Source: Field research in the selected study areas, 2019

Involvement during the initial development processes of MENR	Frequency	Percentage
Fully involved	4	1
Partially involved	34	10
Not involved	316	89
Total	354	100

The majority of the respondents, 89%, indicated not having been involved in the initial development processes of MENR in 2004, when MENR was stocked with game, and consequently came into being as a fully-fledged reserve. On the other hand, 10% revealed that they had been partially involved, while 1% of the respondents mentioned they were fully involved in the initial development processes of MENR.

This finding that 90% of respondents indicating not having been involved in the initial development processes of MENR is of a concern since, 50%, of the respondents (See Table 4.6) pointed out that they had lived at the identified neighbouring villages for more than 10 years. This implies that when the reserve was being developed and stocked with wildlife in 2004 they had already been living in the area. Therefore this finding is also surprising given the fact MENR is a post-apartheid creation, after only having been effectively formed in 2004. In such circumstances, one would have reasonable expectations that it would be a best model reserve that incorporated modern principles of community participation which are encapsulated in various government policy prescripts such as a White paper on the tourism development and promotion 1996, Rural tourism strategy, Responsible tourism strategy, Community based tourism operational guidelines and many others.

4.30 Current Participation of Respondents in MENR Processes

The respondents were asked if they were currently involved in any management or development processes of MENR. The responses by the respondents are captured in the table below.

Table 4.24: Current participation of respondents in MENR processes

Source: Field research in the selected study areas, 2019

Participation in any MENR management and development processes	Frequency	Percentage
Fully involved	1	1
Partially involved	12	3
Not involved	341	96
Total	354	100

The majority of the respondents, 96% indicated that they were currently not involved in the development or management processes of the MENR, followed by 3% who were partially involved. In addition, Table 4.24 indicated that only 1% of respondents acknowledged they were currently fully involved in the development and management process of MENR. It is worth noting that in 2004 when MENR was stocked with wild-life and came into being, 89% of respondents (see Table 4.23) indicated they had not been involved, and 16 years later, in 2020, 96% which is still the majority still claimed that they were still not being involved,. This scenario regrettably represents a contraction of community participation in this area.

Furthermore the fact that 96% of respondents are currently not involved in the development or management processes of the MENR confirms an assertion by Monakhisi (2008:200), who argues that the post-apartheid governments created institutions and structures to expand the level of involvement of previously disadvantaged individuals and communities in the tourism industry”. However he argues that despite these institutions and the availability of funding, South Africa’s tourism industry still excludes the majority of previously disadvantaged individuals and communities in terms of tourism benefits. This assertion is further confirmed by Chili and Ngxongo (2017:9), by stating that the level of participation of communities in decision-making is nominal and community is not involved in decision-making concerning tourism.

4.31 Factors that Inhibits active Participation of Respondents in MENR

The researcher asked respondents if there were any factors that inhibited their active participation in MENR and their responses are presented in the table below.

Table 4.25: Factors that inhibits active participation of respondents

Source: Field research in the selected study areas, 2019

Are there any factors that inhibits your active participation in MENR	Frequency	Percentage
Yes	299	84
No	55	16
Total	354	100

The data in Table 4.25 displays that the majority of the respondents, 84%, mentioned that there were factors that inhibited their active participation in MENR. Nevertheless, a small section of respondents, 16%, were of the opinion that there were no factors, which inhibited their participation in MENR. This finding finds expression in Tosun (2000:614), who opines that although community participation in tourism development is highly desirable, there seems to be formidable operational, structural and cultural limitations to tourism development in many developing countries.

4.32 List of Factors that Inhibits an active Participation of Respondents

Respondents were asked to mention factors that inhibit them from actively participating in MENR activities. The figure below reflects their responses.

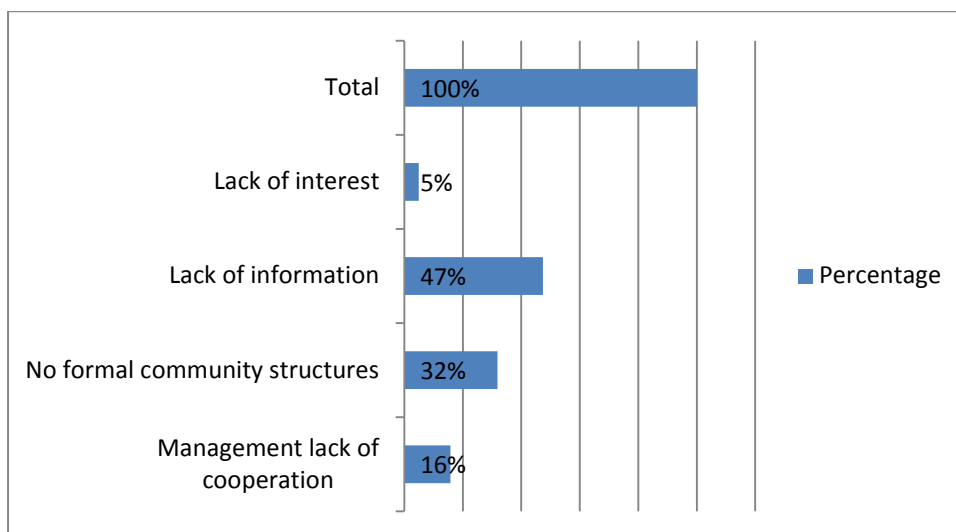


Figure 4.5: Factors that inhibits active participation of respondents

Source: Field study in the selected study areas, 2019

Almost half of the respondents, 47% cited lack of information as a factor that hindered their active participation in MENR, followed by 32% who indicated the absence of formal community structures as a factor. On the other hand 16% of respondents cited management's lack of cooperation as a factor, while 5% of respondents reported lack of interest as a factor that impeded active participation in MENR. It is worth noting that 47% of respondents attributed lack of information as a factor that hindered their active participation in MENR. This is supported by Cole (2006), who cites lack of information, ownership, funds, expertise, and resources as limiting the ability of communities to entirely control their participation in tourism development and management.

4.33 Respondents' Interests in Starting their Own Business

The respondents were asked if they were interested in starting their own form of businesses that would supply goods or services to the reserve. The table below captured their responses.

Table 4.26: Respondents' interests in starting their own business

Source: Field research in the selected study areas, 2019

Interested in starting own business to complement/supply MENR	Frequency	Percentage

Yes	224	63
No	130	37
Total	354	100

As depicted in Table 4.26, most of the respondents, (63%), were interested in starting their own businesses that are aimed at supplying goods or services to MENR. Nonetheless, 37% of the respondents were not interested to start their own businesses to supply goods and services to the reserve. The interest by 63% of the respondents to start their own businesses aimed at supplying goods or services to MENR could be attributed to the fact that 58% of respondents as depicted on table 4.4 are unemployed, and may consequently be wishing to explore entrepreneurship as a viable form of generating income.

The lack of interest by 37% could be attributed to the fact that MENR has not put in place measures to facilitate participation of respondents in MENR (see Table 4.18) or this could simply be attributed to respondents' lack of information about what is happening in MENR (see Figure 4.5).

4.34 Barriers to become an Independent Supplier to MENR

The respondents were asked if there were any barriers that prevented them from becoming independent suppliers to MENR, and if so, to state those barriers. The figure below represents their responses.

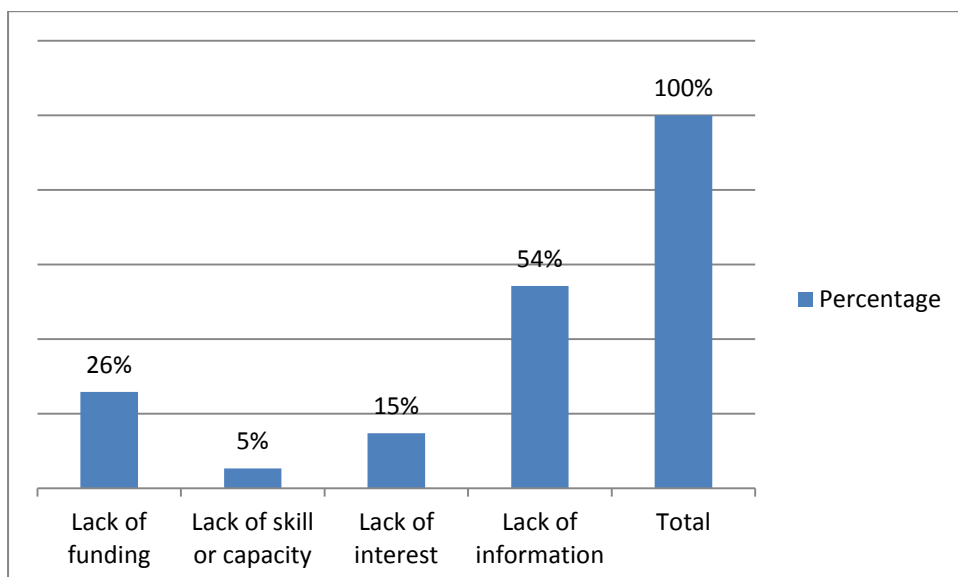


Figure 4.6: Barriers to become independent supplier to MENR

Source: Field study in the selected study areas, 2019

Figure 4.6 demonstrates that more than half, 54%, reported lack of information as a barrier that prevented the respondents from starting a business, followed by 26% who raised lack of funding as a barrier. On the other side, 15% indicated lack of interest as a hindrance to be a supplier to MENR, whilst, only 5% cited lack of skills or capacity as a barrier. The reasons listed above, by respondents are similar to those cited by Cole (2006), who argues that apparent lack of ownership, funds, expertise, information and resources all limit the ability of communities to entirely control their participation in tourism development, management and MENR activities.

Section E: Structures and Platforms Recommended

4.35 Community Participation in MENR

Respondents were asked if they would prefer inclusion of community structures and platforms in MENR, and their answers are reflected in the Table 4.26.

Table 4.26: Community structures or platforms

Source: Field study in the selected study areas, 2019

Community structures or platforms	Frequency	Percentage

Yes	280	79
No	74	21
Total	354	100

As presented in Table 4.26, the majority of the respondents, (79%), reported that they would prefer community structures or platforms in the reserve. However, 21% of the respondents were of the opinion that there was no need for such structures or platforms to be established in the reserve. The findings by majority (79%), that they would prefer community structures or platforms in the reserve is consistent with White Paper on the Development and Promotion of Tourism (1996:45), which calls on communities to organise themselves at all levels (national, provincial and local) to play a more effective role in the tourism industry and interact with government and role players at all levels.

4.36 Level of Satisfaction with Community Structures

The researcher asked respondents if they were satisfied with community structures representing them in MENR. The table below represents their answers.

Table 4.27: Level of satisfaction with community structures

Source: Field study in the selected study areas, 2019

Level of satisfaction with community structures	Frequency	Percentage
Agree	30	9
Disagree	324	91
Total	354	100

Many respondents, 91%, disagreed that they were satisfied with the community structures representing them at the reserve as compared to 9% who agreed. The fact that 91% disagreed that they were satisfied with the community structures representing them in MENR is cause

for concern. This is so because Community Based Tourism Strategy (2003:15), avers that it is important to ensure full community participation in tourism affairs especially by communities closest to the tourism product. Failure to do this often leads to resentment and often antagonistic relationship between investors and locals. In such instances, locals are more likely to view the tourism attractions as “outsider business” and therefore be less inclined to support or protect it.

4.37 Recommended Mechanisms or Forums to Enhance Community Participation

The respondents were asked to state mechanisms or forums that can be introduced to enhance community participation in MENR. The table below represents their answers.

Table 4.28: Level of satisfaction with community structures

Source: Field study in the selected study areas, 2019

Mechanisms or Forums that can be introduced to enhance community participation in MENR	Frequency	Percentage
Community Park Forum (comprising members from MENR and community representatives)	306	86
Annual Community General Meeting	42	12
Participation of ward councillors in park management meetings	6	2
Total	354	100

The data in Table 4.28 illustrates that the majority of respondents, 86%, revealed that they preferred community park forum (comprising members from MENR and community representatives) as a mechanism to enhance community participation in MENR. However, 12% of the respondents wished for an annual community general meeting as a way to augment community participation in MENR. Table 4.28 further demonstrates that 2% of the

respondents indicated they favoured participation of ward councillors in MENR management meetings as a way to boost community participation in MENR

As shown above the majority of respondents, 86%, preferred community park forum (comprising members from MENR and community) to enhance community participation in MENR. It is worth noting that this is the same model being applied by Kruger National Park (KNP). In KNP, Community park forums are established to encourage the building of constituencies in support of the natural and cultural heritage conservation goals of Sanparks.

The Forum acts as an advisory body to KNP and meets at least four times a year. Each portfolio committee in the park is required to meet at its own time and ensure it acts as a channel for communication and interaction with its relevant sectors and local community forums (Krugerpark Times: 2019). As a result, the KNP community forums have been successful in that working with KNP; the forums enable the facilitation of services such as curio shops (crafts made by community), training and mentoring programmes for community members to create a platform for communities to compete in an open market for tenders, job opportunities, etc.

4.38 Preferred Structure for MENR Decision Making Process

The researcher asked respondents to indicate the most preferred structure to consider for MENR decision making process. The table below represents the results.

Table 4.29: Preferred structures for MENR decision making process

Source: Field study in the selected study areas, 2019

Preferred structure for MENR decision making process	Frequency	Percentage
Community Park Forum (members from MENR and community)	283	80
A committee elected by local people	40	11
MENR management	31	9

Total	354	100
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The majority of the respondents, (80%), indicated that the most preferred structure to enhance decision making process in MENR is community park forum (comprising members from the community and MENR), whilst 11% of respondents felt a committee exclusively elected by local people would be best placed to take decisions regarding MENR. In addition, Table 4.29 indicates that MENR management was recommended by 9% of respondents as most preferred structure to enhance decision-making process in MENR.

The next section below presents responses from the officials of MENR, arising from the in-depth interviews conducted with them. Thematic analysis was used in this regard.

4.4 Interview Responses: MENR officials

This section of the study provides the responses from officials of MENR, comprising park manager, cadet ranger, five field rangers, and an administrative assistant. The researcher was granted permission by the reserve manager to conduct this study, and all individual interviews with eight officials of MENR were conducted at the reserve. The researcher used a mobile phone to audio-record the interview sessions. Each interview took approximately 20-30 minutes on average to complete, per employee.

The researcher employed thematic analysis to analyse qualitative data as obtained from the officials of MENR. To that end, the thematic analysis was conducted via coding. According to Ibrahim (2012:40), thematic analysis is a type of qualitative analysis that is utilised to analyse classifications and present themes that relate to the data. Therefore, thematic analysis is also considered to be the most appropriate instrument for any research that seeks to discover new facets using interpretations.

Consequently, the researcher opted to use thematic analyses in order to find the true nature and extent of participation by local communities at MENR, and to achieve that, the researcher needed to interview MENR officials. Inevitably staff members gave varying answers or understandings as the interview questions were open-ended. The researcher had to identify themes or patterns emerging from the data, hence the application of thematic analysis in this study. To ensure that all responses were placed under a particular theme, the researcher

repeatedly went through all the responses obtained during the interviews in order to clearly identify emerging, themes or patterns, as indicated in Table 4.30.

The questionnaire guidelines were grouped into the following categories:

- Nature of community participation.
- Extent or degree of community participation.
- Recommended strategies or structures for meaningful community participation.

4.4.1 MENR Responses on Community Participation

Table 4.30 below provides responses from MENR officials, and for better discussion during the interviews, the questions were divided into three categories. Category one consisted of three questions which related to the nature of community participation. Category two contained five questions which narrated the extent of community participation. Category three provided the four questions which focused on recommended strategies or structures for meaningful community participation. As previously explained in preceding paragraphs, MENR staff comprises eight officials. Therefore, to ensure anonymity, the respondents were coded into the following codes: P1, P2, P3, P4, P5, P6, P7 and P8, where P stands for participant, and numbers 1 to 8 stands for the first to the eighth participant interviewed.

Table 4.30. Interview responses from MENR officials

Source: Field study in the selected study areas, 2019

Category one: Nature of community participation	
Question 1: How do community members participate in MENR?	
Participants	Responses
P1	P1 “they don’t really participate, however 8-10 women are allowed to fetch wood for free inside MENR and use the by-products for commercial gain.
P2	P2 “about 8 to 12 women are allowed inside the park to harvest grass and make brooms, mats, etc and sell them to members of the public”.
P3 & P4	P3 & P4 “we allow women from neighbouring communities to fetch

P5	grass and make products such as mats, brooms, ornaments. These items are then sold to fellow villagers and others products are sold along Mahikeng-Zeerust road to motorists and travellers”. P5 “We employed some youths on Working On Fire (WOF) programme as fire fighters during fire seasons and local women are allowed to harvest grass from MENR”.
P7	P7 “Locals are employed as fire fighters as part of WOF to assist during the fire seasons and we also give local women free access to MENR to harvest grass”.
P8	P8 “Women allowed to fetch and sell grass from MENR.
Question 2: How do you encourage active participation of community members in MENR?	
P1	P1 “we encourage that through holding awareness campaigns and we also sometimes invite them to attend reserve meetings”.
P2	P2 “We hold awareness campaigns at schools and local community halls, where we encourage locals to know more about MENR, and tourism and conservation and that MENR is theirs and they must participate in its programmes and visit it”.
P3	P3 “To be honest with you my brother, we don’t really have a strategy or mechanism to encourage community participation in MENR”.
P4	P4 “its non-existent we really don’t do much to encourage community participation”.
P5	P5 “we don’t have ways or mechanisms to encourage community participation at MENR”.
P6	P6 “through hosting tourism awareness campaigns”.
P7 & P8	P7 & P8 “thus far we haven’t done anything to encourage community participation in MENR activities, except hosting awareness workshops to teach them about MENR, tourism and conservation”.
Question 3: How effective are the current forms or structures of community participation in the development and management of MENR?	
P1	P1 “They are not effective in fact they do not exist at all”.
P2	P2 “At best, they are minimal, if any at all. In fact, we don’t really

P3	<p>have any specific, standardised forms or ways in which we encourage community participation”.</p> <p>P3 “there is currently nothing in existence at MENR to encourage community participation. MENR is developed and managed by MENR management and staff alone”.</p>
P4	<p>P4 “they are not effective at all and are at best ad-hoc and spontaneous in nature”.</p>
P5	<p>P5 “they are not effective. There are no forms of community participation at all. We, as MENR staff alone are responsible for development and management of MENR”.</p>
P6	<p>P6 “I can say they are effective. We have tourism awareness programmes, which I consider to be a form of allowing communities to participate in MENR”.</p>
P7 & P8	<p>P7 & P8 “not effective at all, to be honest and to my knowledge there are no forms of community participation in MENR”.</p>

Category two: Extent of community participation

Question 1: Who are MENR’s main stakeholders?

P1	<p>P1 “My brother MENR belongs to two communities surrounding it i.e. Ottoshoop and Bakerville. In fact, MENR is situated in their forefathers’ land. Therefore, our main stakeholders are these two communities.</p>
P2, P3, P4, P5, P6, P7, P8,	<p>P2, P3, P4, P5, P6, P7, P8, “Our main stakeholders as MENR are people we work closely with and we consider as vital friends and they mainly include local farmers, community policing forums (CPF), and local SAPS police station. We work together and assist each other on issues relating to crime prevention, neighbourhood watch, fighting wild fires, either at MENR or at local farms.</p>

Question 2: What structures are in place to facilitate community participation in MENR?

P1	<p>P1 “most unfortunately we don’t have them currently but we do try to involve local communities in the reserve. For instance, we employ them as fire fighters under WOF programme”.</p>
P3	<p>P3 “we don’t have any formal structures currently but we also try sometimes to involve and seek opinions of our local communities</p>

P2, P4, P5, & P8 & P9	on issues affecting MENR”. P2, P4, P5, P8 & P9, currently they don’t exist, but in future we will try to have them.
Question 3: How do community structures ensure active community participation in MENR?	
P1, P2, P5, P6, P8 & P9	P1, P2, P5, P6, P8 & P9 at the moment there are no community structures that ensure active community participation at MENR. Together with communities we haven’t really yet assembled any structure that will be community’s voice in MENR.
P3	P3 “its non-existent but that doesn’t mean community is excluded from activities at MENR. Any community member can individually come to MENR to enquire about it or participate in MENR activities. In fact, our reserve manager encourages our communities to be more pro-active in reserve activities as it is effectively their park”.
P7	P7 “I honestly do not know if there is such a structure”.
Question 4: How would you describe the working relationship between all stakeholders of MENR?	
P1	P1 “it’s a fairly good-working relationship. Our local communities, neighbouring farmers and CPF are all working with us very well”.
P3	P3 “relationship between stakeholders is all good. We work very well with ladies that harvest grass from the reserve. Local farmers also assist with neighbourhood watch, SAPS and CPF provide security, and we also assist each other on issues of neighbourhood watch, crime prevention, and sharing of resources”
P5	P5 “to my knowledge the working relationship is good. There are no tensions or conflicts at all”.
P6	P6 “I can describe it as fairly good. All our stakeholders are generally receptive and good to us as MENR”.
P7	P7 “the relationship between all of us as stakeholders such as farmers, police, councillors and CPF has so far been very cordial and mutually beneficial. I can’t complain”.
P8	P8 “It is fair. Even though we don’t afford our communities a

	chance to participate in MENR, or benefit from MENR our relationship is fairly ok. They don't fight us; we coexist peacefully".
Question 5: To what extent do you involve community members in the operations of MENR?	
P1	P1 "sometimes we invite them to attend our meetings and we brief them about reserve development. We also encourage them to visit MENR for free, during Mahala park week in September which takes place annually and also community sometimes hold their parties and weddings in MENR".
P2	P2 "MENR management and locals normally attend meetings wherein communities are informed about the reserve developments, we also embark on awareness campaigns as a way to involve local communities.
P3	P3 "we involve them through awareness campaigns held at schools and at local halls. That's where we use an opportunity to brief communities on new programmes in MENR".
P5	P5 "through employment especially at entry levels, we recruit from local communities for entry level positions as the job requirements in that category are not too high. We also invite them to attend ad-hoc meetings, wherein, for instance, we will brief them about our needs for some temporary labourers for fence maintenance and also tell them requirements for such jobs." Lastly communities also host their weddings and parties in the reserve". Others visit our reserve for spiritual purposes especially our "Eye".
P7	P7 'through two ways, namely; awareness campaigns and during Mahala park open week.
P6 & P8	P6 & P8 "its non-existent at all. Only MENR management and staff are in charge of operations and development of MENR".
Category three: Recommended strategies or structures for meaningful community participation in MENR	
Question 1: How would you enhance active participation by communities at MENR?	
P1	P1 "I will do that by offering local communities reduced entrance

P2	<p>fees, secondly allowing locals to build their own curio shops inside MENR to derive economic benefit. This is what I consider as meaningful community participation”.</p> <p>P2 “firstly by hosting monthly tourism awareness campaigns right inside the park itself, not at community halls. During these programmes our communities will be skilled on issues of tourism, procurement opportunities, park operations etc that way community will be better equipped to make meaningful contributions on how to better make inputs on activities at MENR. Secondly, by allowing locals to come into MENR to sell their products i.e. artefacts, traditional garments, indigenous food etc to the visitors”.</p>
P5	<p>P5 “reduce entrance fees for locals at MENR, allow locals to supply MENR with basic services such as linen, maintenance services etc”.</p>
P4 & P6	<p>P4 & P6 “by recruiting more locals to join MENR at management, that way a sense of ownership will be instilled amongst locals in respect of development and management of MENR. Furthermore, the other strategy will be to offer communities a space inside the reserve where they will sell whatever products they have to the tourists visiting MENR”.</p>
P3 & P8	<p>P3 & P8 “employing more locals into MENR. Also allow community produced products (traditional food, vegetable etc) to be sold inside the reserve”.</p>
P7	<p>P7 “by recruiting locals to the MENR strategic management positions. That way those communities will be participating through their local representatives who will be raising pertinent community issues at management levels of MENR”.</p>
<p>Question 2: What can you do to ensure community structures contribute to the development and management of MENR?</p>	
P2	<p>P2 “offer them skills on tourism so that they can develop interest in tourism and further make informed contributions that will assist in development and management of MENR. Also appoint some of them to work inside MENR”.</p>
P3	<p>P3 “firstly by teaching locals more about tourism, conservation,</p>

P5	environment, and importance of MENR. Once the community have such skills they will have capacity to make impactful inputs and contributions in MENR, thus enhancing their participation”. P5 “capacitate or skill them in tourism subject so that they can become contributors to development and management of MENR”.
P6	P6 “hold more tourism awareness campaigns to teach them more about tourism”. Also employ more local people in MENR”.
P7	P7 “I think we must first train such structures on tourism issues so that they can make meaningful and informed contributions to MENR activities.
P8	P8 “the most important thing will be to ensure effectiveness of such structures once that is determined then capacitate them and also ensure you provide them with some privileges i.e. entrance fees reduction”, as way to encourage and instil in them a sense of ownership and stewardship towards MENR.
Question 3: What strategies should be put in place to encourage maximum participation by local communities at MENR?	
P2	P2 “the only meaningful way it will be through employing more and more locals in MENR at all levels”. Also allow communities to sell their products at MENR, so that they too feel like they benefit from MENR”.
P3	P3 “have a community representative committee that will meet with MENR to advance community interests or concerns regarding operations, development and management of MENR”.
P5	P5 “start a structure to look after interests of communities at MENR. That structure should only be advisory in nature, and should have members of community and MENR”.
P6	P6 “allow locals to build their own chalets, curio shops inside the park, and also allow locals to sell their products in MENR”.
P7	P7 “in the past we used to have what was called a Park Forum which had members from both sides (MENR and communities) and that forum used to work very well. But it just ended in the air, and I think it should be reinstated”.
P8	P8 “consider forming a committee, whose members are from

	community. That committee will then sit down with community members and get all concerns, views and suggestions of community regarding development and management of MENR and relay the same information to MENR management as recommendations on communities' views on how better to develop and manage MENR".
Question 4: How is the working relationship between MENR and the community?	
P1	P1 "despite us not really treating community well, our relationship is good with our neighbouring communities".
P2	P2 "fair to good. Whenever we invite our community to attend our awareness workshops or meetings they attend in numbers, so the working relationship is therefore good".
P3	P3 "the working relationship between us and communities is not good at all, as communities feel excluded from MENR". Something must be done to save this relationship".
P4	P4 "our relationship with the community remains very excellent and we relate well and treat each other with respect".
P5	P5 "it is good. I really can't fault it. There is mutual respect between community and staff and management of MENR".
P6	P6 "it is relatively fair. There are no conflicts, we work together well and respect each other".
P7	P7 "it's honestly good there are no fights or conflicts".
P8	P8 "I can describe it as being fair. The community respect us and they don't fight us at all".

As indicated in Table 4.30, the majority of participants (6 out of 8), which makes 75% of participants, revealed that women from local communities were allowed at no cost to fetch grass inside MENR and make goods such as thatch roofing, brooms, mats, and sell the same items for commercial benefit. Secondly half, 50%, of the participants, stated that local communities had been occasionally invited to attend awareness workshops or meetings inside the park wherein they would be told about things such as the importance of tourism, services inside the park, and types of animals which can be found inside MENR. However, it is worth noting that such invitations to meetings and workshops are exclusively convened or initiated

by MENR and are sporadic and happens once or twice in a given year. In addition, the MENR officials, 30%, indicated that they seasonally recruited youths from local communities to work as part of Working on Fire (WOF) to manage fire outbreaks and construction of fire breaks or buffer zones.

Furthermore, the majority, (75%), of respondents (6 out of 8) went on to say that although they do not have structured and active mechanisms to encourage participation by local communities in activities at MENR, they do have ad hoc events such as Mahala Park Week, which they use to encourage locals to participate at MENR. The Mahala Park Week is a South African government national initiative which seeks to encourage locals to consume their local tourism products. In that regard, parks and reserves are encouraged to allow people inside reserves at no cost, during the first week of September. September is recognised globally as a tourism month; hence this initiative takes place during September. In this case, MENR officials cite Mahala Park Week as one other mechanism used to encourage participation by local communities inside MENR.

From the above it is quite evident that the participation by locals at MENR is mostly limited to allowing women to fetch grass, some members of the community to attend meetings or awareness workshops, and lastly being recruited to work seasonally as WOF recruits. This type of participation as set out above falls far short of meaningful community participation as espoused by authorities in community participation field. The findings above are inconsistent with Community Based Tourism Strategy (2003: 13) that contend that communities neighbouring parks must have formal ownership or equity interests in productive assets.

Three categories of themes emerged from Table 4.30. Table 4.31 below discusses and analyses the themes.

4.4.1 Nature and Extent of Community Participation

The following themes were derived from the three categories developed on the interview guidelines in order to establish the nature and extent of community participation.

Table 4.31. Interview responses themes

Source: Field study in the selected study areas, 2019

Theme : Nature of participation	Description: The extent or degree of community participation
Entrepreneurship	This tourism awareness programmes are held at various schools and community halls to capacitate communities on socio-economic importance of tourism. The communities are also allowed to fetch grass inside MENR and make by-products such as thatch roofing, brooms, mats, etc to sell for commercial benefit.
Information sharing	Communities are invited to attend ad-hoc meetings and workshops organised by management of MENR, where information is shared.
Partnership	Despite lack of formal structures, there appears to be fairly good working relationships between MENR and its stakeholders such as SAPS, Community policing forum, farmers, communities etc.
Employment opportunities	Communities have been offered temporary employment opportunities especially as fire fighters during fire seasons.
Provision of incentives	Discounted or reduced fees have been mooted as a form of incentive to ensure greater community participation.

Table 4.31, outlines five themes indicating the nature and extent of community participation at MENR. The first one is entrepreneurship. MENR provides access to raw materials (i.e. grass) for communities, which are then used for entrepreneurial activities. These forms of entrepreneurial opportunities are however mainly confined to communities being allowed to harvest grass from which they produce products such as mats, brooms, thatch roofing etc, and sell it for commercial gain. This activity assists communities to become vendors. However, there is no evidence of entrepreneurial training being offered to communities to promote outsourcing services by communities to MENR, no assistance for SMMEs development, and there is no conducive environment created enabling vendor development to have a meaningful and sustainable gain as a result of communities harvesting grass from the MENR.

The second nature and extent of community participation identified from the study is information sharing. Although this is highly commendable and important, communities are

passively participating during tourism awareness programmes and meetings that are held at various schools as well as at community halls. The aim for these meeting and workshops is to capacitate communities on socio-economic importance of tourism, but there is no evaluation to assess whether these meetings and workshops promote active participation of communities. The third nature and extent of community participation is partnership. Although it was not established during the interviews whether the partnerships that exists between MENR and various stakeholders were formal or informal, there are partnerships that were recorded during the interviews. For instance, it was clearly stated that there was a fairly good working relationships between MENR and its stakeholders such as SAPS, community policing forum and farmers around the area.

While this type of partnership is acknowledged in this study, the partnership was found to be more favourable towards MENR, especially in respect of its safety measures. The relationship between MENR with SAPS and community policing forums were established in order to increase the security of the reserve. The fourth nature and extent of community participation established in the study was employment opportunities. It became clear that communities have been offered temporary employment opportunities especially as fire fighters during fire seasons. The fifth one focuses on the provision of incentives. In order to encourage and promote community participation in the reserve, MENR provides incentives such as exempting or waiving entrance fee for communities that live in the two villages, which are both the case studies of the current study. This is specifically done through a national marketing strategy known as Mahala Park Week, which was introduced by South African government to encourage its citizens to visit the national and provincial parks and reserves.

4.4.2 Recommended Means, Structures and Platforms to ensure Meaningful Community Participation in MENR

Most of the participants (6 out of 8), 75%, suggested that MENR should increase the number of locals it currently employs at all levels, including at management levels. The argument being that the locals are better placed to advance community interests at decision-making level of engagements. Some officials (4 out 8) 50% also argued that awareness campaigns and tourism training programmes should be held with locals on importance of tourism and further instil in them (locals) appreciation and love for nature, animals and the environment.

Furthermore, some of the participants (2 out of 8), 25%, suggested that communities must be allowed to supply basic goods and services such as catering, linen, garden services, maintenance services to MENR. This is a wonderful suggestion since it is a fact that a total of 63.3% of community members have indicated an interest to start their own businesses if opportunities emerge. Nonetheless a small fraction (1 out of 8) 12.5% suggested each community should be allowed to have one curio shop inside MENR. Lastly it was suggested by some participants (4 out of 8) 50% that the people from two villages surrounding MENR be given reduction or discounts on entrance fees.

Most of the participants (5 out of 8) (62%) suggested a formation of structure or a committee whose membership will be constituted by MENR and community representatives. According to MENR officials, the role of such structure would be to provide advice on how best MENR can be managed and developed in a manner that ensures communities's interests and ideas are also considered. However, the officials further stressed that the role of such structures should remain as advisory and not legally binding.

According to the officials, the above-mentioned gestures cumulatively will in the long run enable both communities to feel a sense of ownership and loyalty towards MENR. Communities would not regard MENR as just another external business which does not allow communities to participate or benefit from its proceeds. Consequently, the participants felt that these changes would result in greater community participation in MENR, employing more locals, creating a structure or committee to look after community interests, and convening more tourism awareness campaigns.

The suggestion by officials of MENR of forming a structure comprising officials and representatives from local communities whose role will be to provide advisory support on how best MENR can be managed and developed is supported by some researchers. For instance, Lubber (2012:184) asserts that it is important that communities become involved in matters that affect them. This can only be achieved if communities are involved at the planning stages and in the management of services. Communities must elect people within the community who will represent them in matters concerning tourism (Lubber, 2012:184).

4.4.3 Main Similarities in the Findings between Communities and MENR officials

The findings from both communities and management of MENR are similar in respect of the following aspects,

- They both acknowledge that there are no formal structures in place to facilitate participation by local communities in the development and management of MENR.
- They both are of the opinion that a structure or a committee must be constituted which would look at best interests of both MENR and communities and advise management.
- MENR officials indicated an encouragement of community participation through information sharing, which could be achieved through meetings. A total of 48% of communities agreed that they were invited by MENR to attend meetings, while 30% had been invited to attend workshops.
- Both communities and MENR mentioned incentives, through free entrance during Mahala Park Week.

4.4.4 Main Differences in the Findings between Communities and MENR officials

- Nature of participation: Communities indicated their participation was mainly through social functions such as weddings, parties, camping etc., while MENR mentioned entrepreneurship, partnership, employment etc., as ways in which they sought to encourage community participation.
- Entrepreneurship, partnership and employment opportunities were indicated only by MENR.

It is worth noting, that some of the key findings of this study exhibit specific aspects of Pretty's typology (1995). In particular, participation by communities in MENR can be characterized by what Pretty (1995), labels bought participation and passive participation. For instance, 75% of respondents indicated that local women have been granted permission to fetch grass from MENR and use it for commercial gain. This constitutes a bought participation in that the women fetching grass from MENR derive financial incentives from proceeds (selling grass by-products) of their participation in MENR. Similarly, the findings also show that local communities are afforded free entry into MENR as part of Mahala Park

Week during September month of every year. This too constitutes bought participation. Lastly, the findings revealed that 75% of respondents admitted that there were no dedicated structures or forums specifically meant to safeguard community interests in MENR, thus ensuring communities' greater participation in MENR. This constitutes passive participation, as communities are only told what has already been happened.

4.5.4 Summary

This chapter presented the research findings, analysis and interpretation of the data. Research findings and analysis were discussed sequentially in line with the five sections of the questionnaire that was administered to the two communities. Those sections comprised demographical information, nature of community participation in MENR, extent of community participation in MENR, factors that inhibit active participation of respondents and appropriate structures and platforms recommended to enhance community participation in MENR. Lastly, the results of the in-depth interviews conducted with eight staff members of MENR were presented and analysed through thematic analysis. The next chapter presents the summary of the findings, conclusions and recommendations of the study.

CHAPTER 5

RESEARCH CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the research findings of the study and further sets out how research objectives were answered. Furthermore, the chapter also draws conclusions arising from the main findings, provides study recommendations and recommendations for future research.

5.2 Summary of the Research Findings

5.2.1 Research Objective 1: To determine the nature of community participation in the development and management of Molemane Eye Nature Reserve.

The purpose of this objective was to determine the nature of participation by local communities in both the development and management of MENR. The researcher felt this was important because as early as 2003, after the 1994 democratic elections, Community Based Tourism Strategy (2003:12) and other studies argued that participation should be meaningful, not superficial.

The study revealed that almost the majority, (74%), of respondents were aware of the existence of MENR; however 39% of respondents have never actually visited MENR. This is surprising given the fact that Ottoshoop village is merely 11 kilometres away from the MENR and Bakerville is also just 20 kilometres away. As illustrated by Figure 4.3, more than half, (58%), of the respondents indicated that they participated only in social functions (weddings, parties etc) when visiting MENR, which contradicts MENR officials' findings which indicated partnership, entrepreneurship and employment opportunities. This confirms that very few community members are benefiting through entrepreneurship, partnership and employment opportunities.

Although MENR officials mentioned encouragement of community participation through information sharing (through meetings), Table 4.11 indicates that the majority of the community respondents, (86%), have never been invited to participate in any activities of MENR. Only a few, 14% have been invited to participate in MENR activities as indicated in Figure 4.4, which reveals that almost half of these respondents, (48%), were invited to attend a meeting, while 30% had been invited to partake in Mahala Park Week and 22% to attend a workshop. The forms of community participation, especially where it relates to community being offered free entrance to MENR during Mahala Park Week endorse the assertion by Pretty (2005), who describes this form of participation as a bought participation, wherein participants are enticed by resultant incentives occasioned by their participation. Perhaps future studies could be encouraged to assess the perception of communities on Mahala Park Week campaign.

Nonetheless, Table 4.13 shows that 42% of the respondents reported that they did not know of any community produced products or services being sold to tourists at MENR and 35% of respondents indicated that there were no community produced products or services being sold to tourists at MENR. It is also worth noting that the majority of MENR officials, (75%), revealed that community participation is only limited at them being allowed to fetch grass at MENR for commercial gain.

The above findings evidently show that communities neighbouring MENR are neither part of decision-making nor do they play any impactful role in MENR. In fact, as shown by the results, the nature of participation by locals at MENR is mostly as visitors, consumers or end users. Where a sound participation is taking place, there is lack of further support to enable growth and empowerment. For instance, even though the park allows individuals to harvest grass to produce items such as brooms, mats etc., which are then sold to the general public, there is no further support from MENR to instil entrepreneurship skills on the communities. This is regardless of the fact that 63% of community members showed interest in starting their own businesses to supply MENR. Consequently, the nature of community participation found in this study is arguably neither desirable nor feasible; in fact, it goes against principles of inclusive community participation as advocated by SA government policy prescripts, authors and researchers. According to Pretty (2005), this form of participation by communities is described as passive participation wherein communities are not involved in decision-making processes but are merely told what has already happened.

Therefore, the conclusion is that the nature of community participation in MENR is mostly limited to local communities only as consumers, or attending social functions i.e. weddings, parties, Mahala park week, camping) etc. or attending meetings and workshops in MENR once in a while. This finding confirms assertion by Tourism Community Impact Report; (2016:29) that argued that participation of local communities in tourism is mostly limited to being employees, selling crafts to visitors, and sometimes attending workshops or meetings arranged by tourism authorities.

However, this finding is surprising especially in circumstances wherein one takes into consideration the fact that MENR started operating fully in 2004, about ten years after the advent of new democratic dispensation in 1994. In such circumstance, one would have expected MENR to have been a model nature reserve that fully embraces and subscribes to good ethos and principles of community participation. This should be so because, upon assuming office in 1994, the new democratic government introduced a raft of legislative prescripts and policies (see chapter 2) aimed at ensuring a greater and more meaningful participation of local communities in tourism activities.

5.2.2 Research Objective 2: To determine the extent to which communities adjacent to Molemane Eye Nature Reserve participate in its development and management.

The researcher sought to determine the extent of participation by the locals in the development and management of MENR.

As shown in Table 4.15, a significant majority of respondents, (90%), revealed that they disagreed with the notion that there is a high degree of participation by local communities in MENR. Furthermore, as shown in Table 4.16, the majority of respondents, (90%), indicated that they disagreed with the idea that measures had been put in place to facilitate community participation in MENR. The findings as depicted in table 4.17 further revealed that the majority of respondents, (93%), disagreed with the view that there are structures or committees representing the communities' interests in MENR. The results as shown in Table 4.20 further revealed that respondents disagreed with the statement that MENR seeks opinions of communities before implementing major decisions regarding MENR. Lastly, the

findings as illustrated in table 4.21 indicate that the majority of respondents, (91%), disagreed with the notion that they had some influence over how MENR was operated and managed.

Similarly, the majority, (75%), of MENR officials just like the surveyed two communities admitted that there were no dedicated formal structures or forums in place to represent the interests of communities in activities of MENR. However, 62.5% of MENR officials still contended that despite not having mechanism to encourage community participation they were of the opinion that the relationship between them and communities was cordial. Nonetheless, the extent of community participation as reported by MENR officials indicated five key areas: Entrepreneurship, partnership, information sharing, employment opportunities and incentives provision. Both MENR officials and communities' responses agreed on entrepreneurship, information sharing (through meetings) and incentives. However, it should be noted that very few responses were recorded in these areas, and also there was no evidence of sustainability of the activities provided. For instance, there is no training to promote entrepreneurial skills, yet the findings from communities showed that 63% hoped to start their own businesses one day. Furthermore, there are also no follow-ups on meetings and workshops held to seek community opinions or to evaluate the impact of the meetings and workshops. Moreover, Mahala Park Week marketing campaign is attracting very few community members to visit the park.

According to Community Based Strategy (2003:14), reserves must endeavour to seek opinions of neighbouring communities before embarking on major decision-making process in the reserve. Furthermore, Community Based Strategy (2003), further asserts that parks are duty-bound to invite views of locals when developing park management plans; regrettably it is seemingly not the case at MENR. The conclusion from the above findings is that the majority of local communities are not satisfied with the degree and extent of community participation and also that local communities are not involved in any major decision making processes of MENR. The findings above indicate that this form of participation by communities of Ottoshoop and Bakerville in activities of MENR reflects the two forms of participation as argued in Pretty's (2005) typology of participation, namely passive participation and participation by consultation.

5.2.3 Research Objective 3: To identify factors that affect community participation in the development and management of MENR.

The section reveals factors that affect community participation in the development and management of MENR.

The majority of community respondents, (84%), revealed that there were factors that inhibited their active participation in MENR. Notably, almost half of the respondents 47% mentioned lack of information as a factor that hindered their active participation in MENR, yet MENR officials stated that they held meetings and workshops to disseminate information to communities. This was followed by 32% who cited the absence of formal community structures as an inhibitor, a factor that both communities and MENR officials agreed upon. This was followed by 16% of the respondents who pointed out lack of cooperation by management as an inhibiting factor, while only 5% of respondents reported lack of interest as a factor that impeded active community participation in MENR.

The research findings further revealed that while 63% of the respondents expressed their desire to start their own businesses that could supply goods or services to MENR, however there were some barriers to that desire. More than half of respondents (54%) reported lack of information as a barrier, followed by 26% who cited lack of funding, while 15% quoted lack of interest and 5% mentioned lack of skill or capacity as a barrier. On the other hand, the MENR officials revealed following as barriers to successful community participation in MENR: MENR did not actively encourage community participation in MENR and that there was lack of formal structures or platforms to encourage community participation.

5.2.4 Research Objective 4: To identify and recommend appropriate structures and platforms that will ensure meaningful community participation at MENR

The majority, (86%), of respondents (communities) preferred community park forum (comprising members from MENR and community) as a mechanism or forum to enhance community participation in MENR. Lastly, the majority of respondents (communities), (80%), contend that community park forum (comprising members from community and MENR) is a best placed authority to make decisions at MENR. According to Sanparks the

establishment of Park Forums have been one of the biggest positive leaps by Sanparks, because parks and nature reserves cannot function effectively without the involvement of surrounding communities, local stakeholders and other interested and affected parties. Communities are encouraged to actively participate in the management of their local park and raise issues affecting their lives and the environment. To that end Sanparks citing one of their Park forum contend that Hlanganani Park Forum was formed to build a relationship between Kruger National Park (KNP), and the communities bordering the Park, to facilitate representation of neighbouring communities within the KNP and to facilitate the establishment of small business development and to support existing businesses in the communities bordering KNP.

The majority, (75%), of MENR officials felt MENR should employ more locals as a way to ensure greater community participation in MENR. Furthermore 62% of MENR officials agreed with communities and thus recommended a formation of a structure whose membership could be constituted by MENR and community representatives as a way to ensure greater community participation in MENR.

5.3 Recommendations of the Study

These recommendations are based on the findings of the research study and the resultant conclusions. It is therefore anticipated that the recommendations can be used as guidelines by the communities, MENR, and government policy makers, to ensure that there is a meaningful and sustainable participation by communities in tourism products, especially the nature reserves surrounded by communities. Consequently, the following recommendations are made:

- An advisory park forum consisting of members of community, traditional leadership, local councillors, and neighbouring farmers to be constituted. The role of the park forum could be to solicit inputs and suggestions of communities' on how best MENR could be managed to incorporate the interests of community members during decision making processes at MENR. The role of this committee should only be advisory.
- When MENR is developing or reviewing its park management plan, it must ensure that the following parties are represented: local community representatives, traditional leaders or headmen (Dikgosi), councillors, and local farmers' representatives.

- MENR should share its procurement policy and plan with all surrounding communities. Annually, the reserve should outline all services or suppliers it intends to procure in a given year. MENR should further outline all documents and procedures required for one to register on their database and further advertise their tenders or contracts on public platforms of both Ottoshoop and Bakerville. The North West Parks Board (MENR) supply chain division must physically visit these local villages and assist those who qualify to register in their supply chain management (SCM) database and advise those who do not qualify to improve on areas that need improvement.
- The MENR to consider giving the two communities (Ottoshoop and Bakerville) joint concessionaire rights to operate a curio shop or similar business inside the MENR, so that those communities can derive resultant economic and commercial benefits from a resource (MENR) that is within their villages.
- MENR to consider increasing the scope and frequency of Tourism Awareness Workshops where communities will be taught more about the socio-economic importance of tourism, developments at MENR and ways they could play a greater part in the development and management of MENR.
- Communities are encouraged to make efforts on their own to attend tourism training and capacity building programmes so that they can acquire important skills and information that would make it possible for them to meaningfully participate in activities of MENR.
- Communities must identify strategic supplies that MENR uses the most and pull their resources together to supply the required supplies to MENR.
- Lastly communities must apply for funding from funding sources such as Tourism Transformation Fund, Economic Empowerment Fund, IDC and others to develop complementary tourism services that can be procured by MENR tourists on their visits to MENR. Such complementary services could include tour operator services, tourist guides services, safari/tour vehicles, cultural tours to the villages, linen and catering services, etc.

5.4 Recommendations for Future Research

- This study focussed specifically on nature-based tourism products in the form of a nature reserve, using MENR which is wholly owned and managed by a government entity called NWPB, as a case study. Consequently, its research findings may not necessarily, be extrapolated to other nature-based tourism products owned by private entities or operated as concessionaires. It is thus recommended that a study focussing specifically on participation by communities neighbouring privately owned nature reserves or concessionaires could be conducted.
- A study could be pursued which will specifically investigate nature and extent of community participation in circumstance where such tourism product has fully functional structures and forums that represent community interests in a given tourism product.
- Lastly another study could focus on the perception of local communities on Mahala Park Week Campaign.

5.5 Conclusion of the study

Despite the fact that MENR officially started operating as a fully-fledged nature reserve in 2004, exactly ten years after attainment of the new democratic dispensation which amongst other things strongly advocated greater participation and benefit by communities in tourism value chain. The findings of this study, however, still revealed some challenges in respect of community participation in MENR activities.

This study concluded that in respect of the nature of community participation by the two communities in the development and management of MENR, it was established that the participation by communities was only through attending social functions (weddings, parties Mahala park week, camping etc.) or attending meetings and workshops and offers of seasonal temporary employment and fetching grass while also not taking part in decision making and economic spin-offs. With regard the extent of community participation in the development and management of MENR, the study concluded that the majority of the local communities are not satisfied with the degree of community participation and also that local communities are not involved in any major planning or decision making processes of MENR.

The study further concluded that lack of information, absence of formal community structures, lack of funding and lack of cooperation by management as some of the major factors that inhibited communities from fully participating in activities of MENR. Interestingly, over a third of the respondents expressed their desire to start their own businesses that could supply goods or services to MENR. This suggests a ray of hope for both MENR officials and communities to ensure meaningful community participation in MENR.

Consequently, this study recommended the following interventions to improve community participation in MENR: an advisory park forum constituted by representatives of community and MENR, MENR may consider procuring some of its services or goods from local communities, MENR should consider giving the two communities (Ottoshoop and Bakerville) joint concessionaire rights to operate business in MENR, communities to attend tourism training and capacity building programmes so that they acquire important skills and information that will make it possible for them to meaningfully participate in the development and management of MENR, and lastly, communities should identify strategic supplies that MENR uses the most, pull their resources together, and supply the required supplies to MENR.

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Annexure 1



Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222

Web: <http://www.nwu.ac.za>

Economic and Management Sciences Research Ethics
Committee (EMS-REC)

Tel: 018 299-1427

Email: Bennie.Linde@nwu.ac.za

26 July 2019

Dr L Tseane-Gumbi

Per e-mail

Dear Dr L Tseane-Gumbi,

**FEEDBACK: ETHICS APPLICATION 26072019: O Motlhanke
(16678729)
MA in Tourism Management Dr L Tseane-Gumbi**

Your ethics application on, *Community participation in the South African tourism products: A case of Molemane Eye Nature Reserve*, that served on the EMS-REC meeting of 26 July 2019 refers.

Outcome:

Approved as a minimal risk study. A number **NWU-00413-19-A4** is given for three years of ethics clearance.

Kind regards,

A handwritten signature in black ink, appearing to read 'B. Linde', enclosed within a large, loopy circular flourish.

Prof Bennie Linde

Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)
Potchefstroom Campus

Annexure:2



North West Parks Board
North West Province
Republic of South Africa

Molemane Eye N Reserve
Ottoshoop
Lichtenburg Road
P.O. Box 10
OTTOSHOOP
2868

**MOLEMNAE EYE
NATURE RESERVE**

Tel: +27(18) 643 9904
Fax2E-mail: +27 (86) 719 4255
Mobile: +27(76) 836 0664
Email:
molemane@nwpb.org.za

Permission letter for Mr. Obakeng Motlhanke

Dear EMS-REC of North-West University,

The purpose of this letter is to state that Mr. Obakeng Motlhanke from School of Tourism Management, Matikeng Campus at the North-West University, has been given permission to conduct research at Molemane Eye Nature Reserve from June 2019 to December 2019.

Mr Motlhanke has no affiliation with this company and acts solely as an external researcher. All primary data obtained from this research will remain the property of North-West University. Upon request, summary of the findings will be shared with Molemane Eye Nature Reserve.

For purposes of this study Ms. Patricia Molehe will be a gatekeeper/facilitator to assist the researcher in reaching the appropriate respondents.


Ms. Patricia Molehe
Park Manager
0722179739

05/02/19



Partnering with Stakeholders to Provide World Class Wildlife Experience in a Malaria Free Environment.
Board of directors: Dr. K Leballo (Acting Chairperson), Mx L. Motlhamme (Deputy Chairperson), Dr. T. Game,
Adv. M. Reborife, Dr. K. Magome, Mr. M. E. Mthobi (ex-officio).

http://www.youtube.com/watch?v=L6zpkQ2Za_A&sns=em

Annexure 3

Permission letter for Mr. Obakeng Motlhanke

Dear EMS-REC of North-West University,

The purpose of this letter is to state that Mr. Obakeng Motlhanke from School of Tourism Management, Mafikeng Campus at the North-West University, has been given permission to conduct research at Bakerville and Ottoshoop from June 2019 to December 2019.

Mr Motlhanke has no affiliation with these villages and acts solely as an external researcher. All primary data obtained from this research will remain the property of North-West University. Upon request, summary of the findings will be shared with community members of Bakerville and Ottoshoop.

For purposes of this study Cllr Mokgosi will be a gatekeeper/facilitator to assist the researcher in reaching the appropriate respondents.

Kind regards.



Cllr M. Mokgosi

Ward Councillor

Date 10/04/2019

Annexure 4



CONSENT LETTER (INTERVIEW GUIDELINE)

Dear Participant

I, Obakeng Motlhanke (Student number: 16678729) at School of Tourism Management, Mafikeng Campus, North-West University, is currently conducting research and would like you to form part of it.

The current research title is: Community participation in the South African tourism products: A case-study of Molemane Eye Nature Reserve with ethical clearance number (NWU-00413-19-A4). The primary goal of this research is to analyse extent of community participation in the South African tourism products using Molemane Eye Nature Reserve as case-study.

Please take note of the following:

- Your participation in this research is completely voluntarily, and you will receive no form of compensation.
- Your information will remain anonymous – no personal information that can link the data to you will be asked. Please do not include personal details such as your name or contact information.
- All data obtained is stored on a secure server at the university, while questionnaires are stored in sealed boxes in an access-controlled storeroom.
- If you feel, at any time, that you want to halt participation in this study, please feel free to do so without judgement.
- This interview should take approximately not more than 10 minutes to complete.
- If anything is unclear, you may ask the trained fieldworker who distributed this questionnaire to you for assistance.
- While your participation in this study is valued, you may however withdraw at any time without any negative consequences.
- To ensure anonymity of the participants the researcher will assign codes to each question and furthermore only the researcher will have access to the collected data and such data will be stored on a pass-word protected laptop.
- The results of the study will be used for academic purposes only and may be published in an academic journal.
- The researcher will provide you with a summary of the findings upon request.

Your participation and contribution is greatly appreciated.

By continuing with this questionnaire you agree to the terms and conditions of this research. For any further information, feel free to contact the principal researcher, Obakeng Motlhanke, at 072 657 1405 or email omotlhanke@yahoo.com

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Obakeng Motlhanke'.

Obakeng Motlhanke

MA Tourism Management Student

Annexure 5

Community Members Survey Questionnaire

Interviewer's Name _____

Date _____

Place _____

Contact Detail **072 657 1405 or omotlhanke@yahoo.com**

Introduction

The purpose of this questionnaire is to acquire information from community members of Bakerville and Ottoshoop villages to determine their participation in activities of Molemane Eye Nature Reserve (MENR). The information supplied remains confidential and will only be used for academic purposes. Furthermore, participation in this study is voluntary and does not require your personal details. Please answer the questions completely and honestly as possible. The survey is intended to last for a minimum of 10 minutes. The reason (s) why this questionnaire contains socio-demographic information is to provide greater background of the respondents and also to achieve proper and representative population sample. Consequently, required socio demographic information won't be used for comparative purposes and will be kept confidential.

Instructions:

- Tick with an (x) in the appropriate box
- Please answer all the sections

Section A: Demographical Information

1. Gender

Male	1	
Female	2	

2. Age

18-26	1	
27-35	2	

36-44	3	
45-54	4	
55 & above	5	

3. Income

Below R 1,000	1	
R 1,000 - R5,000	2	
R 6,000 -R10,000	3	
R11,000 - R15,000	4	
R16,000 - R20,000	5	
R 21,000 – R24,000	6	
R 25,000 – R29,000	7	
R 30,000 – R34,000	8	
R 35,000 >	9	

4. Qualifications

Grade 11 or lower	1	
Grade 12 (Matric)	2	
Diploma	3	
Degree	4	
Post-graduate degree	5	

5. Employment status

Full time employed	1	
Part time employment	2	
Unemployed	3	
Contract	4	
Self employed	5	
Retired	6	
Other (Specify)	7	

6. Marital Status

Single	1	
Married	2	
Divorced	3	
Widowed	4	

7. Length of residency (in years)

Less than 5 years	1	
5-10 years	2	
More than 10 years	3	

8. Race

Black	1	
White	2	
Coloured	3	
Indian	4	
If other, specify.....	5	

Section B: Nature of community participation

1.1 Are you aware of Molemane Eye Nature Reserve (MENR)?

Yes	1	
No	2	

1.2 How often do you visit MENR?

Never	1	
Once a month	2	
Once in six months	3	
Once in two years	4	

1.3 Who initiated the visit?

Myself	1	
Friends	2	
Colleagues	3	
Family members	4	

1.4 Which activities do you participate on while visiting MENR?

Attending workshop/meeting	1	
Game drive	2	
Social functions	3	
Camping	4	
Park open week	5	

1.5 What do you understand by community participation in tourism establishment such as MENR?

1.6 How interested are you in participating in tourism activities of MENR?

Not interested	1	
Somewhat interested	2	
Interested	3	
Very interested	4	

1.7 Have you ever been invited to participate in tourism activities of MENR?

Yes	1	
No	2	

If yes, what was the reason for the invitation?

Meeting	1	
Workshop	2	
Park Open Week	3	
Other (please specify).....	4	

1.8 Are there any products or services produced by community members that are sold to the tourists (e.g. artwork, tour guiding, entertainment, vegetables, and food at MENR)?

Many products and services	1	
Very few products and services	2	
No products and services	3	
I don't know	4	

1.9 Are you satisfied with current forms of community participation?

Yes	1	
No	2	

If no, please explain why not?

Section C: The extent of community participation

Answer the questions below by ticking the appropriate response as shown in the table

1.10 There is high degree of participation of local communities in tourism activities of the MENR		
Disagree	1	
Agree	2	
Neutral	3	
1.11 MENR has put measures in place to facilitate participation by local community in tourism activities of MENR		
Disagree	1	
Agree	2	
Neutral	3	
1.12 There are community structures that represent interests of community within MENR		
Disagree	1	
Agree	2	
Neutral	3	
1.13 MENR has put measures in place to enhance good working-relationship between the park and local communities		
Disagree	1	
Agree	2	
Neutral	3	
1.14 I am satisfied with my current level of participation in tourism activities at MENR		
Disagree	1	
Agree	2	
Neutral	3	
1.15 MENR regularly seeks opinion of community members before taking major decisions concerning operations of MENR		
Disagree	1	
Agree	2	
Neutral	3	

1.16 I have some influence over how MENR is managed and operated		
Disagree	1	
Agree	2	
Neutral	3	
1.17 MENR invites our views or opinions during development or review of Park Management Plan or Strategic plan		
Disagree	1	
Agree	2	
Neutral	3	

Section D: Factors affecting community participation

1.18 The reserve was established in 2005; please indicate if you were involved in the development of MENR

Fully involved	1	
Partially involved	2	
Not involved	3	

1.19 Are you currently involved in the management of the MENR?

Fully involved	1	
Partially involved	2	
Not involved	3	

1.20 Are there any factors that inhibit your active participation in the MENR?

Yes	1	
No	2	

1.21 If yes, what inhibits you from actively participating in the Reserve?

Management's lack of cooperation	1	
No formal community structures present	2	

Lack of information	3	
Lack of interest	4	
Other, please specify...	5	

1.22 Do you have interest in starting your own business that can complement the reserve?

Yes	1	
No	2	

If yes, please specify

1.23 If no, what are the barriers?

Lack of funding	1	
Lack of skill or capacity	2	
Lack of interest	3	
Lack of information	4	
Other, please specify...	5	

Section E: Recommendations on appropriate structures or platforms

1.24 Would you like to see anything different with the current forms of community participation in the Reserve?

Yes	1	
No	2	

If yes, what would you like to see different?

1.25 Are you satisfied with community structures representing you at the Reserve?

Agree	1	
Strongly Agree	2	
Disagree	3	
Strongly Disagree	4	

1.26 What mechanisms or forums should be introduced to enhance community participation in MENR?

Community Park Forum (members from MENR and community)	1	
Annual Community General Meeting	2	
Participation of Ward counsellor in park management meetings	3	
Other, please specify...	4	

1.27 Which of the following is best placed to make decisions on tourism activities at MENR

MENR management	1	
A committee elected by local people	2	
Community Park Forum (members from MENR and community)	3	
Other, please specify...	4	

THANK YOU FOR YOUR PARTICIPATION

Annexure 6

Management Interview Questions

Research Objectives

1. To determine the nature of community participation in the development and management of Molemane Eye Nature Reserve.
2. To determine the extent to which communities adjacent to Molemane Eye Nature Reserve participate in its development and management.
3. To recommend appropriate structures and platforms that will ensure meaningful community participation at the Molemane Eye Nature Reserve.

Objective 1: To determine the nature of community participation in the development and management of Molemane Eye Nature Reserve.

1.1 How do community members participate in the Molemane Eye Nature Reserve?

1.2 How do you encourage active participation of community members in the Molemane Eye Nature Reserve?

1.3 How effective is the current forms of community participation in the development and management?

Objective 2: To determine the extent to which communities adjacent to Molemane Eye Nature Reserve participate in its development and management.

1.4 Who are your main stakeholders as the reserve?

1.5 What structures are in place to facilitate community participation in the reserve?

1.6 How do community structures ensure active participation of community members in the Reserve?

1.7 How would you describe the working relationship between all the stakeholders of the Reserve?

1.8 To what extent do you involve community members in the operations of the Reserve?

Objective 3: To recommend appropriate structures and platforms that will ensure meaningful community participation at the Molemane Eye Nature Reserve.

1.9 What would you do to enhance active participation of community members in the Reserve?

1.10 What can you do to ensure that community structures contribute to the development of the Reserve?

1.11 What strategies should be put in place to encourage maximum participation from the local communities

1.12 How would you describe the working relationship between yourself and the community members?

THANK YOU FOR YOUR PARTICIPATION