



**UNIVERSITY OF  
KWAZULU-NATAL**

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**INYUVESI  
YAKWAZULU-NATALI**

**IMPACT OF PUBLIC PRIVATE PARTNERSHIPS ON COMMUNITY –BASED  
TOURISM PROJECTS, JOZINI TIGER LODGE CASE STUDY**

**by**

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## DECLARATION

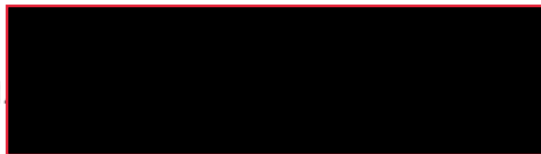
This research has not been previously accepted for any degree and is not being currently considered for any other degree at any other university.

I declare that this Dissertation entitled: Impact of public private partnerships on community based tourism projects- Jozini Tiger lodge case study, contains my own work except where specifically acknowledged.

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*30 NOVEMBER 2017*

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## **ABSTRACT**

Public Private Partnership (PPP) establishments are usually prone to prolonged implementation due to their complex nature. The South African Government as well as private sector businesses play equally vital roles which, according to their efficient implementation, greatly impact on the success or failure of Public Private Partnerships. As risks are inherent in all establishments, Private Public Partnerships are even more prone to higher risks due to their natural demand for various stakeholder involvement and/or ownership. This study uncovers a case study of the Jozini Tiger Lodge to describe and explore the impact of Public Private Partnerships and their benefits to community-based tourism projects. Furthermore, the study explores Public Private Partnerships in terms of the partnerships' stakeholders and their roles within such partnerships. The ownership and management of PPPs, PPP opportunities and constraints as well as issues of long term sustainability in Public Private Partnerships are also uncovered. A qualitative research methodology was used as an approach for data collection. The qualitative approach was used through conducting interviews as the main form of data collection for the research study. The study concludes that the Public Private Partnership of the case study of the Jozini Tiger Lodge is a success story as it has contributed to the establishment of the Jozini community and its members. As all PPPs require sound partnerships with various stakeholders, the Jozini Tiger Lodge has not only stood the test of time, but has also made the Jozini area to become a tourist attraction, of which has served the community through the minor alleviation of socio-economic issues.

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## ACRONYMS

CTA Community Tourism Association

CTO Community Tourism Organisation

DBSA Development Bank of South Africa

DEAT Department of Environmental Affairs and  
Tourism

DEDT Department of Economic Development and  
Tourism

DTF District Tourism Forum

DTI Department of Trade and Industry

FEDHASA Federated Hospitality Association of South  
Africa

GCP Global Competitiveness Project

KZNSB KwaZulu-Natal Sharks Board

LTF	Local Tourism Forum
NDT	National Department of Tourism
PPP	Public Private Partnerships
PTC	Provincial Tourism Committee
PTF	Provincial Tourism Forum
SALGA	South African Local Government Association
SAT	South African Tourism
TBF	Tourism Business Forum
TFCA	Transfrontier Conversation Areas
TKZN	Tourism KwaZulu-Natal

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Introduction**

In order to improve service delivery, the public sector is currently using Public Private Partnership (PPP). The beneficiaries of partnership gain many benefits including effective ways of implementing viable project that uplift socio economic status. Many opportunities arise in PPP in which include raising of human and non-human capital, cost effective use of resources and transference of skills to the host communities. Chapter one of the study presents the background to the study, identifies the problem, develops study objectives, questions, identifies research methodology and concludes by providing the overall study structure.

### **1.2 Background of Jozini Tiger Lodge case Study**

Tiger Lodge is a 4 star hotel built in the Elephant Coast, under Jozini Local Municipality in KwaZulu – Natal. It was built in 2008 and started to operate in 2010. This accommodation establishment is the result of public private partnership between the local government, National Empowerment Fund and the local community. Liaising with community trust, the local community has a 31% share of ownership. 69% of shares are owned by the operating private sector. The Jozini Local Municipality is the main facilitator of this public private partnership. Local community offered land to develop hotel infrastructure and National Empowerment Fund is the main funder of this project. This partnership faced several challenges but managed to break-even within a period of six months being operational. The strength of the lodge is in accommodation with 70 rooms, wedding venue, conferencing, beauty and health spa. Hotel overflow is controlled by an expansion through a Bed and Breakfast close to the lodge with 21 rooms.

### 1.2.1 The Geographic Location Advantage of Tiger Lodge

Geographical location of Tiger Lodge has an advantage significance that contributes positively to occupancy rate. It is the only accommodation establishment in the Umhlathuze District Municipality that has a four star grading. Tiger Lodge is located in the Freedom Fighters Route which has tourists all the year round. The route is also a gateway to Mozambique and Swaziland. There are several private and public game reserves around Tiger lodge with Big Five. Other focal point is the World Heritage Site (St. Lucia Wetland Park/Isimangaliso) which attracts a lot of visitors around the area. Tiger Lodge is situated on top of popular Jozini dam with a capacity of 2,267,100 megalitres.



Figure 1.1: Map of Jozini Municipality

[www.municipalities.co.za](http://www.municipalities.co.za)



**Figure 1.2:** *Map of the District Municipality*  
[www.municipalities.co.za](http://www.municipalities.co.za)

### 1.3 Motivation for the study

With the background of various challenges that are faced by Public Private Partnerships especially in the community-based Tourism Initiatives, the study is needed to:

- Clarify the roles played by the stakeholders within the PPP
- Explore processes that are followed when forming a public, private partnership initiative
- Address the challenges that are faced by public private partnership
- Explore factors that contribute towards the sustainability of partnerships

## **1.4 Focus of the study**

The purpose of this study is to describe and explore the impact and value of Public Private Partnerships in community-based tourism projects. The focus is on the critical analysis in impact of partnerships to all stakeholders involved.

## **1.5 Problem Statement**

Due to the complexity of the nature of Public Private Partnerships, they are usually implemented after a very long period of time. Facilitation by the government seems to be having challenges which could be caused by several reasons. The role played by the government and by the private sector which is aligned to partnership specifications seems to be the major challenge due to high risk partnerships are prone to. The role played by the partnership's beneficiaries who usually include the local community is of interest. The local community is perceived to be demanding but have very little input in joint ventures. The intent of forming partnerships is measured; the question is what tools are used to measure achieved objectives which could be facilitation of service delivery or addressing poverty alleviation as well as how to ensure sustainability?

## **1.6 Research Objectives**

The study was guided by the following objectives:

- To evaluate the impact of partnerships on local communities
- To establish the processes that are followed to reach consensus ownership and management style
- To assess the extent to which challenges faced by all stakeholders impacted on roles and responsibilities in a partnership
- To explore the factors affecting partnerships growth and sustainability

## **1.7 Research Questions**

For the above objectives to be addressed, questions developed are as follows:

- What impact does partnership have on local community economy?
- What processes were followed to reach consensus on ownership and management style?
- How have challenges faced by all stakeholders impacted on roles and responsibilities in a partnership?
- What are the factors affecting partnership growth and sustainability?

## **1.8 Significance of the Study**

The study is significant for a number of reasons. Since the study aimed at exploring the impact and value of Public Private Partnerships in community-based tourism projects, in particularly the impact of partnerships to all stakeholders involved; the recommendations provided could be of help to all the stakeholders. For instance, for host communities this study could help in understanding all factors involved in community based partnerships. The private sector could motivate and assist develop skills, over and above creating employment opportunities for the communities. Government could be assisted in the role it should play in facilitating sustainable partnerships. The study could contribute to existing knowledge in the area of Public Private Partnerships.

## **1.9 Study Limitations**

The limitations encountered during the course of the research inquiry were mainly of financial and time constraints. The financial constraints that were encountered were due to the long travelling distance that was covered to reach the destination of the Jozini Tiger Lodge as well as overnight accommodation costs at the lodge.

Time constraints, on the other hand, prevailed in the form of the respondents not being able to meet with the researcher on set times and days due to work commitments at Jozini Tiger Lodge. The researcher set formal appointments with the respondents as a way of mitigating time limitations and interview sessions were held during weekends and after the Jozini Tiger Lodge's staff working hours.

## **1.10 Research Design**

The research design for this study is qualitative, exploratory and the approach is from a paradigm that is phenomenological. Participants of this study are officers within the Jozini local economic development with in-depth knowledge, experience and insight into PPPs. Non-probability sampling method was used when selecting the participants, and interviews conducted to discover new insights, gain new ideas and expand knowledge in PPPs in South Africa. Descriptive qualitative data was collected from interviews and analysed to elicit research findings and make recommendations.

## **1.11 Organization of the study**

- **Chapter 1: Introduction of the research:** The motivation for the study is introduced in this chapter and the study structure as well as the background is

provided for the purpose of clarity. Further, the chapter locates the problem of the study as well as developing the objectives and research question to address the problem before briefing the methodology. Finally, the chapter presents the limitations of the study as well as the overall study structure, followed by a conclusion.

- **Chapter 2: Literature review:** The chapter provides the literature related to PPP. Literature review related to PPP looking at key concepts definition. Opportunities of PPPs are discussed as well as guidelines on forming partnerships. The identification of stakeholders is discussed, especially in examining their roles on partnership. Constraints of partnership, sustainability issues and how public private partnerships are managed are presented in the review of the literature. Explanation of issues examined in the literature review is demonstrated through diagrams, figures and tables.
- **Chapter 3: Research Methodology:** The chapter identifies and discusses the methodology employed in the study, which is qualitative research. Key sections discussed in this chapter include the design of the research, methods, sampling and sampling strategy, research instrument, pilot study, validity and reliability and ethical considerations. The administration of conducted interviews and data analysis is discussed. The chapter is concluded with a short summary.
- **Chapter 4: Case study analysis and research findings:** The chapter presents the analysis of research findings and results. Tiger Lodge Case Study data is presented in a descriptive form with some figures, diagrams and tables. Concluding summary of the chapter is done
- **Chapter 5: Research findings and analysis:** The results of this study will be presented in this chapter with analysis of findings and interpretations related to literature reviewed. The alignment of the findings with the literature on local and global reports on public private partnership seeks not only to integrate literature with findings but also place the findings within the context of the field of study.

- **Chapter 6: Conclusion and recommendations.** The chapter indicates whether the issue identified in the problem statement has successfully resolved. The impact of the study on participants and the benefits of the study to Tiger Lodge Public Private Partnership are discussed. Relevant recommendations to solve the research problem are given and explained. Future studies and recommendations. are also provided.

## **1.12 Conclusion**

The chapter provides the background to the study in an effort to motivate the study. Based on the background to the study, the chapter identified the problem followed by the development of research objectives and questions in order to solve the problem. The chapter also provided a brief methodology the study intends to employ. From the problems highlighted in the background of this study, there is indeed a serious challenge in the field with regards PPP, hence the urgent need for the study. The structure of the dissertation is outlined in this chapter. Literature review related to the study is on the following chapter.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The study has been introduced in the previous chapter. The current literature related to the topic of the study is presented. Research objectives will guide the discussion and the focus is the PPP models, concepts, partnership impacts on local communities, processes or steps that are followed to reach consensus ownership and management style and the challenges faced by all stakeholders in the implementation of PPP as well as the impact of PPP on roles and responsibilities in a partnership. First and foremost, literature begins by defining key concepts underpinning the study - PPP.

### **2.2 Public Private Partnerships defined**

Under this section, key concepts underpinning the study will be defined.

Several authors define public private partnerships differently, depending on the context and type of partnership. According to (Stibbe, 2008) working towards a common set goal by different partners like civil society, municipality, and private sector with the aim of contributing resources that will enable results and sharing of benefits and possible risks. According to (Houghton, 2010) civil society, public and private sector partnerships can involve the working together through a variety of organizational configurations and multi-sector connectivity to meet the needs of urban spaces and their populations. (Hodge, 2005) cites public private partnerships by many authors as “connected with infrastructure projects and are institutional arrangements for cooperation expressed through the establishment of new organizational units”. Private sector requires an appreciation of its defining characteristics as described by (Waddell, 2005); and it also requires appreciation of the social history of business in South Africa.

## **2.3 Models of Partnerships commonly used in South Africa.**

In South Africa there are three commonly used models of partnership which are joint ventures, leases and co-management.

**2.3.1 Joint Ventures-** The local community and the private sector are usually taken as the developer or an investor forged an agreement on forming a partnership. The shares within this partnership are usually dependent on party or stakeholder's input. For the local community, offering of the land is taken as their input or stake in a joint venture. This model of partnership is discussed by parties involved to reach a common memorandum of understanding and terms of reference that are characterized by fairness in benefits, transparency and mutual understanding based on trust.

**2.3.2 Leases-** The local community signs a contract with the private sector or investor on renting the land over a particular period of time which is commonly an annual agreement. In the course of running of the business, the community has no say or any involvement not unless the community had expectations like employment of the locals or transference of skills during the lease period.

**2.3.4 Co-Management-** This is an instance where the local community forms a partnership with the private sector and signs an agreement on how they will jointly manage the enterprise or the company. This model of partnership signs a legal agreement on terms and condition of the partnership.

## **2.4 Public Private Partnership opportunities**

Public Private Partnership are believed to be a solution to all the stakeholder involved, according to Rogerson (2009). The following are opportunities for public private partnership:

- They offer innovation through local economic development (LED)
- Strengthen community relationships with relevant beneficial stake holders.

- Job opportunities are directly and indirectly created.
- PPPs promote the transference of skills and better understanding of business knowledge.
- Infrastructure like roads, electricity and other basic needs are improved
- Offer an opportunity for each partner to contribute its competency
- To build trust and social cohesion through diverse partners.
- Give an opportunity to attain relevant resources for the benefit of the project and stakeholders
- Uplift communities in an authentic and mutually beneficial manner through prioritizing endogenous development

McEwan (2003) believes that promoting community participation is one of the priorities in developing communities through partnerships by taking the government to the people. According to Hillard (2009), assessing the success of a public private partnership for health care in the South African Republic, for instance, as measured by using the balance scorecard shows positive impact to all stakeholders.

## **2.5 Guidelines on how PPP formation**

Community based partnership projects are usually initiated by the government and in rare cases by private sector with the aim of accessing communal land. For partnerships to be successful, it is important for all stakeholders to be actively involved in concept initial planning phase and throughout the lifespan of a project.

Discussions on expectations and requirements by both communities and private sector should be outlined, having a government as a mediator or a non-governmental agency can take a mediating role, communication is of great importance (Kim Boue, 2010). The government must also unpack policies and procedures that are employed in community-based partnerships for the purpose of local economic development.

In most cases, it is also imperative for feasibility studies to be conducted prior to implementation, with the studies also covering the study of community interests and values. The economic-social background of the community is vital to be known before a partnership is forged, this exercise helps when measuring impact on such communities.

Legalities that are used in managing the partnership resources are also considered and must be understood by all stakeholders. Community members must also come out clearly on type of joint venture are they having before partnering with the private sector, for example most communities opt for community trust.

Roles and responsibilities should be in place, tools or instruments to measure progress should be drawn. These will assist the partnership during accountability sessions.

The model of financing the partnership should be clearly defined as this affects the handling of financial resources within the partnership. Duration of partnership must be agreed upon, terms and conditions need to be clarified as well. McEwan (2003) suggests Legislation needs to be understood by all the stakeholders in the public private partnerships to avoid conflicts.

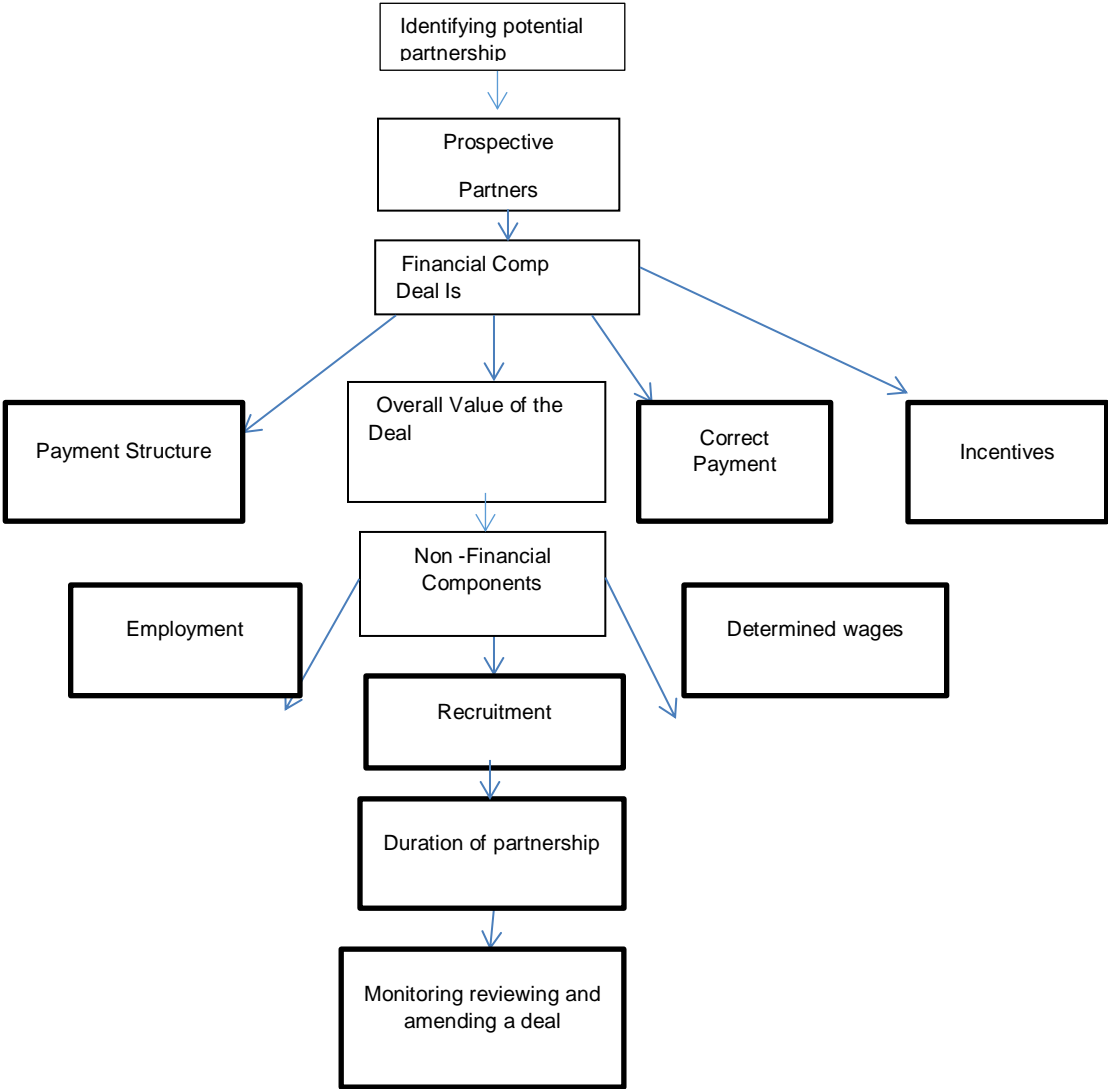
To minimize conflict legislation related to partnership must be unpacked and understood by all stakeholders. The local government appoints agencies responsible for Public Private Partnership in order to facilitate partnerships. Agencies formulate partnerships policies, explore partnership models until specification facilitates human and non-human capital including funding models. Since these are government agencies they are also called public entities.

### **2.5.1 Local community buy in**

In the case of South Africa, in order to operate, they are funded by the government but have a mandate to collect their own revenue from business partnerships forged. It is in the level of local municipality that agreements and memoranda of understanding are signed by all stakeholders involved in a partnership. Agreements include decision making, project identification, potential models to be used, roles and responsibilities, coordination and after-care investment programs (Teker, 2012). Lack of resources as

well as mistrust between the public and private sector delay the processes in forming a partnership

**Forming partnerships**



**Figure 2.1:** *Forming partnerships*  
Source: (Author's)

Table 2.1: Steps in forming a partnership & Responsible stakeholder

	<b>Steps</b>	<b>Responsibilities</b>
1	Identifying a partnership opportunity	Community, Government, Private Sector.
2	Getting potential partners	Government
3	Deciding how to select partners	Government
4	Getting assistance	Communities, Government, Private Sector
5	Type of ownership	Communities, Government, Private Sector
6	Partnership duration	Communities, Government, Private Sector
7	Financial negotiations	Communities, Government, Private Sector
8	Recruitment	Communities, Government, Private Sector
9	Monitoring and evaluation	Communities, Government, Private Sector

**Source:** *National Treasury PPP Unit*

## **2.6 Identification of stakeholders and their roles in public private partnerships**

Each role player in public private partnership has its role that needs to be identified and communicated when forming a partnership. Each role must be understood clearly by all the stakeholders to avoid duplication of functions and for the purpose of accountability

### **2.6.1 Government**

The main role of the government is to ensure that local economic development is facilitated focusing on relevant economy key sectors. The government must ensure that it draws policies that promote local economic development through public private partnership model. Policies that govern the public private partnerships need to be cascaded to the recipients through structures of government.

According to (Lindon, 2008) the government should create an enabling environment and that can be accomplished by establishing a legal frameworks for development. Good examples of that is clear property rights, clarity on economic rights, political rights and social rights.

Provision of regulatory framework to channel labour rights, safety, administrative laws and the provision of physical infrastructure. Act as a broker between communities and private investors while placing a strong emphasis on sustainable livelihoods are a priority. It is equally the responsibility of the government to facilitate and secure funding of PPPs.

### **2.6.2 The private sector**

When the private sector has been secured by the government in collaboration with the community, its main responsibility is to manage the facility in terms of business management. The main focus is on financial management, skills auditing and up-skilling the local community. The creation of a user friendly environment between all the stakeholders is the responsibility of the private sector. It is expected that the private sector must comply with all the legalities and legislation.

### **2.6.3 The community**

The community if owning land can do some research on the possibilities of developing it for the purpose of making business. Local communities benefits from PPPs when product owners involve communities in their operations. Due to the lack of funding, communities need to check on how to form joint ventures that will lead in forming partnerships with the private sector. Local community must also look at other agencies that might support them to improve the infrastructure the community already has. They must also be prepared to learn and understand on dynamics of forming partnerships. When recruitment is done, it is the responsibility of the local community to ensure that locals benefit fairly. It is also the responsibility of the local community to protect the business entity and create a crime free environment in order to have return visits. Special interests group can be considered by the communities where they offer authentic local folklore. The environment must be protected at all costs as indicated in (Tourism D. o., 2002). Communities therefore need to control any development that will harm the environment.

### **2.6.4 Important governing structures for PPPs**

The accommodation establishment in South Africa is governed by the Department of Economic Development and Tourism as a service industry. According to Department of Tourism (2008) there is need for a range of role players to “ignite the engine of tourism growth”. The Department of Economic Development and tourism in Kwa-Zulu Natal is implementing a programme entitled ‘Local Government Support’. The overall objective of this programme is to integrate efforts amongst various stakeholders, through the provision of common platform for engaging on travel and accommodation issues that assists in achieving a coordinated approach into the promotion of public private partnerships. The following structures have been established to facilitate the proper development and promotion of partnerships in Kwa-Zulu Natal:

- Provincial Tourism Committee (PTC)
- Provincial Tourism Forum (PTF)

- Global Competitiveness Project Steering Committee (GCP)
- District Tourism Forums (DTFs)
- Local Tourism Forums (LTFs)
- Community Tourism Organisations (CTOs)
- Community Tourism Association (CTA)
- Tourism Business Forum (TBF)

#### 2.6.4.1 Provincial Tourism Committee (PTC)

As per Section 34 of the KwaZulu-Natal Tourism Act , Act No 11 Of 1996, the Member of Executive Committee (MEC) is required to establish the Provincial Tourism Committee (PTC) comprising of municipal representatives i.e. Mayors from District Municipalities, District Municipal Managers/Tourism Managers, CEOs and board chairpersons of public entities (TKZN, KZNSB, TIKZN, Ezemvelo KZN Wildlife, SALGA)

The main objective of the committee is to provide a linkage between the Department, Districts to Local communities and share information related to tourism matters.

The committee invites other Public Entities and Organisations which share common objectives in terms of tourism upliftment in the province.

#### 2.6.4.2 Provincial Tourism Forum (PTF)

Section 25 of the KZN Tourism Act of 1996 amended in 2002 requires Tourism KwaZulu-Natal to establish a forum with municipalities. The PTF is a provincial structure which serves as a technical committee coordinated by the CEO of TKZN. The main objective of the PTF is to enable officials of TKZN and municipalities in the province to coordinate and integrate their respective strategies, projects and programs to market and promote the province as a tourist destination. TKZN also enable communication with local municipalities and coordinate at the operational level. This forum is

constituted by Department of Economic Development and Tourism, CEO of TKZN, COO of TKZN, Chairperson of the Marketing Committee, General Managers, Chairperson of Trade Association in every district, World Heritage Site representative in municipalities with such entities, Municipal Managers etc.

#### 2.6.4.3 Global Competitiveness Projects Steering Committee (GCP)

The Department of Environmental Affairs and Tourism (DEAT) which is now called National Department of Tourism (NDT) hosted a workshop on the Global Competitiveness project (GCP 2) on the 4<sup>th</sup> -5<sup>th</sup> August 2008. The purpose of the workshop was to discuss the Global competitiveness Project (GCP 2) with provincial and local stakeholders and to unpack the GCP study which was conducted by DEAT in 2004 and to pave a way forward on how to implement global competitiveness recommendations by provinces, district and local municipalities, private sector and host local communities. The main objective is to establish liaison and linkages between the Provincial GCP 2 Project with NDT initiatives. Aligning tourism development initiations identified in the GCP 2 report with destination plans as well as sourcing funding is one of the objectives of GCP. This committee is comprised of DEDT, TKZN, Local Government and Traditional Affairs, TIKZN, DTI, NDT, TBCS, Transport Department, Ezemvelo KZN Wildlife, DBSA, Department of Land Affairs, Department of Community Safety and Liaison and Ingonyama Trust.

#### 2.6.4.4 District Tourism Forum & Local Tourism Forum (DTF & LTF)

Section 3 (g) (iv) of the KwaZulu-Natal Tourism Act, No.11 of 1996 as amended in 2002, states that “the authority shall have the power to facilitate the establishment of Regional Tourism Forum”. The main objective is to ensure collaboration of all stakeholders in creation of tourism Institutional capacity, in both public and private sector, and dedicated skilled human resources to perform tourism functions. DTF & LTF also ensure collaboration of all stakeholders in the provision and maintenance of tourist’s services, sites and attractions, public services, local infrastructure including

signage, marketing, support to entrepreneurs and investors. These committees (DFT & LFT) are composed of District and Local Mayors who also chair meetings, District Municipality Portfolio Committee Chairperson, Directors/Managers responsible for tourism, IDP Managers, District and Local Tourism Officers, DEDT Project Managers, CEOs, Chairperson of Local Tourism Chapters/Tourism routes within a local destination, Chairperson of Local Tourism Committee, Private Sector Forum, CEO's of World Heritage Sites for the districts with these sites, Protected Areas Managers as well as Transfrontier Conservation Areas (TFCAs) from these municipalities with these areas.

#### **2.6.4.5 Community Tourism Organisations Strategy (CTO)**

To localize the above discussed communities strategy to govern tourism was formed with the creation of Community Tourism Organisations. The overall objectives of the strategy are as follows:

- Facilitation of tourism marketing within the local community.
- Provide functional institutional framework within the province.
- Expose local communities to available tourism opportunities.
- To deal with legalities related to partnership.
- Act as a link between government, private sector and communities.

CTO is constituted by tourism product owners in the community. It also affiliates to a provincial tourism association that guides membership of Community Tourism Association (CTA).

Table 2.2: Tiers of government that are responsible for Tourism Community Based Projects

TIER OF GOVT.	Political Leadership	Coordinating Structure	Management/ Leadership	Coordinating Structure	Destination Marketing Structure	Coordinating Structure	Private Sector
<b>FUNDING</b>	Public Sector/Government						Private Sector
<b>National</b>	Minister of Tourism	Minmec PFC	Director General DEAT	Miptec	SAT	CEO's Forum	Fedhasa TBCSA SATSA NAA etc
<b>Province</b>	MEC for Tourism	PFC PTC	Head of Department DACT	PTF	KZNTA	PTF	Provincial chapters of above
<b>District</b>	Mayor	Mayoral Committee PFC or similar structure	City/Municipal Manager	DTF	District Tourism Office	DTF	CTA Local branch of Associations District Private Sector Forum
<b>Local</b>	Mayor	Mayoral Committee PFC or similar structure	Municipal Manager	Local Tourism Comm.	Local Tourism Office, (Market/community focused)		CTA's Local Private Sector

**Source:** Tiers of government (KZN DEDT 2010)

## **2.7 Options for a legal community entity**

### **2.7.1 Community Trust**

Some communities form a community trust. Trust deed governs the trust which allows beneficiaries change. Mismanagement of trust is likely to happen where there is no transparency. Private investors tend to fear a risk factor on partnering with community trust

### **2.7.2 Section 21 Company**

This is a non-profit company which is regulated by Articles of Associations. It operates like community trust in allowing the change of beneficiaries or membership without collapsing. The company is managed by employees which makes it a challenge to partner with private sector as members of the community are taken as ill-skilled to manage a company and therefore there's a risk potential.

### **2.7.3 Cooperatives**

South African Government has formed cooperatives within communities with the aim of improving local economic development. A group of people from previously disadvantaged communities are gathered together and form a partnership within themselves to render a community service needed by the community. Cooperatives are funded by the government and also form partnerships with private sector. Any loss incurred is the responsibility of the members

### **2.7.4 Interest Groups**

Within communities there are focused groups that are capacitated with the interest of empowering economically, e.g. women, youth, people living with disabilities etc. These interests groups are also targets for community partnerships with the private sector and the government.

## **2.8 PPP constraints**

There is a lack of trust which leads to differences, mainly in finding and percentage of ownership.

Local communities have higher expectations whilst they offer no skill nor knowledge as needed by a specific project. The local communities demand employment with little or no skills required by the project (Mitchel, 2007). Mitchel further argues that due to these uncertainties, several public private partnerships are delayed and take a long time to be implemented with the following major constraints. These unrealistic expectations lead to uncertainty, delays and impact negatively on implementation time.

### **2.8.1 Resources**

Resources are the major challenge in partnerships. The community usually owns a land but has no means of making it productive. Resources could be human, financial, infrastructure as well as knowledge that can hinder a partnership to operate

### **2.8.2 Occupancy rate**

Most community based tourism projects are located in areas where historically disadvantaged people are placed. The history shows these as poverty stricken areas which have no potential of attracting investors. During 2010 world cup, several people built bed and breakfast which attracted very few people to sleep in townships and rural areas, therefore the occupancy rate is very low

### **2.8.3 Market requirements**

The main stakeholder which is the members of the communities has little or no knowledge of market requirements. The lack of business product understanding has a big impact on partnerships. This leads to conflict as they see market research as a waste of money

#### **2.8.4 Skills**

The members of community come with little or no skills that suit the service industry. This leads to a conflict within the partnership when recruitment is done as they expect 100 percent recruitment to come from the local community. A lot of money is spent on training by several public private partnerships for the benefit of the local community

#### **2.8.5 Conflicts**

If the partnership was formed with some grey areas, there's a potential of conflict amongst the stakeholders involved. The unclear roles and responsibilities of stakeholders tend to create conflicts as well. Matters of trusts and transparency are of great importance

#### **2.8.6 Support**

Lack of support from the relevant entities is taken as a constraint in partnerships. The major challenge is in the identification of these entities. PPP are supported from National government to local government, some of these support do not reach people at grass roots levels

#### **2.8.7 Issues of accountability**

Nation level usually shifts issues of accountability to provincial officials for drawing of contracts, implementation monitoring and evaluation.

### **2.9 Conclusion**

According to (Tan, 2012) PPP can have advantages and disadvantages which can be summarized as following: The investment returns are based on long term basis. Risks

factors are managed by a partner that has a potential to do so. There is expertise in the partnership therefore it becomes competitive against prevailing market standards. Transference of skills is an added advantage to the host community. Political interference is limited. The constraints with the PPP are that since they are achieved over long term, contracts tend to be complex and complicated. If not properly managed, PPP can easily lose focus and face a risk of collapsing. Based on extant literature, it is clear that there are generally issues with PPPs from a modeling perspective to day to day implementation. However, literature suggests hope on successful PPPs. The next chapter presents methodology for the study

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The previous chapter presented the literature related to the study. Methodology for collecting and analysing data has been set accordingly in this chapter. The accuracy and reliability of any research can only be based on the credibility of the data collected and the accurate methods used from the reliable sources; and these are expected to be detailed (Saunders *et al.*, 2014;473). Accordingly, this chapter sets out the methodology used for the gathering and analysing the data.

This chapter describes the methodology that was followed to answer the research questions posed within the literature review which encapsulates the main theme/s of the research study. It begins with the chosen method and its implications for this research by providing an analysis of expert opinions on qualitative case study methodology and how this research follows these accepted methods. It also describes the processes that were used in data collection, analysis and interpretation. Furthermore, this chapter covers the sampling strategy to be adopted, the limitations to the study as well as the ethical considerations of the research study that are to be adhered to by the researcher. The researcher concludes with a discussion on the validity and reliability of the chosen research method. The findings derived from the conducted research on how public private partnerships, more specifically, that of Jozini Lodge, impacts on community-based tourism projects will be broadly discussed.

### **3.2 Research Design and Methodology**

#### **Design of the Research**

Analysis of data, measurement and collection of data is what Sekaran and Bougie (2013:11), refer to as a research design and blue print. The three types of research designs utilised in conducting research study are:

- a. Exploratory research design,
- b. explanatory research design and

c. descriptive research design (Babbie, 2011:25).

According to Barnham (2010:42), exploratory research design mainly involved a study where the research problem under review had few or no earlier studies to refer to or rely upon in predicting an outcome. Exploratory research on the other hand, is focused on gaining more insights into the research problem. Besides, the goals of exploratory research the intension of exploratory research is to give insights on the problem details on research problem. (Kothari & Gaurav, 2014:324).

This is also known as analytical study or explanatory research design, usually identifies causal links in terms of variables and at times factors relating to a research problem (VanWyk, 2012:86).

According to (Paul, 2005), research objectives for case studies are best achieved by adopting a qualitative approach in the process of conducting of a research project. Since an in – depth study of a particular sector and a specific organization will be studied to gain insight on these in the study under review, the case study method is preferred (Hilla, 2008). (Leedy, 2001) argues that all forms of qualitative research have the aspects of 1: phenomena that occur in the natural setting and 2: the phenomena studied in all their complexity and multiple facets. The researcher is therefore of the view that qualitative research is appropriate for the case study method used in this study.

Therefore, the research method chosen for this research was qualitative approach. It adopted a narrative and descriptive approach for data collection to understand the way things are and what it means from the perspective of the researcher.

### **The Research Philosophy**

Traditionally, three types of research methodologies are known, that is Quantitative, Qualitative and Mixed. For the purpose of this study, qualitative method research methodology has been adapted. (Neuman,2011:340) defines qualitative research as the core that includes collection and analysis of data that is descriptive in nature. It is a

process whereby the researcher tries to gain a deeper understanding and at times experiences about the target population under observation. Equally important in qualitative method is the enhancement of the knowledge of a researcher on how people feel, their opinions and authentic practices. Attitudes and behaviors of people are easily explored by qualitative research methodology. In addition, the approach is suitable when studying the attitudes and behaviors of people (Harwell, 2011:121).

### **3.3 Target Population**

A population is defined by (Wiid, 2013) as being 'the total group of people or entities [social artifacts] from whom information is required'. Population is defined a totality from the chosen representation to be used for the inquiry according to Creswell (2014:36). Population is a whole set of objects or people, extracted sample under a particular study. The target population of the research study was made up of ten respondents from different stakeholders, such as members of the Jozini community, employees of the entity in question (Jozini Lodge), Jozini lodge establishers and managers and local municipal officials involved in the establishment of the Jozini Lodge. The chosen target population was directly involved and/or affected by the focal point of the case study; which is the establishment of the Jozini Lodge through public private partnership. The selection of the target population as specified above accounts to 10 respondents.

### **3.4 Sampling Strategy**

"It is often found that the accessible population for a research study includes too many elements to reach or analyze - many more than our time and resources will allow for in order to finish our research. So we have to reduce the number of our accessible population to a more manageable number" (Franzel du Plooy-Cilliers, 2014)

According to Welman and Kruger (2005:43), sampling is a structured systemic exercise of picking a certain percentage from the main with the intention of investigation in order

to reach into informed conclusion from the representation. Non-probability and probability form of sampling is usually used in qualitative research methodology whereby probability is employed in quantitative research methodology. At times both are applied (Wegner, 2012:23).

Non-probability sampling is defined as a sampling design in which the elements in the population do not have a known or predetermined chance of being selected as sample subjects (Sekaran & Bougie, 2013:9). Eight types of sampling methods are used in non-probability sampling methods namely: convenience, quota, purposive, snowball, deviant case, sequential, theoretical and adaptive sampling.

- **Convenience Sampling:** as the name suggests, this involves collecting a sample from somewhere convenient to the research like the mall, local school, or church depending on the purpose of research. Convenience sampling is sometimes called accidental sampling, opportunity sampling or grab sampling;
- **Haphazard Sampling:** where a researcher chooses items haphazardly, trying to simulate randomness. However, the result may not be random at all and is often tainted by selection bias;
- **Purposive Sampling:** where the researcher chooses a sample based on their knowledge about the population and the study itself. The study participants are chosen based on the purpose of the study;
- **Expert Sampling:** in this method, the researcher draws the sample from various experts knowledgeable about the topic at hand in a particular field.
- **Heterogeneity Sampling / Diversity Sampling:** a type of sampling where representativeness of various perspectives of members are chosen. However, those views may or may not be represented proportionally;
- **Modal Instance Sampling:** The most “typical” members are chosen from a set;
- **Quota Sampling:** where the groups (i.e. men and women) in the sample are proportional to the groups in the population; and
- **Snowball Sampling:** where research participants recruit other members for the study. This method is particularly useful when participants might be hard to find.

For example, a study on working prostitutes or current heroin users (Harper & Thompson, 2012:413).

As the nature of this research study was mainly focused on a case study, the selected sample that was chosen was done so by the use of non-probability sampling as all the research respondents needed to be directly knowledgeable and/or involved in the Jozini Lodge establishment so as to be included in the research study. The selected sample comprised of the following respondents:

- One Jozini Local Economic Development Officer responsible for the Jozini Tiger Lodge project
- One Jozini Tourism Practitioner or Officer responsible for the Jozini Tiger Lodge project
- One Jozini Tiger Lodge operations manager
- Three employees from the local community of the Jozini Local Municipality
- Three Jozini local community members who are the shareholders
- One National Empowerment Fund representative

### **3.5 Pilot Study**

Welman (2005) defines a pilot study as “testing out” a new measurement instrument by administering it to a limited number of respondents from the same population. The use of a pilot study was not adopted in this research study as there was no involvement of the administering of tests nor questionnaires that needed a “trial run” to ensure effective research outcomes. As the research study used the method of conducting face-to-face interviews, the use of a pilot study would have proved to be inconveniently time consuming for the respondents which would have contributed to participant reluctance, therefore hindering the successful data collection stage of the research study. The researcher’s decision to not conduct a pilot study did not negatively affect the outcomes of the research study in any way.

### **3.6 Data Collection**

Data collection for qualitative researchers involves the process of using observations, interviews, objects, written documents, audio-visual materials, electronic documents and anything else that can assist a researcher in answering their research questions (Ormrod, 2005). The tools to be used in the collection of information from respondents must be constructed in a careful manner so as to ensure that accurate information is retrieved and a good quality research study is conducted (Tan, 2012).

As cited by Henning (2013). Data collection involves two main instruments, being primary and secondary data collection instruments. These two main data collection instruments entail:

#### **3.6.1 Primary Data Collection Instruments**

Primary data collection instruments were mainly made up of interviews and questionnaires. These primary data collection instruments were considered as being the most accurate sources of information for researchers as their nature requires direct and uncensored involvement from the respondents. The “natural” state of primary data collection instruments also presents the researcher with raw, untainted and direct information, which opens opportunities of using reliable and valid information when constructing the research study.

#### **3.6.2 Secondary Data Collection Instruments**

Secondary data collection instruments mainly comprise of journals, textbooks, the internet, books as well as theses. Information acquired using secondary data collection instruments is generally considered as being filtered as it is information which is mainly presented as views and/or findings of individuals/s after using information from the work

of other scholars, writers, etc. Secondary data is largely seen as interpretations of authors on a specific subject matter.

Though secondary data collection instruments may be seen as interpretations of peoples' views, the value of this kind of information source cannot be overlooked as it provides a wide base of intent knowledge on matters around specific subjects as well as literature and theories, which all form a solid foundation for any research study.

The data collection instruments used within the research study were that of both primary and secondary data collection instruments.

### **3.7 Methods of Data Collection**

The research study made use of qualitative methods of data collection. A gate-keeper's letter was submitted to Jozini Lodge to request for the entity's consent in allowing the research case study to be based on the entity. The gate-keeper's letter explained the purpose of the research case study and the process that would be unpacked in conducting the collection of data for the purpose of the research findings. The Jozini Lodge manager signed the gate-keeper's letter which provided full consent for the research case study to commence.

The data was collected through conducting formal interviews with a total of 10 respondents. The formal interviews were of a face-to-face nature and were recorded on a voice recording device. The questions posed on the interviewed respondents were set prior to the formal interview sessions and were different for the various respondents according to the role they play in the Jozini Lodge entity and/or within the Jozini community.

The nature of the interview questions was open ended so as to allow respondents to give their most honest answers to questions and to retain the authenticity and "rawness" of the responses. The interview sessions allowed free-flowing interactions with the respondents so as to allow respondents to give their full insight on raised questions. All

interviews held were led by only clear, neutral and single-idea questions so as to avoid confusing and/or leading the responses from the respondents.

The chosen method of data collection proved to be highly effective as all respondents were positively responsive and willing to take part in the interview sessions.

### **3.8 Data Analysis**

Qualitative data analysis describes the process of bringing order, structure and meaning to the mass of data. Furthermore, the common factors which are considered in the process of analyzing qualitative data are reduction, organization, interpretation and substantiation of data (Franzel du Plooy-Cilliers, 2014).

In as much as it is every researcher's obligation to carry out research in an ethically acceptable manner, it is also as important and obligated of all researchers that such findings are published through the presentation of a complete research study with critically analyzed and interpreted data.

In the interpretation of the analyzed data, it is very important that researchers ensure that the presentation of the research findings are done so in a way that will be acceptable as well as understandable to all readers.

All collected data needed to be unpacked and critically analyzed to extract vital information, from whereby, theories and concrete findings can be made regarding the main research question.

The analyzed data gave findings which presented various views to the themes of the posed interview questions. Such varying views indicated patterns of the respondents' views, which will be compiled by thoroughly listening to the taped audio recorded interviews and using accompanying notes that were being taken during the interview sessions. The responses received from the respondents and analyzed by the researcher constructed the design of the study in terms of the conclusions formed.

### **3.9 Limitations of the Study**

Limitations of a research study refer to the prohibiting factors which brought about challenges for the researcher which had to be overcome in the process of conducting the research study. It is important that limitations of any nature are considered when conducting a research study. A thorough understanding of the limitations of the research study serve as an indirect advantage for the researcher as they are kept abreast of future possible occurrences, which creates an environment that enables the researcher to find ways of mitigating such risks should they arise.

The study was limited by financial and time constraints with the financial constraints presenting in the form of travelling and overnight accommodation costs at the Jozini Lodge, which requires a travelling distance of 816kms to the lodge and back. (Return trip) while time constraints presented in the form respondent's failure to avail for interviews due to work commitments at Jozini Lodge. The researcher set formal appointments with the respondents as a way of mitigating time limitations and interview sessions were held during weekends and after the Jozini lodge's staff working hours.

### **3.10 Elimination of Bias**

The researcher ensures guard against the sensitivity of being biased. The following are considered:

- **Avoiding use of words that are gender aligned.**

Gender-neutral language is described as linguistic prescriptivism aimed at eliminating (or neutralizing) gender referencing in describing people (Wegner, 2012:306). In order to remove gender stereotypes gender-neutral pronouns were used in an effort to remove the reinforcing of gender. The researcher used a non-use of gender specific job titles.

- **Guard against identification by ethnic group or race**

To get rid of the inferiority or superiority of the ethnicity and race, language identifying people on this background was avoided throughout this study.

McMillian and Schumacher (2013:514) argues that the more central a given identity is to one's self-definition, the more an individual should be motivated to maintain and enhance the identity. In fact, social identity theory argues that individuals are driven to maintain and enhance collective self-esteem just as in personal self-esteem. In turn, people's valued social identities are important sources of self-esteem (Crocker & Park, 2009:37).

- **Guard against reinforcement of stereotypes**

The study avoided use of language that reinforces stereotypes. According to Struwig and Stead (2013:385) the nature of prejudice has developed a systematic and nuanced analysis of bias and its associated phenomena.

- **Guard from making assumptions about various age groups**

(Wagner, Kawulich and Garner, 2011:318) said assumptions about particular age group could discredit relevant information for any good research.

Survey instrument range from the legal age of employment of eighteen years in South Africa to the pensionable age of 60 plus years to avoid the assumption.

### **3.16 Ethics**

- **Participants are given and have signed informed consent**

The researcher gave the participants enough information about the study for them to make an informed decision to take part of the study. As noted by Bryman and Belle (2011:431), inviting potential respondents to participate in a study without informing them what the study is about is tantamount to deception and would be considered unethical.

- **No harm to respondents, and gate keeping is respected**

Babbie (2011:479), further states that it must be ensured that no harm is done to participants. The ethical approval for this study was obtained from the UKZN Ethics

Research Committee and a gatekeeper's letter from the Jozini Lodge is obtained. Ethical approval was therefore sought for the sole purpose of ensuring that human dignity is upheld and no implications are leveled against participants;

- **Confidentiality is highly considered as well as anonymity**

Findings were represented of a collective view and the use of acronyms to enhance anonymity. Real names were avoided in the data collection. And only the researcher had access to the raw data. Saunders (2013:271) states the importance of guarding subjects' interests and well-being is the protection of their identity especially in survey research.

- **Permission be granted before research is conducted and consent is signed.**

Consent forms were drafted for each research participant to sign. Babbie (2011:478) states that addressing voluntary participation as an ethical issue and therefore consent should be sought in order to proceed with any research.

### **3.11 Delineations of the Study**

The research study was conducted in the Jozini village which is in the Jozini Local Municipality, in the KwaZulu Natal province of South Africa. The research study was restricted to respondents whom are knowledgeable on the research inquiry and could provide expert insight on the matters raised as the main research questions.

### **3.12 Conclusion**

This chapter outlined the means by which the research was to be conducted to answer the raised research questions. Within the research design and methodology chapter, the tools and approaches to be used in uncovering required information and how such collected information would be arranged and investigated in order to produce the intended results had been covered. This chapter further explained the importance of

using practical and understandable ways of interpreting data in a way that can be easily understood by all forms of readers.

In the chapter to follows, the collected data from the respondents will be analysed. It is in this chapter that the collected data is critically analyzed and synthesized so as to draw conclusions from the collected data.

## **CHAPTER 4: CASE STUDY RESEARCH FINDINGS**

### **4.1 Introduction**

An outline of the methodology undertaken in this study was presented in the previous chapter. Results of the study will be presented with discussions on findings. Literature reviewed will be linked with the discussion and check consistency with related studies. Thematic analysis strategy to analysis the interview will be uses as the study is phenomenological approached, conducted interviews when collecting data. This chapter presents case study research findings. It important to note that prior to the collection of the required data for the research study, a telephonic arrangement was made with the general manager of the Jozini Lodge, Jozini Tourism Officer, and Community Shareholders to conduct interviews as well as with some of the Jozini Lodge employees. As set aside appointment for interviews with the funder, National Empowerment National Fund representative was secured. Interviews were conducted over a period of five days with different respondents. The interview questions were prepared prior to the actual interviews and an audio recorder was used to capture the respondents' responses to posed questions.

### **4.2 Case Study Analysis**

The case study research involved interview sessions with a total of ten respondents. The case study research made use of two sets of interview questions. One set of interview questions was used to interview the Jozini Lodge employees and the other set of interview questions was used to interview the main key players that were involved in the Jozini Lodge establishment. The interview sessions commenced as follows:

#### **4.2.1 Jozini Lodge establishment of key players**

Local Economic Development Officer (Jozini Local Municipality) / Tourism Officer (Jozini Local Municipality) / National Empowerment Fund Representative / Operations Manager (Jozini Tiger Lodge) / Community Shareholders (Community Tourism Officer) and employees of the Jozini Tiger Lodge.

Interviews were successfully conducted by all selected participants from the population. Therefore the response rate was 100%. Saunders et al. (2012:341) reiterate how important a good response rate is where issues of validity, reliability and credibility are concerned in research outcomes.

#### 4.4 BIOGRAPHICAL DATA

##### 4.4.1 Gender

Table 4.1 Distribution of participants by Gender

Gender	Male	Female
Number of participants	70% ( n = 7)	30% (n = 3)

The results in Table 4.1 above show that most participants were male, to a ratio of 7 to 3. This shows that the general representation of females in the tourism industry were; women; despite the fact that over 70% workforce comprises women, there is a low percentage of women at board and executive management levels of large enterprises (SADC Tourism Report, 2015). It is therefore imperative to recognise the role-played by females in the tourism industry.

#### **Q.1: What effect does the Jozini Lodge partnership project have on the local economy?**

**Participant 1-** The establishment of the Jozini Lodge has made the Jozini area a tourist attraction and has exposed the Jozini area as well as surrounding areas to be experienced by the entire world through international tourists visiting the areas. The world exposure of the Jozini area and surrounding areas has influenced infrastructure development, which has attracted large companies to invest their businesses within the Jozini area. This has helped bring about employment, which has boosted the local economy and general standard of life for the Jozini Tiger Lodge community members.

**Participant 2** - The Jozini Lodge establishment exposed the surrounding locally developed attraction areas as well as local entrepreneurs of the Jozini area.

**Q.2: What would you regard as factors to be considered when forming a partnership of the same nature as a Public Private Partnership?**

**Participant 1** – It is highly imperative that all involved parties have a generally common understanding, view and direction for the partnership. The involved parties need to also have the same sets of values, vision, duties and responsibilities with regards to the community. One of the most important factors which need to be greatly considered in order to make a PPP kind of partnership work, is to have all the necessary basics solidified, clearly defined and achieved and to have the right team. Lastly, it is important that all partnerships and organizations fulfil their social responsibilities. A PPP nature of partnership needs to clearly identify its core social responsibility initiatives by understanding the kind of social responsibilities to fulfil and the reasons for choosing such, from there onwards, it will be much easier to define how such social responsibilities will be fulfilled.

**Participant 2** – There needs to be complete clarity and transparency on the responsibilities of each stakeholder and how things will work out within the partnership. Community empowerment is very important and the reigns must be passed on to the people of the community as they are the main beneficiaries of this establishment.

**Q.3: How were the processes of forming the Jozini Tiger Lodge communicated? Briefly explain successes and challenges encountered during formation processes.**

**Participant 2**– In as much as land is offered by the community, there must be clarity on the roles of each stakeholder in terms of the stake to be given to each stakeholder. The

community cannot merely provide land and expect to get continuous and big pay outs without any continuous involvement and contribution from their side.

It has become quite apparent that the community does not have a clear understanding of how PPPs work. This has become apparent due to the high expectations that the community has in terms of what it expects to get back, even though it does not consider the fact that there needs to be contributions from its side to balance things out within the partnership. An example of the high expectations that the community has placed on the establishment of the lodge are the expectation of all its members to be employed by the lodge, even whilst its members are not employable due to lack of knowledge and experience within this particular service industry that demands excellence.

The community is largely unaware of the processes, agreements, employment requirements, etc. which are involved and are necessary to make a PPP work.

**Participant 1** – The community gave their approval for the establishment of the lodge and that was done through the communication process when engaging with the community.

One obstacle that was encountered was the set target of having 90% of the Jozini Tiger Lodge employee majority being from the local community. This move requires processes to be followed to equip such employees by providing intense training and introducing these community members to the demanding service industry in an attempt to synthesize them to the industry.

**Participant 2** - The community communicated complete resistance on the negotiation of having 90% local community employee vs 10% non-indigenous employee ratio. In as much as the establishment was in great need of highly experienced and knowledgeable personnel in terms of this type of industry to assist in the initial stages of the establishment's existence, the community had adamant resistance in having anything less than a 90% local community employee capacity within the lodge. This was successfully agreed upon by all parties through the agreement of having the 90% local community employee capacity being a 5 year set target for the establishment instead of

it being as immediate as initially demanded by the community. This would also allow the initial existence of the establishment to be safe-guarded and handled by highly experienced and knowledgeable personnel whom would be able to create sustainable systems to be followed by their predecessors.

**Q.4: How was ownership agreement welcomed by all stakeholders?**

**Participant 1**– The stakeholders were all extremely excited upon the conception stage of the establishment, as time has gone by, there has been deep focus and seriousness to ensure that the lodge is efficiently maintained to maintain its set standard of operation. The set standards of operation also needed to be created in a way that would make them sustainable.

**Q.5: What are the roles of the following in the Jozini Tiger Lodge partnership?**

- **The Jozini Local Municipality (Government):** The Jozini Local Municipality regards the Jozini Tiger Lodge to form part of the local municipality's spatial development planning. The Jozini Local Municipality assisted mainly with the development stages of the establishment by playing an active role during the negotiations held with the community, the Jozini Tiger Lodge establishment team as well as the National Empowerment Fund representative regarding the terms of the establishment's existence. The Jozini Local Municipality also plays a highly contributive role in terms of supporting the lodge by bringing in business to the lodge through partnerships for event hosting, business and personal visits to the lodge as well as marketing the lodge to the world through tourism marketing. In terms of the operations of the lodge, the Jozini Local Municipality is not contributing as much as it should in terms of providing adequate infrastructure through the provision of roads and persistent waste management. The local municipality also does not provide water services to the lodge and the lodge uses its own means to provide these services independently. In as much as the Mkhanyakude District Municipality should be assisting in the matter, that is,

unfortunately, not a reality - even more so on the part of the Jozini Local Municipality. On a total percentage of contribution from the Jozini Local Municipality to the entire establishment and operation of the Jozini Tiger Lodge, the local municipality stands at a level of just 5%.

- **The National Empowerment Fund (NEF) [Government and Private Sector]:** The NEF provided 100% funding for the establishment of the Jozini Tiger Lodge on a loan agreement. Upon the Jozini Tiger Lodge having fully paid back its loan to the NEF, the Jozini Tiger Lodge would be returned back to the community's full ownership.
- **The Private Sector:** The Private Sector has part ownership in the Jozini Tiger Lodge and mainly plays a financial role in providing the financial means needed to maintain and sustain the high quality standard of the lodge to not only benefit its image and market value, but to also ensure its profitability.
- **The Community Trust:** The community is given long term benefit of the Jozini Tiger Lodge through a local trust where the profits of the lodge which are made by the lodge are ploughed back to the community by being put in the community trust. The ownership partnership status of the lodge is to be handed over to the community by the NEF after the agreement has reached ten years. The community needs to be adequately trained and prepared to be able take over on the ownership of the lodge and to maintain the status of the establishment in ten years' time.

**Q: 6: What challenges are faced by various stakeholders on roles and responsibilities in the Jozini Tiger Lodge partnership project?**

In terms of the challenges faced by the various stakeholders, the Jozini Local Municipality faces the vast majority of challenges in the partnership project of the lodge's establishment. Some of the dominant challenges the local municipality faces are mainly the inability for the local municipality to contribute to the lodge by the provision of

essential services. These services include, access to roads and maintenance of existing roads, water and sanitation services and waste disposal.

The Jozini Local Municipality is faced with a big challenge of low revenue coming into the municipality. This is experienced mainly due to the declining and few rate-paying businesses and individuals in the area. Growth in the next 5 years for the municipality seems as though it may be stunted as the municipality is struggling to maintain community members that can great benefit the community and/or the municipality as people leave the area in big numbers. These factors contribute to the local municipality's inability to fulfill its due mandates to the fullest extent by providing for the community and highly municipal-dependent businesses.

**Q.7: How have challenges faced by all stakeholders impacted on roles and responsibilities in the Jozini Tiger Lodge partnership project?**

The Jozini Tiger Lodge is very self-sufficient and provides its own maintenance. This has empowered the lodge to be better run and managed as an independent establishment that is self-reliant.

**Q: 8: In your own view, what is the perception of the community beneficiaries about this partnership?**

**Participant 1**– The community protects the establishment of the lodge and as such, there are no criminal acts towards the lodge from the local community members. This speaks to the pride and sense of ownership that the community feels for the lodge and hence the community protects it.

**Participant 2** – There are high expectations placed on the lodge by the community to provide employment opportunities to all community members. There seems to be some slight disappointment about not having all of these employment opportunity expectations being met.

In a more general sense, though, the community has a great sense of pride and ownership of the lodge and consider it to be a community based establishment that they can be proud of and call their own.

**Q.9: Has there been any significant change in the lives of the local community since the Jozini Tiger Lodge started operating? Elaborate on these.**

The most definite changes in the community are an increase in the general quality of life and the exposure of the community to foreign tourists which widens their scope of reality to the entire world. The lodge has given the community an opportunity to experience that different cultures, languages and world platforms. The community members are now able to provide for their families and employees of the lodge are part of a big project that puts the Jozini areas on the world map, which gives them a sense of purpose and pride.

**Q.10: Were the strategies in place that ensure that this partnership will grow and sustain its lifespan**

The Jozini Tiger Lodge will be in the community's full ownership and management in ten years from the conception of the agreement with all the stakeholders. The processes to be followed during the ownership transfer are not clear as yet and this has shown that there are some existing grey areas on this regard which could threaten the lodge's sustainability.

**Q.11: Were the employees provided any training? Elaborate on skills transference.**

All employees are provided in-house training prior to being employed. Further training is also provided for the employees during their employment at the lodge. It is important to note that adequate training and high quality staff in the service industry needs 12 years of experience and training of staff.

**Q.12: Is there anything (issue) that you would like to add that we didn't touch upon in our discussion? If so, please specify the issue and elaborate further.**

1. Sustainability issues
2. Profitability of the establishment
3. Growth issues and plans
4. Benefiting the community
5. Assisting the community to grow and sustain the lodge
6. The common vision of all stakeholders now versus the vision held for the lodge in ten years' time once the community takes over the ownership of the lodge.

#### **4.2.2: Jozini Tiger Lodge employees**

**Q.1: For how long have you been working for Tiger Lodge?**

**Employee 1** – *One year, nine months*

**Employee 2** – *Three years*

**Employee 3** – *Four years*

**Q.2: Are you coming from the local community? If not, please state where you come from.**

**Employee 1** – *No. I come from Lamontville in Durban, KZN.*

**Employee 2** – *No. I am from Durban*

**Employee 3** - *Yes. Jozini is my home.*

**Q.3: Is there any training provided by the lodge? Motivate your answer.**

**Employee 1** – *Yes. Training is provided by the International Hotel School (IHS) which is for a one year course. There are also tests written to help train us as the employees. Trainings are mainly done in-house.*

**Employee 2** – *Yes. I have been provided with a training course that I took part in at the International Hotel School (IHS) in Durban whereby an IHS assessor would come to assess my expertise on the job and the way I have applied my learned skills which would determine whether I would qualify to pass, which I did. This has expanded my knowledge and skills in a great way.*

**Employee 3** – *I have received training as I was initially employed as a gardener and I am now a bar tender. This has helped me a lot.*

**Q.4: In your own opinion, has the Jozini Tiger Lodge addressed poverty alleviation? Motivate your answer.**

**Employee 1** – *The lodge does take part and launch programs and campaigns that address social issues such as crime, poverty, etc. The lodge also has a 95% local community employee percentage which does indirectly address poverty alleviation within the area of Jozini.*

**Employee 2** – *A lot has been done by the lodge to drive poverty away from the Jozini area through the programs and initiatives it runs such as campaigns and the employment of the local community members. Even so a lot more still needs to be done in the area in terms of poverty alleviation.*

**Employee 3** – *People are now able to provide for their families and that has lowered the poverty situation within the Jozini area.*

**Q.5: As an employee of the Jozini Tiger Lodge, where do you see yourself in five years within this organization?**

**Employee 1** – *Progression and growth within the lodge is very possible and attainable. I see myself progressing to being a head chef in the service kitchen.*

**Employee 2** – *I see myself starting my own business in the hospitality business.*

**Employee 3** – *I see myself using the skills I have learned to open my own bar within the Jozini area.*

**Q.6: Looking at the local environment, explain how does the local community embrace the Jozini Tiger Lodge project?**

**Employee 1** – *I do not come from this community therefore that is information I do not have.*

**Employee 2** – *The community greatly embraces the lodge as it always shows support for it by bringing in business and inviting their circles to the lodge which helps the lodge to grow. Community members always want to have their events hosted at the lodge and this shows how much the community embraces the lodge.*

**Employee 3** – *I have seen that the community really wants to be part of the lodge in a big way. Whether it is people wanting to be employed at the lodge or people wanting to*

*just contribute their time to the lodge, etc. a lot of the community members want to be involved in the lodge.*

**Q.7: How has the Jozini Tiger Lodge impacted on your personal standard of living?**

**Employee 1** – *The lodge has groomed in terms of increasing my expertise as in the hospitality business. It has also greatly contributed to my increased knowledge and experience by providing learning opportunities. The lodge has also helped to gain financial independence which has helped me sincerely.*

**Employee 2** – *I achieved a lot of my set goals whilst working here. I have been able to establish myself and this has put me in a position where I can advance my business ideas as I have gotten enough experience and knowledge whilst working here.*

**Employee 3** – *The opportunity I got whilst working here at the lodge has given me a greater purpose in life than when I was unemployed, I am now able to provide for myself and can afford better.*

**Q.8: If you were given an opportunity to advise management on improving operations in the lodge, what factors would you recommend?**

**Employee 1** – *I would recommend that management focuses on its communication with the employees of the lodge and involves them in the running of the lodge. It is also very important that changes are communicated effectively to ensure that all people are well informed and can therefore serve clients better.*

**Employee 2** – *The management team should consider appointing a hotel group to manage and market the lodge to increase its tourist attraction. The lodge should also provide annual hospitality training opportunities for the community members to expose them to the world of hospitality in the service industry.*

**Employee 3** – Not answered

**Q.9: Do you see the Jozini Tiger Lodge growing or expanding its business? Elaborate.**

**Employee 1** – *Yes. The lodge is growing in terms of visits and business on a daily basis. This is proof that shows that there is still a lot of room for growth to be expected.*

**Employee 2** – *There are plans to expand the lodge and to make it a 5 star accommodation establishment. The lodge is also planned to be extended into having part of it being made an estate. There are a lot of development plans to progress the Jozini Tiger Lodge.*

**Employee 3** – *A lot of business has come into the lodge and this has impacted on its financial growth by increasing it. This shows that there is still a lot of growth for the lodge.*

**Q.10: Were there strategies in place that ensure that this partnership will grow and sustain its lifespan**

The findings under this section revealed that all the employees were not aware of anything referred to as the strategy.

### **4.3 Conclusion**

Data was collected and a positive feedback was given by the respondents. The general manager of the lodge preferred a group interview with the Tourism Officer, Community Tourism Liaison Officer who happened to be also responsible for tourism local economic development projects. Due to lengthy discussions and the fact that the manager had to attend to that day walk in, it took longer and with the TLO it was completed the following day. The purpose of group interview was done as per request of the manager because he raised issues of transparency. Employees responded and gave their in-depth understanding about Jozini Tiger Lodge. The next chapter presents findings and analysis.

## **CHAPTER 5: CASE STUDY RESEARCH FINDINGS AND ANALYSIS**

### **5.1 Introduction**

The previous chapter presented case study findings. This chapter discusses the case study findings in line with the study objectives. The findings from the study consist of literature findings and primary data findings. There is also an extensive effort to integrate the findings with the existing literature examined during this study.

The study was guided by the following objectives:

- To evaluate the impact of partnerships on local communities
- To establish the processes that are followed to reach consensus ownership and management style
- To assess the extent to which challenges faced by all stakeholders impacted on roles and responsibilities in a partnership
- To explore the factors affecting partnerships growth and sustainability

### **5.2 Analysis of findings based on objective 1: To evaluate the impact of partnerships on local communities**

The Jozini Tiger Lodge's key establishment members were of the opinion that the establishment of the entity had brought about great change and positive developments into the Jozini area. The increase in international exposure and interest into the Jozini area through international tourists visiting the lodge, has attracted private companies and large corporations to invest into the Jozini area, which has had infrastructural and general developmental advantages for the community at large. This observation is further confirmed by Mina-Raiu (2015), whose study reveals results of an empirical analysis on the impact public sector and business environment relationship has on the economic and social development process of local communities concluded that PPPs contribute immensely on economic development at local level.

### **5.3 Analysis of findings based on objective 2: To establish the processes that are followed to reach consensus ownership and management style**

According to the views of the lodge's key establishment members, a partnership that is in the form of a PPP requires a high level of synergy amongst all partners and a unified vision and mission which will guide all parties towards achieving a shared goal. Communication, clarity on expectations and roles plus responsibilities as well as accountability were the most prominent issues raised amongst the key establishment members with regards to what makes PPP work.

Social responsibility becomes a matter of importance as raised by the operations manager of the lodge. The operations manager revealed that it is vital for all partnerships to take part in social responsibility invitations and to clearly identify specific initiatives to be a part of and why such initiatives are chosen. This factor of being socially responsible speaks to the importance of benefiting others after bittering one's own self. The community of Jozini provided the establishment with the most valuable resource that was needed and that was land, it is only therefore very crucial that the establishment members were aware of this fact and made mention of it.

PPP natured partnerships may very well be the real-life play out of the phrase "too many cooks spoil the broth" where there are various and many stakeholders, each with different interests and contributions to offer. It is very important that the PPP consists of the right team members where all members' strengths will complement each other's weaknesses and strengths the partnership to excellence.

### **5.4 Analysis of findings based on objective 3: To assess the extent to which challenges faced by all stakeholders impacted on roles and responsibilities in a partnership**

The community of the partners in the establishment of the lodge, are key players in the PPP. There was a revelation from the other stakeholders of the PPP on the fact that the community expect much more than what is able to be offered immediate which is that the establishment hires only local community members. The expectation speaks to the

importance of the clarity on the expectation, roles and operations of the PPP to ensure common understanding and to avoid conflict.

In a situation where a PPP involves the community, matters of intensive consultation and educating the community on matters that condition the PPP as well as on here the PPP works in general was seen to be a very important factor in ensuring successful PPPs.

The Jozini local Municipality admitted to not playing its role as a PPP requires as it closes not support the operational needs of the lodge, such as providing essential water, sanitation and waste management services.

Stibbe (2008) defines a PPP as a form of partnership that has a common set goal by different partners like civil society municipality and the private sector. Stibbe continues to state that all the different partners contribute various resources that will enable results and sharing of benefits and possible risks.

In retrospect of considering the above definition on PPP, the Jozini local municipality's lack of contribution to the operation of the establishment imbalances the manual order of a successful PPP as one of the other stakeholders will carry more weight than what is required. This may cause a collapse in the PPP or may require a substituted party to fulfill that gap.

The self-sufficiency of the Jozini Tiger Lodge ensures it independences and allows it to be in complete control of all its operation. This benefits the establishments by minimizing vulnerabilities and threats which cannot be addressed directly should there be high reliance on other partners, as a PPP requires naturally.

The Jozini Lodge is also as an advantage as the community has a protective role that it plays towards the establishment. This does substitute for the community's lack of continuous contributions to the lodge; however, a bigger role should be played by the community towards the operational needs of the lodge.

There was no clarity on how the agreement of the ownership of all stakeholders was reached and that suggested a lack of clear communication on vital factors to be considered before any agreements are entered into.

The sustainability of the lodge was viewed to be unclear by the key players in the establishment of the lodge. This was due to that fact that the lodge would be 100% owned and managed by the community after 10 years of operation. There was an apparent and commonly-shared concern on how the community would ensure the sustained success of the lodge, in consideration of the fact that the community has very minimal understanding and training which will prepare the handover process to run smoothly and the lodge to remain successful.

The Jozini Tiger Lodge employees were very positive about their growth within the establishment and were confident of their expertise as they had received what they perceive to be extensive training that boosts their skills within the service industry.

The employees expressed how the lodge uplifted poverty conditions within the community through providing employment opportunities for the majority of the community being the main employee constitution of the lodge. In as much as all employees expressed a sense of gratitude for the granted opportunity, all employees also reflected on their increased standard of living and general world exposure through being employed by the lodge.

## **5.5 Analysis of findings based on objective 4: To explore the factors affecting partnerships growth and sustainability**

The most interesting responses from the employees were how they responded to what it is that they would advise the management team on in an aim to improve the establishment's operations.

The employees highlighted factors such as clear and consistent communication between management and staff as being highly important factors of consultation also become apparent, where workers felt excluded from decision taken which directly affect their work and productivity.

Another suggestion was for the lodge to use a hotel management group that would assist in the marketing and management of the lodge. This was also said to assist the lodge's exposure to world-wide tourists, much more than it is currently internationally exposed.

The employees expressed a lot of enthusiasm on the general growth and development of the lodge through either it financial growth, or through its expansion within the business.

This suggests that there is a high expectation for the success of the establishment amongst its employees and that speaks to its capabilities of growth and success which can be easily determined. Private Public Partnerships (PPPs) are viewed as a relatively new concept especially amongst business models relating to tourism challenges facing most entities and governments globally (Nishata, 2006:5). A study by Mehta, Bhatia and Chatterjee (2010:133) places PPPs in the tourism industry at three levels namely . general research amongst sector generally and academia pitched at creating knowledge and assisting theoretical appreciation in the field (Peters, Rao and Fryatt, 2008:100). The second level is pitched at bringing together stakeholders in the industry. The final level is pitched on the collaboration with government in the improvement of processes in delivering the expected services.

Peters et al. (2008:100) have emphasized the criticality of the role of PPPs in examining, presenting opportunities and mitigating new threats to the industry in the constantly changing world. The Government of India Report (2008) emphasis is on how imperative it is to bury the old way of doing business and instead be proactive towards creating collaborative agreements among various stakeholders where the private and public is expected to work hand in hand on equal partnerships.

The expressed sentiments amongst employee interviewee was the need for empowerment through basic training. This resonates with empowerment through training in the industry facilitating the ability to solve problems within their communities. Supplemented with funding, this enables the interviewees to be more confident to tackle industry related issues within the communities ( Breier et al., 2009:87). Brown, (2012:303) argues that it is imperative for stakeholders in the tourism industry to adhere to environmental requirements to facilitate innovation initiated by forces of change.

## 5.6 Conclusion

The analysis has been done from the initiation of Jozini Tiger Lodge, the formation of partnership, implementation and current situation. It is summarized in the following diagram as suggested by

### PPP Analysis

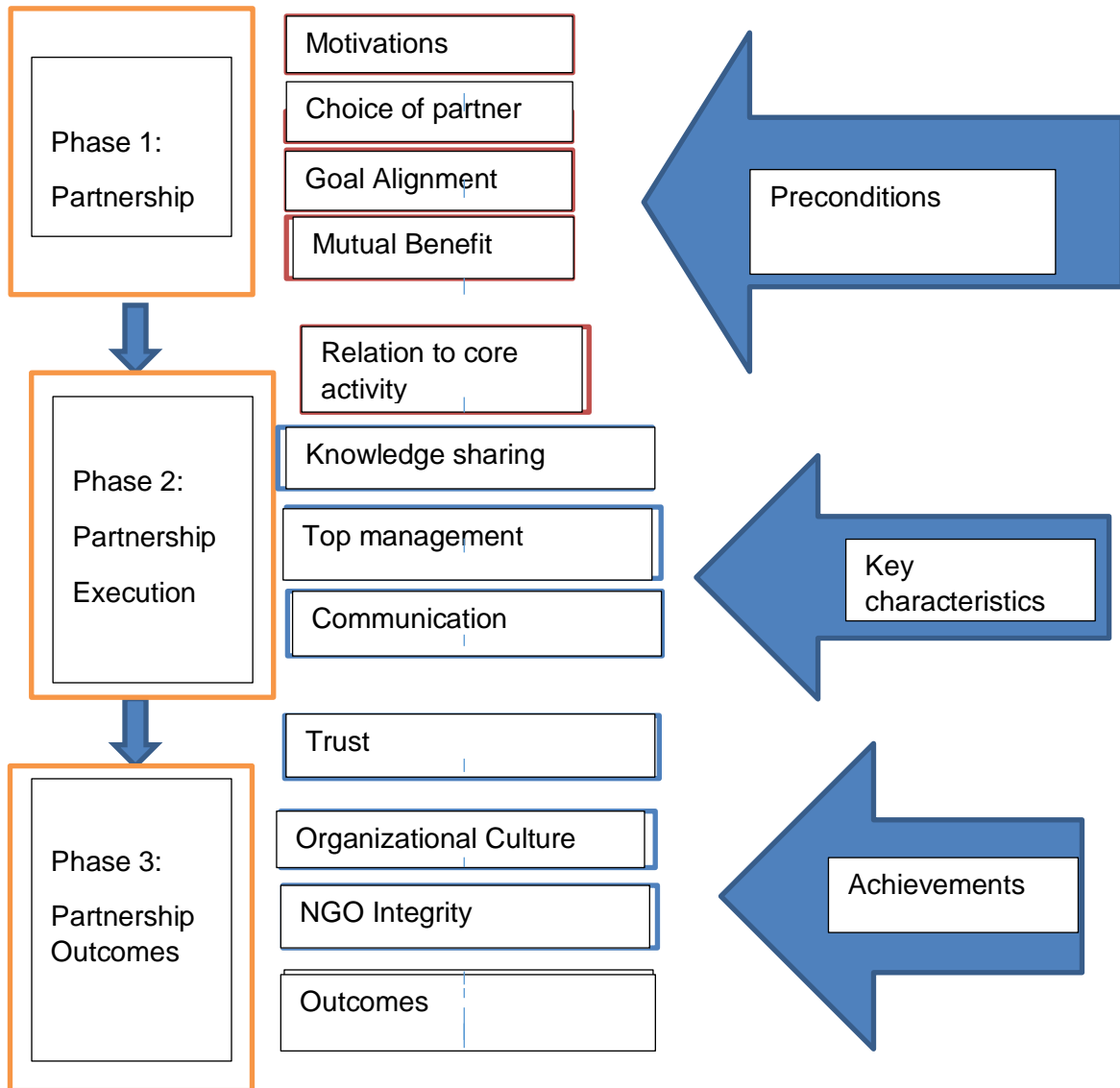


Figure 5.1 PPP Analysis  
Source: *Own source.*

## **CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Introduction**

This chapter presents the conclusions and recommendations for the study in an effort to align them to objectives of the study as stated in chapter one. The chapter includes the findings from the study, the conclusions of the study, the recommendations and the scope for further research.

The purpose of the study was to explore the impact of PPP benefits to community based tourism projects. This was explored through focusing on PPP stakeholder roles within the community project set up, ownership and management, management and constraints as well as sustainability issues. The study was guided by the following research objectives;

- To evaluate the impact of partnerships on local communities
- To establish the processes that are followed to reach consensus ownership and management style
- To assess the extent to which challenges faced by all stakeholders impacted on roles and responsibilities in a partnership
- To explore the factors affecting partnerships growth and sustainability

### **6.2 Study Conclusions**

The following conclusions were made

- Formation of partnership communities require intensive and extensive stakeholder engagement if fruitful results are to be realised

- Formation of partnership communities' success depends on in-depth understanding of what PPP entails between the host community and the stakeholder
- Successful role out of PPP is anchored on the clarification of the role to be played by the PPP arrangements
- The success of PPP depends on trust between the Host community and the stakeholder
- Education on the how the PPP functions is critical

### **6.3 Recommendations**

The following recommendations were made

#### **6.3.1 Host Community**

Before forging with host community partnerships communities are formed or established, key players in the host community must give time to understand the type of partnership they intend to get into in order to be more informed of what the partnership entails

Host communities must have a better understanding on how a partnership is formed. Communities need to be educated and understand the legalities of the partnership.

It is also important that host communities must have a clear understanding of the type of business or industry they are dealing with before signing any contract or participate in it fully.

A clear briefing or understanding of their role with in the partnership is the key to avoid exploitation.

The host community must also do SWOT analysis which will make them understand where are their weakness, will the partnership addresses them. This will also make the community understand how to value their contribution towards the partnership.

### **6.3.2 The Private Sector**

The study also recommends that the private sector needs to engage with the community they intend to partner with through public meetings in order to establish and understand the community resources, politics and organizational culture

Upon full commitment, the private sector must declare and acknowledge the resources they found in the community for example: land and its value, existing infrastructures and indigenous knowledge.

Before signing of contracts the private sector must ensure that the community trust understands all the binding clause in the in the contracts to avoid conflicts in future. In the case where skills need to be transferred the private sector must ensure that training is offered to up skill local communities.

### **6.3.3 The Government**

The study also recommends that government must ensure to play a facilitator role between the private sector and the community ensure that communities are not exploited by the private sector or investors. For example, government could provide basic services like clean water, sanitation, infrastructure like roads and electricity.

Government through its policies must ensure that these PPPs come out with sustainable plans or the benefit of future generations. The government must also assist in securing funding for PPPs which could be grants or loans.

### **6.3.4 Stakeholder Roles**

For PPP to be successful the roles of all tiers of government must be clarified in terms of their roles which they play in partnership.

The focus must not only be on community specific government like the local municipality and private sector.

The role of local community leadership must not be ignored by the partnership. the mutual understanding created can positively contribute to a harmony between all stakeholders and labor force within the community based partnership.

In times of turmoil and chaos the government must have created prior-platform where it can act as a mediator between all parties involved in a partnership including employees.

In conclusion the management of Jozini Tiger Lodge have created a business partnership that shows mutual understanding that is capitalized by respect to all the stakeholders involved. The issues of sustainability and handing over of the business to the community need to be re-visited.

#### **6.4 Scope for further research**

The particular study on Jozini Tiger Lodge out of several lodges in Kwazulu Natal province may not produce finds that are generalizable, hence there is need to conduct a similar study on other PPP with Lodges or private sector across the province in order to have a balanced view on the success of PPP initiatives

Another area of interest was a sustainability plan of such a big project. What will happen after 10 years? Are the community members well capacitated to manage a 4-star hotel within the few years left? There is need to conduct a study on the sustainability plan.

#### **6.5 Conclusion**

The purpose of this study was to investigate the impact of PPP in communities with particular reference to Jozin Lodge. The study may have achieved its purpose, together objectives, have been achieved through the formulated four- PPP analysis framework for implementation of PPP initiatives. Though this study successfully achieved its purpose and objectives, it merely provided the basis and recommendations for

implementing PPP initiatives. Thus a call still stands for a more concrete and scientifically sound framework regarding successful implementation of PPP initiatives.

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**APPENDIX 1: INFORMED CONSENT LETTER**  
**UNIVERSITY OF KWAZULU-NATAL**  
**School of Business and Leadership**

Dear Respondent,

**M Com Research Project**

**Researcher:** Thobile Thelma Thiyane (082 6949 522)

**Supervisor:** Dr. R Sibanda (076 787 8627)

**Research Office:** Ms P Ximba 031-2603587

I, Thobile Thelma Thiyane am an M-COM student in the Graduate School of Business and Leadership, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled Impact of Public Private Partnerships on Community –based Tourism Projects, Jozini Lodge Case Study.

The aim of this study is to: Describe and explore impact of Public Private Partnerships benefits to community-based tourism projects focusing on:

- Partnership stake holders and their roles
- Ownership and management of partnerships
- Partnership opportunities and constraints
- Issues of long term sustainability in partnerships

Through your participation I hope to understand partnership issues related to Jozini Tiger Lodge. The results of this survey are intended to contribute to management and opportunities on partnerships.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 45 minutes/s to complete interviews. I hope you will have time to participate on scheduled interview.

Sincerely

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

## **APPENDIX 2: INTERVIEW SCHEDULE FOR EMPLOYERS/ MANAGEMENT AT JOZIN LODGE**

### **Dear Participant**

My name is Thobile Thiyane a UKZN Masters student at the dissertation phased. My study title reads **“IMPACT OF PUBLIC PRIVATE PARTNERSHIPS ON COMMUNITY –BASED TOURISM PROJECTS, JOZINI LODGE CASE STUDY ”**

### **The purpose of the study is to:**

- Clarify the roles played by the stakeholders within the PPP
- Explore processes that are followed when forming a public, private partnership initiative
- Address the challenges that are faced by public private partnership
- Explore factors that contribute towards the sustainability of partnerships

This study therefore seeks to find out the impact and value of Public Private Partnerships in community-based tourism projects. The focus is on the critical analysis in impact of partnerships to all stakeholders involved.

Your assistance in attending the interview that could last about 40 minutes to 1 hour will be highly appreciated. The feedback you will provide will be treated with confidentiality.

Thobile Thelma Thiyane

Cell: 082 6949 522 or 039 727 3700

Email: ttthiyane@gmail.com

Q.1: What effect does the Jozini Lodge partnership project have on the local economy?

Q.2: What would you regard as factors to be considered when forming a partnership of the same nature as a Public Private Partnership?

Q.3: How were the processes of forming the Jozini Tiger Lodge communicated? Briefly explain successes and challenges encountered during formation processes.

Q.4: How was ownership agreement welcomed by all stakeholders?

Q.5: What are the roles of the following in the Jozini Tiger Lodge partnership?

Q: 6: What challenges are faced by various stakeholders on roles and responsibilities in the Jozini Tiger Lodge partnership project?

Q.7: How have challenges faced by all stakeholders impacted on roles and responsibilities in the Jozini Tiger Lodge partnership project?

Q: 8: In your own view, what is the perception of the community beneficiaries about this partnership?

Q.9: Has there been any significant change in the lives of the local community since the Jozini Tiger Lodge started operating? Elaborate on these?

Q.10: Were the strategies in place that ensure that this partnership will grow and sustain its lifespan?

Q.11: Were the employees provided any training? Elaborate on skills transference?

Q.12: Is there anything (issue) that you would like to add that we didn't touch upon in our discussion? If so, please specify the issue and elaborate further?

### **APPENDIX 3: INTERVIEW SCHEDULE FOR JOZINI TIGER LODGE EMPLOYEES**

Q.1: For how long have you been working for Tiger Lodge?

Q.2: Are you coming from the local community? If not, please state where you come from?

Q.3: Is there any training provided by the lodge? Motivate your answer.

Q.4: In your own opinion, has the Jozini Tiger Lodge addressed poverty alleviation? Motivate your answer?

Q.5: As an employee of the Jozini Tiger Lodge, where do you see yourself in five years within this organization?

Q.6: Looking at the local environment, explain how does the local community embrace the Jozini Tiger Lodge project?

Q.7: How has the Jozini Tiger Lodge impacted on your personal standard of living?

Q.8: If you were given an opportunity to advise management on improving operations in the lodge, what factors would you recommend?

Q.9: Do you see the Jozini Tiger Lodge growing or expanding its business? Elaborate.

Q.10: Were there strategies in place that ensure that this partnership will grow and sustain its lifespan



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INYUVESI  
YAKWAZULU-NATALI

## APPENDIX 4: ETHICAL CLEARNACE

27 October 2015

**Ms Thobile Thelma Thiyane (206523842)**  
Graduate School of Business & Leadership  
Westville Campus

Dear Ms Thiyane,

**Protocol reference number: HSS/0972/015M**

**Project title:** Impact of Pulic Private Partnerships (PPPP) on Community-based Tourism Projects, Jozini Tiger Lodge case study

### Full Approval – Expedited Application

In response to your application received on 23 July 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

**Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.**

**PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.**

**The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.**

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully,

.....  
Dr Shenuka Singh (Chair)

/ms

Supervisor: Dr R Sibanda  
Academic Leader Research: Dr Muhammad Hoque  
School Administrator: Ms Zarina Bullyraj

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Humanities & Social Sciences Research Ethics Committee

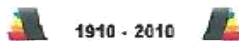
Dr Shenuka Singh (Chair)

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# IMPACT OF PUBLIC PRIVATE PARTNERSHIPS ON COMMUNITY –BASED TOURISM PROJECTS, JOZINI TIGER LODGE CASE STUDY

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