

**EVALUATION OF THE PUBLIC-PRIVATE PARTNERSHIP IN THE
LEKGALAMEETSE NATURE RESERVE; MARULENG MUNICIPALITY IN THE
LIMPOPO PROVINCE**

by

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(student number 2010533) and that I am satisfied with the quality of work he has produced in terms of structuring the document, in terms of style, grammar and spelling. Suggestions for suitable corrections and improvements have been made to the candidate.



(Revd Dr Lutz Ackermann, Mondeor)

DECLARATION OF THE RESEARCHER

I, Modise Christopher Mashale, hereby declare that this mini-dissertation, **EVALUATION OF THE PUBLIC-PRIVATE PARTNERSHIP IN THE LEKGALAMEETSE NATURE RESERVE; MARULENG MUNICIPALITY IN THE LIMPOPO PROVINCE** submitted to the University of Limpopo for the Degree of Masters in Development Studies, has never been previously submitted by me or anyone else at this or any other University; that this is my own original work; and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.

Modise Christopher Mashale

Date

DEDICATION

I would like to dedicate this study to my late sister Mahlatse Lorraine Mashale, may her soul rest in peace.

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First I would like to thank God the almighty, the Creator of wisdom, for giving me power, strength and endurance to write this thesis.

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ABSTRACT

The aim of the study was to examine the public private partnership in Lekgalammetshe Nature Reserve, which was championed by the Limpopo Tourism Agency under the banner of Limpopo Economic Development Environment and Tourism Department after the protected land was placed under restitution process. The purpose of the study was to evaluate whether the partnership which was created has the capacity to enhance the socio-economic development of the claimants and the adjacent communities in the area where the nature reserve is situated.

Land restitution process in case of an area declared protected area by law; says that there will not be physical occupation by the claimants in terms of section 42 of the Land Restitution Act. Therefore the only way that the claimants can benefit from the land, is to become land owners and partner in terms of activities that take place in the protected area for social and economic benefits. A public private partnership was recognised as a potential vehicle for social, economical and environmental well being of both parties. However the developmental prospects of the partnership were unknown and overestimated.

Views from the study as well as the literature review support the assertions that in this type of land claim, a public private partnership is the best way to go about developing the claimants and the adjacent communities. The review also highlighted the importance of a partnership in a protected area and its benefits, especially in developing the adjacent communities. Thus the role of the community in participating in their development and of the protected area was the main focus of this study. The study collected both qualitative and quantitative data using interviews and a questionnaire.

The study concluded by providing recommendations to stakeholders of Lekgalameetse Nature Reserve on how to improve their partnership relations. Some of the recommendations proposed are to involve a private partner to enhance development in the area; there should be provided with a coordinated and proper management, develop a capacity building tool to improve the co-management function and create an environment where all partners are equal in the partnership. The correct implementation of the Performance Management System will serve as a means to enhance organizational efficiency, effectiveness and accountability in the

use of resources in accelerating access to good quality services and a better life for all. A well balanced partnership has a potential to increase community benefits and maximize the conservation of the biodiversity of the area.

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ABBREVIATIONS AND ACRONYMS

BOT	Build Operate Transfer
CPA	Communal Property Association
DEAT	Department Of Environmental Affairs And Tourism
DWAF	Department Of Water Affairs And Forestry
IDP	Integrated Development Plan
IDTT	Inter Developmental Task Team
IUCN	International Union for the Conservation of Nature
KNP	Kruger National Park
LED	Local Economic Development
LEDET	Limpopo Economic Development, Environment And Tourism
LNR	Lekgalameetse Nature Reserve
LTA	Limpopo Tourism Agency
LNRCMC	Lekgalameetse Nature Reserve Co-Management Committee
MDGs	Millennium Development Goals
MoA	Memorandum Of Agreement
NEMA	National Environmental Management Act
NEM:PAA	National Environmental Management: Protected Areas Act, 2003 (Act no. 57of 2003)
PPP	Public Private Partnership
SANParks	South African National Parks
SMME's	Small Micro & Medium Enterprises

UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
WCED	World Commission on Environment and Development
WCS	World Conservation Strategy
WPS	World Parks Congress
WTO	World Tourism Organisation
WWF	World Wildlife Fund

CHAPTER ONE

BACKGROUND AND CONTEXT

1.1. BACKGROUND

Lekgalameetse Nature Reserve is an 18 600 hectare reserve situated approximately 44km east of Tzaneen and approximately 140km north east of Polokwane in the Limpopo province of South Africa (Limpopo Tourism Agency, 2012). The reserve offers a variety of tourism and hospitality activities, which range from game viewing, accommodation, conference facilities to a recreational site for day visitors.

Lekgalameetse Nature Reserve is one of the reserves managed by the Limpopo Economic Development, Environment and Tourism, which manages the environmental part of the reserve, with the provincial tourism agency, Limpopo Tourism and Parks managing the tourism and hospitality activities.

The South African government has committed its self to biodiversity policy and strategy which promote the reconstruction and development strategy through, maintaining biological resources providing for the basic needs its citizenry, advancing economic development and ensuring that the poor are at an advantage in terms of opportunities that are derived from conservation of biodiversity. In turn this is believed to increase participation in the institutions of civil societies that are involved and affected by conservation activities.

LNR is a provincial nature reserve which is governed in terms of the national environmental management, biodiversity act of 2004, (NEMA, 2004), its core objectives are to manage and conserve biological diversity in the region. And this is in line with the rights that are enshrined in Section 24 of the constitution of the Republic of South Africa.

Conservation biodiversity in terms of protected areas are set aside to preserve the planet's culture and biodiversity, and to provide the general public with the opportunity for sustainable recreation, leisure and education (IUCN, 2007). The key purpose of the protected areas is to preserve the environment and wildlife. Tourism

organisations and practitioners are extending the concepts of sustainability to include social, environmental and cultural considerations (Dudley et al, 1999). In line with this, interesting collaborations and partnerships are a way to go in opening new ways of managing sustainable and responsible tourism activities.

Massyn (2004) says various land reform programmes of the region aim to devolve land and associated resource rights to those who were denied them under colonialism. Thus, various Southern African countries have experimented with the transfer of rights to resources that are valued by commercial users, including tourism operators.

Often however the transfers have been partial and conditional, with state agencies seeking to offload the costs of natural resource management while retaining control of the associated benefit streams. Shakleton (1993) is of the view that, these programmes have also rarely targeted South Africa's core protected areas, more often focusing on areas adjacent to the region's major public parks. With some important exceptions, ownership of core conservation assets as well as responsibility for park development and management remain vested in the state but commercial development and management – primarily lodge tourism – are currently managed by the management agency (LTA), until they are outsourced to the potential bidder (private sector). Lekgalameetse is one of the nature reserves that are claimed by the communities living around it under land restitution.

The communities with the management agency of the nature reserve formed a co-management committee, called the Lekgalameetse Nature Reserve Co-Management Committee (LNRCCMC) which is involved in making sure that a Public-Private Partnership takes place and is effective in issues concerning the nature reserve management and communities interest are looked after. The committee represents the land claimants, Paris, Balloon, Mamashiane, Cypras, Madeira and Mangena communities from their respective villages.

1.2. PROBLEM STATEMENT

While the idea of partnership has many merits from a development perspective, their design and implementation has not always guaranteed the gains or benefits which they are designed to deliver.

The LNR public private partnership seems to be staged as members of the surrounding communities are not informed on decisions that impact on their livelihood and development in the reserve. It seems as if there is *passive participation* as the people's participation is limited to being told what is going to happen and or what has already happened. If this kind of partnership persists the community will end up revolting against any development that takes place, because they will believe that their inputs and views are not of importance. The researcher made sure that the effects of partnerships are outlined, especially in protected areas in South Africa.

1.3. AIMS OF THE STUDY

The aim of the study was to evaluate Lekgalameetse Nature Reserve's Public Private Partnership, with respect to its design, implementation and sustainability in developing the local community.

1.4. OBJECTIVES

The objectives of this study are as follows:

- To examine the nature of private partnership in the Reserve.
- To assess the benefits and or cost to both parties.
- To assess the challenges (if any), facing the partnership.
- To recommend appropriate strategies as may be necessary.

1.5. RESEARCH QUESTIONS

The research questions are as follows:

- What scope is there for PPPs in a protected area?
- Why is PPP important in the tourism and protected area?
- What motivated the partnership?

- What processes were involved in the development and implementation of the partnership?
- How is it governed? And how does this impact on the performance of the partnership?
- What are the implications of the partnership in terms of empowerment of the communities?
- How sustainable is the partnership?
- What indicators could be used to measure sustainability?
- What recommendations can be made to improve the PPP?

6. SIGNIFICANCE OF THE STUDY

The reason for the study is to evaluate Lekgalameetse Nature Reserve's public-private partnership with the surrounding local communities. The partnerships have the potential benefits to both parties. However it all depends on how they are negotiated, implemented and governed. The initiative affects a significant number of communities and hence, it is important to evaluate how the partnership has performed. This will provide lessons on partnerships for poverty reduction and sustainable livelihoods. The researcher was interested in conducting research that evaluated the partnership of the stakeholders involved in managing Lekgalameetse Nature Reserve (LNR). LNR is one of the few protected areas that are affected by land reform and it is strategically positioned to achieve sustainable economic and social development for the surrounding communities and the IDP of the Maruleng municipality.

In the context of LNR, was important to evaluate the content of partnerships created and the mechanism that are used to create and manage the partnership. The research project, through an in-depth literature review and primary exploration, provide a scientific inquiry of PPP arrangements in a protected area within South Africa. The significance of the study also lies in the fact that it would serve as a measurement tool when comparing different protected areas that went under land reform and will inform practice on how future public private partnerships in protected areas should be configured.

7. SCOPE AND LIMITATIONS

There are a various partnerships models, which communities and protected areas can pursue, based on a number of theoretical and practical considerations. This study was confined to investigating the value that the partnership has provided to the surrounding communities and the protected area. The intention of the study was not to examine how the partnerships came into play, but to evaluate the success and effectiveness of the partnership.

8. ETHICAL CONSIDERATIONS

The researcher undertakes to observe the ethical issues as set out hereunder (Strydom, 2002)

- The researcher explained to the research participants, the objectives and expected outcomes of the research, whether good or bad so that the participants will decide if they want to take part or not. This was done every time a new respondent was approached and it was done to ascertain whether they are interested or not.
- The researcher treated all the information provided by the respondents as confidential information at all times.
- The privacy of the respondents was protected at all times, and fictitious names were used. However in cases where respondents' names are deemed to be important in order to achieve the objective of the research, it was negotiated with the respondent.
- The researcher tried by all means not to deceive the participants.
- And lastly the researcher tried by all means possible to make sure that no harm comes to the respondents, they are protected from intimidation, victimization, physical and psychological harm.

9. CONCLUSION

Protected areas that are adjacent to rural communities are placed under pressure to partner with local communities. It does not matter whether they are forced due to land claims or not. Section 24 of Republic of South Africa's Constitution in states that living and taking care of the environment and its surroundings is an integral part of human rights. Lekgalammetse Nature Reserve is affected by land restitution and is placed under immense pressure by the international policies (WTO) to be in support of communities that are adjacent to any protected areas. By evaluating the PPP in LNR one wants to monitor the progress with regard to sustainable economic development. Therefore, the evaluation of this PPP is not only a matter of public interest; it will also assist the government, private partners and communities about the value that it creates.

10. OUTLINE OF RESEARCH REPORT

Chapter one of the study outlines the background and context of the research. The chapter conceptualizes the problem statement, the aim of the study, research objectives and questions. The significance of the study, the scope and limitations are also explained in detail. Since certain aspects of the research require ethical considerations, this chapter addresses those areas of concern. And lastly the chapter is concluded with the synopsis of the main themes in the overall study in chapter sequence.

Chapter two reviews available literature, in terms of theories and practices, legislation, including the pros and cons of public private partnerships. Different sources that are related to public-private partnership in protected areas are outlined and reviewed.

Chapter three deals with the research methods that were used. The methodological design serves as a guide to the researcher on the protocol and procedure followed when interacting with the research respondents. The chapter explains the techniques

used to collect data. The research design provided the framework used to collect and analyse the data.

Chapter four outlines the data collected in the research project, as well as the findings from the data collected after the interaction with the respondents, community, CPA, LEDET and LTA management.

Chapter five is the last chapter of the report. The research is concluded and recommendations are made based on the collected data and its interpretations for the betterment of the PPP's. It includes development interventions that are related to the livelihoods of communities that are adjacent to protected areas.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

The Republic of South Africa is a country with a lot of biodiversity, which has great potential for economic growth and sustainable development. South Africa is rated number three in the world in terms of its biodiversity following Indonesia and Brazil (UNESCO, 1996). Due to this factor, this has seen South Africa going through numerous social, economical and political changes as well as remarkable opportunities.

The country has gone through numerous phases of transformation given its political outlook. The impasse caused by the apartheid system created a country with different levels of socio-economic dimensions, and led to the majority of the people to be dispossessed of their lands for agricultural and conservation. This chapter interrogates available literature on protected areas, community development and public private partnerships which are created with communities that are adjacent to protected areas.

The most important objective of South Africa's socio-economic transformation is to stimulate the economy in order to create the means to improve the quality of life of all citizens, by so doing redressing the fundamental challenges of gross inequalities in society. This will ensure that communities that are adjacent to nature reserves benefit from the socio-economic activities that are taking place in those areas.

The state plays a major role in protecting the biodiversity of the country, promoting economic growth and sustainable development, and in implementing poverty reduction programmes that are in line with community development. It is the responsibility of the state to create maximum benefits for communities next to nature reserves, especially in cases where they have rights over land and where the state controls

competitive site, this creates hope for improving rural livelihoods (Wolmer and Ashley 2003).

In most circumstances nature reserves have been established without due consideration for communities adjacent to them. This circumstance has affected their livelihoods, social structures, customary rights, and in the process this has created a lot of tension between the locals and conservation agencies, which at a later stage affects the success of the protected area. So the state has the responsibility to address this issue if the goals and initiatives such as the *Millennium Development Goal (MDGs)*, *Reconstruction and Development Programme, ASGISSA, Provincial Growth and Development Plan, Local Economic Development (LED) and Integrated development Plans (IDPs)* are to be achieved. The National Environmental Management Protected Areas Act (NEM; PAA) guides that sustainable use of protected areas for the benefit of the local people should be promoted (South Africa 2003).

The government of the day and its national and provincial tourism and conservation agencies are tasked with the responsibility to promote both biodiversity conservation and rural development (LEDET,2009). And in the case of Lekgalameetse Nature Reserve the Public Private Partnership has been used to remedy the situation. Kepe et al (2005:3-16) is of the view that addressing the immediate and long term need of the poor, while at the same time conserving the country is not an easy task it requires commitment and compromise from all stakeholders when necessary. Armitage, Berkers and Doubleday (2007) maintain that policy decisions' regarding natural resources is increasingly less a matter of technical expertise and more of negotiation and agreement among stakeholders.

Nature reserves are key in conserving our biodiversity and a way of keeping our environment and flora and fauna in pristine condition. And with proper management of resources, South Africa will be a tourist destination of choice internationally and nationally. This will create investment opportunities; create jobs, increase demand and supply of tourism products and services.

2.2. OVERVIEW OF PPP AND DEFINITION

In April 1997, the South African cabinet approved the establishment of an Inter-Departmental Task Team (IDTT), chaired by the Department of Finance, to initiate the development of a regulatory framework for PPPs, and explore how PPPs could improve infrastructure and service delivery efficiency. The IDTT was mandated to develop a national Public Private Partnership programme, the key objectives of which were to identify the major constraints to the successful implementation of PPPs, and to develop a package of cross-sectoral and intergovernmental policy, and legislative and regulatory reform. In December 1999, cabinet endorsed the resulting strategic framework for PPPs.

There is an ongoing debate about differences in the following terms like: relationship, joint management, collaborations and partnerships. Despite the variety of terms used, the core elements of a partnership are that it involves a relationship among stakeholders, where some kind of pooling of resources, time and energy occurs to achieve similar goals (Bramwell & Lane, 2000; Gray, 1985; Selin & Chavez, 1995).

Partnerships exist on different levels and take different forms, but they have in common the expectation that the participants can achieve their objectives more effectively and efficiently through strategic alliances with others rather than acting independently. This 'collaborative advantage' (Huxham and Vangen, 2000) is attained by pooling complementary resources and sharing risks and rewards in the joint undertaking (Warner and Sullivan, 2004).

Partnerships make it possible for government and private investors to avoid fresh investments in land, labour as well as other costs of managing and protecting the environment. It is seen as a way of allocating risk between the companies and the communities that they work with. Production-related risks are transferred to the communities while the private companies retain the risk of marketing. It is important to outline that it is a very challenging and risky exercise to give a community that has little or no experience at all to manage a protected area. Collaboration with a wide

range of stakeholders can facilitate a move towards sustainable tourism (Bramwell & Lane, 2000; de Lacy, Battig, Moore, & Noakes, 2002).

Public-private partnership refers to an agreement whereby the public and private sector work together to provide a service. PPP is an international concept that is used by most governments, working with the private sector to create or operate public infrastructure projects such as roads, buildings and social services (English & Guthrie, 2003). PPPs are considered and justified by governments and the private sector by saying that they are cost-effective, provide better services and spread the risks to the both parties.

Bramwell and Lane (2000) define *Partnership* as regular, cross-sectoral interactions over an extended period of time between parties, based on at least some agreed rules or norms, intended to address a common issue or to achieve a specific policy goal or goals, which cannot be solved by the partners individually and involving pooling and sharing of appreciations or resources, mutual influence, accountability, commitment, participation, trust and respect and transparency.

Public Private Partnership (PPP) is the term the South African government uses to refer to outsourcing the delivery of public services to private parties. PPPs are relatively new in South Africa, and support for service delivery through PPPs varies across government departments. Indeed, the “role of the state in the provision of public services in South Africa continues to be an ongoing and healthy source of debate”. Even pro-PPP advocates concede that the outsourcing of state services needs to be supported by sound regulatory practices which promote key public policy objectives, such as curbing monopolistic practices and promoting universal service access.

2.3 PUBLIC PRIVATE PARTNERSHIP IN PROTECTED AREAS

The protected areas of South Africa include national parks and marine protected areas managed by the national government, public nature reserves managed by provincial and local governments, and private nature reserves managed by private landowners. The ICUN (2005) defines a nature reserve as a protected area of importance for wildlife, flora, and fauna of features of geological or other special interest, which is reserved and managed for conservation. The primary goal of most protected areas is to conserve biological diversity and provide ecosystem services, not to reduce poverty. However, examination of the linkages between the establishment and management of protected areas and issues of poverty in developing countries has become a practical and ethical necessity. Practical, because to survive, protected areas in the poorer nations must be seen as a land-use option that contributes as positively to sustainable development as other types of land use. And ethical, because human rights and aspirations need to be incorporated into national and global conservation strategies if social justice is to be realized (ICUN, 2005).

The fragile land position in South Africa is also influencing the move toward partnerships. The current land debate has already implicated existing private companies as claims are made on some parts of their land. Partnerships that involve outsourcing from individual-owned or community-based land resource shields the conservation companies from tenure disputes as they do not have to continue with investments on the land. Since these private and public institutions may lose to the benefit of land claimants, it is imperative that they strengthen partnerships with communities to maintain and improve on conservation effort and tourism. In addition, due to the previous land policies of apartheid South Africa which denied blacks ownership of land and often subjected them to displacement, conservation activities have in the past, been viewed with suspicion and hostility by communities.

The apartheid system in South Africa created a situation whereby protected areas were often strictly fenced off, with little or no positive interaction between protected areas and adjacent communities. The adjacent communities were restricted from

gathering customary resources such as traditional food, firewood for fuel/energy and medicinal plants as it was considered to be illegal. The majority of these communities experienced change, after they had access to claim their land in terms of the Restitution of Land Rights Act (No 22 of 1994 as amended), and most of the protected areas were affected. The above mentioned act provides for the restitution of land rights to people and communities that were dispossessed after 1913 as a result of discriminatory laws that were carried out without compensation.

These have led to quite a considerable amount of protected areas managed by government, conservation agencies to be partially or completely under land claim, and land restitution. And the government of the day believed that co-management in a form of partnership should be a way forward or preferred option in terms of land claims. The topic of land claims on protected areas was addressed at the 5th World Parks Congress (WPC) in 2003 in Durban (DEAT 2004). These led to 'representatives from 12 rural communities who live in or near protected areas, and had made restitution claims in South Africa, met at Cape Vidal on the eve of the 5th WPC to share experiences and raise issues regarding the role protected areas play in local economic development and poverty alleviation' (DEAT 2004).

Important Issues were identified and discussed with regard to the implementation policy designed to integrate conservation programmes and to improve rural livelihoods. These issues and the resolutions taken are contained in the *Cape Vidal Memorandum which outlines clear actions to address the following issues of importance to communities affected by forced removals in the past:*

- Clear land ownership and rights are the basis for secure access to resources and the ability to unlock the benefits that can come from partnerships.
- Lack of capacity in both communities and conservation agencies poses as one of the greatest challenges to effective co-management.
- Appropriately structured tourism businesses can play a key role in delivering economic benefits linked to the conservation of biodiversity (DEAT 2004).

The People and Parks programme which was given a great boost by the 5TH WPC, prioritized land restitution in protected areas as its main focus, and these led to co-

management, access and benefits sharing and community public private partnership (PPP) models. These models are aimed at balancing the objective of biodiversity conservation with increased local economic development and poverty alleviation. Wolmer and Ashley (2003) are of the view that the right of participation in protected area management will increase with ownership. With the current land issue in South Africa, it is in most cases difficult to balance interest of communities and conservation agencies when land is set aside for conservation (de Villiers 2008).

The models of community-based or pro-poor tourism, being promoted as development options have very limited, and very mixed pedigree, and it remains to be seen whether they can deliver the anticipated benefits. 'If they fail to succeed on sufficient scale, or if the benefits are not widely distributed within communities, the pressure for direct access to land for subsistence that drove many of these claims in the first place is likely to resurface' (Lahiff 2002).

Carruthers (2007) is of the view that South Africa's protected areas are envisaged as cash cows for economic development and service delivery, rather than biodiversity protection or ecosystem services luxuries. Nature reserves are subsidized less by the government, and conservation agencies rely more on their own income generation to sustain operations and to fulfill their mandate of biodiversity conservation. It is questionable whether they manage to do so with the additional expectations of benefit sharing by land claimants. As a result, there have been cases of conflicts often resulting in destruction of environmental resources.

The private and public institutions realised the need to forge close relationships with communities adjacent to their projects in protected areas by involving them in conservation activities to allow benefit flow to the communities.

Through community involvement in conservation activities, it is assumed that conflicts would be minimised, thus partly seen as a security measure against arson and other prohibited uses of the protected resource. Ojwang, (1999) acknowledges that through integrating the local communities into these projects, private and public institutions are fulfilling a social responsibility of creating development opportunities for the impoverished rural communities adjacent to their projects and thus view their contract partnership with the communities as a tool for rural development

De Beer and Swanepoel (2000) are of the belief that local people, irrespective to how indigent they may be, always have information about the hardware and software that can be used to better enhance their particular predicaments and livelihoods. This means that they know precisely what their challenges are, and what causes these challenges, and they know how to solve these challenges using resources at their disposal. It is sad that in some partnerships, some of the participants come with their own agendas, and this might be in contrast with the objectives of the partnership.

To the communities, partnerships with private companies assist in building local empowerment through training and exposure to technical and managerial skills and improved decision-making. It also gives them a chance to participate in the management and use of local resources, provides income as a tool for poverty reduction and contributes to the overall development of the rural areas.

There is a range of benefits that the community as a whole will receive in the form of improved infrastructural initiatives as private companies develop schools, medical centres and roads in areas where they work. More often than not, communities with land resource are ill equipped in terms of access to credit facilities necessary for production, technical expertise and markets for their produce. Their association with private companies gives them access to such incentives. In South Africa and other countries in the world, communities that are adjacent to protected areas have demonstrated the capability to conserve natural resources.

There is quite a number of existing examples of PPP's in protected areas which are functional in their own right, one can look at cases of the following partnership relations in this regard; Makuleke (KNP), Madikwe, and Campfire (Zimbabwe). The case studies are presented in annexure A and B.

2.3.1. Partnerships between protected areas and private sector

In South Africa's industries or sectors, various factors continue to motivate community-company partnerships. Apart from existing relationships between industries and communities, there's still potential for partnerships on existing commercial land, community woodlots, and indigenous forests and on newly afforested communal land (DWAF, 1999). For the private company, contract partnerships with communities for instance, is an accumulation strategy and an alternative way of acquiring supply of indigenous knowledge and human resources from the neighbouring communities. Ojwang, (1999) is of the view that partnerships are encouraged in areas closer to the industrialized or commercialized land for easy access and to minimise operational costs.

Partnerships exist on different scales and take different forms, but they have in common the expectation that the participants can achieve their objectives more effectively and efficiently through strategic alliances with others rather than acting independently. This 'collaborative advantage' (Huxham and Vangen, 2000) is attained by pooling complementary resources and sharing risks and rewards in the joint undertaking (Warner and Sullivan, 2004).

Rhodes, (1997) is of the view that due to the state of affairs, the incentives faced by particular organisations to participate, the creation of partnerships can be interpreted as part of a broader shift in governance, or the process of giving 'direction to society' through the interplay between government, business and civil society. Indeed, partnerships are sometimes seen as a new model of governance, as government uses it to its advantage due to the challenges it faces on daily basis.

The partnership phenomenon is not without controversy, with opposing commentators highlighting either the potential public interest benefits or risks (for example Zadek and Radovich, 2005). In addition to these policy concerns regarding their broader impact, partnerships often confront significant managerial and leadership challenges in fulfilling their potential (Vangen and Huxham, 2003). This is despite numerous efforts to provide 'best practice' guidelines or frameworks for

partnerships both in the scholarly literature and in policy circles the South African *Treasury Manual on Public Private Partnerships* and others.

2.2.2. Partnerships between protected areas and government

The government, views partnerships as a mechanism for facilitating the social and economic empowerment of rural communities. The government's role is to create an enabling environment for the development of the sector in a way that is equitable and sustainable. The government of South Africa acknowledges that in addition to other sectors, the conservation industry has a significant role to play in rural development (DEAT, 1996) through providing opportunities for the emergence of Small, Micro and Medium Enterprises (SMMEs).

Partnerships can sometimes be seen as a new model of governance, referred to as 'new', 'collaborative' or 'network' governance, among other terms (Moon, 2002; Donahue, 2004; Ruggie, 2002). Benner et al.,(2004) argue that partnerships are being established in response to gaps in traditional governance models, especially with regard to the limited – and some argue declining – ability of states to devise and implement rules or to provide public goods in the increasingly global and complex interactions between social, economic and environmental systems.

A more complex form of PPP is a concession, where the concessionaire's responsibilities usually include maintenance, rehabilitation, upgrading and enhancement of the facility in question. A concession may involve a substantial capital investment by the concessionaire. Another complex PPP arrangement is Build-Operate-Transfer (BOT) schemes. In a BOT the private party undertakes the financing and construction of a given infrastructure facility, as well as its operation and maintenance, for a specified time period. Given the often substantial capital investment by the private sector under such arrangements, the contracts tend to be of long duration (usually 25 years).

According to the *Treasury Manual on Public Private Partnerships*, service delivery through a PPP changes the means of delivering services but does not change a government department's accountability for ensuring that the services are delivered. The department's focus shifts from managing the inputs to managing the outputs the department becomes a contract manager rather than a resource manager. In terms of draft *Standardized PPP Provisions*, published for public sector input at the time of writing, a government department has contractual remedies if the private PPP partner defaults.

These remedies include financial claims covered by some security, penalties and, in certain instances, ability for the government department to step into the PPP project. In some circumstances, defaults may entitle the government department to terminate the PPP agreement. (Martin Schönreich)

As it is agreed that partnerships happen at different levels and in different forms, it is important to outline that the above mentioned levels and forms are influenced by the core elements as alluded to by Bramwell and Lane (2000), which are pooling and sharing of resources, participation, mutual influence, accountability, commitment, trust and respect , and lastly transparency.

2.4. THEORETICAL FRAMEWORK FOR PPP AS A MECHANISM FOR COMMUNITY DEVELOPMENT IN PROTECTED AREAS

There are a number of partnership formations or methods that can be used in protected areas or nature reserves, depending on the level and kind of venture and the benefits thereof. In this study we are only going to concentrate on one *model of partnerships* which is common in protected areas in the Southern African region, which is co-management. Co-management is occasionally referred to as participatory, collaborative or joint management (Berkes and Henley 1997; Kepe 2008).

There are many definitions of the term 'co- management' but it is commonly regarded as a middle-range management option between state and community management (Isaacs and Mohamed 2000) suggesting and encouraging participatory democracy, power sharing, local incentives for local use of natural resources, and decentralisation of resource management decisions (Kepe 2008). These are so-called cooperative arrangements in which the groups and the government work together as equal partners and have decision-making powers based on an agreed ratio.

Because there is no blueprint for co-management, numerous types of co-management/governance can be identified. The essential difference between management and governance is that management is about what is done, while governance is about who makes decisions and how (Borrini-Feyerabend 2008). Greater participation by resource users and landowners in management activities and the integration of local values and knowledge in decision-making processes are recognised as necessary and beneficial (Berkes and Henley 1997; Hauck and Sowman 2005). In the year 2007, the Department of Land Affairs and Department of Environmental Affairs and Tourism signed a MoA which led to the cooperative national approach to the resolution of land claims in protected areas (South Africa 2007). And the use of co-management method was considered the only strategy in the MoA to reconcile land restitution in protected areas (Kepe 2008).

The evolution of South Africa to a democracy country in 1994 led to a number of new policies and laws for natural resource management. International debates and trends influenced policies and laws supporting the principles of equity, social justice, participation, environmental sustainability, accountability and transparency (Hauck and Sowman 2005). Co-management is described in Section 42 of NEM: PAA (South Africa 2003).

Even though it does not define co-management, it affords guidance on co-management in protected areas in South Africa. In accordance with Section 42, the conservation agency of the protected area may enter into a co-management agreement with another organ of state, a local community, an individual or other party but the co-management may not lead to a duplication of management functions.

The levels of participation in the different types of co-management depend on various factors and range from government driven to community driven (privately managed). Co-management can thus range from an agreement between government and resource users/landowners groups, in which the government consults with these groups, but makes all the decisions, to one in which the groups have been delegated most of the power to develop, implement and enforce rules, and are required only to inform government of their decisions (Hauck and Sowman 2005).

Normally, the right of participation in protected area management increases with land ownership (Borrini-Feyerabend et al 2000; Turner et al 2002). The management capacity of the landowners also determines the level of participation. Other factors are the group size and group coherence of the landowners, the connectivity to the land, the development potential of the protected area, and the possibilities for outside support. These factors influence the landowners' decision on how much they want to or can be involved in the management of the protected area.

Landowners also have to choose how much they can/want to invest in co-management, and thus how much risk they are willing to take. According to Berkes (1997), co-management is feasible only if at least four conditions are met. These are the presence of appropriate institutions, trust between partners, legal protection of local rights, and economic incentives for local people. Due to land restitution, land ownership in protected areas in South Africa often changes from state land to private land and therefore this feature needs to be taken into consideration, as it influences the resource and land rights.

In South Africa cooperative co-management is promoted as the preferred settlement option within the land restitution process in protected areas. A recent example is the joint conservation management initiative of the Makuleke region of the Kruger National Park by the government and the community. Private investors are expected to join the partnership for further development of the area. The community now owns the land after a highly successful claim from the Kruger National Park through negotiations (Koch and Massyn, 1999).

As I conclude, Isaacs and Mohamed (2000) are of the view that 'The ability to move beyond the limitations of either state, private or community management is seen as a key benefit of co-management'. Increasingly, co-management is seen as an alternative to resource management that joins the interests of government (to achieve efficiency and sustainability) with those of landowners and resource users (who have concerns for self-governance, active participation and a variety of livelihood issues) (Hauck and Sowman 2005). And in this particular study co-management is ideal.

2.5 KEY PRINCIPLES TOWARDS GOOD PARTNERSHIP

It is important to outline that for a good partnerships to be created there need to be key principles, which are; human orientation, participation, empowerment, ownership, release, learning, adaptiveness and simplicity (Swanepoel, 1997). All the principles are deemed to be important; I believe in any context or in an underdeveloped or rural community's context, participation takes center stage.

Swanepoel (1997) and De Beer (2000) emphasise that participation must mean more than just involvement.

Participation can be categorized into two, passive and active participation. The passive participation will be in a case where local communities possess no power or control over the development process and decisions are made unilaterally by the external parties. Looking at the term from a community development point of view, Arnstein gives a clear picture of participation which is considered to be in a developmental context.

The heated controversy over 'citizen participation', 'citizen control', and 'maximum feasible involvement of the poor', has been waged largely in terms of exacerbated rhetoric and misleading euphemisms. To encourage a more enlightened dialogue, a typology of citizen participation is offered using examples from three federal social programmes: urban renewal, anti-poverty and Model Cities. The typology, which is designed to be provocative, is arranged in a ladder pattern with each rung corresponding to the extent of citizens' power in determining the plan and/or programme (Arnstein, 1969).

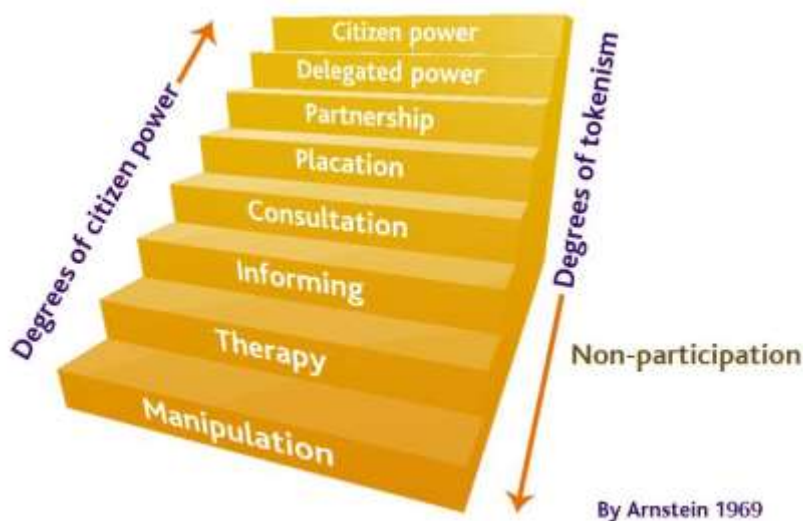


Table 3. 1: Ladder of participation

LADDER OF PARTICIPATION

Citizen Control – People participate by taking initiative independently of external institutions for resources and technical advice they need, but retain control over how resources are used. An example of citizen control is self-government – the community makes the decisions.

Delegated power – In this regard, government ultimately runs the decision-making process and funds it, but communities are given some delegated powers to make decisions. People participate in joint analysis, development of action plans and formation or strengthening of local institutions. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take over local decisions and determine how available resources are used, so they have a stake in maintaining structures or practices.

Partnership – An example is joint projects – community has considerable influence on the decision making process but the government still takes responsibility for the decision. Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives related to the project. Such involvement tends to arise only after external agents have already made major decisions. Participation may also be for *material incentives* where people participate by contributing resources, for example, labour in return for food, cash or other material incentives

Placation – the community are asked for advice and token changes are made.

Consultation – community is given information about the project or issue and asked to comment – e.g. through meetings or surveys – but their view may not be reflected in the final decision, or feedback given as to why or why not.

External agents define problems and information gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making.

Informing – Community is told about the project – e.g. through meetings or leaflets; community may be asked, but their opinion may be taken into account.

Therapy – People participate by being told what has been decided or has already happened. It involves unilateral announcements by an administration or project management without any listening to people's responses.

Manipulation – Participation is imply a pretence, e.g. with “people's” representatives on official boards but who are not elected and have no power, or where the community is selectively told about a project according to an existing agenda. The community's input is only used to further this existing agenda.

People participation is limited to being told what is going to or what has already happened. And in active participation the local communities play a role in decision making which is interactive in nature, it is seen as a right and not only as a means of achieving goals (Pretty.1995).

The different interpretations of the term participation are reflected in a typology developed by Pretty. The typology has a range of ways that development organisations define and use the term participation, Pretty has disaggregated participation into seven different types which are defined in the table below (Table 3.2).

Table 3.2: A typology of participation

Typology	Comments
1. Passive participation	<ul style="list-style-type: none"> • People participation is limited to being told what is going to or what has already happened. • People's responses are not taken into account. • Information belongs to external professionals.
2. Participation in information giving	<ul style="list-style-type: none"> • People participation is limited to provision of information in response to questionnaire, surveys designed by external agents. • Findings of the research are not shared with the people, consequently they have no influence on proceedings
3. Participation by consulting	<ul style="list-style-type: none"> • People participation involves consultation with local people by external agents. • The problems and solutions are defined solely by the agents. • They may take into account people's views during the process, but are not obliged to do so.
4. Participation for material incentives	<ul style="list-style-type: none"> • People participate by contributing resources e.g. labour in return for food, cash or other material incentive • Farmers may provide fields and labour but are not involved in the experimentation or the process of learning. • This is often called participation, but people have no stake in prolonging activities when the incentives end.
5. Functional participation	<ul style="list-style-type: none"> • People participate by forming groups to meet specific objectives related to the project. • Involvement may be interactive but tends to arise later in the project cycle after major

	<p>decisions were made.</p> <ul style="list-style-type: none"> • Institutions formed tend to depend on external facilitators, but may become self-dependent
6. Interactive participation	<ul style="list-style-type: none"> • People participate in joint analysis, development of action plans and creation or strengthening of local institution. • Participation is seen as a right and not as a means of achieving project goals • It tends to involve interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. • Local groups take control of local decision making and determine how resources are to be used giving them a stake in maintaining structures or practices.
7. Self-mobilization	<ul style="list-style-type: none"> • People participate by taking initiatives independent of external institutions or change systems. • They develop contacts with external institutions for advice and resources, but retain control of the use of resources. • Self-mobilization and collective action may or may not challenge existing inequitable distributions of wealth and power.

Pretty (1995) is in agreement with Arnstein as she came up with the active and passive participation which relates to Arnstein's degrees of citizen power and non tokenism. Both their typologies show that for partnership to become successful the local community must play an effective role by participating in all the processes. Swanepoel (1997:2) speaks of eight principles which community development workers and organizations can use in their effort to develop rural communities.

The above mentioned typologies speak to how participation can be looked at in terms of community development and partnership. A development project should act in accordance with the principle of participation (Swanepoel, 1997; Kumar, 2002).

This principle has been emphasised throughout the study as meaningful involvement of local communities in protected areas). The meaningful participation of local communities creates an important pool of local knowledge which may be tapped for purposes of development (Narayan, 2002). Meaningful involvement is certified by certain indicators including representation in decision-making structures of the tourism industry, and (meaningful) service provision through affirmative procurement and partnerships.

This means that the community participates in the planning, budget allocation and rule making of a development project (Narayan, 2002). Such participation by local people unlocks their collective knowledge on the socio-ecological system of their neighbourhood (Alamgir, 1989; Treurnicht, 2000). Swanepoel (1997) and De Beer (2000) stress that participation must mean more than just involvement. Through participation, the local communities must feel empowered: participation must translate into power for the poor.

Empowerment means more than just the power to make decisions: it includes the knowledge and information to make the right decisions. The right decisions presuppose knowledge of the subject. If local people do not have knowledge and information about the context of the development project, they are unlikely to feel empowered when they participate in it (Swanepoel (1997).

This means that no development project should seek to service the basic needs of poor communities without due regard for their human dignity. In order to enhance human orientation and dignity, it is vital that communities are consulted and involved in the design and implementation of development programmes that seek to benefit them. In order to achieve buy-in and democratisation of the development process, the approach should be bottom-up (Makumbe, 1997; Monaheng, 2000).

To conclude the discussion on the principle of participation in community development, it must be said that the community development process must be monitored and evaluated constantly to determine whether it continues to service the expectations of communities (Roberts, 1979). Because Makumbe (1996) observes that, it is not uncommon for the bureaucrats and development organisations to monitor and evaluate the development process and to keep the results to themselves. And this can hamper development as beneficiaries will be in the dark.

2.6 PARTNERSHIPS IN THE CONTEXT OF RURAL COMMUNITIES AND PROTECTED AREAS

The involvement of communities situated adjacent to protected areas requires that they participate in the decision-making processes on the subject of tourism and community development at the levels of policy formulation, application and monitoring. It suggests that they have the right to own tourism related enterprises with the aim of eliminating poverty in their households and communities. A community's involvement in tourism activities should naturally lead to its economic empowerment.

The researcher is aware of the fact that the rural communities or indigents are not a homogenous unit. They consist of diverse groups and will not benefit equally from development programmes. The poor are channeled by a number of dynamics which may improve or hamper community involvement in tourism development. In fact, as Bennett, Roe and Ashley (1999) observed, some of the poor may suffer as a result of development. Some may not be reached by development at all. However, when the poor communities participate in their own development through their own structures, it becomes possible to monitor the impact and spread of tourism benefits. And in this case those who will benefit most will be those who were affected by the displacement of the past regime.

It is universal knowledge that tourism development has the capacity to create immediate employment opportunities, especially for the unskilled labour. The tourism industry has a capacity to empower the local people economically through creating opportunities for small business development, building of local institutional capacity and skills development, rather than continuing to produce a working class. Tourism's potential for creating jobs is welcomed just as its potential to economically empower the previously neglected communities.

The meaningful involvement of local communities in tourism planning could lead to a pool of ideas, interests and attitudes and a new dynamism within the tourism industry. It would further lead to the development of policy which is supportive of participatory or collective development planning. This diverse participation could result in more consideration being given to tourism's varied economic, environmental and social impacts (Bramwell and Sharman, 2000).

The participation of the community is likely to assist in the creation of more appropriate decisions and to increase their motivation. The local community's support for environmental conservation and protection measures is likely to increase. Consequently, everyone, from tourists to owners of tourism related enterprises, will benefit (Tourism Concern, 1992, cited in Hall, 2000).

Community involvement helps to build on the body of knowledge, insights and capabilities of all the stakeholders. The sharing of ideas among these stakeholders could result in a richer understanding of issues. The process might also lead to more innovative policies, all for the good of the local community. The involvement of communities is more than a mandatory public relations exercise: it is a way of ensuring the sustainability of tourism enterprises and of equipping local people with skills (Colman, 2003).

This study supports the approach that, in using tourism for community development, the emphasis should be on striving to realize a collective community rather than individual benefits. Communities have better prospects for support from government than do individual efforts. The public sector may support community development by investing in infrastructural development and by aligning policy with outcomes.

Moreover, communities may already own certain resources such as land which is a resource that can be used for their development. All in all, community projects and involvement have more impact on social development than individual efforts. Although individually- owned businesses may be more profitable and competitive, the benefits are not necessarily widely distributed (Huata, 1997, cited in Jansen van Veuren, 2001: 139).

Involving the community solves some problems but may create others. For example, consideration must be given to how the scope of community involvement will be determined and how power relations (including gender) within the community will be managed. This is because stakeholders within the community are not homogenous. There are dissimilarities and inequalities in the power relations of local communities within the wider society (Bramwell and Sharman, 2000).

Partnerships foster the sharing of accountability in undertaking activities within a community. In this regard community participation is of importance in the tourism industry and is regarded as one of the key stakeholders. Poor people often regard tourism as an activity benefiting whites and the rich. Therefore community partnerships are very important to change negative perceptions and to give rural people a visible means of sharing in the benefits created by the tourism industry. It is important to focus on the socio-economic development of adjoining rural areas to provide a basis for goodwill and common interest conservation activities and local communities.

Managing protected areas is a mammoth task. Protected area managers and organisations have realized that for them to cope with the situation, they need to involve communities that are in close proximity with the protected areas. According to Bramwell & Sharman, (2000) most of the literature that is available on partnerships in tourism focuses more on non-commercial relations and planning, like a tourism entity working with the surrounding local communities only when it faces challenges of some sort .

Hall, (2000) observes that in most cases, PPPs are viewed as a forced form of commercial “innovation” in an age of neoliberal thinking, which promotes efficiency and effectiveness, and the tenets of “doing more with less”. In recent years it has become evident that government is creating partnerships with the claimants of the land that was previously taken and converted into protected areas and farms during the apartheid government. Bramwell and Lane, (2000) are of the view that a collaboration with a wide range of stakeholders can be a potential move to sustainable tourism. This move will in turn improve the economy of the surrounding communities and the country at large.

2.7. LEGISLATIVE FRAMEWORK FOR PPP AS A MECHANISM FOR COMMUNITY DEVELOPMENT

One of the cornerstones of the *Constitution of the Republic of South Africa, 1996*, is the bill of rights, the right to own property. A person or community whose tenure of land is legally secure as result of the past racial discriminatory laws or practices is entitled , to the extent provided by an Act of Parliament, either to tenure which is legally secure or to comparable redress. However as mentioned before South Africa still has serious challenges that are related to land tenure, and which is mostly affecting those on the borders of farms and conserved areas.

A starting point for a socially engaged conservation would be to look at global policies such as the World Conservation Strategy (WCS) of 1980. UNEP commissioned the IUCN to define and identify environmental problems and effective solutions. One outcome of this was the World Conservation Strategy of 1980. The WCS states that the central objectives of conservation are: maintaining essential ecological processes; preserving genetic diversity; and sustainably utilizing species and ecosystems. It further proposed strategic principles to governments, including doing away with narrow sectoral approaches in the integration of conservation and development. South Africa faced the additional problem of catching on very late to these calls, particularly within conservation agencies. However South Africa realized that it is messing a lot and responded to the international call for inclusiveness in environmental issues, as enshrined in its constitution.

The Brundtland Report of 1987 (titled *Our Common Future*), has contributed to producing community and conservation awareness. Noting that the WCS and others have informed this policy, it sought to depart from behaviourist tendencies and egocentrism. It espoused the critical assumption that 'it would be of no use to attempt to deal with environmental problems without a broader perspective that encompasses the factors underlying world poverty and international inequality' (Brundtland, 1987). The Brundtland Report promoted the idea of sustainable development while emphasising the negative impacts of the increasing gap between the rich and the poor. It also recommended that the limited access to resources that the poor experience could be remedied with increased economic development. This intervention would thus eradicate poverty and limit environmental degradation.

During that era South Africa was at the height of its policy of separate development/ segregation, the South African government turned a blind eye to the plight of those dispossessed of their land and deprived of access to the resources therein. South Africa, particularly conservationists, ignored the Brundtland call, particularly where it applied to Black South Africans (Masuku, Van Damme and Meskell, 2009)

Instead, conservationists intensified the separation between the haves and have-nots by reinforcing fences, increasing patrols of park fences, and increasing penalties for sustainable resource harvesting, such as hunting with dogs and plant collection. While at the time these measures appeared laudable, we can say today that they were naïve and forced developmental practitioners to narrow environmental and poverty problems to economic interventions.

Influenced by international developments (IUCN/UNEP/WWF/UNESCO, 1980; WCED, 1987; IUCN/UNEP/WWF, 1991) and the new political dispensation in South Africa, the National Parks Board introduced a social programme in 1995 to improve the parks relationships with park community neighbours.

The White Paper also reported that many communities and previously neglected groups, particularly those in rural areas, had not actively participated in the tourism industry, although they possessed significant tourism resources. Dr Yvonne Dladla,

the first post-1994 Black, female director, was appointed to run the programme. The story of these developments and associated challenges in the Social Ecology era (spanning from 1995 to 2003), led to the implementation of the 'People and Conservation' key performance areas in 2003, under Dr Razeena Wagiet, with the leadership of the ex-Director of Kruger National Park, the former SANParks Chief Executive, Dr David Mabunda.

2.8 LESSONS FROM SOUTHERN AFRICA: PROTECTED AREA PARTNERSHIPS

South Africa as a country and many other countries in the world have proved that communities that are adjacent to nature reserves have demonstrated a capability of conserving natural resources. This has gone against popular beliefs that conservation can only be a reality, in communities that are separated from protected areas. Displaced communities have proven that conservation can become a reality when they are fully engaged as conservators.

The Richtersveld community in the Northern Cape province became the first community to own and manage a nature reserve in 1991 (MacDonald 2002) the community now has access the natural resources which they manage so that it becomes a means of their livelihood.

A second lesson is, the case of the Makuleke community in the Limpopo province. This community was the first to lodge a successful land claim in the then Northern province in 1998. The community which is adjacent to the KNP, entered into a joint venture with SANPARKS and are now enjoying the benefits of conservation.

There are quite a number of cases where PPP in protected areas in the southern African region took place. The partnerships will differ in terms of agreements and their scope. The researcher has learned that most of these partnerships emanated from land disputes and stakeholders realizing the need to involve adjacent communities in activities of protected areas and sharing the benefits thereof. These

include 11 PPPs in four national parks under the auspices of SANParks (Makuleke); and PPPs in North West (Madikwe), Mpumalanga (Manyeleti), and Gauteng (Cradle of Humankind Interpretation Centre Complex).

Eco-tourism projects listed on the National Treasury website include nature reserves in Limpopo and the Western Cape, business sites in the Northern Cape, Greater St Lucia Wetlands Authority, Mpumalanga and the Western Cape. It is important to acknowledge that politically, the concept of public-private partnership has been publicized in some government circles as a magic formula that will fix a country's economic development, infrastructure blockages and services backlog, minimise the problems of privatization, job losses, corruption and the sale of public assets - while maximising the benefits to society. However, experience in Africa shows that PPPs suffer many of the same ills that afflict privatisation and public tendering.

From a number of PPPs that are regarded as being successful in South Africa, given the partnerships that are entered into willingly and forcefully due to land restitution. South Africa has a high rate of protected areas that a striving to meet the needs of the surrounding areas as much as this is to their benefit in a number of ways. LNR can take a leaf from cases that are mentioned above, and try to learn from their gains and pains.

2.9 CHALLENGES OF CONSERVATION PARTNERSHIPS IN SA

Due to the previous land policies of apartheid South Africa that denied blacks ownership of land and often subjected them to displacement, agricultural and conservation activities have in the past, been viewed with suspicion and hostility by communities. As a result, there have been cases of conflicts often resulting in destruction of agricultural and wildlife resources. The private companies realised the need to forge close relationships with communities adjacent to their projects by involving them in their activities to allow the benefits to flow to the communities. Through community involvement in conservation activities, it is presumed that conflicts would be minimized, thus partly seen as a security measure against arson, poaching, illegal entry and terrorizing of tourist.

To add on the above mentioned situation, a practical example is the failed eco-tourism project. The eco-tourism development project is in the one of the poorest regions of South Africa, the Wild Coast of the Eastern Cape province (Mkambati project). In this project, both the local and external people were involved in complicated politics of land and natural resources rights, and the question of 'who decides' and 'who benefits' was central to many conflicts that erupted. The situations led to the failure of the project due to actors not decentralizing power to the local people.

Democratic decentralization grants important decision making powers to accountable local players (Ribot, 2001). It is important that the community feels that they have ownership of the project so that they do everything in their power to make it a success, with the mentoring offered by government and private agencies. Clutter and Klasen (2002) have highlighted that government faces two major challenges in implementing Public Private Partnerships; firstly government tends to misunderstand its role in implementing PPPs and this does not mean that the private sector participation reduces the government's role. The second challenge is that government should set up proper monitoring and evaluations systems because PPPs are very much complex.

2.10 ADVANTAGES OF PPP IN CONSERVATION AS A MECHANISM FOR COMMUNITY DEVELOPMENT

To the communities, partnerships with private companies assist in building local capacities through training and exposure to technical and managerial skills and improved decision-making. It also gives them a chance to participate in the management and use of local resources, provides income as a tool for poverty reduction and contributes to the overall development of the rural areas.

Benefits to the community as a whole comes in the form of improved infrastructural initiatives as private companies develop schools, medical centers and roads in areas where they operate in a form of social responsibility. In most cases communities with land resources are ill equipped in terms of access to credit facilities necessary for

production, technical expertise and markets for their produce. Their association with government and private companies gives them access to such incentives.

There are many factors to take into consideration such as partnership governance and management, partnership development and management; benefits and sustainability which will in turn influence community development in the Sekororo area. For any community-based partnership to become a success, there are critical factors that should be considered, namely:

- i. Benefit the whole community socio-economically;
- ii. Demonstrate the value of bio-diversity as a key resource; and
- iii. Provide local ownership of resources, thus enabling the communities to accept responsibility for the resources.

South African authorities have refocused their role in order to create an enabling environment within which the private sector can operate effectively, and which can stimulate sustainable economic growth. In terms of natural resources and conservation areas, this means that instead of the state operating commercial tourism ventures itself, it promotes tourism development that is government-led, private sector-driven, community based, and labour-conscious (DEAT, 1997).

2.11 CONCLUSION

This review of literature on public private partnerships as a mechanism for community development shows that people are central to development. This suggests that without people, development becomes irrelevant taking into consideration areas that are adjacent to nature reserves or protected areas. For sustained socio-economic development in protected areas to happen, communities surrounding the areas should be encouraged to take part. Similarly when communities are not involved, conservation entities will not achieve economic development, because community members will continue sabotaging the progress being made. If communities are not aware of the value of the environment, *flora* (plants) and *fauna* (animal) species that surround them, they will always see them as game meat and fire wood that can sustain them in terms of their immediate needs. Thus, partnerships offer a great opportunity to South Africa and the communities surrounding Lekgalameetse Nature Reserve to move decisively towards sustainable development. A Public Private Partnership in the protected area has the greatest potential to move the whole area towards social and economic development, because it is a fact that most of the communities that are found along side protected areas are benefiting from proper relations created by genuine partnerships.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This chapter presents the research method and design that the researcher followed. The research method explained the techniques used to collect data, and the research design provided the framework used to collect and analyse data. The methodological design served as a guide to the researcher on the procedure that was followed when interacting with the research respondents.

Researchers use different methods when conducting their research, but there is a set of guidelines that should be followed in the evaluation of research, which are reliability, replication and validity. And the methodology should be able to guide the researcher to be ethical and sensitive to issues when conducting a particular study.

3.2. RESEARCH DESIGN

3.2.1. Choice and rationale of design

A qualitative methodology, relying on in-depth interviews, allows for a more account of stakeholder opinions and experience (Merriam, 1998; Neumann, 2000). This study was a case study research that focused on Lekgalameetse Nature Reserve as an individual case and not the whole population of cases. The interviews allowed participants to speak of their experience, feelings, beliefs and convictions in their own terms and their own words. It is common in the tourism industry to use a qualitative approach hence this study elected to use this methodology given its relevance. Interviews were held on individual basis with the respondents and the questions were framed in such a way that was not leading the respondents in a specific direction.

3.2.2. Study area

The study was based on Lekgalameetse Nature Reserve, its management and stakeholders and the surrounding communities. The nature reserve is located in the Trichardsdal, Ga-Sekoro area in Maruleng municipality and is surrounded by five villages, which are Calias, Ballon, Ga-Maake/Thabina, Tours and Mafefe. It is situated approximately 44km east of Tzaneen and approximately 139km north east of Polokwane in the Limpopo province of South Africa. Geographically, the villages that are adjacent to LNR are within the area of the former Lebowa homeland. A functional traditional leadership system is in place in the area and the villages form part of the Sekororo Tribal Area, with Chief S.S.S. Sekororo as leader of the entire Sekororo Tribal Area and various headmen as leaders of the villages within the tribal area.

The livelihood approach and outcomes of households in these villages are very similar to those of communities in former homelands throughout South Africa. Poverty is persistent and the isolated location of these villages limits employment opportunities to work on commercial farms in the district. Unemployment is therefore similarly pervasive. Wages on commercial farms are low and relatively large households often depend on a single wage combined with state pensions and/or child support grants for a household income. And this makes household income to be sufficient to cover food expenses.

Service provision in these villages is relatively good. The majority of households had access to a tap within 200 m of their plots. Provision were made for electricity to these villages but the high costs of using electricity in the home, such as installation of wiring and purchase of electrical equipment, result in the majority of households still using wood collected from the communal area for cooking and heating. Candles were generally used for lighting. Sanitation facilities are sub-standard, with rudimentary pit latrines the most common sanitation facility used. Community members do not pay for services. Despite low household income and a high unemployment rate, few households in the villages of Balloon and Calais actively practice subsistence agriculture.

Households were dependent on natural resources for wood (as a fuel source for heating and cooking), for livestock grazing, and as a source of food. Many households reportedly collect food from the veld. Respondents in the survey reported that they mostly collect dry wood from the veld for firewood. However, stakeholders reported large-scale tree felling by some community members in the Lekgalameetse Nature Reserve and it is therefore doubtful whether the available natural resource provides sufficient dry wood to meet the future needs of the entire population of the communal area.

3.3. POPULATION

A population can be defined as the entire group under study as specified by the research objectives (Burns 1998 Yoon and Uysal, 2003). The population for the study consists of the communities that are adjacent to Lekgalameetse Nature Reserve. It also includes the government Department of Economic Development, Environment and Tourism (LEDET), and one of its parastatals which is Limpopo Tourism Agency (LTA) employees, and the Lekgalameetse Nature Reserve Co-Management Committee (LNRCMC).

In this study, the research population consisted of forty (40) subjects comprising four (4) senior and middle managers, four (4) co-management committee members, two (2) community leaders and thirty (30) community members.

3.3.1. Sample Size and Techniques

The sample of the population involved in the study was selected using purposive sampling. Preference was given to people who are key (informants) participants in partnership in the reserve, people who are part of the community partnership forum. A list of potential respondents (those who are involved in the partnership) is forty people to comprise the sample size. The sample size therefore comprised of the two reserve managers, two Limpopo Tourism Agency managers, two Limpopo Department of Economic Development Environment and Tourism managers, two community leaders, thirty community members and two co-management members. The reserve management has insight on the daily activities that take place between the reserve and the surrounding communities, the Limpopo Tourism Agency and

LEDET managers are charged with the responsibility of facilitating the partnership, and the co-management members who represent the communities concerned in management issues of the nature reserve and lastly community members.

Dooley, (1990) says there are two primary sampling techniques, namely probability and non-probability sampling. In probability sampling the chance that any member of the population would be involved is known, while in non-probability the prospects are unknown. Mouton, (1996) is of the view that a researcher may use multiple methods and techniques in order to improve the quality of research. For this reasons the researcher used the probability sampling technique for sampling in conjunction with in-depth interviews and questionnaires for data collection.

The structures interviews were used because the technique is viewed to be more reliable and valid as respondents engaged, gave their feelings, asked questions, gave explanations and talked about their experiences gathered during the process of creating the partnership. In this way, the researcher received confirmation from the community members and their leaders, whether the partnership created a sustainable community development.

3.4. RESEARCH METHODOLOGY

There are two methods that are mostly used to conduct research, namely qualitative and quantitative methodologies. Bless and Higson (2000), are of the view that a comprehensive research should follow both methodologies. This depends on the setting to which the research is conducted. Research methods should be able to describe and explain the techniques used for collecting data (Mouton,1996).

The research is concerned with the evaluation of the Public Private Partnership that was created with the communities surrounding Lekgalameetse Nature Reserve and the benefits thereof with regard to sustainable community development.

3.4.1. Qualitative research method

A qualitative approach was deemed appropriate for this exploratory study for a number of practical and methodological reasons. Firstly the researcher wanted to gain in-depth insight into the partnership agreements and relations, and secondly the researcher went into the field, to a number of villagers and spoke face to face with the key stakeholders. And lastly the researcher felt that this type of partnership offered a unique and interesting opportunity to the communities that are adjacent to the protected area.

Neuman, (2000) believes that a qualitative method relying on in-depth interviews provides a way of collecting information on the knowledge, values, opinions, attitudes and experience of the target group. This allows participants to speak of their experience in their own terms and words. As it is common, qualitative approaches are relevant (Wilson & Little, 2005), this means relying on rich, thick descriptions and quotes from the interview scripts (Hollinshead, 2007)

In this research, the case study was Lekgalameetse Nature Reserve and the surrounding communities. The study was concerned with the evaluation of the public private partnership created between parties involved. The study evaluated the partnerships which were entered into by governments, private sector and communities that are living adjacent to these protected areas, as to whether they were sustainable and beneficial to all parties involved.

Structured interviews were used and interview sessions were arranged with respondents concerned. As Bryman (2001) suggest, the research firstly formulate research questions, secondly selects the right respondents, and lastly executes data collection through interviews.

3.4.2. Quantitative research method

Lawson and Ormrod (1994) are of the view, that quantitative research method is used when data is expressed in a numerical format such as numbers, tables and percentages. This conceptualises reality in terms of variables and the relationship between them. The researcher also used questionnaires to collect quantitative data on the impact of the public private partnership that was created, the benefits and developmental issues of concern. The questionnaires were distributed at local village meetings that were held on a monthly basis in respective villages. The data was reduced to numerical representation of what was being measured.

3.4.2. Data collection

Data collection is the process by which the researcher collects empirical data of historical, documentary and statistical nature. Mouton (1996) says this is “accomplished through various methods and techniques of observation such as document analysis, content analysis, interviewing and psychometric testing”.

➤ Interviews

In gathering data, the researcher used structured interviews to obtain information from interviewees, namely LTA, LEDET and Trust committee members. According to Kumar (2005), “one of the main advantages of a structured interview is that it provides uniform information, which assures the comparability of data”. This assisted in ensuring consistency throughout the interviews.

The researcher was targeting officials from Department, LTA and community trust, namely Economic Development Manager, Protected Areas Manager, Chief Parks Officer, Partnerships Manager and Trust Committee Representative. The respondents were targeted because of the positions they hold and are well positioned to know about the partnership relations. The respondents were involved during the formation of the partnership and are still involved on a day to day of the partnership.

Upon confirmation and approval of dates and times, the researcher physically visited the respondents over six days in a period of two weeks, taking into consideration the distance that the researcher had to travel to respective places where they were stationed. With permission from participants, all interviews were tape-recorded, with anonymity being ensured.

➤ **Questionnaires**

In this study the researcher applied self-administered questionnaires with questions that allowed respondents, namely the community members of the villages to fully express themselves and give detailed information. The questionnaires (30) were distributed to the community members during community meetings held in their respective villages with their chiefs.

3.5. Data Analysis

The Microsoft office excel 2007, was utilized by the researcher to summarize data; compile appropriate tables and graphs; and to examine relationship among variables. Texts, views, expressions and opinions were analysed using Content Analysis as it is one of the methods used for the analysis of qualitative data.

The above mentioned sources were examined systematically to record the frequencies of the themes and the ways in which these themes are portrayed. The study assessed the opinions of communities and the private partners with regard to a number of issues which include, the benefits derived from the arrangement, the costs, the management and governance of the partnership, its effectiveness and efficiency, and whether or not empowered community members were in the process. It also analyzed the decision making process and how they enhanced or hindered the effectiveness of the partnership. Each interview was coded soon after it was transcribed. An emergent, interpretive approach was adopted to provide a framework for transcript analysis and theme development (Neumann, 2000; Strauss & Corbin, 1998).

The emergent method of analysis allows researchers to search for underlying themes or patterns relating to the nature and quality of the partnerships as they emerged from the data, rather than on concepts determined a priori by the researcher or other authors (Neumann, 2000; Strauss & Corbin, 1998).

3.6. CONCLUSION

The research methodology and design were scientifically followed in accordance with the prescripts of research. The researcher' choice of questionnaires, interviews and document analysis was guided by the need to assist him to gather all the necessary and relevant information from participants. The research tools which are the questionnaire and interviews were structured to promote uniformity across all participants and to provide a guide to participants on how to respond or answer a question. Documents partly assisted in providing recorded information that was used to cross reference the data collected and in evaluating the partnership at different levels.

CHAPTER FOUR

PRESENTATION AND DATA ANALYSIS

4.1 INTRODUCTION

This chapter outlines the data collected in the research project, as well as the findings from the data collected after the interaction with the respondents. The qualitative and quantitative data analysis methods were used, this provides the reader with an in-depth understanding of the findings and the opinions of the CPA/Community, LEDET and LTA management.

The chapter presents findings which related to the profile of the communities in the LNR and the partners who worked with them because this was considered important for understanding the modalities, processes and outcomes of the partnership. The chapter also presents in detail, the process of partnership formation (the nature of engagement, the nature of participation of communities, the challenges, the final agreement(s) which was reached and the extent to which the interests of both parties were catered for. The chapter also presents the performance of the partnership against the expectations of both sides at the beginning of the process. Performance was measured in terms of the number of jobs created and the quality of employment, the number of new business opportunities, infrastructure improvements in the area, improvements in livelihoods and standard of living and also the human and social capital development which resulted.

Interviews were conducted with the target members of different stakeholders, and a non-probability purposive sampling technique was used to select the participants. The stakeholders were considered to be important in this study, due to their involvement in the partnership formation, coordination and governance. Furthermore the partnership documentation was analysed to obtain more evidence regarding the sustenance of the partnership.

As due consideration was observed in relation to research ethics, in the presentation and analysis of data, the names of the respondents were not mentioned for the purpose of ensuring the anonymity of the respondents.

The survey targeted senior managers of the LTA (LTP), camp manager (tourism and hospitality managers), reserve manager conservation), CPA and community leaders and representatives. They were selected because, by virtue of their position, responsibility and experience, and their knowledge in the management and running of the nature reserve and are involved in the partnership. The respondents were asked to give opinions about the partnership process and the outcomes of the PPP. The respondents were also asked to provide information about implementation, monitoring, control measures, cooperation and development mechanisms.

4.2. PRESENTATION OF DATA AND ANALYSIS

4.2.1 Presentation and Analysis of Quantitative Data

In collecting quantitative data, a questionnaire was used as a tool, it was structured in a way that it would provide information on the personal profiles of the stakeholders and their views on the effectiveness of the partnership in improving community development, partnership governance and benefits thereof. The questionnaire provided the respondents with an opportunity to elaborate their statements by making comments, opinions and raising concerns about the partnership. It also sought to evaluate as to whether or not the PPP is socio-economically sustainable.

From the six communities that successfully lodged their claims with the Land Claims Commission, two communities with thirty community representatives; which amounts to fifteen per community were sampled to complete the questionnaire. Out of the thirty community representatives, twenty six, constituting 96.2%, returned their completed questionnaires, hence the findings of the study is related to the responses given by the twenty six respondents.

In this section the responses are presented in numeric and graphical form. The analysis is from the presentations taking into consideration other documents available. The interpretation is made on whether the partnership has had an impact on the communities concerned and the governance and sustainability of the partnership to promote and facilitate economic growth and development in the surrounding communities.

The questionnaire also made provision for participants to elaborate on or qualify statements by way of making comments and suggestions, about the PPP.

1. Gender distribution in the adjacent communities

Out of twenty six (26) respondents, eleven (42%) were males and fifteen (58%) were females. This is tabulated in figure 1 below. The female population outnumber the male population in the area by approximately 16 % (Figure 1), largely because many of the men are migrant labourers who work in cities or mines elsewhere in South Africa.

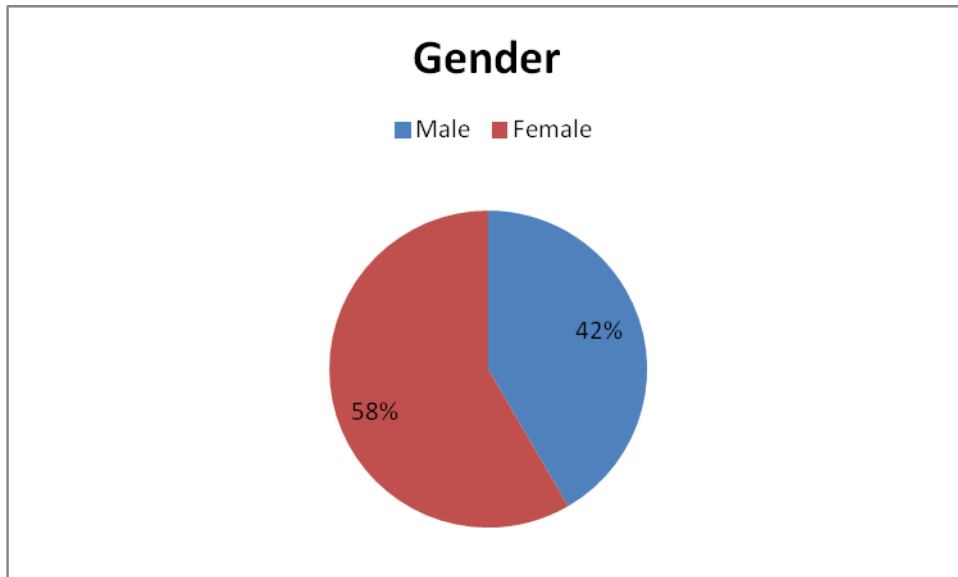


Figure 1: Gender distribution in the adjacent communities

2. The age distribution

The age distribution of the representatives living in communities adjacent to the nature reserve. The population is relatively old, with half of the respondents, thirteen (50%) above the age of fifty, followed by seven (27%) of those who are above forty years. The above-60 age group represents a very small proportion of two (7.7 %). Figure 2 shows that young people (youth) are not represented in the partnership, because only one (3.8%) represent the youth in terms of the respondents.

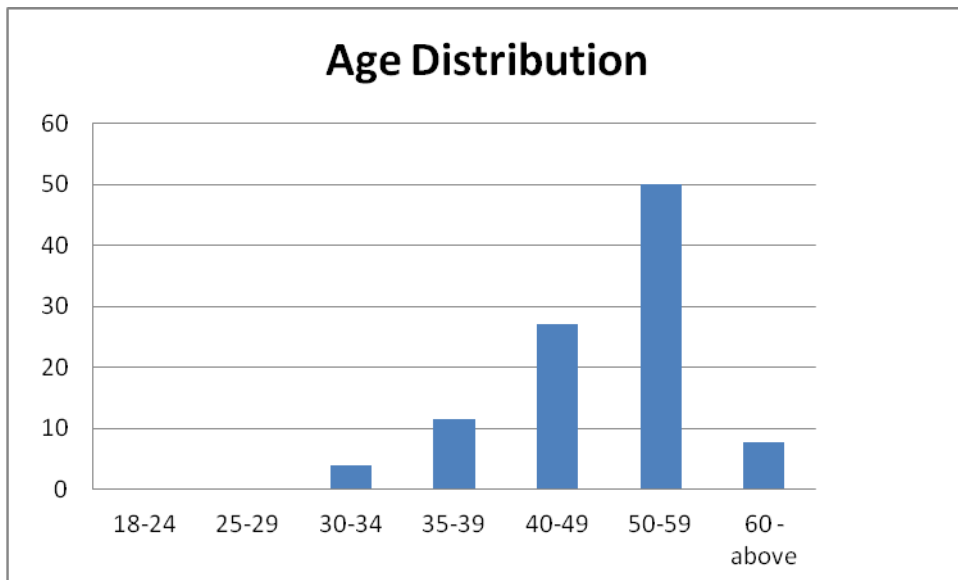


Figure 2: The age distribution of people in communities

3. Formal education levels

The formal education levels of representatives living in the communities adjacent to the nature reserve are relatively low. Figure 3 shows that a majority of the respondents are not educated, because out of the whole population only one (3.8%) respondent has higher education, four (15,4%) have grade 12, and seven have secondary education, nine have primary education (34.6%) and lastly five (19.2%) have no formal education. The figure below clearly suggest that it will be a bit difficult for the partners to agree on an issue if an effort is not made to bring the community representatives on board by providing proper training. Employment opportunities in the formal economy are therefore limited for the majority of community members.

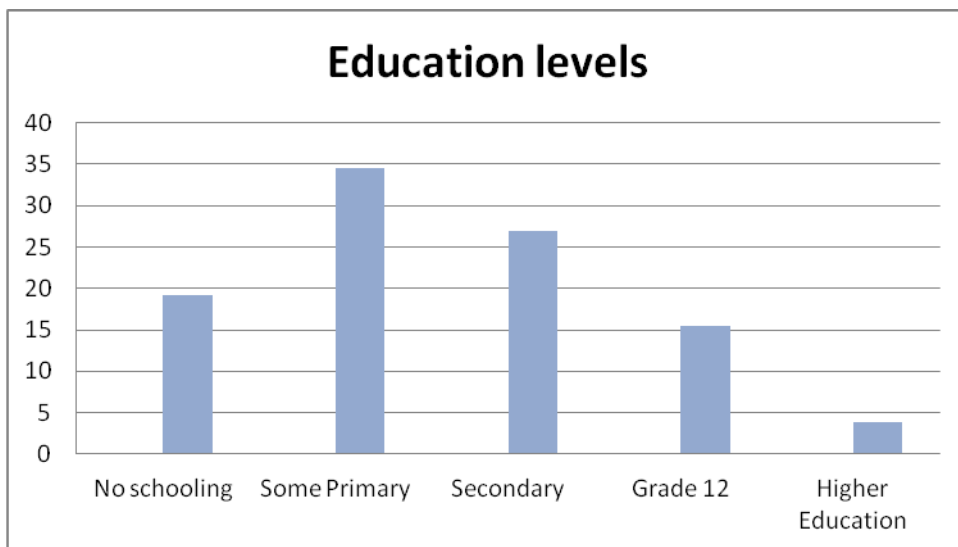


Figure 3: Highest education levels attained by the respondents

4. Employment status

Job opportunities for the population of the communal areas are mostly offered by commercial farming ventures, and comprise both temporary and permanent employment. Informal conversations with residents of the adjacent communities revealed that migration to urban areas for employment purposes is a widespread occurrence. Job seekers from these communities often migrate to the metropolitan areas of Gauteng Province, (such as Johannesburg) and the mining area of Phalaborwa.

Figure 4 illustrates the employment status of residents in the adjacent communities. Most of the employed labour force living within the boundaries of the nature reserve works in the agricultural sector. A reasonable percent (31%) of the community is unemployed. Therefore, the impact of partnership can be expected to affect the livelihoods of the communities in terms of job creation.

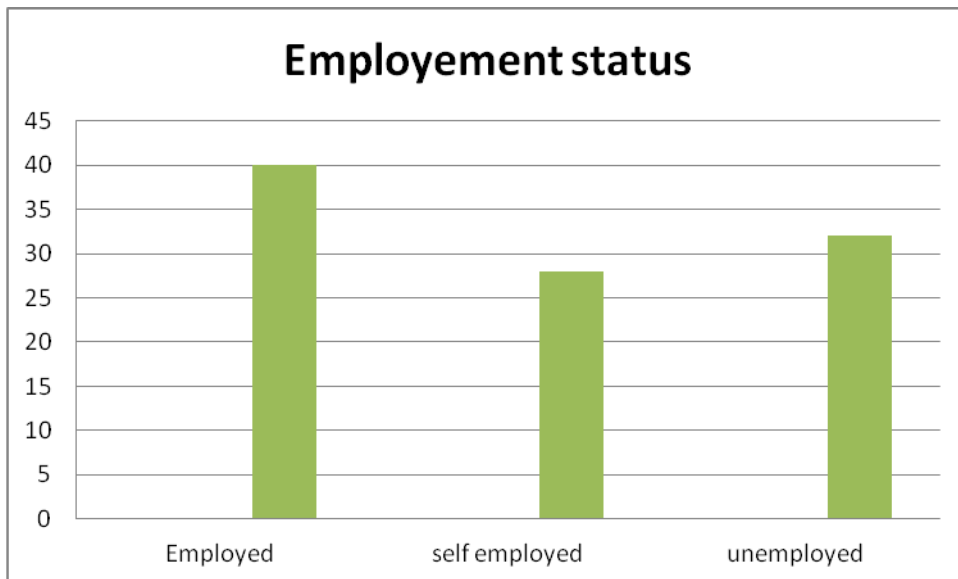


Figure 4: Percentage of employed, unemployed and economically inactive members of the potential labour force of adjacent communities

5. Partnership involvement

The graph in Figure 5 reveals that larger percentage twenty four (92.3%) of the respondents agree that they were involved in the partnership from the onset, and two (7.7%) says they were not involved. This means that there was a meaningful involvement of all stakeholders from the implementation of the PPP.

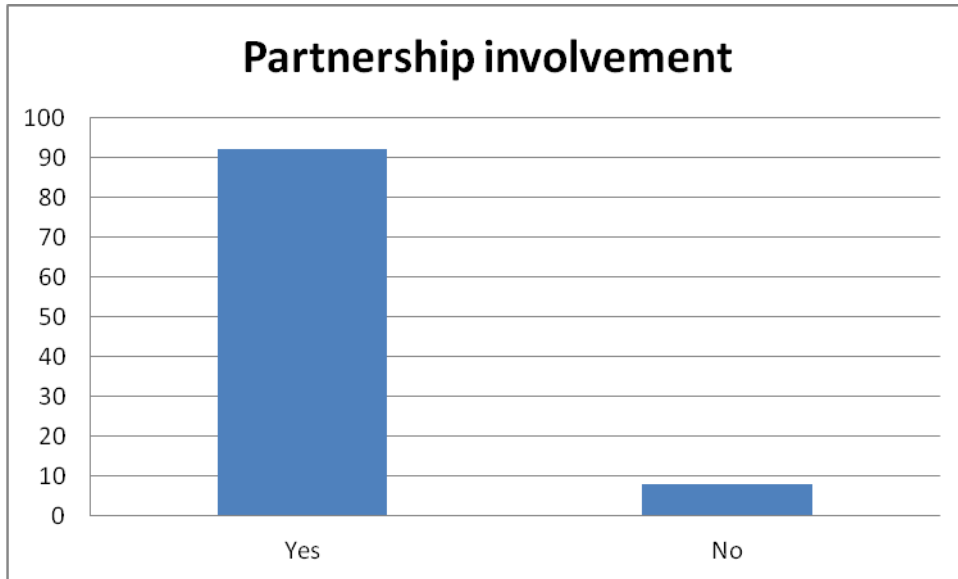


Figure 5: Percentage of people who were involved in the partnership from implementation

6. Partnership formation

The graph in figure 6 shows that fifteen (53%) of respondents are satisfied with the development and implementation of the partnership, whilst eleven (47%) of the respondents are saying they were not satisfied. Therefore, this means that the process of developing the partnership was a bit questionable due to the fact that almost half the 47% of the respondents were not happy with the process.

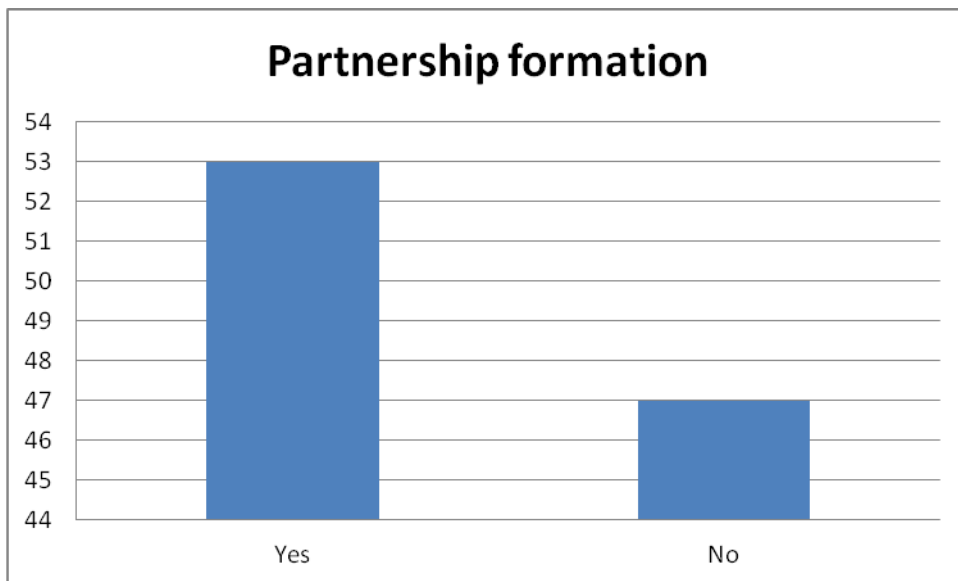


Figure 6: Percentage of people who were involved in the partnership from formation

7. Community objectives

Figure 7 displays that fourteen (53.8%) of the respondents say that their objectives were taken into consideration, whilst twelve (46.2%) were saying no, their objectives are sidelined. The respondents that are in agreement believe that the reserve is doing enough in terms of addressing their issues as they gave reasons that at the current moment the management agency of the reserve cannot do much because a lot of the work is the responsibility of a private partner. Thus, far what the management agency is doing does satisfy them. Almost half (46.2%) of the respondents are of the view that most of their objectives were overlooked by government. Because their objectives were more on employment creation, opportunities for firewood collection and grazing of their livestock more than anything. This population seems to be misunderstanding, because the management agency (government) does not have the capacity to create more job opportunities without a private partner and the biodiversity of the nature reserve cannot be compromised by taking unsustainable decisions like providing for grazing and firewood collection.

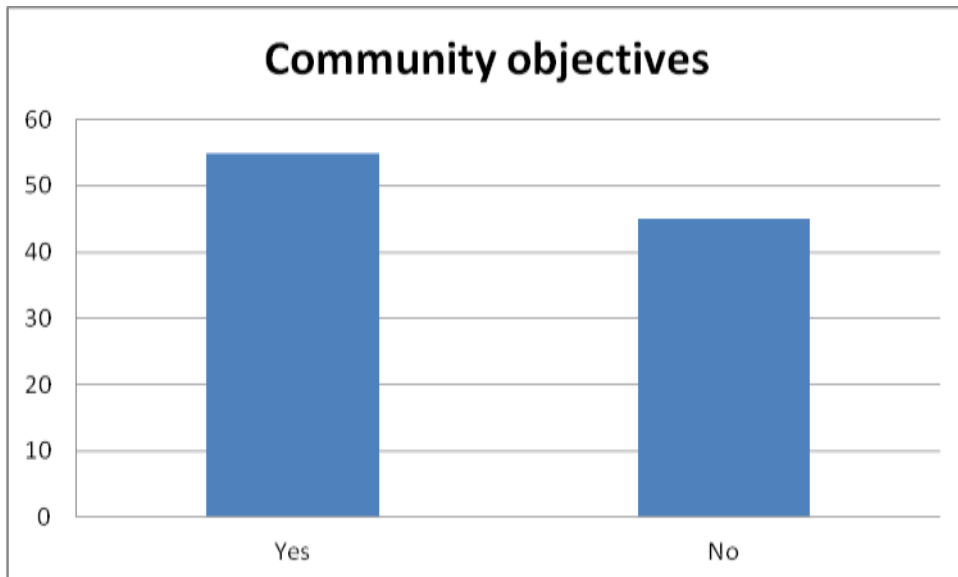


Figure 7: Views of respondents on meeting community objective

8. Community benefits

There are quite a number of benefits that can be derived from the partnership, which might come in a number of ways. The benefits for the community are mostly socio-economic. Figure 9 illustrates the central role that benefits play in the partnership, seventeen (65.4%) of the respondents were of the view that the partnership is beneficial to the area, and nine (34.6%) say no, they do not see benefits. Ever since the land claim process the communities adjacent to the nature reserve have gained free access into the reserve for personal activities for example collection of bush/mountain tea, firewood, spiritual water from the waterfall, access to game meat during culling periods, and lastly preference in terms of seasonal jobs. Although the above mentioned activities were previously restricted to the communities, there are still a reasonable number of respondents who are not happy with this change, because they claim that nepotism plays a huge role in that matter.

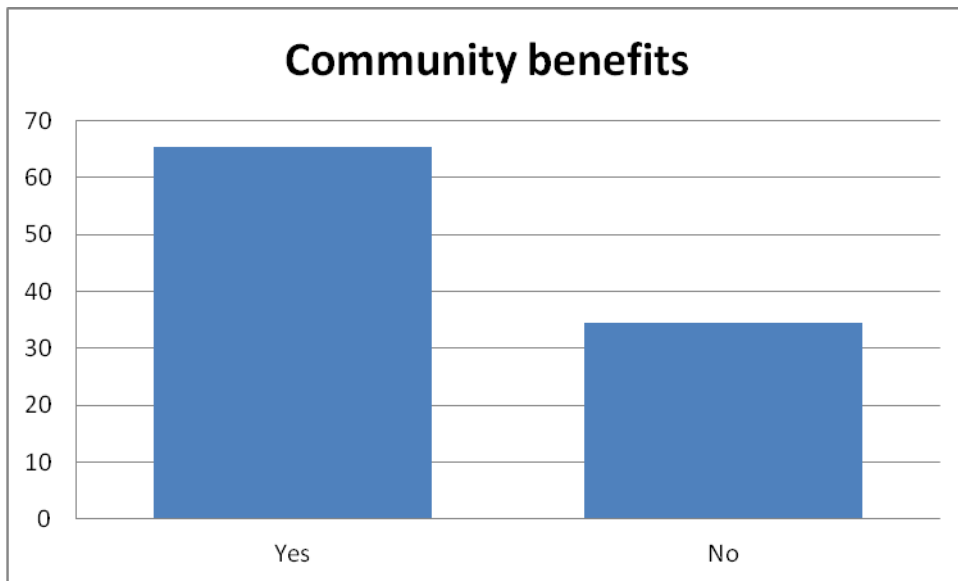


Figure 8: Views of respondents on community benefit

9. Economic growth and development

The graph (Figure 9) shows that eighteen (69.2%) of the respondents are of the view that the partnership is providing the local communities with economic growth and development, seven (26.9%) are saying no and one (3.9%) are unsure. The figure below shows the role that conservation plays in the economic growth and development patterns within the area. Therefore the partnership has an impact in the livelihood of the communities. The community representatives outlined that they benefit from tourist who visit the nature reserve by selling to them their local produce and art works.

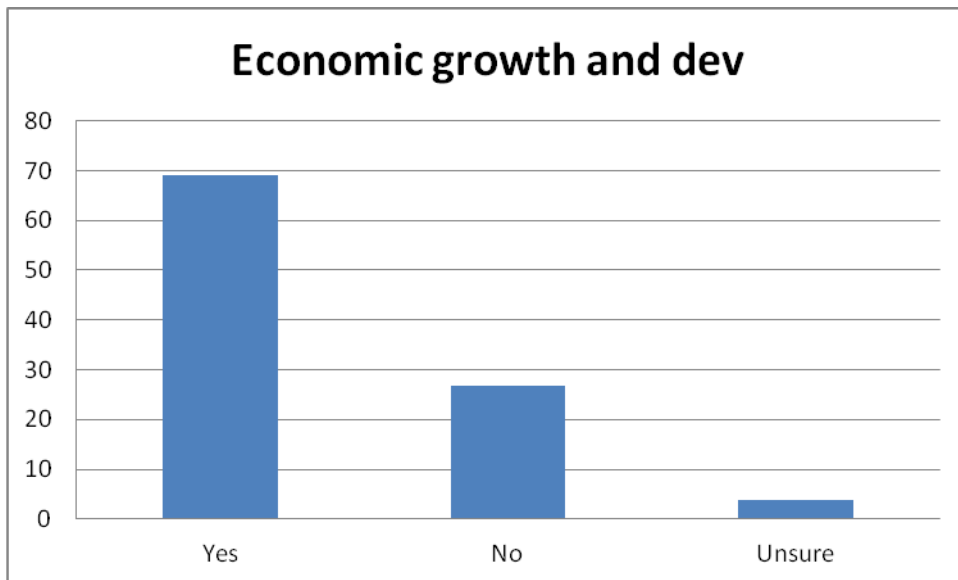


Figure 9: Views of respondents on attainment of economic growth and development

10. Employment opportunities

The graph (Figure 10), illustrates that the partnership is still lacking on employment creation as three (11.5%) of the respondents are saying there are less employment opportunities and twenty three (88.5%) are saying there are opportunities. At the present moment the only permanent positions that are available were created by the management agency and the provincial Department of Economic Development, Environment and Tourism. The management plan of the reserve shows that there are sixty six employees (66), of which eleven (11) are from the tourism component and fifty five (55) are from the conservation component.

From the comments received from the participants, the majority of the people who are employed in the reserve at the current moment are not from adjacent communities. The respondents are worried that skilled and unskilled persons are outsiders. Furthermore respondents are worried that people who are benefiting from partnership in terms of employment are indirectly employed. This means that their future is not guaranteed as they depend on occasional business that is provided by programmes like Expanded Public Works Programme and Working for Water Programme.

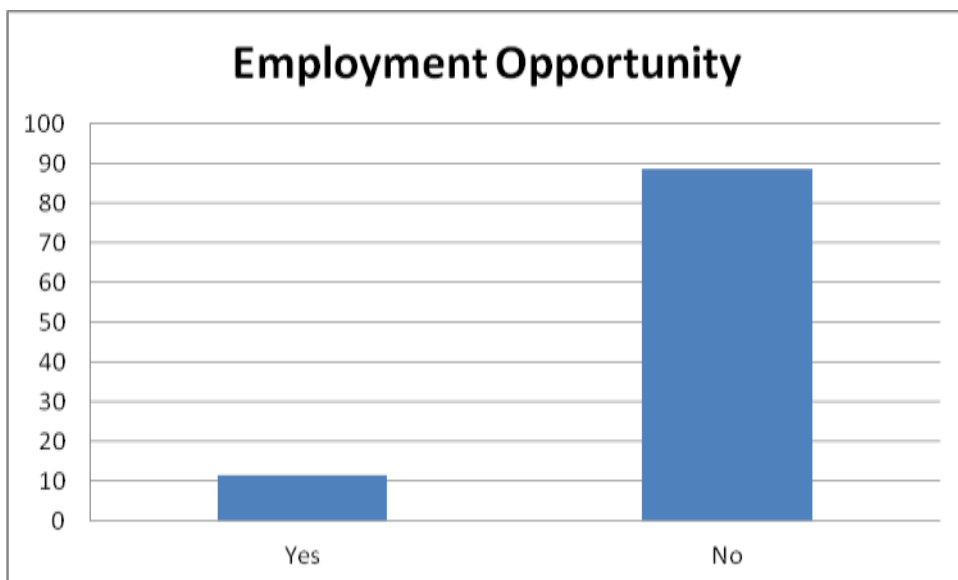


Figure 10: Respondents views on employment opportunities

11. Responses on additional revenues created by PPP

The graph (Figure 11) shows that fifteen (57.8%) of the respondents are in agreement that the partnership is creating additional revenue for local retail business and services, whilst eight (30.7%) are saying no additional revenue is created and three (11.5%) is unsure. Some of the respondents commented that the nature reserve brings more business because two owners expanded their businesses from spaza shops to mini- supermarkets due to the need for a variety of products by tourists. Therefore, the partnership is having a positive impact and it's creating additional revenue for the adjacent communities.

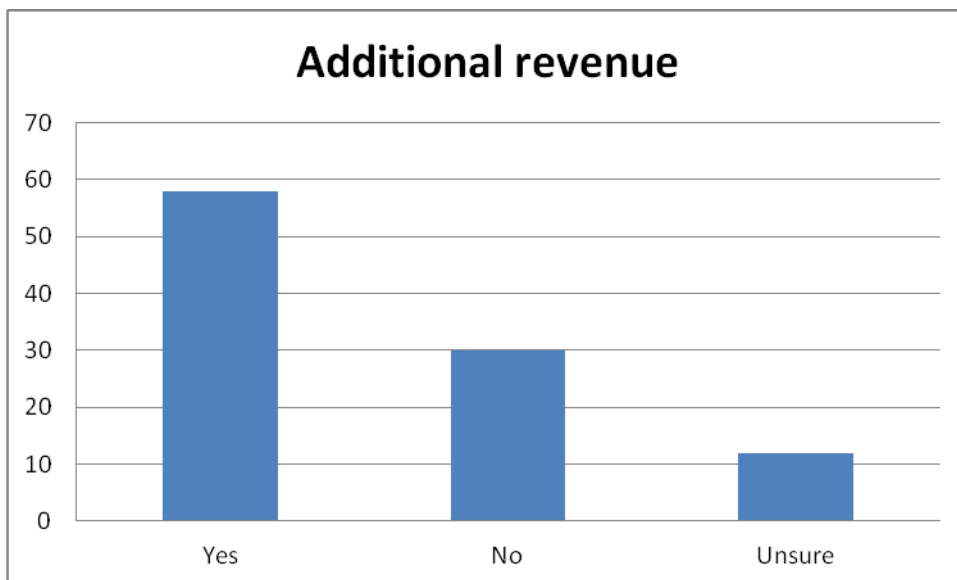


Figure 11: Views of respondents on obtaining additional revenue

Further analysis, based on the data collected and general comments made by respondents, the researcher has observed the following:

- Fourteen (53%) and twenty four (92.3%) of the respondents have confirmed that the process of partnership development and management went well. This suggests that the whole process of implementing the PPP was followed from start to finish because a majority of the respondents are happy and confident of the processes that unfolded.

- Eighteen (69.2%) of the respondents are happy with the partnership and have credited the partnership for its role in local economic development. The employment figure shows that the majority of the society in the adjacent communities is economically inactive. The respondents believe that there is a very strong correlation between the PPP and their economic freedom or growth, which can be achieved in terms of resources sharing and additional income in the form of contracts.
- The survey shows that twenty four (92.3%) of the respondents are actively involved in the partnership, and a few respondents of two (7.7%) say they were not involved in the partnership in the initial stages due to the fact that they are replacing family representatives who are no longer available due to ill health or passed on.
- The research study shows that fourteen (53.8%) of the respondents are of the view that government is biased as their objectives linked to their livelihoods were sidelined. In their comments they say the nature reserve should create more employment opportunities, increase allowances for firewood collection, and lastly grant them permits which allows their livestock to graze in the protected area.

Furthermore the analysis was extended to documentation, when reading the nature reserve's five years *Strategic Plan (2013/2018)*, it indeed confirms that the partnership envisages to secure the following;

- Meaningful and sustained benefits derived from the adjacent communities.
- Protection of the nature reserve's outstanding scenic quality.
- Preservation of the nature reserve' unique history, culture and archeological attributes.

And lastly stakeholder involvement to;

- Ensure the ongoing involvement of a representative and functional Legalameetse Nature Reserve;
- Co-Management Committee (LNRMC) in the planning, development and management of the LNR.

- Develop, implement and maintain effective mechanisms for on-going communications with co-management partners, private stakeholders and neighbouring land owners.
- Actively participate in local and regional conservation and socio-economic development initiatives that may affect or benefit the LNR.
- Identify, and enable access to, employment, empowerment and capacity building opportunities for the six affected communities.

4.2.2 PRESENTATION AND ANALYSIS OF QUALITATIVE DATA

These interviews followed a structured interview guide, directed by a topic guide to examine the interlink through a series of relatively open ended questions (Appendix B)

The interview questions were circulated in advance at the LTA in coordination with officials at the LTA and LEDET. The assessment toolkit provided a structured and an unstructured interview guide administered orally to key informants, that is, the Limpopo Tourism Agency (LTA) and LEDET. Among them were the Executive Director: Parks and Resort Management, Senior Manager: Parks and Resorts, Manager: Partnerships, Resort General Manager, Reserve Manager and CPA. The LTA officials were interviewed in their Polokwane offices, whilst those that are based in the nature reserve were interviewed in the LNR offices.

The data that was collected with the above respondents was used to give an understanding on the following;

a) Partnership development and management

The land claim was lodged in 1996 and was facilitated by government departments headed by the regional land commissioner. The communities were encouraged to claim their land for compensation and benefits attached to the land claim. The intention for the land claim was for restitution, because the land was declared a protected area, and as such physical occupation of the land was not possible.

Members of the co-management outlined that there are still struggling to be serviced in terms of agricultural activities as part of the land is for agricultural purposes.

Members of the co-management outlined that they experienced challenges during the process of lodging a claim, but said that land commissioners assisted them in that regard. It was outlined that the only partnership that exists at the moment is the co-management agreement, which all the parties are happy with. All the stakeholders are involved in the co-management agreement, namely; Paris, Ballon, Mamashiana, Cyprus, Madeira and Mangena communities and LNR management. Lastly the co-management committee members outlined that the partnership is governed by the following prescripts; (NEMPAA and the National Co-management Framework of (2009).

Additional comments received from the LNR co-management representatives provided information that, in compliance with the National Co-management Framework, they quarterly meet to discuss issues of LNR going forward. They further alluded to the fact that the partnership is gaining momentum on a daily basis and the challenges and implications for development are better understood now. It was explained that community representatives were finding it difficult to understand the implications of biodiversity and environmental management of the protected area and the surrounding communities felt it was unjust for the management to restrict their livestock from grazing in the nature reserve.

This weakness, according to the researcher's observation, confused the communities more and more, and frustrated the management agency of the nature reserve. There is lack of coherence between land ownership and biodiversity management. However, according to the LNR Strategic Plan (2013-2018), there is evidence that the management agency of the nature reserve and the communities agreed on erecting a new fence to manage livestock and poaching from taking place in the nature reserve.

In the past, the management agency had a challenge of community member destroying the nature reserve fence and poaching. This activities where rampant because community members felt that it is within their rights for their livestock to graze in the nature reserve because they felt they are not benefiting from the reserve

in any way. When they were displaced, communities lost access to settlement, ploughing fields, and grazing fields hunting wild animals, water resources, herbs and medicinal plants. Some of the reasons that were provided in this particular case were that they do not have enough hunting and grazing land.

The above challenges created an environment where all stakeholders have to come on board and agree that according to section 42 of the Land Restitution Act the area is declared a protected area; therefore there will not be physical occupation of the land and there are no activities that may in anyway compromise the biodiversity of the nature reserve.

Stakeholder consultation and support is an important aspect of effective protected area management. It is also a requirement in terms of Sections 39(3) and 41(2)(e) of the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003).

The development of the Lekgalameetse Nature Reserve's five years Strategic Plan was undertaken through a collaborative process involving local communities and other key stakeholders. Public consultation has been undertaken through a series of workshops and discussions with key stakeholders culminating in a key stakeholder workshop, held on 29 November 2012. Furthermore, the draft *Strategic Plan* was made available for public review and comment through a 30 day public review and comment process prior to its finalisation. This process created an environment where all stakeholders, especially the local communities had to view the protected area in terms of prioritizing what is important and how best they can be involved in managing the nature reserve.

b) Benefits and sustainability

The interviews conducted with members of the LNR Co-management committee were also used to collect data to give an understanding as to whether there were benefits and sustainability through the partnership, and what the impact is. The collected data can be summarized as follows:

There are more and more community members who are employed through land care programmes for example Working for Water and EPWP, these were considered indicative as these programmes have the capacity to employ 70 people on a seasonal basis in the nature reserve. The committee members outlined that more can be done in terms of effectively involving the communities in equity partnership and concessions opportunities. These are some of the programmes that the communities think are of importance in improving beneficiation and creating sustainable livelihoods.

The partnership has created a bit of an obscured economy for the adjacent communities, as residents in the communities are not given preference when it comes to permanent employment, and huge development projects/tenders. The community representatives are of the view that they are sidelined, but management agency representatives are of the view that this is due to lack of skills, knowledge and qualification.

Community representatives in the Co-management believe that the management agency of the nature reserve should not deviate from principles and clauses set out in the inter-Ministerial MoA between the ministers of Land Affairs and Environmental Affairs and Tourism of 2007 which outlines that ;

- a) Beneficiaries should have full commercial rights;
- b) Beneficiaries should be empowered in decision making; and
- c) And a high percentage of revenue must go to beneficiaries.

Additional information gathered in the interaction with the respondents suggests that LNR, through its co-management committee, conducts annual assessments on beneficiation and sustenance of the partnership in relations to the socio-economic

impact in the adjacent communities. Moreover, it was stated that the management authority is not effectively implementing decisions that are taken in the co-management meetings, which means that there is a bit of tension in the partnership management.

4.3 Realisation of objectives

The first objective of the research was to examine the nature of public private partnership in Lekgalameetse Nature Reserve, the researcher has found that the partnership which exists in the nature reserve is at the present moment is between government and the local communities. It is not yet a public private partnership, due to the fact that the process of appointing a private stakeholder was not realized in the year 2009, due to reasons that are known mainly to the management agency. And a co-management agreement is in place between government and land owners (communities).

The second objective was to assess the benefits and or cost to parties involved. And the researcher found out that the partnership has created an environment of mutual understanding because both parties can work together in harmony to achieve environmental sustainability of the protected area. The local communities are benefiting in terms of preference to jobs, tenure upgrading and development project, and access to reserve resource as per agreement and revenue from proceeds (land ownership). And the management agency/government is benefiting from better co-operation from local communities, support in terms of environmental projects and programmes by the local communities.

The third objective was to assess challenges facing the partnership. The study has found that the local communities are impatient; local communities are of the view that the development process is moving at a snail's pace due to the fact that there is no private partner who is key in terms of bringing developmental projects. The decision making process is a worrying factor as they are not informed when certain decisions are made and when decisions that were made by a collective (co-management committee) are not implemented.

Lastly, it was to recommend appropriate strategies that might assist in making the partnership fruitful. The researcher is of the view that the partnership activities should enhance the livelihood of the local communities so that they are able to play an effective role in taking care of the natural resources found in the reserve. There is no way that any person can be able to take care of the environment while the person is indigent. It should create skills development projects which will assist community members to be trained as field rangers, tour guides, and hospitality ambassadors in the nature reserve. The partnership should be able to create markets for people do who arts and crafts. The management agency must speed up the process of appointing a private partner so that more development projects can be realized.

4.4 Conclusion

From the data analysis, the researcher can conclude that there is a strong correlation between Partnership development and governance (management), benefits and sustainability of socio-economic and environmental issues of the nature reserve. It has been conclusively demonstrated that the issue is not about just partnering, but most importantly are issues such as, its content, the commitment by all parties involved and methodology used in providing for the partnership.

The effectiveness of the LNR partnership is still questionable as it is supported by evidence that governance and benefits issues of the nature reserve are not clearly outlined as provided by both representatives from the management agency and the community representatives.

From the data that is available, there is proof that the partnership was developed and implemented in a professional and harmonious way, but there is still a challenge as the co-management members disagree about the intentions of the existence of the committee, as the community representatives are of the view that what has been agreed upon in their meetings is not implemented by the representatives if the management agency (LTA and LEDET). It is worth noting that for any partnership to survive all the stakeholders must be satisfied and the decision making process should be inclusive of all stakeholders. Many PPP's overlook the principle of decision making and experience revolt by communities as a result of this action. The collected data can be summarized as follows:

Ever since the successful land claims, there has never been a monitoring and evaluation of the PPP in a development context of the nature reserve and the adjacent communities. A development assessment was conducted in the process of creating the partnership and the co-management committee outlined its objectives.

The co-Management committee was satisfied that the partnership programme was properly designed, but felt that in its implementation, most participants showed more interest in the areas of partnership development, governance, and management.

In terms of the typology on citizen participation by Arnstein, which is presented in chapter two of this study. It is clearly shown that the partnership in LNR is on the degree of tokenism which is 'Delegated power'. This is because the management agency ultimately runs the decision making process and funds it, whilst communities are given some delegated powers to make decisions in the LNR co-management committee.

Even though all stakeholders are involved in the co-management agreement, a lot still needs to be done in terms of partnership management in this area. The researcher has found out that some of the key principles in a partnership are not honored as outlined by Swanepoel (1997) in chapter two; all the principles are deemed to be important. I believe in the context of LNR, participation, empowerment and ownership take center stage. At this stage, there is no meaningful involvement as decisions that are reached in the co-management meetings are not implemented as the majority of the community representatives alluded to this during interviews that were conducted.

The partnership has not been able to provide the local communities with tangible infrastructure in terms of tarred roads, schools and clinics. Thus far a little has been done due to the fact that the process of bidding was halted after a potential bidder was identified, through the process of advertising in 2009. This has inconvenienced the local communities because the private partner is the one who is charged with the responsibility to develop infrastructure inside the reserve. The private partner was charged with the design, build, operate and transfer of a *resort, mountain lodge, 4x4 route concession, agro-tourism route concession and cable way* at Lekgalameetse Nature Reserve through a community public private partnership agreement. This

means that little or no development can take place without the involvement of the private partner because the partner is central to the development of infrastructure in the LNR.

On the other hand both parties (government and community representatives) agree that there has been little or no real economic benefits that the partnership has brought other than the funds received as payment for the land in the CPA's trust account.

The study reveals that government has reduced its role in terms of the PPP implementation, because the critical development activities are supposed to be carried out by a private partner. This means that the local communities are going to continue experiencing challenges until the process of having a private partner is finalized.

Through the LNR partnership, it is evident that the adjacent communities are now engaged in conservation activities of the nature reserve as they realize the importance of the protected area. They are involved in coming up with security measures against arson, poaching, illegal entry and terrorizing tourists.

Members of LTA and LEDET management considered the partnership to have succeeded in improving the management of the protected area. The relationship between the management of the nature reserve and the community has improved. And the CPA is of the same sentiments with regard to the management of the nature reserve.

The fact that the land claim process went well and that the management agency for the nature reserve and the claimants, which is the adjacent communities formed a co-management agreement is important. This means that the community is ready and willing to work with government to continue protecting the natural resource in that area. Both the management agency (LTA/LEDET) and the community representatives must work very hard to ensure that challenges that are experienced are ironed out.

CHAPTER FIVE

CONCLUSION AND RECOMENDATIONS

5.1 Introduction

The research evaluated the partnership and benefits to parties involved in the management of Lekgalameetse Nature Reserve. In terms of finding a balance between the objectives of biodiversity conservation and increased local economic development in a case of land restitution in a protected area.

The study topic was very complex as it dealt with several disciplines in one study, which are social, economical and biodiversity conservation. The study hopes to come up with guidelines that can be used by the Limpopo Tourism Agency in Limpopo province and South Africa at large. This can be on implementation and development of protected area conservation and local economic development of land claims and communities that are adjacent to protected areas.

The objective of the study was to; examine the nature of partnership/s, assess the benefits to parties involved, assess challenges facing the partnership and lastly recommend appropriate strategies to improve the partnership.

The data that was collected was mainly from Lekgalameetse Nature Reserve, local community representative, the management of the reserve and Limpopo tourism Agency as the management agency of the protected area. The study was based on a combination of field and literature research. The researcher provided a detailed research review which gave the background to the study including linkages between disciplines. Partnership participation, land restitution and co-management processes and their options were studied, as well as benefits to all stakeholders in the partnership based on tourism and conservation activities. A summary of the research key findings is given in 5.2. the conclusion in 5.3 This chapter finishes with additional recommendations in 5.4 and finally areas of future research in 5.5.

5.2 Key Findings

From the research study conducted, there are different points of views that were presented by the role players in Lekgalameetse Nature Reserve partnership. These perspectives stretched from positive to negative inputs.

5.2.1 Points of view from local community representatives with regards to the partnership

The data collected was evident in showing that the partnership that is in place does not represent all stakeholders in the community. The study shows that one percent is represented in the partnership. For a partnership to be successful all sectors of society must be represented so that no one feels sidelined. It is important that more youth be involved so that there can be a balance and their views can be embraced by the partnership, and they are relevant in terms of coming up with new ideas. And last the youth are the future so they should be actively involved in the partnership.

The researcher found out that the majority of the participants are adults of more than fifty years of age and are illiterate or with little education. This poses a serious challenge because sometimes information that is provided can be distorted or members might feel overwhelmed by a process which is key in creating a sustainable partnership. Local community representative are of the view that it is always a challenge if processes and documents are not translated in the right manner because they lose the meaning of important issues as meaning is lost through translation. The study also reveals that most of the household members adjacent to the LNR are unemployed or have temporary employment with minimal wages. The situation creates more challenges for both parties.

The local communities have indicated that the majority of the people who are working in the nature reserve are outsider's not local members of communities adjacent to the nature reserve, and this is a worrying factor to them. Lastly the management agency outlined that the predicament was created by the past

management and there is nothing that they can do, but wait for developmental activities to start so that the past wrongs can be corrected.

Both parties (government and community representatives) agree that there has been little or no real economic benefits that the partnership has brought other than the funds received as payment for the land in the CPA's trust account.

The study reveals that government has reduced its role in terms of the PPP implementation, because the critical development activities are supposed to be carried out by a private partner. This means that the local communities are going to continue experiencing challenges until the process of having a private partner is finalized.

5.2.1 Points of view from management agency with regards to the partnership

The land restitution process in protected areas is a long and complicated process. It often goes more slowly than the land claimants had expected, which leads to frustration and misunderstandings. This is a ticking time bomb because local communities are expecting to reap tangible rewards from the partnership as early as possible.

The partnership has not been able to provide the local communities with tangible infrastructure, in terms of tarred roads, schools and clinics. Thus far, a little has been done due to the fact that the process of bidding was halted after a potential bidder was identified, through the process of advertising in 2009. This has inconvenienced the local communities because the private partner is the one who is charged with the responsibility to develop infrastructure inside the reserve. The management agency has to act quickly to avert unforeseen circumstances.

The researcher has revealed that community representative members are not happy with decision making process in the co-management committee. And the management agency is of the view that some members need to be seriously

orientated around issues of biodiversity management so that they get to understand some of the decisions that are implemented.

The research study outlined in the literature review that a feasible co-management will only exist, if at least four conditions are met. These are the presence of appropriate institutions, trust between partners, and legal protection of local rights, and economic incentives for local people. Continued capacity building of the land claimants and the staff of the conservation agency is also crucial to maintain a good basis of trust, understanding and communication. Joint capacity-building sessions are the preferred option.

5.3 CONCLUSION

This research study evaluates the PPP in LNR its adjacent communities which are within the Maruleng Municipality in the Limpopo province of South Africa. LNR is protected area which was claimed by six communities through the land claims programme.

From the collected data, it is clear that a consolidated PPP position, which is agreed upon by all relevant partnership stakeholders is created. These will help to keep the land restitution process in the protected area of LNR within the legal framework. Through the evaluation of the partnership with regard to its, development, governance, benefits and sustenance, it was identified that more work needs to be done in relation to creating a sustainable and beneficial partnership.

Therefore improvement on issues of governance and benefits need to be addressed before the situation gets out of control. The co-management that currently exists as a form of partnership in the area needs to be maintained and all stakeholders should feel the importance of every aspect of managing the protected area.

The management agency of the nature reserve should create an enabling environment for all stakeholders because from the analysis, community representatives are not happy with the way the nature reserve is managed. They are

of the view that the agency does not take them seriously, due to the fact that decisions that are reached in the co-management committee meetings are not implemented. This might have serious negative implications for the management agency with the risk of compromising its mandate of managing the biodiversity of the area effectively. From the data collected, the development and implementation of the partnership after the land claims process went well I believe this is one of the most challenging phases for a real partnership development between all the stakeholders.

5.4 RECOMMENDATIONS

It is important that the management agency fast tracks the issue of involving private partners for developmental purposes as much as the process to bid for the development of the economic hubs with the nature reserve is long overdue. It is important for stakeholders to understand that the land restitution process in protected areas is a long and complicated process. In most cases it goes slowly than the land claimants had expected which leads to their frustration.

The settlement and co-management agreements, together with the management plan, should be able to provide the framework for coordinated and proper management. This will avoid unnecessary tension between stakeholders.

The management agency should implement a capacity building tool on co-management, tourism and conservation. It must be indicated that the management agency is an equal co-management partner with the claimants, and therefore should not intervene in the internal business of the land claimants and vice versa.

5.5. Areas for future research

The research study has not covered all the areas of partnerships in Lekgalameetse Nature Reserve. Future research in this field is necessary as it will explore in more detail the implementation of the partnership in financial terms, in relation to revenue generation and profit sharing and commercialization activities in the nature reserve.

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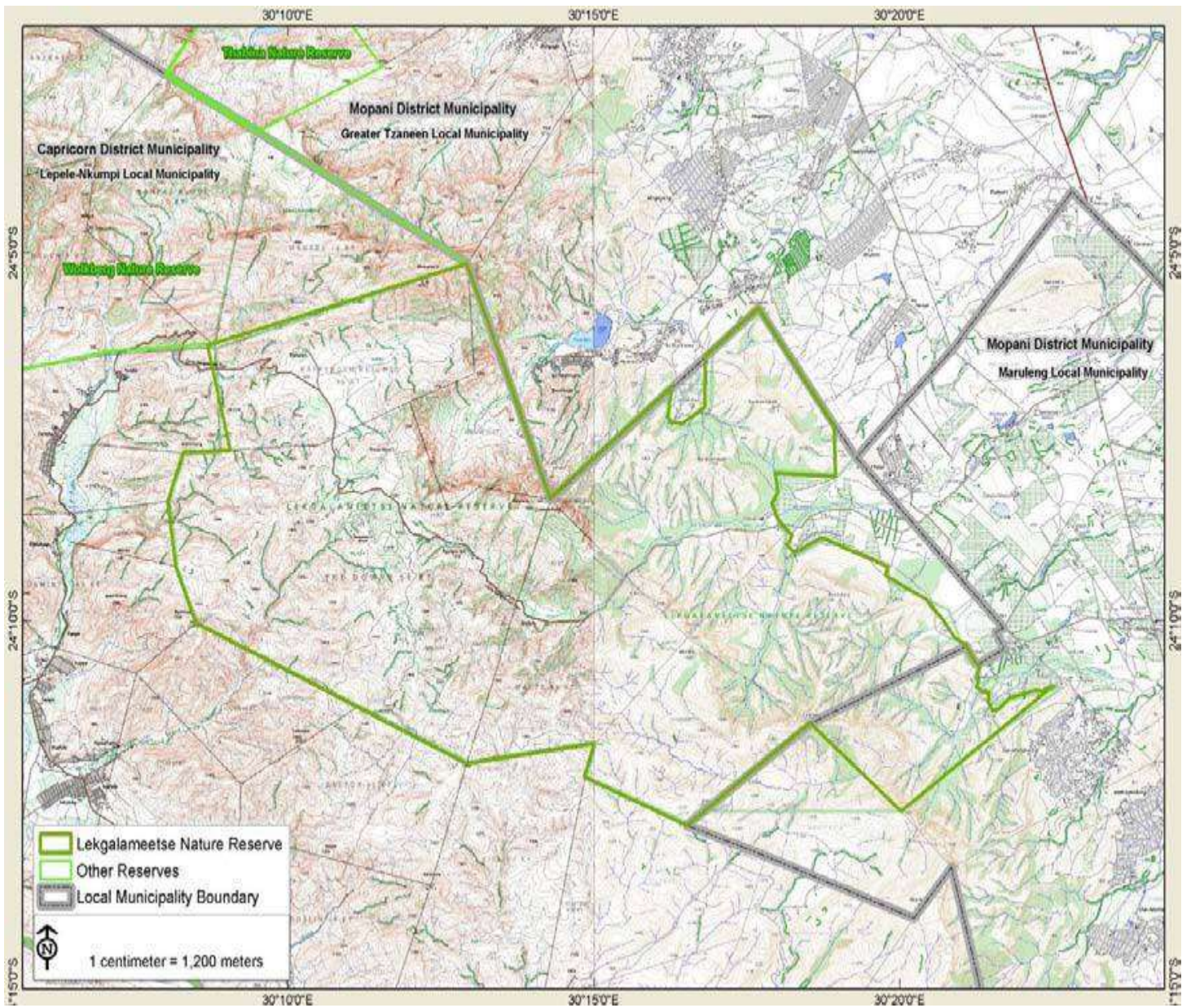
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Annexure A: LNR map



Google maps (accessed on 13/09/2013)

Annexure B: Permission Letter

P O Box 1842

PHALABORWA

1390

13 September 2013

Limpopo Tourism Agency

POLOKWANE

Dear Sir

**REQUEST FOR PERMISSION TO DISTRIBUTE RESEARCH QUESTIONNAIRES
AND CONDUCT INTERVIEWS**

I am a registered student doing a Masters in Development Studies with the University of Limpopo. My research topic is: ***EVALUATION OF THE PUBLIC PRIVATE PARTNERSHIP IN LEKGALAMEETSE NATURE RESERVE IN THE MARULENG MUNICIPALITY, IN THE LIMPOPO PROVINCE.***

I hereby request permission to distribute questionnaires and do interviews with the managers who are involved in the Public Private Partnership of Lekgalameetse Nature Reserve. I will highly appreciate it if your department can advise who are those individuals and when is the best time to meet with them.

Your aid in this regard will be highly appreciated.

Regards

Modise C Mahale

Annexure C: Research Tool – Questionnaire

University of Limpopo (Faculty of management)

Turfloop graduate school of leadership

Tool A: Questionnaire

Lekgalammetsse PPP program participants

1. About this research

The Lekgalammetsse Nature Reserve is one of the provincial nature reserves that have created partnerships with the local communities through CPA. This research instrument is aimed to evaluate PPP in Lekgalameetse nature reserve in the following areas:

- Partnership governance and management
- Partnership development and management
- Benefits and sustainability

This questionnaire has been developed for the people who participate in the partnership. The participants are senior and middle and junior managers of the LEDET, LTA and CPA.

2. Process

The researcher will administer the questionnaire based on the direct engagement with the participant/ respondent.

3. Communication

The respondents will be engaged in English, and it will be translated to local languages if there is a need to do so.

4. Ethical declaration

I Modise Chris Mashale hereby declare that the research will be conducted in a transparent, honest and ethical manner. I shall respect the confidentiality of

individual respondents by not disclosing their names when the research is finally written up. I also undertake to explain fully the purpose of the study so that respondents can make informed decision on participation. Respondents have the right to decide whether or not they want to participate and I shall respect that right. “Finally, I declare that I will do everything possible to protect the rights of participants to confidentiality”.

Signed:_____

Dated:_____

PART ONE: PERSONAL PROFILE

1. For statistical purposes only, would please tell me how old you are? In terms of age group you belong to.

18-24		25-29		30-34		35-39		40-49		50-59		60- and above	
-------	--	-------	--	-------	--	-------	--	-------	--	-------	--	---------------	--

2. Are you male or female?

1.Male	
2.Female	

3. What is the highest qualification you hold?

1.No formal	2.Grade 12	3.Post matric	4.Diploma	5.Degree	6.Post qualification

4. Please tell me whether you are part of the partnership in LNR?

1.Yes	
2.No	

5. And again for statistical purposes only, what is your employment status?

1. Employed	
2. Self employed	
3. Unemployed	

PART TWO: PARTNERSHIP GOVERNANCE AND MANAGEMENT

1. Were you involved in the initial process to develop this partnership?

1. Yes	
2. No	

2. Were other members of the community involved in the processes?

1. Yes	
2. No	

3. Are you satisfied with the processes which went into development and implementation of the partnership?

1. Strongly agree		2. Agree		3. Strongly disagree		4. Disagree		5. Not sure	
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4. Are you satisfied with how the partnership is governed?

1. Yes		2. No	
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5. And how does this impact on the performance of the partnership?

1. Positively		2. Negatively		3. Not sure	
---------------	--	---------------	--	-------------	--

6. Was the coordination of the partnership considered important?

1. Yes		2. No		Not sure	
--------	--	-------	--	----------	--

7. And were the objectives identified by the community taken into consideration?

Yes		No		Not sure	
-----	--	----	--	----------	--

PART THREE: BENEFITS AND SUSTAINABILITY

8. Do surrounding communities made also benefit from this partnership?

Yes		No	
-----	--	----	--

9. If your answer to question 11 above is yes, how would you describe the extent to which the partnership have empowered the communities?

Very good		Good		Average		Very bad		Bad	
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10. Do you agree or disagree that the partnerships provides local communities with economic growth and development?

Agree		disagree	
-------	--	----------	--

11. Does the partnership address poverty alleviation issues in the communities?

Yes		No	
-----	--	----	--

12. Does the partnership provide for local ownership of resources?

Yes		No	
-----	--	----	--

13. Have you or any member of you family benefited from employment created by the partnership?

Yes		No	
-----	--	----	--

14. If you have chosen indirect employment, in which category do you fall?

Service provider		Producer of goods		Vendor		Retailer	
------------------	--	-------------------	--	--------	--	----------	--

15. Has the partnership created increased markets for local products and services? Please substantiate.

Yes		No	
-----	--	----	--

Comment

16. Has the partnership created additional revenue for local retail business and services?

Yes		No	
-----	--	----	--

17. Did the partnership create a platform to develop the local communities with health, educational and infrastructure facilities?

Yes		No	
-----	--	----	--

18. Has the partnership created a mutual interest in eco-tourism?

Yes		No	
-----	--	----	--

PART FOUR: GENERAL COMMENTS

19. Does this PPP provide sustainable benefits to the locals?

Yes		No	
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Comments

20. Generally comment on the impact of the PPP in LNR, and in your own opinion what kind of intervention can be employed to improve the PPP in LNR.

Comments

21. Would you recommend other communities to enter into similar partnerships?

Yes		No	
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Thank you for taking your precious time to complete the questionnaire survey. Your aid in this regard is highly appreciated.

This instrument is prepared for a research project undertaken to fulfill the requirements of a Masters degree in Development studies at the University of Limpopo.

Annexure D: Research Tool – Interview Guide

University of Limpopo (Faculty of management)

Turfloop graduate school of leadership

Tool A: Interview Questions

Lekgalammetsse PPP program participants

1. About this research

The Lekgalammetsse Nature Reserve is one of the provincial nature reserves that have created partnerships with the local communities through CPA. This research instrument is aimed to evaluate PPP in Lekgalameetse nature reserve in the following areas:

- Partnership governance and management
- Partnership development and management
- Benefits and sustainability

This interview questions has been developed for the people who participate in the partnership. The participants are senior and middle and junior managers of the LEDET, LTA and CPA.

2. Process

The researcher will conduct face to face interviews, based on the direct engagement with the participant/ respondent.

3. Communication

The respondents will be engaged in English, and it will be translated to local languages if there is a need to do so.

4. Ethical declaration

I Modise Chris Mashale hereby declare that the research will be conducted in a transparent, honest and ethical manner. I shall respect the confidentiality of individual respondents by not disclosing their names when the research is finally written up. I also undertake to explain fully the purpose of the study so that respondents can make informed decision on participation. Respondents have the right to decide whether or not they want to participate and I shall respect that right. “Finally, I declare that I will do everything possible to protect the rights of participants to confidentiality”.

Signed: _____

Dated: _____

Interview Questions

1. How did you learn about land claims?
2. When was the claim lodged?
3. What encouraged you to claim your land?
4. What was the intention when the land was claimed?
5. Did you encounter challenges during the process of filling the land claim?
6. Did you receive necessary services and assistants after the land was granted?
7. What kind of partnership/s exist in this protected area
8. How did the partnership process unfold and where all stakeholders involved in the process?
9. How did you participate in the whole process?
10. How is this partnership governed and how does this affect performance of this partnership?
11. How does this partnership empower the surrounding communities?
12. Do you think this partnership is economically and socially sustainable?
13. What is your take on the present condition?
14. What should be done to improve the current situation?