CO-MANAGEMENT AS AN OPTION FOR PRIVATE PROTECTED AREAS: A CASE STUDY OF THE SHONGWENI RESOURCE RESERVE.

BY MOSES ANONGURA

Submitted in partial fulfilment of the requirements
For the degree of
Master of Environment and Development
in the Centre for Environment, Agriculture and Development,
School of Environmental Sciences,
University of KwaZulu – Natal.

Pietermaritzburg
2006

PREFACE

The research described in this mini-dissertation was carried out at the at the Centre for Environment, Agriculture and Development, University of KwaZulu- Natal, Pietermaritzburg, under the supervision of Professor Rob Fincham, the Principal Supervisor, and Mr. Drummond Densham, the Co- Supervisor.

The mini-dissertation represents the original work of the author and has not otherwise been submitted in any form for any degree or diploma at any university. Where use has been made of the work of others it is duly acknowledged in the text.

Moses Anongura
(Author)

18 April 2007
Date

Professor Rob Fincham
(Supervisor)

19 April 2007
Date

Mr. Drummond Densham
(Co-Supervisor)

18 April 2007
Date

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to Professor Rob Fincham and Mr. Drummond Densham, whose invaluable contributions respectively as the principal supervisor and co-supervisor guided me throughout the study. My success in conducting this dissertation could not have been achieved without them.

I would also wish to thank the management of Msinsi Holdings (Pty) Ltd for not only granting me the opportunity to conduct the research with the Company, but also setting time aside to respond to my interview. I thank Mr Rob Markham and Mr. Bongani Mkhize for the time they gave to me during the study.

I also express my sincere gratitude to Mr. R. Shozi, the chief councillor of Edamini community and Mr. M.I. Magceba, the headman of the Zwellibormvu community for also setting time aside and responsing to my interview.

I also register my profound gratitude to the administrative staff of the Centre for Environment and Development (CEAD), Mrs Philippa McCosh, Mrs Kerry-Ann Jordaan and Miss Faith Nzimande for the support and administrative help they gave towards my work.

DEDICATION

The dissertation is dedicated to my son, Osborn Nsobono Anongura, and to my late brother, Isaac Sunday Ayindenaba Anongura, who passed away shortly before I was enrolled to undertake this Programme. May his soul rest in perfect peace. Amen!

TABLE OF CONTENTS

PREFACE I

ACKNOWLEDGEMENTS II

DEDICATION III

TABLE OF CONTENTS IV

LIST OF FIGURES AND TABLES: COMPONENT A VI

LIST OF FIGURES AND TABLES: COMPONENT B VII

LIST OF ABBREVIATIONS / ACRONYMS VIII

ABSTRACT IX

COMPONENT A X

CHAPTER 1: OVERVIEW OF THE STUDY 1

1.1 INTRODUCTION 1
1.2 BACKGROUND AND RATIONALE 2
1.3 PROBLEM STATEMENT 6
1.4 RESEARCH AIM AND OBJECTIVES 7
1.5 ASSUMPTION, LIMITATIONS AND OUTCOMES OF THE STUDY 7
1.6 STRUCTURE OF DISSERTATION 8

CHAPTER 2: LITERATURE REVIEW 9

2.1 INTRODUCTION 9
2.2 OVERVIEW OF CO-MANAGEMENT OF PROTECTED AREAS 9
2.2.1 The concept of co-management of protected Areas 9
2.2.2 Stakeholders in protected area co-management 13
2.2.3 Approaches to involvement of stakeholders in co-management 15
2.2.4 Types of co-management arrangements and participation by people 18
2.2.5 Advantages and disadvantages of co-management 19
2.3 BRIEF HISTORICAL OVERVIEW OF CO-MANAGEMENT IN SOUTH AFRICA 21
2.4 OVERVIEW OF PRIVATE SECTOR INVOLVEMENT IN PROTECTED AREAS ISSUES 23
2.5 THE STATUS OF PRIVATE INVOLVEMENT IN PROTECTED AREA ISSUES IN SOUTH AFRICA 25
2.5.1 Historical perspectives of private involvement in conservation 25
2.5.2 The growth of private protected areas in South Africa 26
2.5.3 The role of and threats to private protected areas in South Africa 28
2.6 THE IMPORTANCE OF CO-MANAGEMENT OF PRIVATE PROTECTED AREAS IN SOUTH AFRICA 31
2.7 CONCEPTUAL FRAMEWORK 32
2.7.1 Introduction 32
2.7.2 The context of the conceptual framework 32
2.8 CONCLUSION 34

CHAPTER 3: RESEARCH SETTING AND METHODOLOGY 36

3.1 INTRODUCTION 36
3.2 RESEARCH SETTING 36
3.2.1 Brief history and general operational areas of Msinsi Holdings (Pty) Ltd. 36
3.2.2 Shongweni Resource Reserve 38
3.2.3 Shongweni Resource Reserve location in context to the regional settings 38

3.3 RESEARCH METHODOLOGY 39
3.3.1 Method used *39*
3.3.2 Methodology process and procedure of study *39*
3.3.3 Sampling technique *41*
3.3.4 Methods of data collection *42*
3.3.5 Data synthesis *42*

REFERENCES **43**

JOURNALS AND PUBLICATIONS 43
INTERNET SOURCES 46
PERSONAL COMMUNICATIONS 47

GLOSSARY **48**

APPENDIX A: INTERVIEW INSTRUMENT **50**

INTRODUCTION OF RESEARCHER 51
THE INTERVIEW INSTRUMENT 52

COMPONENT B **58**

ABSTRACT **59**

BACKGROUND TO THE STUDY **60**

METHODOLOGY AND CONTEXT **62**

METHODS 62
THE STUDY AREA 63

RESULTS **64**

INTRODUCTION 64
NATURE AND PURPOSE OF MSINSI'S COMMUNITY PROGRAMME 65
THE ROLES OF THE DIFFERENT PLAYERS IN THE PROGRAMME 68
BENEFITS, CONSTRAINTS AND THREATS TO THE SOCIAL RESPONSIBILITY PROGRAMME 70
VIEWS AND PERCEPTIONS ON THE PRESENT AND FUTURE OPERATION OF THE PROGRAMME 73

DISCUSSION **76**

INTRODUCTION 76
LEVEL OF COMMUNITY INVOLVEMENT UNDER THE SOCIAL RESPONSIBILITY PROGRAMME 77
THE ROLES AND INTERACTIONS OF THE MAIN ACTORS UNDER THE PROGRAMME 79
PROGRAMME -COMMUNITY STRUCTURE 81
OVERALL IMPACT AND PERCEPTIONS OF THE PROGRAMME 82

CONCLUSIONS AND RECOMMENDATIONS **83**

CONCLUSIONS 83
RECOMMENDATIONS 84

REFERENCES **86**

APPENDIX B: INTERVIEW DETAILS **88**

LIST OF FIGURES AND TABLES: COMPONENT A

List of Figures

Figure 1: Co-Management Continuum.....16

Figure 2: A Conceptual Framework for the Study of Private Sector and Local Community Co-Management of Private Protected Areas.....32

Figure 3: Methodology Process Diagram.....40

List of Tables:

Table 1: Typologies used in Describing Collaborative Management of Natural Resources.....11

LIST OF FIGURES AND TABLES: COMPONENT B

List of Figures

Figure 1: Proposed Interactions of the Various Actors under Msinsi's Social Responsibility Programme.....80

List of Tables:

Table 1: List of Survey Respondents 63

Table 2: Various Behavioural Categories used in the Study.....65

Table 3: Views of Respondents on the Extent of Present Community Involvement under the Social Responsibility Programme.....67

Table 4: Threats, Constraints, and Problems of the Reserve and the Programme 72

Table 5: Views on Future Community Involvement under the Programme 74

LIST OF ABBREVIATIONS / ACRONYMS

CBNRM	Community-based Natural Resources Management
DEAT	South Africa Department of Environmental Affairs and Tourism
DLA	South Africa Department of Land Affairs
DNC	KwaZulu Directorate of Nature Conservation
EKZNW	Ezemvelo KwaZulu – Natal Wildlife Wildlife
et al	*and others*
etc	and so on
i.e.	that is
ibid	As quoted above
IIED	Institute for Environment and Development
IUCN	The World Conservation Union
KZN	KwaZulu – Natal
Ltd	Limited
NEM P A	South Africa National Environmental Management: Protected Areas Act
NPB	National Parks Board
PAM	Protected Area Management
PA(s)	Protected Area(s)
pers. comm.	Personal communication
Pty	Proprietary
SA	South Africa
SANParks	South African National Parks
UNEP	United Nations Environment Programme
WCMC	World Conservation Monitoring Centre
WLS	Wilderness Leadership School
WRM	World Resources Management
WWF	World Wide Fund for Nature

ABSTRACT

Since the establishment of the first protected area in 1872, the Yellowstone National Park, the concept of protected areas and their management have witnessed several controversies and conflicts. Generally, ownership and management of most of these protected areas has in the past been restricted to state –governments. Other stakeholders and particularly local communities neighbouring these areas were excluded from their management and ownership. Since the last three decades, however, conservation bodies have been trying to encourage various other protected area governance (management) approaches to address failures in the existing management approach (in which state governments almost solely managed and owned these protected areas) to achieve the conservation goals. Some of these include co-management and private protected area management approaches.

In Component A of this study, "Co-management as an option for private protected areas: A case study of the Shongweni Resource Reserve", attempts were made to explore a selection of literature in order to gain an in-depth understanding of the concepts of private protected areas and co-management. Through this documentary review of literature from various sources (internet, libraries, personal communication, etc) the study identified, examined and documented various issues associated with the concepts. It also explored and documented the historical and current perspectives as well as the legal and policy context of these concepts in South Africa. In addition, the study examined the study area and the methods explored in the study.

The study concludes in this Component that:

1. Protected area co-management is a pluralistic approach to the management of protected areas. It recognises a variety of stakeholders that are conducive to the achievement of sustainable conservation goals.
2. Private protected areas have tremendously increased in South Africa, with a total of 13% of the land surface under private protected area management. This is more than double the land surface under public protected area management.
3. South Africa has adequate legal and policy framework provisions that encourage co-management as well as private protected area management.

COMPONENT A

CHAPTER 1: OVERVIEW OF THE STUDY

1.1 INTRODUCTION

The involvement of the private sector and local communities adjacent to protected areas are two basic factors illustrating the shift in paradigm in the management of protected areas since the later part of the last century. As opposed to the previous approach in which state governments solely managed most protected areas, the evolving paradigm seeks to introduce a more pluralistic form of protected area governance (Borrini-Feyerabend, Kothari and Oviedo 2004). The purpose is to devolve authority and responsibility to various social actors that have various stakes in the protected areas. The private sector and local communities particularly those neighbouring protected areas are some of these key social actors in protected area issues (IUCN 2003). The basis of this is that governments alone are unable to ensure that the conservation objectives and social requirements of protected areas are achieved. That apart, diverse knowledge, skills and resources of various stakeholders including local communities and the private sector, are required to ensure the accomplishment of protected area objectives (IUCN 2003).

While increasingly pursued in the public protected areas (IUCN 2003), co-management, synonymous with collaborative management (defined under section 2.2.1), has not been vigorously implemented in the context of private game reserves. However, the very challenges that call for co-management in publicly owned protected areas such as poaching, encroachment, incompatible use of lands adjacent to protected areas, fence cutting, lack of neighbour support and other related problems also confront private protected areas (Alderman 1994). Similarly, the same opportunities that publicly owned protected areas stand to benefit by adopting co-management approaches are also likely to be beneficial to private protected areas. Improved relations, shared decision-making and planning and the prospects of expanding protected area borders are also possibilities and potential benefits not only to protected area management but conservation in general (IUCN 2003).

Co-management approach in the context of private protected areas is not a common reality. Typically, private protected areas operate in a traditional fashion: only private owners make key decisions and are involved in their running (Watkins, Barrette, Smith and Paine 1996). In recent times there has been an increase in the number of private protected areas

particularly in southern Africa. Shongweni Resource Reserve in the KwaZulu- Natal Province in South Africa is one of such similar privately managed protected areas. Msinsi Holdings (Pty) Ltd, the agency that manages the Reserve, like many others, do not operate in a vacuum. Neighbouring the Reserve are local communities living on communal lands. These surrounding communal lands are put to various uses some of which are incompatible with protected area management: the chosen land-use option for Shongweni Reserve. Although Msinsi is not entirely a private organisation, it manages Shongweni and its other reserves as a private operator would do.

The purpose of the study is to explore the possibility of a co-management arrangement between Msinsi and the neighbouring communities to the Shongweni Reserve. It examines the content of the current partnership arrangement between Msinsi and its neighbouring communities with a view to considering how improvements could be made to the existing relationship towards a co-management arrangement.

1.2 BACKGROUND AND RATIONALE

Protected areas for over a century since the first formal protected area was established in 1872, (i.e. the establishment of the Yellowstone National Park in America), were managed mainly by state conservation agencies alone. Stakeholders particularly local communities living in or neighbouring these protected areas were excluded in their management. The establishment of most of these protected areas were often characterised by the use of force, particularly against local communities residing in or near them areas (Colchester 2003a).These resulted in making their management extremely difficult and mostly ineffective (*ibid*; WRM 2004). Local communities who lived in or near protected areas before their establishment depended on the resources of these areas for their livelihood and survival. However, with the establishment of protected areas, local people were often denied their rights to use the various resources and have access to these areas. In some cases communities were evicted and resettled elsewhere to make way for the management of protected areas. In a number of instances affected communities receive little or no compensation (Colchester 2003a).

These communities became impoverished either directly or indirectly through these actions. For instance, communities that were resettled on unproductive agricultural lands in most cases failed to sustain livelihoods. As a result they were left with little or no choice

and they tended to engage in activities incompatible with protected area management goals such as poaching and encroachment (Fossey and Colchester 2003). Some of them just remained adamant, non-supportive and uncooperative even if there were opportunities to assist protected area management. These issues often led to open-confrontations between protected area management and neighbouring communities. Neighbouring communities were thus generally perceived to be contributing to some of the serious challenges facing protected area management. These and other factors in the past led to the ineffective management of protected areas resulting in the continuous degradation of the biological resources contrary to the general objectives for their establishment (Borrini-Feyerabend, Kothari and Oviedo 2004).

Since the 1980s however, there has been a paradigm shift in the approach to the management of protected areas (*ibid;* Colchester 2003a). One aspect of the shift emphasises the need for the management of protected areas to move away from the exclusive, 'command and control' management approach by public sector agencies to a more pluralistic, all-inclusive form of governance. This shift seeks to recognise and involve local communities and other stakeholders, including the private sector, in the management of protected areas (IUCN, UNEP and WWF 1991). The different approaches (governance types) consequently identified for protected areas include co-management and private protected area management.

In co-management governance a number of stakeholders (including the private sector, local communities) come together with a public agency, formally responsible for the protected area, to share responsibility and authority in the management of the protected area. The approach evolved as a result of advances in natural and social sciences, which brought to light not only the importance of local knowledge in conservation, but also the intimate relation between conservation, natural resources, people and culture (Borrini-Feyerabend, Kothari and Oviedo 2004). The basis of the approach, among others, includes the fact that local peoples' rights need to be recognised and respected and that local knowledge is vital to the conservation of natural resources. Involving local communities in protected area management in this way ensures the community acceptance of conservation initiatives, it empowers them, and makes them part of the initiative hence responsible for the protected area. It thus serves as an incentive for local communities to conserve natural resources (Dudley and Stolton 1998). Lane (2001) confirms that this would promote the

participation of local people in protected area management and hence would enhance management effectiveness of protected areas.

In private protected area management, the responsibility and authority for management as well as ownership of protected area rest solely with the landowner. The co-management approach to private protected area recognises and encourages not only private sector involvement and investment in protected area management but also their full ownership and management rights.

Private protected areas can significantly complement state-owned protected areas by contributing to sustainable biodiversity conservation. This has been recognised and supported variously by conservationists including state governments and international conservation bodies (Borrini-Feyerabend, Kothari and Oviedo 2004; Alderman 1994; Langholz and Krug 2003). In the past state governments were solely responsible for and the principal authority in the management of protected areas in many countries. However, partly due to diminishing availability of resources to governments, coupled with the inability of protected area management to compete with other sectors for scarce resources, budgets for protected areas have increasingly been declining overtime (Jenkins, Scherr and Inbar 2004). At the same time, current global demands on national governments require the adoption of innovative approaches to protected area management and conservation. Some of these demands include issues of expansion and connectivity of the protected area system as well as the effective management of protected areas (*ibid*). These demands pose additional and potential funding challenges in conservation and protected area management hence the recognition of other stakeholders such as the private sector (Davey 1998).

Generally, land in most countries and especially in Africa is either owned by the private (individuals or corporate) or is communally owned. As a result most of the state-owned protected areas thus exist as "biodiversity islands" surrounded by land that is either privately or communally owned. The incompatible use of this land can affect the neighbouring protected areas (Miller and Hamilton 1999). As Baillie, Hilton-Taylor, and Stuart (2004) point out, only about 13% of all species in the world and 19.9% of all threatened species are presently conserved within the world's protected areas, which constitute about 11.5% of the global land area. The rest are outside formal protected areas

on private or communally owned lands. It is therefore imperative that the different governance types be recognised and encouraged, as this would no doubt contribute significantly towards the global efforts in conservation. This is crucial if issues in connecting protected areas and expansion of the current status of protected areas are to be considered.

In South Africa private protected areas constitute 13% percent of the total land surface, while the formal protected areas under public management account for 6% of the land (ABSA 2004). These private protected areas are very important as they conserve some of the globally threatened species and hence contribute quite significantly to biodiversity conservation (Damm 2002). However on the peripheries of most of these protected areas are local communities that pose various threats, such as employment of incompatible land uses, to the protected areas.

Under South Africa's Land Restitution Programme, there are land claims lodged against protected areas. As Ashley (2005) points out, the Restitution of Land Rights Act No. 22 of 1994, strengthened by a number of national and provincial acts and agreements, cabinet memos and guidelines from the Department of Environmental Affairs and Tourism (DEAT) and the Department of Land Affairs (DLA) regarding protected areas that are affected, provides direction as to how the claims will be resolved. Some of these include the following:

- that the title may be transferred to claimants;
- that conservation will be the only land use, i.e. the land-use cannot change;
- management can be negotiated and accomplished through joint or co-management structures (*ibid*).

These aim at securing affected protected areas (Ashley 2005). In cases where private protected areas are affected by such land claims lodged by local communities, co-management could be a suitable option for the continued existence of the affected protected areas.

From an economic point of view, private protected areas make meaningful returns on investments if the size of protected area is greater than 5000ha (ABSA 2003). Consequently, it is recommended that instead of individual smaller protected areas, owners

could consider the establishment of conservancies, i.e. large conservation areas in which two or more land or game ranch owners combine their properties into a single conservation unit and manage it to achieve a common goal (Bond, Child, De La Harpe, Jones, Barnes and Anderson (2004); Bothma 2002). This also promotes biodiversity conservation. In areas where private protected areas neighbour communal lands, the possibility of private operators forging relations with neighbouring communities to establish co-management governance for such conservancies is essential because it could lead to and enhance complementary land uses. In such a venture, the risks of failure are also shared among the partners thus reducing the impact of failures on the partners (Bothma 2002).

Despite their key roles especially in conservation, not much is known about private protected areas, especially their relationship to local communities (IUCN 2003; Alderman 1994). My personal view is that private sector and local communities hold the key to conservation. They are capable of practising land use management that enhances conservation without much cost to governments (Damm 2002). It is therefore essential for studies to ascertain what potential there is for cordial relationships being established between the private sector and local communities in conservation. This study therefore explored the potentials that exist for collaboration between private sector and local communities in the management of private protected areas.

1.3 PROBLEM STATEMENT

Various approaches to the governance of protected areas using co-management have been tested and are being used throughout the world but largely on state-owned protected areas. The various challenges facing these state-owned protected areas that necessitate the use of co-management might not differ significantly from those of private protected areas. The general perceptions are that private endeavours such as those in private protected area management are more focused on financial gains. The shift in paradigm in the management of both private and public protected areas, however, demands that social considerations be incorporated especially into the economic as well as environmental factors (IUCN 2003). The study seeks to solicit some of the views of private institutions engaged in protected area management, such as Msinsi Holdings, and neighbouring communities to these protected areas, on the possibility of co-management of private protected areas. It seeks to explore the possibility of Msinsi involving the neighbouring communities in co-management arrangements for its protected areas. This is essential for

the improvement and promotion of cooperation between private protected areas and local communities (IUCN 2003).

The relevant research question that provides the basis of the research aim and objectives is: Is co-management a possible option to consider for private protected area owners and their relationship with local communities?

1.4 RESEARCH AIM AND OBJECTIVES

The aim of the study is to determine appropriate co-management option(s) for private protected areas using Shongweni Resource Reserve as a case study.

The specific objectives of the study are:

1. To conduct a literature review to establish the historical overview of local community and private sector involvement in protected area management in South Africa;
2. To examine the present relationships between Msinsi Holdings and neighbouring communities of the Shongweni Resource Reserve;
3. To determine the impact of Msinsi's present relationship with the communities on the management of Shongweni Reserve.
4. To ascertain the views and perceptions of the management of Msinsi and the communities towards co-management of the Shongweni Reserve;
5. To explore the potential for a co-management arrangement for Msinsi Holdings to consider for the management of the Shongweni Reserve.

1.5 ASSUMPTION, LIMITATIONS AND OUTCOMES OF THE STUDY

The study is based on the assumption that Msinsi Holdings (Pty) Ltd operates and manages Shongweni Resource Reserve entirely as a private landholder. Msinsi Holdings is a subsidiary company of the Umgeni Water, a parastatal body responsible for the supply of bulk water to some areas in the KwaZulu-Natal Province. Msinsi Holdings (Pty) Ltd. was established in 1992 by Umgeni Water to administer the estates surrounding their dams and waterworks (Msinsi 2002). Msinsi Holdings manages the biodiversity resources and provides public access to these areas and water as private game reserves.

The study had the limitations of both time and resources. As an academic requirement, the period for the study, three months, was insufficient for an in-depth study of the relevant

issues. This did not afford the researcher the opportunity to get involved with all the relevant actors in the study. The relevance of the study in stimulating future interests in the field cannot however be overemphasised.

The expectation of the study at the outset was that a co-management option would be proposed for Msinsi Holdings to consider for the management of the Shongweni Resource Reserve.

1.6 STRUCTURE OF DISSERTATION

The study is written in two parts: Component A and Component B. Component A consists three chapters. Chapter one provides a general overview and the background to the study. It contains six sections. In line with the aim and objectives of the study chapter two provides a general literature review of issues relevant to the study. It discusses the broad overview of co-management and private protected areas as well as their historical and current perspectives in South Africa. Chapter three consist of the Research Setting and Methodology. It gives a general overview of Msinsi Holdings (Pty) Ltd, as well as the Shongweni Resource Reserve. It also gives a description of the methodology employed in the study. The component also includes a list of references, an appendix (the interview instrument used for the research), and a glossary of the terms used in the component.

Component B of the study is written to conform to the South African Journal of Wildlife Research. It consists of an abstract and five sections: Introduction; Method and Context; Results; Discussions; Conclusions and Recommendations. While writing the component to conform to the Journal, the Centre for Environment, Agriculture and Development (CEAD) standard for referencing and spacing has been used for uniformity in this whole document. The Journal standard will however be applied when the component is being considered for publications.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Review of literature performs three key functions in a research process: it helps bring more clarity and focus to the research problem; it improves the methodology; and it broadens the knowledge base in the research area (Kumar 1996). Literature review generally defined as being the process of identifying and analysing information relevant to a topic under study, is essential to a research study and forms one of the preliminary tasks that has to be undertaken during a study (Kaniki 1999 cited in Nkhoma 2004). It is the theoretical component of research. In this chapter the theoretical aspects of the study have been explored to provide an in-depth understanding of the study.

The chapter is divided into six broad sections: It commences with a general overview and concept of co-management of protected areas. The next sections briefly discuss the historical and current context of community involvement in issues about protected area in South Africa followed by a section that gives a general overview of private sector involvement in protected area management. The fourth section deals with private protected areas in South Africa. It establishes the historical perspectives and the growth of private protected areas as well as the roles and threats to their management. The section following then explores the importance of co-management of private protected areas. It is then followed by a section that sketches the conceptual framework, the basis upon which the study was conducted. The chapter ends with a conclusion.

2.2 OVERVIEW OF CO-MANAGEMENT OF PROTECTED AREAS

2.2.1 The concept of co-management of protected Areas

Properties, resources or territories may be state, communally, privately or they can be jointly owned by any two or more of these institutions (state, community, private). Even two or more groups or individuals within each of the three institutions may own them. Consequently the management of any of these aspects (property, resource or territory) can be achieved individually by the owner (state, community or private sector), or in collaboration between its owner and other individuals or groups that may have various interests in it. This gives rise to different management arrangements (Borrini-Feyerabend, Pimbert, Farvar, Kothari and Renard 2004). In protected area management, three broad categories of partners can be identified: the public sector such as national governments,

provincial ministries and state universities; the private sector including landowners such as private individuals, corporate groups, non-governmental agencies (NGOs), and other interest groups; and local communities (*ibid*).

The term 'co-management' is used as a synonym of collaborative, joint, shared, or round-table management to describe a partnership among different stakeholders for the management of a territory or a set of resources (Borrini-Feyerabend 1996). It is a form of participatory management, described as taking part, sharing, or acting together for the common good (Barton, Borrini-Feyerabend, De Sherbinin and Warren 1997). It however differs from other participatory management approaches. Colchester (1996) cited in Colchester (2003b) pointed out that co-management is a deliberate or conscious attempt by a formal agency responsible for the management of a set of resources or a territory to officially distribute and share power and responsibility with other relevant social actors.

Renard (1997) observes that co-management is more than the mere engagement of communities in consultation and participatory planning. He notes that co–management involves the establishment of more durable, verifiable and equitable forms of participation. It seeks the involvement of all relevant and legitimate stakeholders in the management and conservation of resources (*ibid*). It differs from community-based natural resources management (CBNRM) in that it does not leave all management functions and authority to the community. Renard further maintains that this is neither possible nor desirable because co-management recognises that there is the need for the state (or main actors with formal management authority for the resource or territory) to retain some responsibility, even if only for the provision of policy framework (*ibid*). The importance of co-management, especially in protected area management, as Jell and Machado (2002) argue, is that it brings together different stakeholders with different expertise to solve problems associated with biodiversity degradation. This is important because neither the state (lead agency in co-management), nor local communities or other stakeholders, can alone solve biodiversity degradation problems.

Borrini-Feyerabend, Kothari and Oviedo (2004) disagree with the general notion that Co-management is a "new" form of partnership approach to resource management. They argue that the existence of co-management is as old as human cultures and continues to exist in

all countries and societies of the world. Co-management has been applied in the management of various types of natural resources such as forests, wildlife and water.

Co-management	... A political claim [by local people] to the right to share management power and responsibility with the state ... (McCay and Acheson 1987)
Collaboration	The pooling of appreciation and / or tangible resources (e.g. information, money, labour) by two or more stakeholders to solve a set of problems neither can solve individually (Gray 1989)
Co-management	The sharing of power and responsibility between government and local resource users (Berker, George and Preston, 1991).
Co-management (of protected areas)	The substantial sharing of protected areas management responsibilities and authority among government officials and local people (West and Brechin 1991)
Collaborative management (of protected areas)	A situation in which some or all of the relevant stakeholders are involved in a substantial way in management activities. Specifically, in a collaborative management process the agency with jurisdiction over natural resources develops a partnership with other relevant stakeholders (primarily including local residents and resource users) which specifies and guarantees the respective management functions, rights and responsibilities (Borrini-Feyerabend 1996)
Joint Protected Area Management	The management of a protected area and its surrounds with the objective of conserving natural ecosystems and their wildlife, as well as of ensuring the livelihood security of local traditional communities, through legal and institutional mechanisms which ensure an equal partnership between these communities and governmental agencies (Kothari *et al* 1996)
Collaborative Management for Conservation	A partnership in which government agencies, local communities and resource users, non-governmental organisations and other stakeholders negotiate, as appropriate for each context, the authority and responsibility for the management of specific area or set of resources (IUCN 1996b)
Co-management	The co-management goes far beyond mere consultation. With co-management, the involvement of indigenous peoples in protected areas becomes a formal partnership, with conservation management authority shared between indigenous peoples and government agencies... or national and international non-governmental organisations. [...] true co-management requires involvement in policy formulation, planning, management and evaluation (Stevens 1997)
Natural Resource Co-Management	The collaborative and participatory process of regulatory decision-making among representatives of user-groups, government agencies and research institutes. (Jentoft *et al* 1998)
Co-management	A system that enables a sharing of decision-making power, responsibility and risk between governments and stakeholders, including but not limited to resource users, environmental interests, experts and wealth generators... Essentially a form of power sharing... by degrees... through various legal or administrative arrangements... often implying a discussion forum and a negotiation / mediation process (NRTEE 1998).
Co-management of natural resources (also participatory, collaborative, joint, mixed, multi- party or round –table management)	A situation in which two or more social actors negotiate, define and guarantee amongst themselves a fair sharing of the management functions, entitlements and responsibilities for a given territory, area or set of natural resources (Borrini-Feyerabend *et al* 2000)

Table 1: Typologies used in describing collaboration in managing natural resources. Adapted from (Borrini-Feyerabend *et al* 2004)

The concept, particularly in natural resource conservation, has been used in the academic field since the 1980's. It has since been defined variously in the literature and in the different sectors of conservation with slight differences over the years. Table 1, adapted from Borrini-Feyerabend *et al* (2004), provides extract of some definitions and understandings of the concept by various authors in the academic literature.

Borrini-Feyerabend *et al* (2004) define co- management as a partnership by which two or more relevant social actors collectively negotiate, agree upon, guarantee and implement a fair share of management functions, benefits and responsibilities for a particular territory or set of natural resources. Borrini-Feyerabend, Kothari and Oviedo (2004) however define protected area co-management as the type of governance in which the decision-making power, responsibility and accountability are shared among governmental agencies and other stakeholders, especially local communities, in the management of a particular reserve.

Co-management is a concept that broadly spans a variety of fields by which two or more relevant social actors develop and implement a management partnership. Generally, similarities in the various definitions and understandings of the term co-management are evident and mostly centre on the pluralistic approach to the management natural resources, which recognises and incorporates different stakeholders with different stakes with a view to achieving conservation goals, as depicted in the Table 1. Yet significant differences in the definitions are nevertheless apparent. For instance Borrini-Feyerabend *et al* (2004) are not specific in their definition with regards different forms, types or levels of power sharing. Their definition is more concerned with management functions, benefits and responsibilities. However Borrini-Feyerabend, Kothari and Oviedo (2004) focus on the type of governance and are more specific on the sharing of power, responsibility and accountability.

Common to all the definitions and understandings of the concept is that it involves more than one management body (stakeholder) who agree to form a partnership in the management of a resource or territory. Jell and Machado (2002) consider co-management as a relational contract that enables and defines structures between contracting parties on a long-term basis. As Renard (1997) observes the agreement usually identifies:

- the territory (or set of resources), its boundaries, range of functions and its sustainable uses;
- the relevant stakeholders, their functions, responsibilities and rights;
- an agreed set of management priorities and plans, procedures for dealing with conflicts and negotiating collective decisions as well as enforcing decisions;
- specific roles for monitoring, evaluating and reviewing the agreements, and the relative management plan, as appropriate.

In protected area co-management the emphasis is on local communities. Borrini-Feyerabend (1996) suggests that protected area collaborative or partnership agreement could develop when one or more of the following conditions are met:

- local stakeholders have historically enjoyed customary or legal rights over the territory at stake;
- management of protected areas strongly affects local interests;
- complex and strong controversial decisions are to be taken;
- expected results are not delivered due to failure of agency's management;
- various stakeholders are ready to collaborate and time for negotiation exists.

2.2.2 Stakeholders in protected area co-management

The management of any protected area, regardless of the management responsibility and authority, or whether it is effectively managed or not, produces results which affect various individuals or groups of people in a society. The primary group affected by the management of protected areas are those who live in or close to the protected areas, mainly local communities. The management of any protected area, regardless of the management responsibility and authority, or whether it is effectively managed or not, produces results which affect various individuals or groups of people in a society. The primary group affected by the management of protected areas are those who live in or close to the protected areas, mainly local communities. Borrini-Feyerabend (1996) observes that local communities are those who use, or derive income from, natural resources. These communities possess knowledge, capacity and aspiration that are required for the management of the resources. They perceive protected areas as crucial to their cultural, recreational and other values, and hence are those who are affected most by any arrangement in the management of these areas. Thus in considering co-management

arrangement for protected areas, local communities are very important and primary stakeholders in the area management.

There are also other social actors such as governmental agencies who deal with the different resources (forestry, fisheries, agriculture), and administrative authorities such as local governments and municipalities who have interests in dealing with natural resources within their broad areas and mandates. Other groups affected by the status of the resources include tourist operators, research institutions and non-governmental organisations (NGOs) devoted to development and conservation objectives (Borrini-Feyerabend 1996; Borrini-Feyerabend and Brown, 1997).

The identification of who are the 'legitimate' parties and how or to what extent such parties should be involved in negotiating a co-management arrangement is the most difficult part of the process. These aspects are crucial and probably the most important in the development of a co-management arrangement. They also constitute the basis for the variations of co-management approaches the world over (Borrini-Feyerabend *et al* 2004). While it might be easy in dealing with the other stakeholders with regards to these issues, it is not so with the neighbouring communities of protected areas, which communities are usually important in protected area co-management. Borrini-Feyerabend *et al* (2004) point out that part of the answer to the 'legitimacy' aspect is context specific, but even could change over time. The general understanding as they suggest is of key importance to co-management:

> *"... indigenous and local communities who have traditionally owned, occupied, or used lands and resources within the protected area can claim customary or legal rights to lands and resources based on an ancient possession, continuity of relationship, historical ties, cultural ties and direct dependency on the resources. At the minimum they (local communities) can be considered primary stakeholders, and at times are holders of primary right under national legislation"* (Borrini-Feyerabend, Kothari and Oviedo 2004: 33).

However the question of the extent of involvement of stakeholders, particularly communities, remains problematic. Most protected areas reach beyond the natural borders of very diverse communities and cultures and hence over different local governance systems. Consequently different communities have varied stakes in protected areas issues.

As a result, they cannot be accommodated, and it may even be undesirable to accommodate them, with equal weight in consultation and decision-making in a co-management arrangement.

2.2.3 Approaches to involvement of stakeholders in co-management

Protected area co-management can occur at different levels and in various forms depending on the goal of the initiative. Borrini-Feyerabend (1996) indicates that the concept has been used for a variety of institutional arrangements which can range from mere consultation to the transfer of authority and responsibility to other stakeholders. He subsequently identifies a seven-scale continuum of involvement within which co-management can be described (Figure 1). There is, however, no clear line demarcating where one ends and the other starts (*ibid*). At one extreme is the typical 'command and control' regime commonly found in state-owned protected areas, and at the other end is a complete transfer of all management authorities and responsibilities to one of the stakeholders, as in the case of some community conserved areas.

Between these two regimes are increasing levels of involvement of other stakeholders giving rise to the basis for the various co-management approaches (Borrini-Feyerabend 1996, Borrini-Feyerabend *undated*). The approaches could range from situations where various stakeholders are merely informed of management decisions to situations where they are actively involved in decision-making and sharing of management authority and responsibility. These different co-management approaches are based on the level of accountability, responsibility and decision- making that other stakeholders, especially local communities hold, or share with the agency formally responsible for the management of the resources or territory (Borrini-Feyerabend *et al* 2004).

IIED (1998) cited in Dubois and Lowore (2000) respectively describe the various approaches (the various levels of Borrini-Feyerabend's co–management continuum) as passive participation; participation in information giving; participation by consultation; participation for material incentives; functional participation; interactive participation and self-mobilisation / active participation (Figure 1). Passive participation, participation in information giving and self-mobilisation approaches cannot be described as co-management since there is rarely any sharing of decision-making power, responsibility and accountability and hence no active involvement of stakeholders (Borrini-Feyerabend

1996). Under passive participation stakeholders are only told what has happened or what would happen. The information, which is shared, is usually unilaterally held and belongs only to the formal agencies responsible for the management of the resources or area (Dubois and Lowore 2002). Similarly, in participation in information giving the stakeholders only participate by answering questions posed to them by external agencies or professionals. The stakeholders do not have the opportunity to influence decisions or management directions. Self-mobilisation involves the complete transfer of authority and responsibility to an identified stakeholder by another. Here people participate by initiating their own programmes without external influence (Borrini-Feyerabend 1996; Dubois and Lowore 2002).

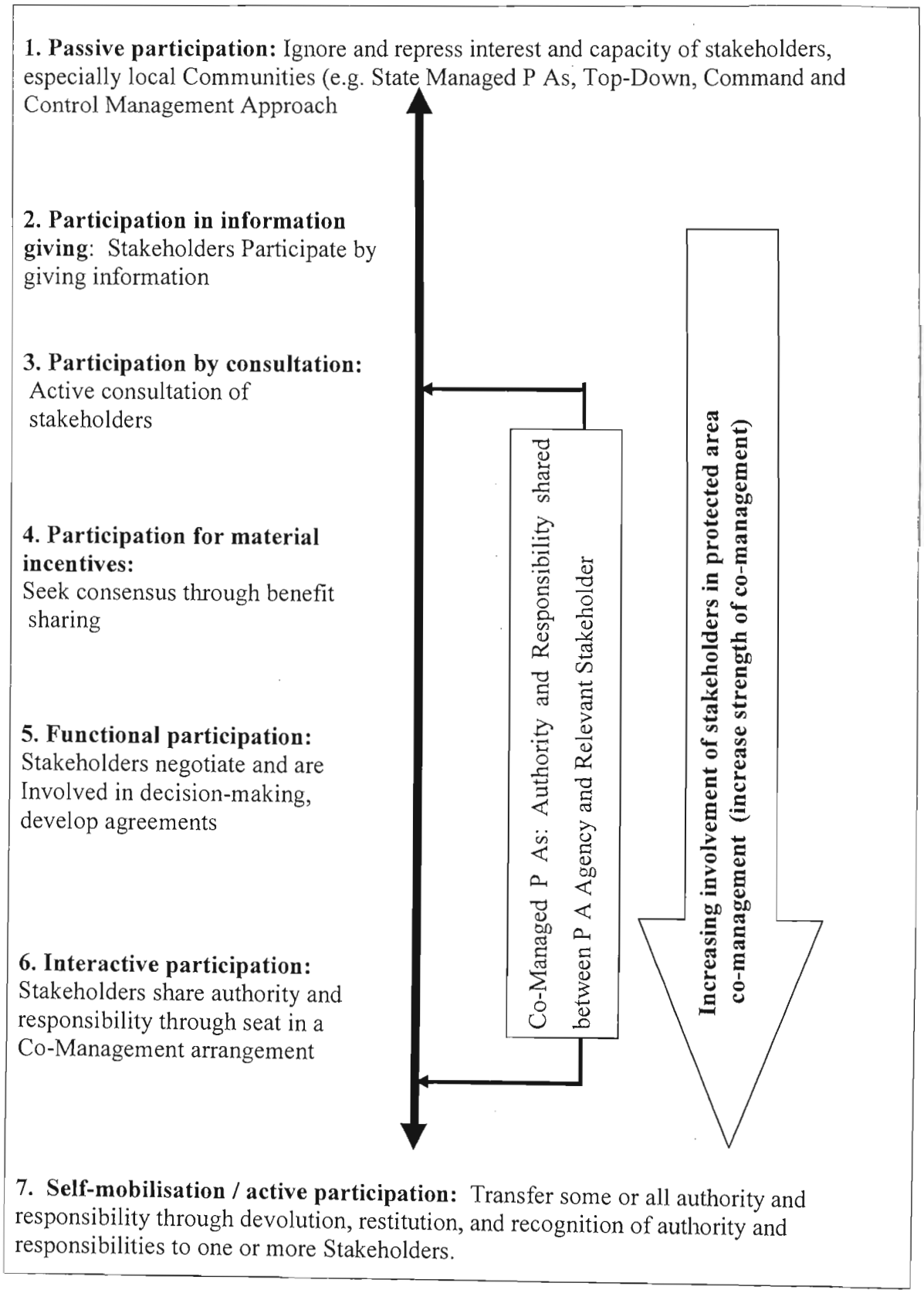


Figure 1: Co-management continuum
(Adapted and modified from Borrini-Feyerabend 1996; and IIED 1998 cited in Dubois and Lowore 2002)

The weakest co-management approach in terms of the extent of involvement is the participation by consultation, while interactive participation is the strongest (Borrini-Feyerabend 1996). Under participation by consultation, stakeholders are usually consulted and their views taken although they may be modified. Dubois and Lowore (2000) note that professionals or the responsible agencies are usually not obliged to take stakeholders' views and concerns into consideration and the process does not allow any share in decision-making. Participation for material incentives describes a participation in which people provide resources such as labour in return for material incentives and benefits, whereas in functional participation stakeholders negotiate with professionals and are involved in decision-making to develop agreements. Interactive participation describes the situation where stakeholders participate in a collaborative analysis of issues, a sharing of responsibility and management authority (Borrini-Feyerabend 1996). This tends to involve interdisciplinary methods that seek multiple and varied perspectives while making use of structured learning processes (Dubois and Lowore 2002).

2.2.4 Types of co-management arrangements and participation by people

There are different types of co-management arrangements. Borrini-Feyerabend *et al* (2004) identify a number of them including management boards, management councils, formal or informal associations and committees. These different organizational types have different levels of management authorities and responsibilities that usually characterise them. The various types include:

1. *Decision - Making Body*: This type is fully responsible for the management of protected areas. Examples include management boards or trusts in charge of managing protected areas jointly owned by a number of stakeholders.
2. *Advisory Body*: This is responsible for advising decision-makers, for instance by developing proposals. The examples include committees in-charge of developing consensus over resource use levels.
3. *Mixed Body:* Mixed bodies hold a combination of responsibilities such as partial management and partial advisory responsibilities. They include advisory or management boards that may be responsible for advising park management.
4. *Executive Body*: Executive bodies have broad framework and usually are responsible for the interpretation and implementation of decisions

In a co-management arrangement stakeholders may participate personally or they may be represented in the co –management organisation in one of three ways:

- *Self- Representation or Direct Participation:* People act for themselves in the organisation. They express their opinions, discuss, vote, work, offer a material contribution, and receive benefits personally.
- *Direct Representation or Semi Direct Participation:* People delegate others, – e.g. relatives, friends, and respected members of their communities, traditional leaders or a community-based group to represent them in all sorts of activities but maintain a direct relationship with their representatives.
- *Indirect Representation or Participation:* People delegate others – e.g. experts, appointees of large associations, non-governmental organizations, elected or other governmental officials to represent them in all sorts of activities, but they rarely if ever, interact with their representatives on a person-to-person basis (Borrini-Feyerabend 1996; Borrini -Feyerabend 1997; Dubois and Lowore 2002).

2.2.5 Advantages and disadvantages of co-management

Co-management operates on the basis of equity, social justice and democratic principles. It provides opportunities for all resource users in decision-making with regards to resource management (Borrini-Feyerabend 1997; Borrini-Feyerabend *et al* 2000). A co-management arrangement therefore recognises a pluralistic approach to resource management which focuses on and takes into account the varied interests, concerns and values of various social actors in natural resource management and utilisation. In so doing it encourages a multiplicity of views and voices in a negotiating process to achieve a socially democratic, equitable and just distribution of entitlement with regards to natural resources management (Borrini-Feyerabend *et al* 2000).

Co-management provides an effective and efficient way to manage protected areas. Due to the uncertainty in issues relating to natural resource management, diverse knowledge, skills and resources of different groups of stakeholders such as local communities and private operators are essential (Dubois and Lowore 2002). Their various contributions enhance flexibility of co-management and make it more responsive to local conditions. This increases the effectiveness of management initiatives (Borrini-Feyerabend 1997). Additionally, the concept provides an efficient way of using and managing natural resources. The diverse knowledge and skills in co-management improve the overall quality

of decisions, and enhance the exploration of new options that help minimize wastes and obtain results with limited resources. It makes possible the full utilisation of human and material resources for the protected area management. These might not be available to any one single institution. Monitoring by local stakeholders also discourages abuse and promotes accountability and respect for rules (Vodoz 1994 cited in Dubois and Lowore 2002).

Co-management guarantees the sustainability of natural resources management. When local stakeholders resident within the area or near the resource of interest, are committed to an initiative, its sustainability can mostly be guaranteed. Borrini-Feyerabend (1997) observes that local people are usually directly interested in results and because they have invested their hopes and resources in a co-management arrangement, they remain motivated to sustain the initiative. In addition, local communities are more stable and their investments are usually made for generations.

Co-management also enables various stakeholders and especially local communities and previously disadvantaged groups to build up their capacity in resource management. As people contribute and act together, taking part in the assessment of problems, resources and opportunities with regards to natural resource management, they acquire information. This then enhances their awareness of those factors that affect them. In this way they often acquire new skills and opportunities that enable them to organise themselves and hence become self-reliant (Borrini-Feyerabend 1997).

Co-management improves the commitment of each stakeholder towards natural resources management. This is due to the forum it provides for conflict resolution for various stakeholders and resource users to address their differences and reach compromises. This in turn reduces conflicts and destructive behaviours towards the natural resources (Borrini-Feyerabend, Farvar, Nguinguiri and Ndangang 2000). Co-management also allows for free flow of information and this eases the potential for conflicts that often emerge as a result of inadequate information (Dubois and Lowore 2002).

Although co-management has been perceived as an effective management approach to protected areas, it is also associated with certain shortcomings. The process is quite expensive, complex and very lengthy often requiring huge investment of resources such as

time, effort and other material resources (Borrini-Feyerabend *et al* 2000). Even before the process commences considerable time and resource investments are required and this continues well after the process has been established (Borrini-Feyerabend 1997; Dubois and Lowore 2002). It is associated with considerable bureaucracies, which often delay issues that might require urgent actions. The multiplicity of interests of the various stakeholders makes the concept a difficult one in which to reconcile individuals' divergent interests and hence its implementation is complex. Consequently potential conflicts among stakeholders are inherent despite co-management's role in conflict resolution (Dubois and Lowore 2002).

Negotiations and agreements are basic in every co-management arrangement. However, these are usually achieved through a voluntary and non-binding process. As a result the sustainability of co-management arrangements cannot be guaranteed since stakeholders can withdraw at any time, putting the process at risk (Dubois and Lowore 2002). It is also often described as being politically oriented (Borrini-Feyerabend *et al 2000*). Consequently, it is assume that it requires political support to perform effectively. Borrini-Feyerabend (1997) notes that if, however, political leaders misperceive local empowerment or participation as a threat to their authority, co-management would perform ineffectively.

2.3 BRIEF HISTORICAL OVERVIEW OF CO-MANAGEMENT IN SOUTH AFRICA

Although South Africa has a significant and long history of conservation particularly in protected area issues, its involvement of local communities in protected area management is relatively new. In the apartheid era, involvement of local communities in protected area management was limited until the early 1990s. This was probably due to the Apartheid government system, which was characterised by racial discrimination (Wynberg 2002 cited in Nkhoma 2004). Luckett, Mkhize and Potter (2003) observe that after independence from Britain, the apartheid system of government, with the whites dominating the political structure, did not permit the involvement of black communities in policy setting and management in state and parastatal conservation bodies.

Nevertheless, there were some attempts to involve local communities in protected area issues in the former homelands. One of such localised attempts was the neighbour relation

programme that was started in the 1990s in the KwaZulu-Natal Province by the Natal Parks Board (NPB). The NPB was established in 1947 and in the 1990s began to organise informal meetings or forums so as to inform local people about issues of protected areas. These meetings enabled local people to raise issues of concern to reserve managers such as stock losses in reserves and through wildlife predation, as well as crop destruction by wild animals (Luckett, Mkhize and Potter 2003). The meetings also allowed dialogue on where natural resources could be harvested in protected areas. Besides these the KwaZulu Directorate of Nature Conservation (DNC), established in 1972, had in 1982 developed a strategy with the aim of satisfying community development needs and conservation objectives concurrently (EKZNW 2004). These attempts to involve local communities in protected area issues by these two conservation authorities, NPB and DNC, in the KwaZulu-Natal area, were innovations in the country (Luckett, Mkhize and Potter 2003).

In 1994, when the country changed to democratic rule, the involvement of local communities in conservation issues both nationally and in the provinces, particularly in the case of KwaZulu-Natal province, improved significantly. This has since been given impetus by both national and provincial level legislation and policies. Some of these framework policies and laws make the involvement of local communities not only a choice or interest, but also a mandate. Notably among them is the new National Environmental Management: Protected Area Act, (No 57 of 2003) (NEM: PAA) which requires the involvement of local communities in protected area management. The Act recognises the role of the private sector and local communities in conservation and consequently emphasises in its objectives the provision of co-operative governance and the involvement of local communities in declaring and managing protected areas. It also lays stress on the possible co-management of protected areas involving local communities and the private sector.

Further, the Act which makes public consultation a must with regards to the establishment and management of protected areas, is not only a principle of democracy or governance, but also is a legal requirement of the country's mother legal Act, the National Environmental Management Act (NEMA) No. 107 of 1998. It specifically provides for possible co-management of protected areas between management authorities of protected areas and other institutions including local communities. These provisions are fundamental to the establishment of co-management arrangements.

The South African National Parks (SANParks *undated*) in 1996 officially developed and embarked on a community programme, the Social Ecology Programme. The Programme was aimed at developing mutually beneficial partnerships with communities. In 2003 the Programme name was changed to the 'People and Conservation Programme'. The main objective of the new programme was "to strengthen community relations and economic empowerment through the establishment of park forums, community based conservation, community economic empowerment and cultural resource management and indigenous knowledge" (SANParks *undated*).

In the KwaZulu-Natal Province, a provincial piece of legislation, the KwaZulu-Natal Nature Conservation Management Act, No 9 of 1997, provides for the establishment of local boards for all protected areas in the Province. The broad objective of this is to facilitate local decision-making through the involvement of local communities and other stakeholders in protected area management. As a result, a number of local boards have been established in the Province. The provision for the co-management of protected areas in the new national legislation, the (NEM: PAA), thus reinforces and consolidates the local board system in the Province.

Several co-management arrangements have since been established in the country to manage various natural resources involving management authorities and local communities. It has been generally agreed that co-management is a preferred opinion for the management of natural resources. Napier, Branch and Harris (2005) in a study to investigate co-management arrangement of eleven (11) subsistence fisheries in seven communities noted that both management authority and communities agreed that co-management is a viable improvement of the top-down management regime. They however indicated that views on the success of co-management differed significantly due to certain disagreements.

2.4 OVERVIEW OF PRIVATE SECTOR INVOLVEMENT IN PROTECTED AREAS ISSUES

There are two ways in which the private sector is involved in protected area issues. Firstly, there is the direct involvement of the private sector with especially public sector agencies in the management of state protected areas, and secondly there is the management of

private protected areas where private operators own and manage these areas. In the former approach the private sector is usually involved in a public-private partnership or in a co-management arrangement with public sector and other stakeholders. Bond *et al* (2004) indicate that the aim of such a partnership arrangement is one or more of the following:

1) To improve protected area budgets that are continuously declining as state governments' attention shift to other sectors of their priorities;
2) To improve and enhance the securing of protected area revenues;
3) To replace donor funds which are most often short-lived and end up exacerbating protected area problems; and
4) To enhance protected area management efficiency and effectiveness (*ibid*).

Under such arrangements the private sector's role is to assist in terms of funds, capacity and other resources including land, in the management of the protected area (Productivity Commission 2001). In most of these the agencies with the responsibility for managing the protected areas often outsource or contract some of their management functions, such as out-sourcing visitor lodges, tourism activities and hunting concessions of the protected areas to the private operator (*ibid*).

A private protected area (game reserve) refers to an area of land of any size that is predominantly managed for biodiversity conservation; protected with or without formal government recognition; and owned or otherwise secured by individuals, communities, corporations or non-governmental organizations (IUCN 2003; Watkins *et al* 1996). They include game ranches, game farms and conservancies. There are various reasons for their establishment and management by private operators. These may include economic, as well as environmental reasons. Private protected areas have a long history, dating to earlier than formal protected areas. Various literatures suggest that rulers and other landowners had, before the 19th Century, conserved certain preserves for their exclusive uses as hunting grounds (WCMC, 1992; Holgate 1996 cited in Miller and Hamilton 1999). Watkins *et al* (1996) note that some of the oldest protected areas were originally established through private initiatives for hunting purposes. Alderman (1994) agrees and indicates that the idea of private protected areas is not a new development, and dates back to the years of royal preserves which they protected hunting exclusively for the nobility. He indicates that these reserves preserved habitats in areas where human settlements encroached upon wild lands.

However, the role of the private sector and private protected areas in conservation did not receive much attention until the late 1970s. This was partly due to the misperception that conservation endeavours produced only public goods and services and hence were not worth private investment (Usher and Bennette 2003). Consequently state governments were solely engaged in the management of protected areas. Since the late 1970s, however, there has been recognition internationally of the roles private protected areas play or could play. This was facilitated when conservationists began to reconsider the approaches to conservation as a result of failures of various conservation initiatives to achieve their objectives. Various state governments and international conservation agencies such as the World Conservation Union (IUCN), not only thus realised the importance of private sector in conservation, but also encouraged recognition and involvement of the private sector in protected area management (Borrini-Feyerabend, Kothari and Oviedo 2004).

2.5 THE STATUS OF PRIVATE INVOLVEMENT IN PROTECTED AREA ISSUES IN SOUTH AFRICA

2.5.1 Historical perspectives of private involvement in conservation

De la Harpe *et al* (2004) explain that serious consideration of involving the private sector in South Africa National Parks (SANParks) began in earnest only after 1999 when SANParks reviewed its commercial operations and realised that there were inadequacies in its activities. It then began to engage the private sector by outsourcing some of the camps, retail and restaurant facilities in its national parks to private operators. Other private sector involvement included services associated with the delivery of tourism products. George Hughes traces the genesis of private involvement in protected area activities in the KwaZulu -Natal Province to the 1960s when the Midmar Dam was built and placed under the management of the Natal Parks Board (NPB) to manage it for public recreation. He indicated that this was the first time that the private sector was given the opportunity to participate in a commercial activity with the conservation body in the Province (De la Harpe *et al* 2004). He further notes that in the mid 1980s when the NPB began to restructure its commercial operations for various reasons, one of the strategies was to encourage the private sector, (corporate and individuals) into joint venture schemes that favoured on the provision of facilities for tourism and accommodation in protected areas.

With regards to private protected areas, Wels (2003) documents that in South Africa KwaZulu–Natal (KZN) Province were the first to recognise private endeavours into formal conservation. The history of private sector conservation dates back to the early days when the NPB was established in 1947 for nature conservation in the province. In the mid 1960s NPB started an advisory section, and one of its roles was to offer technical advice and service to farmers on issues relating to wildlife on private lands. Wels (2003) noted that prior to the establishment of the sector several requests were made to the NPB to assist private landowners to deal with wildlife issues on their properties. The requests were for help to enable landowners to deal with problems such as poaching and problem animals. Subsequently the section advised farmers to co-operate and pool their resources to enable them combat poaching. The co-operation between farmers was also to afford the officers opportunity to visit more farmers at a time. This gradually led to the establishment of the first conservancy, Balgowan Conservancy, in Natal in 1978. As a result of the success the Balgowan Conservancy achieved, the idea of co-operation among farmers and the concept of conservancy spread not only to other provinces in South Africa, but also to other countries as well (Wels 2003).

Currently there are over 5000 private protected areas (game ranches, conservancies, game farms) in South Africa with a total land surface of about 13% (ABSA 2004). These are categorised into four types namely intensive single-species wildlife production system; semi intensive multi-species wildlife production system (game farms); extensive multi-species wildlife production system (game ranch); and conservancies (Bothma 2002; Bond *et al* 2004).

2.5.2 The growth of private protected areas in South Africa

Although private protected areas had existed earlier, their growth in the last two decades, particularly in South Africa, has been quite significant (Damm 2002). This growth is attributable to a number of factors and constitutes an important landmark in conservation in South Africa. It has shaped wildlife conservation in the country and maintained, if not promoted the reputation of the country's wildlife conservation internationally. This growing trend is also becoming quite popular in other parts of Africa (*ibid*).

Bond *et al* (2004) observe that favourable legislation and policies on land issues in South Africa have contributed immensely to the success and growth of private protected areas in the country. These institutional frameworks have encouraged private land ownership with the current land holdings being 73% privately owned, 13% communally owned, 5% state owned and 9% other type of ownership (Bond *et al* 2004). Wels (2003) traces the origin of the current land ownership to the early 1900s when the government recognised the Native Land Act of 1913 that discriminately gave a person the right to own or rent land on the basis of that person's racial classification. The availability of land to the private sector is thus one of the factors that have promoted private conservation in South Africa.

The legal treatment of wildlife on private lands on one hand has also been a key factor in the success of private game reserves in South Africa, although on the other hand it raises concerns in private conservation endeavours. In South African law, wildlife / animal are *res nullius* i.e. "they belong to no one / they are free for all." In other words, if a wild animal is on one's land, then that person owns the animal. This encourages private interest in engaging in wildlife conservation ventures (IUCN African Antelope Database 1998 cited in Damm 2002). If however the same wild animal moves onto neighbouring land, then the neighbour takes rightful ownership of it. This causes concerns particularly with regard to where game animals purchased have moved to neighbouring property or community area. The buyer therefore no longer owns the animal he / she bought.

The recent growth in private protected areas in the last 20 years can also be attributed to the decline in the livestock production (Damm 2002; ABSA 2003). When the cattle ranch industry collapsed as a result of the several structural challenges that confronted the industry, private landowners and cattle farmers began to consider the wisdom of remaining in the industry and hence began to consider alternatives. The challenges included a spate of cattle rustlings, bush encroachment as a result of overgrazing, unproductive lands and poor soils coupled with low rainfall and the increasing cost of controlling cattle diseases (ABSA 2003). The cost of replacing stolen cattle and maintaining increased security to cattle farms, the under-utilisation of large tracts of lands following the concentration of livestock to smaller areas due to these security reasons, as well as the cost of changing to alternative farming activities often at lower profitability, led to increasing cost of maintaining cattle production. Game ranching thus became the only economic alternative land use to cattle production (Densham 2005 *pers. comm.*; ABSA 2003).

The monetary values that have been associated with wildlife in recent decades have also played an important role in promoting the growth of private protected areas in the country. Private game reserves provide double benefits to game farmers: the economic benefits and the simultaneous benefits of habitat conservation. The economic viability of game ranching results from its ability to offer diversified products and in various combinations (ABSA 2003). Combinations of various products of game ranching such as trophy hunting, meat production, ecotourism and live animal capture for sale enable the sector to be economically viable. Investments in the industry are made more worthwhile than other agriculturally land use industries. In addition wild animals are more difficult to steal and the industry depends less on skilled labour than does particularly cattle ranching (*ibid*).

2.5.3 The role of and threats to private protected areas in South Africa

In South Africa, private protected areas play key socio-economic and environmental roles. Since the decline of the cattle industry, private game reserves have become important economically for private landowners. Today, it is estimated that there are over 5000 game ranches in the country, most of them operating as business entities (ABSA 2003). They provide products such as meat, trophy hunting, ecotourism, and live animal sale. The tourism industry in South Africa owes its importance partly to the private protected areas. The private protected areas have been the basis of the recent burgeoning tourism industry, which is key to the economic future of South Africa (Damm 2002). They have been effective in attracting very important foreign exchange earnings from ecotourism and trophy hunting. Private game reserves also serve as an important source of government revenue in the form of taxes. Damm (2000) confirms that of late these game reserves have become a major source of fiscal revenue to governments.

Private protected areas provide employment to many South Africans, not only directly in the game reserves, but also in the various sectors of the industry such as in the hospitality sector and its associated industries as well as in its informal industries such as craft and curio sectors (Damm 2002). Most of the jobs created benefit the rural areas (Alderman 1994). Private protected areas also complement government in creating and improving infrastructure and recreational facilities for local use especially in rural areas. In addition, some of these private operators directly engaged in certain rural development programmes. Consequently they stimulate rural development (McNeely and Thorsell 1988 cited in

Alderman 1994). The provision of venison, a valuable protein source, and aesthetic aspects of game ranches are also key products that game ranches provide nationally.

It is estimated that private protected areas constitute over 13% of the land surface in South Africa. This more than doubles the land surface officially declared as conservation areas (5.45%) placed under formal protection (ABSA 2003). These together with land informally conserved (± 3%) constitute about 22% of the total land surface of South Africa placed under conservation. This has enabled South Africa to exceed the 10% IUCN target of national land required to be put under conservation (Damm 2002). Notwithstanding, most of the land in South Africa, over 70%, is privately owned (Bond *et al* 2004). These private lands include rare habitats and fragile ecosystems, most of which have been put under conservation (*ibid*). These private protected areas currently hold large numbers of wildlife species including threatened species. They thus protect significant biodiversity by using land in ways that do not permanently modify it. Damm (2002) indicates that in three Southern African countries, (South Africa, Namibia and Zimbabwe), more antelope species occur on private protected areas than on state conservation areas and this forms a vibrant population.

When located adjacent to other protected areas, private protected areas serve to increase the management effectiveness of these areas. They effectively increase the necessary area under conservation, for the survival of many species. They also help buffer these formal protected areas from disruptive activities such as poaching (Alderman 1994). Private protected areas are well resourced and have the potential of serving as sources of environmental education and conservation awareness, especially in local communities and schools. All these complement government efforts in conserving biodiversity at little or no cost to governments.

Despite the key roles private protected areas play in biodiversity conservation as well as in the socio-economic development, the sector is confronted with a number of threats and challenges. Similar to the conventional protected areas, private protected areas are faced with problems of poaching, encroachment, fence cutting, harassment of visitors to these areas and uncooperative attitudes of neighbouring communities towards them. Neighbouring communities either directly carry out these illegal activities or are aware of those involved. They would however not assist management to curtail these problems

because of the lack of support for protected area management. Poaching has been identified as the most prevalent problem currently facing private protected areas (*ibid*).

Another threat is the institutional frameworks, particularly government policy and legal arrangements. These may sometimes be extensive, complex and difficult to interpret and apply. For instance, legislation and policies that tax businesses as well as those that create unfavourable competitive markets for the private sector have to be dealt with. Some only end up putting undue constraints on private operators and hence making it not worthwhile investing in conservation (Productivity Commission 2001). The general notion that private reserves operate as business entities and thus need to contribute economically may be misperceived at certain times. In recognising the roles private reserves play, Alderman (1994), notes that ecological importance should not be confused with economic viability and that those reserves with high ecological values may not necessarily be the ones performing well financially. Damm (2002) observes that despite their ecological importance and the fact that they are a conservation asset in South Africa, private reserves have been perceived by the government as business entities and hence a major source of fiscal revenue. These factors serve as disincentives to private operators, and only help to increase the costs and risks of private conservation commitments. They further impact on and influence investment decisions resulting in ineffective conservation outcomes (Productivity Commission 2001).

Land tenure issues such as land litigation are also common in Africa and seriously threaten private conservation efforts. Alderman (1994) indicates that land scarcity and litigation are some of the common land problems facing private conservation in Africa. Of late in South Africa private reserves face growing threats of land claims under the Land Restitution Programme. Under the Programme and provided for under the Restitution of Land Rights Act, no 22 of 1994, people that were dispossessed of their lands after 1913 are to have the lands restored to them. Consequently protected areas or portions of them, private and public, may be claimed by their original owners who were dispossessed of such lands sometime ago (Ashley 2005). This may be a potentially serious threat to private conservation effort.

2.6 THE IMPORTANCE OF CO-MANAGEMENT OF PRIVATE PROTECTED AREAS IN SOUTH AFRICA

Co-management offers a variety of opportunities that make it capable of fitting to different contextual settings. Contrary to the general perception that co-management is meant for public protected areas alone, it could be applied to private protected areas, and hence could enhance their management as well. In fact co-management could be one of the solutions to the several threats that confront private protected area management. As noted by IUCN (2003), if properly understood and adopted, co-management can lead towards a more effective and transparent sharing of decision-making powers, and hence can help to build a better synergy of the conservation capacities.

Involvement of the local communities in a co-management arrangement of private protected areas can be an effective approach to safeguarding private protected areas against the threats of land claims especially those communally made (Ashley 2005). Existing provincial and national policies, guidelines and memos under the land restitution programme as Ashley indicated provide a number of options aimed at redressing such claims that affect protected areas, including private protected areas. Notably among these is that management can be negotiated and accomplished through joint or co-management structures (*ibid*). Co-management arrangement of affected protected areas could thus possibly be the only alternative to the continued existence of communally –claimed private protected areas. This is because local communities lack the capacity and various resources required to provide continual management of these areas if the claims are successful.

Enhancing collaboration between private landowners and neighbouring communities also ensures local support for private protected areas. This provides additional security to the protected areas. Poaching, fence cutting, encroachment and other illegal activities in the private protected areas can consequently be minimised if neighbouring communities to these reserves are involved in and committed to their management. They can either stop these activities themselves or prevent others from carrying them out.

Governments' efforts to acquire additional lands to conserve critical ecosystems and biodiversity and especially to connect existing protected areas, either as a result of international mandates or national commitments are hindered because of prohibitive cost In addition to this financial consideration, it may also be socially undesirable (Damm 2002). This is because of the fact that most lands are privately or communally owned and the government have to consider the various social costs involved in acquiring these areas such as the possible relocation of people and its associated consequences. Moreover,

management of most existing state protected areas is increasingly becoming a burden for most governments (*ibid*). These issues can however be circumvented by the establishment of synergies between local communities and private landowners. Co- management offers several approaches from which a suitable land management partnership can be established. The state can, however, play a key role in the provision of adequate incentives and the encouragement of these synergies between the private sector and local communities (Botha 2000 cited in Damm 2002).

2.7 CONCEPTUAL FRAMEWORK

2.7.1 Introduction

A conceptual framework, according to Neuman (2003), arises from theories or issues in which an anticipated study is embedded and forms the basis of the research problem. The framework generally deals with the concept of co-management in private protected area management. Figure 2 depicts how the study feeds into the general context of protected area management.

2.7.2 The context of the conceptual framework

Figure 2 is a conceptual framework, the basis on which the study was conducted. Generally three main actors are involved in the management of protected areas: local communities, the private sector and the public sector. Their involvement in the management of protected areas especially and their relationships with each other give rise to four types of protected area governance:

- state managed protected areas (in the case of public protected areas);
- community managed protected areas (in community conserved areas);
- private managed protected areas (in private protected areas) and;
- co-managed protected areas (mostly in public protected areas where all three actors form a multi-stakeholder management regime for the protected area (Abrams, Borrini-Feyerabend, Gardner and Heylings 2003).

However there are situations in which only two of these three are engaged in co-management arrangements, for instance between the state and the private sector as in public-private partnerships or between the state and local communities. Situations in which the private sector and communities come together to manage protected areas are very limited, if not rare.

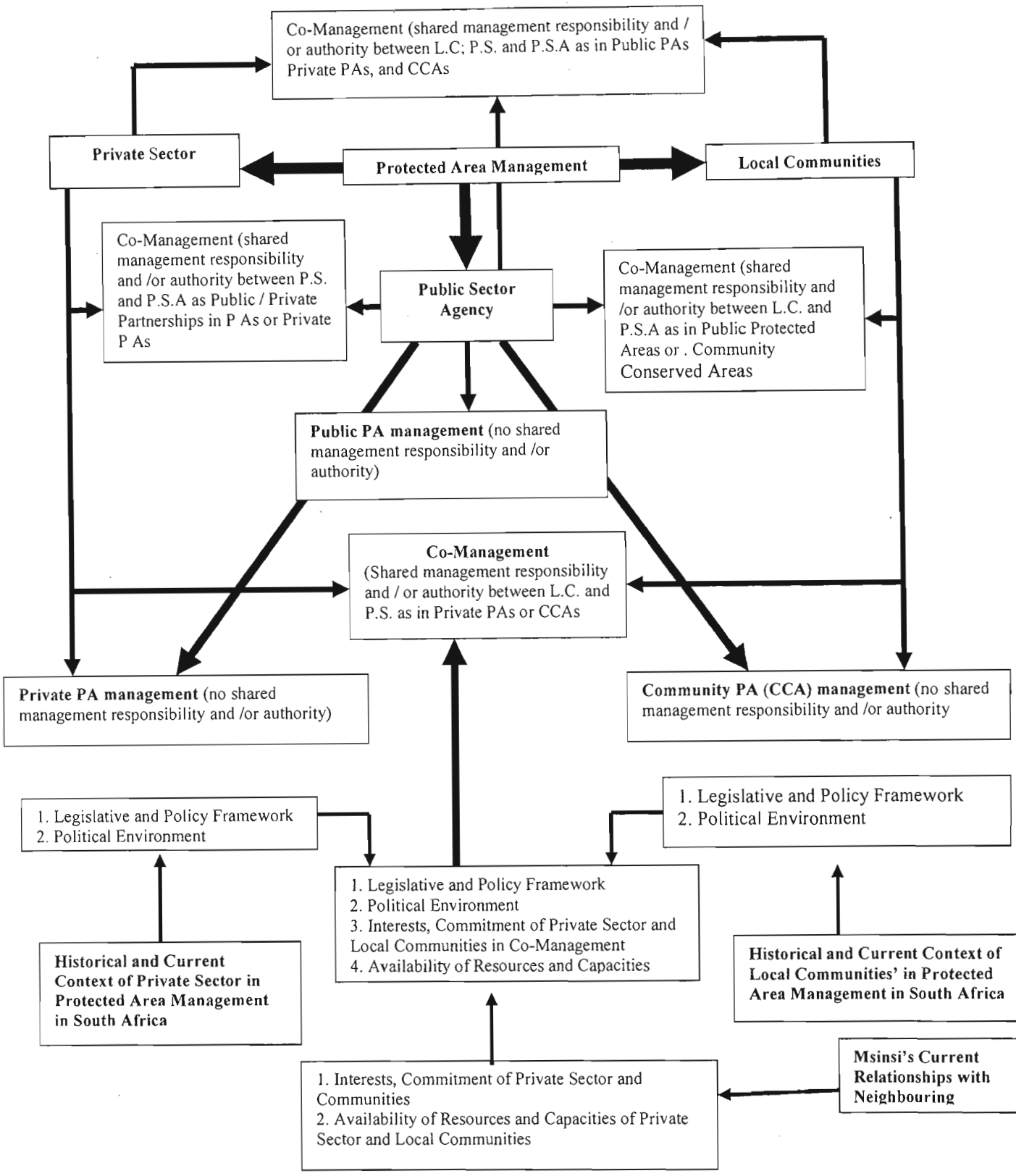


Figure 2: A Conceptual framework for the study of private sector and local community co-management of private protected areas (PS–private protected areas; PSA-public sector agency; CCA–community conserved area; PA–protected area; L.C–local community).

In South Africa private protected areas play very crucial roles in conservation. Various conservation legislation and policies provide and support the participation and involvement of the private sector and communities in protected area management. These however appear to focus more on the management of public protected areas. Nevertheless, some private protected area operators, including Msinsi Holdings have established some relationships with local communities for the management of their protected areas.

To determine the possibility of the private protected area operators involving local communities in co-management arrangements, the study establishes the legal and policy frameworks for co-management. This is done through the review of literature. The review also establishes the political environment and government commitment that enhance private and community involvement in protected area management.

The study focuses on Msinsi Holdings and the neighbouring communities of the Shongweni Reserve. This aims at identifying issues that determine the commitments and interests of the private sector and local communities to engage in co-management arrangements. The availability of resources and capacities is also essential in co-management arrangements and the study also identifies these. Generally, the following are crucial for any protected area co-management arrangement:

1. supportive legislative and policy framework;
2. good political environment and government support;
3. interests and commitments of stakeholders;
4. the availability of resources and capacity; and
    a) capacity, and;
    b) funds and time.

2.8 CONCLUSION

Protected area co-management is a pluralistic approach to the management of protected areas and their resources. It recognises and incorporates a variety of stakeholders with different stakes in a variety of roles, with the prime objective of conserving biodiversity, promoting sustainable use and the equitable sharing of resources (benefits and responsibilities). There are a variety of co-management approaches that makes the concept suitable in many different contexts, with there being no single universal method or blue

print for any of the approaches. The general concept of co-management is often referred to as 'learning by doing'.

Current moves in South Africa are encouraging in the recognition of the roles communities and the private sector can play in conservation hence the importance of their involvement in protected area management. Adequate legal provisions exist for the co-management of protected areas with relevant stakeholders, particularly local communities. However, the efforts are being constrained by a number of institutional factors. There exist the potentials for the adoption of a co-management approach to the management of private protected areas. Effectively adopted co-management approach could help private protected areas overcome some of their threats.

CHAPTER 3: RESEARCH SETTING AND METHODOLOGY

3.1 INTRODUCTION

This chapter comprises of two main sections. The first section, research setting, describes the study area. It commences with a discussion of a general overview of Msinsi Holdings, the company responsible for managing Shongweni Resource Reserve. It gives a brief history of the company and then discusses its general areas of operation. It also gives a general overview of Shongweni Resource Reserve.

The second section is research methodology. All types of research make use of gathering and analysing data. Neuman (2003) indicates that in social science research, the nature of data that is usually gathered gives rise to two main types of research study: the qualitative and quantitative types. These two, because of the different data required, employ different strategies and techniques in the collection and analysis of data. Qualitative research generally involves methods of collection and analysis of data that are non-quantitative such as data in the form of words, sentences, impressions, and symbols. In contrast however, quantitative research uses methods that collect and analyse numerical data such as numbers (*ibid*).

This section presents the process and contents of the method used in the study. It commences with a description of the methods that were employed in the study and the methodology process. It then discusses the procedure that was adopted; sampling technique; method for the data collection; and how the data was synthesised.

3.2 RESEARCH SETTING

3.2.1 Brief history and general operational areas of Msinsi Holdings (Pty) Ltd.

Msinsi Holdings (Pty) Ltd is a land and wildlife management company. It was established in August 1992 to manage the surface area (land and water) surrounding some of the dams and waterworks of the Umgeni Water, a parastatal organisation that supplies bulk water to some parts of the KwaZulu-Natal Province (Msinsi 2002). Historically Dr. Ian Player of the Wilderness Foundation in 1992 proposed that the management of Shongweni Dam, which was owned by Umgeni Water, be taken over by the Wilderness Leadership School (WLS). The WLS thus established the Msinsi Holdings (Pty) Ltd with the mandate of

managing Shongweni Dam and the land around it. Umgeni Water, from 1994 to 1996 added its other five project sites: Nagle Resource Reserve, Darvill Bird Sanctuary, Inanda Dam and Mahlabathini Park, Albert Falls Resource Reserve and Hazelmere Resource Reserve to Msinsi Holdings (Msinsi 2002). All these reserves lie in the KwaZulu –Natal Province in South Africa. In 2002, Msinsi Holdings became a subsidiary company of the Umgeni Water when Umgeni acquired 100 % of its shares from the WLS (*ibid*).

Presently Msinsi Holdings manages five game reserves and resorts and one Bird Sanctuary and its main areas of operation include:

- Land and Wildlife Management in its estates
- Ecotourism and Marketing
- Business Development and Consulting Services
- Social Responsibility (Community Development issues)

The Land and Wildlife Management Unit's broad strategic aim is to develop and maintain dynamic land and wildlife management. Its focus is to sustainably conserve biodiversity with the natural systems that are managed by the company. It also aims at developing relationships with various stakeholders through the provision of ecological advice and reviews (Msinsi 2004). Under it is the Social Responsibility Unit, mandated to ensure the existence of good neighbour relationships between Msinsi (with its reserves) and the neighbouring communities to the reserves. Environmental education and awareness as well as frequent interactions between management and communities through community liaisons and forums underpin the Units main area of operations (*ibid*).

As a quasi-private operator, Msinsi aim of generating revenue is essential. The Tourism and Marketing section of the Company thus provides services aimed at enhancing its revenue base. The strategic goal of the section is to place Msinsi Holdings among the leading wildlife and ecotourism companies in the Province. The Business Development Unit, which in 2002 shifted its focus from consulting services to business development, aims at expanding the company's operation internally (Msinsi 2003). The focus thus is to interact with the other units and identify new areas for programme expansion.

3.2.2 Shongweni Resource Reserve

Shongweni Resource Reserve is one of the six game reserves that Msinsi Holdings manages. The Shongweni Dam, located within the Reserve, was built in 1927 to supply water to the Durban area (Siyabona Africa *undated*). The area containing the Dam and its surroundings before then had belonged to the Durban Corporation. Umgeni Water took over the management of the area and supplied water to the Durban area until it was decommissioned and handed over to Msinsi in 1992 (Masondo 2003). Msinsi then incorporated the surrounding land of 1649ha, with the Dam site of 51ha creating the 1700ha Shongweni Resource Reserve (Sandile 2005). Before Msinsi took over the management of the area it had been degraded considerably. The Dam was silted resulting in very low water levels (Mkhize 2005 *pers. comm.*). The area was also fast losing its biological potential. Since its establishment however, several land restoration programmes have been undertaken including soil erosion control and game introduction programmes. It has since been managed as Resource Reserve (*ibid*).

The Reserve is characterised by grasslands, forests, valley bushveld and spectacular cliffs (Siyabona Africa *undated*). Several mammalian species including white rhino, buffalos, wildebeest, waterbuck, giraffe and kudu currently can be found in the Reserve. There is also a rich bird life with over 250 species recorded (Sandile 2005). The Reserve offers a variety of ecotourism activities such as nature walks, game drives, horse riding, bird watching, fishing, canoeing and rock climbing (Siyabona Africa *undated*).

3.2.3 Shongweni Resource Reserve location in context to the regional settings

There are five Zulu communities neighbouring the Shongweni Resource Reserve namely Edamini (also called Salem), Ntshongweni, Zwelibormvu, Toni, and Makhanya. In all there are three headmen (*amakhosis*) and two councillors that govern the five communities (Masondo 2003). The Reserve and its neighbouring communities are located within the Outer West Sub-Metropolitan Region of the Ethekwini Municipality in the KwaZulu – Natal Province (Ethekwini Municipacility 2005). The Outer West is among the four sub-metropolitan regions of the Municipality, including the North, South and Central Sub Metropolitan Regions. Accounting for 34% of the Municipal land, the Outer West holds only 10% of the population typically described as being rural with mainly traditional leadership structures (*ibid*). The Outer West Region is further divided into six local areas for administrative purposes. The Shongweni Resource Reserve and its neighbouring

communities are located within two of these local areas namely the Shongweni and Zwelibormvu. Whiles the Shongweni local area is least developed with 8% of the population on 8% of the land of the Outer West sub- metropolitan area, Zwelibormvu holds 7% of the population on 10% of the land. Agricultural activities dominate these areas accounting for about 45% (Ethekwini Municipality 2005)

3.3 RESEARCH METHODOLOGY

3.3.1 Method used

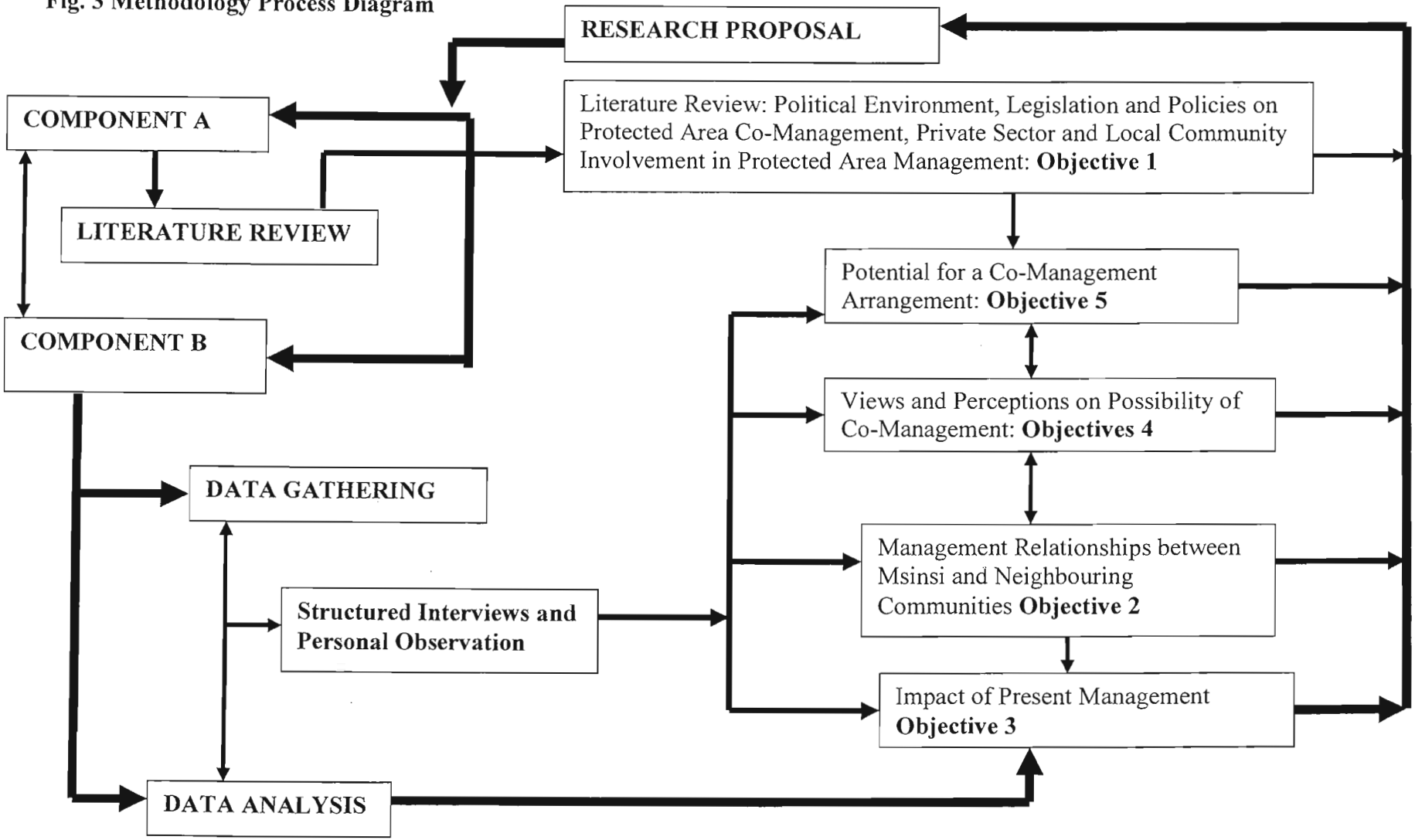
The study was basically a qualitative research undertaking i.e. a study usually involving the use of data in written, oral and observation form and most often analysed through the identification of themes (Durrheim 1999, Neuman 2003). The method is flexible and permits the researcher to explore data in depth, particularly people's personal perceptions and views on issues of concern. It is also a case study and as Fouche (2002) notes, required in-depth data collection methods such as interviews, documents, observations and archival records. The stated objectives of the study demanded that all these methods be employed in order to gather as much information as required.

3.3.2 Methodology process and procedure of study

The study commenced with discussions on the subject both with the academic authorities and experts as well as with management of Msinsi Holdings. This preceded the proposal stage. This stage was immediately followed by a review of relevant literature to get a broader understanding of the concepts and issues within the general purview of the study. The development of an interview instrument marked the completion of Component A.

Component B began with field visits to gather data through the administration of the structured questionnaire that was developed at the end of Component A. The methodological process diagram, Figure 3, depicts how the study was approached. The final aspect was then the organisation and write-up of the findings.

Fig. 3 Methodology Process Diagram



Respondents for the study were drawn from the management of Msinsi Holdings, Shongweni Reserve and the neighbouring communities of the Reserve. Consequently permission was sought from Msinsi Holdings and approval was given. The management of Msinsi also made contact with the councillors and chiefs (*amakhosis*) of two selected communities and permission was granted for the study. The research employed the services of a teacher who translated the questions to any respondent who had difficulty with the English language. During the interviews all respondents were asked to answer closed–ended questions by selecting an appropriate answer from a list of responses, after which the responses to the open-ended questions were tape-recorded, and later transcribed.

3.3.3 Sampling technique

The study employed a purposive or judgmental sampling technique, a strategy that permits particular individuals or key informants (persons, sites, institutions) to be sampled non-randomly because of their ability to provide relevant information on an issue (Durrheim 1999; Neuman 2003). The technique was appropriate because it enabled the researcher to have access to frontline staff or persons who were more knowledgeable and experienced in the area of study. Kumar (1996) observes that in a judgmental sampling technique it is the researcher's judgement on who can best provide the best information and is willing to share it that leads to his / her choice of respondents. He further notes that the technique is extremely useful when one wants to develop an understanding of something about which little is known. This fitted well into the research on the co-management of private protected areas. As IUCN (2003) and Alderman (1994) observe, very little is known of private protected area management, despite their importance. Also, the concept of co-management of protected areas is relatively new, and has mostly been applied in state-owned protected areas. Its application in private protected areas is almost non-existent. The following respondents (target groups) were thus purposely sampled as key respondents based on the arguments advanced above:

1. One respondent from Shongweni Resource Reserve i.e. the Reserve Manager.
2. Five respondents from the head office of Msinsi Holdings, including the Managing Director; Managers of Land and Wildlife, Business Development, Ecotourism and Marketing, and the Social Responsibility Officer.
3. Two respondents from two communities, i.e. the Chief Councillor and the Headman (Nduna) from Edamini and Zwelibormvu communities respectively.

The two communities (Edamini and Zwelibormvu) were also purposely sampled. Msinsi works with all five communities that neighbour the reserve. These communities fall within two local areas of the Outer West sub-metropolitan region of the Ethekwini Municipality. Edamini is under the Shongweni local area while the Zwelibormvu is one of the communities under the Zwelibormvu local area.

3.3.4 Methods of data collection

The research basically employed the qualitative data gathering methods namely surveys, direct observations and analysis of data. The survey tool employed was the structured questionnaire and informal interactions. The structured questionnaire that was used consisted of closed-ended questions followed up with open-ended questions. This enhanced and overcame most of the problems usually encountered by using only any one of the two approaches (Kumar 1996; Salant and Dillman 1994). The closed-ended questions served as a guide to give the respondents ideas of the type of information required while the open-ended ones enabled the respondents to give more relevant information the researcher might not have gathered in the list of possible responses. The list of possible responses was ranked using the Likert scale to determine the extent to which a respondent agrees or disagrees with a particular response. The responses to the open-ended questions were tape-recorded and later transcribed.

3.3.5 Data synthesis

The study synthesised the data gathered by organising the raw data in broad themes through coding. This involves the organisation of the raw into broad conceptual categories and themes and then analysing them on these broad themes (Neuman 2003). After the data had been gathered from the interviews the tape-recorded portions were transcribed. The data was then sorted out according to the research question and objectives based on broad themes. The analysis was subsequently done in the form of descriptions and interpretations, using responses from both the open-ended and closed-ended questions. Using the rankings on the Likert scale the responses to each relevant question under the broad themes were thus weighted quantitatively to determine the percentage of respondents that felt an issue was relevant or otherwise. Discussions and conclusions were thus drawn based on such analysis.

REFERENCES

Journals and publications

ABSA Group Economic Research. 2003. *Game Ranch Profitability in Southern Africa (3rd ed).* Rivonia. The SA Financial Sector Forum.

ALDERMAN, C.L. 1994. The Economics and the Role of Privately Owned Lands Used for Nature Tourism, Education, and Conservation. In: Munasinghe, M. and J. McNeely (eds). *Protected Areas Economics and Policy: Linking Conservation and Sustainable Development*. Washington D.C.: World Bank.

ASHLEY, L. 2005. *Land Restitution and Protected Areas Conservation in KwaZulu-Natal, South Africa: The Challenges to Implementation*. Pietermaritzburg. Government Printer.

BAILLIE, J.E.M., HILTON-TAYLOR, C. AND STUART, S.N. (eds) 2004. *2004 IUCN Red List of Threatened Species. A Global Species Assessment*. Gland, Switzerland. IUCN

BARTON, T., G. BORRINI-FEYERABEND, A. DE SHERBININ AND P. WARREN. 1997. *Our People, Our Resources: Supporting Rural Communities in Participatory Action Research on Population Dynamics and Local Environment.* Gland. IUCN.

BOND, I., B. CHILD, D. DE LA HARPE, B. JONES, J. BARNES AND H. ANDERSON. 2004. Private Land Contribution to Conservation in South Africa. In: CHILD, B. (ed). *Parks in Transition: Biodiversity, Rural Development and the Bottom Line.* London. Earthscan.

BORRINI-FEYERABEND, G. 1997. *Beyond Fences: Seeking Social Sustainability in Conservation*. Gland. IUCN.

BORRINI-FEYERABEND, G. 1996. *Collaborative Management of Protected Areas: Tailoring the Approach to the Context.* Gland: IUCN.

BORRINI-FEYERABEND, G., A. KOTHARI, AND G. OVIEDO. 2004. *Indigenous and Local Communities and Protected Areas: Towards Equity and Enhanced Conservation.* Gland: IUCN.

BORRINI-FEYERABEND, G. AND M. BROWN. 1997. Social Actors and Stakeholders. *In:* BORRINI-FEYERABEND, G. 1997. *Beyond Fences: Seeking Social Sustainability in Conservation*. Gland. IUCN.

BORRINI-FEYERABEND, G., M. PIMBERT, M. T. FARVAR, A. KOTHARI AND Y. RENARD.2004. *Sharing Power: Learning By Doing In Co-Management of Natural Resources Throughout The World.* IIED and IUCN/ CEESP/ CMWG. Tehran. Cenesta.

BORRINI-FEYERABEND, G., M. T. FARVAR, J. C. NGUINGUIRI, AND V. A. NDANGANG. 2000. *Co-management of Natural Resources: Organising, Negotiating and Learning-by-Doing*. Heidelberg .GTZ and IUCN.

BOTHMA, J. DU P. 2002. (ed). *Game Ranch Management* (4th ed). Pretoria. South Africa. Van Schaik Publishers.

COLCHESTER, M. 2003a. *Salvaging Nature: Indigenous Peoples, Protected Areas and Biodiversity Conservation.* Montevideo, Uruguay: WRM.

COLCHESTER, M. 2003b. Indigenous Peoples and Protected Areas: Rights, Principles and Practice. *Nomadic Peoples.* Vol. 7 Issue 1: pg 33- 51

DAMM, G. R. 2002. *The Conservation Game: Saving Africa's Biodiversity.* Rivonia. Safari Club International African Chapter

DAVEY, A.G. 1998. *National System Planning for Protected Areas.* Gland: IUCN.

De la HARPE, D., P. FEARNHEAD, G. HUGHES, R. DAVIES, A SPENCELEY, J. BARNES, J. COOPER AND B. CHILD. 2004. Does 'Commercialization' of Protected Areas Threaten Their Conservation Goals? *In*: CHILD, B. (ed). *Parks in Transition: Biodiversity, Rural Development and the Bottom Line.* London. Earthscan.

DUBOIS, O AND J. LOWORE. 2002. *The 'Journey' towards Collaborative Forest Management in Africa: Lessons Learned and some 'Navigational Aids' An Overview* London. IIED

DURRHEIM, K. 1999. Research Design. In: TERRE BLANCH, M. AND DUEHEIM, K. (eds). *Research in Practice.* Cape Town. University of Cape Town Press.

EKZNW 2004: *Ezemvelo KZN Wildlife Celebrates Ten Years of Democracy: Conservation, Partnerships and Ecotourism.* EKZNW, Queen Elizabeth Park. Pietermaritzburg.

FOSSEY, D. AND M.COLCHESTER. 2003. Nature versus Culture. *Geographical.* Vol. 75, Issue 12: pg 32-22.

FOUCHE, C. B. 2002. Research Strategies. *In*: DE VOS, A. S. 2002. *Research at the Grassroots: For the Social Sciences and Human Service.* Pretoria. Van Schaik Publishers

IUCN, UNEP and WWF. 1991. *Caring For the Earth: A Strategy for Sustainable Living.* Gland: IUCN.

IUCN. 1994. *Guidelines for Protected Area Management Categories.* CNPPA With the Assistance of WCMC, IUCN. Gland. IUCN.

JELL, B. AND J. S. MACHADO. 2002. Collaborative Management in the Region of Lobeke, Cameroon: The Potentials and Constraints in Involving Local Population in Protected Area Management. *Nomadic Peoples.* Vol. 6, Issue 1: pg 180-203.

JENKIN, M., S. SCHERR AND M. INBAR. 2004. Markets For Biodiversity Services: Potential Roles And Challenges. *Environment.* Vol. 46 Issue 6: pg 32-42.
KUMAR, R. 1996. *Research Methodology: A Step- by- Step Guide for Beginners.* London. SAGE Publications

LANE, M.B. 2001. Affirming New Directions in Planning Theory: Co-Management of Protected Areas. *Society and Natural Resources*. Vol. 14, Issue 8. pg 637- 671.

LUCKETT, S., K. MKHIZE AND D. POTTER. 2003. The Experience of the Local Boards in KwaZulu-Natal, South Africa. *Parks Vol.* 13 No 1 pg 6-15

MASONDO, N. 2003. *An Assessment of Socio-Economic Benefits Associated with Shongweni Resource Reserve*. Unpublished Honour's Dissertation. University of Natal.

Miller, KR and Hamilton, LS. 1999 Editorial Article in Bioregional Approach to Protected Areas. PARKS Vol. 9; No. 3; October 1999. Published by World Commission on Protected Areas, IUCN.

MSINSI. 2002. *Annual Report*: *2002.* Msinsi. Hillcrest.

MSINSI. 2003. *Annual Report*: *2003.* Msinsi. Hillcrest.

MSINSI. 2004. *Annual Report*: *2004.* Msinsi. Hillcrest.

NEUMAN, W.L. 2003. *Social Research Methods: Qualitative and Quantitative Approaches* (5th ed). Boston. Allyn and Bacon.

NKHOMA, R. 2004. *Involving Communities in Managing Protected Areas: A Case Study of the Local Board for uKhahlamba Drakensberg Park.* Unpublished Master's Dissertation. University of KwaZulu-Natal.

PRODUCTIVITY COMMISSION. 2001. *Constraints on Private Conservation of Biodiversity*. Commission Research Paper. AusInfo, Canberra.

RENARD, Y. 1997. Collaborative Management for Conservation. In: BORRINI-FEYERABEND, G. 1997. *Beyond Fences: Seeking Social Sustainability in Conservation.* Gland. IUCN.

SALANT, P. AND D. A. DILLMAN. 1994. *How to Conduct Your Own Survey*. New York. John Willey and Sons, Inc.

SANDILE, M. 2005. SHONGWENI RESOURCE RESERVE. [Brochure].

WELS, H. 2003. Private Wildlife Conservation in Zimbabwe: Joint Ventures and Reciprocity. Boston. Brill.

WRM. 2004. From Yosemite and Yellowstone to Kuala Lumpur. In: FONSECA, H. (ed) 2004. *Protected Areas: Protected Against Whom?* Montevideo, Uruguay: Oilwatch and WRM.

Internet sources

ABRAMS, P., G. BORRINI-FEYERABEND, J. GARDNER AND P. HEYLINGS. 2003. *Evaluating Governance: A Handbook to Accompany a Participatory Process for a Protected Area.* [Online] At: http://www.iucn.org/themes/ceesp/Wkg_grp/CMWG [Date Accessed: October10, 2005].

BORRINI-FEYERABEND, G. Undated. *Governance of Protected Areas: Innovation in the Air.* [Online] At: http://www.earthlore.ca/clients/WPC/English/grfx [Date Accessed: October 10, 2005].

DUDLEY, N. AND S. STOLTON. 1998. *Protected Areas for a New Millennium: The Implications of IUCN's Protected Areas Categories for Forest Conservation.* (A Joint IUCN and WWF Discussion Paper). [Online] At: http://www.iucn.org/themes/forests/protectedareas/workingpapers.html [Date Accessed: August 20, 2005].

ETHEKWINI MUNICIPALITY. 2005. *Spatial Development Plan Outer West: Draft for Public Comment, February 2005.* [Online] At: http://www.durban.gov.za/eThekwini/Municipality/Planning/OWSDP_PublicComment [Date Accessed: November 2, 2005].

GRAHAM, J., B. AMOS, T. PLUMPTRE. 2003. *Governance Principles for Protected Areas in the 21st Century. Institute On Governance.* [Online] At: http://www.iucn.org/themes/wcpa/wpc2003/pdfs/programme/workshops/newways [Date Accessed: September 15, 2005].

IUCN 2003. *The Vth World Parks Congress: Recommendations and Emerging Issues.* Durban. IUCN. [Online] At: http://www.iucn.org/themes/wcpa/wpc2003/Proceedings/recommendations [Date Accessed: September 15, 2005].

LANGHOLZ, J. AND W. KRUG. 2003. (Session leaders). *Private Protected Areas Action Plan. Recommendations of WPC Governance Stream, Parallel Session 2.5 "Protected Areas Managed by Private Landowners" at the 5th World Parks Congress.* [Online] At: http://www.earthlore.ca/clients/WPC [Date accessed: July 16, 2005].

NAPIER, V. R., G.M. BRANCH AND J.M. HARRIS 2005. Evaluating Conditions for Successful Co-Management of Subsistence Fisheries in KwaZulu- Natal, South Africa. *Environmental Conservation* (2005),32: 165 -177

SIYABONA AFRICA. Undated. *South Africa Nature Reserves: Shongweni Game Reserve, KwaZulu – Natal, South Africa.* [Online] At: http://www.nature-reserve.co.za/shongweni-game-reserve [Date Accessed: October 16, 2005].

SOUTH AFRICAN NATIONAL PARKS (SANPARKS). Undated. *People and Conservation. [Online]* At: http://www.sanparks.org/people [Date Accessed: August 20, 2005].

USHER, G.A., AND J. W. BENNETT. 2003. *Nature Conservation: A Public Good?* PSCE Research Note No 1. [Online] At: http://apseg.anu.edu.au/pdf/jbennett/pscerr [Date Accessed: March 20, 2005].

WATKINS, C.W., A. M. BARRETTE, R. SMITH, AND J.R. PAINE. 1996. *Private Protected Areas: A Preliminary Study of Private Sector Initiatives to Conserve Biodiversity in Selected African Countries.* WCMC. [Online] At: ftp://ftp.wcmc.org.uk/products/wcmc.publications/reports/private_protected_areas/texts.htm [Date Accessed: March 16, 2005].

WCMC. 1992. *Global Biodiversity. In:* IUCN. 1999. *Intergovernmental Forum on Forest Experts Meeting on Protected Areas, Puerto Rico 15 – 19 March 1999.* javascript: history. go (-1).[Accessed on March 15, 2005].

Personal communications

DENSHAM, W.D. 2005. Personal Communication. Centre for Environment, Agriculture and Development, University of KwaZulu – Natal, Pietermaritzburg.

MKHIZE, B. 2005. Personal Communication. Msinsi Holdings (Pty) Ltd. Hillcrest

GLOSSARY

A number of concepts and definitions relevant to and used in the study are defined below according to the context in which they are used in this document.

Protected Area: An area of land / sea especially dedicated / defined to the protection of biological diversity, and of natural and associated cultural resources and managed through legal or other effective means, IUCN (1994). The South African Protected Areas Act, No.57 of 2003, defines protected areas to include ***special*** nature reserves, nature, reserves (including wilderness areas), world heritage sites; *specially* protected forest areas, forest nature reserves and forest wilderness; mountain catchment areas declared in terms of the Mountain Catchment Areas and protected environments.

Private protected areas: Sites or areas of land owned freehold or formally leased by individuals, corporations and other private bodies on which wildlife conservation is a primary activity and the responsibility of such owners / lease holders (Watkins *et al* 1996; IUCN 2003).

Social Actors: Individuals, groups and / or institutions that interact with natural resources on any basis including their causal or indirect interactions (Borrini-Feyerabend and Brown 1997).

Stakeholder: Individuals, groups and institutions (social actors) who have a direct, significant and specific stake in a given territory or set of natural resources (Borrini-Feyerabend and Brown 1997).

Community: A group of individuals with a social network and interacting among themselves and usually geographically or territorially defined (Johnston, Gregory and Smith1994 cited in Nkhoma 2004). Local community is interchangeably used with neighbouring communities to refer to communities living close or adjacent to or inside protected areas

Co-Management: The type of governance in which the decisions making power, responsibility and accountability are shared between governmental or other agencies (responsible for the management of protected areas or other resources) and especially local communities and other stakeholders in the management of protected areas (Borrini-Feyerabend, Kothari and Oviedo 2004).

Governance: Governance is the interactions among institutions, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken on

issues of public and often private concerns, and how citizens or other stakeholders have their say (Abrams *et al* 2003; Graham *et al* 2003).

Entitlement: Entitlement to manage a territory or set of natural resources is a socially recognised claim to participate in one or several management activities, such as planning, advising, taking decisions, implementing plans, appropriating benefits (including using resources), assuming responsibilities, monitoring and evaluating results, etc.

APPENDIX A: INTERVIEW INSTRUMENT

INTRODUCTION OF RESEARCHER

I am Moses Anongura, a student at the Centre for Environment, Agriculture and Development (CEAD), University of KwaZulu –Natal. I am conducting a study to find out the possibility of involving local communities in collaborative management of private protected areas.

The purpose of this interview is therefore to solicit your views in this matter as such information would be vital for the study. You in your current position and your organisation or community are indispensable to the study due to your rich experience, knowledge and organisational mandate. I would thus wish to draw from your experience, your views and opinions on this matter. Everything would be treated confidentially and nothing you say would be associated or identified with you personally. The tape is being used, if you would permit, to enable me capture all that you say and not to miss out any details of the interview.

Thank you in advance.

Moses Anongura
Centre for Environment, Agriculture and Development
University of KwaZulu-Natal
Private Bag X 01
Scottsville, 3209

THE INTERVIEW INSTRUMENT

I. Nature and purpose of present management – community relationships

This section of the interview concerns the present management relationships between Msinsi Holdings and the neighbouring communities to the Shongweni Resource Reserve. It seeks to establish the nature of the relationships that exists between the communities and the Company as well as the reasons for the initiative.

For questions 1 to 4 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

1.	Would you agree that there is a relationship between Msinsi and the neighbouring communities of the Shongweni Reserve?	SA	A	UC	D	SA
	Briefly describe the nature of relationship?					

Question 2 to be answered by community respondents only

2	What would you say are the reasons why the community got involved in this relationship?	SA	A	UC	D	SA
i.	To enable them to qualify for development assistance.					
ii	The community was forced into it.					
iii	The community had nothing to loose, and willingly accepted to work with it					
	Please add additional information if any, and explain your answer(s).					

3	What would you say is the reason(s) why Msinsi initiated this relationship with the community?	SA	A	UC	D	SA
i	To seek community support for the protection of the Reserve					
ii	As social obligation to work with neighbouring communities					
iii	To assist the community with development assistance.					
iv	To create environmental awareness in communities					
	Please add additional information if any, and explain your answer(s).					

4	Which of these would you associate with the relationship the community has with Msinsi? Under the initiative Msinsi	SA	A	UC	D	SA
i.	Involves community in making decision on management of the Reserve					
ii	Informs the community on Reserve management decisions					
iii	Involves the community in implementing Reserve work plans					
iv	Consults community on Reserve management issues.					
v.	Provides a forum for the community to voice out its concerns					
	Please add additional information if any, and explain your answer(s).					

For question 5 check against the appropriate box, where
***A** =Always; **ST** = Sometimes; **UC** = Uncertain; **R** = Rarely; **N**= Never*

5	Who does the initiative work with in the community?	A	ST	UC	R	N
i	The whole community					
ii	The chief, elders and opinion leaders					
iii	The councillor and town committee					
iv	A Committee or group established by the initiative					
	Please add additional information if any, and explain your answer(s).					

Questions 6 and 7 to be answered by Msinsi Management only

6a	How many communities can be identified as having a stake in Shongewni (whose activities can affect or can be affected by the management of the Reserve)? -------
6b	How many of these neighbouring communities are involved under the current initiative? .....

For question 7 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

7	On what basis do you select the communities?	SA	A	UC	D	SA
i	Nearness of communities to Reserve					
ii	Historical ties of communities with Reserve (past ownership rights)					
iii	Current potential threats of communities to Reserve					
iv	Willingness of communities to work with Programme.					
	Please add additional information if any, and explain your answer(s).					

II. Roles of local communities and Msinsi management under the programme

This part is about the roles and conditions each party, Msinsi and the neighbouring communities, is expected to play or comply with under the initiative. It seeks to establish the roles each party plays or is expected to play.

For questions 8, 10, 11 and 12 check against the appropriate box, where
***A** =Always; **ST** = Sometimes; **R**= Rarely; **UC** = Uncertain; **N**= Never*

8	Who from Msinsi interacts directly with the community under the initiative	A	ST	UC	R	N
i.	Social Responsibility Unit alone (SRU)					
ii	The Reserve management alone					
	Please add additional information if any, and explain your answer(s).					

Question 9 to be answered by Msinsi management only

9a	Under the community initiative, what roles does the Social Responsibility Unit play?
9b	Under the community initiative, what roles does the Reserve Management play or expected to play?

For questions 10 to 12 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

10	What roles / conditions are the communities expected to play / comply under the initiative?	SA	A	UC	D	SA
i	To stop posing threats of poaching, fencing cutting, etc. to the Reserve					
ii	To assist in implementing Reserve work plans					
iii	To assist in making decision on management of the Reserve					
	Please add additional information if any, and explain your answer(s).					

11	Who defines the roles for the communities as in 10) above	SA	A	UC	D	SA
i.	Msinsi and community through negotiations and agreements					
ii	Msinsi Management alone					
iii	Communities' own voluntary decisions					
	Please add additional information if any, and explain your answer(s).					

12	Would you say the communities are carrying out / complying with the roles / conditions as expected?	SA	A	UC	D	SD
	Please add additional information if any, and explain your answer(s).					

III. Benefits, constraints and problems associated with present relationships
This section addresses issues relating to benefits, constraints and problems associated with the relationship. It solicits your views on what you consider as benefits, constraints and problems to the communities and Msinsi.

For questions 13 and 14 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

13	What do you consider as the benefits or potential benefits of the initiative to the Communities?	SA	A	UC	D	SD
i	It affords communities the opportunity to voice out concerns					
ii	It enables communities to get development assistance					
iii	It affords communities the opportunities to visit the reserve					
iv	It improves relationship between communities and Msinsi					
	Please add additional information if any, and explain your answer(s).					

14	What would you say are the benefits of the initiative to Msinsi and the Reserve?	SA	A	UC	D	SD
i.	It secures support and hence reduces threats of poaching, fences cutting and other conflicts in the Reserve					
ii	It enhances the relationship between Msinsi and community					
iii	It enables Msinsi to share management responsibilities of the Reserve with communities					
iv	It enhances of Msinsi status and recognition					
	Please add additional information if any, and explain your answer(s).					

*For question 15 check against the appropriate box, where **VS**= Very Serious; **S** = Serious; **UC** = Uncertain; **NsS** = Not so Serious; **NsA** = Not Serious at All*

Question 15a to be answered by community respondents only

15a	What do you consider as the constraints and problems of this initiative to the community	VS	S	UC	NsS	NsA
i.	The initiative demands too much of our time and efforts					
ii	The initiative does not seek to address the community issues					
iii	The frequency of interactions is inadequate					
iv	The initiative targets the wrong community structures					
	Please add additional information if any, and explain your answer(s).					

Question 15b to be answered by Msinsi management only

15b	What are the constraints and problems of the initiative to Msinsi?	VS	S	UC	NsS	NsA
i	Is too costly to operate					
ii	Communities are not cooperating as we expected					
iii	Communities structures are absent					
iv	It enables communities to make too many demands					
v	Communities are too many to consider					
	Please add additional information if any, and explain your answer(s).					

IV. Views and perceptions on present management Relation.

This section is about the general operation of the current initiative. The section seeks to solicit your views and general perceptions of the overall impact and performance of the initiative, and hence its future prospects.

For questions 16 to 19 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

		SA	A	UC	D	SD
16	Would you say the initiative is achieving any success?					
	Please add additional information if any, and explain your answer(s).					

17	In your opinion is the initiative adequately addressing issues of the communities with regards to the management of the Reserve?	SA	A	UC	D	SD
	Please add additional information if any, and explain your answer(s).					

18	What are your views on the sustainability and future prospects of the initiative?	SA	A	UC	D	SD
i	The initiative is unsustainable and its future is questionable					
ii	The initiative is dear to us and we hope it would continue					
	Please add additional information if any, and explain your answer(s).					

Question 19 to be answered by community respondents only

19	In your opinion, what would you say if Msinsi were to stop this initiative?	SA	A	UC	D	SD
i.	Our community would loose so much					
ii	Msinsi will not be able to manage the Reserve successfully					
iii	There will be no significant difference as the initiative has little impact on us.					
	Please add additional information if any, and explain your answer(s).					

V. Views and perceptions on future management relation.

This part is about the possibility of adopting a different future approach. It seeks to gather information on your views and perceptions on the possibility of a change in approach to the current initiative.

*For question 20 check against the appropriate box, where **VS**= Very Serious; **S** = Serious; **UC** = Uncertain; **NsS** = Not so Serious; **NsA** = Not Serious at All*

20	In your opinion what are some of the major threats to the management of the Reserve?	VS	S	UC	NsS	NsA
i.	Land claim issues					
ii	Poaching, fence cutting and other Reserve illegal activities					
Iii	Harassment of visitors					
iv	Uncooperative attitudes / lack of support from communities					
	Please add additional information if any, and explain your answer(s).					

For questions 21 to 25 check against the appropriate box, where
***SA**= Strongly Agree; **A** = Agree; **UC**= Uncertain; **D**= Disagree; **SD** = Strongly Disagree*

21	If you were to suggest changes to the current community programme would you suggest that Msinsi:	SA	A	UC	D	SD
i	Redefines the purpose of the initiative					
ii	Changes its approaches of interaction with the community					
	Please add additional information if any, and explain your answer(s).					

22	If you were to suggest changes to the current community programme would you suggest that Msinsi	SA	A	UC	D	SD
i.	Involves community in negotiation and making decisions to establish Reserve management agreements					
ii	Involves the community in implementing the Reserve work plans.					
iii	Consults community on issues concerning Reserve management					
iv	Shares authority and responsibility of Reserve management with communities					
	Please add additional information if any, and explain your answer(s).					

23	Would you conclude that there is	SA	A	UC	D	SD
i.	The need for more interaction of Reserve management with communities					
ii	The need for more interactions of Social Responsibility Unit with communities					
iii	The current interactions are adequate					
	Please add additional information if any, and explain your answer(s).					

24	Are there potential threats or management problems to the	SA	A	UC	D	SD
	initiative as it stands					
	If yes, what the threat(s) and how do you think they can be handled? Please explain your answer(s).					

VI. General

This part seeks your general comments, opinion and observations on the interactions between Msinsi and the community.

Question 25 to be answered by community respondents only

25	There may be perceptions that the problems Msinsi is facing in managing the Reserve come from the neighbouring communities, in your opinion what would you say are the reasons for this?	SA	A	UC	D	SD
i	Lack of education / awareness on the importance of conservation in communities					
ii	Inadequate involvement of communities on Reserve management issues					
iii	Inadequate benefits from Reserve to communities					
iv	Uncooperative attitude of Reserve management towards communities					
	Please add additional information if any, and explain your answer(s).					

26	Please you are free to provide any comments on the interview or the study you deem relevant

COMPONENT B

ABSTRACT

Although the involvement of neighbouring communities in the co-management of protected areas is becoming increasingly common, this is largely limited to public protected areas. The roles private protected areas play, and the fact that they essentially face similar threats from their neighbouring communities as do the public protected areas, makes it imperative that co-management arrangements are developed with these communities so as to secure community support for the management of private protected areas.

The study examined the possibility of private protected areas engaging communities in co–management arrangements. It was undertaken as a case study of the Shongweni Resource Reserve, one of the five reserves of Msinsi Holdings (Pty) Ltd, (Msinsi), in the KwaZulu–Natal Province in South Africa. It adopted the qualitative research approach. Six senior management staff of Msinsi and two community leaders were purposely selected as key respondents. A face- to - face interview using a structured questionnaire was employed.

The study found out that Msinsi runs a Social Responsibility Programme with the communities. In exchange of development assistance for security and support for reserve management from communities, the Programme has contributed to the success of Msinsi. The overall perceptions are that the Programme needs improvements to enable the communities play more active roles, yet respondents are uncertain on how it should be structured. Clearly there are fears that communities could capitalise on that and usurp Msinsi's reserve management mandate.

The study recommended that Msinsi should:

1. Adopt a functional co-management approach in the management of its reserves. In adopting this approach will increase interactions with the communities, and hence actively involving them in the programme;
2. Establish and work with defined structures in the communities. These structures should have representations from various community structures / groupings. The established structures also play defined roles under the programme;
3. Embed community liaison work as part of the routine reserve management duties, with the Social Responsibility Unit rather assuming advisory and facilitation roles.

BACKGROUND TO THE STUDY

The last two decades have witnessed a general shift in the management approach of protected areas from an autocratic, 'top-down' approach with its associated conservation and social consequences and failures, to more pluralistic forms of management approaches (Borrini-Feyerabend, Kothari and Oviedo 2004). One of such pluralistic approaches, protected area co-management tends to involve local communities especially those that neighbour protected areas to participate in their management. The management of these protected areas has in the past affected and continues to affect these local communities negatively in most situations (Colchester 2003a).

These communities have either direct or indirect links to the protected areas through historical or cultural ties, resource dependency and geographical proximity. Consequently, the actions or inactions and attitudes of these communities tend to affect the management of these areas. The effectiveness of protected areas to deliver the overall conservation objectives thus depends to large extent on the nature of the interactions between protected area management and neighbouring communities and hence the need for co-management (Borrini-Feyerabend, Pimbert, Farvar, Kothari and Renard.2004). Co-management also ensures the management of protected areas as contiguous landscapes incorporating the social, environmental, cultural and economic dimensions of human society: this is the present world thinking in conservation.

Since the inception of the concept, it has been adopted and applied in the public sector, especially in the management of state owned protected areas. Private protected areas have not however become involved in co-management arrangements to any great deal. Nevertheless, they experience similar problems and challenges that confront public protected areas and are expected to deliver the same (IUCN 2003).

Co-management has been perceived to mean different things to different people, particularly resource owners and managers. The general understanding that co-management seeks to share authority and responsibility with stakeholders means to some people the sharing of ownership rights with local communities (Colchester 2003b). Consequently there is reluctance in adopting the concept even in the public protected areas (Borrini-Feyerabend, Farvar, Nguinguiri, and. Ndangang. 2000). When it comes to private

reserves, it is almost non-existent and where it does exist, local people play very limited active roles, probably due to this notion of sharing ownership rights. Dubois and Lowore (2002) and Borrini Feyerabend (1996) pointed out that several approaches to co-management exist. In addition, there are no blueprints for any of these approaches. Thus the concept is flexible and suitable to fit many situations to achieve desired results.

The increasing number of private protected areas in southern Africa has been quite remarkable, especially South Africa over the last two decades (Damm 2002). ABSA (2003) observes that about 13% of the total land surface of South Africa is under some form of private conservation. Its importance is not only in the area of conservation but also in the socio-economic development of the country. Contributions to development include sources of revenue to owners, contribution to national budget as a result of the foreign exchange brought in through the tourism industry, employment for many people as well as contribution to rural development (Damm 2002; Alderman 1994).

This study examined the possible relationship between private protected area management and neighbouring communities through co-management arrangements. The key research question that led to the research objectives was whether it is possible to adopt a co-management approach for the management of private protected areas. The dissertation focused on the Shongweni Resource Reserve as a case study with four specific objectives:

1. To examine the present relationships between Msinsi Holdings and neighbouring communities of the Shongweni Resource Reserve;
2. To determine the impact of Msinsi's present relationships with the communities on the management of Shongweni Reserve.
3. To ascertain the views and perceptions of the management of Msinsi and the communities towards a co-management approach for Shongweni Reserve;
4. To explore the potential for a co-management arrangement for Msinsi Holdings to consider for the management of Shongweni Reserve.

The paper is organised into five main sections. The first section, the background of the study, gives brief background information of the study: private protected areas and co-management. The next section discusses the methods employed in the study as well as a brief description of the study area. The third section discusses the results: how the results are organised, and then presents the results under various headings. In the fourth section

the results are discussed and this section commences with a brief literature review of key issues that the study conforms to or otherwise. The fifth section contains the conclusions and recommendations.

Msinsi Holdings (Pty) Ltd, (Msinsi), is a quasi-private company and a subsidiary of the Umgeni Water. Umgeni Water is a parastatal entity in KwaZulu-Natal Province, responsible for the supply of bulk water to users in the Umgeni Valley region in the Province. The choice of the study area was motivated by the fact that Msinsi operates its six reserves, of which Shongweni is one, as private game reserves (Msinsi 2002). In other words, the reserves are treated as private game reserves with no direct government subsidies, and generally no interference from the State. In addition Msinsi has established a partnership arrangement with its neighbouring communities in managing its reserves, allowing the questions of the study to be investigated.

METHODOLOGY AND CONTEXT

METHODS

The study adopted the qualitative approach and the data gathered was mainly from primary sources and also some secondary sources. The purposive sampling technique was used to select respondents for the study. In all eight respondents provided information that was relevant to the study. These included six management staff from Msinsi Holdings and two respondents from two neighbouring communities to the Shongweni Resource Reserve, Edamini, also known as Salem and Zwelibormvu (Table 1).

A survey method was used in gathering the data. Face-to-face interviews were conducted using a structured interviewer administered questionnaire. The interview instrument comprised of closed ended and open ended questions. The closed ended-questions were coded and ranked using the Likert scale. Respondents were asked to select an appropriate level of their choice on a list of possible answers provided. The close ended questions were followed up immediately with open-ended questions. These necessitated verbal discussions of any additional information and explanation of the responses to the close ended questions. These were tape-recorded and later transcribed for analysis.

Table 1: List of survey respondents

No	Respondent	Position	Institution	Groups
1	Todani Moyo	Managing Director	Msinsi	Head Office
2	Peter Coulon	Land and Wildlife Manager	Msinsi	Head Office
3	Rob Markham	Business Development Manager	Msinsi	Head Office
4	Ray Naguran	Marketing / Ecotourism Manager	Msinsi	Head Office
5	Bongani Mkhize	Social Responsibility Officer	Msinsi	Community Liaison
6	Sandile Mkhize	Shongweni Reserve Manager	Msinsi	Reserve -Based
7	R. Shozi	Chief Councillor	Zwelibormvu	Community
8	M.I. Magcaba	Induna (Headman)	Salem	Community

THE STUDY AREA

The Shongweni Resource Reserve is located within the Outer West Sub-Metropolitan Region of the Ethekweni Municipality in KwaZulu-Natal Province, South Africa. The Reserve was establishment in 1992 and is 1700ha in extent. Located in the Reserve is a dam of 51ha (see comment). The landscape is mainly hilly with only about 200ha being relatively flat (Msinsi 2003). Current records show that there are about 39 mammalian species and 249 bird species. Its ecotourism activities include nature walks and game drives (*ibid*). The Reserve is surrounded by five local communities: Edamini, Ntshongweni, Zwelibormvu, Toni, and Makhanya.

Before the establishment of the game reserve, the dam which was constructed by the Durban Corporation in 1927 was managed by the Umgeni Water to supply water to the Durban area. The dam was decommissioned in 1991 and the area handed over to Msinsi to manage on behalf of Umgeni Water. Since then, Msinsi has developed the area into a Resource Reserve. As a result of the successful management of the area, Umgeni Water gradually handed over five additional sites to Msinsi to manage and has since similarly developed these into Resource Reserves. They include Nagle Resource Reserve; Danville Bird Sanctuary; Inanda Dam and Mahlabathini Park; Albert Falls Resource Reserve and Hazelmere Resource Reserve.

With a vision "to be nationally and internationally recognized as the premier land, wildlife and eco-tourism Management Company," Msinsi Holdings' manages its game reserves

with an overall purpose of, as contain in its mission statement, "providing superior, client-driven land, wildlife, and eco-tourism management services through strategic partnerships" (Msinsi 2003:4).

For the over all goal for its Game Reserves Msinsi exists "To provide a managed, ecologically sound reserve environment and to optimise sustainable revenue-generating opportunities from eco tourism activities and game-related products" (Msinsi 2003: 4). The goal is further broken down into:

a) Primary game reserve objectives

"To maintain the integrity of the reserve and so provide Umgeni Water with a well-managed land and sustainable wildlife resource, so that revenue generating opportunities are optimised, making the land parcel financially viable" (ibid) and;

b) Secondary game reserve objectives

1. To optimise sustainable income generating activities through nature-based eco-tourism and game products;
2. To maintain good relations with the neighbours, to assist with the primary objective of the reserve (*ibid).*

To achieve the above objectives and hence its vision Msinsi Holdings thus focuses on four main areas of operation:

- Land and Wildlife Management in its estates;
- Ecotourism and Marketing;
- Business Development and Consulting Services;
- Social Responsibility (Community Development issues).

RESULTS

INTRODUCTION

The findings of the study, based on the field survey that was undertaken over a ten day period from the November 7 to November 16, 2005, are presented. The study gathered data from respondents through face-to-face interviews using a structured interview questionnaire. The respondents were drawn from the management of Msinsi Holdings as well as from the communities. The results presented are drawn from two aspects of the survey: results of responses to closed-ended questions mainly using the Likert's attitudinal

scale; and responses to open-ended questions, which were tape recorded and transcribed. These are supported by appropriate documentary review

Based on the objectives of the study, the results have been organised into four broad themes:

1. Nature and purpose of Msinsi Holdings' community programme;
2. The different role players under the programme;
3. Benefits, constraints and problems of the programme;
4. Views and perception on the present and future operation of the programme

The results of the closed-ended questions have been presented using Likert attitudinal scale based on a five-point scale for various aspects of perception as in Table 2.

Table 2: Various behavioural categories used in the study

Agreement	**Seriousness**	**Frequency**
Strongly Agreed **(SA)**	Very Serious **(VS)**	Always **(As)**
Agree **(A)**	Serious **(S)**	Sometimes **(ST)**
Uncertain **(UC)**	Uncertain **(UC)**	Uncertain **(UC)**
Disagree **(D)**	Not so Serious **(NsS)**	Rarely **(R)**
Strongly Disagree **(SD)**	Not Serious at All **(NsA)**	Never **(N)**

NATURE AND PURPOSE OF MSINSI'S COMMUNITY PROGRAMME

The study indicates that there are good neighbour relationships between Msinsi and communities immediately neighbouring its reserves. Msinsi has initiated and runs a community programme, the Social Responsibility Programme, in all neighbouring communities. The purpose of the Programme is to establish and maintain good neighbour relationships with the communities fringing its reserves, with the overall aim of securing support for the effective management of its reserves. To effectively run the Programme, Msinsi has created the Social Responsibility Unit within its management structure. In order to achieve its objectives the Unit seeks to integrate the various social issues in the communities with environmental and economic aspects of the reserve. This conforms with the paradigm shift in conservation which demands that protected areas be managed not only for their environmental and economic objectives but also for social objectives the

'triple bottom line' approach. In return for securing support from communities for the protection and management of the reserves Msinsi provides assistance to the communities with various development projects.

All respondents, including community respondents, protected area management and the management staff of Msinsi head office, acknowledged that the relationships are quite cordial. Two of the five respondents from Msinsi head office strongly agreed while the rest agree that Msinsi has established good relationships with its communities. All respondents agreed strongly that the purpose of the Programme is to secure support for the protection and management of the reserve. Four respondents noted that it is the Social Responsibility Unit that always interacts with communities and three noted that the reserve management sometimes interacts with the communities. The respondents generally acknowledged that the Programme deals mainly with the community leaders. On views of the present level of involvement of communities in the Programme, opinions were widely varied. Table 3 gives a summary of the views of respondents on the level of current community involvement under the Programme.

On the existence of a good relationship between Msinsi and the communities the reserve management agreed that this was the case. The views are that the relationships that exist are mainly with community leaders rather than with the community members who actually pose the threats to the reserve management.

The responses further indicate that from Msinsi's side it is the Social Responsibility Officer who interacts with the community leaders although the reserve management also sometimes interacts with the communities, especially when community members or leaders visit the reserve. The reserve management agree that sometimes communities are involved in making decisions on reserve management as in Table 3.

Table 3: Views of respondents on the extent of the present community involvement in the Social Responsibility Programme
T = *number of respondents interviewed*

a	*Msinsi Head Office Respondents*	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involves communities in decision making	0	1	2	1	1	5
	Informs communities of management decisions	2	1	2	0	0	5
	Involves in implementing reserve plans	0	2	2	1	0	5
	Consults on reserve management issues	0	1	3	1	0	5
b	*Respondent from Reserve Management*	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involves communities in decision making	0	1	0	0	0	1
	Informs communities of management decisions	0	1	0	0	0	1
	Involves in implementing reserve plans	0	0	0	1	0	1
	Consults on reserve management issues	0	1	0	0	0	1
c	*Community Respondents*	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involves communities in decision making	1	1	0	0	0	2
	Informs communities of management decisions	1	1	0	0	0	2
	Involves in implementing reserve plans	2	0	0	0	0	2
	Consults on reserve management issues	1	1	0	0	0	2

Both respondents from the communities agreed strongly that the relationship that exists between Msinsi and the communities is strong and that the purpose of the Programme is to secure their support for the reserve management. They also strongly agreed that under the Programme, the officer in charge always interacts with the community leaders, particularly the chiefs and elders. It was noted that it is the leaders that then carry the concerns of Msinsi to the community members and vice versa. Views on the interactions between the reserve management and communities were split, with one indicating that the reserve management rarely interacts with the communities and the other noting that it never happens. Concerning level to which communities are involved in the Programme, respondents generally agreed that communities are sometimes either involved in making decisions with regards to reserve management, or informed of management decisions. A summary of the views are presented in Table 3.

On a whole, the findings indicate that there is no structured schedule of interactions between Msinsi (the unit and reserve management) and the communities within which the Programme operates. The interactions occur whenever the need arises, such as in times of crisis, conflicts or when development assistance is to be delivered. The Programme deals with existing community leadership structures with the assumption that those leaders will in turn interact with members of their communities. These leadership structures vary from community to community and include traditional, political as well as social ones. They specifically include local chiefs, councillors, development forums, local trusts, and various committees. In certain communities the Programme deals with more than one of these structures.

Views generally expressed by the three groups on the level of community involvement under the Programme are varied. The overall findings are, however, that communities are usually informed of management decisions, but are rarely involved in decision-making. Occasionally they are consulted on some issues that Msinsi feels might directly affect the communities or when such issues arise from communities and have the potential of affecting Msinsi. Some of the issues include poaching, fence cutting, visitor harassments or when communities need to identify projects in order to access development assistance. Msinsi also involves the communities in reserve activities but only as paid casual labour.

THE ROLES OF THE DIFFERENT PLAYERS IN THE PROGRAMME

One of the objectives of the Social Responsibility Programme is to carry the social responsibility obligations of Msinsi by establishing and maintaining good neighbour relationships between the communities and Msinsi. The overall objective is, however, to secure local support for the effective management of its reserves. The focus on the Programme thus involves four main actors: Msinsi head office, the Social Responsibility Unit, the Shongweni Reserve Management and the neighbouring communities. It is expected that these actors perform certain defined roles and interact with each other. Most of these are informal particularly with regards to the roles neighbouring communities play.

All respondents from the head office noted with strong agreement that under the Programme communities are expected not only to stop but also assist reserve management in combating poaching and other illegal activities that have negative impacts on the reserve. Views were not harmonised on whether communities played roles in assisting in

implementing reserve activities and in decision-making on reserve issues. One indicated uncertainty, one disagreement and one strong disagreement on whether community roles included assisting in implementing the reserve management plan. Two respondents were uncertain and three disagreed that communities assisted in making decisions on reserve issues. All head office respondents generally agreed that communities are performing their expected roles. They also, however, observed the lack of defined roles to enable the communities to be actively involved in the Programme.

The reserve management strongly agreed that communities in the Programme are expected to ensure that community members stop poaching and other illegal activities in the reserve. The response also indicates that there is general lack or inadequate roles for communities to actively involve them. Contrary to the head office respondents' view, the reserve management strongly disagreed that communities are carrying out their roles as expected of them especially with regards to the management of the reserve.

Respondents from the communities strongly agreed that communities' roles in the Programme include ensuring that community members stop posing threats that are detrimental to reserve management. The two community respondents also agreed that communities are expected to assist in implementing the reserve plan. Concerning the involvement of communities in decision-making on reserve management issues they expressed divergent views with one strongly agreeing and the other strongly disagreeing that communities were involved. Both respondents however strongly agreed that communities are performing their roles as expected under the Programme.

The role of the Social Responsibility Unit, in addition to establishing and maintaining neighbour relations, includes identifying areas of development needs in the communities and linking these communities with Msinsi. The Social Responsibility Unit is expected to discuss and create awareness of Msinsi, for instance, what Msinsi does and its area of operations, in the communities. In the communities the Unit does not therefore deal only with issues directly affecting reserve management. The Unit is currently also fulfilling a crucial role in environmental education in surrounding schools.

From the head office management point of view the reserve management is required to create awareness of the management requirement of the reserve and of Msinsi in general.

The management is expected to engage the communities on the day-to-day management issues of the reserve especially those that affect them. This is achieved through conducting within the communities educational and awareness creation programmes about the reserve. Reserve management also ensures that community issues that affect the management of reserve and vice versa are addressed or incorporated into the reserve management plan.

The response from the reserve management indicated it does not currently play any active role in the Programme but that it needs to deal with the communities directly. Present staffing at the reserves is inadequate to deal with community issues despite their importance.

The results also indicate that communities are expected to ensure that they stop engaging in illegal activities that affect the reserve such as poaching, and visitor harassment. They rarely, however, play any active role in the Programme. Their inability to actively participate in the Programme is attributed to the failure of the Programme to identify specific areas and roles that they could be engaged in.

BENEFITS, CONSTRAINTS AND THREATS TO THE SOCIAL RESPONSIBILITY PROGRAMME

The Social Responsibility Programme enables the two main role players in the Programme, Msinsi and the neighbouring communities, to mutually benefit through their interactions. The communities benefit from assistance for socio-economic development from Msinsi, while Msinsi in return is guaranteed security and support for the protection of its reserves. The study reveals that both parties are enjoying the respective benefits under the Programme.

All Msinsi head office management respondents strongly agreed that one of the benefits of the Programme to Msinsi is to secure community support for reserve management. They generally agreed that enhancement of the relationship between the two parties, as well as enhancement of Msinsi's image and status were also benefits of the Programme to Msinsi. However, one of the five respondents was uncertain and another disagreed that sharing of responsibility and authority with community was actually a benefit. All respondents agreed that the Programme benefits the communities by affording them opportunities to voice their concerns and assisting them in development programmes. Concerning the issues of

threats, problems and constraints, three respondents noted that the cost of operating the Programme could be a serious threat to it while one was uncertain. The others indicated that it is not serious at all. Two were uncertain if lack of community support is a threat to the reserve management and three rated it generally as being a serious threat. There was consensus that visitor harassment as well as poaching, fence cutting and other illegal activities are serious threats to the management of the reserve.

Reserve management strongly agreed the Programme benefits to the communities include opportunity to voice their concerns, provision of development assistance, opportunity to visit the reserve and improvement of relationship between Msinsi and the communities. Concerning threats, problems and constraints to the Programme and the reserve, the management ranked as a very serious threat the lack of community support. Poaching, fence cutting and other illegal activities were also ranked as very serious threats to the Programme and reserve management while visitor harassment was ranked as serious.

Both respondents from the community strongly agreed that through the Programme Msinsi secures their support for protection of the reserve management. They also strongly agreed that the Programme enhances the relationship between communities and Msinsi. Their views, though both positive, were varied on communities sharing responsibility and authority in reserve management. One of them acknowledged with strong agreement that sharing of responsibility and authority was a benefit to Msinsi. Concerning the benefits of the Programme to the communities, both the respondents strongly agreed that the Programme affords them opportunities to voice their concerns on reserve issues and provides them with development assistance. They noted that the communities would lose much by way of development programmes if Msinsi halted the Programme. They strongly disagreed that the Programme was taking too much of their time, and that it did not seek to address community issues. Concerning threats to the reserve, they generally disagreed that fence cutting, poaching and other illegal activities are actually threats to the reserve. Table 4 shows a summary of respondents' views on threats, problems and constraints to the Programme and reserve.

Table 4: Threats, Constraints and Problems of the Reserve and the Programme

T = *number of respondents interviewed*

a	*Msinsi Head Office Respondents' Views*	**VS**	**S**	**UC**	**NsS**	**NsA**	**T**
	Too costly to operate programme	0	3	1	0	1	5
	Communities not cooperating as expected	1	2	2	0	0	5
	Too many communities to consider	1	1	0	1	2	5
	Land Claim issues	1	1	0	1	2	5
	Harassment of Visitors	3	2	0	0	0	5
	Poaching, fence cutting, other illegal activities	4	1	0	0	0	5
a	*Reserve Management's Views*	**VS**	**S**	**UC**	**NsS**	**NsA**	**T**
	Too costly to operate	0	0	1	0	0	1
	Communities not cooperating as expected	1	0	0	0	0	1
	Too many communities to consider	0	0	0	1	0	1
	Land Claim issues	0	0	0	1	0	1
	Harassment of Visitors	0	1	0	0	0	1
	Poaching, fence cutting, other illegal activities	1	0	0	0	0	1
a	*Communities Respondents' Views*	**VS**	**S**	**UC**	**NsS**	**NsA**	**T**
	Land Claim issues	1	0	0	0	1	2
	Harassment of Visitors	0	1	0	0	1	2
	Poaching, fence cutting, other illegal activities	0	0	0	1	1	2

The overall findings of the study indicate Msinsi provides a very wide range of development assistance to communities. These include training programme in various skills such as environmental education, field trips, and computer training. It also provides equipment and materials including computers and desks to schools, life jackets to communities that own and use boats to ferry people across to other communities. Communities are also occasionally given rights to use resources such as permission to fish or collect fuel wood in the reserve. Job creation featured prominently in the verbal responses, with respondents indicating that over 75% of all permanent employees in the Shongweni Reserve come from neighbouring communities. In addition, the reserve management occasionally engages the services of neighbouring communities as casual labour in times of need. Activities and functions are also occasionally organised by Msinsi, where community members are given opportunities to sell their wares and products, or be engaged in other activities to earn income.

Respondents presented a wide range of views on issues considered as threats, problems or constraints associated directly or indirectly with the effective operation and management of the Programme and reserve respectively, as summarised in Table 4. The issue of capacity, particularly inadequate staffing especially in the Social Responsibility Unit was also raised by respondents. The Unit has only one officer to cover all the communities in all the reserves. In addition to running community programmes, the officer also offers environmental education to surrounding schools. The reserves do not have officers who assist the Social Responsibility Officer, or who in his absence, run the Programme. Most of the community structures (the body, institutions or group of individuals) with which the Programme deals in the communities also lack capacity to handle certain issues like distribution of benefits and identification of projects to receive development assistance. Thus Msinsi faces the challenges of having to handle such issues as well.

VIEWS AND PERCEPTIONS ON THE PRESENT AND FUTURE OPERATION OF THE PROGRAMME

Msinsi head office management displayed general optimism for the Programme in addressing reserve issues. While three of the five respondents generally agreed the Programme was achieving success, two were uncertain about that. Four respondents indicated uncertainty as to whether it was adequately addressing community issues with regards to the reserve. All indicated that the Programme was important to Msinsi, with two strongly agreeing. Concerning its future direction, three respondents agree that there was a need to redefine the Programme purpose and two were uncertain about it. Two agreed that there is the need for a change in the approach of interactions as well, while two were uncertain and one strongly disagreed that there was a need for a change in the approach. Views on the extent to which the community should be involved were varied. One respondent was uncertain and two disagreed that communities should share responsibility and authority in the management of the reserve. Respondents' general views on the issues are summarised in Table 5. Generally, there is dissatisfaction about the level of present interactions between Msinsi and the communities. One respondent strongly agreed and three agreed on the need for more interactions by both the reserve management and Social Responsibility Unit.

The reserve management agrees that the Programme is achieving success and that it is adequately addressing community concerns with regards to reserve management. The general views of reserve management are also that there is the need to redefine the Programme's purpose and change its approach towards interactions. The respondent indicated that communities should be involved in decision-making and negotiation, in implementing reserve management plans and should also share the responsibility and authority on reserve issues (Table 5). There was also strong agreement that there is the need for more interactions by both the reserve management and the Social Responsibility Unit with the communities.

Table 5: Views on future community involvement in the Programme
T = Number of respondents to interview

a	*Views from Head Office*	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involvement in decision-making and negotiation	0	2	3	0	0	5
	Involvement in the implementation of reserve plans	0	2	2	1	0	5
	Consult communities on reserve issue	0	3	2	0	0	5
	Share responsibility and authority in reserve issues	0	2	1	2	0	5
b	*Views from Reserve Management*	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involvement in decision-making and negotiation	0	1	0	0	0	1
	Involvement in the implementation of reserve plans	0	1	0	0	0	1
	Consult communities on reserve issue	0	1	0	0	0	1
	Share responsibility and authority in reserve issues	0	1	0	0	0	1
	Views from Community Respondents	**SA**	**A**	**UC**	**D**	**SD**	**T**
	Involvement in decision-making and negotiation	0	1	0	1	0	2
	Involvement in the implementation of reserve plans	1	0	0	1	0	2
	Consult communities on reserve issue	1	1	0	0	0	2
	Share responsibility and authority in reserve issues	1	0	0	1	0	2

Community respondents also generally expressed optimism for the Programme. Both respondents generally agreed that the Programme was achieving success and that it was adequately addressing their concerns with regards to the reserve. Although they agreed that the Programme is important to Msinsi, one strongly disagreed and the other agreed that the Programme was unsustainable and its future is in doubt. One respondent indicated agreement and the other strong disagreement to need for a change in the purpose and

approach of the Programme. Their opinions were varied on the extent to which communities should be involved in the Programme, although they agreed that communities should be consulted on reserve management issues. Table 5 reflects the views of respondents on the level of community involvement under the Programme in the future. Both respondents disagreed that there is the need for more interactions between reserve management and communities.

The overall results reveal that all respondents perceived the Programme to be very important to Msinsi and expressed optimism for its sustainability. Respondents noted that in the absence of the Programme, it will be very difficult for Msinsi to exist since it would not be able to manage its reserves effectively. The achievements of Msinsi in its operational areas such as its success in reclaiming Shongweni Resource Reserve as well as its success in the general management of its game reserves have been attributed to its cordial relationships with the communities. The overall perceptions are that it is imperative for improvements in the Programme to enable Msinsi to meet its future challenges. Opinions were, however, very varied on how the approach could be oriented especially on the placement of the communities under the Programme. Generally, the results are indicative of questions, fears and uncertainties about the level and aspects of reserve management issues that local communities could be involved in. Head office concerns particularly were that communities might at some stage try to take control over Msinsi management mandate of the reserve if Msinsi were to shares authority and responsibility with communities in reserve management.

To secure the future of Shongweni Resource Reserve, Msinsi plans to develop it into an ecotourism destination in the KwaZulu-Natal ecotourism market. The ecotourism development programme will involve the neighbouring communities who will play active roles in the Programme. The communities are expected to make capital contribution towards the development of a conference centre and a tourist lodge. Msinsi is also aligning the management of its protected areas towards the current world thinking of managing protected areas not as isolated landscapes or ""islands" of biodiversity, but as integrated systems to achieve the enhanced socio-economic and environmental objectives of biodiversity. Msinsi's views on the neighbour relations are to ensure that the communities play an active part in its Social Responsibility Programme and reserves.

DISCUSSION

INTRODUCTION

Local communities can play important roles in protected area management. Besides the knowledge and the capacities communities can contribute to their effective management, they are also important because most of the problems and threats to protected areas are perceived to emanate from communities themselves. Involving them in the management of protected areas could therefore serve to recognise and motivate them and hence secure their support for the protection of these areas. Involvement also establishes a cordial relationship that ensures that local communities' concerns are given a voice, which is crucial in the management of conflicts between communities and protected area management (Lane 2001).

Various attempts have been made in the last two or three decades to actively involve communities, particularly local communities neighbouring protected areas (Colchester 2003b). Not only can local communities change their attitudes towards management such as ceasing illegal activities they themselves are engaged in, but they are also capable of serving as security to buffer other non-resident community members who might intend engaging in these activities.

There have not been any blueprints on how and to what extent local communities can be actively involved in order to secure their support for protected area management. Given the varied objectives of protected areas, reasons and goals for involvement and stakeholder interests, it is even wondered if blueprints are required or desirable. Consequently several approaches to co-management have been applied to suit particular situations. Many approaches have had to face several challenges and the participating parties have had to devise different ways under different conditions in order to overcome them. This therefore makes the approach, often described as 'learning by doing', a favoured one (Borrini – Feyerabend *et al* 2000). These issues have not been easily dealt with in the public protected areas where several of the models have been applied. It can therefore be assumed that private protected areas would similarly face those same problems in attempting to adopt co-management models when involving neighbouring communities in reserve management.

The results in the study reveal a number of issues as Msinsi attempts to secure support from the communities in managing its reserves. Broadly these issues are discussed in this paper under four main headings:

1. Level of community involvement under the Social Responsibility Programme;
2. Roles and interactions of the main actors under the Programme;
3. Programme -community structures;
4. Overall impact and general perception of the Programme.

LEVEL OF COMMUNITY INVOLVEMENT UNDER THE SOCIAL RESPONSIBILITY PROGRAMME

Borrini –Feyerabend (1996) indicates that there are several levels at which stakeholders, such as local communities, can be involved in a co-management of protected areas. He proposed a seven-scale point co-management continuum, of which only five points can be regarded as collaborative management. Dubois and Lowore (2002) distinguish these various levels as participation in information giving; participation by consultation, participation for material incentives; functional participation and interactive participation respectively with increasing stakeholder involvement, contribution and commitment. Notwithstanding these levels as described, there are no sharp demarcations between levels and a single model of a co-management arrangement can have various aspects from these different levels.

The results from the study indicate that Msinsi has established good relationships with its neighbouring communities through its Social Responsibility Programme. However, while there is a strong commitment on the part of Msinsi to work with the communities, the Msinsi programme operates on a model mainly based on participation for material incentives. Here communities are only involved in reserve issues in exchange for material incentives, such as the provision of labour in return for cash and other benefits for the communities. As Dubois Lowore (2002) maintain, the danger with this approach is that people might not continue the relationships and play their part when the incentives are discontinued. The model also contains several aspects of the participation by information giving and participation by consultation. In the former communities usually participate by giving information while in the latter they are consulted on issues Msinsi feels will affect them.

The study determined that the Programme has no specific objectives such as the overall expected output and specific activities to be implemented in the communities. The extent to which communities can be involved under the Programme is not well articulated. The existing levels of involvement of communities do not tend to enable them to participate actively especially on issues relating to the reserve. As a result, there is not much contribution from the communities concerning the management issues of the reserve. There are still cases of illegal activities in the reserve, which suggests that there might not be commitments and adequate support from the communities.

Although a management plan for Shongweni Game Reserve has been drawn and is operational (Markham 2005), it appears the neighbouring communities were not even actively involved in the consultation process for its production (*ibid).* This might not have met with the legal requirement but would have also accentuated Msinsi's social responsibility obligation of achieving its stated objectives of "establishing and maintaining good neighbour relations in order to maintain the integrity of the reserve through strategic partnerships to provide superior services". The management plan compilation process, usually undertaken in the spirit of cooperation and understanding among key stakeholders, allows for buy-ins of the stakeholders (including local communities) of both management objectives and vision to be jointly determined. This can be an effective way of avoiding conflicts and other unfavourable consequences such as communities usurping Msinsi management mandates since it provides defined responsibilities (including possible decision-making responsibilities), participation and cooperation for the communities and other actors.

Msinsi could consider adopting and operating the functional participatory approach of Co-management. Under this system communities will assume more active roles in decision-making and negotiations with Msinsi in developing agreements that set standards for each party (Dubois and Lowore 2002). For sustained partnerships and guaranteed security for the protection of its reserves, Brown (2003) pointed out that adopting an approach, such as the functional one, that deliberately includes communities is imperative because it allows for learning and collective action.

This approach ensures the active participation of the communities. It entails the involvement of stakeholders, and particularly communities, in negotiation with

professionals, as well as in decision-making to develop specific agreements, etc. This approach can lead to well-defined relationships of various stakeholders spelling out not only the responsibilities foe each partner, but also how and who has authority to decide. In addition, the fact that there are no blueprints and that co-management approaches are dependent on context, enables Msinsi to tailor the approach to suit its objectives. This will help allay the fears expressed during the study that communities might end up usurping Msinsi's mandate for the management of the reserves.

THE ROLES AND INTERACTIONS OF THE MAIN ACTORS UNDER THE PROGRAMME

Communication is vital where two parties are involved in finding lasting solution to protected area management issues. Borrini-Feyarabend *et al* (2004) pointed out that it would be meaningless if negotiations and agreements among the actors of a programme happen with only a few people. Various interests groups that participate or whose activities directly affect or are affected by such issues need to be actively involved, playing various active roles. Active interaction and communication between various parties provide conditions for interactive learning and informed decision-making in communities. This enables the sharing of information and discussion of problems, opportunities and alternative options for solving problems (*ibid*). However, when this happens with few individuals and especially with those who are not directly involved in the issues of concern, these opportunities become limited.

The findings of the study generally indicate that there are interactions between the communities and the management of Msinsi. Consequently there is improved dialogue between the two parties. The interactions however, are mainly between the Social Responsibility Unit and the community leaders, or a few selected people in the communities. Generally, there are very limited interactions especially between the reserve management and the community members. The reserve management and the community members are key role players in the Programme considering its overall objective of securing support for the protection of the reserves. Their actions or inactions directly affect each other, yet the results reveal generally inadequate interactions between them. This is suggested by incidents of illegal activities in the reserve including poaching, fence cutting and visitor harassment, despite the interactions between the community leaders and programme.

Colchester (2003a) argues that traditional or local leadership structures are usually vested with decision-making authority, but this can sometimes lead to marginalisation of other social groups, for instance women. When this happens, vital decisions, ideas, knowledge and information for effective management decisions can be shelved.

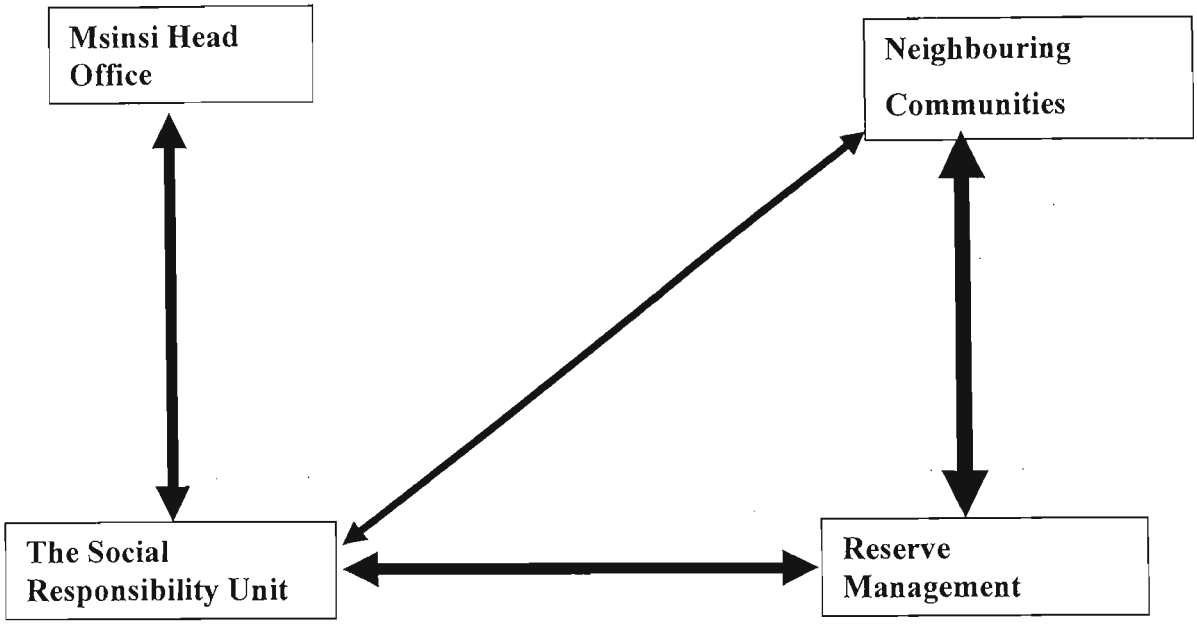


Figure 1: Proposed interactions of the various actors under Msinsi's Social Responsibility Programme

It is therefore imperative that if the Programme aims at securing support for the protection of the reserve, it is therefore imperative that the reserve management and the community members interact frequently. Msinsi might like to consider enabling the reserve management to actively interact more frequently with community members under the Programme. The general assumption that community leaders or structures that the Programme deals with will in turn communicate the concerns from Msinsi to other members of the communities and vice versa could be an over estimation. Such leaders or structures might not interact adequately with all the community members. The direct interaction of the reserve management with he communities is thus important. Various levels of interactions that Msinsi might consider using for its community programme are depicted in Figure 1.

PROGRAMME -COMMUNITY STRUCTURE

The management of natural resources especially in protected areas should be based on adaptive approaches that require experimentation and learning on an on-going basis (Borrini-Feyerabend *et al* 2004). In co-management or participatory systems especially where local communities are involved in negotiations, consultations and agreements, there is the need to provide some mechanism for assessing, reviewing and redefining objectives, agreements, roles and issues that come to light occasionally (*ibid*). Such mechanisms are usually employed by a body or a group of individuals, representative of all or most of the actors involved in the management arrangement. Such a mechanism could be in the form of a committee, board, or an association.

The results indicate that Msinsi uses the existing leadership structures it works with in the communities to perform those roles. But as the study reveals, the Programme often works with only one of such community structures like the chiefs (*amakhosi),* councillors and development forums in the communities. For instance in certain communities it works with only the local chiefs, in others with the councillors. Communities are not homogeneous and while these structures represent the communities on various platforms, each has its own motives, objectives and interests and subsequently might influence decisions in a way to favour the particular structure (Colchester 2003a). A body that comprises representatives from various community social groups and institutions in a community including the traditional and political leaderships might be ideal for dealing with issues that pertain to reserve management. Jell and Machado (2002) acknowledge that one challenging aspect when dealing with co-management arrangement involves finding an appropriate structure to work with. While it can be entirely impossible to give a voice to all community members in a co-management arrangement, it will be worthwhile if attempts could be made to find and define a culturally appropriate structure that is representative, that contains members of the various community social groups and institutions.

Msinsi might consider working with two structures in this way: the community level structure and the reserve level structure. The community level structure or committee might comprise various community social groupings and institutions. It could capitalize on the structures the Programme has already established. The reserve level structure could be comprised of representatives from the various community level structures or committees. This structure could play a consultative, advisory role at the reserve level. This would not

only afford the various communities a chance to interact and exchange ideas on issues relating to reserve management, but would also, due to the peer group pressure exerted by members on each other, enable every community to take active interest in the reserve and other issues.

OVERALL IMPACT AND PERCEPTIONS OF THE PROGRAMME

The overall purpose of any attempt to involve local communities and other stakeholders in the co-management arrangement of protected areas is to achieve mutual benefits (Lane 2001). Local communities are usually engaged in co-management for various reasons, including social, economic, cultural and environmental reasons. These reasons specifically include employment, material incentives, social recognition, protection of cultural areas and community development projects from protected area management. On the other hand, protected area management is usually interested in securing support from communities for the protection of the reserve.

The results are indicative that the neighbouring communities benefit from the existing Programme in several ways, including opportunities to voice their concerns with regards to management of the reserve, provision of development assistance, opportunities to visit the reserve, and finally improved relations between communities and Msinsi. Specific community benefits include:

1. Skills development in various areas for the youth, field trips, computer training;
2. Equipment and materials such as computers and desks to schools, life jackets to communities that own boats and use them to ferry people across to other communities;
3. Recreational facilities; and
4. Resource utilisation rights such as permission to fish or collect fuel wood occasionally, as well as job opportunities, both permanent and casual.

It is evident that the communities have both high expectations about and appreciation for the contribution Msinsi is making towards socio–economic development. In general, Msinsi plays crucial roles in the socio-economic development of the communities. This agrees with available literature on the positive role private reserves play in the development of rural communities (Alderman 1994).

Respondents agreed that despite a number of incidents where Shongweni still experiences poaching, visitor harassment and fence cutting, the communities are supportive of the reserve management. The success in protecting and managing the reserves is attributed mostly to the good neighbour relationships Msinsi has with the communities through the Programme. The general views are that Msinsi is gradually achieving success in the management of its reserves. But while appreciating the contribution the Programme is making towards the success of securing support for the reserve, management of Msinsi is aware of the shortfalls of the Programme, especially in its failings to actively involve the communities in management. The general perception is that there is a need to improve the Programme, yet there is uncertainty about how the programme should be structured to involve communities. The Msinsi head office management's fears that involvement of communities towards a co-management arrangement to enable the sharing of responsibility and authority in managing the reserves could compromise the management status of Msinsi, are also evident. But as noted by IUCN (2003), these fears can be allayed by the fact that there are several co-management approaches that seek to involve communities and different approaches can be adopted for a variety of situations. The absence of blueprints for any of the approaches would also enable Msinsi to achieve its expected objectives without compromising its management mandate if it properly adopts and applies it. Msinsi might therefore consider adopting a more participatory co-management approach and tailoring it to suit their objectives.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The research was carried out to examine the possibility of private protected areas engaging local communities in co-management arrangements for the effective management of these areas. The study, from an analysis of the findings, makes the following conclusions.

Firstly, there is an established cordial relationship between Msinsi and communities neighbouring Shongweni Resource Reserve, under its Social Responsibility Programme. The prime aim of the Programme is to secure support from the communities to protect and manage the reserve. To make the Programme operational, Msinsi created a Social Responsibility Unit within its administrative structure to oversee the Programme. The Unit's role is to establish and maintain good neighbour relationships between Msinsi and the communities. The partnership model which the Programme follows presently is a form

of co-management arrangement where the communities sometimes participate in various aspects of reserve management. However, the communities are not actively involved nor do they play any active roles under the Programme and in the reserve management.

Secondly the programme has contributed quite significantly to the management of the reserves through the support of the communities. Although illegal activities still persist in the reserve, there is the general perception that these activities have been reduced drastically. There is general support from the communities, especially the community leadership structures for the management of the reserve. In return the neighbouring communities are benefiting from Msinsi through job creation, resource utilisation, and various community development projects.

Thirdly Msinsi management recognises the role that the Programme plays in securing community support for the protection and management of its reserve. It is also aware of its shortfalls particularly its failure to enable communities to play active roles as well as the inadequate interactions with the different players in the Programme (the reserve management, communities, and Msinsi). There is agreement on the need for a general improvement of the Programme that will enable communities to be actively involved so as to address the threats to the reserve that still emanate from the communities.

Finally, on the research question as to whether *co-management is a possible option to consider for private protected area owners and their relationship with local communities?*, Msinsi's case highlights the fact that support from neighbouring communities of protected areas is crucially important for their protection and management. The case also further affirms that private protected areas can adopt and apply co-management arrangement with their neighbouring communities.

RECOMMENDATIONS

In the light of the findings and discussions, the followings recommendations are made to Msinsi Holdings:

1. Msinsi Holdings should consider improving the existing model to involve the communities to a greater extent in the Programme and reserve management issues. Msinsi should adopt and operate a co-management approach that actively involves communities, such as the functional co-management approach, which would be

suitable for enhanced and sustainable neighbour relationships. However, given the facts that co-management approaches are expensive and time-consuming (Napier, Branch and Harris 2005) and the fact that there are few examples worldwide where co-management are successful, if any, the way forward for Msinsi should be largely experimental and adaptive. The "functional co-management approach" may be ideal in these circumstances. Unlike the existing approaches where communities are involved in reserve issues in exchange for material incentives and by giving information or are consulted on issues Msinsi feels will affect them, the functional approach will actively involve the communities in negotiation, decision-making and development of specific agreements, etc.

2. There is the need for more and direct interactions of the reserve management with the community members as well as with the community leadership structure. Frequent interactions with community members should be consider as part of the day to day duties of the reserve management.

3. The Programme should consider forming and working with defined structures with adequate representations of various social groupings within the communities and with defined roles with regards to the Programme and reserve.

4. Msinsi should consider involving the reserve management with community issues, where the Social Responsibility Unit should assume a facilitation and advisory role to reserve management. Benefits and incentives for communities should be channelled through reserve management so as to improve the appreciation and the relationships between reserve management and communities.

REFERENCES

ABSA Group Economic Research. 2003. *Game Ranch Profitability in Southern Africa* (3rd ed). Rivonia. The SA Financial Sector Forum.

ALDERMAN, C.L. 1994. The Economics and the Role of Privately Owned Lands Used for Nature Tourism, Education, and Conservation. In: Munasinghe, M. and J. McNeely (eds). *Protected Areas Economics and Policy: Linking Conservation and Sustainable Development*. Washington D.C.: World Bank.

BORRINI-FEYERABEND, G. 1996. *Collaborative Management of Protected Areas: Tailoring the Approach to the Context*. Gland: IUCN.

BORRINI-FEYERABEND, G., M. T. FARVAR, J. C. NGUINGUIRI, AND V. A. NDANGANG. 2000. *Co-management of Natural Resources: Organising, Negotiating and Learning-by-Doing*. Heidelberg .GTZ and IUCN.

BORRINI-FEYERABEND, G., A. KOTHARI, AND G. OVIEDO. 2004. *Indigenous and Local Communities and Protected Areas: Towards Equity and Enhanced Conservation*. Gland: IUCN.

BORRINI-FEYERABEND, G., M. PIMBERT, M. T. FARVAR, A. KOTHARI AND Y. RENARD.2004. *Sharing Power: Learning By Doing In Co-Management of Natural Resources Throughout the World*. IIED and IUCN/ CEESP/ CMWG. Tehran. Cenesta.

BROWN, K. 2003. Three Challenges for a Real People – Centred Conservation. *Global Ecology and Biogeography*. Vol. 12 pg 89 - 92

COLCHESTER, M. 2003a. *Salvaging Nature: Indigenous Peoples, Protected Areas and Biodiversity Conservation*. Montevideo, Uruguay: WRM.

COLCHESTER, M. 2003b. Indigenous Peoples and Protected Areas: Rights, Principles and Practice. *Nomadic Peoples*. Vol. 7 Issue 1: pg 33- 51

DAMM, G. R. 2002. *The Conservation Game: Saving Africa's Biodiversity*. Rivonia. Safari Club International African Chapter

DUBOIS, O AND J. LOWORE. 2002. *The 'Journey' towards Collaborative Forest Management in Africa: Lessons Learned and some 'Navigational Aids'* An Overview London. IIED

JELL, B. AND J. S. MACHADO. 2002. Collaborative Management in the Region of Lobeke, Cameroon: The Potentials and Constraints in Involving Local Population in Protected Area Management. *Nomadic Peoples*. Vol. 6, Issue 1: pg 180-203.

LANE, M. B. 2001. Affirming New Directions in Planning Theory: Co-management of Protected Areas. *Society and Natural Resources*. Vol. 14 Issue 8, pg 657 - 671

MSINSI. 2002. *Annual Report: 2002*. Msinsi. Hillcrest.

MSINSI. 2003. *Shongweni Resource Management Plan 2003*. Msinsi. Hillcrest.

MARKHAM, R. 2005. *Proposed Review of Management Plans* (Memo to Shongweni and Albert Falls Dams and Game Reserves). March 3. [Original copy in records at Msinsi Head office]

NAPIER, V. R., G.M. BRANCH AND J.M. HARRIS 2005. Evaluating Conditions for Successful Co-Management of Subsistence Fisheries in KwaZulu- Natal, South Africa. *Environmental Conservation* (2005),32: 165 -177

IUCN 2003.The *Vth World Parks Congress: Recommendations and Emerging Issues*. Durban. IUCN. [Online] At:
http://www.iucn.org/themes/wcpa/wpc2003/Proceedings/recommendations
[Date Accessed: September 15, 2005].

APPENDIX B: INTERVIEW RESPONSE DETAILS

Respondent: **R 1**
Date of Interview: **November 7, 2005**
Venue: **Msinsi Holdings, Hillcrest**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and the neighbouring communities of Shongweni Resource Reserve? Describe the Nature of Relationship

Yeah the relationship between Msinsi and neighbouring communities I think is based on the fact that because we operate in these public areas we like to make sure that the people living in these areas really benefit from our activities, and the benefit is in two ways. One is in the community levy that we charge visitors and the development projects within the communities and the other is, is in terms of the jobs that are created for them. That is the major area of benefits. I think I must add that as I was looking at some of the questions... Msinsi is not involved in co-management option with the communities unlike in some countries where there is greater involvement of communities in the actual management of the reserves. Msinsi doesn't operate like that and may be, not be an ideal situation but I think it's based on the history conservation was practised in the country in the past. Those communities were excluded from participating in, in the actual management of reserves. So the idea of communities actually being involved in managing game reserves or protected areas as co-management something is still very rare in this country. So I would say Msinsi model is very much excluding communities in terms of management but to involve communities more from the social responsibility rather than seeing them involved in a co-management.

Q5. Who does the initiative work with in the community? Please add additional information if any, and explain your answer(s).

Yeah, there are various. Sometimes we go for the local chiefs, the amakhosis, okay,i.e. the structure, the traditional structure. We work with the councillors, we work with community groups and we work, like at Nagle, we work with Isilulu Trust which is an organisation consisting of 5 amakhosis, like a trust. So we work with whatever structures there are, established structures in the communities. But most at times especially with development programmes we work with amakhosis. We also work with schools, providing assistance, buying equipment, computers, and things like that.

Q7. On what basis do you select the communities? Please add additional information if any, and explain your answer(s).

Yeah, for us I think the more important thing is proximity, nearness to the reserve, i.e. based on people who live around the reserve.

Q8. Who from Msinsi interacts directly with the community under the initiative. Please add additional information if any, and explain your answer(s).

The direct one is firstly the Social Responsibility Officer, but to a large extent the reserve managers as well but the, you may remember sometimes the reserve managers; each one has different skills with community issues. Some people are very good they like it, they interact, and some people will only do it only when it is required, okay. So there're

differing levels of management interactions but because we have a delegated unit most of the interactions is done by that unit.

Q10. What roles are the communities expected to play under the initiative? Please add additional information if any, and explain your answer(s).

As I said unfortunately there is not much role for communities within our parks for management. You know they become more of beneficiaries rather than taking active roles in management although we do involve them with some projects like Working for Water...where we employ people from neighbouring communities to come there and be employed.

Q12. Would you say the communities are carrying out their role as expected? Please add additional information if any, and explain your answer(s).

Yeah, in my opinion there aren't roles for communities except for the fact that they need to don't come into the reserves poaching. But something that is something like a condition they are expected to abide by, but they don't. Not all of them are abiding by, people are shooting animals, some people are robbing tourists you know, so from that point of view we can't say everyone is doing well.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

The only programme wee have is our social responsibility programme. The benefits from that is that the people in the communities see that we are doing something good, that we are taking money that we get from visitors and we put some of the money back into the communities. It is also for us good public relation because some people will like to see the fact that we are doing something for communities, from that point of view is a benefit.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

I think from what we are doing is that there is a lot of expectations from communities. Ah, maybe we are not doing enough for them. There is also the big problem with us, that we don't deal with one structure in the communities. There are many structures and that we can't please everybody. So that is a big problem for us. Like Inanda has got three amakhosis living there. You know, if we give money here then we've got to give money on that side, so that is a big problem. Also sometimes when we do hand over money we don't have control over how that money is spent.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

It is achieving success in the sense that we have good relationships with our neighbouring communities mostly, eh but we still have problems. That comes with a whole thing but unfortunately there have been a few criminal elements that have, I think, come in. On a whole I think the programme is working the way we want it to work.

Q17. In your opinion would you say the initiative is adequate in addressing issues of the community with regards to the management of the Reserves? Please add additional information if any, and explain your answer(s).

I don't think we are adequately addressing their issues because I don't think we have enough resources to do that. Our resources are limited and communities' needs are very, very wide and vast and we can only just do so much. Therefore we cannot address all their issues.

Q18. What are your views on the sustainability and future prospects of the initiative? Please add additional information if any, and explain your answer(s).

Yeah I think I like the way it is going, it is fine but I think I will like to see a true co-management programme where community leaders are actually more actively involved in decision –making in reserve activities. So that is where I feel Msinsi has not done well. We completely exclude communities when it comes to management. We make all the decisions ourselves. Everything that has got something to do with the management of the reserve is done by Msinsi. The only time we talk to communities is when we've got problems around the area or we're looking at development projects, then Bogani goes to talk to communities other than that, …If we want to introduce a rhino into a park, we don't grab a committee… to say, what do you think of this…that to me is a big problem with this model.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

Yeah, I think the big threat that you would find in most protected areas especially where communities surround you, the big threat is crime, eh poaching, and these are, for us the threats.

Q20 &21. If you were to suggest changes to the current community initiative, would you suggest that Msinsi a) redefines the programme purpose; changes to its approach to interactions with the communities? Please add additional information if any, and explain your answer(s).

I think having said that I feel that there is no community involvement at the moment in the management. So I should look at maybe a co-management structure.

Q23. Would you conclude that there is the need for more interactions? Please add additional information if any, and explain your answer(s).

I still feel that the Social Responsibility Unit is not based in the reserve. It's based here. I think that the reserve managers should be far more involved with local communities' issues than they are currently doing. That is where the problem lies. Bongani cannot be everywhere. There are five reserves and on a day- to- day basis I think the reserve managers should take some responsibilities for that, which isn't the case. I am not saying all, some are doing it but many don't.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant

My general comment is that Msinsi programme is very much based on social responsibility than genuine co-management. Eh, you know that is all it is at the moment. I know in your dissertation you are looking at management of protected areas. Msinsi is not a good model in that sense of management. It excludes the communities in management, there isn't any. I know in some countries they do have such situation, here we don't have. So I can say Msinsi initiative with communities is based on social responsibility and development rather than management.

Yeah, firstly, although we are Pty Limited, we are not entirely private because we are owned by Umgeni Water, which is owned by the government. In the end we are still government. But I think that any reserve, whether it is private or public, has to involve communities more in the management because ...because many years that the area has been there, but has been taken away okay, there has to be some sort of co-management. Whether it is for just to look at property right issues or in terms of access, we do not mean that they should be involved in everything.

Respondent: **R 2**
Date of Interview: **November 7, 2005**
Venue: **Zwellibormvu**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and your community? Describe the Nature of Relationship

There is a big relationship because now, from the beginning Msinsi Holdings, they used to come to us all the time, they don't do anything on their own. That is how we got involved. There is actually a big relation because the area for the reserve belonged to the amakhosis and others, but before Msisni came, they came to us and told us they want to use the area. So they started like that, they inform us from there they often come to talk to us, they assist us all the time, and we also assist them.

Q3. What would you say is the reason(s) why Msinsi initiated this relationship with the community? Please add additional information if any, and explain your answer(s).

Actually to enable us get assistance from them. They help us in getting jobs, and other assistance.

Q4. Which of these would you associate with the relationship the community has with Msinsi? Please add additional information if any, and explain your answer(s).

Yes, like they involve communities in management of reserve, I think, I think this is important because they alone cannot make the decision; they cannot manage the reserve alone. They would need ideas from the communities. The communities also need Msinsi in many ways. Each cannot just take decision on his own without first sitting down together to agree on things.

Q10. What roles are the communities expected to play under the initiative? Please add additional information if any, and explain your answer(s).

I think the community must also be aware of all the activities as we are together. We hope that through these relations we will understand more of Msinsi work and we can help them if they want us. We need works or jobs.

Q13. What do you consider as the benefits or potential benefits of the initiative to the communities? Please add additional information if any, and explain your answer(s).

They also provide us training, especially in fire extinguishing programme. We have had a lot of training on this, but we still need more.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

To assist the community with development issues because Msinsi is looking at more on development to help us because we are in this area, no jobs, nothing at all, so we will like Msinsi to assist this area, this community in getting because the people here are not working. Msinsi has helped us a lot but we still want them to continue. Msinsi, they

frequently help us, like now they are trying to help, they need people to train people as security, and the other ladies over there are trying to see how they can be assisted. You know we are getting into the Christmas and they want people to look after the animals, as security.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

With the programme I don't think Msinsi has a problem. The problem is rather with we the community members. Despite all the things they are doing for us, some of our community members still go to cut the fence. We the community rather give Msinsi problems. They meet with us, we talk and agree, but some of us go back to do the same thing.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

Yes I will say everything is successful. All that Msinsi do in the community is successful like when they want to train us, the Induna or Nkosi tell our people and after that we do the work for them. But still some people still poach in the reserve and that is bad. But the programme is successful.

Q19. In your opinion, what would you say if Msinsi were to stop this initiative? Please add additional information if any, and explain your answer(s).

If Msisni stop the programme, then it means we can't get any development assistance. The communities would suffer very much. Yes we will loose a lot. Msinsi is helping us, all our development assistance we don't know who will then come to help us. They are helping us a lot, like those ladies that are standing there; they are trying to train them for security for the Christmas season. As I am talking now I have more than 8 guys who are permanently working with Msinsi Holdings. They are security guys for the reserve.

We would not want them to stop. The only thing that is now there is to tell our people that they must stop disturbing Msinsi for all what they are doing for us. We must stop cutting the fence and doing the illegal things against the reserve. They must stop stealing the animals; they must not go to fish without agreement or permission. This is what our people must abide by. We the Induna and Nkhosis must let our people know of, they must stop all these bad habits. We must educate them, our people. We are very much not happy when Bogani comes here and says our cattle are in the reserve; they have cut their fence, etc.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

I am sure education by the community is number one. I am sure Msinsi can try and help us in this. Msinsi can also help our children to go to schools. We hope this would help our children to grow up well and help protect the reserve. Education is important to everybody.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant.

Yes, since the establishment, the relationship started, before even Bogani there was a lady who used to come to us. I remember, however since Bongani came, the community has become more interested because the Company is now dealing with the community more. But the only thing we can be much excited is if Msinsi can help us in the area of education. We ourselves, we are telling our people that they must not disturb Msinsi, We will stop our community members from cutting the fence, stealing the game, etc. We are going to hold meetings with all the community members and tell them to stop the bad habits.

Respondent: **R 3**
Date of Interview: **November 7, 2005**
Venue: **Msinsi Holdings, Hillcrest**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and the neighbouring communities of Shongweni Resource Reserve? Describe the Nature of Relationship

Yeah, the relationship is there, but it is mostly with the leaders of the communities. Like there are five communities surrounding the reserve, in certain communities we've got good relations with, but mostly we've got excellent relationships with their leaders. Eh, so the relationship is there, and is good with the senior people but the problem is the lower people in the communities. They are those who are giving us the problems like coming in and cutting fences, poaching, etc.

Q3. What would you say is the reason(s) why Msinsi initiated this relationship with the community? Please add additional information if any, and explain your answer(s).

I think the other thing was to really support the communities and assist them in their development in the communities, and yeah see that there are jobs created for the local people. That is one of the reasons why we've got this relationship and really give preference for them, making sure that they are doing something, they are getting some income and they are doing some projects which will benefit the communities.

Q4. Which of these would you associate with the relationship the community has with Msinsi? Please add additional information if any, and explain your answer(s).

Maybe this is a grey area. Sometimes you don't know how to involve the people; where to really, really involve them especially when it comes to decision-making. It depends on what we want to do then we involve them that, but if it is really something that doesn't concern them, we actually tell them that we are doing certain things just for the sake of giving them information.

Q5. Who does the initiative work with in the community? Please add additional information if any, and explain your answer(s).

The community structures that we normally deal with are, like I mentioned, the area of people we work hand in hand with are chiefs, councillors and the indunas. Those are the people that we work hand in hand with nicely. With the whole communities like I said, the communities are five. I will say three out of the five we are working closely with them and two it's difficult to get everybody buying in because they still believe that they've got land claims in the reserve, in two communities. But I mean some people do work with us.

Q7. On what basis do you select the communities? Please add additional information if any, and explain your answer(s).

I am not 100% sure that, but I think the communities we are working with, the method that was used was that any person bordering around the reserve we took him as a neighbour. So that was the selection that was used. We did not really have any criterion, that is a

questionable within the organisation on how we should handle the situation because there are certain townships, which are close, in which they are demanding that they are our neighbours. That hasn't been ironed out.

Q8. Who from Msinsi interacts directly with the community under the initiative. Please add additional information if any, and explain your answer(s).

It is the Social Responsibility Officer who deals with mostly the neighbours and the reserve managers, again, they've got a role to play in assisting the communities because sometimes the leaders just come to the reserve and the reserve managers have to play a role but the person that normally goes out to them is the Social Responsibility Officer.

Q10. What roles are the communities expected to play under the initiative? Please add additional information if any, and explain your answer(s).

There isn't much roles that we expect the communities to play except that we ask them to support us to work hand in hand with us and we are there to assist them. The role that we expect them to play does not come out of them which we want them to start thinking about, that they should start their own projects. They must come forward with projects to us rather than us going to them and say you must do this.

Q12. Would you say the communities are carrying out their role as expected? Please add additional information if any, and explain your answer(s).

It is really a dicey one. It is a situation where I think they haven't really, really played their roles. We still have incidents in the reserve, I mean this Reserve was established in 1992 and now 2005 we still have some serious incidents, which shouldn't be happening, at this level. Everything points to them, it is the communities or the people that are coming out that come to the Reserve to put snares, for poaching, or coming in to hunt animals, sometimes to break houses, so we still have problems. So they haven't really, really played the roles we expect them to play because we want to have a relation with them, a good one. We want them to protect us, and we want to protect them. So at the moment they haven't played that role of protecting us.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

Maybe the other benefit we want to see is that we want to see the locals getting up, starting their own businesses. If that is happening then we are contributing towards them because people that come here, they have to go through these communities, maybe to buy soap, towels, etc.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

The problems and constraints are sometimes; they don't come forward with projects that will help them, which we can support. Yeah there are so many, they haven't protected us,

in terms of people coming in and setting snares, these are some of my constraints that I can see now.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

It is, in the sense that there are people who are part of the programme and there are people who aren't, which is then the bad thing. So is, but we haven't reached that standard where everybody maybe, in the communities, is aware that Msinsi is there , that Msinsi is there to support them, may be that is a downfall which one can point.

Q17. In your opinion would you say the initiative is adequate in addressing issues of the community with regards to the management of the Reserves? Please add additional information if any, and explain your answer(s).

Not really. I don't think it is with regards to management of the reserve. Eh, yeah the programme is there to address them, but it hasn't reached that standard that is expected of them.

Q18. What are your views on the sustainability and future prospects of the initiative? Please add additional information if any, and explain your answer(s).

Yeah, the programme I will say is truly there and then the future is still needed. And to lastly assist the communities who would benefit through this programme, it should continue. So we still need it.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

Most of them are there. I think most of them are covered there, poaching, fence cutting, etc. I think most of them are covered.

Q20 &21. If you were to suggest changes to the current community initiative, would you suggest that Msinsi a) redefines the programme purpose; changes to its approach to interactions with the communities? Please add additional information if any, and explain your answer(s).

I wouldn't say they change, but may be we put more effort on it to make it work, to make it known up there in the communities. So the purpose is fine, and the approach, you see sometimes it is difficult because we've got five reserves and there is only one person in that Division and who goes around talking to communities. And things are happening, and you see, sometimes he spends more time in another reserve and maybe, the manpower there is not adequate.

Q23. Would you conclude that there is the need for more interactions? Please add additional information if any, and explain your answer(s).

Well, well, you've got all answers down there. But maybe what, what one can say is that all of those wings should be functioning well and maybe the Unit, the Social

Responsibility Unit, should not be a one-man band to try and assist all the communities that are out there. Because sometimes the reserve management staff, they are working, they have got their roles and ambitions, and their work is like in the reserve, internally. So if you take them more to the communities then there will be a problem in the reserve. So maybe that, eh, the unit need more manpower. That is what I can say. May be each reserve needs to have its own person who deals with communities' issues. But in fact the reserves are also not the same size, some have five communities like this one, others may have communities that are rich, that are not even interested in the reserve, they are not even, I mean they don't have anything to do with the reserve. So there they actually do nothing. So maybe Msinsi needs to look at reserves that are with communities and prioritise them, may be give more manpower in those reserves.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant

You see the threats that are there, you look at one and say, eh we are dealing with, and in some instances we are dealing with money and there people sometimes become selfish like the leaders. If they know that there is something to gain, they will want to take the money and the communities there will suffer for that. So that on its own is a threat and the leaders if they are greedy, they can take the money and say they are taking the money for the community whereas the community will suffer. Yeah, there are some means that have been put in place like eh, if we are dealing with money, if money goes to the communities, we make sure that we don't pay the communities direct but we pay the suppliers to make sure that the money doesn't go to other people.

Respondent: **R 4**
Date of Interview: **November 10, 2005**
Venue: **Msinsi Holdings, Hillcrest**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and the neighbouring communities of Shongweni Resource Reserve? Describe the Nature of Relationship

Yeah, eh I will say there are quite a number of challenges at stake, at the moment but the relationships are not that bad, they have improved ever since we started. There have been a lot of improvements, if I may put it that way. We work together, we understand each other unlike when we started the project, we were trying to erect the fence, we were doing game introduction, and all those days that negotiations were not that smooth. But now they have started to see that there could some benefits coming from the project. Eh, the Msinsi model is like , they involve communities in everything, so, but there are certain things where the Company has to take their own decisions like at some point at the reserve management level, with the day to day operations that are taking place there. Only the issues that we feel need communities and their decisions that, so we liaise, negotiate and come out with informed decision.

Q3. What would you say is the reason(s) why Msinsi initiated this relationship with the community? Please add additional information if any, and explain your answer(s).

Hm, yeah, community support is important. We are situated right in the nucleus, in the middle of the communities. We are surrounded by communities so whatever we do, bearing in mind that we incorporated the ecotourism element where we generate money, so if we don't have the participation of the communities, we won't reach our objectives. Like, if I may make an example, with Salem (community), that is where the exit and entrance to the Reserve are. With that community, so if we are not in good terms, they can block the road anytime, and that will be the end of the Reserve. So we really need their participation and commitments. Also to assist the communities with development assistance, we've got something call community levy. That money was goes... it was established by the Company in order to assist communities because the Social Responsibility Unit budget was not adequate so we said we have to go that route. So we started it in 1998 where a vehicle coming to the gates of all our reserves pay a Rand (R1.00). A year after that it went up to two Rands (R2.00). We are sitting now on two rand fifty (R2.50) today per vehicle entering our reserves. So this money has accumulated and some of it has been used for various projects like assisting schools, buying desks and other projects as well.

But still there is a problem in terms of the distribution of those funds. There are social and political issues when we are trying to disburse those funds. We are working on getting a neutral body, which is a trust, to deal with, with that but some of the communities are not comfortable with this. So they want to be, they prefer the way we are doing things right now, to distribute it according to reserve. But still we don't feel it's the right thing at the present, at the moment because some other people, they don't come with proposals in order to access this fund, so we need people that are knowledgeable to handle this part of the fund. As a Company we are not... Funds are there but they need skills or speciality to disburse that.

Q4. Which of these would you associate with the relationship the community has with Msinsi? Please add additional information if any, and explain your answer(s).

Yeah, as I said earlier on it also depends on the day-to-day operations. Reserve managers are there with expertise so there are certain things like strategies on how to run the reserve, that need a reserve manager and his staff to make decisions. But when you talk about the boundaries, things that might affect communities like game introductions, for example the buffalo and rhino, those are two dangerous species and there in the reserve, they patrol to, people are going from this community to that community crossing in the reserve. So they need to be aware, they have to be aware that these are dangerous species and they have to have a buy in to that in terms of re-routing, re-directing the route in the reserve after these species are settled, knowing where exactly to find them during the day. That needs their input in order to come to decision. But other things like day-to-day operations on how to manage your staff, how to manage your work, how to strategise your work, that is a reserve manager's thing to deal with. So it is up to him to say that okay, well this needs communities, then he gets in touch with me, (the Social Responsibility Officer), then they sit down and talk about and then we involve the communities. So when we deal with communities and their recognised structures that we deal with, it is up to them after that to disseminate the message or get the information to the entire communities.

Q5. Who does the initiative work with in the community? Please add additional information if any, and explain your answer(s).

Eh I work with the recognised community structures because there is the councillors, sometimes is the chief councillors, inkosi and the induna (headmen). The inkosi is the chief and the induna is the headman, like when we went to Zwelliborvu, there was no chief around but there was the headman who looks at the communities when the chief is not there. So in other places there are development forums, but under the chief or under the councillor. So those are all the structures I deal with. It is really difficult to deal with the entire community because it becomes not structured meetings, where everyone want to say this and that but if I deal with few people to address all issues of concern and there after it is them that go to the communities to give them, to disseminate the information there. This has been the concern from us guys so we dealt with accordingly. And I am the mouthpiece of the organisation, so whatever concerns the organisation has, each and every community, I go there to address those concerns and then go back to the Company with the feedback.

Q7. On what basis do you select the communities? Please add additional information if any, and explain your answer(s).

Eh, well, they are all important. So we don't say this is close by or this is part of us. At the end of the day they are all neighbouring communities. So we treat them equally.

Q8. Who from Msinsi interacts directly with the community under the initiative. Please add additional information if any, and explain your answer(s).

Yeah, the Social Responsibility Unit or Division is the one that is responsible to deal with the communities, that is the strongest side of the Company where each and everything that concerns the communities, it's the Unit that deals with that. So the Company gets info through that Division, on what is especially the reserve are.... The people that always come from outside, it's the Unit that deals with that. After having said that, sometimes the reserve managers get involved, the reserve managers get involved after the Social Responsibility Officer has been to the communities or for fact finding meetings to find exactly what is the problem. If the problem is about the reserve management, that is where the reserve manager has to be brought in and then tries to explain how his operations interferes with what are the concerns of the community, so it becomes a tripod sort of thing; the Social Responsibility Unit (SRU), the reserve and the communities. But first thing the SRU is the first one to go up there, make it a point that, make sure that the neighbour relations are established and maintained. If there are concerns he is the one that bring everything to the Company.

Q10. What roles are the communities expected to play under the initiative? Please add additional information if any, and explain your answer(s).

Well, it is all about liaising, it depends on what the Company needs from them. We sit down, we don't dictate, we ask them to be part of the project, and we come up with an issue, so we sit down and discuss the issue, so if they have got to buy in, then they become part of the project, they assist us, like in terms of crime, the structures that are there in the communities. So we liaise with them, tell them of our situation, cutting of the fence, stealing of the game, snares in the reserve, those are the problems we encounter on the day-to-day basis. It is better than when it was, when we started, so it means not all the people are doing that, some people have started now to understand why we are there, the benefits that go with it. It is only a few elements that are doing the wrong things, I mean trying to disturb us but as we say, we are getting there. Three-quarters of the entire communities in all the reserves are on our side. We need to deal with, say maybe, a quarter if I may put it say as estimation, in order to deal with, in order to get 100%, but I know it is impossible to get 100%.

Q12. Would you say the communities are carrying out their role as expected? Please add additional information if any, and explain your answer(s).
Oh yes, yeah, those that we have dealings with them like structures, recognised structures that are there. So we talk one language, but when we talk about the volume of the people, of the entire communities, people think differently. There are those that are anti-projects, there are those that go with the projects, so it is a matter of living with that, hoping that one day they would change, but once we get, let's say 50 plus people that are comfortable with the projects, that are in support of the projects, it means we are on the wining side.

Q13. What do you consider as the benefits or potential benefits of the initiative to the communities? Please add additional information if any, and explain your answer(s).

As I said earlier on, that we have quite a number of benefits. Three-quarters of staff employed permanently from in all our reserves come from neighbouring communities, and contract workers, if we need any contract workers, we go to the neighbouring communities, we don't go to Maritzburg, or....so we consider neighbouring communities. Even on senior positions of late, we advertise and if there is one person that qualifies from

outside we consider that person, we give him the chance for interview, it is not nepotism, but we need the right person for the job. If it happens to be a person coming from the neighbouring communities that person, and that person has the relevant skills or expertise, he's got the job. Also as I said earlier, the community levy that was established is solely for helping the neighbouring communities with their community related projects. It is there, it exists, it will never stop, it is a permanent thing, it is something that we will die with, as long as we are still around and operating in those areas or reserves. Also resource utilisation, wood collection, they also have that, they also get that. Information like environmental education, schools in and around our communities, they have got free access to our reserve, to come for free, we provide them services for free, we orientate them, we give them information on environmental education for free, all the schools around our reserves.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

Eh yeah, the SRU plays a major role in terms of establishing relations, neighbour relations and expectations, and maintaining them, so it is the way in and the way out. Without that Division there would be no communication whatsoever, everyone will do what he or she wants without sitting down and discussing problems that are critically important. So the SRU plays a major role in terms of neighbour relations on both sides. And also it enhances Msinsi status. That eh a way of recognising the communities there, they are so important in the project, that we need their involvement, we need their participation, and without them we cannot run the reserve in isolation.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

I should say the cutting of the fence and poaching are the problems. Though it was a major thing, people are now beginning to understand what we are doing and why we are doing this, but the cutting of the fence is still a problem. It is still a problem and we are trying different kind of methods in solving the problem, like employing people from the communities to look after the fence but still they are making use of the opportunity during night time and maybe that we don't have adequate resources, we like, cannot be everywhere at one time. So they are making use of the opportunity in the night time to cut the fence.... Every time after the fence has been cut down we realised that a certain portion from this section has been cut, so... other than that, we are getting there.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

But there is a difference when you look back at 1992. Even though I was not here, I started working with the Company in 1998. So if I may say from 1998 to date, there is a huge improvement, but there are still challenges that the Company is faced with, to deal with, with regards to the communities and regards to internal affairs. With external people, I should say liaising continues, it would never stop because people are born, people die, new people take positions, get elected to certain positions and then we need to come together again and make them understand. So it is an on-going thing, So I can say this year things are fine, only to find out that next year someone else will be in the position, it might get

better, he may have a bad influence on the other hand, then we have to start from where we started in 1998. So that is why I said it is difficult to say. I could say now it is better but I don't know what the future holds for us in terms of our neighbour relations. But with the present structure, there is light at the end of the tunnel. Operations are smooth even though there are those things, but we can deal with those things later time, they don't much interrupt our day-to-day operations.

Q18. What are your views on the sustainability and future prospects of the initiative? Please add additional information if any, and explain your answer(s).

Yeah, the future is bright; the future is very, very bright with regards to the model of the Company. So unlike the past where neighbouring communities were not considered, was not part of the project during that era of apartheid. So Msinsi' model is that one of making sure that we do what we call informed decisions, as I said earlier on, not with everything, but with some of the things that we feel need community participation. We don't say we've got authority here to do this or that; we are not going to touch this or that. In fact we are one community, only that we are there to work, because only the fence that is the boundary, but if we take down the fence, we are just one community.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

The major threats to the Reserve I would say is that some members of the communities that are still continuing poaching and cutting down the fence. So those are the big threats in terms of reserve management. And is a problem because if the fence is not there, how are we going to manage the Reserve with dangerous species such as the rhino and buffalo. So you need to have that. So it is a big problem to wake up in the morning and see there is no fence, we have to go and re-erect the fence. And yeah it is really disturbing.

Q20 &21. If you were to suggest changes to the current community initiative, would you suggest that Msinsi a) redefines the programme purpose; changes to its approach to interactions with the communities? Please add additional information if any, and explain your answer(s).

I should say there is nothing wrong with the approach, because I mean we interact with the public, the different approach could be not to interact with them. So it could be a problem because we, the reason for change, or should I say transformation, it was, is simply because communities that were not recognised in terms of the running of the reserve, now that they are part of the Reserve, we are comfortable with that. If you could change the approach, it will mean we are going back to what was happening in the past, which is not a good thing. So what we are doing, I think is good for the communities around the reserves and is also for the Company. It has got transparency.

Q23. Would you conclude that there is the need for more interactions? Please add additional information if any, and explain your answer(s).

Yeah there is the need. We sometimes call upon the communities to come and visit the reserves. And we always say to them you need to come here always. They can come every day and sit with the reserve managers and ask them about anything concerning management, how he manages the reserve, so at some point when it comes to resource

utilisation. So why are we not getting say like wood every season of the year. All these things they will get reasons to explain, but we we've got ecosystems that we are looking after, so we cannot eradicate everything. They need much to sustain themselves. So we cannot take everything from the reserve. So there is a period they have to come and then collect wood, there is a period they cannot come at all. So I think that interaction is crucial, so it could take out the barriers between the reserve management and the communities enable them to understand what exactly is happening in the project.

Q24. Are there potential threats or management problems to the initiative? Please add additional information if any, and explain your answer(s).

Eh, I said it earlier on that there are.... because people think differently, sometimes influence people to do bad things so that alone is a threat or should I say is a challenge on the other hand. That needs to be dealt with accordingly but it's better if you know about it, if you go out there to find the problem so in order to deal with it. It depends on its own, people might get up against you and come out with bad ideas of poaching, cutting the fence or having something like land claim issues, things that we are not well aware of and they don't come forward to say that we are not happy because of one, two and three. This is our fore fathers' land, so let us sit down and talk, we want to come back. So if you want to come back what is the procedure? So we need to go and report the matter at the land claims. So those are the potential threats. So when you know about what is going on the other side, where they've a concern that they don't want to communicate with us, then it becomes a problem, a threat.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant

Eh, my comment is that Msinsi is heading towards the right direction with the communities because we've got like an open-door policy. So if they come to us, we go to them; they communicate with us, we communicate with them. So we are using all avenues in terms of solving the problem. The reserve manager is there, then, if the SRU is not there, the reserve manager is capable of dealing with their, some of the issues that pertain the reserve management. If it is more than that, like land claim issues where it needs a little bit of info or details, the SRU comes in and deals with that. But as I said, the future is bright with that kind of recognition from both sides. They know that we are there and we know that they are there, so we need to work together. We believe that if we join hands then we can go an extra mile. So we cannot isolate ourselves, so far as we are part of the communities and they are part of us. We live there, we work there, we need to share resources, in fact, bearing in mind that we are an environmental management company, we need to educate them, make them aware of how resources are managed, how resources are utilised and all those things, so we preach the gospel of conservation and preservation. Not only within but also even outside, so when we talk of litter, we don't talk litter within the reserves, we even talk litter outside the reserves. That is where environmental education comes in because we have to change the entire communities to be like us, and sometimes we bring them in to see how we do things, and it is not a miracle, they can do that at their own backyards. So that is why we encourage communities to come inside the reserves like school groups having free access to all our reserves for that kind of information, for that environmental education. To take that back to their respective homes and schools, so there is a huge improvement. If you educate a young person, she or he would grow up with that

attitude and that he would pass the skills or he will pass the knowledge. So in 5, 15 or 20 years to come we will have a different society.

Respondent: **R 5**
Date of Interview: **November 10, 2005**
Venue: **Msinsi Holdings, Hillcrest**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and the neighbouring communities of Shongweni Resource Reserve? Describe the Nature of Relationship

Yes, there is a strong relationship between us and the neighbouring communities because when we started in 1992 the relationship really was bad, and so through our Social Responsibility Office we were to make sure that we get the five communities together by way of making sure that there was more interactions and as a result there were a lot of improvements on the environmental awareness on the reserve. They help us protect the reserve.

Q3. What would you say is the reason(s) why Msinsi initiated this relationship with the community? Please add additional information if any, and explain your answer(s).

The only one I can add is the issue of job creation.

Q4. Which of these would you associate with the relationship the community has with Msinsi? Please add additional information if any, and explain your answer(s).

The one that we consult communities on issues concerning the management of the reserve is especially important with regards to poaching and cutting of the fence, jobs because most of the jobs there are seasonal, like fire burning. We have to bring people from the communities, like security we have to bring people from the communities, and like festivals we have to bring people from the communities to come and man the security, or sell their wares, and to also come and do catering.

Q5. Who does the initiative work with in the community? Please add additional information if any, and explain your answer(s).

We normally work through the chiefs, the elders, and the opinion leaders mainly and also the councillors, but they can also be part of the opinion leaders.

Q7. On what basis do you select the communities? Please add additional information if any, and explain your answer(s).

Basically we've got five communities around the Reserve and we select all.

Q8. Who from Msinsi interacts directly with the community under the initiative. Please add additional information if any, and explain your answer(s).
Basically the Managing Director interacts with the communities but mainly their point of contacts is the Social Responsibility Office as well as the reserve manager of Shongweni.

Q9. Under the community initiative, what roles does the a) the Social Responsibility Unit, B) the Reserve Management, play or expected to play

The SRU role is really to make sure that, eh that the communities' needs are met as well as Msinsi needs or expectations from the communities. But more than that it's to make sure that the relationship between the two parties is kept on going, unabated. But the role of the reserve manager is to make sure that if there are any changes in the management plans that will affect the role of the communities; he's got to discuss that with the communities.

Q11 Who Defines the Community Roles? Please add additional information if any, and explain your answer(s).

The communities define their roles, but I think what happens is that they will come and say this is what they want to do but management, we've got to look at what they are proposing and will give counter proposal or agree with the roles.

Q12. Would you say the communities are carrying out their role as expected? Please add additional information if any, and explain your answer(s).

Indeed they are, because when it comes to security related matters they are always on board to help us catch poachers, or thieves of the fences, or people who are harassing our visitors.

Q13. What do you consider as the benefits or potential benefits of the initiative to the communities? Please add additional information if any, and explain your answer(s).

Mainly how they benefit is, they become environmental aware but more than that there are a lot of jobs opportunities for them. Every single person except the reserve manager who works at Shongweni comes from neighbouring communities. Maybe not only the reserve manager, but may I say one or two managers there.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

The benefits of having the communities is that we secure support from them in terms of stopping all the poaching, as well as stealing of the fence, cutting of the trees, making sure that the pristineness of the environment of Shongweni is maintained.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

The constraints apparently are that eh, we want to develop Shongweni together with the communities on ecotourism development so that they can also have an equitable participation, etc, but however it may prove to be difficult for the communities to raise funding and so Msinsi wants to help them raise funds especially with regards to the Shongweni conference centre and lodge development.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

We think it is an absolute success because if you may look at how Shongweni was in 1992 and how it is now, that is why I say it's an absolute success. I think it is an absolute

success, because we have achieved all our objectives of reclaiming the pristineness of the environment around Shongweni by stopping de-siltation to happen at a very fast rate and also making sure that the communities benefit in terms of jobs as well as recreational facilities.

Q17. In your opinion would you say the initiative is adequate in addressing issues of the community with regards to the management of the Reserves? Please add additional information if any, and explain your answer(s).

No, the only thing now they are complaining now, you know we've got five communities, and where there are job opportunities basically what we do is to give the best person for the job but we find that if we give a job to one community member, the other four communities complain. Like now there is an inkosi who is complaining that his people don't get employed most of the time. So it is those kind of things.

Q18. What are your views on the sustainability and future prospects of the initiative? Please add additional information if any, and explain your answer(s).

No, I think that the initiative is dear to us and we hope to continue with it. So therefore it is very sustainable but the future prospects is that we are really developing it into the KwaZulu-Natal ecotourism house, 15 or 20 minutes drive from Durban.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

Yeah poaching, fence cutting and some illegal activities and also harassment of our visitors, like just recently happened.

Q20 &21. If you were to suggest changes to the current community initiative, would you suggest that Msinsi a) redefines the programme purpose; changes to its approach to interactions with the communities? Please add additional information if any, and explain your answer(s).

Yes what I want is to say is that we are going forward. My real interest is make sure that communities feel as part of management of Shongweni and if they do, there will be no harassment of visitors, there will be no poaching, there will be illegal activities because they will be part and they will see that as part of their assets.

Q23. Would you conclude that there is the need for more interactions? Please add additional information if any, and explain your answer(s).

I think that we need to, eh for me, after your interview, we need to see the report and study what recommendations you make on how we should improve the interactions with the communities. For me, what is key is the whole issue of making sure that the communities understand what we are all about. And also to make sure that the five communities who reside within our parks work together mostly in harmony so that there no divide- and- rule between us and any of the communities.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant

Yes the major threat now is, it is eh, we may start loosing our visitors because of that harassment over the weekend. It's an issue because this is going on around the country. But if that continues to happen the communities are going to suffer it because we will no longer be collecting community levy because we collect community levy from visitors.
It can only be handled if we improve our interactions with the communities and if we continuously sit down with communities, especially the SRU to make sure all the problems are ironed out at the beginning.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant
No I think that is all. You know, I look forward to receiving the results of your interviews, or project for master's degree because one thing that we should never do as a company is to sit on our laurels and forget that ..., or we should not be taking the communities for granted and as a result I think we need to continuously improve and nurture the relationship with them.

Respondent: **R 6**
Date of Interview: **November 16, 2005**
Venue: **Msinsi Holdings, Hillcrest**
Interviewer: **Researcher**

Q1. Would you agree that there is a relationship between Msinsi Holdings and the neighbouring communities of Shongweni Resource Reserve? Describe the Nature of Relationship

Yes, I agree that there is a strong relationship between Msinsi and the neighbouring communities of Shongweni. Eh, my observation has been that in a number of different circumstances we call in local communities to assist with activities within the reserve. Past reserve managers have included neighbouring communities in fishing clubs, in other words to be able to gain access to the water, to be able to fish, so that they can take produce, we've had music festivals there and we've included the local communities for catering, for parking, for security reasons, eh we employ local people, those previously unemployed, in alien plant control within the reserve, both our own and government initiated programmes-working for water. Eh, most of the staff that are employed at Shongweni come from the communities. I think there is a number of different areas where there is a strong association between Msinsi and the local communities.

Q3. What would you say is the reason(s) why Msinsi initiated this relationship with the community? Please add additional information if any, and explain your answer(s).

I think one of the important thing is that a protected area should not be seen as an isolated part of the local landscape, it's got to be part of the local landscape, part of the local communities, part of the local economy, it is part of the local environment and everybody should be included in looking after the whole area, not just the protected area, Shongweni, but also outside Shongweni.

Q4. Which of these would you associate with the relationship the community has with Msinsi? Please add additional information if any, and explain your answer(s).

Okay, the first one we involve communities in making decisions in management of the reserve, I'm saying that I'm uncertain about that, there is certainly an area within the management plan and Shongweni was used as the guinea pig for the first new Msinsi management plan, but there is an area there for the local communities to do actually play a role. So it is important that they do play a role. My answer there is uncertain because I'm uncertain that they are playing a role. I don't think the reserve managers are actually including them in assisting in the management, in their decisions. And the second eh, we inform communities of management decisions of the reserve. I think it's very important that we do because some other decisions will affect the local communities: the decisions to burn the grass when maybe the local community doesn't have grass outside. They may want that their cattle should come in to eat our grass. We burn that grass because we believe that, that is the best for the management of the reserve. We can't allow local communities to come in and graze their cattle in there because we set certain carrying capacities and stocking rates for the vegetation that is within the reserve. Eh, we involve communities in implementing management decisions on the reserve, I say it is very important that we do but I don't think that we're actually doing it. We consult communities on the management of the reserve, some aspects maybe with the local communities like the

alien plant control work, secondly when we had disease like the foot and mouth disease amongst the... that was the possibility with our buffalo population, we had to consult our communities because they used to be able to move across the reserve, when that happened they weren't able to do that any more because there was the government order that they were not to come across our land any more because of the possibility.

Q5. Who does the initiative work with in the community? Please add additional information if any, and explain your answer(s).

What I added is school as others. I think it is very important that we include the schools because the Social Responsibility Unit at the moment spends a lot of time working with schools but I think that is because Bogani Mkhize is trained as an environmental educator, so he spends most of his time working with schools, a lot of his time sorting out conflicts, potential conflicts with the local communities and may be more time should be spent on assisting with management on, making management decisions with the communities included. They should be able to come in and sit in as observers until they fully understand why Msinsi is there, what is it that Msinsi requires. One other thing on this side I just want to mention is that Msinsi has prepared a document that allows, number one, staff to understand what work Msinsi does, right from soil erosion through vegetation management, animal management, need to protect the environment, need for social integration, need for economic integration, all that is all mentioned in that document. For staff it's very important, for neighbours it's also very important, and it's also very important for visitors, people who come to Msinsi must know what's the work of Msinsi, we don't just stand at the gate and take your money and people come in, we actually managing the whole area inside there and there is a document there that is based on the need for those people, those groups to understand the work of Msinsi.

Q7. On what basis do you select the communities? Please add additional information if any, and explain your answer(s).

I think the most important is the nearness, is the adjoining of the perimeter fence that is the most important thing. But any that have an impact on the reserve needs to be consulted.

Q8. Who from Msinsi interacts directly with the community under the initiative. Please add additional information if any, and explain your answer(s).

Okay, I'm saying that all that is okay, other than that safety, health and environmental management is also carried across to people in terms of ...eh the people must understand the dangers of water and working near water and not slipping into the water and drowning. A lot of the people don't understand big areas of water. Water for them comes out of the tap, but they don't know how to deal with a dam, what happens if you fall into that water. So in some cases we've given live-jackets to local communities not necessarily at Shongweni. Eh, when they are ferrying people across the dams, to make sure everybody is safe, for we've had some drownings in some of our dams, because the ferries are unsafe. I don't think there is any other Unit that actual goes to communities.

Q9. Under the community initiative, what roles do the a) the Social Responsibility Unit, B) the Reserve Management play or expected to play?

The SRU is there to carry across the social responsibility of the Company, of Msinsi, to the people. We know that most of the people that live around Msinsi managed reserves are people that are impoverished, that there is not a lot of money there, they number one need work, and number two community development. And I think it's for Msinsi not necessarily to do all of that but to find out what the needs of the people are, also to describe to the people what our work is, what type of work we do, and then to bring other organisations or institutions be they universities, be they government departments, together to actually start addressing some of the needs of the people in terms of what they require, not in terms of what anybody else believes they may want.

In terms of the reserve management I think it's very important that the management requirements of Msinsi are carried across to the people. They must understand that we get the budget from our clients, Umgeni Water to undertake certain tasks. We are not a bank and don't have an excessive amount of money. Money is given us to do certain things that are planned for each year exactly what should be done. They also need to understand that if somebody does come in and steal a piece of fence, that Msinsi has to pay for that fence to be put it back there. That is money that should be spent protecting the area is spent on re-fencing, ok. So that becomes the responsibility of the community as well as Msinsi to help ensure that the fence is not stolen. Good fences make good neighbours, we are all neighbours as one and we need to work together, if we are going to be able to stay there. There has been times when it becomes too costly for Msinsi to be there because too many things were stolen.

Q10. What roles are the communities expected to play under the initiative? Please add additional information if any, and explain your answer(s).

I think number one is very important in terms of posing threats. It's not just poaching, it's not just fence cutting, and it's actually, at times people, visitors are attacked. What happens is that if that information goes straight to the newspapers, Msinsi gets a bad name. It's not the communities that get a bad name ok. And they need to be made part of us so that when we're going to get a bad name, we should all get the bad name together and work together to find the solution. Eh, I think I said here that its uncertain with whether the communities should be helping us to make decisions about the management of the reserve because we are the responsible authority, we've been given that mandate by our clients to manage it. That mandate has not been given to he communities. We need to work with the communities to say this is what we require to do, can you assist us, if you can assist us, maybe we can assist you by listening to what your needs are, what your development needs are, employment needs are, those types of things. The more we can work together, the better it's going to be for visitors to come in for us to make more money to make our work cheaper, and cheaper and cheaper. And maybe some of that cheapness can then start paying for their development around the reserves.

Q11 Who Defines those Roles for the Communities? Please add additional information if any, and explain your answer(s).

The most important thing here is that it should be done in a joint fashion, it cannot be done by one party or the other party, it must be done together. We must sit down and understand

what the needs are, eh, and how the decisions should be made. It can't be made by the communities and it can't be made by Msinsi, yeah.

Q12. Would you say the communities are carrying out their role as expected? Please add additional information if any, and explain your answer(s).

I have got uncertain there. I think that that question actually means, is Msinsi getting the message across to the communities for the communities to act in the way that we expect them to act. If we don't get the message across they can't act the way we want them to act. So there is a lot of message we still have to get across. Remembering that I'm saying that Bongani Mkhize is an environmental educator, he is not the Social Rseponsibilty Unit manager. He is, he maybe not the right person in that position. Msinsi ..., as well as the board has recognised that we need to strengthen that Unit into somebody who deals with social responsibility, not environmental education. Environmental education can be part of the social responsibility, but it's not the same as social responsibility.

Q13. What do you consider as the benefits or potential benefits of the initiative to the communities? Please add additional information if any, and explain your answer(s).

This initiative I think would benefit..., it gives them another eh, it should give them platform to stand on and say these are our needs, we need somebody to understand what our needs are. Even if their needs are health, clinics or more schools, or better roads or cleanliness, or eh cattle management programme or whatever it maybe, those needs need to be heard and then instead of just the communities shouting at all the time saying these are our needs, Msinsi can then also work in favour of the communities and go to government departments and say, if Msinsi is going to work here properly, you need to be able to assist these communities and these are what their needs are.

Q14. What would you say are the benefits of the initiative to Msinsi and the Reserve? Please add additional information if any, and explain your answer(s).

I think my major points here are that, the benefit for this initiative to work, I indicate there should be togetherness, almost a joint responsibility on what happens within Msinsi managed areas like Shongweni. And if we can get all agreements by the local communities, when they see a bad person arriving in the community they can stop that person from actually costing Msinsi or costing the community money by doing something wrong.

Q15. What do you consider as the constraints and problems of this initiative to the Msinsi? Please add additional information in any, and explain your answer(s). Please add additional information if any, and explain your answer(s).

I am saying that it's too costly to operate. I think that is a very serious side of it. And I say it is too costly to operate. At the moment we have a fellow junior member of staff who is running the SRU. We need a higher capacity, more capacity in that position to be able to plan it properly and to run proper programmes. So the things are, if you identify from your study certain things need to be done, certain recommendations are made from your study, there should be somebody who picks up from those recommendations, not the Managing Director of the Company, but the person in charge of the SRU within Msinsi, to say these recommendations have come out of Moses's study. These are plans just on how we should

actually move forward with the communities. Eh, I have mentioned before, the communities are not cooperating as we expect. I think the only reason I've got uncertain, the only reason is that I'm not sure how much message we've given across to them.

Q16. Would you say the initiative is achieving any success? Please add additional information if any, and explain your answer(s).

I've got uncertain because I think from my point of view as an author, the main author of management plans, I don't think that our management plans are being discussed either by the reserve management or the SRU to the communities. I don't think the communities understand that we have a limited budget, that we have planned work to do, and that any eh, additional cost that stem from people cutting fences or poaching animals or whatever it maybe or things like that, that those costs reduce our ability to do the work that we actually planned for the year.

Q17. In your opinion would you say the initiative is adequate in addressing issues of the community with regards to the management of the Reserves? Please add additional information if any, and explain your answer(s).

I am saying that I am uncertain here again. I don't think it is adequately addressing the issue of the communities, eh because I don't think we always understand the issues or needs of the communities. In each reserve there should be a list of needs that come from the three or four communities that surround Shongweni and I don't think these are being properly addressed at the moment.

Q18. What are your views on the sustainability and future prospects of the initiative? Please add additional information if any, and explain your answer(s).

Em, I'm saying that I disagree that the programme is becoming unsustainable and its future is questionable. By saying that it is imperative for Msinsi and for the communities that this initiative continues, and is run correctly, that there is some form of combined thinking, pooling of resources to be able to make, to allow Msinsi to be part of that landscape, rather than separate it from the other people, the people that are around us. We need to be part of that, socially, economically, and environmentally. We need to be part of what is happening here, we can't be isolated, and we've got to contribute, and I will say that, I agree that the initiative is dear to us and we hope to continue with it. If we don't continue with it I don't think Msinsi is going to exist.

Q20. In your opinion what are some of the major threats to the management of the Reserve? Please add additional information if any, and explain your answer(s).

Okay, land claim issue I don't think is serious. It's not serious, not at all. Eh I think the most serious stuff is harassment of visitors and poaching, fence cutting and other illegal activities in the reserve. That really threatens the continuous existence of Msinsi and it also turns Msinsi management against the communities and that should not be the case at all. We should be working together, rather than looking for conflicts between each other. Eh, I think uncooperative attitude towards management and lack of support from neighbouring communities toward reserve management is a serious matter but I think that here with the knowledge base Msinsi should be taking the lead. The communities that surround Shongweni for instance I don't think get a lot of inputs in terms of the world's thinking of

how protected areas should be managed. They don't go to symposia that are held at Alaska, or in Australia, or in Europe. Msinsi are the people that actually go to these, they know what the latest thinking is, the way that things should be going. So it is Msinsi that should stand up and say we will take this message to the people, and share it with the people.

Q20 &21. If you were to suggest changes to the current community initiative, would you suggest that Msinsi a) redefines the programme purpose; changes to its approach to interactions with the communities? Please add additional information if any, and explain your answer(s).

I think both of those I agree that we should re-define the purpose of the initiative, make it very clear to the reserve management and SRU of Msinsi as well as the communities what the purpose of the initiative is, so that it is understood from both sides and maybe the purpose may change slightly in terms of what inputs will come from the communities. In terms of changing its approaches, interactions with the communities, I agree that at the moment I don't think enough has been done from both sides, but I think that Msinsi then needs to lead the initiative.

Q23. Would you conclude that there is the need for more interactions? Please add additional information if any, and explain your answer(s).

Ok I'm saying that I'm still uncertain about involving communities in helping to make decisions about management of reserve. I don't mind that the negotiation take place but Msinsi is the one that has been given that mandate to manage . We must maintain the mandate but maybe we should listen to what the communities have to say about what we are doing there. But there is no reason why the communities should not be included in our discussions, in the negotiations. But we've got to be careful if.., the fear always from the protected areas' side is that the neighbouring communities may start trying to control the work of Msinsi. That is the danger. Eh, involving communities in implementing reserve management decisions I said uncertain because there needs to be here a huge understanding, you can just manage, you need to understand what you are managing, how you are managing, how much money it is costing you, who is doing the work. So for people, the communities, we can explain to them what we are doing and why we are doing those things, but that must grow in time. Education must grow in time. Eh I think we should be consulting the communities on issues on the management of the reserve, especially if we have problems and we need to have people trained, maybe people from the local communities can be first those chosen to go on training so they understand what is happening within the reserve. Sharing of responsibility and authority I will say I disagree because that is the mandate of Msinsi. We can't share that responsibility until we have a system that is really up and running and everybody understands, we all at the same level ok. The purpose of the document is to try and get people understand what Msinsi does and get them up to a level where we can agree or move forward together in a way.

Q24 Are there potential threats or management problems to the initiative ? Please add additional information if any, and explain your answer(s).

I think there are some threats, I think that the threats may have to do with finance, finance for operating Msinsi and maybe finance may have to do with adequate and competent staff,

staffing needs for Msinsi, okay. you can't just have untrained people doing the work; you've got to have well trained people that understand people as well as the management needs of the reserve.

Q26. Please you are free to provide any comments on the interview or the study you deem relevant

I would say that ever since the 2003 World Parks Congress in Durban, more efforts should be made by all protected area management to involve local or neighbouring communities in the management of protected areas as social, environmental and economic needs and certainly to try and enhance the idea of protected areas becoming part of the landscape in everywhere, and not as an isolated fenced off area that is inaccessible to local communities.