



Exploring the role of Msinsi Holdings SOC Limited for community upliftment
through tourism

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By

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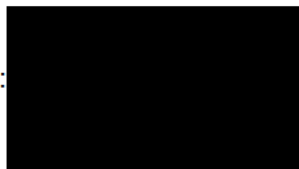
December 2021

DECLARATION

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I kept my favourite quote throughout my journey and it is fitting that I end this with it: Something worth having, is worth fighting for.

ABSTRACT

Local community members are a very important stakeholder in rural tourism because they possess key knowledge about the area they reside in. This is knowledge which can be key in the decisions taken during community development projects. Tourism is one of the biggest sectors which contributes to employment and the economy as a whole. This study explores the role of Msinsi Holdings SOC Limited (Msinsi), a state owned company located in KwaZulu-Natal, Hillcrest in uplifting the lives of communities situated within its operational areas, using tourism. Msinsi has five operational sites which have tourism functions, namely Albert Falls Dam, Bon Accorde Resort (both in Pietermaritzburg), Inanda Dam (Inanda), Nagle Dam (Cato Ridge) and Hazelmere Dam (Verulam) which are all situated in KwaZulu-Natal. These five Msinsi areas of operation, will be the focus of the study. The study was prompted by the fact that there are heritage sites and other tourist attractions in the communities where Msinsi operates, which Msinsi can use in collaboration with the community and other relevant stakeholders to boost their living conditions and the economy for those communities by providing income-generating opportunities.

The study was conducted using an exploratory qualitative research approach and the respondents were selected using convenience sampling. The data was collected through in-depth interviews and analysed using thematic analysis resulting in the identification of themes and patterns which were present in the data. The findings of the study reveal that there is a potential for Msinsi to play a bigger role in community upliftment using tourism. While Msinsi employs from the community, the jobs are usually of a temporary or contract basis, rather than permanent. Msinsi is also involved in Corporate Social Investment (CSI) initiatives which are mostly aimed at local schools. The study revealed that Msinsi is not involved in any CSI projects relating to the aged and disabled members of the community. The study further revealed that Msinsi does not collaborate with local businesses and that Msinsi has not fully explored the tourism products and services that are available within its areas of operation to be able to come up with initiatives that will make those products and services work for the community. In particular, Msinsi needs to review its community employment practices, partners and stakeholders, CSI Policy, the products and services available in its operational areas, to determine how these can be better used to unleash more benefits that will flow to the community and contribute to its development.

Keywords: Community Upliftment, Corporate Social Investment, Employment, Tourism

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ACRONYMS AND ABBREVIATIONS

CEO – Chief Executive Officer

CIV – Corporate Integrated Value

COVID-19 - Coronavirus

CSI – Corporate Social Investment

CSR – Corporate Social Responsibility

CSV – Creating Shared Value

DJ – Disk Jockey

ESG – Environmental, Social and Governance

IT – Information Technology

KZN - KwaZulu-Natal

Msinsi – Msinsi Holdings SOC Limited

NGO – Non-Governmental Organisation

PPP – Public-Private Partnership

SOC – State Owned Company

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CHAPTER ONE – INTRODUCTION AND BACKGROUND

1.1. Introduction

South Africa is one of the famous tourist destinations owing to its diverse culture, rich history and natural resources. Tourism is a labour-intensive industry that utilizes both skilled and unskilled labour and can provide employment opportunities to the previously disadvantaged groups (youth, women, unskilled labourers, people of colour and people living with disabilities) (Nagarjuna, 2015). According to Nsukwini and Bob (2016), the inclusion of community members in key roles in ecotourism assists the very same community by being part of decisions that are taken, accessing natural resources and being on the receiving end of any benefits that would flow thereafter. Nsukwini and Bob (2016) further state that while South Africa is famous for its biodiversity conservation, research shows that the previously disadvantaged communities situated around these areas rarely benefit from them. Furthermore, the tourism industry has a significant impact on the economy through its supply chain value chains, including agriculture, handicrafts, retail, transport and other subsectors (Jiang et al., 2011). This may have an impact of increasing the labour force and thus alleviate poverty even though other studies reflect varied results (Njoya and Seetaram, 2018).

Raza and Shah (2017) and Fang et al. (2020) confirm that growth in tourism improved earning disparities in different areas while Mahadevan and Suardi (2019) found that while poverty levels decreased, there was no improvement in earning disparities. According to Alam and Paramati (2016), the “pro-poor tourism” effect of tourism can be used to address issues relating to disparities in monies earned. Alam and Paramati (2016) define pro-poor tourism as a method that can be used to enable the previously disadvantaged to derive benefits. According to Alam and Paramati (2016), pro-poor tourism ensures that a direct link between employment opportunities, other income generating benefits and tourism is established to ensure that the previously disadvantaged are involved in supply chains, to their benefit.

Dondeyne, Kaarhus and Allison (2012), state that a lot of research indicates how a lot of tourist attractions derive benefits from the tourism sector, however the research does not indicate how the previously disadvantaged communities have benefited as a result of their limited involvement in tourism initiatives. Nsukwini (2015) state that there are not a lot of studies on the socio-economic effects of ecotourism in KwaZulu-Natal (KZN), which is a concern because KZN is one of the provinces that tourists look forward to visiting. This study will

therefore contribute to the existing research on the impact of tourism in impoverished communities of KZN.

1.2. Problem statement

Msinsi is a state owned company operating largely in rural areas that consist of disadvantaged communities, which are semi-skilled. These areas have heritage sites and the community members possess a wealth of skills and creative capital that have not been explored. Msinsi can tap into this wealth of skills and creative capital and assist in improving the lives of these communities. There has been little government intervention and support from the private sector in these areas. This has had a negative impact on the communities where Msinsi operates, which makes it more critical for Msinsi to contribute to the upliftment and welfare of these communities. Private and public companies have a social responsibility to communities that are situated around their areas of operation and are expected to invest not only on social issues, but also on the environmental issues and further contribute to the economic development of those communities. Toerien (2020) finds that benefits to be derived from tourism are not only financial, but can also be non-financial by affecting the social environment, culture and the environment as a whole. The core problem that is being probed in this study is Msinsi's role in uplifting communities around its area of operation. Further to this, the study problematizes Msinsi's poor recognition of tourism opportunities that are available within the communities surrounding the Msinsi operational sites and how these opportunities can be used to alleviate poverty in these areas and thus improve the quality of life (Thetsane, 2019). Toerien (2020) state that South Africa is faced with challenges surrounding poverty and joblessness and that tourism can provide a solution to these two challenges.

1.3. Study aims and objectives

The aim of the study is to explore the role of Msinsi in uplifting the lives of communities within which it operates through tourism.

Subsequent to this aim, the study objectives are:

- To establish the ways that Msinsi's employment practices have impacted the families in the communities around its operational sites.

- To explore the different types of tourism products or services that are provided by the community and the various tourist attractions.
- To investigate the ways in which Msinsi can assist local creatives gain access to markets and create sustainable business opportunities for communities around its operational sites.
- To assess the Corporate Social Investment opportunities that are available in the community that Msinsi can champion to uplift the community.

1.4. Study questions

The study's main research question is as follows;

What is the role of Msinsi in uplifting the lives of communities situated in or around its operational areas, through tourism?

Consequently, the study is based on the following sub questions:

- In what ways have the Msinsi employment practices impacted the families in the communities around its operational sites?
- What are the different types of tourism products or services that are provided by the community and various tourist attractions?
- In what ways can Msinsi assist local creatives with access to markets and create sustainable business opportunities for communities around its operational sites?
- What Corporate Social Investment opportunities are available in the community that Msinsi can champion to uplift the community?

1.5. Brief overview of Msinsi

Msinsi Holdings SOC Limited, trading as Msinsi Resorts and Game Reserves, was established on 13 July 1992 (Msinsi, 2021). Msinsi is a schedule 3B public entity under the Public Finance Management Act and is a wholly owned subsidiary of Umgeni Water. Msinsi's business is split into water resource management, representing the primary function and tourism, representing the secondary function. The focus of the study was on the tourism business because that is where Msinsi can partner with community members to utilise their skills and resources found in the areas they live in, to improve their quality of life. Msinsi operates in fourteen sites (including the head office), five of which have tourism facilities as illustrated (Msinsi, 2021).

The five sites with tourism facilities are Hazelmere Dam, Albert Falls Dam, Bon Accorde Resort (sharing a dam with Albert Falls Dam), Nagle Dam and Inanda Dam. Msinsi was chosen because there are heritage sites and other tourist attractions in the communities where its sites are situated, which Msinsi can use in collaboration with the community and other relevant stakeholders to boost their living conditions by providing income-generating opportunities. The impact of Msinsi in community upliftment is an area which has not been explored before.

1.6. Significance of study

The study explores the role of Msinsi in uplifting the lives of communities within which it operates through tourism by providing insights of joint initiatives that can be done by Msinsi and the community to improve the lives of the community members. This study was conceptualized on observations that where Msinsi operates, within pro-poor local communities exists grade three tourism establishments and below. It is important for companies to be part of community development without only focusing on making profits. The study therefore assists in uncovering enterprise development opportunities between Msinsi and the community, where Msinsi can assist the community in increasing their knowledge and skill and how they can better put them to use to their benefit and champion poverty alleviation (Iorio and Corsale, 2010). Furthermore, the study findings and recommendations give insight on how Msinsi can develop inclusive policies to strengthen and promote sustainable tourism initiatives within previously disadvantaged communities. Hall (2007) state that tourism has had a significant effect on poverty alleviation although not directly and thus less ground breaking.

While there is research that has been centered around the impact of tourism on socio-economic development and poverty reduction, there has not been research done on the impact of Msinsi around local communities situated around its operational sites. The study will close that gap and assist in serving as a benchmark for other similar local tourism establishments and government.

1.7. Chapter sequence

The study has been structured into five chapters. The first chapter will introduce the study and provide background information. Chapter two will explore the existing body of knowledge in a form of a literature review. Chapter three will consist of the research methodology while

Chapter four will detail the results of the study. Lastly, Chapter five will include the conclusions and recommendations.

1.8. Conclusion

The outcome of the study assisted in clarifying the role of Msinsi in improving the lives of communities situated in or around its operational areas. Understanding the link between tourism and local communities is important in analysing the impact it has on socio-economic development and poverty reduction. The tourist attractions in the area can be used by both Msinsi and the community at large to attract both local and international tourists, which will assist in improving the livelihoods of the community, the tourism sector and the economy as a whole. The study was aimed at uncovering opportunities between Msinsi and the communities in its area of operation which are demonstrated in Chapters 4 and 5.

CHAPTER TWO – LITERATURE REVIEW

2.1. Introduction

The chapter introduces the theoretical framework of this study which is referred to as the Anti-Poverty Tourism (APT). The chapter then goes on to provide a review of literature on the work done by various researchers on the importance and impact of tourism in rural communities, the role of business in community development and Corporate Social Investment and Responsibility (CSI/CSR). The chapter will detail how communities are benefiting from tourism and include tourism stakeholders. With regards to community development the chapter will give us an understanding of what it means and who are the stakeholders in community development and upliftment. Lastly, the chapter will include the role of business in development and how business can support entrepreneurs and give us an understanding of CSI.

2.2. Theoretical framework

The APT which consists of four levels -‘poverty alleviation’, ‘determinants’, ‘APT themes’ and ‘stakeholders’; was used for this study (Zhao and Ritchie, 2007). This theoretical framework examines a direct link between tourism establishments and services being offered by community members that can serve as a tool for collaborations to boost business and thus alleviate poverty within these communities. Local businesses participation in tourism through Msinsi local economic programmes where the rich history for each heritage site is marketed by locals, will create employment for the community (Truong, Hall and Garry, 2014). This will attract visitors into these communities, which will bring positive benefits for both government and local businesses because visitors spend money during holidays. Holistically, the study considered the effect of tourism and small businesses in the reducing poverty. Figure 1 below, illustrates how the APT framework works:

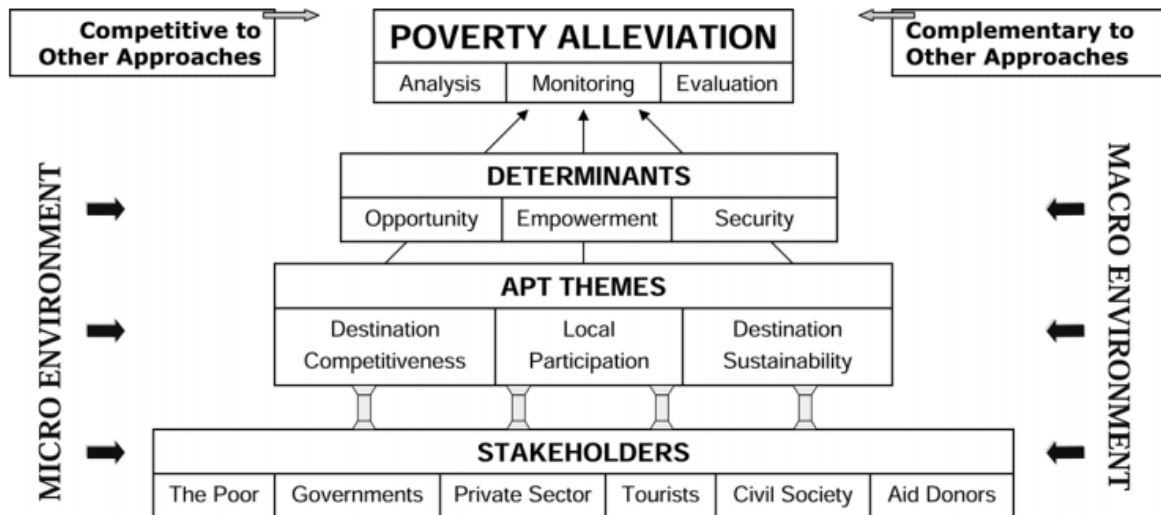


Figure 1: An integrative framework for anti-poverty tourism

Source: Zhao and Ritchie (2007)

2.3. Literature review

2.3.1. The importance and impact of tourism in rural communities

According to Mapjabil et al. (2020) rural tourism has been accepted to be a key ingredient for the development of rural areas because of employment opportunities that come with it as well as the safekeeping of heritage assets and culture. According to Nsukwini (2015), tourism attractions such as game reserves, heritage sites and rivers are usually found in previously disadvantaged areas, which makes tourism an important part of the economy of those previously disadvantaged areas. Wang et al. (2013) state that rural tourism is one of the fast growing economies and supports the elevation of previously disadvantaged areas, development of agriculture and business reorganization. Wang et al. (2013) find that rural tourism increased the earning capacity for local businesses and also resulted in economic development and elevation of rural areas. A direct result of this was the preservation of heritage assets and the environment. For example, Ezemvelo KZN Wildlife (EKZNW) manages 120 protected areas, 65 of which have accommodation facilities that are mostly situated around local communities (EKZNW, n.d.). It was found that EKZNW was the only employer in certain local communities, resulting in remuneration paid to one person benefitting 10 to 15 people, which culminates to over 30 000 people from rural communities being uplifted (EKZNW, n.d.).

According to Alam and Paramati (2016), for one to gain an appreciation of the impact of tourism on the community, the split of economic benefits derived from tourism initiatives between the different role players in areas that rely on tourism must be assessed. Alam and Paramati (2016) note that the aspect of fair income distribution as a result of tourism initiatives has not been widely researched, which presents an opportunity for future research. A study by Nsukwini and Bob (2016) which focused on “the socio-economic impacts of ecotourism in rural areas”, conducted among the Nompondo and Hluhluwe-iMfolozi park communities, found that the community does derive different benefits from tourism and from being situated close to the reserves. Nsukwini and Bob's study further found that community members tended to have many access benefits to the resources and also through being able to engage with management on vacant positions and other community related initiatives. The community members were also allowed to engage with visitors, sell their craftsmanship and showcase their cultural initiatives (Nsukwini and Bob, 2016). Nsukwini and Bob (2016) however state that communities staying in neighboring protected areas can be included more in initiatives that are being done to get more insights. According to Mthembu and Mutambara (2018), tourism and related activities provide many benefits and are key to the growth of rural businesses by reducing poverty. Mthembu and Mutambara (2018) also state that most tourism establishments found in developing countries are found in rural areas, which emphasizes the importance of tourism and the role it plays in economic growth for those rural areas. Mthembu and Mutambara (2018) further state that tourism can result in improved employment opportunities, creation and growth of key skills, growth of entrepreneurs and thus the economy. Butler and Rogerson (2016) state that even though tourism does not provide high paying or jobs that require a high level of skills, the jobs are usually of a permanent nature and thus provide long term benefits because those low skilled employees usually stay in those jobs for long since they usually have no other options. Butler and Rogerson (2016) also highlight the career progression of employees in the tourism sector with most moving up the ranks to supervisor level and earning better salaries which uplifted their lives and gave them a chance to study further and excelling in other spheres outside of tourism.

Nagarjuna (2015) argue that the inclusion of local communities in tourism initiatives can result in sustainable tourism due to the labour intensive nature of tourism which makes it one of the main sources of employment. This is supported by Thondhlana, Shackleton and Blignaut (2015) who state that local forums should allow for all members to be part of the decisions that are being taken and that they should be allowed access to the natural assets in the area.

Nagarjuna (2015) further argue that including the community in tourism initiatives can result in the local culture and traditions being preserved through the knowledge held by the natives; and can assist in the protection of the environment and culture. Nagarjuna (2015) state that tourism establishments can partner with the local community by buying goods and services from the community, creating employment opportunities and development of local skills in order to assist the community to gain access to markets by offering products which provide unique experiences to tourists. According to Thondhlana, Shackleton and Blignaut (2015) agreements reached between business and local communities do not usually allow decisions to be taken equally by all parties. Further to this, decisions do not usually carry the same weight. Thondhlana, Shackleton and Blignaut (2015), further argue that community members are usually convinced to participate by being promised certain returns which they end up not receiving which has caused high levels of mistrust. Thondhlana, Shackleton and Blignaut (2015) recommend that for community members to be part of initiatives taking place in their areas, the returns they will get must be more than the risks. Thondhlana, Shackleton and Blignaut (2015) further recommend that in forming local forums or partnerships the members selected and tasks that they will be expected to perform must be clear, realistic expectations must be set, a clear process of taking decisions by all must be established, applicable ethical practices must be set and communicated to ensure that there is a level of trust between the members and that conflict is reduced. Gumede and Nzama (2020) argue that rural community members were not included in ecotourism development plans and cited a lack of skills as one of the contributing factors. Gumede and Nzama (2020) recommend that a “local community participation improvement model” must be undertaken.

Koutra (2007) concludes that policies should be adjusted to focus on tourism as a tool for the alleviation of poverty, which will in turn lead to tourism being a sustainable business. This is supported by Rogerson and Rogerson (2021), who indicate that it is important that the rural tourism framework for policy development is reconsidered. This is to ensure that tourism policies cater for the different circumstances of all areas based on their unique needs. Rogerson and Rogerson (2021) identify three different types of rural spaces being the “fringe rural space”, the “exotic rural space” and the “in-between rural space”. The “fringe rural space” is noted to be an area that is closer to towns and cities and has the required transport infrastructures in place and can thus reach all types of tourists. Rogerson and Rogerson (2021) also argue that these areas are exposed to more opportunities. The “exotic rural space” is characterised by heritage sites and are usually further from towns and cities and their transport infrastructure is not very developed

(Rogerson and Rogerson, 2021). This means that visitors who have a keen interest in the area and who have the required resources to get there will be able to visit those areas. The last type, being the “in-between rural space” as the name suggests, is found in-between the exotic and fringe rural spaces. Rogerson and Rogerson (2021) note that this “in-between rural space” receives the least attention. The different rural spaces identified further highlights the need for policies which cater for each type of rural space.

Koutra (2007) further concludes that the less advantaged communities must be educated about the risks and partnership opportunities available for tourism to contribute in alleviation of poverty in a manner that can have long lasting results. This is also echoed by Ntonzima (2014) who state that partnerships which are dependable and which will add value and boost the economy are important. Koutra (2007) proposes that the issue of funding for collaborations with other stakeholders must be investigated further. This would involve determining how the private sector can be convinced to take part by offering funding opportunities. Furthermore, Koutra (2007) finds that there is a low number of staff in the tourism sector, which leads to the question of how this can be addressed in future, and its impact on growth in the sector. Ntonzima (2014) finds that locals generally support tourism related initiatives. Ntonzima, Binza and Ferreira (2014) however state that municipalities in the area require assistance in order to boost tourism in the areas in which they administer.

Hall (2007) finds that even though only a few community members reaped rewards from being employed by tourism establishments, the benefits derived were noticeable and palpable. Hall (2007) further finds that the community members had difficulties accessing resources regarding employment opportunities and other information. The tourism establishments were also found not to support the local supply chains that much by sourcing goods and services from the community. Lastly, Hall (2007) finds that the support given by tourism establishments to local businesses can provide them with an opportunity to uplift them by utilizing information that already exists. In contrast Munien, Phungula and Bob (2018) finds that due to the disadvantages that are rife in the community, the chances of any further growth from tourism initiatives were slim. Munien, Phungula and Bob (2018) also raise concerns regarding the heritage sites that are located in similar communities because any lack of tourism growth in the area would mean less exposure for these heritage sites which may end up being unknown. However, Jugmohan, Spencer and Steyn (2016) suggest that “community-based tourism” does yield positive results for the previously disadvantaged communities because it gives them a chance to offer things

that exist naturally in their environment as tourist attractions. Jugmohan, Spencer and Steyn (2016) state that the community can offer activities such as tour operators, arts and crafts, traditional foods and sharing cultural mementos which can uplift these communities. Jugmohan, Spencer and Steyn (2016) however caution that there could be severe risks to heritage assets which can threaten how they are used to uplift the community. Van der Merwe and Rogerson (2013) state that local tourism can be constrained by limited marketing, unrealistic budgets, no stewardship and strategic direction by the government. Van der Merwe and Rogerson (2013) recommend that all these matters need to be resolved for heritage tourism to positively contribute to local economic development. According to Nkwanyana, Ezeuduji and Nzama (2016), local tourism provides a key tourism development focus area in Africa. In aligning local tourism and viable rural tourism, Nkwanyana, Ezeuduji and Nzama (2016) recommend that supporting partnerships between the key role players, job opportunities for community members, access rights to resources used by visitors, encouraging participation of community members can ensure that the community is part of local tourism initiatives and thus supports tourism development.

Parwez (2017) argue that the fact that tasks are done by outside businesses instead of locals is a significant challenge which can cause any growth initiatives to slow down due to a lack of responsibility and accountability by the community. Ezeuduji and Rid (2011) also argue that it is very important for community members to be part of any tourism plans by business for those plans to be a success. Parwez (2017) recommend that community involvement together with the required entrepreneurial skills are key for the success of any initiative by business to support entrepreneurship. Howard (2017) argue that legislation is usually silent on whether community members are qualified to carry out the work expected of them which can have huge implications because the success of any community projects will depend on whether the community members have the required skills. Similarly, del Mar Delgado-Serrano et al. (2016) argue that the community usually does not have the required skills to be part of any sustainable initiatives meant to preserve resources available in the area. Ezeuduji, Mdiniso and Nzama (2017) recommend that business can assist in enterprise development and the skilling of community members to close that gap. Likewise, Howard (2017) recommend the upskilling of community members to increase responsibility for them to be in a better position to manage local resources.

Ezeuduji, Mdiniso and Nzama (2017) state that community members do not fully believe or trust that tourism development and biodiversity management are solving their financial problems which has led to its failure. Ezeuduji, Mdiniso and Nzama (2017) recommend that biodiversity management and tourism development strategies that are drawn up must have sustainable rural development as an objective to ensure success. In support of this, Akama and Kieti (2007) suggest that supporting partnership between community members, business and government, creating job opportunities for locals and improving the “socio-cultural” effect of tourism can aid in creating sustainable development in previously disadvantaged communities. Granting access rights to the resources, encouraging community involvement and having continuous engagements with the community can also contribute to sustainable development in previously disadvantaged communities (Akama and Kieti, 2007).

According to Nsukwini (2015), ecotourism businesses in particular can be the key to the development of the tourism industry as well as provide a fertile environment for the growth of communities situated in rural areas and thus reduce poverty. Jugmohan, Spencer and Steyn (2016) find that communities often face problems relating to safety of heritage assets, infrastructure being in poor condition, low skills, stringent laws and regulations and ownership which can be used by business to develop the community. Mnini and Ramoroka (2020) state that while ecotourism has an impact on poverty alleviation, this can only be so if business advocates for ownership of the environment and sustainable development.

Setokoe and Kariyana (2016) find that community members believe that growth in tourism does bring about positive change such as job opportunities, resource and community development, togetherness, safekeeping of the environment and business skills. However, when looking at tourists, Setokoe and Kariyana (2016) determine that there are still challenges in the areas which have a negative impact on visitor experiences. Setokoe and Kariyana (2016) further find that tourism growth did not just give quick financial results but also provided other benefits which have enhanced their lives. The upskilling of community members was given as one of the recommendations that can be the focus of business in community development. Setokoe and Kariyana (2016) believes that upskilling the community members will result in them being able to cope with tourism and any other development planned for their areas. Setokoe and Kariyana (2016) also recommend that business can assist with providing technical know-how together with marketing initiatives so that the offerings can reach a wider audience. Lastly, Setokoe and Kariyana (2016) recommend that a local tourism forum should be

developed and should include government, business and the community to focus of areas pertaining to development in the area.

Sustainable tourism development is a key growth model for many areas with tourism, which makes it even more important to understand the key players in the execution of various initiatives (Dabphet, 2012). According to Dabphet (2012), tourism stakeholders are varied and differ in their level of importance and therefore concluded that experts and suppliers are the main stakeholders that are key for development, successful operation and sustainability of tourism. With regards to the varied tourism stakeholders, Dabphet (2012) state that not all stakeholders put the same amount of focus on sustainable tourism development and this also contributes to which particular stakeholders have the most impact in ensuring that projects are a success. Experts were considered to be the government, tourism bodies, educational institutions and tourism related Non-governmental Organisations (NGOs), with suppliers being considered to be the local community and related community organisations who possess some form of influence and control over development initiatives and decisions made accordingly.

On the other hand, Van Huy (2018) state that tourism stakeholders are the community, community leaders, managers, CEO's, tour guides, tourists and the owners of tourism establishments. Van Huy (2018) however emphasize that the community is the main stakeholder in any tourism development. In contrast, Turker, Alaeddinoglu and Can (2016) state that tourism stakeholders are the government, tourism sector, educational institutions, private companies and the community. Turker, Alaeddinoglu and Can (2016) find that the various tourism stakeholders themselves believe that local authorities should be the main players in leading the other stakeholders in development because they carry the most power and have a key role of conserving heritage assets and in sustainable tourism plans. The common denominator in the stakeholders mentioned above is the community, which highlights that any tourism development cannot succeed without community involvement. Naser and Saeideh (2017) state that the impact of including local stakeholders in tourism projects in rural areas does not only lead to more tourists visiting the area, but also contributes to the development of infrastructure, assists in the sharing a piece of the revenue with locals, wealth creation and therefore results in sustainability for those rural areas.

2.3.2. Community development and community upliftment

According to De Wet Schutte (2018), community development becomes important as the community identifies challenges which they do not have the internal resources nor the capabilities to solve and would therefore require assistance from people outside of the community, which is often the case for rural communities. This then brings about the need for community development as the community tries to find solutions to the challenges which they are facing. De Wet Schutte (2018) define a community as a group of people who live together in a particular place, in a particular time, and who are aware of their unique qualities as a group, whereas community development was defined as a continuous shift in people living in a community towards achieving their goals with little influence from external parties. De Wet Schutte (2018)'s definition of community development ties in with his "Basic Needs Theory" towards community development, which he believes is firmly rooted in the true meaning of what community development is, which is "improving the quality of life" of the people within that community.

The Basic Needs Theory is built on the foundation which places focus not so much timing in the centre, but people in the centre because once the basic needs of the community are fulfilled, and as the basic needs evolve, new needs will arise which is an important process of growth and thus development. De Wet Schutte (2016) state that the Basic Needs Theory highlights that community development is not really done by external people or consultants, but by the community themselves. He believes that external people may trigger the development process but development is carried by the community by evolving continuously as their needs are fulfilled which results in the development being sustainable. In contrast, Latopa and Bashir (2015) state that community development is a method that combines community needs with those of government and other partners to improve the living conditions of the community. Latopa and Bashir (2015) further state that a community is an anthropological word that creates a scenario that will take the common needs of different individuals into account. This is on the basis that the community will be able to protect, enable and participate in ensuring that the common needs are realized to their benefit. Latopa and Bashir (2015) are of the view that the government is key to ensuring that the community needs are met by creating a conducive environment through passing of relevant laws and putting the relevant structures into place.

According to George et al. (2016), community capability is a direct consequence of pooling together all the available resources and shared goals of the community, which can be used to solve challenges faced by the community by exposing the community to more opportunities. George et al. (2016) further state that community capability is a combination of what is at the disposal of the community, how the community behaves, and who benefits, which can then lead to community development. According to Tonon (2018), capability is what gives people the skills to be able to achieve their goals. George et al. (2016) also state that tangible community development is a result of including the community by enhancing community competence. Similarly, Sriyani (2021) state that enhancing individual competencies encourages community participation and unity, improves business knowledge and contributes to the success of community businesses.

Ghai and Vivian (2014) cited in Nsukwini (2015), state that prioritizing the requirements of the previously disadvantaged, technological and social challenges pertaining to the availability of resources are key to sustainable development. As a result, people are key to sustainable development. De Wet Schutte (2016) argue that it is widely known and accepted that community participations is a key ingredient in the success of any community development plans. According to Latopa and Bashir (2015) the key to community participation is using the community the right way, giving them an opportunity for personal growth, giving them a chance to engage the different stakeholders, fairness and being aware of the benefits that will flow to the community as a result. Latopa and Bashir (2015) state that the approach of community participation would involve the use of different partners and community forums to reach the community. Similarly, Quimbo, Perez and Tan (2018) state that the participatory approach is the essence of all community development methods and happens when the community cooperates and contributes to the achievement of the same objectives and when the community gains knowledge to be able to take decisions about things impacting their lives, improve available resources, being able to solve their ow challenges and accomplish the own development. Latopa and Bashir (2015) conclude that respecting the traditional and cultural beliefs of the community in any development plans and projects will ensure that they become a success due to the support that will be received from the community.

According to Shava and Thakhathi (2016), private organisations, community, Non-Governmental Organisations (NGOs), business and government are all stakeholders of community development. Shava and Thakhathi (2016) further state that all these stakeholders

and any other suitable stakeholders can form a Public-Private Partnership (PPP) so that monetary and human resources are combined to assist in the reduction of poverty. Shava and Thakhathi (2016) recommend that community development initiatives should be monitored and assessed frequently to identify risks and areas of improvement timeously. Shava and Thakhathi (2016) further recommend that the government, through the local municipalities should ensure that they have excellent financial management and revenue collection procedures so that they can be able to invest in community development initiatives. Lastly, Shava and Thakhathi (2016) state that the government should advocate for community participation and skills development so that the community members will be in a better position to support themselves and be employable.

Longart et al. (2017) state that community development initiatives should be viewed with a long term and strategic view by the stakeholders, for them to be a success. Longart et al. (2017) also state the community development initiatives should be led by strong leaders who will be able to manage all the stakeholders involved because there are bound to be challenges with forums consisting of people with different responsibilities and expectations from the initiatives. According to Longart et al. (2017) all stakeholders need to be aware of all the stakeholders involved in community development projects and the reasons for their involvement so that all stakeholders receive equal attention and there are no challenges relating to transparency and unfairness at a later stage. Longart et al. (2017) find that any disagreement between stakeholders can slow down community development initiatives.

2.3.3. Understanding corporate social investment and responsibility and the role of business in social upliftment

In defining social responsibility, Terziev (2019) state that it is a choice by organisations driven by a reaction to the social challenges that are faced by the public. Ndhlovu (2011), find that Corporate Social Responsibility (CSR) can assist businesses by improving their status which will in turn boost their social standing, resulting in good relations being created with other businesses and the community being empowered. Similarly Bilankulu, Rankhumise and Letsoalo (2014) state that CSR opens up organisations to new possibilities due to the good community relationships that are built in their areas of operation. Bilankulu, Rankhumise and Letsoalo (2014) find that managers are of the view that CSI results in good returns for their organisations through the good reputation that the organisation gets from partaking in CSR activities. Further Bilankulu, Rankhumise and Letsoalo (2014) state that organisations usually

debate on whether to focus solely on making their business profitable or on whether to also incorporate CSR initiatives which are usually seen as not so important, due to mostly a lack of resources. Bilankulu, Rankhumise and Letsoalo (2014) state that this is usually the case in businesses operating in previously disadvantaged areas as they mostly focus on financial sustainability, which will have a negative impact on the livelihood of community members. Businesses fail to recognize that they do not need to make big financial investments but can use resources already at their disposal Bilankulu, Rankhumise and Letsoalo (2014). El Yaagoubi (2020) argue that the financial success of CSR initiatives will depend on the driving force behind CSR investments and what businesses are aiming to achieve. This will then make it easier for businesses to measure their success as it will be against predetermined measures. Bilankulu, Rankhumise and Letsoalo (2014) recommend that government need to intervene in a form of awareness campaigns to encourage small businesses to partake in CSR initiatives in their community and that the government can implement incentives in addition to the tax benefits to make CSR investments more appealing to businesses.

Similar to CSR, another concept referred to as Creating Shared Value (CSV) is a way for organisations to remove the belief that business must put financial gains over the needs of people (Daood and Menghwar, 2017). According to Crane et al. (2014), CSV seeks to balance the financial gain propagated by business and the needs of the people by converting social issues into business opportunities. Clearly there is a link between the CSV concept and the Environmental, Social and Governance (ESG) concept because according to Chalmers, Cox and Picard (2021), there is a conflict of interest between the investors duties to the environment and society, and the duty to generate income in discharging their duty of trust to their clients. According to Kiehne (2019), ESG issues are used to measure business continuity and ethical effect of investing in an organisation. Park and Jang (2021) argue that ESG management is topical both overseas and locally because a lot of investors are looking for organisations that can be able to meet their ESG requirements. Similar to Kiehne (2019), Park and Jang (2021) state that ESG is key for business continuity and growth. Park and Jang (2021) believe that in order to be successful in creating value for one's organisation, one must create an ESG model that will appeal to a variety of stakeholders. Park and Jang (2021) argue that the ESG model must be country specific to be able to appropriately address that country's economic and social environment. According to Park and Jang (2021), prospective investors may not be keen in investing in organisations that have a questionable performance on ESG and similarly, the existing ones may pull rank on those organisations. This is collaborated by Chalmers, Cox and

Picard (2021) who state that investors are more concerned about ESG threats and opportunities that the organisations they have earmarked for investment are exposed to, and they are ready to take action. Chalmers, Cox and Picard (2021) recommend that organisations need to be open and transparent about how they plan to create value and manage known and unknown future risks to build trust between them and the investors whilst creating value in the long-term. This would involve communication about any new strategies, changes in reporting, new operating model and planned outcomes for the sustainability of the organisation.

Advocating for ESG can also assist organisations in the recruitment and selection processes because it can help in the attraction and retention of good employees, increase employee motivation and productivity (Koller, Nuttall and Henisz, 2019). Koller, Nuttall and Henisz (2019) further state that an organisations social standing contributes to higher job satisfaction and thus staff retention because employees are excited by organisations that do not just take from society but also give something back in return.

In linking CSR to innovation, Munro (2020) recommend that business should include the type of support to be given to millennials in their CSR strategy because millennials are seen as the key to the success of businesses in the future. It would benefit business and society as a whole if millennials are allowed to share their innovative ideas and are included in CSR, innovation and entrepreneurship initiatives done by organisations, what Munro (2020) refers to as “Innovative CSR”. Munro (2020) also introduces the concept of “social intrapreneur” which is where staff can use their internal business knowledge to bring dynamic CSR ideas to society. Munro (2020) used “developing CSR social and environmental projects and initiatives, and also shared value (CSV) and/or integrated value (CIV) social and environmental projects and initiatives” as examples of what the social intrapreneur can do from inside the company.

According to Dickes, Crouch and Walker (2017), entrepreneurship is considered one of the key economic developmental initiatives that must be undertaken to achieve community success as well as any growth plans. In the past, focus has been on single development strategies, which focused either on “business recruitment” or “business retention”, however it has come to light that various developmental strategies need to be done together to achieve sustainable economic growth. Dickens, Crouch and Walker (2017) state that the strategies must include “business recruitment, business retention and entrepreneurship”. Dickens, Crouch and Walker (2017) argue that it is important for the government to play a role to ensure that local entrepreneurship

yields positive results. This is due to the long-term nature of entrepreneurship which may discourage some people because it may take longer for businesses to make a profit or to have a noticeable impact on job creation. Dickens, Crouch and Walker (2017) further argue that lack of finance and challenges affecting entrepreneurship all play a negative role in local entrepreneurship.

Mouraviev and Avramenko (2020) caution that while entrepreneurship can be useful in bringing about the success of the community, it only works or has an impact in areas where the environment is already conducive to entrepreneurship such as good government support and available finance. Mouraviev and Avramenko (2020) recommend a concept known as social entrepreneurship in the absence of a conducive environment. Social entrepreneurship involves providing training initiatives to increase knowledge and skills that community members would require to be able to become entrepreneurs. According to Mouraviev and Avramenko (2020), this requires companies to focus on initiatives that grow an entrepreneurship culture amongst the community, focusing on the youth and in including community members in any decisions relating to building entrepreneurship in the area. Klofsten et al. (2020) argue that smaller companies usually do not have everything that they need to be able to enter and be successful in the market or business world. Klofsten et al. (2020) further argue that previously disadvantaged areas also lack individuals or players that possess key entrepreneurial skills which makes entrepreneurship difficult in those areas. According to Frazier, Niehm and Stoel (2012), rural entrepreneurship is one of the key local economic development tactics that can be employed by government to advance entrepreneurship in previously disadvantaged areas. Frazier, Niehm and Stoel (2012) state that there are a lot of challenges faced by previously disadvantaged communities due to the fast paced economic world, which has made entrepreneurship the focus of many communities. Frazier, Niehm and Stoel (2012) recommend a partnership between students and local communities to bring to light the business opportunities available in rural areas that can support community and business long term sustainability. Similarly Klofsten et al. (2020) argue that all partners must collaborate and come up with ways to attract qualified people to rural areas than only focusing on making the people already in rural areas not to leave. Frazier, Niehm and Stoel (2012) find that local business are in need of plans that can make their businesses competitive and sustainable. Klofsten et al. (2020) find that developing key entrepreneurial skills and knowledge transfer will go a long way to assist businesses operating in rural areas and that focus should be more on the technological advancements brought by globalization as those skills may be needed by the

business of today. This will allow rural businesses to be able to penetrate new markets and come up with unique ways of doing business.

Imedashvili, Kekua and Ivchenko (2013) find that the positioning of rural areas, natural resources, competition, culture and good networks were some of the opportunities that can be taken advantage of by rural businesses. Imedashvili, Kekua and Ivchenko (2013) also find that lack of finance, low or unskilled labour, and small economy with a small number of customers and suppliers were some of the challenges impacting local entrepreneurs. Imedashvili, Kekua and Ivchenko (2013) argue that how rural enterprises deal with opportunities and challenges will vary year on year depending on applicable circumstances at the time.

According to Emran and Hou (2013), enabling access to markets for rural communities is key for the reduction of poverty and economic development. In introducing the concept of market access, Gatere, Oduor and Zenon (2015) state that it is a challenge for a lot of developing countries, funders and business. According to Chamberlin and Jayne (2013), market access includes access to local markets, production technologies, demand, and the level of the integration of local, regional and international markets. Gatere, Oduor and Zenon (2015) further state that “physical access to markets, structure of the markets, and lack of skills, information and organisation” all need to be considered for one to begin understanding access to markets. According to Chamberlin and Jayne (2013) one of the challenges of rural development is that those communities are usually situated in remote areas which are poorer and not that productive because they are not part of and cannot adequately access markets. Chamberlin and Jayne (2013) went on to state that physical access is one of the challenges brought by the remoteness of an area because it is usually characterised by poor road infrastructure, high delivery costs, the distance one has to travel to reach markets and other related costs. It is common knowledge that problems encountered in trying to access the market restricts the finances of a business. According to Shava and Thakhathi (2016), the government is responsible for the development and maintenance of infrastructure that will enhance the process involved in the buying and selling of goods and services and therefore access to markets. According to Emran and Hou (2013) improving market access results in a lot of benefits for rural communities. One of the reasons is that the closer the distance to a certain market, the greater the benefits.

According to Koller, Nuttall and Henisz (2019) advocating for ESG assists organisations to access new markets and to expand into existing ones. This is due to the increase in trust levels which results in the government being more lenient when granting certain approvals, access and licenses that are required to exposure organisations to new opportunities. Koller, Nuttall and Henisz (2019) further state that ESG can increase sales because customers have confirmed that they are willing to pay for environmentally friendly products. ESG can assist organisations in cost savings, which can translate to increased profits, thereby creating a balance between financial and social sustainability that is a concern for most investors.

2.3. Conclusion

The studies that have been done demonstrate the negative and positive impacts that tourism would have on the community. It was also noted that businesses play a huge role in community development and can also benefit from undertaking CSR initiatives in their areas of operation. CSR was noted to bring positives such as exploring the various talents that locals, especially the youth have, providing safe spaces or areas for the youth to spend recreational time which prevents them from engaging in activities that will be detrimental to their future prospects and providing skills that can assist residents to actively participate in the economy. This in turn contributed to changing the lives of the local communities for the better and created a conducive environment for doing business in these areas.

CHAPTER THREE – RESEARCH METHODOLOGY

3.1. Introduction

Fleming and Zegwaard (2018) state that the decision on which research methodologies are applied, should be based on the main aim of the research and how the research questions are phrased. Fleming and Zegwaard (2018) further state that the researcher's capabilities and availability of resources to conduct a study usually affect the manner in which the study is planned. Fleming and Zegwaard (2018) define methodology as a perspective that is the basis of methods of enquiry as opposed to research methods which he defined as the way that data is gathered from the various sources and analysed.

As a result, this chapter briefly discusses the study area, details the research methodology and presents the process of conducting interviews. The chapter also includes the population from which the sample was drawn and the sampling approach and method used, and the data collection tool employed. The data analysis approach is also included in the chapter. Lastly, knowledge, trustworthiness and credibility, and ethical considerations are discussed.

3.2. Study area

The study explored the role of Msinsi Holdings SOC Limited (Msinsi) in uplifting the lives of communities within which it operates through tourism. Msinsi is a state owned company based in the province of KZN with its head office located in Hillcrest. Msinsi's business is split into water resource management, representing the primary function and tourism, representing the secondary function. The focus of the study was on the tourism business because that is where Msinsi could collaborate with community members to utilise their skills and resources found in the areas they live in, to improve their quality of life.

Msinsi's operational sites are found in rural or previously disadvantaged areas. This is in line with Saayman, Saayman and Naudé (2011), who state that tourism can be taken as one of the initiatives that can result in the upliftment of rural areas and overall economic development. Msinsi operates in fourteen sites (including the head office), five of which have tourism facilities as illustrated in figure 1 (Msinsi, 2021). The five sites with tourism facilities are Hazelmere Dam, Albert Falls Dam, Bon Accorde Resort (sharing a dam with Albert Falls Dam), Nagle Dam and Inanda Dam.



Figure 2: Msinsi Managed Dams

Source: Msinsi (2021)

The Msinsi tourism function is divided into three main categories as illustrated in figure 3.

<p>FACILITIES MANAGEMENT:</p> <ul style="list-style-type: none"> 🌿 Roads Slipways , Buildings and Grounds 	<p>PARKS MANAGEMENT:</p> <ul style="list-style-type: none"> 🌿 Fence Maintenance 🌿 Visitor Facilities, Campground and Picnic Sites access control 🌿 Visitor Safety and Protection 🌿 Visitor Education 🌿 Entrance Fee Collection 🌿 Logistics management 	<p>HOSPITALITY MANAGEMENT:</p> <ul style="list-style-type: none"> 🌿 Accommodation 🌿 Special events and activities
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Figure 3: Msinsi Tourism Function

Source: Msinsi (2021)

Msinsi has been performing well on the water resource management side of the business; however, the tourism side has not been performing well, with revenue targets not being met year on year (Msinsi, 2020). The question of whether Msinsi has utilised all resources at its disposal to broaden the scope of the tourism business and stimulate customer interest by collaborating with the community in its operational areas arises. The study was done in KZN

around the Msinsi areas of operations, namely; Inanda, Verulam, Cato Ridge and Pietermaritzburg.

3.3. Research design and approach

Saunders, Lewis and Thornhill (2016) state that research could be described as exploratory, descriptive, explanatory or evaluative. The Researcher followed an exploratory approach for this study. In an exploratory study, questions asked can be answered in different ways and often begin with words “how” and “what” and may be influenced by new information (Saunders, Lewis and Thornhill, 2016). Exploratory studies allow researchers to ask open ended questions which may enable the researcher to gain more insight into a particular issue. Saunders, Lewis and Thornhill (2016) highlight that an exploratory approach can be changed at any stage during the study as and when the researcher gets new information. The Researcher designed the study questions such that they began with the words “how” and “what” to enable the Respondents to give detailed responses to the questions asked.

According to Neuman (2016) qualitative research is used by researchers to get an understanding of the respondent’s motives, feelings and inspirations. It gives the researcher insight into the problem or assists in the development of ideas or hypotheses for potential qualitative research. The Researcher employed the qualitative research approach in gathering primary data because it included gathering similar information from all participants in the sample using interviews. The qualitative approach was employed to, as Saunders, Lewis and Thornhill (2016) assert, gain new insights from the intended respondents.

According to Nowell et al. (2017), qualitative research is challenging and thus requires researchers to come up with thorough and logical processes that need to be followed to arrive at the final result. Busetto, Wick and Gumbinger (2020) state that the main purpose of qualitative research is to determine why certain things have occurred based on identified trends and relationships. Busetto, Wick and Gumbinger (2020) further state that qualitative research can be identified by being flexible, transparent and responsive. The Researcher was able to identify themes based on the responses given to the questions asked which enabled an in-depth analysis to be done to arrive at the research conclusion and recommendations.

Saunders, Lewis and Thornhill (2016) state that the main aim of research is to address knowledge development by closing the gaps identified in previous research studies. In gaining

knowledge and closing any gaps identified, researchers use one of two views being a positivistic view or an interpretivist view. According to Gill, Johnson and Clark (2014), the researchers who follow the positivist philosophy gather information that will result in new theories being developed based on identified trends through observations made. The positivistic philosophy was followed by the Researcher because of the need for in-depth insight into the challenges faced by both Msinsi and community members resulting in failure to reduce poverty and inclusiveness. Figure 4 below, illustrates the different stages of research that were followed by the researcher to eventually get to the data collection, analysis, interpretation and recommendation part of the study (Saunders, Lewis and Thornhill, 2016).

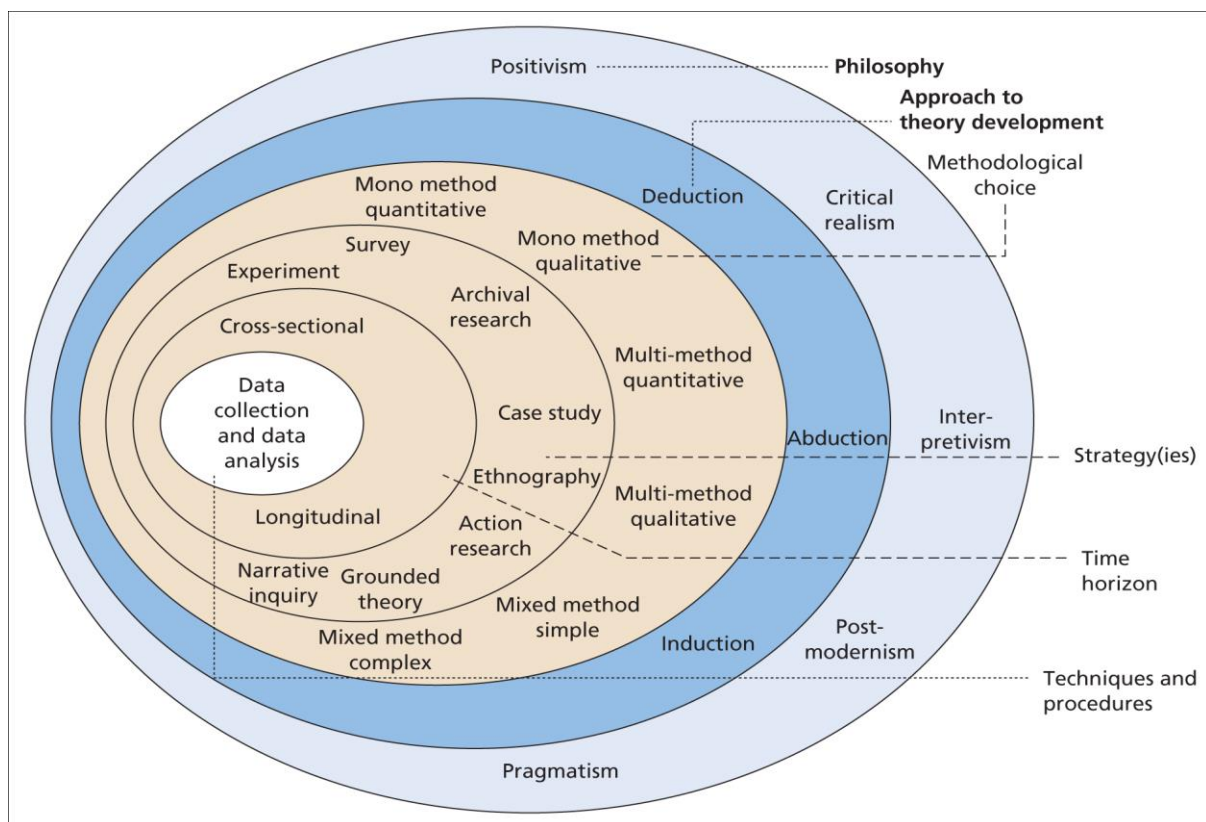


Figure 4: The research onion
Source: Saunders, Lewis and Thornhill (2016)

3.4. Population and sample

Taherdoost (2016) define a population as a group where a sample will be selected from. A sample is selected because of time and resource constraints that would arise in cases of a hundred percent testing. Acharya et al. (2013) define a sample as a part of a population. A non-probability sampling technique using convenience sampling was used to select the sample because a qualitative study was conducted. The use of convenience sampling gave the

researcher an opportunity to access a small number of community members who had knowledge of tourism initiatives in the areas that will be covered by the study, as would be the case for qualitative research. According to Acharya et al. (2013), non-probability sampling is selecting samples where the chances of selection are not known and as such can result in unfairness in the study being conducted. Convenience sampling, as the name suggests, is making selections which are convenient for the researcher (Acharya et al., 2013).

The population is Msinsi employees and community members residing in Msinsi's operational areas which are Hazelmere Dam, Albert Falls Dam, Bon Accorde Resort (sharing a dam with Albert Falls Dam), Nagle Dam and Inanda Dam. From the population, a sample of ten (10) was selected and split into five (5) Msinsi employees and five (5) members of the community. Employees were conveniently selected from the operational sites that have tourism facilities which are Hazelmere Dam, Albert Falls Dam, Bon Accorde Resort (sharing a dam with Albert Falls Dam), Nagle Dam and Inanda Dam because Msinsi has other operational sites which do not partake in the tourism business. Community members were selected based on discussions with Msinsi management to identify community members that partake in tourism related activities so that they can also be part of the sample to give insights different from normal community members, and thereafter selected using convenience sampling. Msinsi employs from the communities around its operational sites, and thus selecting a sample from the employees gave the study some perspective.

3.5. Data collection

Data was collected using interviews. According to Saunders, Lewis and Thornhill (2016) research interviews are a discussion between people where the person being interviewed has consented to the discussion and is keen to respond. In conducting interviews, the Elton Mayo's method of conducting interviews found in Kvale and Brinkmann (2009), was followed. The Researcher ensured that there were no interruptions during the interview and the Respondents were not interrupted when they were giving responses. The Researcher did not dispute what was presented before her and also did not provide corrections (Kvale and Brinkmann, 2009). Clarity was sought to ensure that what was captured was exactly what the Respondent was saying, or meant. Everything shared by the Respondents was treated with confidentiality as explained in sections 3.7 and 3.9. Interviews were suitable because a qualitative study was done and aligned to the study aims and objectives. Some interviews or interactions were done

using online platforms due to social distancing requirements to limit exposure to the Coronavirus (COVID-19). COVID-19 has made face-to-face contact difficult with social distancing being recommended as much as possible. Where it was not possible to do online interviews, all recommendations such as social distancing, wearing of masks, meeting in open spaces and sanitising, by the World Health Organisation to limit exposure to COVID-19, were adhered to.

Biographical questions were included at the beginning of the interview questions which were followed by detailed questions addressing the research objective. The researcher explained the interview questions to the respondents and ensured that they were understood before answers were given, which allowed the respondents to give share their opinions on the interview questions posed. Some respondents requested clarification on certain issues in the interview questions, which were clarified. Direct observations of the participants were also done to get a sense of the mood and attitude of respondents especially for those interviews which were done on a face-to-face basis. Some respondents did not agree to the recording of their interviews, however they were open to repeating responses to ensure that their responses were clearly captured as given.

3.6. Data analysis

The responses from the interviews were analysed using thematic analysis. Thematic analysis is used to identify similar ideas and themes that can be investigated further to arrive at research findings, conclusions and recommendations (Nowell et al., 2017). For this study, the method of thematic analysis as defined by Braun and Clarke (2006) was used to analyse data because it is the most widely used method of thematic analysis for qualitative literature and has thus been tried and tested. An inductive approach was used in the identification of themes because the themes were derived from the data and not any existing theories (Braun and Clarke, 2006). The six (6) steps highlighted by Braun and Clarke (2006) were followed in the data analysis process, namely; “1- familiarising yourself with the data, 2- generating initial codes, 3- searching for themes, 4- reviewing themes, 5- defining and naming themes and 6- producing the report” The data from the interviews was converted to written form using the notes collected during the interviews. The process of converting the data into written form allowed the researcher to become familiar with the data, the data was also re-read after the conversion process was completed (Braun and Clarke, 2006). During this process, the researcher was able to identify codes present in the data. According to Saunders, Lewis and Thornhill (2016) coding

is the categorisation of all data collected with a label that encapsulates its importance. The researcher then searched for themes present in the data from the codes which were identified, thereafter the themes identified were reviewed and refined by the researcher. Braun and Clarke (2006) define a theme as patterns identified in the responses given by the respondents and is linked to the study question. The themes were then defined by the researcher and the data analysed according to those themes. This analysis assisted the researcher in concluding whether Msinsi can play a role in uplifting the lives of communities within which it operates, through tourism. The results of data analysis and related findings are contained in Chapter 4 of this report. The information gathered from the study was validated as discussed in the next section.

3.7. Knowledge, trustworthiness and credibility of study

According to Nowell et al. (2017), data analysis must be done in a manner that ensures that it is straightforward, done the same way, detailed and documented in a logical manner to ensure that the process can be trusted. The researcher ensured that the data collected was clearly understood through asking clear questions, keeping a reflective journal to note down any observations and thoughts during data collection and re-reading the data before analysis and drawing of findings. The manner in which the data was analysed and findings arrived at was documented in an easy to follow manner. All notes taken during the process were kept to ensure that thoughts were not lost during reporting (Nowell et al., 2017).

Further explanations were requested from participants where more detail was required. Questions were designed in a way that would make it easy for participants to respond. All responses were reconfirmed with the participants to ensure that they were accurate and a true account of their responses or opinions. The research instrument was also designed in such a manner that relevant data would be obtained. The respondents came from different parts of the population representing Msinsi employees and members of the community residing within the Msinsi areas of operations, giving a balanced view. The researcher was able to identify themes which led to the researcher being able to come up with findings.

3.8. Study limitations

The study concentrated on the Msinsi employees and those residing within the communities where the Msinsi operational sites are found due to commitments that other possible stakeholders might have and the impact of the Coronavirus (COVID-19). COVID-19 made

face-to-face contact difficult with social distancing being recommended as much as possible. The study was only be done for Msinsi and was limited to Msinsi's operational areas. There are other tourism establishments around Msinsi's sites that can be included in future studies of this nature. Other community members, tourism stakeholders and community leaders can also be included in future studies where resource constraints will be different, which will make that study wider and thus provide more insights.

3.9. Ethical considerations

According to Arifin (2018), ethical considerations are an important consideration when human participants are used because they must be safeguarded at all times. Arifin (2018) further state that ethical requirements are even more important in qualitative research because the nature of the research is detailed and that they must be taken into account in all stages of research so that any risks identified are appropriately addressed. In highlighting the ethical requirements that researchers need to take into account in conducting their studies, Fleming and Zegwaard (2018) also emphasise that studies conducted using human participants must be conducted ethically. According to Fleming and Zegwaard (2018) it is crucial that ethical clearance is granted before the data collection process from respondents begins.

Consent to participate in the study was requested from potential respondents before the interview was undertaken (refer to Appendix A). In line with informed consent requirements, respondents were advised that their participation was voluntary and that they could withdraw at any time during the interview. In line with the University of KwaZulu-Natal (UKZN) ethical clearance requirements, the researcher obtained a Gatekeeper approval letter from Msinsi approving the study (refer to Appendix D). The researcher received approval to conduct the study from the UKZN Humanities and Social Sciences Research Ethics Committee (refer to Appendix C), and data collection commenced thereafter. The study did not cause any harm to the respondents and the confidentiality wishes of the respondents were respected and accepted by the researcher. The respondents were informed that their biographical information was going to be used to give context to the study participants without giving their identity away and they did not raise any objections. To ensure anonymity of the respondents, the researcher coded their identity as demonstrated in Chapter 4.

3.10. Conclusion

The chapter explored the research methodology and design which was followed for this study. The chapter began by providing the area of the study which is Msinsi's operational sites situated in KZN (Pietermaritzburg, Cato Ridge, Inanda, and Verulam). An exploratory approach was followed for this study using the qualitative research method and based on the positivist philosophy. The population was Msinsi employees and community members residing in the Msinsi areas of operation. A non-probability sampling technique using convenience sampling was used to select the sample for the study. The data was collected using interviews and the data collected was analysed using thematic analysis. An inductive approach was used in the identification of themes present in the data collected. All the COVID-19 protocols were observed during interviews. Ethical considerations were taken into account in the study. The data analysis conducted led to the findings which are presented and discussed in the next chapters.

CHAPTER FOUR – RESULTS OF THE STUDY

4.1. Introduction

This chapter details the manner in which data has been presented as collected from community members and Msinsi employees residing within Msinsi’s operational sites. The demographic information is first presented, followed by an analysis of the responses to the interview questions and reporting of findings thereof. The demographic profile of the respondents is presented to give information about the respondents to the study. The analysis section first analyses the responses given by the respondents and the impact and is thereafter followed by the findings identified.

4.2. Results of study

4.2.1. Demographic profile of respondents

Community members residing in Msinsi’s operational sites made up 50% of the respondents, while employees of Msinsi who reside in Msinsi’s operational sites also made up 50% of the respondents. The demographic profile has been presented to give insights as to the type of respondents that formed part of the interviews. The demographic profile of the respondents has been summarized and is presented in Figures 5 to 11 below:

4.2.1.1. Gender of respondents

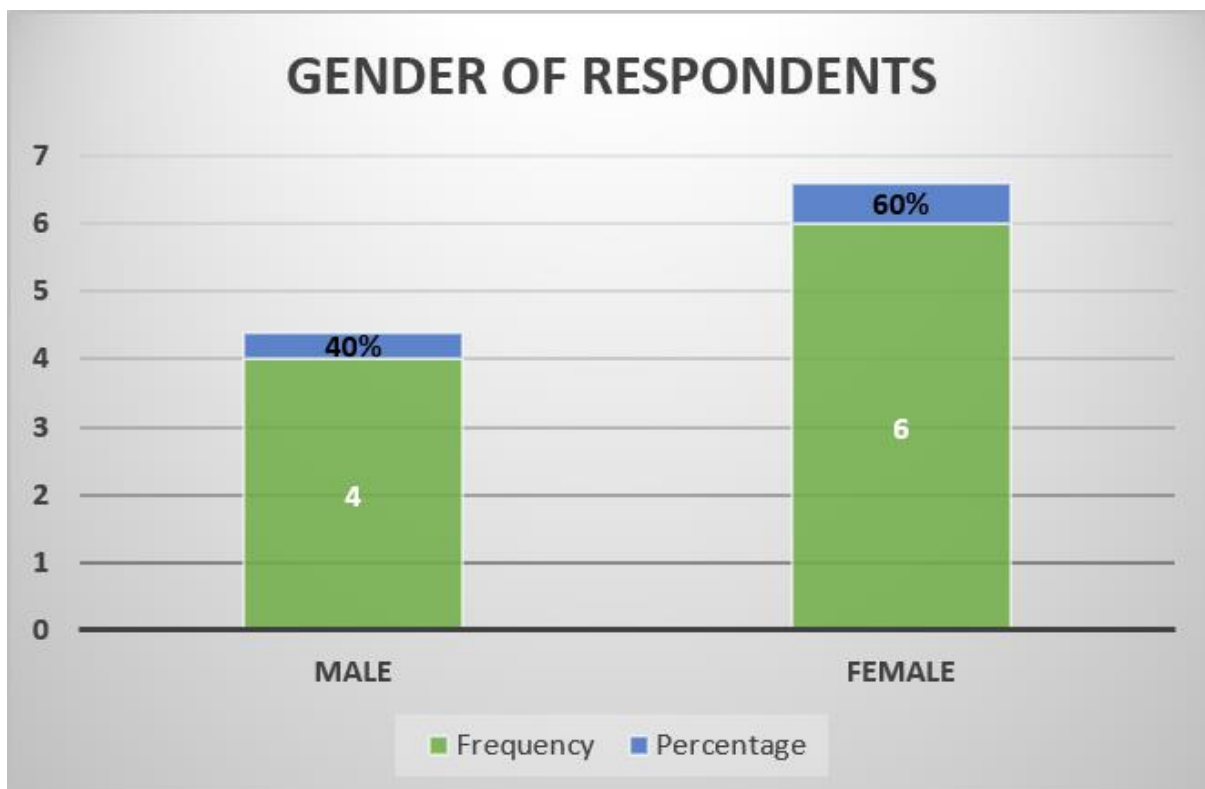


Figure 5: Gender of respondents

Sixty percent (60%) of the respondents are female, with forty percent (40%) being male. On observation during the data collection process, most males were shy to participate in the study and believed that the females would be able to provide better responses. Some went as far as calling their female spouses to be respondents, when approached to be part of the study.

4.2.1.2. Age group of respondents

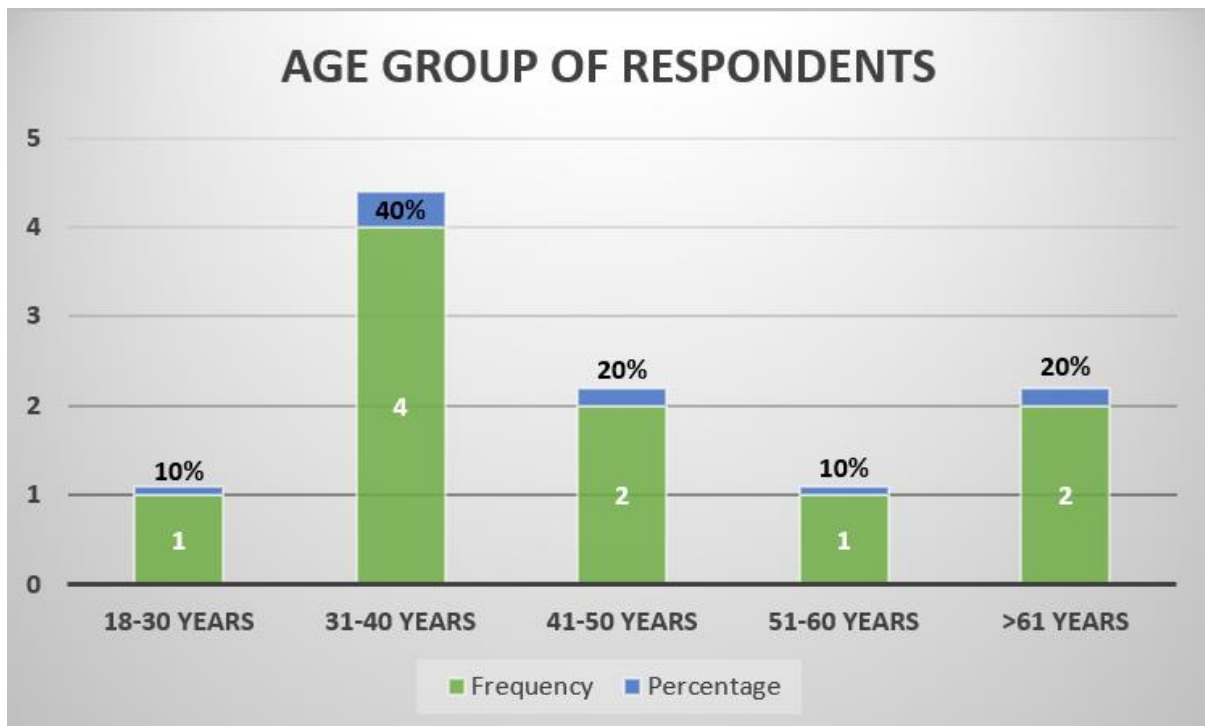


Figure 6: Age group of respondents

A majority of the respondents making up forty percent (40%) are between the thirty one (31) and forty (40) years age group. Twenty percent (20%) of the respondents are between the forty one (41) and fifty (50) years age group with another twenty percent (20%) being older than sixty one (61) years. Ten percent (10%) of the age group are between the fifty one (51) and sixty (60) years age group and the other ten percent being between the eighteen (18) and thirty (30) years age group.

4.2.1.3. Site or area of residence of respondents

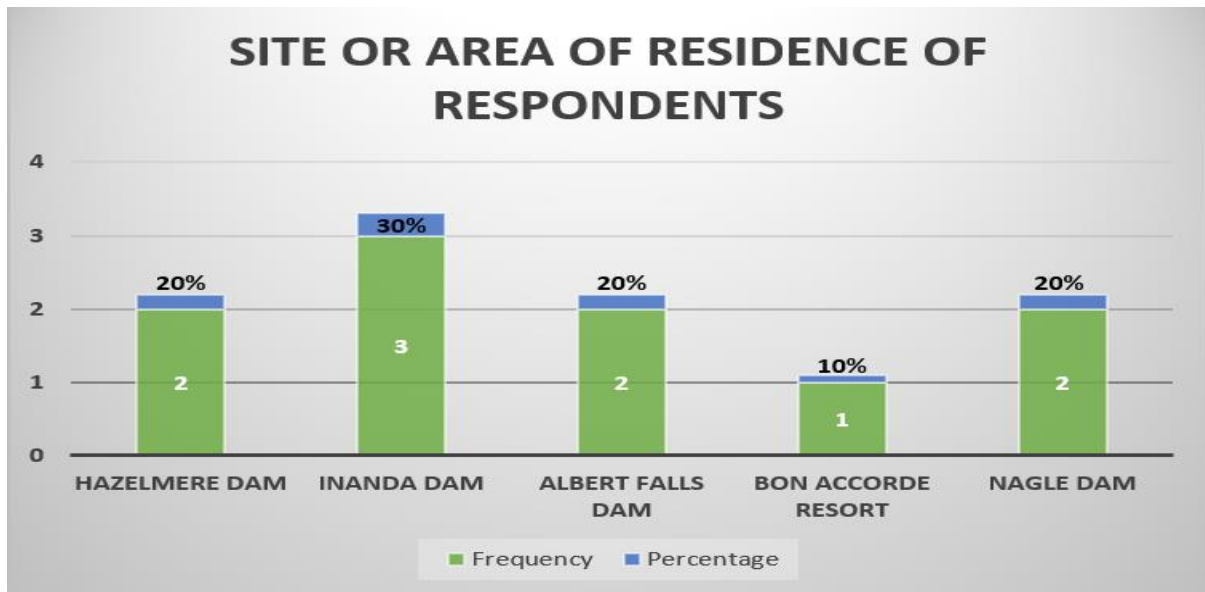


Figure 7: Site or area of residence of respondents

Thirty percent (30%) of the respondents reside around Inanda Dam, followed by twenty percent (20%) residing around Hazelmere Dam, another twenty percent (20%) residing around Albert Falls Dam, and another twenty percent (20%) residing around Nagle Dam. Lastly, ten percent (10%) of the respondents reside around Bon Accorde Resort which shares the dam with Albert Falls and is therefore also in the Albert Falls area. In essence, thirty percent (30%) of the respondents reside in the Albert Falls area.

4.2.1.4. Race of respondents

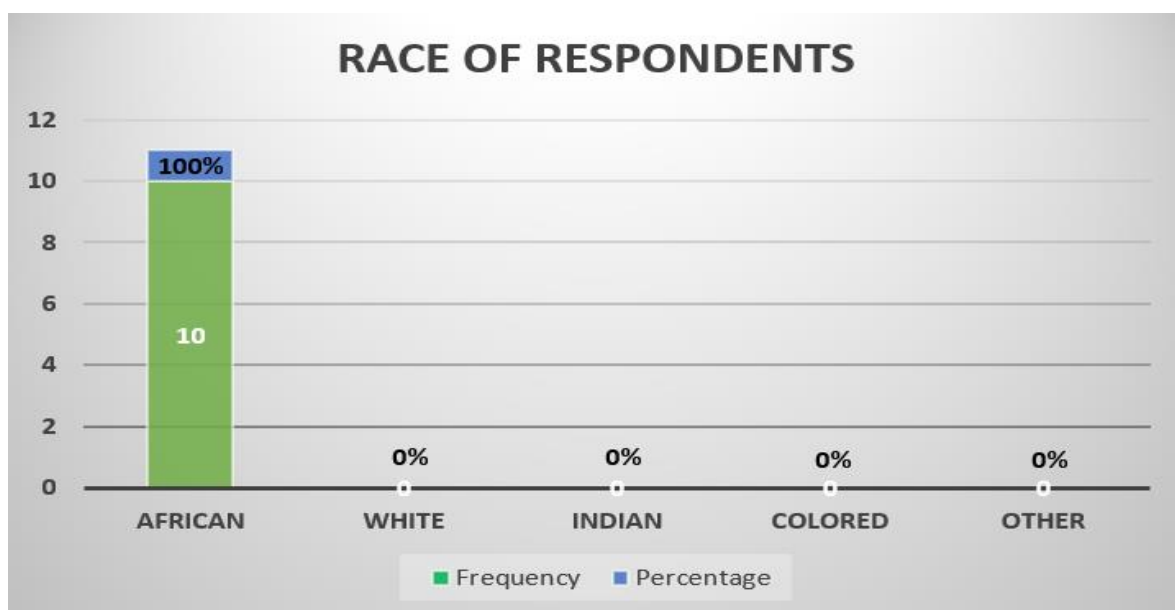


Figure 8: Race of respondents

100% of the respondents are African which was to be expected as the areas around Msinsi’s operational sites are in previously disadvantaged or rural areas which are usually occupied by Africans. The majority of Msinsi employees are African, with one (1) being of the Indian race and does not reside in any of the Msinsi operational sites (Msinsi, 2021).

4.2.1.5. Employment status of respondents

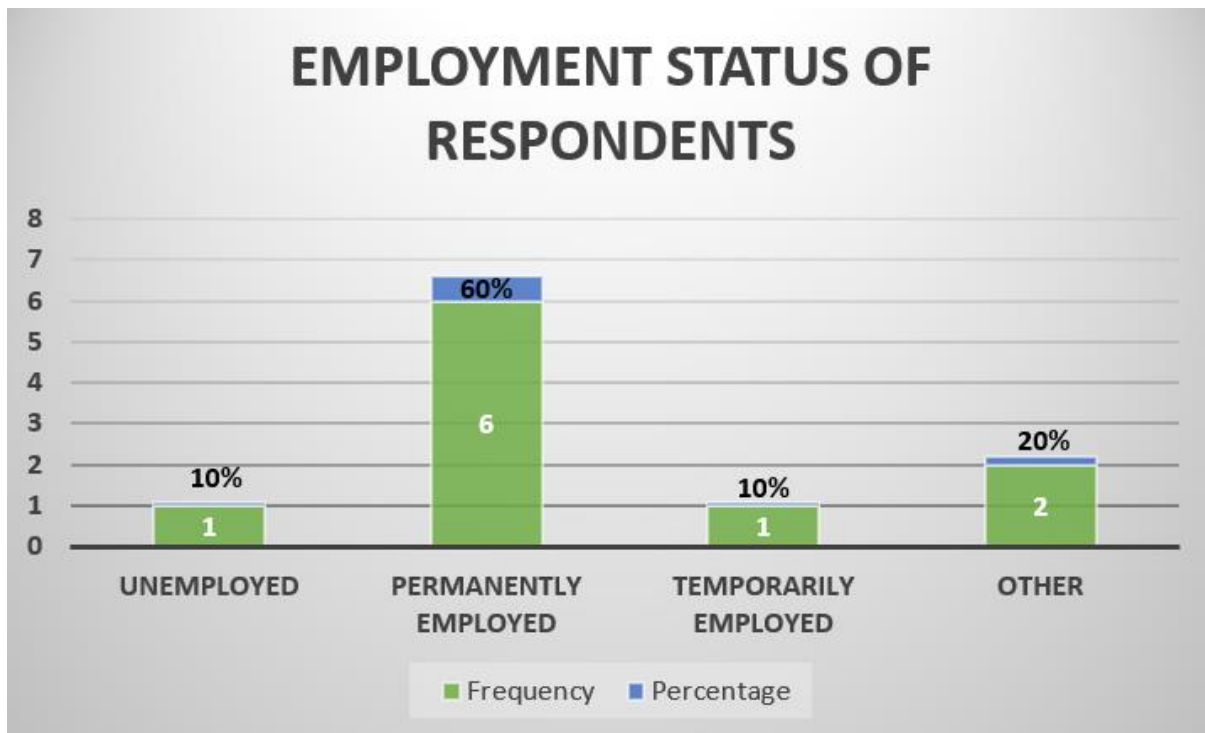


Figure 9: Employment status of respondents

Sixty percent (60%) of the respondents are permanently employed, ten percent (10%) of the respondents are temporarily employed, with another ten percent (10%) being unemployed, whilst twenty percent (20%) of the respondents representing ‘other’ are self-employed. Of the respondents, only fifty percent (50%) are employed within Msinsi, which is in line with the sample selection of five (5) Msinsi employees residing within the Msinsi operational areas.

4.2.1.6. Educational background of respondents

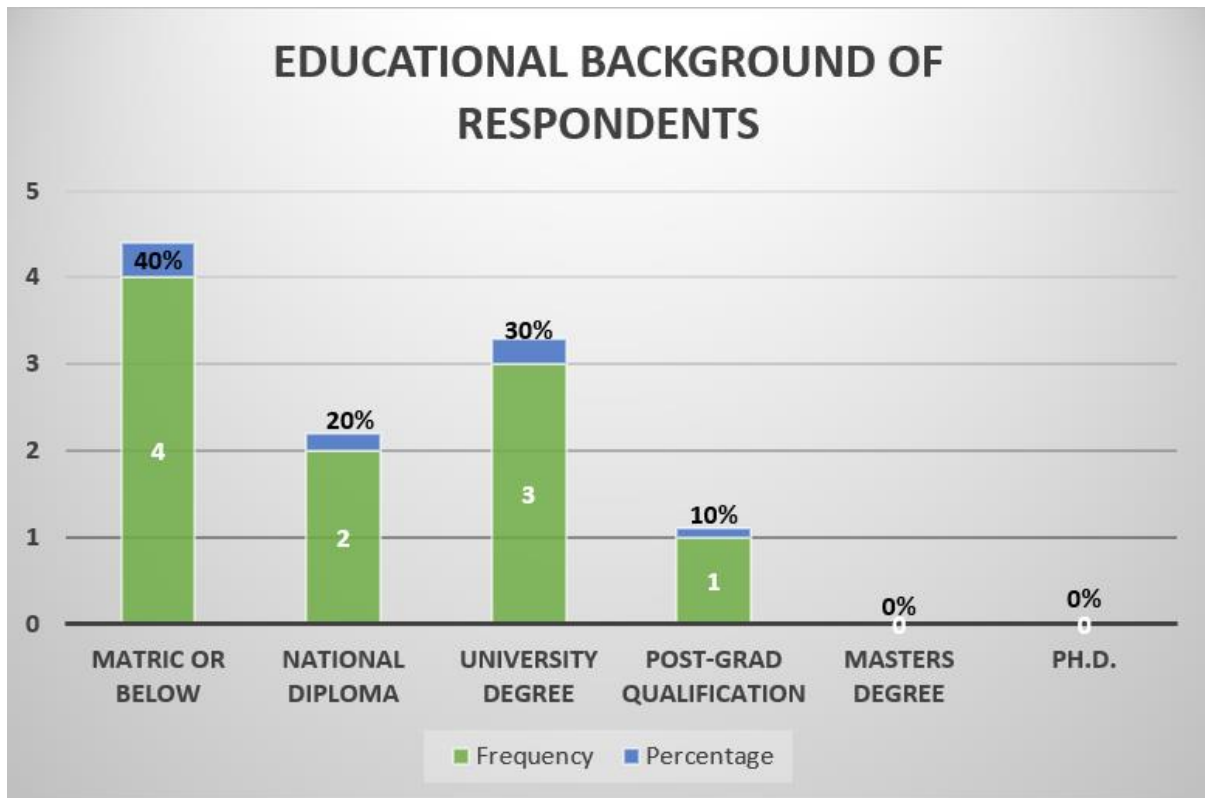


Figure 10: Educational background of respondents

A majority of the respondents making up forty percent (40%) have matric or less, followed by thirty percent (30%) holding University degrees, and twenty percent (20%) holding National Diplomas. Ten percent (10%) of the respondents have a post graduate qualification. This shows that employees and community members come from various educational backgrounds which gives them a chance to occupy positions in various occupational levels within an organisation. There is an opportunity for Msinsi to engage respondents with matric or less to find out what their interests are and providing training opportunities to turn those interests into skills that can make them employable or self-employed and participate in the tourism space as well as other sectors. From the interviews undertaken, people are longing for opportunities that can enable them to make an impact in their communities, however, they are not taking any initiatives on their own to show this need of seizing opportunities available to them, and they are waiting on companies such as Msinsi to offer assistance.

4.2.1.7. Number of years employed in the area or residing in the area

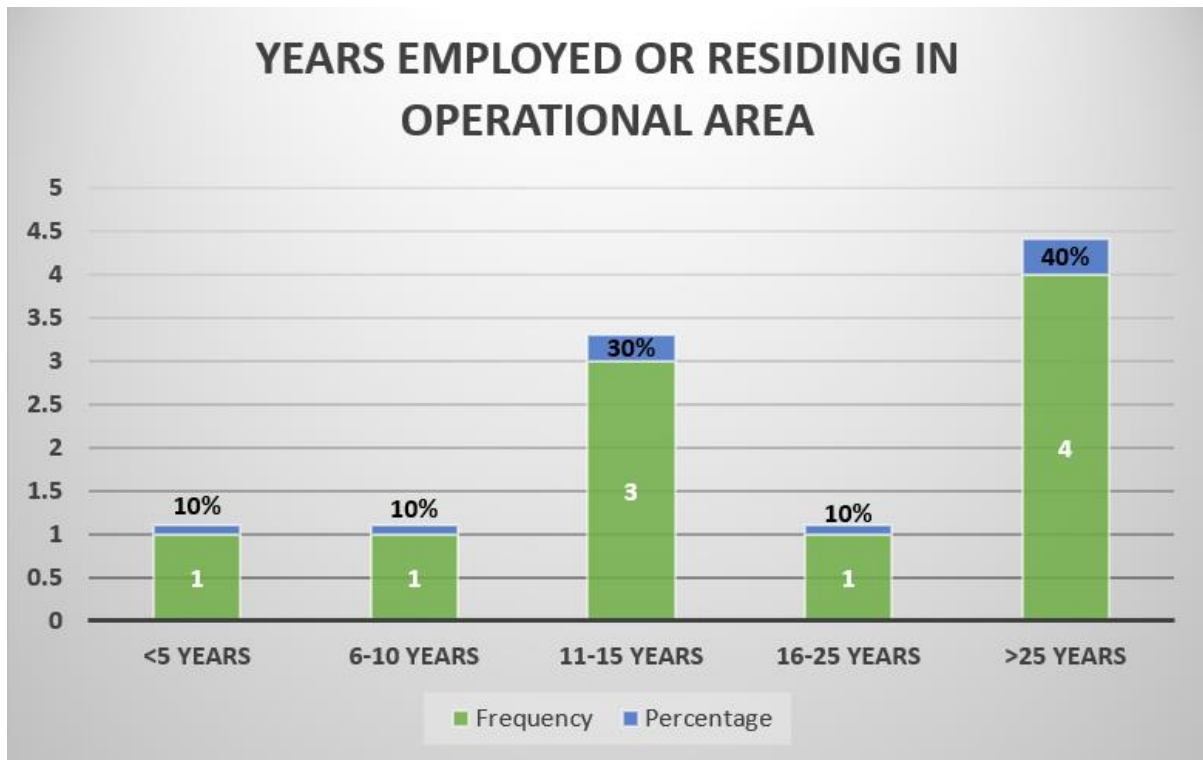


Figure 11: Number of years employed in the area or residing in the area

A majority of the respondents making up forty percent (40%) are either employed or reside in the Msinsi operational areas for more than twenty five (25) years. Thirty percent (30%) of the respondents are either employed or reside in the Msinsi operational areas between eleven (11) and fifteen (15) years. Ten percent are employed or reside in the Msinsi operational areas between sixteen (16) and twenty five (25) years, another ten percent (10%) between six (6) and ten (10) years and another ten percent (10%) for a period of less than five (5) years. The varied respondents demonstrated various degrees of knowledge based on the number of years they have been in the area which enabled the researcher to gain valuable insights.

4.3. Analysis of findings

The findings have been presented in line with the main study aims and are presented according to the themes identified using thematic analysis as stated in Chapter 3, section 3.6.

4.3.1. Msinsi's employment practices

As detailed below, the prevalent themes identified from the responses given by the respondents during the interview were centred on community employment, self-sustenance and

development, communication, and lastly collaboration and partnership. The responses were in line with the main research objective, namely; establishing the ways that Msinsi's employment practices have impacted the families in the communities around its operational sites.

4.3.1.1. Community employment

The respondents believe that Msinsi has community employment practices which allow community members to be employed at Msinsi. All respondents personally know of individuals from the community who are employed or have been employed by Msinsi in the past two (2) years, which is evidence that Msinsi hires from the local community and therefore contributes towards job creation and local household sustainability. Notably the respondents stated that Msinsi hires community members for temporary or casual job placement as opposed to permanent and skilled placement. This could be due to the community members residing around the Msinsi operational sites being mostly unskilled or possessing skills which are not relevant for Msinsi's operations, which could present an opportunity for Msinsi to offer bursaries for further studies to community members who are interested in studying courses of Msinsi's interest. This could also be due to Msinsi not fully exploring the level of skills that the community members possess because some of the respondents interviewed did possess a tertiary qualification. Permanent and skilled placement is usually given to individuals who are not residing in the communities surrounding the Msinsi operational areas. This resulted in complaints being raised by community members as confirmed by the respondents in that the Msinsi community employment practices result in the community being only appointed mainly for temporary employment and not permanent employment.

The respondents confirmed that Msinsi hires individuals from different occupational levels as necessitated by the various job requirements, however it was noted that a majority of employees hired from the community come from the semi-skilled and discretionary decision making, and the unskilled and defined decision making occupational levels. A small number is from the skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents occupational levels. This also appears to be in line with Msinsi's temporary community employment practices as those workers would normally fall within the unskilled to semi-skilled occupational levels. Respondent 08 stated that: *"The occupational levels of the community members employed by Msinsi is mainly for non-specialised skills but not only limited to these, it depends on the position availability and required qualifications"*.

Some respondents stated that they were not aware of any challenges that have been raised regarding the Msinsi community employment practices.

A representative from Msinsi stated that Msinsi hires from the community by advertising through community leaders as a way of giving back to the community because they come from rural areas which are mostly poverty stricken. The representative further stated that Msinsi has hired a lot of community members over the past years and that those employees have served in different occupational levels within the organisation. The representative believes that the employment practices are effective because 90% of Msinsi employees come from the Msinsi operational areas. The representative also confirmed that the only gap is in Management and Supervisory positions because they are held by people not residing within the Msinsi operational areas. The representative however stated that some of the community members are working in positions where they are able to act in management positions if there are operational requirements necessitating that and should be in a better place to apply for management positions when they arise.

4.3.1.2. Self-sustenance and development

The respondents admitted that the community benefits greatly from being employed at Msinsi. Respondents appreciated the fact that Msinsi is close to their homes and employees can walk to the Msinsi sites which to them translated to saving on costs relating to transport fees, which they could use for their other needs. Respondents also stated that due to Msinsi being in close proximity to their homes, employees get to stay at home and be with their families instead of the staff quarters provided by Msinsi. This close proximity promotes a stable home environment. Being able to put bread on the table in tough economic times was also one of the benefits cited by respondents. Respondents also stated that the employees benefit from gaining knowledge of tourism, biodiversity and being exposed to people coming from the different corners of South Africa. Msinsi permanent employees and those on long-term contracts are exposed to various capacity building training and are covered through the Compensation for Occupational Injuries and Diseases Act & the Unemployment Insurance Fund. The respondents also indicated that training is also offered to employees on contract. According to Shava and Thakhathi (2016), skills development through Technical and Vocational Education and Training colleges and other training institutions, to enable individuals to be able to develop certain skills to be able to support themselves must be encouraged. From the interviews, it would seem that Msinsi also advocates for skills development through the training

interventions it offers. Msinsi was cited to also have *“very active assisted education, wellness and performance management policies which contribute to the growth of individuals”* according to respondent 09. It was however noted that the assisted education policies are only available to assist permanent employees and that Msinsi does not offer bursaries externally. This presents an opportunity for Msinsi to offer bursaries to surrounding communities.

In responding to the question on resources available within Msinsi that can benefit the community in their businesses a common theme among the respondents was that Msinsi can train the youth to drive canoes and boats because they can use those skills to gain employment at Msinsi or in other maritime focused organisations. With regards to Msinsi partnering with community leaders in unearthing young leaders in local schools, respondent 02 can be quoted saying *“Msinsi can assist in developing other key skills because most people end up working as general workers. Msinsi can also train people on trade related skills such as plumbing and electrical work because skills like that are required at Msinsi and also people can work as self-employed people using those skills”*. This points to a need for the community members to be able to develop themselves so that they are employable and can be able to support themselves and their families.

4.3.1.3. Communication

The majority of the respondents believe that the Msinsi employment practices are fairly distributed and available to all community members because all communication is done through community leadership which they believe makes the process credible. Respondent 08 responded as follows: *“I want to believe that this is true as a great number of people working at Bon Accorde are from the community with the exception of the Supervisor”*. Some of the respondents however, do not believe that the Msinsi employment practices are fairly distributed and available to all community members because they do not see adverts being posted, however they see people working at Msinsi without any idea of how they got to know about the vacancies. Respondent 05 had a contradicting view and responded as follows: *“No because I have not seen any adverts, however I see people from the community working at Msinsi without knowing how they got to know of the job and applied”*. Further, the respondents stated that most of the people hired for permanent posts are from outside the community and that some community leaders alert specific people and not the whole community or they are informed about vacancies too close to the closing date resulting in community members not being able to meet the application deadline. This resulted in some of the respondents indicating that there

were complaints from some community members stating that advertisements for vacant posts are not distributed such that they can reach the whole community. This points to a communication breakdown between Msinsi and community leaders, as well as community leaders and the communities because the community leaders act as a link between Msinsi and the community, especially in relaying available opportunities.

4.3.1.4. Collaboration and partnership

A majority of the respondents believe that Msinsi has a good relationship with community leaders and that the relationship has contributed to the employment of community members by Msinsi because all communication about available jobs is done through the community leaders. Some of the respondents however, believe that the relationship between Msinsi and traditional leaders is not that great, citing poor communication and that most community members do not know what Msinsi is doing and they often miss important notices regarding job advertisements and they believe that the information sharing can be facilitated by good relations between Msinsi and community leaders. When asked about ways that the partnerships that Msinsi has could benefit the community, respondent 08 was quoted as saying *“These partnerships can assist communities through job creation, positions advertised at Umgeni and Umshwathi can also be given to the local councillor to share with the community members”*.

A representative from Msinsi stated that Msinsi has a good relationship with the various community leaders and has engagements with them on various issues such as available employment opportunities and getting a better understanding of community needs to create stability in the community. The representative confirmed that even though there are sometimes disagreements between them however the relationship is good such that community leaders also intervene when Msinsi experiences resistance from the community. However she also mentioned that the relationship can be unstable at times because community members have this expectation that Msinsi should employ everyone who is unemployed in the area, which is not possible. Community leaders are treated as one of the strategic stakeholders of Msinsi because of the influence they have on the communities situated around the Msinsi operational sites. The representative confirmed that they rely on community leaders to ensure that the advertised jobs reach the entire community because they have better access to the community than Msinsi and this has been an effective community recruitment tool because Msinsi has hired a lot of community members over the years. The representative indicated that there have been challenges as a result of community members embarking on protest action demanding

employment. The representative however confirmed that they have been able to provide proof that they are employing from the community which usually calms the crowds.

4.3.2. Tourism products and services provided by the community

As detailed below, the prevalent themes identified from the responses given by the respondents during the interview were centred on products and services, locality and type of visitors, and lastly collaboration and partnership. The responses were in line with the main research objective, namely; exploring the different types of tourism products or services that are provided by the community and the various tourist attractions.

4.3.2.1. Products and services

It was noted that respondents were all aware of certain tourism destinations available in the area. The various tourism destinations in the areas around Msinsi's operational sites were noted to range from a water splash park, boutique hotel, guesthouses, lounges, shisanyamas, restaurants, Inanda mountain, uMzinyathi falls, Wushwini Art Centre, taverns, tuckshops, 4X4 trail, bed and breakfast establishments, waterfalls, mini railway station, cultural village, dilapidated park, game reserves, Valley of a 1000 Hills, Msunduzi (Duzi) river, strawberry farm, and KZN's table mountain. Respondents stated that the water splash park, guest house, taverns, tuck shops, boutique hotel, lounge, restaurants, 4x4 trail and art centre are some tourism products or services being offered by community members. It was noted that, some respondents were not aware of any tourism products or services being offered in their communities or by community members other than Msinsi. This could be due to a lack of knowledge on what constitutes tourism and the related products and services. With regards to Msinsi partnering with community leaders in unearthing young leaders in local schools, respondent 02 can be quoted saying *“The community is not aware what tourism is and the benefits that can be derived, Msinsi can step in to educate kids to choose tourism as a career.”*

According to the respondents, most of the accommodation establishments around the Msinsi operational sites are self-catering, including Msinsi, so there is still a great need for accommodation facilities such as hotels, bed and breakfasts and lodges because those include catering. Sometimes customers have to run around looking for food when visiting the areas. Customers are also usually fearful being around the community, especially those from other races as they perceive the area not to be safe. Respondents also recommended that water sports crafts for hire such as jet skis can be introduced as well as additional water sports where a boat

is not required because if you do not have a boat you basically cannot use the dam. A fishing tackle shop, swimming pool, cable car from the mountain, zip lining, paintball and playground for kids were also noted to be in short supply. However some respondents stated that there is no room to introduce new things and recommended that the community need to work with existing products and make them work as long as they are well marketed.

The representative from Msinsi confirmed that there are a lot of tourism products and services around the Msinsi operational sites such as lodges, restaurants, bed and breakfast, mountains, parks and other similar products and services. The respondent indicated that some community members are into arts and crafts and make various items which can appeal to tourists, and that there are traditional dancers in the areas of Msinsi's operations. The representative confirmed that there are a lot of traditional activities that take place around the areas such as pre reed dance preparations, heritage events, Ingoma Easter event and others that Msinsi should be participating in but is not. The representative confirmed that Msinsi has not fully explored the opportunities available within the communities that Msinsi operates in. This means that any opportunity to create sustainable business offerings that can appeal to tourists are missed. The representative also stated that the Msinsi stakeholder unit could assist in identifying the unique features about each Msinsi area of operation and identify ways that those could be explored to enhance or develop tourism in the area. The representative made an example of a reserve that has residents who all come from the Zulu tribe but are split into three (3) clans. These clans practice different cultures such as how their maidens and married women dress, which is unique to each clan that can be explored for tourism as part of product development in the area.

4.3.2.2. Locality and type of visitors

The visitors were noted to be all local visitors coming from KwaZulu-Natal and other provinces in South Africa. It was noted that the tourism products such as parks and game reserves usually attract families because they usually have play areas for children. The boutique hotel was noted to attract mainly the youth because it also had a lounge where the youngsters can relax and enjoy some drinks. Local DJs are also booked to perform at the lounge which is a fun activity for the youth. Other visitors into the area were noted to be nature lovers and those who love water sports, fishing and camping. Understanding the type of visitors that come into the areas around the Msinsi operational sites can assist in creating focused tourism products and services which can reach the right target market by both Msinsi and community tourism businesses. There was also a local hawker selling beach towels and beach toys along the road leading up

to one of the reserves, however, the hawker did not stay long because it was not safe for customers to stop on the side of the road and buy.

The representative from Msinsi confirmed that Msinsi caters mostly to domestic tourists based in KZN and a few from Gauteng and the Free State. The representative confirmed that Msinsi has not managed to penetrate the other provinces in South Africa. This then implies that the area attracts local visitors and a few from outside the KZN province. This presents an opportunity for the growth of tourism in the area so that it can attract visitors from all South African provinces.

4.3.2.3. Collaboration and Partnership

Respondents all agreed that there is an opportunity for Msinsi to further develop tourism products and services available within the community. Respondents stated that this can be possible if Msinsi can establish working relations with business owners of tourism and similar establishments in the area to find ways of referring customers to one another should one establishment not be able to meet customer demand, maybe due to that establishment's capacity limitations or being fully booked or due to customers looking for services which they do not offer, but is available somewhere within the community. Respondent 01 was quoted saying *“For instance, Msinsi does not have a restaurant but you will find that there are customers who want already prepared meals, the working relation should allow the owner of the lounge to have access to those customers because they are able to fulfil such request without having customers in and out going to restaurants that are too far away. Msinsi can find women doing beadwork and train them and introduce customers to them. Msinsi can get traditional dancers to come and entertain customers so that the areas becomes memorable and it can draw more visitors through word of mouth which in turn can result in the community serving as protectors of the dam because of the benefits that they get from Msinsi”* This suggests that Msinsi is currently not exploring these opportunities that are available to work with community businesses. Respondent 10 said *“Yes, with proper collaborations and commitment from the local businesses, a lot more tourism products and services can be offered by our community. Msinsi cannot do everything for us, we must have a desire to run successful and sustainable businesses as the people of KwaXimba Traditional Authority.”* Msinsi can also partner with other interested stakeholders to revive the dilapidated park noted in 4.3.2.1 for the benefit of the community.

The representative from Msinsi confirmed that there is an opportunity for further tourism development in the areas around its operational sites and that it would take the joint effort of all stakeholders to be achieved.

4.3.3. Access to markets to create sustainable business opportunities

As detailed below, the prevalent themes identified from the responses given by the respondents during the interview were centred on collaboration and partnership, investors and funding, marketing and advertising, education and training, access and communication. The responses were in line with the main research objective, namely; investigating the ways in which Msinsi can assist local creatives gain access to markets and create sustainable business opportunities for communities around its operational sites.

4.3.3.1. Collaboration and partnership

When asked about the kind of support the community members require from Msinsi to make their business sustainable, the respondents stated that Msinsi can form partnerships with the local community businesses by referring customers to their business. The respondents further stated that Msinsi can work together with the community when they are hosting events by inviting community members to come and sell their products to customers attending those events. Msinsi was noted to rely on external service providers whenever they have events. Respondent 09 was quoted saying *“Msinsi should collaborate with both the private and public sector to assist capacitate local creatives and small business enterprises”*. Respondent 05 can be quoted saying *“By partnership. Msinsi can refer people who visit Msinsi to community run businesses and allowing community business to participate in events being hosted at Msinsi because Msinsi hosts a lot of events”*. This suggests that Msinsi does not collaborate with community run businesses to ensure that they also get a share of the business that comes to Msinsi in the form of customers of Msinsi also being customers of the community. There are instances where Msinsi does not offer certain services but they do not recommend those services to customers even though they are being offered by community members. This could also mean that Msinsi may not be aware of businesses that are operating in its area of operation and how they could work together.

When the respondents were asked whether in their view, they believed that Msinsi could provide access to markets, respondents confirmed that they believed that Msinsi would be able to provide access to markets. Some respondents stated that Msinsi would only be able to achieve this jointly with other partners with respondent 09 being quoted as follows; *“No, It’s my opinion that Msinsi cannot succeed in doing this alone. This can be achieved through collaboration with the private and public sector.”* Respondent 08 was quoted saying *“I think this could be a good way to assist local businesses; this could be done jointly with Umshwathi Municipality. So yes”* the respondent concluded. Respondent 10 said *“Yes, Msinsi can pioneer access to markets for local business and lead in encouraging other big organisations operating around this area to make this happen. Msinsi can also involve local business by sharing its year plan for activities of interest to local business. A small local stakeholder committee can be created to manage the database of local businesses and communications as in when required.”*

It was noted that most respondents are not aware of any partnerships that Msinsi is part of that could be used to assist them in their businesses. A few are aware of the relationship between Msinsi and its parent company, which is Umgeni Water, one of the local municipalities which is Umshwathi Municipality however the general observation and feel was that the respondents did not have much knowledge of Msinsi partners. With regards to the relationship with the parent company being one of the water management companies, one respondent indicated that they experience a lot of water problems as a community which affects the daily running of their homes as well as their businesses, which they believe that the partnership that Msinsi has with Umgeni Water and indirectly the municipality, could be used to resolve those water problems to reduce business interruption. This was in response to being asked about the ways that the partnerships that Msinsi has can benefit the community. According to Goel (2016), the success of community development projects depends on the participation of all stakeholders and also the commitment that these stakeholders have. Goel (2016) further state that community development projects can also be focused into solving challenges which are prevalent in the 21st century such as water shortages, inadequate food supply and market access amongst others. Respondent 10 was quoted saying *“Msinsi has a footprint in bigger markets and government through the Department of Water & Sanitation and can pull some stakeholders to the level of their operational site to develop and nurture local business.”*

In addressing the low visitor numbers noted by respondents in the Nagle area due to the remote position of the area, respondents recommended that Msinsi could partner and collaborate with various tourism bodies and hold workshops with local service providers to provide them with the necessary skills and knowledge and that the stakeholder management unit of Msinsi should be strengthened to ensure that the local community participates fully. Low visitor numbers into the Nagle area could also point to challenges relating to market access due to its remoteness which is affecting demand for the area. According to Chamberlin and Jayne (2013) demand is one of the areas relating to market access challenges for rural communities. Chamberlin and Jayne (2013) went on to state that physical access is one of the challenges brought by the remoteness of an area because it is usually characterised by poor road infrastructure, high delivery costs, the distance one has to travel to reach markets and other related costs.

In responding to the question on constraints that community members face in accessing tourism related resources and how Msinsi can assist in unlocking community participation, respondent 10 stated that this is up to the community members so that they can show the commitment they have in their own growth and development and was quoted saying *“For me constraints are due to a lack of exposure and an entitlement mentality. Local business must roll up their sleeves and make efforts to grow their business. Msinsi can assist by setting up formal collaborations with local business, advise the Chief and Councillors to arrange for mentorship and business seminars where necessary, so that Msinsi is not overloaded with the task of uplifting local business as if it is a Non-Governmental Organisation for business start-ups. Community members must have business acumen and desire to run successful businesses such that they can draft a Memorandum of Understanding and Memorandum of Agreement when making a proposal to Msinsi.”* This suggests that the community needs to play a proactive role rather than waiting to be assisted.

From the analysis done on the responses given by the respondents, it is clear that the respondents believe in the power of partnership and collaboration and the change it could bring to their respective communities. According to Backer and Norman (2000), partnerships comprising of NGOs, government, business and the community usually result in resources being used fully for community development and empowers all partners because of the information sharing that occurs. Backer and Norman (2000) further state that those partnerships bring the community together through the shared interest of driving change for their community and that partnerships between various stakeholders is one of the requirements of government

and other funders because it will indicate that the community is part and parcel of decisions taken, which will prevent any issues in future.

The representative from Msinsi stated that Msinsi has many stakeholders that it deals with that could be used to assist the community in their businesses. Stakeholders such as the media, tourism bodies, municipalities, government – departments and entities, community leaders, customers, sports and fishing clubs and academic institutions were mentioned by the representative. The representative stated that opportunities could be explored in the various engagements with community leaders and the community because they were not aware of any specific initiatives where Msinsi have used their stakeholders to help the community in their businesses. The representative also stated that the Msinsi stakeholder unit should take an active role in identifying all the business opportunities available within the community.

4.3.3.2. Investors and funding

Respondents also indicated that Msinsi could assist them in getting funding for their businesses. Some stated that Msinsi could assist by making an investment in a form of equipment required for them to operate their businesses more efficiently. Responding to ways partnerships can assist the community in their businesses, the respondents confirmed that it could assist by increasing funding opportunities and access to information for the community. This information could in turn be used as relevant in their businesses. It is apparent that there are ideas in the community, however the community lacks funding to take their ideas further.

The representative from Msinsi indicated that Msinsi could assist the community with obtaining funding or sponsorships because Msinsi has experience in sourcing funding for its own business and could then share that knowledge with community members if required.

4.3.3.3. Marketing and advertising

A common theme from the respondents was that Msinsi could assist in marketing and advertising of community run businesses to its customers in response to the question on how Msinsi can support the community to make their businesses sustainable. Respondent 02 responded by saying *“There are people who have containers selling stuff, trying to attract customers going into Msinsi. Msinsi can assist with advertising those to its customers and also*

putting measures to ensure that their customers are safe when they go to these external places. Msinsi can promote the places as safe and make the customers aware that they are safe.”

When the respondents were asked whether in their view, they believed that Msinsi could provide access to markets respondents confirmed that they believed that Msinsi would be able to provide access to markets. Respondent 01 was quoted as saying “*Yes, judging by the number of visitors that Msinsi received, if other businesses can have access to such numbers to market their business it will make a huge difference. Msinsi can give community members knowledge about available opportunities in the market.*”

In response to the question on ways that partnerships can assist the community respondents responded by saying that Msinsi can partner with local businesses and enter into agreements where they would package their products with products provided by the community to create more business for the community. Respondents also confirmed that partnerships could create a greater scope for the creation of employment or jobs.

When asked about the resources within Msinsi that the community can use in their business, one respondent noted that market platforms, access to digital equipment such as computers, printers and scanners to be able to scan and file business documents could assist the community.

The Msinsi operational sites were noted to be in very remote areas resulting in businesses struggling to penetrate the market which the respondents believed Msinsi could assist by navigating barriers of entry. When asked about constraints preventing the community from accessing tourism products and how could Msinsi unlock community participation to grow local businesses, the Nagle area in particular was noted to have very low visitor numbers which was noted to be the main contributing factor for the low demand for tourism products found in the area. The respondents felt that Msinsi could assist with aggressive marketing tactics for the Nagle area in particular to help increase traffic to the area because it has great tourism potential.

From the analysis, it can be gathered that respondents believe that market access relates to traditional marketing and advertising; they are not aware that the scope of market access extends beyond that. According to Chamberlin and Jayne (2013), market access includes access to local markets, production technologies, demand, and the level of the integration of

local, regional and international markets. Gatere, Oduor and Zenon (2015) further state that “physical access to markets, structure of the markets, and lack of skills, information and organisation” all need to be considered for one to begin understanding access to markets.

According to the representative from Msinsi, Msinsi could assist the community with access to markets because it is navigating barriers relating to market access for its own business. Msinsi is operating in the rural parts of Pietermaritzburg and Durban and therefore experiences a lot of challenges with market access. Msinsi can use this opportunity to partner with the community and other relevant stakeholders to be able to open up barriers to market access further. Msinsi has accumulated a lot of business knowledge over the years which it can use to assist community members should they indicate that they require support in their businesses. The representative also confirmed that Msinsi has the resources through skilled employees, infrastructure, customers and stakeholders who are all interested in what is going on in the community, which Msinsi can put together to be able to come up with ways that can benefit communities. According to the representative, Msinsi does not partake in any enterprise development initiatives.

4.3.3.4. Education & Training

The respondents also stated that community members usually do not have compliance documents to comply with the Supply Chain Management requirement which often results in them missing out on opportunities of being service providers at Msinsi although they may possess the required skills or expertise. Respondents indicated that local suppliers and businesses should form a large proportion of the Msinsi supplier database so that they can be exposed to more opportunities. Further the respondents stated that that Msinsi could invite local creatives to seminars where they could network with established industry players to gain valuable business insights and also provide capacity building because most of the businesses fall short when it comes to compliance, which is key in penetrating the public sector.

In responding to the question on resources available within Msinsi that can benefit the community in their businesses, it was noted that in general respondents were not really aware of the resources within Msinsi let alone knew how those resources could be used in their businesses. Most respondents’ answers were more on skills that could assist them at a personal level i.e. recreational initiatives which could not be translated to a benefit in their business

unless they would end up competing professionally and some wanted the community to get free entry into Msinsi. This could be due to a lack of engagements between the community, employees and Msinsi so that everyone can understand the Msinsi business, especially tourism and what it entails, engagements which could then come up with solutions, with everyone being on the same page about what Msinsi does, about how the resources within Msinsi can be used to also benefit community run businesses. Respondent 03 was quoted saying *“Nothing much. Msinsi can engage the community to find out what resources they would like access to”*. Respondent 10 seemed to have a better understanding and was quoted saying *“Business networks – Msinsi can integrate local business into their stakeholder portfolio list to expose local business in raw deal business networks. Hospitality and tourism expertise – Msinsi can advise community members what other preferences their clients have which may not be in Msinsi’s plan. These preferences can be opportunities explored by the community as business ventures and also make some Msinsi clients happy to visit the area more often. Nature – Msinsi can assist community members identify a business niche around available resources in the area.”* According to Chili and Ngxongo (2017), a lack of information and awareness is one of the issues that prevents communities from being part of tourism initiatives in their areas. In response to the question on constraints that community members face in accessing tourism related resources and ways in which Msinsi could unlock community participation respondents stated that the community suffers from a lack of capacity and knowledge which contributes to them not being able to fully access the available products, because they do not know how to go about doing that.

According to Naser and Saeideh (2017), supporting communities through various training, knowledge and skill, access to resources, providing know-how does not only assist in development of tourism in those areas, but also enhances development in those rural areas. Sriyani (2021), further state that enhancing individual competencies encourages community participation and unity, improves business knowledge and contributes to the success of community businesses.

4.3.3.5. Access

Access to the Msinsi database, providing access to information and research available at Msinsi was one of the ways that the respondents stated could benefit the community in their businesses. When asked about the constraints that the community members face in accessing

tourism related resources and ways in which Msinsi could unlock community participation most respondents stated that everyone, including the community has to pay to gain entrance or to access Msinsi regardless of what business they would like to discuss with Msinsi resulting in people with certain skills or who produce items such as traditional mats and other crafts being prevented from coming into Msinsi to discuss their offerings to enable them to be able to sell their products to customers who visit Msinsi. This could be due to a lack of clear communication regarding the levels of access granted to community members if they want to discuss business ideas and not merely entering Msinsi for recreational purposes. The respondents also indicated that Msinsi is expensive for them so they cannot access the reserves to be able to experience tourism resources available in their area.

4.3.3.6. Communication

In response to the question on constraints that community members face in accessing tourism related resources and ways in which Msinsi could unlock community participation, it was gathered that Msinsi does not communicate a lot with community members. It was also noted that the community members felt more comfortable approaching Msinsi employees rather than Msinsi management on certain issues of interest which pointed to a communication barrier between Msinsi and the community. A key challenge was that Msinsi does not communicate with the community on business or other initiatives that the community can be part of, with respondent 02 being quoted saying *“Msinsi does not communicate with the community so that they can be part of the events and grow their business. There are skilled people making traditional mats and other arts and crafts who cannot come to Msinsi to showcase their products”*. This could be due to a lack of or poor communication between Msinsi and the community through various community engagements which are held with community leaders.

It was noted that in general, the respondents were not really aware of the resources within Msinsi let alone knowing how those resources could be used in their businesses. This could be due to a lack of engagements between the community, employees and Msinsi so that everyone can understand the Msinsi business, especially tourism and what it entails, engagements which could then come up with solutions, with everyone being on the same page about what Msinsi does, about how the resources within Msinsi can be used to also benefit community run businesses. According to Akama and Kieti (2007), community engagement is important

because it can also contribute to sustainable development in previously disadvantaged communities.

The representative from Msinsi stated that Msinsi could be part of community forums where it can hear views and concerns shared by community members so that they can come up with solutions jointly with the community. This will make the community members feel included in initiatives being done by Msinsi which will encourage them to share more with Msinsi for the benefit of all parties involved. The representative also stated that Msinsi has an open door policy and is open to and welcomes engagements with stakeholders, which include community members.

4.3.4. Available corporate social investment opportunities

As detailed below, the prevalent themes identified from the responses given by the respondents during the interview were centred on collaboration and partnership, education and training and lastly, infrastructure requirements. The responses were in line with the main research objective, namely; assessing the CSI opportunities that are available in the community that Msinsi can champion to uplift the community.

4.3.4.1. Collaboration and partnership

With regards to Msinsi partnering with community leaders in unearthing young leaders in local schools most respondents confirmed that Msinsi already has CSI initiatives in place which are mainly focused on locals schools which will make the identification of young leaders easier because Msinsi can use the relationship it already has with the various schools to identify these young leaders and offer them with any support they would require. However some respondents noted that Msinsi usually donates equipment to schools and is not really focused on learner talents, which then gives an opportunity for Msinsi to go beyond just donating equipment. Other respondents stated that Msinsi needs to engage more with the school leaders and local leaders to find out how they can assist.

On the question of how Msinsi can collaborate with local NGOs, most respondents were not aware of any NGOs in the area which presents an opportunity for Msinsi to do an environmental scanning exercise to identify any NGOs in the area and educate the community of their existence and how they could assist the community. Respondents stated that Msinsi can engage

NGOs to come to the community to educate the community about the dangers of substance abuse, gender based violence and other issues which are rife in the community. Another recommendation was for Msinsi to have regular engagements with the NGOs to identify areas where they can collaborate to address specific community needs. Respondent 01 was quoted saying *“I think Msinsi should involve or invite external parties to assist in their CSI initiatives where there is a shortfall in order to be able to assist in bigger projects that will uplift the community as a whole. Msinsi can assist local sport coaches with their requirements so that they can continue and prevent youngsters from being involved in doing wrong things.”*

A representative from Msinsi confirmed that Msinsi does have a relationship with local schools, however the relationship is not specifically for identifying young leaders but is mainly based on requests for sponsorships from the various schools. In the previous year, Msinsi donated or sponsored foot operated water tanks and sanitisers to six (6) schools, waste bins to (two) 2 schools as part of water health education, school shoes and jerseys to three (3) schools as part of the winter campaign and library shelves and books to one (1) school. The representative also confirmed that Msinsi does not or has not partnered with any local NGOs in any of its CSI initiatives.

4.3.4.2. Education and training

With regards to Msinsi partnering with community leaders in unearthing young leaders in local schools, respondent 02 can be quoted saying *“Sport is key in the community. Youngsters only know soccer. Msinsi can assist in showcasing other types of sports that can be done and thus unleash talent there. Msinsi can also provide space at the reserve for those specific sports”*. Respondent 08 stated that while Msinsi already has a programme where they visit schools, however, they only teach them about the environment, the respondent was quoted saying *“Msinsi can also include seminars and workshops to develop young leaders by using Msinsi staff from the communities to address the schoolchildren on leadership skills. Msinsi can also open up opportunities for in-service trainees so that community members can be able to complete their diplomas. There is lack of internet café’s in the community as well as library, Msinsi can assist in this area as well in order to increase IT knowledge and reading skills. Msinsi can strengthen relationship with Columba to ensure that schools from the Albert Falls and Bon Accorde area are included in their leadership programme”* in highlighting other aspects that Msinsi could be focusing on to have a far greater impact.

When asked about how Msinsi can provide support to children, the aged and the disabled community members, the respondents confirmed that Msinsi is already involved in initiatives that support children, however it was noted that Msinsi was not doing anything specifically for the aged and disabled members of the community. The respondents also stated that as much as Msinsi is doing CSI initiatives targeting schools or schoolchildren, Msinsi could still do more by offering bursaries to well deserving children from the community who come from child headed, aged or disabled households. The respondents also cited items like offering swimming lessons to the youth to prevent drownings in the community and giving them space to exercise and do certain sports to keep them away from engaging in activities that could lead them to crime. With regards to the aged and the disabled community members, respondents recommended that Msinsi could teach them to create a vegetable garden, train them to take care of it so that they be able to feed themselves and also sell these vegetables to generate income.

In developing local talent, respondents stated that Msinsi should pay attention and be more aware of what community members get up so that they can identify ways that they can assist. Respondent 02 stated *“I jog at the dam but Msinsi pays no attention. They should be doing a follow up on how they can sponsor me or assist me prepare for future races. Similarly, they can engage youngsters and find out how they can assist them. Msinsi can teach swimming at certain times a week or teach fishing because fishing is a sport.”* Respondent 04 responded by saying *“Msinsi must be more involved in the community and position itself in areas where they can identify talent and see how they can help e.g. schools, local events, host talent shows and invite sponsors”*. Respondent 08 identified a need for community training relating to skills they already possess so that they could further hone their talent. Respondent 08 noted that there are dressmakers in the area which Msinsi could train further and make them a supplier of the Msinsi staff uniform. Another recommendation was for Msinsi to sponsor those dressmakers with industrial sewing machines to expand their businesses so that they can end up making uniforms for schools and other businesses requiring uniforms. According to Shava and Thakhathi (2016), community development projects targeting women have the potential to create jobs and serve to uplift the community through the reduction of poverty.

A representative from Msinsi confirmed that Msinsi has not done any CSI initiatives targeted at the aged and disabled members of the community, however Msinsi does CSI initiatives for

school children and the youth. Over and above what Msinsi donated to schools as noted in 4.3.4.1, Msinsi donated or sponsored (ten) 10 canoe boats and related equipment to a local sports academy to promote water sports, sport kits to a local running club and soccer kits, trophies and other gear to various local soccer teams. This is more or less consistent to what is usually being donated in other years. The representative also confirmed that Msinsi has a CSI Policy which covers Education & Training, Job Creation, Public Health, Community Development, and Support, Environmental Conservation and Arts, Culture and Sport. Msinsi was also noted to have a CSI Committee. This implies that Msinsi does have room to expand its CSI scope to reach more disadvantaged members of the communities such as the aged, orphaned and disabled and to also be focused on identifying talented individuals and future leaders, through its CSI Policy categories. The representative believes that Msinsi needs a wakeup call in terms of its CSI initiatives and needs to be proactive by creating legacy projects that will make a lasting impact in the community. Msinsi is exposed to various stakeholders who have good CSI models which it can also use as guidance to create its own. The representative believes that Msinsi can assist children even from choosing a career by assisting Maths and Science students at high school level and influence their career choices at that point, so that they know they have created future environmental or science specialists, catchment management specialists and biodiversity management careers. Msinsi can even transport school children to tertiary institutions during career days so that they can be exposed to all the careers out there, learn about how to apply, learn about institutions such as the Central Applications Office, while they still have an opportunity to do something about it. The representative also stated that Msinsi is in a position to create future aquaculture specialists who can come back to the community and run items such as fish hatcheries and thus create employment opportunities in the community. This highlights that there is still a lot that Msinsi can do to make a meaningful impact in the communities.

4.3.4.3. Infrastructure requirements

When asked about how Msinsi can provide support to children, the aged and the disabled community member, the respondents stated that there are people staying in areas or homes which are not suitable for their conditions in which Msinsi can assist with building a suitable home to take of community members with special needs, whether on a short term or permanent basis. An old age home was also noted as a need for community members because even though there were caregivers who are deployed by the government, they are not able to reach everyone,

the home was recommended as a central place where the caregivers can reach more people. Items like Christmas parties and exercise and fitness programmes for the aged were noted to be a need. Some respondents also indicated a lack of orphanages in the area which results in many children who are orphans ending up homeless or being involved in crime.

4.4. Findings summary

The findings reveal that Msinsi mostly hires the community for temporary jobs and not permanent jobs. The duration of temporary employment usually depends on the agreed upon terms or the duration of a specific project which the employee has been hired. Employees who are employed on a permanent basis are usually more devoted to their jobs as they work hard to acquire more skills and experience for better career advancement which can be good for any organisation because productivity increases, whereas temporary employees can easily leave their jobs for other employment opportunities or permanent placements elsewhere, creating a vacuum in the jobs they had occupied. While there are disadvantages to temporary employment, they do provide short-term benefits through the income that is earned and they also assist in eliminating long unemployment gaps on ones curriculum vitae (Švedaitė and Tamošiūnas, 2013). According to Švedaitė and Tamošiūnas (2013), temporary employment is very volatile and causes insecurity for the employees under temporary contracts because it can be cancelled anytime and that one cannot make big financial investments as a result. Further, Švedaitė and Tamošiūnas (2013) state that temporary employees earn lower than permanent employees and do not qualify for employee benefits such as medical aid and pension funds but are usually expected to work longer hours. Employees under temporary work arrangements are usually stressed due to the fear that the job can disappear anytime.

The findings further reveal that only low level positions are advertised through community leaders. Other positions are advertised through social media platforms and the company website. Hall (2007) also finds that the community members often have difficulties accessing resources regarding employment opportunities and other information. This may create a view that Msinsi does not believe that the community possesses the required qualifications and skills to enable them to compete for available jobs, which may have an impact on how Msinsi is viewed by the community members who may possess the skills and qualification that Msinsi requires. Seeing that Msinsi operates in rural areas where the community may not have access

to the internet or be able to afford data to be able to access the internet, the other posts may not reach the community to give them a chance to apply for more higher ranking positions.

It was noted that the responses under the communication theme do not point to a good relationship between Msinsi and community leaders as identified under the collaboration and partnership theme because if the relationship was good, communication will also be open and honest such that all issues brought by the community to the community leaders, good or bad, would be discussed and resolved in the meetings that take place between Msinsi and community leaders. Both parties would be interested in finding out whether this practice of employing from the community is working well and whether Msinsi is getting adequate response to their job advertisements or not. It was also noted that job opportunities are not communicated to all community members but are communicated only to a selected few. It was further noted that when they are communicated to community members, they are communicated late which results in those who had wanted to apply, missing the deadline. According to Mthethwa, Taylor and Tefera (2020), poor communication between businesses and the community could result in any initiatives being done in the area not being received positively which can result in the value that could have been derived from them being missed.

The findings reveal that some community members were not aware of any tourism products or services being offered in the community or by community members which could be due to a lack of knowledge of what constitutes tourism and the related services. This could have an impact of the community having products and services that they are not even aware that they can be used to generate an income which can assist in improving their quality of life. The findings also revealed that there are safety concerns with regards to Msinsi customers accessing community businesses and being able to support those businesses through buying the goods or services that they are offering. According to Mataković and Cunjak Mataković (2019), amongst safety challenges such as the risk of violence, crime and war that can be an issue for tourism, crime is the most prevalent. Mataković and Cunjak Mataković (2019), also state that crime can result in the image of that tourism destination being damaged, which can cause a decrease in the number of visitors coming into the area. Mataković and Cunjak Mataković (2019), further recommend that steps to make a tourist destination safe must be taken and must be in the form of joint efforts by the local community, police, government and the tourism sector. Similarly, Perry and Potgieter (2013) state that South Africa is known as one of the high crime countries in the world. Community businesses have no structures that oversee how

local businesses operate and the risks they are exposed to and thereafter provide the required support in an organised manner to assist in growing local businesses. Perry and Potgieter (2013) further state that paying a close view of the causes of crime in tourism will be of benefit economically because it will promote investments and growth in the tourism sector. Perry and Potgieter (2013) also stated that management of crime can be good for the community themselves as they will feel more safe and secure, which is known to improve the quality of life. Perry and Potgieter (2013) raise a concern that a general assumption by local communities and visitors themselves is that South Africa is not safe, which makes it very important for those assumptions to be dealt with so that the country can be viewed as safe. The findings further reveal that there are many tourism products and services around the Msinsi operational sites that Msinsi has not tapped into to identify how it can collaborate and partner with community members offering these services to be able to drive traffic to them to boost the income they generate. According to Hall (2007), the support given by tourism establishments to local businesses can provide them with an opportunity to uplift them by utilizing information that already exists. So it will be of benefit to both the community and Msinsi to know about the products and services available in the area.

According to Mthethwa, Taylor and Tefera (2020) community members who are aware and thus directly involved in tourism initiatives benefit through employment and by developing business acumen and skills. Mthethwa, Taylor and Tefera (2020) further state that the lack of knowledge about what is going on is a main contributor to the community not partaking or contributing and recommended that businesses must educate the community about their operations and how communities can benefit. The findings reveal that Msinsi does not partner or collaborate with community run businesses when there is a need to, instead Msinsi uses external service providers not located in the community. This is done even if the goods or services that they seek are available from the local community which indicates that the community is not included in any tourism initiatives to assist in their development. This could lead to poor relations with community members who could be acting as ambassadors and protectors of Msinsi. According to Muganda, Sirima and Ezra (2013), community participation is key to the success of the tourism sector and thus tourism establishments operating around their areas. Muganda, Sirima and Ezra (2013) also state that the community want to be part of decisions taken to ensure that their requirements are taken into account. Muganda, Sirima and Ezra (2013) recommend that it would be of benefit to engage the community on how they would like to be included so that their participation would be what they want rather than what

they are forced to do. The findings also reveal that community run businesses are often unregistered and do not comply with Supply Chain Management requirements which are a requirement from National Treasury to be able to do business with government. The National Treasury requires companies to be tax compliant, be registered on the Central Suppliers Database and to also comply with Black Economic Empowerment legislation as a minimum to be able to be considered for any business with government (Treasury, 2020).

According to Emran and Hou (2013), enabling access to markets for rural communities is key for the reduction of poverty and economic development. With regards to whether Msinsi can provide access to markets to make local business sustainable, it was discovered that the community is not aware of the scope of market access and only responded in relation to traditional marketing and advertising methods, whereas the scope is wider and includes much more than that. According to Chamberlin and Jayne (2013), market access includes access to local markets, production technologies, demand, and the level of the integration of local, regional and international markets. Gatare, Oduor and Zenon (2015) further state that “physical access to markets, structure of the markets, and lack of skills, information and organisation” all need to be considered for one to begin understanding access to markets. The findings also revealed that the community is not aware of resources available at Msinsi that can be used in their businesses. This could be linked to the community members feeling that Msinsi is too expensive for them and they thus end up not going into Msinsi to experience their offerings. This entry could also serve to make the community members to be more aware of what is being offered by Msinsi and could also open up their minds into how they can also be party to whatever is going at Msinsi by what is being offered in the community. According to Akama and Kieti (2007), granting access rights to the resources, encouraging community involvement and having continuous engagements with the community can also contribute to sustainable development in previously disadvantaged communities. Lastly, the findings revealed that the community is of the view that they are supposed to pay an entry fee into Msinsi sites even if they are not coming for recreational purposes but rather to discuss business ideas that they can use to collaborate with Msinsi in generating an income for themselves. This view that they are supposed to pay, is perceived as a barrier, preventing the community from business engagements which could result in them expanding their businesses or presenting business ideas where they could have received assistance from Msinsi. This points to a communication breakdown between Msinsi and community members and also points to Msinsi not utilising

the engagements they have with community leaders to discuss other issues that may be of concern for the community.

According to Crane et al. (2014), organisations must strive to create shared value between itself and communities by reducing the emphasis placed on financial gains over the needs of people. With regards to Msinsi partnering with community leaders to unearth young leaders in local schools, the findings reveal that while Msinsi does undertake some CSI initiatives for local schools, it is not doing much for those schools that would assist in identifying young leaders, other than donating equipment, sport kits and offering environmental education lessons. Msinsi has not used the opportunity it has to engage with school leaders to discover other ways that it can make a meaningful impact such as identifying promising young children while they are at school and supporting them in their journey until they reach their destination. According to Crane et al. (2014), Msinsi would be able to convert the opportunities it would identify through the engagements with school leaders to business opportunities, thus creating shared value.

With regards to support that Msinsi can provide to children, the aged and disabled community members, the findings revealed that while Msinsi does partake in some initiatives to assist children, it is not involved in any initiatives that would assist or uplift the aged and disabled communities. According to Chalmers, Cox and Picard (2021), there is a conflict of interest between the investors duties to the environment and society, and the duty to generate income in discharging their duty of trust to their clients. This conflict of interest may be the reason why Msinsi is not doing more in terms of its CSI initiatives. Further, Park and Jang (2021) state that organisations must partake in ESG initiatives because it is key for business continuity and growth. According to Park and Jang (2021), this is because prospective investors may not be keen in investing in organisations that have a questionable performance on ESG. It is common in rural areas such as the Msinsi operational sites that elders stay with their families until they pass on. It is also common that elders are custodian of the history, culture and customs of rural areas and they would possess certain knowledge that the younger generation may not even be aware of. Msinsi involving itself with the aged and disabled community members would ensure that they preserve the culture of the area through the knowledge gained from interactions with them while at the same time empowering these elders.

Lastly, with regards to ways Msinsi can collaborate with NGOs in the area, the findings reveal that some respondents indicated that they were not aware of any NGOs in the area. This could

be due to lack of knowledge on the part of the respondents and could be driven by the possibility that there are NGOs in the area, the NGOs themselves are not putting their existence out there so that the community may be aware of them and the services they offer. The lack of knowledge about the existence of NGOs in the Msinsi operational sites points to Msinsi not collaborating with local NGOs to meet community needs because the respondents would have been aware. However the lack of collaboration could also serve as proof of the non-existence of NGOs as expressed by the respondents. The non-collaboration by Msinsi could mean that there are no NGOs in the community. According to Shava and Thakhathi (2016), private organisations, community, NGOs, business and government are all stakeholders of community development. This then makes it important for Msinsi to ensure that it identifies and collaborates with NGOs as a way of contributing to the development of communities situated in its operational areas. Shava and Thakhathi (2016) further state that all these stakeholders and any other suitable stakeholders can form a PPP so that monetary and human resources are combined to assist in the reduction of poverty

4.5. Conclusion

The most common themes were collaboration and partnership, education and training and communication having been identified for most of the research objectives. Other themes which were identified relate to self-sustenance and development, community employment, products and services, locality and visitor type, investors and funding, marketing and advertising, access and infrastructure requirements. From the analysis of results, it can be gathered that the Msinsi employment practices have positively affected the families in the communities around its operational sites by providing a source of income for the employees to be able to support their families, by being close to the employee homes, enabling the employees to still be able to spend time with their families thus being an enabler for a stable home environment and affording the employees opportunities to gain experience and enhance their skills through the different training interventions that are available. Whilst there are positives that can be noted from Msinsi's employment practices and as gathered from the findings identified, there is still room for improvement so that the impact can be greater. The analysis also revealed that there are products and services available within the community that can be used to advance tourism and to improve the livelihood of those community members providing them. The analysis revealed that there is still room for the introduction and development of further tourism products and services. Further it was identified that Msinsi can assist the community members with market

access by collaborating and partnering with the right stakeholders. The analysis also revealed that Msinsi does undertake some CSI initiatives relating to children however it was not strategic or long-term focused and mainly related to Msinsi donating equipment to certain schools, after being requested by those schools and teaching the children about the environment. This highlighted that Msinsi needs to come up with a CSI strategy which will be purpose specific to make a bigger impact in the schools which will identify and support future leaders and unearth local talent. There are no CSI activities pertaining to the aged and the disabled members of the community. It was also revealed that Msinsi does not work hand in hand with local NGOs to uplift the community. Overall the analysis revealed that as much as Msinsi is doing something towards uplifting the lives of community members around its operational sites, Msinsi can play a bigger role if it can fully utilize the resources and opportunities identified in the analysis.

CHAPTER FIVE – CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter concludes the study and provides detailed recommendations based on the analysis of the data collected during the study. The findings indicate that there is a potential for Msinsi to play a role in uplifting communities surrounding its operational areas through tourism, which addresses the main research aim. While Msinsi has community employment practices in place and engages in CSI initiatives, more still needs to be done so that Msinsi can make a greater impact in community upliftment, extending beyond what is being currently done. Recommendations for future research have also been included in this chapter.

5.2. Recap of the findings

As indicated in the data analysis chapter, the findings of the study show that while Msinsi is involved in initiatives that contribute to the social upliftment of communities situated in its operational areas, Msinsi can play a bigger role in terms of expanding the scope of its community employment practices, supporting the community through the products and services that they offer, expanding its CSI scope and in assisting the community with access to markets.

While Msinsi employs mostly from the community, most of the jobs are on a temporary or contract basis and provide temporary upliftment, this gives Msinsi an opportunity to create more long-term upliftment opportunities by offering more permanent employment to the community in Msinsi's operational sites. Where qualifications to fill permanent posts by employing from communities situated in Msinsi's area of operation are lacking, Msinsi can provide training opportunities through partnering with various academic institutions and offering bursaries to deserving candidates to increase chances of permanent employment. The data analysis revealed that the community does not really have an understanding of what constitutes tourism, which puts it at a disadvantage of not fully using their offerings to their full potential.

It was further noted that Msinsi has not fully explored the natural resources available in its areas of operation and the products and services offered by the community as evidenced by the lack of collaboration and partnership with the community or community businesses. Msinsi

needs to engage the community on the products and services available in the area and identify ways that they can make the products and services work for the community.

Regarding CSI, the findings reveal that Msinsi is not doing initiatives that can make a meaningful impact on the children in the area other than donating a few equipment and teaching the children about the environment. The initiatives are not geared towards identifying and supporting future leaders and unearthing local talent. Further, Msinsi is reactive in its CSI approaches and not proactive, because it assists on receipt of requests for assistance from the community. Msinsi should proactively identify areas that it can assist the community for impact and have the necessary engagements with community leaders without being approached by the community itself, to demonstrate that Msinsi cares about the prosperity of communities around its operational areas. The findings further reveal that Msinsi is not doing much for the aged and disabled members of the community.

The study revealed that there is a potential for Msinsi to further develop the community by assisting them in making their businesses sustainable and that Msinsi can provide access to markets by navigating any known and unknown barriers with the community. It was however noted that the community lack knowledge of what access to markets entails and which pointed to a need for them being educated on the matter so that they can know the constraints they are facing, the implications thereof and be in a better position to come up with solutions.

The community members residing within the Msinsi areas of operation must appreciate that they cannot only rely on Msinsi to foster good relations with them and that this is a two way street where all parties need to take an active role in creating good relations to ensure the sustainability of community run businesses and community upliftment. Finally, this study revealed that Msinsi can play a role in community upliftment through tourism. In general, there seems to be cooperation between Msinsi, the community and community leaders, which can enhance the role that Msinsi can play in the community. Msinsi needs to develop policies that will deal with socio-economic challenges faced by surrounding communities to put the community in a better place to access employment and business opportunities, enhancement of infrastructure to improve access to markets and its contribution to education and training. Opportunities identified are the creation of permanent job opportunities, collaboration with the community, NGOs, public and private sector through PPPs, enhancing existing and introducing

new tourism products and services, communication and being more aware and responsive to community social needs through CSI and organisations being ambassadors for ESG.

5.3. Recommendations

The recommendations presented according to the research objectives are as follows:

5.3.1. Msinsi's employment practices

Msinsi should break down job opportunities created for seasonal employment by identifying people who are always getting the same opportunities by creating a database of all temporary positions and create strategies to rotate those employees between other jobs so that they can be exposed to all Msinsi job functions, with an intention to integrate them into Msinsi in a long-term. According to Eichhorst (2014), temporary job placement in an organisation can make the move to a permanent role within the same organisation much more seamless if done correctly for certain kind of jobs. Furthermore, Msinsi needs to develop temporary job rotation strategies to ensure that the same people do not get rehired for seasonal jobs to give a chance for other community members to also get employed.

Msinsi could partner with businesses operating in the public or private sector to provide internet connectivity access to the community or Wi-Fi hotspots to enable community members to be able to access the internet to be able to search for jobs and be able to apply using online platforms. Msinsi should review its employment practice of only communicating lower level vacancies to community leaders by communicating all vacancies. The advertisements could state that the surrounding community is encouraged to apply and will be given preference if they meet the job requirements through targeted employment practices.

5.3.2. Tourism products and services provided by the community

Msinsi could educate the community on what tourism is and what they can do as a contribution to tourism to be able to earn income. This learning can start in high schools, especially with Tourism having being introduced as one of the subjects. Msinsi could introduce a practical element to what is being taught at school by holding holiday camps or inviting scholars to be part of initiatives like "Take a girl/boy child to work" to be able to link theory to the practical environment. This could also be extended to tertiary students. According to Longart et al. (2017), in support of tourism education, service learning can be a good strategy. Longart et al.

(2017) however cautions that the strategy will require detailed planning and analysis in order for it to be beneficial. The scholars and students can take knowledge gained back to their families which can serve to open up their minds on available tourism opportunities in the area. In a nutshell, Msinsi needs to demonstrate opportunities that tourism brings in the community by unlocking business inventions that would bring full value of entertainment at a local community level.

Msinsi could provide security through a local business forum and make sure that customers and the community are protected or they could ask the local South Africa Police Service to be visible or patrol the area around the times the community member stalls are operating. Msinsi could also play a role of advocate for the community by identifying, in collaboration with the community, areas that are considered safe for customers, so that they do not fear going into businesses operated by the community, which can assist those businesses in generating more revenue. Msinsi needs to come up with initiatives that it can do jointly with the community so that it meaningfully gives back, which in turn will result in the community serving as the reserve protectors because they would be indirectly protecting their own businesses by ensuring the successful running of Msinsi, which will translate to a successful reciprocal partnerships of running businesses in the area.

Msinsi needs to develop local community based strategies relating to environmental scanning so that they can know the offerings that are being provided in the community or by the community so that they can determine how they can assist in making those offerings a success. Msinsi could also enter into formalised partnerships with tourism operators who may be more knowledgeable about tourism products that are available in the area, in order to package Msinsi products with other products available in the area.

5.3.3. Access to markets to create sustainable business opportunities

Of the three tourism spaces, namely fringe rural spaces, exotic rural spaces and in-between rural spaces, Rogerson and Rogerson (2021) find that the “in-between rural spaces” receive the least attention. Rogerson and Rogerson (2021) also highlight that policies should respond to the specific features of these rural tourism spaces. Msinsi should identify in which of these three spaces do their areas of operation fit under and develop policies and strategies that would specifically deal with and cater for their unique features and needs. Rogerson and Rogerson

(2021) further find that most of the people who leave to seek opportunities elsewhere, come from these “in-between rural spaces” which Msinsi could capitalise on by coming up with initiatives which could encourage community members to stay and be part of initiatives aimed at uplifting the communities with the skills that they have.

Msinsi should give first preference to community run businesses when they require goods and services. Msinsi should also make community business a standing agenda item in meetings with traditional leaders so that they are always aware of local businesses and come up with partnership and collaboration strategies with those businesses to ensure that business is kept within the area. The use of external service providers should only be done where there is no provider within the local community. If the community run businesses do not meet certain standards that Msinsi requires, they could be capacitated to ensure that they are able to meet them for future business.

Msinsi has a Supply Chain Management Department which could hold workshops to assist community members with all the compliance requirements. Further, National Treasury officials and officials from the Companies and Intellectual Property Commission could also be invited to be part of these workshops. Msinsi should also come up with initiatives to educate the community on what access to markets means and how they can use it to grow their businesses, either by inviting subject matter specialists or doing it themselves. Msinsi could also embark on enterprise development initiatives where they can rope in various stakeholders into educating local entrepreneurs about various business requirements depending on their needs.

Msinsi could have an open day showcasing Msinsi products to the community so that they can be empowered and know what opportunities are available to them. Msinsi could also consider having discounted prices for community members so that they are not prevented from experiencing products in their areas. The practical implications of this recommendation could be difficult because it may take a lot of processes for Msinsi to come up with ways to distinguish customers from the community and others. This would require a lot of research as well as lot of engagements with the community, community leaders and other stakeholders who may have systems that could make this possible.

Msinsi should have clear guidelines available to community members who would like to access Msinsi to discuss business ideas. This could be shared at any available local forums or committees so that everyone is aware. Msinsi should also use the engagements that they have with community leaders to discuss all community issues as they relate to Msinsi so that they can clear out any misunderstandings between them and the community, or provide clarification on things similar to this perception that everyone must pay to enter Msinsi regardless of the purpose of visit, so that everyone is on the same page.

5.3.4. Available corporate social investment opportunities

Msinsi could work with community leaders to identify role models that fit the profile of ideal role model for children and the youth, who can be allocated schools where they will groom young leaders that will lead society in the future. If necessary, role models can sign a contract that will include objectives and expected outcomes. Msinsi could also provide tourism education, bursaries to well deserving community members, sport support, Information and Communication Technology exposure, build a library in the area as well as provide internet access as means of identifying young leaders, unearthing local talent and supporting the community.

Msinsi could offer support by working with the community leaders to identify deserving members to ensure fairness and traceability of beneficiaries. Msinsi could also lobby for more sponsorships from its partners and other organisations to make a meaningful impact in the community they operate in within their CSI programme. Msinsi could also assist with putting the required infrastructure in place with the assistance of other stakeholders and organisations who may have an interest in the social upliftment of the community, to address the non-availability of old age homes and shelters that could cater to the disabled community.

Msinsi could investigate the existence of NGOs around its operational areas, find out what they are there for and educate the community of the various NGO's and how they can assist the community. This can be done in collaboration with community leaders. If the investigation points to the non-existence of NGOs, Msinsi could engage the right authorities to bring such institutions to communities. With regards to Msinsi not collaborating with local NGOs, Msinsi could engage local NGOs to design programmes that address community matters that require

attention. These programmes can be a product of community leaders' intervention of addressing community challenges or improving the standard of living in the local community.

Msinsi could collaborate with the government as well as be part of PPPs so that government can fund or increase funding relating to community development initiatives and as a way to take steps about improving the lives of communities around its operational areas.

5.4. Recommendations for future research

The researcher identified that the low visitor numbers noted especially for the Nagle area, one of the Msinsi operational sites situated in Cato Ridge, Kwa-Zulu Natal can be explored further by investigating whether there is any link between the low visitor numbers and the remoteness of the area and what can be done to turn the situation around because it has the potential to be a great tourism destination.

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APPENDIX A - INFORMATION SHEET AND CONSENT FORM

Information Sheet and Consent to Participate in Research

Date:

Dear Prospective Participant

My name is Portia Mbali Ngubane, a Master of Business Administration student at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal (UKZN).

You are being invited to consider participating in a study that involves research, titled “Exploring the role of Msinsi Holdings SOC Limited for community upliftment through tourism”. The aim and purpose of this research is to explore the role of Msinsi Holdings SOC Limited (Msinsi) in uplifting the lives of communities within which it operates through tourism. The study is expected to enroll 10 participants consisting of 5 employees from Msinsi and 5 community members from Msinsi’s operational sites. It will involve the following procedures: Interviews. The duration of your participation if you choose to enroll and remain in the study is expected to be 1.5 hours.

The study may involve the following risks and/or discomforts: Exposure to COVID-19 where in contact interviews are conducted, however physical contact (where required) will be in accordance with social distancing and COVID-19 Regulations. The study will provide no direct benefits to participants. The results of the study are intended to contribute to the literature on the contribution of Msinsi Holdings SOC Limited in community upliftment.

Your participation in this study 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 study. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, of UKZN and disposed of according to university policy.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number HSSREC/00003594/2021).

In the event of any problems or concerns/questions you may contact the researcher at 205515384@stu.ukzn.ac.za and/or [REDACTED] or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

CONSENT

I _____ have been informed about the study entitled “Exploring the role of Msinsi Holdings SOC Limited for community upliftment through tourism” by Portia Mbali Ngubane.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time with no negative consequence.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 205515384@stu.ukzn.ac.za and/or [REDACTED]

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX B – RESEARCH INSTRUMENT

SCHEDULED INTERVIEW QUESTIONS

SECTION 1: DEMOGRAPHICS

1.1 Gender

Male	Female	Prefer not to answer

1.2 Age Group

18-30 years	31-40 years	41-50 years	51-60 years	61 years & above	Prefer not to answer

1.3 Site

Albert Falls Dam	Hazelmere Dam	Inanda Dam	Nagle Dam	Bon Accorde Resort	Prefer not to answer

1.4 Race

African	White	Indian	Colored	Other

1.5 Employment status

Unemployed	Permanently Employed	Temporarily Employed	Other

1.6 Education qualification/background

Matric or below	National Diploma	University Degree	Post-grad Qualification	Master's Degree	Ph.D.

1.7 Number of years in area / employed

<5 years	6-10 years	11-15 years	16-25 years	>25 years	Other

SECTION 2: In what ways have the Msinsi employment practices impacted the families in the communities around its operational sites?

- What are the Msinsi community employment practices in place?
- How many community members has Msinsi employed in the past 2 years?
- What are the occupational levels of the community members that have been employed by Msinsi?
- How do the community members benefit from being employed by Msinsi?
- What is the relationship between Msinsi and community leaders (Chiefs and Councilors) and its contribution to employment opportunities?
- Are the Msinsi employment practices considered fairly distributed and available to all community members?
- Have there been any challenges raised regarding the Msinsi community employment practices?

SECTION 3: What are the different types of tourism products or services that are provided by the community and various tourist attractions?

- What are the various tourist destinations in the area?
- What are the available tourism products and services that are being provided by community members?
- What kind of tourists do the tourism products and services attract?
- In your view, what other tourism products or services can be introduced in the areas around Msinsi operational sites?

SECTION 4: In what ways can Msinsi assist local creatives with access to markets and create sustainable business opportunities for communities around its operational sites?

- What kind of support do community members require from Msinsi to make their business sustainable?
- In your view, can Msinsi provide access to markets to make local businesses sustainable?
- What partnerships does Msinsi have that can be utilised to assist the communities in their businesses?
- What way can the partnerships that Msinsi has benefit the community?

- What resources are available within Msinsi that can directly benefit community members in their businesses?
- What constraints do community members face in accessing tourism related resources and how can Msinsi assist in unlocking community participation to grow their business?
- In your view, is there an opportunity for Msinsi to further develop the tourism products and services available within the community?

SECTION 5: What Corporate Social Investment opportunities are available in the community that Msinsi can champion to uplift the community?

- How can Msinsi partner with community leaders in unearthing young leaders in local schools?
- How can Msinsi provide support to children, the aged and disabled community members?
- What can Msinsi do to assist the community in developing local talent?
- How can Msinsi collaborate with local Non-Governmental Organisations to empower communities?

APPENDIX C- ETHICAL CLEARANCE



07 December 2021

Portia Mbali Ngubane (205515384)
Grad School Of Bus & Leadership
Westville Campus

Dear PM Ngubane,

Protocol reference number: HSSREC/00003594/2021

Project title: Exploring the role of Msinsi Holdings SOC Limited for community upliftment through tourism
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 26 October 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has 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.

This approval is valid until 07 December 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS

APPENDIX D - GATEKEEPER LETTER



Ms. P.M. Ngubane
Graduate School of Business and Leadership
University of KwaZulu-Natal

30 November 2021

Dear Ms. Ngubane

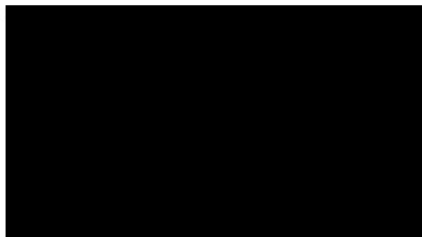
RE: REQUEST TO CONDUCT RESEARCH AT MSINSI HOLDINGS SOC LIMITED

I acknowledge receipt of your letter dated 30 November 2021.

This letter serves as approval for Ms. P.M. Ngubane to conduct research for a study titled "Exploring the role of Msinsi Holdings SOC Limited for community upliftment through tourism" using Msinsi Holdings SOC Limited.

Please do not hesitate to contact Mr. Mboniseni Dlamini on 031-765-7724 or Mboniseni.Dlamini@msinsi.co.za should there be any queries.

Yours faithfully



MBONSENI DLAMINI
MANAGING DIRECTOR

UNIT 1 and 2, BLOCK C, 18 OLD MAIN ROAD, HILLCREST, 3610 PRIVATE BAG X1020, HILLCREST, 3650

TEL: (031) 765 7724 FAX: (031) 765 7704

EMAIL: info@msinsi.co.za

www.msinsi.co.za

Managing Director: Mr. Mboniseni Dlamini

Non-Executive Directors: S Dube (Acting Chairperson) • N Radebe • S Mafalose • M Pilley • S Dlamini

ALBERT FALLS DAM & GAME RESERVE • DARVILL BIRD SANCTUARY • BON ACCORDE RESORT
• HAZELMERE DAM & RESORT • INANDA DAM & RESORT • NAGLE DAM & GAME RESERVE •

MSINSI HOLDINGS (SOC) LTD (REG NO. 199200393350) TRADING AS MSINSI RESORTS & GAME RESERVES

APPENDIX E - TURNITIN REPORT

Master of Business Administration Thesis

ORIGINALITY REPORT

1 %	1 %	0 %	0 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of East London Student Paper	<1 %
2	researchspace.ukzn.ac.za Internet Source	<1 %
3	"Tourism Products and Services in Bangladesh", Springer Science and Business Media LLC, 2021 Publication	<1 %
4	Litha L Magingxa, Zerihun G Alemu, Herman D van Schalkwyk. "Factors influencing access to produce markets for smallholder irrigators in South Africa", Development Southern Africa, 2009 Publication	<1 %
5	Virginia Munro. "Innovation, Entrepreneurship, and Solving Wicked Challenges through CSR and CSV", Emerald, 2020 Publication	<1 %
6	ugspace.ug.edu.gh Internet Source	<1 %