

Abstract

The economic benefits of wildlife tourism in local communities are a burning issue at this present time because nature reserves were concerned with conservation management while ignoring the economic needs of their local communities. A study was taken to find out how Pilanesberg National Park economically benefits the local community of Moruleng. The community members, project leaders and business people were interviewed to find out. Moreover the managers and employees of Pilanesberg National Park were interviewed. The researcher maintains that the pace of Pilanesberg National Park Development caused the major problem for lack of economic linkages between the rural community of Moruleng and Pilanesberg National Park. Moreover the researcher maintains that there is a need for community involvement in tourism plans for the community to benefit economically from the tourism industries. The researcher recommends that research must be undertaken before tourism development to analyse the demographics and education levels of a community.

The economic benefits of wildlife tourism in local communities: a case study of Pilanesburg National Park.

Chapter 1

1.1. Introduction

The studies undertaken by academics and researchers in most parts of Europe argue that resources and facilities at the local level are not enough to make an impact in the present scale of tourism development particularly at the local level in many developing countries, which is one of the obstacles to community participation in the tourism development (Tosun, 2000). This participation includes economic participation in nature reserves. Furthermore research has been undertaken by most parts of the developed Europe such as France and Britain and some parts of the developing world such as Namibia and Kenya about the economic impact of tourism in local communities. This topic has not been fully debated in South Africa. This in itself warrants a need for a research about the economic impact of wildlife in the local communities of South Africa.

Due to the lack of studies on the topic of economic development and tourism, the researcher saw a need for the study about the economic impacts of wildlife tourism in local communities: a case study of Pilanesberg National Park (PNP). The community in this regard is Moruleng, which is the rural community closer to the park. The relationship between the PNP and Moruleng will be discussed in detail in one of the chapters to follow. This study has been divided into five chapters.

Chapter one has the introduction, research problem, objectives and purpose of the study, which aims to look at how PNP benefits the local community of Moruleng. In addition it has justification of undertaking this study, which has been aforementioned that is the lack of studies about tourism and economic development of local communities. Furthermore chapter one contains information about the research methodologies that have been used

for the study to achieve its objectives and lastly it gives the limitations of the study that may be avoided by the researchers of the same topic in the future.

Chapter two provides the conceptual framework, which has been used by the researcher for guidance and insight into the topic. This chapter looks at both the negatives and positives of the relationship between tourism and local communities especially the rural communities. It has looked at the policies governing tourism industries in South Africa, experiences from other countries and other communities and furthermore it contains information about the nature of tourism industry. Conceptual framework is the main section in this study because of its importance in the study and the functioning of academics in accepting and refuting conclusions that have been taken.

Chapter two deals with issues on sustainable tourism, which are fundamental for the study to achieve its objectives. Sustainable tourism is currently a burning issue as it involves principle of community participation and is strongly emphasized in South African policy on tourism. In addition the study will be looking at whether the management of PNP has embraced the concept of sustainable tourism, which is highly concerned with the involvement of local communities in the industry. Sustainable tourism is to some extent related to sustainable development.

Moreover chapter two deals with ecotourism since it emphasise economic participation by the local people in the tourism industry. Ecotourism and sustainable tourism has been termed alternative tourism. This chapter also deals with rural tourism because of its relevance to this study. This section will be looking at the issue of isolation and integration of rural communities in the tourism industry.

Chapter two at last gives the discussion on theories and models because it has been claimed that tourism studies lack theoretical content and largely are focused on case studies. The theories to be discussed are Butler's tourism destination development model and Britton theorizing tourism as a capitalist activity, and the model to be discussed is

William's model of business linkages and tourism. Models and theories are important because they can be used as predictive tools (Butler, 1980).

Chapter three gives the description of the case study based on Pilanesberg National Park, brief history of Bakgatla i.e. tribe of Moruleng, the relationship between Moruleng and the Pilanesberg National Park, the North West tourism and Parks Board, and the private sector. The chapter gives the back ground to the development of the park in Pilanesberg, physical location of the park and the reasons behind the development of the park. The section on Bakgatla people as a tribe residing in Moruleng will look at how Bakgatla people are part of the park and their economic role in the functioning of Pilanesberg National Park.

Callihan (1999) has argued that sometimes there is antagonistic relationship between nature reserve and their neighbouring communities especially rural ones. The section on this chapter about the relationship between Moruleng and the Pilanesberg National Park will be looking at the nature of relationship between the park and Moruleng. The North West Parks and tourism board is also important in this chapter because the Pilanesburg National Park is under the control and the management of the parks board. The North West Parks and tourism Board will be looking at how the board influences the functioning of PNP.

Roe, Grieg-Gran and Schalken (2001) said that partnerships in Namibia are being encouraged between the private sector and local communities in order to improve the standard of living in local communities and ensure the sustainability of the nature reserves. The section on the private sector in this chapter will be looking at the impacts of the private sector operating in PNP and its relation to the local community of Maruleng. Basically this section will be looking at the structural barriers that are being faced by the private sector in co-operating with local communities for the well functioning of PNP.

Chapter four contains a discussion on tourism and rural areas, small business, Moruleng Heritage Centre Project, Lebatlane Game Reserve, Raserapane Recreation Centre Project,

Manyane Craft Market, Manyane and Bakgatla Resort, and the economic and employment dynamics within the Pilanesberg National Park Central Admission. All these topics concern the economic operations in Pilanesberg National Park and Moruleng. All of the tourism economic initiatives in Pilanesberg are related in their functioning.

Roe et.al (1999) said that rural areas need support in the area of tourism development through technical assistance, funding local programmes, and the development of the necessary infrastructure that will stimulate rural economies. This further highlights the need to explore the topic on situation involving PNP and the rural Moruleng area is suitable for the purposes of this study. Therefore this section will be looking at whether the park has been able to promote the economic activities of its neighbouring community. Basically it will be looking at the linkages between PNP and the economics of Moruleng.

The section on small businesses is about the small enterprise that are operating in Moruleng, owned by the local people and their relationship with PNP. The taxi industry and guesthouses are enterprises, which operate in Pilanesberg. In addition, there is Raserapane recreation centre project that is a tourism initiative that has been started in partnership by the park and the tribal authority. Its importance as an economic initiative will be analysed since it was built in Moruleng as the result of the establishment of the Park in the area.

The Moruleng heritage centre project is a project that has been undertaken for the conversion of an old school into a museum. The researcher believes that the museum was established as a result of the presence of nature reserve and hence will be discussed in detail together with its economic spillover effects in the community. Its economic impact to the community will be discussed and its relation to the park will also be analysed.

Lebatlane game reserve is a piece of land inside the park that is controlled by the community. Its economic relevance and functioning will be analysed to assist the study in achieving its objectives. It is the researcher's view that Lebatlane game reserve has the potential to generate economic benefits for Moruleng. There is also Manyane Craft

Market, which has also been implemented within the park for the local people to sell curios. Its relevance and functioning will also be analysed in order to enhance the importance of this study.

Bakgatla and Manyane Resorts are the resorts within the park that are privately owned. These resorts together with other two resorts make Pilanesberg National Park. They will be analysed as employment agencies and resorts that have economic opportunities that could be utilized by the community members of Moruleng. The last section of chapter four deals with the economic and employment dynamics within the Pilanesburg National Park Central Administration.

Pilanesberg National Park central administration is the part of the park that can be claimed to be controlled by the government as it is managed by the North West Tourism and Parks Board, which is the provincial agency of the North West's Department of Environment and Tourism. It will also be analysed since it is an employer and as a part of the industry that needs suppliers. Chapter five gives a conclusions and recommendations. Recommendations in studies are important because they give guidance for future studies and furthermore they provide solutions that could be used to address problems.

1.2. Research Problem, Objectives and Purpose of the Study

The main aim of undertaking this study is to find out how the Pilanesburg National Park economically benefits the local community of Moruleng. Furthermore the study will be looking at the role of Moruleng as a local community in Pilanesberg National Park (PNP) since ecotourism emphasizes economic benefits to the local communities. Basically the study discusses the economic impacts i.e. job creation and economic empowerment of the local community of Moruleng by PNP. The study explores the contribution of PNP to economic empowerment and job creation in Moruleng.

The issue of economic empowerment is pursued by focusing on business units i.e. cleaning, security and maintenance and job creation at the Park Headquarters and

furthermore special attention will be paid to the role of two resorts, which are Bakgatla and Manyane in terms of job creation and economic empowerment.

The question of job creation will be explored by looking at the composition of the staff in Park Headquarters, Bakgatla and Manyane Resorts and their positions i.e. level of occupation in these three areas. This is essential since the tourism industry, particularly in the developing countries such as South Africa has been highly criticized for relying on external expertise, and thus ignoring local knowledge and skills (Britton, 1982)

Britton (1982) maintained that reliance on external expertise could occur at both national and international level. At a national level this occurs when experts from relatively economically well-off areas are being recruited into rural areas to develop existing tourism businesses. Internationally recruitment takes the form of multinational companies (MNC) from developed countries, bringing in their own staff into host countries. In this context tourism development becomes a business that is decided by the outside people, without long-term interest of people in local area.

1.3. Justification

This study has been prompted by the lack of studies on the topic of tourism and local economic development in South Africa especially rural communities as mentioned by Rogerson (2000). Although tourism has been widely said to be the generator of economy mainly in semi-urban and rural area even this belief is contained in South African policies regarding tourism

This study has been specifically prompted by the lack of research on the economic benefits of PNP to the rural communities since it is known as one of the largest national parks in South Africa. Furthermore the role of the national parks has been questioned in the new dispensation. The nature reserves have been known to be concerned only with nature conservation while excluding neighbouring communities in terms of economic initiatives (Magome and Collins, 1998). Thus the study will be looking at how PNP has responded to this statement.

The White Paper on the Development and Promotion of Tourism in South Africa (1996) stipulates that tourism industries are willingly excluding local communities from business partnerships. The study will consequently be looking at how the management of the Pilanesberg National Park has responded to this issue of exclusion. Since the democratic government of South Africa recognizes the role of the traditional leaders, the study will be looking at the working relationship between the tribal authority of Bakgatla and the Pilanesberg National Park as an economic activity since they were against the proclamation of the Pilanesberg as nature reserve.

This study is primarily important for development planning because of its emphasis on sustainable development, which is a principle that is mostly associated with the development planners. Furthermore there is a need for development planners to understand the role of traditional leaders in protected areas in post apartheid South Africa. Planning is a profession, which is also concerned with economic development and other fields of development. The importance of this study is to look at the potential of tourism industry in generating local economy.

1.4. Research Methodology

The study was using qualitative research methods to achieve its objectives. This implies that the literature survey, interviews and observation have been used as a means of collecting data for this study. Interviews have been conducted to gather information at the local communities from the tribal authority, community leaders, and business people. Moreover managers and employers at the Pilanesberg National Park were also interviewed. Information from Pilanesberg National Park has also been used for the purpose of this study. The interviews were unstructured, nondirective and in-depth. The field interviews involved asking questions, listening, and expressing interest in what was said (Neuman, 2000).

Data collection i.e. conducting interviews and observing took a period of five days. The researcher did set up appointments with the interviewees, although some of the

interviewees participated in the study immediately after their first contact with the researcher. The following people were interviewed: Two community leaders-one is the respected member of the community who has worked at the tribal authority for a very long period and he is well-informed about the park and the community, while the other one is working as the Bakgatla community development coordinator at the tribal authority.

Furthermore four people operating small business in Moruleng were interviewed: two were taxi owners whilst the other two were owners of guesthouses, two people from Moruleng Heritage Centre were interviewed i.e. the project manager of the office administrator, two artists selling crafts in Manyane Craft Market from Moruleng also participated in the study, four people working within the central administration of the Pilanesberg National Park were interviewed-the park manager, his personal assistant, grounds man, and security personnel. Moreover four people were interviewed in Bakgatla and Manyane Resorts-two were managers and the other two employees.

Neuman (2000) maintains that members are active participants whose feelings, insights and co-operation are essential parts of discussion process, which reveals subjective meanings. The questions were long, open-ended and informal. The questions were based on the practical things that are occurring between PNP and Moruleng.

The researcher did not experience problems with the gatekeepers at the park, tribal authority, and at taxi rank in Moruleng. Neuman (2000) explained a gatekeeper as someone with formal or informal authority to control access to a site. At the park the entrants have to pay, the researcher produced a testimonial letter for research prepared by the supervisor. The testimonial letter helped a lot because people with queries could easily conduct the supervisor.

Information regarding the economic benefits, which have been generated by PNP have been observed. The most important task in the observation was to look at the availability of the infrastructure and services that are available in Moruleng, which could be used to

promote the local economy. Basically the researcher has looked at the provisions of the bulk infrastructure and basic services to the local communities. Neuman (2000) maintained that in field research the researcher directly talks with and observes the people being studied. Moreover the researcher has looked at the economic viability of tourists attractions at Moruleng.

Literature survey has been conducted for this study. It has provided the researcher with the ability to demonstrate familiarity with knowledge in wildlife tourism and local communities. Furthermore it has shown the researcher the path of prior studies and how current study is linked to it and lastly literature review has allowed the researcher to learn from others and stimulate new ideas. Information for this survey has been collected from internet, journals, thesis, textbooks, and pamphlets from PNP.

As a qualitative researcher non-probability sampling technique was used for this study. The researcher chose to use purposive sampling. Neuman (2000) said that purposive sampling uses the judgment of the researcher in selecting a case with a specific purpose in mind. The researcher chose cases in Moruleng that are about tourism and related to the tourism industry. Moreover the researcher chose to interview employers in the park, who are residents of Moruleng and the management because they are well informed about economic dynamics between the park and the community.

1.6. Limitations of the study

The findings in Bakgatla area of Moruleng do not imply that the picture is the same with other communities in the area. There might be certain areas where the picture is totally different to Moruleng. These propel a need for studying those areas in relation to PNP. The same thing applies to Kwa Maritane and Bakubung Resorts, the two resorts that are under control of PNP. The findings in Manyane and Bakgatla Resorts may be totally different to the other three resorts within the park.

The researcher has interviewed two owners of the taxis operating in Pilanesberg Region residing in Moruleng. The owners claimed that they do not benefit economically from

PNP. They say that there is one taxi carrying employees to and from the park and Moruleng. The researcher failed to interview this particular taxi owner due to time and financial constraints. The researcher is supposed to have spoken to him for verifying claims that have been made about him by the other taxi owners and for analyzing the economic impact of PNP in his business.

The researcher also failed to interview traditional healers in Moruleng, who the managers and employers of the park claim that they are allowed to cut tress and plants for medical purposes. Providing services to the people generate revenue, which is the source of income for the traditional healers. The researcher strongly believes that the conservation management in the PNP might be constraining or promoting the operation of the traditional healers.

Chapter 2

2.1. Introduction

The wildlife tourism is unique because it is able to build upon a wide resource base. Wildlife tourism in certain communities helps the local communities with employment creation and development of small businesses. In the past wildlife tourism was primarily concerned with the management of the biodiversity and not with the economic development of local communities. However wildlife tourism today has included the economic development of local communities into their agenda. There are certain factors that limit the meaningful contribution of the local communities in the tourism industry. The local communities do not capture large proportion of benefits from tourism industries, the large proportion spillover to the multinational corporations.

Theoretical content is highly important in academic studies. This study has discussed sustainable tourism, ecotourism, and rural tourism mostly as case studies because they emphasise importance of economic development by tourism industries. To support the viewpoint that tourism studies has theoretical content, the researcher has used Butler's tourism development model, Britton theorizing tourism as a capitalist activity and Williams' model of business linkages and tourism. Theories are important in academic studies because they can be used as predictive tools.

2.2. Conceptual Framework

Wildlife tourism encompasses all forms and scale of tourism that involve the enjoyment of natural areas and wildlife. It is characterized by wide range of activities including bird watching, wildlife viewing, photographic and walking safaris, reef diving and trophy hunting. Wildlife tourism may be achieved through different forms of transport e.g. on foot or by vehicle. Potential economic benefits of wildlife tourism are foreign exchange revenue, employment creation, and development of small businesses and provision of the

services to the tourism industry by the local people (Roe, Leader- Williams and Dalal-Clayton 1997). This will also be adopted for the purpose of this study.

Roe et al. (1997) maintained that wildlife tourism is used to link wildlife management with economic incentives to promote conservation. The growth of wildlife tourism has occurred at the same time with a need for the recognition of the need to implement the concept of sustainable development. Roe et al. (2007) furthermore said that ecotourism has been broadly assumed to be inherently sustainable as it incorporates environmental and cultural conservation objectives, and it also emphasizes economic benefits to the local communities.

Wildlife tourism as a kind of ecotourism contributes immensely to the management of protected areas. The benefits of wildlife tourism include foreign exchange revenue, employment opportunities, improving awareness of conservation objectives and stimulation of economic activities. The national parks like Pilanesberg are the major destinations for wildlife tourists, and the private sector is playing an increasing role in wildlife tourism sector. Furthermore wildlife is a major source for realizing benefits of conservation for local communities with wildlife populations occurring on their land. However the benefits generated by wildlife tourism to local communities have been so far overstated (Roe, Leader-Williams and Dalal-Clayton, 1997)

Tourism uses environment as a public good, which occupies certain locality belonging to a community from which the community does not benefit. Buhalis and Fletcher (1995) said that the environmentally unfriendly behavior of the tourism industry often results in the deterioration of the physical and environmental capital of the destination, while it rarely achieve a reasonable return on the social cost generated by using the public natural sources.

McNeely et al. (1992) said that the nature Ecotourism is by far the most profitable use of the land. Ecotourism tends to have the following socio-economic benefits:

- Employment generation directly in tourism and in management of ecotourism assets. Both on-site and off-site employment may be generated by protected area used by tourism.
- It can lead to the economic growth locally of profitable tourism-related activities, for examples, hotels, restaurants, souvenirs, travel services, supporting this tourism industry.
- It can help to earn foreign exchange, which may be in short supply in a developing country.
- It diversifies the local economy, particularly in such areas where agricultural employment may be sporadic or insufficient.
- It may result in improved transport and communication system.
- It may result in increased demand for local produce, for example, agricultural products, to service the local tourist industry.
- It encourages productive use of lands, which are marginal for agriculture enabling large tracts of land to remain covered in natural vegetation.
- If adequately conducted, it can provide a self-financing mechanism for the park authorities and consequently serve as a tool for conservation of the national heritage.
- Ecotourism may also become a vehicle for providing economic support for the preservation of local culture, through sale by the local community of their culturally-inspired handicrafts, performing arts and so on.

(McNeely, 1992)

Furthermore McNeely et al. (1992) said that ecotourism can have all benefits listed above, but in some cases it may bring little or no socio-economic gain to local communities. The reason being that few local people find jobs in the local tourism industry because more lack necessary skills and moreover lack resources and financial support for establishment of tourism related business.

The White Paper on the development and promotion of Tourism in South Africa (1996) maintains that the major problem facing the tourism industry is the poor involvement of

the local communities and previously neglected groups in the industry due to discriminatory policies of the apartheid regime. Tourism industry offers opportunities for the local communities including operators of tourism infrastructure, services to the industry and suppliers to the industry. This can be achieved if there is harmonious relationship between tourism industry and local communities

In addition the White Paper on the development and promotion of tourism (1996) maintains that people in the locality can be involved in tourism industries as operators of small guesthouses, taverns, shebeens, bars and restaurants, transport-taxi services, tours and trips, attractions-township experiences, apartheid and struggle history, museums-traditional culture and history, story telling. They can also be operators of florists, art galleries, hair salons and craft shops. The local communities may furthermore provide the following services to the industry: tour operators' services, tour guides, marketing services.

According to the White Paper on Development and Promotion of Tourism in South Africa (1996) the local communities can serve as suppliers to the tourism industry. They can provide laundry services-ironing only, full laundry, sewing and repairs, production and selling of crafts, interior décor-rugs, wall hangings, furniture, textile, art, construction-collection of materials, thatching, building trades, maintenance services-vehicles, plant and equipment and the local communities may also be involved in environmental services such as gardening, bush clearing and composting.

The White Paper on Development and Promotion of Tourism in South Africa (1996) furthermore maintains that that there are certain factors which limit the meaningful contribution of the local communities in the tourism industry. The local communities lack information and awareness, lack of how to be involved in tourism industry and training. Apart from the lack of money to start small business, there is also prevailing lack of interest on the part of existing tourism industries to build partnerships with local communities and suppliers and the lack of incentives from the government to reward private enterprise that build or develop local capacity and create job opportunities. In

essence, the government is not motivating private sector to build partnerships with the local communities.

As apartheid was about separation of the races, tourism during the apartheid regime was widely perceived to be white domain by most of the neglected groups. The policies and perceptions have led to the exclusion of the neglected groups in tourism industry and therefore they did not benefit from the country's vast resources. As most of the neglected communities lack knowledge and understanding, they perceive tourists as people who are traveling and staying in hotels. They do not recognize the wider opportunities that are offered by tourism industry.

Some of the neglected people might be able to appreciate the opportunities that are offered by the tourism industry but due to the lack of access to financial capital they fail to take advantage of entrepreneurial opportunities provided by the tourism industry (Shaw and Williams 1994). Some members of the community might be denied of their rights for hunting and cutting trees. People in the locality might respond negatively to the tourism industry because they do not benefit economically from the tourism industries.

Shaw and Williams (1994) maintained that the tourism industry has to recognize the contribution of local communities, customs and lifestyles to make the tourist experience complete, accept that local communities must have an equitable share in the economic benefits of tourism and furthermore the tourism industries are guided by the wishes of the local communities and people. These can be achieved for as long as local communities are actively participating in planning and decision-making regarding of the tourism industry.

Some of the tourism industries keep their tourists within resort and hotels, without visiting the local shebeens and craft shop. This kind of operation does not benefit the local communities. Some of the people might feel they have been deprived of their rights for hunting and cutting trees for traditional healing. People in the local communities

might respond negatively to the tourism industry because they don't feel that industry is part of the locality, it is just situated on their land for profit making.

Tisdell (1993) emphasizes that without the economic development at the local level, plans for biodiversity conservation are unlikely to succeed in China or elsewhere in most parts of the developing world. Economic developments at the local communities do not always lead to conservation of biodiversity and natural living resources, additional measures need to be taken. The local communities do not capture large proportion of benefits from biodiversity and nature conservation spill over globally to the multinational corporations.

The apartheid regime has cost the tourism industry to reach its full potential in developing communities, especially the rural communities. There is also lack of infrastructure in rural areas, which is negative for the relationship between local people and tourism industry. The absence of adequate transportation services effectively prevents rural communities from taking part in the tourism industry as potential suppliers of products and services. Furthermore some of the tourism industries are at the outskirts whereby the public transport does not reach, which discourage local people from becoming tourists.

Rogerson (2002) said that the building and renovations of lodges and other accommodation establishments are business opportunities that have been recognized for SMME development. Local builders and local labour were contracted for most of the small volume at local lodges and other accommodation establishments in Highlands Meander situated in Mpumalanga province. In all building contracts the builders were white entrepreneurs. For more specialized building contracts and larger contracts, in which local skills were scarce, contracts were given to people in Nelspruit but in many cases to established builders and contractors in Johannesburg.

Furthermore Rogerson (2000) maintained that several enterprises commented on their commitment to maximize their use of local labour and contractors whenever possible, but

the constraints was that necessary skills were locally unavailable. This was forcing enterprises to contract from outside five towns of Belfast, Dullstroom, Machadodorp, Lydenburg and Waterval-Boven, which comprise the highlands Meander region. Furniture, curtaining suppliers and bedding were normally sourced out from Nelspruit, Pretoria and Johannesburg. The upmarket lodges, with the results that specialist skills were sourced from outside the local area, normally employed interior designs consultants. There were very few cases where enterprises source from the local areas.

Bennett (2000) said that tourism is an income generator because it is strongly related to employment hence it is labour intensive. Wages and salaries represent the greatest amount of income. Bennett (2000) continues by saying that tourists spend their money on a variety of services including hotel accommodation. The hotelier on the other hand uses some income to buy supplies, to wages and to retain some profit. The employee may choose to spend his/her money on rent and food once being paid.

Globalization has been said to bring technological advancement that replaces people in most of the industries. Bennett (2000) said that tourists still demand a high degree of personalized service. As a result technological advancement has had minimal effects on the labour demands in this area. Bennett (2000) continues by saying that the key to maximizing the economic benefits for the destination areas lies in the greatest possible use of local material and personnel, while maintaining the service and physical standard demanded by the market.

Bennett (2000) said that tourism is a generator of investment and development because once a destination area becomes established as a successful tourism destination, more investments normally follow. Bennett (2000) said that it is known as multiplier. Theoretically tourism development can be stimulated at the beginning in the hope that more investments will follow later on. Unfortunately according to Hallaway, there is no clear link between tourism growth economic developments.

Goodwin (2000) support Bennett's argument by saying that tourism can generate four different types of local cash income involving different categories of people:

- Wages from formal employment.
- Earnings from selling goods, services and casual labour.
- Profits arising from locally owned enterprises.
- Income that may include profits from community run enterprise.

Goodwin (2000)

Goodwin (2000) furthermore maintain that waged employment can be enough to lift a household from insecure to secure that means that people can afford to buy basic needs. But it may only be available to few people. Casual earnings per person may be small, but more widely spread and enough for instance to cover school fees for one or more children. Goodwin (2000) said that tourism can generate funds or investments in health, education and other assets, provide infrastructure, stimulate development of social capital and strengthen sustainable management of natural resources and create a demand for improved assets.

Roe, Grieg-Gran and Schalken (1999) maintained that tourism is an industry that presently affects livelihoods of the world's poor communities, which are mainly rural both positively and negatively. Impacts vary between types of tourism, poor people and destination. Roe, et al. continue by saying that tourism is not very different from other product sectors, but it has three potential advantages for the development of poor rural communities:

- It has a higher potential for linkage with other local enterprises because customers come to the destination.
- It has potential in areas with few other competitive exports
- Tourism products can be built on natural resources and culture, which are assets that some of the poor have.

Roe, et al. (1999)

Roe, et al. (1999) said that in Namibia the strong contribution of tourism to economic growth is evident. But development thinking recognizes that growth is necessary but it does not benefit most people especially the poor. Poor people are more vulnerable to the negative effects of tourism, such as conflict with livelihood strategies through loss of natural resources. Roe, et al. (1999) continue by saying that poor people face the greatest obstacles to seizing economic opportunities created by tourism.

The opponents of the tourism industry driven by the foreign private sector argue that this kind of industry is suited for economic development of poor communities. Economic benefits are not maximized due to the high level of foreign ownership, high leakage and few linkages and these create high non-economic costs on the poor, in terms of displacements, loss access to resources, and social and cultural disruption. (Roe, et al, 1999).

Roe, et al. (1999) argue that many of the negative disadvantages associated with tourism industry are not unique to tourism industry, but they are actually characteristics of globalization and growth. Roe, et al. (1999) continue by arguing that many of the negative impacts that arise as a result of tourism development would also occur with development in other sectors. For example local people working in the manufacturing industry might be employed as general workers whereas expatriates are occupying jobs at the managerial level.

Roe, et al. (1999) maintain the uniqueness of tourism industry lies in its ability to build upon a wide resource base. Diversity increases the scope for wide participation and for the informal sector. The main disadvantage for poor communities is that tourism requires highly sophisticated marketing, which is particularly difficult for poor communities (Roe, et al. (1999). This needs the commitment of the government to uplift poor communities. Without the necessary support from the government most of the tourism initiatives in rural communities will be failures.

2.3. Sustainable Tourism

Robinson (2000) maintained that the major challenge of the new millennium would be the application of social and economic activities including tourism. Sustainable tourism does recognize the role of local communities in tourism activities but it is highly problematic to give its expression in practice especially in the rural communities because they do not have infrastructure or resources that could be used to complement the tourism industry in the area.

The South African government needs to put emphasis on the application of its tourism policies because tourism is the sector of economy, which could rejuvenate the rural economies. Robinson (2000) furthermore said that a paradigm shift to sustainable tourism must therefore take the following into consideration: What can be achieved in the existing economic climate? This is highly important because national parks such as PNP are isolated from the local communities, they have all necessary resources and infrastructure within the park, which are controlled and managed by people from the outside with necessary skills and knowledge.

Roe, et al. (1999) emphasizes that nature-based tourism such as the PNP are often promoted as a solution to sustainable development. They have been known to bring development to more remote and hence poorer regions. Roe, et al. (1999) furthermore emphasized that within the tourism industry, the informal sector is often where the poor and woman can maximize benefits. The informal sector can be involved in the tourism only if it is actively involved in tourism planning. The government may initiate awareness campaigns to educate poor people about tourism industry.

Establishments of the farming project i.e. fruits and vegetable production by the community and the government in rural communities will ensure that tourism industries are able to make meaningful contribution to the quality of life in its local communities. Nature reserves will be able to buy products that are locally produced. Furthermore through this kind of initiatives principles of sustainable development will be put into

practice. Local needs will be met locally. Nature reserves will be integrated into the economies of its rural neighbours.

The local people in some communities already suffered displacement to enable tourism development in their area. Tourism developers and planners failed to involve local communities in decision-making but there is still a room for empowering the local communities. The empowerment of the local communities should not just be the sole responsibility of the park. It also needs the commitment of the tribal authority and the government especially the local government, as it is the sphere of government that is closer to the people and the tribal authority. This holistic approach will ensure that the principles of sustainable development are attained.

Roe, Grieg-Gran and Schalken (2001) said that in Namibia the involvement of the private sector and local communities was identified as a key factor for sustainable tourism, which implies that there might be economic benefits for the local communities for a very long period of time. Roe, et al (2001) continue by saying that local support in tourism industries is essential for the long-term maintenance of the tourism assets on which the industry depends, but that many communities have cultural resources which can greatly diversify the existing tourism product.

Stevens and Associates (2002) maintained that national parks have to foster the economic and social well-being of neighboring communities in ways that will give practical expression to the concept of sustainable development in an area of national importance. Stevens and Associates (2002) continue by saying that this could be achieved by educating local people in an informal and enjoyable way about the values and purposes of national parks. It might be found that local people are ill informed about the economic opportunities presented by the tourism industries.

Roe, et al. (2001) said that tourism industries need to ensure that there is a sustainable use of natural resources to enhance conservation efforts and provide economic benefits to the local communities. This will ensure that there is a harmonious relation between

economy and environment, and furthermore there is equity because both private sector and the local communities will benefit within the park.

Murphy in Tosun (2000) argued that community-based approach to tourism development is a prerequisite to sustainability. If the tourism industries areas concerned with sustainability, they are supposed to have formed a workable partnership with the local community in developing facilities both for hosts and guests. Tosun (2000) said that this was supposed to have achieved more equal distribution of the benefits, discourage undemocratic decision-making, which exist between the parks board and the tribal authority and meet the needs of local community in better way.

2.4. Ecotourism

Castillo and Herrscher (1995) said that ecotourism means different things to different parties of people. It is a type of industry that claims to make a low impact on the environment and local culture, while helping to generate money and jobs, and the conservation of wildlife and vegetation. The researcher believes that PNP has characteristics of ecotourism because of its functioning. It does help generate money and jobs for the local people. Furthermore it does not disrupt local cultures and is concerned with conservation of wildlife and vegetation, and it has fewer infrastructures for its operation.

In South Africa and other parts of the world ecotourism has not reached its full potential. Castillo and Herrscher (1995) said that the industry needs to be regulated and the impacts of ecotourism strictly monitored. The researcher holds that the obstacles for using tourism industries as tools for economic development does not only lies with the management of the PNP but the huge responsibility lies with the local government and the other spheres of government. The government needs to make ecotourism part of national and local government strategies, involving local communities and distribution wealth.

Karen Ziffer in Castilho and Herrscher (1995) said that the goal of ecotourism is to capture a portion of enormous global tourism market by attracting visitors to natural areas

and using the revenues to fund local conservations and fuel economic development. PNP has got a share in the market but it does not fuel economic development. The local people do not enjoy the benefits. The distribution of wealth to the local communities needs the commitment of the government with right policies.

Castilho and Herrscher (1995) said that the phenomenal rise of ecotourism goes in hand-in-hand with spread of private investment and the free market economy, and the growth of environmentalism. This statement might also be captured by the microeconomic policy of GEAR and the tourism policy of South Africa. The South African policy on tourism stipulates the sustainability of the environment and tourism-led economic development whilst GEAR stands for attraction of private investment. Some nature reserves in are public enterprise with some parts being privatized. The co-operation between the private and public sector in nature reserve does exploit the environment as a product, the natural habitat and wildlife commodities are commodities that are protected with minimal economic impact to the local communities.

Castilho and Herrscher (1995) said that as a responsible, low impact from, ecotourism seem to offer sustainability, and other economic advantages. Facilities and infrastructure are simpler and less expensive than those of mass tourism, the potential is there to retain profits in local communities and rather than seeing them take of by outside people, and if it is well-managed it is less harmful to the environment than other development activities like mining and other forms of agriculture.

The researcher holds that ecotourism has a potential for economic development of local communities, in order to achieve this there is a need for market analysis to understand the behavior of the tourists. The reasons for development of western restaurants within the park might be that nature reserve has done market analysis and found out that tourists were not prepared to eat locally prepared foods as part of the experience but want to satisfy their own western tastes.

The reason for minimal economic impact of PNP in its local communities might be that the local economy loses out to provincial government of Northwest that controls fees and revenues from the national park. Castilho and Herrscher (1995) said that schemes should be devised to retain money locally, though these are still hard to find and have their own problems. Through this kind of initiative integration of nature reserve and the economic development of local communities will be realized.

2.5. Rural Tourism

Cavaco (1995) described rural area as inland hilly regions with different sort of landscapes, with mostly poor economies and societies. They also suffer serious problems abandonment, relative poverty, isolation and desertification. Rural tourism is located in this kind of rural areas. Rural tourism according to Cavaco (1995) means discovering or rediscovering a more relaxed change of air, atmosphere and daily routine.

The people from the urban areas mainly support rural tourism but it does not have any significant change in local economic processes of rural areas. The establishments of nature reserves have been followed by modern leisure-time installations such as swimming pools, tennis courts and hunting. This clearly shows that this kind of tourism will not be integrated into the economies of rural areas due to simple fact of building of all leisure activities within the national park. There is no need for the tourists to visit locality because everything is provided within the park.

The establishment of nature reserves in rural areas did not give rural people a chance to provide accommodation for the tourists, hotels within the park provide accommodation. The researcher believes that local people will not attract tourists for accommodations because they are competing against professional hotel industry. The tourists are concerned with their own security and comfort. The local people have vacant rooms that are supposed to be used for accommodation of the tourists.

Cavaco (1995) said that tourists who choose to visit rural areas are looking for the alternatives to the sun and the beach and prefer isolation, privacy, rest, peace and quiet,

and personal service. The local people who offer accommodations are not trained to offer personalized service in Moruleng. They are letting rooms without experience of handling tenants. Furthermore the environment in Moruleng does not guarantee privacy and quietness as compared to the environment within the park.

Cavaco (1995) said that in the Netherlands, rural tourism mainly acted as an impetus to self-catering. It is also promoted the business of letting rooms, apartments and furnished dwellings. The PNP failed to promote the business of letting rooms since rooms are left vacant in Moruleng. The researcher through his observation whilst letting a room in Moruleng found the rooms to be in poor state with unhygienic conditions. The researcher suggests that there is still a need to do research in South Africa about the tourism industries and accommodation provided by the local people. This will bring better understanding between the tourism industries and local people before attempting to provide accommodation for the tourists and this is important since South Africa has experienced racial discrimination.

Cavaco (1995) said that rural areas have demographic ageing, villages are being depopulated and abandoned. The response to this crisis has been a search for local development strategies, which are considered to be sustainable, and which activities that capitalized on local resources, especially those related to the environment, the landscape and cultural heritage. In Europe tourism has been identified as a kind of industry that can address economic development with minimal environmental degradation in rural areas.

This means that some of the rural areas do not have high percentage of young and literate people. These young and educated people leave in economically well-off areas whilst the illiterate and the old are left behind hence they cannot take opportunities that have been created by the tourism industries.

From an economic point of view, rural tourism is expected to create wealth for people living in rural communities, via profits and wages. Artists from the local areas can benefit a lot from it. Cavaco (1995) said that rural tourism should not be regarded as an

economic panacea, the potential of rural tourism should be realistically and objectively assessed. This calls for a need for integrated approach to tourism planning that respect the environment. This will ensure that economic development of rural areas is not contained in blue book but is achievable.

Cavaco (1995) said that in Portugal rural tourism is plying an important and diversified role in local development, mainly in terms of revitalizing and recognizing local economies, and improving the quality of life, even in rural areas which seem to have no agricultural prospects and it offers the prospects of a revaluation of heritage and its symbolic monuments of the environments and also to identity of the villages, places and areas so that they can acquire social value, dignity and certain mobility.

2.6. Butler's Tourism Destination Development Model

There is a view that tourism studies lacks theoretical content and largely is focused on case studies. Theories are important for exploring broader issues, prediction of the future and simplifying reality. Butler (1980) maintained that evolution of tourism area has six stages and characteristics: First stage is exploration, which is characterized by the few adventurous tourists, interest in culture, close interaction with the local people, minimal effect on social, cultural and physical environment and usage of local facilities.

The researcher believes that this stage did not occur in PNP. Because the development of the park was of large scale. There were no facilities in Moruleng that could be used by tourists for leisure. This prevented close interaction between the locals and the tourists. Furthermore there were no interests in the local culture because if there were interests in the culture there was supposed to be museum in the early 1980's.

The second stage of Butler (1980) is involved, which is characterized by increased tourism numbers, some advertising , start of tourism market and season, interaction stays high, some changes in social life and pressure on infrastructure. If there was changes in social life locals were supposed to have started small businesses that support the tourism

industry. There is no interaction between the locals and the tourists because there are no activities that exists for the interaction .

The third stage of Butler (1980) is development that is characterized by the rapid increment of tourism numbers to equal or exceed local populations, more foreign-owned facilities, loss of local control, and promotion of artificial attractions and use of migrant labour. Migrant labour in PNP was used immediately after the opening of the park, local people did not have any kind of control of PNP. The tourism industry of South Africa is highly independent on its own, it does necessarily needs foreign owned companies for its operations.

The fourth stage of butler (1980) is consolidation that is characterized by growth rate declines, tourism industry a major economic sector, heavy advertising, some opposition to tourism and facilities deteriorate. There was opposition to PNP not because of its development but because the management of PNP failed to fulfill promises it made for the community members of Moruleng. Tourism industry is not a major economic sector in Pilanesberg region since there are no small businesses in the locality that are supporting the industry. The researcher will not discuss the last stages because they are not relevant to this study.

Butler's theory is not applicable to Pilanesberg, it totally failed as a predictive tool and it does not take into account external factors like political stability. Furthermore it does not take into account the driving force behind the development of tourism industry. The industry that is started by the community will not be the same with the industry that is started by the private sector because they are different motives behind the development.

2.7. Britton theorizing tourism as a capitalist activity

Britton (1982) maintained that tourism is a capitalist activity and its dynamics must be located within that of an interpretation of capitalist accumulation. There is a need to understand the competitive strategies of the major enterprises involved in tourism, a need to understand the commodification of place-the making and marketing of the tourism

attractions, and the need to understand the tourism production system-the production and selling of leisure and travel products and the role of the state.

Britton theorizing tourism as a capitalist activity is applicable to the PNP. The PNP is concerned mainly with the attraction of tourists for profit making, not with the economic development of its neighboring communities. It has built facilities for leisure within the park. The state is also concerned with attraction of private investment in the national park. The private sector needs people who are skilled and knowledgeable, in some cases it does not invest in human development of people. Without human development there is no economic development. If the government was concerned with tourism-led economic development of local communities. It was supposed to have started with the empowerment of the people through education and provision of facilities.

2.8. The model of business linkages and tourism

Williams (1998) illustrates that there is a changing tourism entrepreneurship and small enterprise development over time. This model holds that the slower development of tourism allows greater involvement of local communities and whereas the faster development of tourism allows lesser involvement of local communities. This model has three stages i.e. initial stages, intermediate stage and advanced stage.

In the initial stage there is a very limited spatial tourism economy, which implies that there minimal physical developments for tourism industry, there is also low levels of local supply because local people do not know what the tourism industry needs, and there is high level of external dependence since locals do not understand how the tourism industry operates (Williams, 1998).

During the intermediate stage the tourism economy spreads, low supply by the locals increases because the locals understand how the tourism industry operates, and external dependence diminishes. This is good for the economic development of local communities. In the advanced stage there is extensive local tourism economy, high levels of locals supply, and low level of dependence on external suppliers.

This model may be applicable to Pilanesberg National Park because the development of the park happened fast at the exclusion of the local economies. Private sector was attracted at an early stage of development. The slower development of the tourism industry in Pilanesberg was supposed to allow the local people to understand how the tourism industry operates. Pilanesberg has five resorts and they are dependent on external suppliers for their operation. The researcher believes that PNP has formed good working relations with the external suppliers that are not easy to break due to the quality of the services they provide.

2.9. Conclusion

The disadvantages that are associated with the tourism industry are not unique to the tourism industry but they are results of globalization and growth. The PNP implemented the principle of sustainable tourism by involving the local people in the industry but the local people do not have necessary skills and knowledge to make use of economic opportunities created by the industry. There is a need for the commitment of the government especially the sphere of local government, private sector and the management of the park for the economic development of the local communities. The tourism-led economic development of rural communities faces the challenges of poverty and isolation. The tourism industry in capitalist society is not concerned with the economic development of local communities but with profit making. The pace of tourism development in the area has affects in the involvement of local communities as maintained in William's model of business linkages and tourism.

Chapter 3

3.1. Introduction

The Pilanesberg National Park is one of the largest reserves, it was declared a national park by the former homeland government of Bophuthatswana in 1979. It is located in the piece of land that is controlled by Kgosi Pilane. The ownership of land by Kgosi Pilane called for working relations between the government and the tribal authority. There were agreements that were reached between the government and the tribal authority. One of the agreements reached was that people in the land that was earmarked for the development of the park had to relocate. Towards the early 1980's the relations between the government and the tribal authority reached impasse. The differences were sort out and the democratic institution i.e. Bakgatla Community Development Organisation (BCDO) was formed for formal communication between the management of the Park and the community of Moruleng. The new democratic government in South Africa meant the death of BCDO. The park is situated in rural area of Moruleng, there are challenges that are faced by rural communities in relation to tourism industries.

3.2. Tourism and Rural Areas

Swaarbrooke (1999) said that in Northern Europe tourism was developed in the rural regions as a desire of urban dwellers for countryside recreation. Furthermore governments saw it as a potentially valuable tool for rural economies development in many parts of Northern Europe. Swaarbrooke (1999) continues by saying that tourism development in rural regions of the Northern Europe was not shaped by the needs or rural areas but by the wishes of the individual private citizens and the actions of the public sector. These imply that the former government of Bophuthatswana was responding to the needs of the urban dwellers not the economic development of rural communities, initiated the development of the Pilanesberg as a national park.

The planners and developers of the PNP failed to understand the location of the park in the rural areas, hence the park is not integrated into the economies of its rural neighbours.

The reason might be that the park was followed by the speedy development of restaurants and hotels within the park, which could not be taken by the local people but by the big companies. Swaarbrooke (1999) said that rural residents were supposed to be encouraged to rent their homes for the accommodation of the tourists. The consequence of this plan was to provide community members with a valuable source of income. The barrier to this kind of arrangement is the attitude of the tourists who are not concerned with the empowerment of the destination areas. This should be analysed because the interests of the tourists are highly important in the tourism industry. Moreover Moruleng as a rural community is poor, which means that there would be a need for grants to convert parts of the residents' houses into guests bedrooms (Swaarbrooke, 1999)

Stevens and Associates (2002) maintained that tourism industries in the rural areas should aim to enhance the quality of life for local people by creating opportunities for young people, support for local food production and keeping local shops and services alive. Basically tourism industries should sustain local jobs and the local economy. Through these initiatives the tourism hub such as the PNP will make a meaningful contribution to the quality of life in the rural areas.

Roe, et al. (1999) said that rural areas need support for tourism development through technical assistance, funding local programmes, or necessary infrastructure that will promote rural economies. Rural tourism needs to be driven by poverty eradication objectives. Roe, et al. (1999) continues by saying that there is a need to invest in economic development of rural areas to bring benefits to more remote and poor areas. PNP does not play any major role in the economic development of Moruleng except provision of employment to few individuals.

Stevens and Associates (2002) furthermore maintained that while tourism industry has potential in rural areas to form linkages, there is a little evidence of efforts to maximize potential economic linkages, other than through small enterprise support. The researcher believes that encroachment of macro companies in rural areas will change the status of a rural area into an urban area, which might not be well received by some people in rural

areas. Land is a highly sensitive issue in the world of today. Urban developments might lead to land shortages, which might negatively affect the lives of future generation and interferes with nature-based tourism.

Roe, et al. (1999) said that sustainability of tourism has been affected by lack of focus on socio-economic issues and lack of meaningful participation by local communities. Experience suggests that successful sustainable development requires collaboration between local communities and the private sector as well as the different arms of the government. Efforts to promote rural economies through tourism need to involve community members in order to establish strong links between small enterprises and the rest of the industry and avoid failure due to the lack of commercial realism.

Tosun (2000) said that the development of tourism industries in rural areas has been set up by agreements between investors and ruling parties. There has been no participation and consultation with the local people in shaping the phenomenon. This might be the reason for the lack of integration of PNP in Moruleng because the agreement was between government of Bophuthatswana as an investor and the tribal authority as the rulers of the community. The needs of the people were not taken into account because they were never properly consulted. The tribal authority receives 10% of the gate-takings, which the community leader claims the community is not informed about. The local people of Moruleng were not prepared for hosting of the national park, hence the park does not have a major economic impact in the community.

The education of rural residents and the involvement of the locals in the economic benefits of Pilanesberg National Park have happened theoretically and to a lesser extent in practice. The involvement of rural residents in the decision making process were not recognized as important in planning documents. This substantiates the sentiments of the taxi operators, who strongly maintained that the closure of the PNP would never affect their business because it does not play any rule in promoting their business. Community participation as an element of development needs to be considered and promoted during the development of the tourism industry to bare fruits for the local communities

(Swaarbrooke, 1999). On the contrary the community members of Moruleng were excluded at an initial stage of PNP development during the late 70's hence the lack of substantial economic relations.

It is claimed that there was community participation in the development of the PNP but there is no evidence due to the isolation of the park from Moruleng, these implies that there are no economic benefits for the community except the employment of some few people in the park. Tosun (2000) explain that the aim of community participation is to design development in a way that intended beneficiaries are encouraged to take matters in their own hands, to participate in their own development through mobilizing their own resources, defining their own needs, and making their own decisions about how to meet arising challenges. It was not only the responsibility of the chief to make decision for the community with the then government of Bophuthatswana. The community was supposed to be fully involved in the development of the park. There is no need for the park to send tenders to the tribal authority for bid whereas it is well informed about the economies of Moruleng.

3.2. Description of the Case Study: Pilanesberg National Park

The PNP is located in the platinum province of South Africa i.e. Northwest. It is one of the largest nature reserves in South Africa with size of 58 000 hectares. It is about 150 kilometers from Johannesburg, 60 Kilometers north of Rustenburg. Pilanesberg was declared a national park in 1979 and was opened in December the same year. Prior to the establishment of the national park, the area was used mainly for farming and grazing. By that time the area was under jurisdiction of the then Bophuthatswana government under the leadership of President Lucas Manyane Mangope (Magome and Collins, 1998).

Furthermore PNP is a centre of attraction due to its unique geological features. Geologists said that the park lies on volcanic area that last erupted some 1200 years ago. The remains of this eruption are set of circular alkaline mountains that formed concentric ring. The community leader said that there are 30 mountains and hills in the area that is why the National Park was named Pilanesberg in recognition of Chief of Bakgatla. Pilane is

the name of the chief and berg is an Afrikaner word for mountain. Pilanesberg is one of the largest and most alkaline rings in the world (Brett, 1989)

Pilanesberg is a mountainous area, which implies that it might be too expensive for the local community to produce vegetables and fruits that can be bought for catering in the park. This kind of initiative will pump the local economy for the benefit of most people to live a secured life. The local government together with the local people may set up farming with necessary infrastructure and resources for the economic development of local communities. There is already a market that exists i.e. PNP, Sun City and the local people. This will further create employment for the local people (Callihan, 1999).

Tourism interests in the area were expressed in 1976 by the Sun Group now called Sun International that was responsible for the development of Sun City/ Lost City Complex (Brett, 1989). Subsequently the Bophuthatswana government held discussions with the Bakgatla under the leadership of Kgosi Tidimane Pilane. The master plan resulted in the area being proclaimed a national park in 1979.

The PNP's General Manager said that the contribution of the park in the tourism development of the area should not be separated from other tourism activities in the area. He mentioned Sun City/Lost City Complex even though there is some sort of chicken and egg debates regarding PNP and Sun City.

The Park Manager said that many tourists and visitors to PNP usually pass through Sun City, and proceed to the park for a natural experience. This of course happen the other way round with tourists from PNP completing their leisure at Sun City/Lost City Complex. Thus the two attractions though having separate management team, they complement each other when coming to tourism development in the area. Also in South Africa as they count amongst the top tourists attractions in the country.

3.3. Brief History of Bakgatla

The Bakgatla people have for a very long period stayed in the mountainous area that is today called Pilanesberg in the former Transvaal province. This was long in the middle of the 19th century before the Boer trekkers arrived in the area. The community leader said that Mokgatle, descendant of Malope is the founder of the Bakgatla People. Malope is the son of Lowe the traditional progenitor of many Tswana groups to which the Bakgatla belongs.

The community leader furthermore said that following a long history during difecane, the Bakgatla people were displaced from their settlements. Some went as far as Mochudi in Botswana with Kgosi Lentswe. The explanation for their displacement is that with the various ethnic groups fighting for dominance in the area, and the encroachment of the Boer trekkers from the Cape, land was becoming too small to accommodate everyone. Thus the Bakgatla relocated to Botswana for more spacious and fertile grazing land for their livestock.

Magome and Collins (1998) said that the remaining Bakgatla group was displaced all over the Pilanesberg area without accountable and stable leadership. Pilane reunited the scattered people and settled in the area known as Moruleng till today. The Bakgatla people around Pilanesberg spreads across 28 separate villages and constitutes a population of approximately 27 000 people according to the community leader.

Magome and Collins (1998) find out that the local government is responsible for many various activities including the delivery of basic services such as water and electricity whilst the main administration of the community lies with the tribal authority. The Bakgatla Development Coordinator, one of the community leaders (Refer Appendix 1.a.) said that the tribal authority is responsible for dealing with issues such as social development, land issues and other issues such as family conflicts that are deemed not to warrant formal judicial process.

The famous Kgosi Tidimane Pilane died in 2000 and was succeeded by his son Nyalane Pilane after some disputes concerning the rightful chief. Barron (2000) maintain that there is a belief that Pilanesberg was used by the Boers who arrived in the area by the middle of the 19th century in acknowledgement and commemoration of Kgosi Pilane who reunited people.

3.4. The relationship between Moruleng and Pilanesberg National Park

Callihan (1999) said that the relations between communities and the nature reserve could often be characterized as paternalistic and informal. In Pilanesberg there is some formality between the park and the local community. This will be discussed in full detail. Callihan (1999) said that in some cases the informal relations existed because the government policies did not favour community participation in either consumptive or non-consumptive wildlife use.

Callihan (1999) continues by saying that this occurred because the communities did not have the skills, organisation or capital to be able to take advantage of market opportunities. The ownership of the land remains a strong need for the nature reserve to foster harmonious relationship between themselves and the neighboring communities. This calls a need for the formalization of their relationship.

Magome and Collins (1998) said that Bakgatla of Moruleng more than any community in the area have strong affinity with PNP. This is not surprising considering the fact that the park has the name of their chief, Pilane. The name Pilane affirms their once enjoyed supremacy in the region. Most of the interviewees working in PNP and the community leader said that PNP belong to them.

Magome and Collins (1998) said that the above mentioned sentiments could be traced to a much more recent history of the area. It started towards the end of 70's when the former Bophuthatswana government decided to set aside the area for nature conservation. Magome and Collins (1998) furthermore said that by that time there were several

Bakgatla villages that were located in the area. Following a decision between Kgosi ya Bakgatla Ya Bakgatla and Bophuthatswana government those villages had to relocate and settle at Moruleng, an area just outside the park

Magome and Collins (1998) furthermore said that former Bophuthatswana government appointed two planners: Tinley and Van Riet to draft a plan for a national park. The new park was to be based on the principles of utilization and community participation. This was a right community development approach because the apartheid government did not see community participation as a vital component to the sustainable development of nature reserves. The match between the skills and the knowledge of local people was not debated during the dialogue about the development of the park. Hence the local people were not empowered to use economic opportunities that were created by the Pilanesberg National Park.

Bunn (1999) said that during the apartheid regime the national parks in South Africa were built for the consumption of the whites. Their objective was to provide whites, particularly those staying in urban areas with a taste for a rural life. They provided a space for recreation, and relief from the stressful life of towns and cities.

Carruthers (1995) said that the national parks were used as centers to exhibit the simple and tame Africans who unlike those in the city do not question white supremacy, but simply takes orders. This kind of statement about rural Africans can be argues, and tells the philosophy of apartheid particularly the Bantustans. It was emphasized that by locating a high percentage of black Africans n rural areas, the apartheid government would be able to maintain order, as it will deal with those few in cities and towns.

Carruthers (1995) furthermore said that some African communities were forcefully removed out of their settlements to make a way for the nature reserves. A good example is the Makuleke community in the former north eastern Transvaal. The Makuleke community was forced to vacate their land and move else during the expansion of Kruger

National Park. The reason was that the elephant population within the park needed some space for grazing.

Carruthers (1995) said that the Makulekes managed to get their land back through the Commission for Restitution of Land Rights that was set up in 1994. although this was superb for local communities dispossessed of their land rights in similar manner, this does not stop the debate as to what should be the role of the national parks in the New South Africa. Chadwick (1996) said that should national parks continue to focus narrowly on nature conservation, and neglect socio-economic needs of the communities around them, or should they abandon nature conservation imperatives, and attend to socio-economic needs of the local communities surrounding them.

The academics in environmental sociology have tried to resolve this question by suggesting a middle way. They have emphasized that the concerns with nature conservation do not necessarily exclude the socio-economic needs of local communities (Chadwick, 1996, Cock and Fig, 1999). Nature conservation and socio-economic needs of local communities should be addressed together. Chadwick (1996) said that various policy papers on national parks have started to see the incorporation of local communities in the planning and the decision making of these structures as central to sustainable development.

The principle of community participation was incorporated early in the planning and development processes of PNP (Magome and Collins, 1998). As already mentioned they were expressed at a time when the local communities especially black areas were not seen as important stakeholders in the development of national parks, but as potential threats to wildlife. Therefore it was the responsibility of the park management during the apartheid regime to keep these people as far away from the park as possible. The researcher believes that community participation should encourage economic empowerment of all stakeholders for equity.

Magome and Collins (1998) said that community participation and nature conservation were the basic principles for the construction of the national park. These principles made negotiations between the Bophuthatswana government and the Bakgatla community to be run smoothly. The planning and development was completed by early 1979, and the park was officially proclaimed and opened in December 1979.

Magome and Collins (1998) furthermore said that during the negotiations the Bakgatla community agreed to make two concessions. Firstly they agreed to give up their grazing rights in the park, and secondly they agreed that the communities that stay within the proposed area for the park have to relocate to a nearby area. In compensation the Bophuthatswana government promised the Bakgatla people the following:

- Allow the relocated Bakgatla People access to family graves within the park.
- Reimbursements for the costs incurred while dismantling existing homes during relocation.
- Allocating of the two nearby farms for community grazing.
- The appointment of Bakgatla's Kgosi Tidimane to the park's board of trustees.

Magome and Collins, 1998

The Bakgatla Development Coordinator said that the present chief, Kgosi Nyalane Pilane is not on park's board of trustees. He said that the community deemed it necessary for the chief to resign from the board in order to allow the community to challenge the management without having to question their chief. He concluded by saying that when the chief is on the board of trustees, when they fight the park's management by extension they are also against their own chief. This clearly shows that the chief was making decisions without consulting his subjects. If he was representing the needs of the community, his subjects were to deem it necessary for him to be a board member of the trustees.

Magome and Collins (1998) said that following initial agreements Pilanesberg became one of the leading nature reserves in South Africa, wild animals were reintroduced, and the private sector was called to invest in the park. The development of the park happened so fast followed by the attraction of the Private Sector. Hence it is not linked to the local economies. Subsequently lodges, restaurants and accommodation facilities were developed. All these construction resulted in Pilanesberg internationally being called one of the biggest and successful nature reserves (Magome and Collins, 1998).

During the construction phase of accommodation facilities, restaurants, etc. the management of the park and Bophuthatswana government forgot to uphold the promise it made to the community. These included compensation for land lost, reimbursement of resettlement costs, and access to the park. The crucial mistake was failing to include Kgosi Tidimane Pilane in the park's board of trustees as promised (Magome and Collins, 1998).

The failure to include Kgosi Tidimane Pilane in the decision making structures of the park meant that all channels with the local community were cut off. The Bakgatla were left out in the activities taking place within the park. The Bakgatla Community Development Coordinator said that the board ignored the fact that the park is on their land as Bakgatla and therefore they have right to decide what happens on their land.

The marginalization of the Bakgatla from the PNP created resentment and negative sentiments amongst the community and the park. They were revealed in a study conducted in 1983 about the attitudes, perceptions and general feelings of local communities about the park (Keenan, 1984). It was found that the local community of Bakgatla surrounding the park resented it, and as a result they were wanted their land back.

The government of Bophuthatswana was angry to learn that a study has been conducted without their consent. To make matters even worse, the results of the survey were long published in the media without the government being informed. In fact the government

learnt about the study through the media. The government of Bophuthatswana therefore took a stand maintaining that it would no longer have anything to do with the Bakgatla community (Magome and Collins, 1998). The tension between the local community and the government continued to the extent that the existence of the park was threatened according to one of the community leaders.

Towards the early 90's the relations between the government and the Bakgatla community reached impasses. The community opened a court case against the government claiming a large portion of the park from the PNP. The government convinced the community to drop the case. Subsequently the case was dropped because the government promised to keep its concessions to the community. The concessions included 10% of the gate taking which is still contributed to date said the Bakgatla Community Development Coordinator (Magome and Collins, 1998).

To prevent any communication breakdown between the government and the community in the future, an organisation was established namely, the Bakgatla Community Development Organisation (BCDO). This was legally recognized non-profit body made up of community members. Its main function was to serve as a custodian of benefits especially monetary accruing from the park (10% of the gate taking). It was responsible for ensuring that such benefits are used within, and are invested for short and long term benefit of the community (Magome and Collins, 1998).

The BCDO was highly critical in fostering the good relations between the government and local community regarding the park. It served as a platform to identify needs and address any grievances in relation to the park. Although it cannot be conclusively be stated that the organisation managed to improve the relations between the community and the government (Davies, 1993).

The democratic government of South Africa brought a different landscape to the operation of the BCDO in developing a harmonious relationship between the government and the community. The operations of the BCDO were overtaken by the political

developments (Magome and Collins, 1998). BCDO was seen as duplicating the functions of the macro-economic policy of RDP. It was concluded that the organisation has to be dissolved paving a way for the new breath by RDP.

The dissolution of BCDO meant that there is no longer any independent structure that could mediate between the Bakgatla community and the park management. The Community Leader and the Bakgatla Community Development Coordinator said that things are returning to the antagonistic relationship of the past whereby the park is only concerned with nature conservation in exclusion of the local communities.

Kgosi Tidimane Pilane resigned from the North West Parks and Tourism Board (NWPTB) in 1996. As a result the situation became sour between the local community and the national park since the chief was the sole representative of the Bakgatla community inside the park. The Park Manager indicated that the board consists of eight people who are chosen depending on the quality of their application by the Member of the Executive Council (MEC) heading the Provincial Department of Tourism in North West. The Park Manager claimed that Kgosi Tidimane Pilane did not disclose his reasons for stepping down.

On the contrary the Bakgatla Community Development Coordinator mentioned that the council unilaterally decided that the Chief had to step down from the board to create harmonious relationship between the Chief and the community. The Bakgatla Community Development Coordinator said that the council realized that Kgosi Tidimane Pilane was used as a token to ratify some decisions that were not concerned with the interests of the Bakgatla community. The Bakgatla Community Development Coordinator furthermore said that the decision to move Bakgatla people from Bakgatla Gate to Raserapane Recreation Centre was taken with the consent of the Chief.

There is confusion with regard to the role of the community members in relation to their land and PNP. This is not to suggest that monetary benefits of 10% gate takings are not important to the community. But as Wells (1996) argue, monetary benefits could mean

that only few, connected community members benefit to the exclusion of the rest of community. Also, monetary benefits alone could lead to only short-term gains in that they might not provide local communities with necessary skills that will enable them to take ownership of tourism ventures within their own area in the long run.

3.5. The North West Parks and Tourism Board

The North West Parks and Tourism Board (NWPTB) is accountable for the functioning of the PNP. It plays an important role with its headquarters at Mafikeng, the capital town of the North West Province. The board was established as in terms of the North West Parks and Tourism Board Act of 1997. It was formed during the restructuring of the tourism and conservation functions under the Provincial Department of Tourism, Environment and Conservation. The NWPTB was made by the amalgamation of the North West Tourism Council and the North West Tourism Board (NWPTB Annual Report, 2000-2001).

There were compelling reasons for the formation of the NWPTB, there was a strong need for combining tourism marketing and development in the province. Furthermore there was a strong need for refocusing the aspects of the conservation function in order to create synergies between tourism conservation and promotion (NWPTB Annual Report, 2000-2001). One body managing and promoting tourism industries in the province according to the board create an opportunity for job creation and economic development.

In the past nature reserves in South Africa were only concerned about animals inside the park not with people outside the reserve. The NWPTB is about bringing a new dimension of social and economic responsibility. The board emphasise that national parks provide infrastructure for tourism development. Therefore the national parks cannot separate themselves from socio-economic issues of their neighboring communities (Carruthers, 1995).

The responsibilities of the NWPTB in PNP and other nature reserves in North West province are as follows:

- Facilitating and coordinating the involvement of the private sector and the local communities through agreements for cooperation.
- Providing and making sure that necessary conservation infrastructure is available and properly managed.
- The marketing and promotion of the park to the investors and tourist. These include maintenance of the restaurants, lodges, chalets and the bulk infrastructure such as roads, electricity and water so that they have carrying capacity to meet tourists and potential investors.

The NWPTB forms joint partnership with the private sector in its operation. It is because private sector has resources and financial capability to promote and market the tourism industry (NWPTB Annual Report, 2000-2001). The researcher believes that this might be an obstacle for the inclusion of local communities especially the rural communities in functioning of wildlife tourism industries of the North West Province. Moreover the researcher believes that there is a need to include a community representative in the governing board of PNP through NWPTB.

The involvement of the private sector from the outside areas might be detrimental to the small and medium enterprises operating in the local communities. The benefit to the local communities will be the creation of employment at lower level in hierarchy of employment within the private sector. The private sector has tendency to bring their own personnel. In PNP the privately owned restaurants operate within the park, which makes it impossible for the tourists and visitors to visit the local communities.

3.6. The Private Sector

Rogerson (1996) maintain that private sector in post-apartheid South Africa is important resource base for reconstruction and the development of the country. These imply that private sector is central for the development of tourism and local economic development. It brings capital and expertise that is non-existent in the rural communities for the growth

and development of nature reserves. The rural areas in South Africa and other parts of the developing countries have high levels of illiteracy and skills shortages.

The Park Manager maintains (see appendix 1.c.) that in PNP the private sector from outside areas has been called because there are no businesses in the local communities that can carry functions within the park. As the researcher has already mentioned, this is caused by too fast development of the park and the attraction of the private sector. The local businesses could not be linked with the park. The private sector operating within the park is responsible for operating and developing tourism industries in and around the park. Furthermore the private sector is responsible for the development, planning, management, financing and marketing of lodges and hotels within the park (NWPTB Annual Report, 2000-2001).

Roe, Grieg-Gran and Schalken (2001) maintain that co-operation between local communities and the private sector are means by which tourism can benefit both parties and provide incentives for the conservation of the biodiversity. The Park Manager furthermore maintain that the park has signed agreements with the private sector to ensure that there is a social and economic responsibility for the benefit of the local communities, the issue of environmental responsibility is also highlighted because healthy environment is vital for the functioning of tourism. The contract stipulates that all the developments and investments that these private companies undertake should maximize employment for the local people.

The Namibian Ministry of Environment and Tourism stipulates that large business operating on communal land should benefit and involve the local residents (Roe, et al. 2001). In some communities especially the rural communities this will be difficult to be implemented due to the shortage of skills. The private sector is mostly driven by the motive of making profit and furthermore they want to retain and strive for high standard of their products.

Roe, et al. (2001) continue by saying that partnership in Namibia are being encouraged between the private sector and local communities in order to improve both the standard of living in local communities and ensure the long-term economic vitality of nature reserves. The researcher believes that this is done to ensure that there is a sustainable economic development. The nature reserves purely driven by the private sector sometimes are not concerned with economic well being of the local communities and nature conservancies that are initiated by the communities that do not have commercial realism.

The Park Manager said that companies investing in the park must be committed to developing skills in the local communities. There is a preferential treatment for the local people with necessary skills for the tourism industry so said the Park Manager. The overall objective of the preferential treatment is to ensure that the tourism development in the PNP benefit local people (NWPTB Annual Report, 2000-2001).

The Community Leader maintains that the private sector operating in the PNP plays a crucial role in the development of Moruleng by creation of employment. He continued by maintaining that without the private sector, Pilanesberg was to remain unknown and undeveloped. It could have remained a jungle surrounded by a ring of mountains without infrastructure to pull tourists. The owners of taxis operating in Moruleng are holding negative sentiments against the private sector because Golden Leopards carries some of the employees residing in various destinations to their specific homes. In practice the management of PNP contradicts itself with the policies it has stipulated. The preferential treatment of local people was supposed to start with the taxi industry. Golden Leopards was not supposed to carry people working night shifts to and from local communities and park.

Roe, et al. (1999) maintain that small scale, locally run tourism enterprise can give the poor people piece of cake in the industry. However, there are many obstacles to participate in the industry particularly lack of credit, skills and marketing skills, and red tape. Roe, et al. (1999) continues by saying that numerous projects that have tried to

develop local tourism enterprises failed due to short term approaches, insufficient attention to product viability, and internal community divisions. This means that the set up of projects for the community should be fair and unbiased and they should take all challenges into account to avoid failures.

3.7. Conclusion

The closure of BCDO due to the claim that it replicates the same functions that were in macroeconomic policy of RDP meant the end to the formal relations between the community and the park. The tribal authority is the only body that is responsible for the usage of 10% from the gate takings at the park. Some of the community members claim that they are not informed about 10% of the gate takings. There is a need for transparency regarding the usage of 10%, the involvement of the community members in the relations of the park and community can be achieved if there is a democratic institution that is handling the needs of the community.

The development of the park was followed by the attraction of the private investment to cater for the needs of the tourists. The private sector is driven by the motive of profit making that makes it impossible for human development of local communities, they simply opt for expatriates who have relevant skills and knowledge for the operation of the tourism industry. The operators of tourism industry are concerned about the quality of their staff because their tourists are part of the tourist experience. The local people occupy menial jobs due to the fact that they do not possess relevant skills and knowledge for technical and professional jobs within the PNP. The management of PNP and the private sector have reached an agreement for the preferential treatment of the local people in terms of employment opportunities. It will take time for the agreement to materialize since there are no initiatives human capital development initiatives. The outside people will continue to occupy lucrative positions in the PNP.

The NWPTB must include community members, who will represent the interests of the local people at the board level. The absence of a community representative who is democratically elected makes it difficult for the interests of the local people to be raised.

The interests of the private sector override the interests of the local people. The inclusion of the community members in the board will make the agreements that have been reached between the park and the private sector to be beneficial to all stakeholders involved in the tourism industry.

Chapter 4

Introduction

It has been said that tourism industries fail to link with the small businesses operating in local areas. Moruleng has taxis that are used as means of transport and there are people who are letting rooms for accommodation (Refer appendix 1.b. for a list of questions). This relationship between the park and the small business will be discussed. There are tourism initiative that have been implemented i.e. Raserapane Recreation Centre Project, Moruleng Heritage Centre Project, Lebatlane Game Reserve and Manyane Craft in Moruleng for the benefit of the local people. Their importance in terms of economic development of Moruleng will be analysed.

Tourism industries in some communities have been known to be agencies of employment and the promotion of the small business in the local areas. For the researcher to accept or refute this statement, the economic and employment dynamics within the Pilanesberg National Park Central Admission, Bakgatla and Manyane resorts will be analysed. This section is highly important for the study to achieve its objective.

4.1. Small Businesses

The taxi industry together with guest houses that were functioning in Moruleng were identified as small businesses that could be linked to PNP because tourism industries relies heavily on transport and accommodation. Therefore there was a need for interviews with members of the taxi industry and owners of the quest houses. Two members were interviewed i.e. individuals who own taxis staying in Moruleng belonging to Moruleng District Taxi Association. These individuals will be referred to as taxi owners in the study. Taxi owners said that they carry a small number of people to PNP as most of the tourists travel by their own transport. The interviewees furthermore maintained that there is only one taxi that has special arrangement with the park to carry people from Moruleng to the park.

The taxi owners said that there was nepotism in terms of transport arrangement, as the association did not receive any tender notices for transport. They maintained that the taxi that has been contracted to the park, the owner has links with the management of the park. The interviewees said that even if the park might be closed that won't affect their business, as they do not rely on it. The taxi owners furthermore said that most people who are working at PNP have relocated to the urban area of Mogwase.

The taxi owners maintained that pre 1994 there were music festivals that were held within the park on a quarterly basis throughout the year. As a result their business was booming because they used to carry local people to and from PNP and Moruleng. That has stopped since the dawn of the democratic government. There are no longer any music festivals that are held in the park. The interviewees concluded that there are rare opportunities where they are called to ferry school kids of Moruleng touring the park. If community members were participating in the development of the park, the music festivals would not have been abolished.

The two owners of the guest houses were interviewed, they will be referred to as house owners. The researcher has observed that houses intended for the accommodation of the tourists are not guest houses per se because they do not have any facilities such as kitchen units and beds that could be used by the tourists. The houses were in unhygienic conditions with electricity due to the lack of funds. The house owners said that they have never accommodated people touring the park. Most of the rooms have been left vacant for a very long period of time except the few that are hired by people working in the locality.

The house owners said that they are not competing against the hotels and lodges in the park since they do not get any tourists for accommodation. Overnight visitors in the park are accommodated within the park. Furthermore they said that they do not have the financial support to develop their rooms for tourists. The researcher believes that this has to be analysed before being implemented to avoid risks of houses being white elephants.

Tourists have a right to choose conducive environment for themselves, the researcher furthermore believes that houses were not in good state for the use by the tourists.

4.2. Raserapane Recreation Centre Project

Raserapane Recreation Project was started in 1995 by the PNP's board. This followed a request by the Golden Leopard Company that Bakgatla Gate could not be fully functional while the day visitor is still there (Minutes of the meeting regarding Raserapane held on 16th of October 1997 at Tlhabane). The latter refers to the Bakgatla Gate Recreation Centre. According to the Project Manager of Mphebotho Museum the Bakgatla people used to visit the area over the weekends and public holidays for recreational purposes. The park however builds accommodation facilities next to the park to accommodate visitors and tourists who might like to sleep over. This of course created conflict of interests. Tourists from both within and outside South Africa complained about the noise that the local people were making in the area. The Golden Leopard Company operating within the park took the matter to the park's management, and a decision was made that the day visitors be relocated somewhere. It was at that time that Raserapane came into the picture

Raserapane Project was officially launched in 1996. it consisted of the three phases. The park's management provided a sum of R965 000 to begin with the first phase, and handed over the responsibility of completing the two phases to the local community (Minutes of meeting held on 16 October 1997 at Tlhabane). The first phase included the clearing up of the site, the building of the structure, tennis court and other recreational facilities within the park. The Bakgatla Community Development Community Coordinator said that the community does not have the financial muscle to proceed with the construction of the last two phases. It should be taken into consideration that the decision for the construction of Raserapane was made at the time when Kgosi Tidimane Pilane was still the member of the parks board. Therefore it was assumed that his consent meant the consent of the entire community.

The researcher believes that it is not the sole responsibility of PNP to bring economic development of Moruleng Area. The tribal authority is receiving 10% of the gate takings each and every year. The 10% of the gate takings is supposed to be used for the completion of Raserapane and furthermore towards knowledge and skills development of its people, who will be better equipped to be involved in the tourism industry. This compels a need for a formation of community-based organisation like BCDO that will be actively involved in the relations between the park and the community.

Unfortunately the community does not support this project because they believe that they were supposed to be involved in decision-making regarding the development of the project. Secondly, the community does not have money to complete the project. The Bakgatla Community Development Coordinator said that the community was not prepared to complete the project that they did not start. The researcher in his site visit found no indication of the usage of the facilities. The erected hall was poorly maintained whilst the swimming pool was not in use, and grass grown all over the area.

Raserapane is a good example of what will happen for a project if community members are not partaking in the planning and development. It shows that projects, even if well intended can amount to nothing if their planning excludes communities they are aiming to help. Rogerson (1997) said that local communities, particularly leadership are likely not to offer support to the project and programmes that they were excluded in their planning. This clearly shows that there is a need for the involvement of the community members not just the tribal authority.

Raserapane Game Reserve as the reserve that is owned by the community, may be developed with the technical assistance from PNP for the benefit of the people not only the tribal authority. It should be based on community control where it is managed by the local people and who in turn benefit directly from it. This will give a practical expression to the idea of sustainable tourism. This will enforce community involvement in the tourism within a locality.

4.4 Moruleng Heritage Centre Project

The Moruleng Heritage Centre Project was launched in 1999 at Moruleng. The project is about an old school that was converted into a museum called Mphebatho. According to the Project Manager, Mphebatho museum is a volunteer organisation that has board of trustees. The board reports to the tribal authority. The motive behind the establishment of a museum was to rewrite what was not well written about Bakgatla. The role of the Bakgatla tribe in the Anglo-Boer war and the other motive was to create employment for the people.

Moruleng Heritage Centre has volunteer workers. These people have undertaken research for the formation of the museum. Two people working in the museum have been interviewed: The Project Manager and the Office Administrator (Refer appendix 1.e. for the list of the questions). The primary motive for the establishment of the museum was to gather History about Bakgatla (group of tswana speaking people) and their artifacts. The interviewees had conflicting views regarding the importance of PNP in the formation of the museum.

The project manager said that PNP was also a reason for the establishment of a museum in their locality. This implies that PNP influenced a need for the development of the museum. The museum is still in its infancy stage and therefore it cannot be said to be a failure or success story. The research believes that with the necessary financial and technical assistance from the park, Mphebatho can generate revenue for the community.

The board of trustees consists of a community member, representative from Sun City (A Mokgatle person), representative from PNP (a Mokgatla person), and a representative from the local municipality's department of arts and culture. The interviewee said that mainly the people of Moruleng carried out the renovation of the structure. They only contract people/companies from outside if they do not have relevant expertise within their locality.

The other interviewee maintained that PNP has contributed funds whilst the other said PNP failed to provide them with old furniture for the running of their office. The museum is not yet officially opened because it is incomplete. Furthermore they gave different responses regarding entrance fee at the museum. The other said that two rand is paid and the other said that no entrance fee is charged. Most of their visitors are from Sun City and PNP, which implies that the museum is dependent on Sun City and PNP as centres of attraction.

All of the volunteers are from the locality. The interviewees maintained that it is their moral obligation to ensure that the museum succeed despite financial hassles. They believe that they are building a project that will reward them at a later stage. Locally, the museum has been promoted in schools and shops. Mphebatho is the only museum in Moruleng and there is no similar establishment in PNP, which means that they do not have any competitors and can therefore be run profitably.

The North West Tourism and Parks Board previously funded the museum. There are plans that will be implemented for the generation of the funds in the museum. They include setting up internet café and restaurant, and the hall will be rented out. These initiatives will be contracted to the service providers said the Project Manager.

The people of Moruleng carried out the conversion of a school into a museum. The museum has two general workers who are responsible for keeping the museum clean and tidy. The Bakgatla-Ba-Kgafela pays their salaries. The tribal authority has played a major role in the formation of the museum as testified by the interviewees.

The project manager is convinced that the initiative like the Moruleng Heritage Centre Project needs the support of PNP. PNP should include heritage centre in its promotion and marketing strategies because it is the only museum of its kind in Pilanesberg. PNP may provide technical and financial assistance with regard to promotion and marketing. This might generate revenue for the community.

4.3. Lebatlane Game Reserve

Lebatlane is a farm of 3850 hectares outside the PNP. The Bakgatla Community Development Coordinator said that the farm belongs to the community of Bakgatla and was bought by Kgosi Tidimane Pilane. In 1992 the tribal authority assigned themselves the responsibility to convert the farm into a game reserve. The motive behind the buying of land was to promote cultural tourism in the area. In order to promote the rich cultural heritage of Bakgatla cultural villages were envisaged.

The Bakgatla Community Development Coordinator said that several organisations contributed towards the establishment of the Lebatlane Game Reserve. The Independent Development Trust (IDT) donated R100 000.00 in cash and the PNP board donated wild animals to the game reserve. The problem that is faced by the game reserve is the lack of skilled staff to run the game reserves especially since it is near completion. The researcher believes that any kind of economic activity that is supposed to generate revenue for its communities must be matched with the skills and knowledge of the local people.

The researcher discovered that one manager and two scouts run the reserve from the PNP. Lack of well trained staff poses a serious problem for the reserve as it continues to be left back as compared to PNP in attracting tourists. The Bakgatla Community Development Coordinator said that few people touring PNP know the reserve, which implies that Lebatlane Game Reserve is poorly marketed. PNP has a role to play in this regard in terms of marketing and promotion. The tribal authority also has a major role to play since it receives 10% of the gate takings. It has to pay for the training of the people who can work in the game reserve.

4.4. Manyane Craft Market

Manyane Craft Market is the project that has been initiated by PNP for members of the local communities to sell curios. This project was opened in June 2002, located inside the park between Bakgatla Gate and central administration. Two members of this project from Moruleng were interviewed. The interviewees in this regard will be called artists.

Artists operating in the market were eight in total and there was a balance in terms of gender classification. Therefore a male and a female were interviewed.

The artists do not pay a cent to PNP for using Manyane Craft Market for their own benefit. The artists share the money as members of the project. Most of their handcrafts are made and sold within the market. Traditional regalia sold in the market are made at Mogwase, which is an urban area few kilometers away from PNP. The same members of the project make them.

The artists maintained that PNP helped them by opening the gates for them to sell within the park. Their customers are the tourists visiting the park. During December and school holidays they get more customers. The interviewee maintained that they manage to get 10 customers in a day during those times. During normal working days, days can pass by without even attracting a single customer.

The artists furthermore maintained that tourists do not know about them because they are not advertised within the park. The interviewee argued that their stalls are far from the road, which implies that they are not visible for the tourists therefore they fail to attract a reasonable number of customers and furthermore there are curio shops within the park selling products from other African countries.

The curio shop within the park is said to be privately owned by a white person from Johannesburg. The park gives the owner preferential treatment because the shop is in the heartland of the park and it is visible because he pays rent. This clearly shows that the park is primarily concerned with profit making not with the economic development of the locals.

4.5. Bakgatla and Manyane Resorts

Mahony and Van Zyl (2002) maintained that unemployment and poverty are some of the major problems that are facing South Africa today. The situation in semi-urban areas such as Moruleng and other rural areas is exacerbated by the fact that they have skills

shortages and high levels of illiteracy rate. It is within this context that tourism is believed to have potential for economic development in these areas.

Magome and Collins (1998) said that creation of employment opportunities in the Pilanesberg Region is very central to the overall objective of the park. They furthermore said that unique geological features and scenic landscape led to the proclamation of Pilanesberg a national park in 1979 by Lucas Mangope of the former Bophuthatswana government but there was also a burning desire to uplift poor local communities. This implies that there was emphasis on economic and social well being of the community members was linked to nature conservation. Clearly there is still a room for this materialize.

The Pilanesberg National Park Management Series (2001) stipulated that job creation should be complemented with tourism related business ownership by the neighboring communities both within and outside the park. The Pilanesberg Park Management Series (2001) furthermore stipulates that if the neighboring communities benefit through job and business opportunities that are created, the support by the local communities for the protected areas will be obtained and important conservation objectives will be treated as a secondary benefit.

The stipulations above by the management of the PNP became central to this study. Manyane and Bakgatla Resorts are used as the case studies to explore their impact in Moruleng. The Bakgatla Resort is located two kilometers away to the South of Moruleng and the Manyane Resort is located inside the park opposite the park's central administration.

As employment creation is an important gain for the local community of Moruleng, the employment situation in Bakgatla and Manyane Resorts was analysed. Britton (1982) said that tourism industry depends on exported labour. The study will also look at the kind of jobs that employees from Moruleng are doing in those resorts because tourism

related jobs have been perceived to be low paying, temporary and dehumanizing to those who them.

In addition to the Bakgatla and Manyane Resorts there are two other resorts inside PNP namely: Kwa-Maritane and Bakubung. These resorts are privately owned. Park Manager said that these resorts are the main recruitment agencies in the area. Golden Leopard Company based in Rustenburg runs Bakgatla and Manyane Resorts.

Lea (1988) and Pearce (1989) in Goodwin, Kent, Parker and Walpole (1998) said that employment within tourism industries is often criticized for being low paid, low skilled, seasonal and part-time. Many jobs are dependent on skills that belong to an urban culture, and do not complement existing rural livelihoods. Closer to the PNP there is Mogwase, which is an urban area established after opening of PNP. The researcher believes that it was partially established to accommodate people from urban areas working in the park.

Lea (1988) and Pearce (1989) in Goodwin, et al. (1998) furthermore hold that where the existing livelihood opportunities are limited, the industry has the potential to offer substantial incomes. For rural areas, participation in the nature tourism industry is limited to low-grade employment in the formal sector and small-scale entrepreneurial activities in the informal sector. Urban or other non-local people hold more lucrative jobs and enjoy better income and employment benefits. The non-locals hold almost all of the posts at the top management level.

The general managers of Bakgatla and Manyane Resorts were interviewed for the purpose of this study (Refer appendix 1.c. for the list of questions). Bakgatla Resort has 40 employees whereas Manyane Resort has 38 employees. The positions range from top management, middle management, and administrators to waiters and waitresses at the bottom. The managers maintained that almost all of the staff are from local communities. They said very few are from the outside areas. The two general managers themselves and others at the top and middle level of management are not from the local communities.

It was highly difficult for the study to verify claims made by the general managers because the study was using qualitative research methods hence it was not relying on the usage of questionnaires. The researcher managed to secure interviewees with different people in different levels of occupations from Moruleng. Four people were interviewed: two were office administrators and two were cashiers in the restaurants within the park (Refer appendix 1.d. for the list of questions). The office administrators maintained that it is highly difficult for them to become managers because they are not from Mafikeng, which is the place where the headquarters of NWPTB are situated and it is also the place where top managers originates.

The office administrators working in Bakgatla and Manyane Resorts said that they were employed because they have matric and basic computer usage certificates. They were initially employed as receptionist and attended training twice since they were employed in the early 1990's. They said that the barrier for them to be promoted to the management level is that they are not from Mafikeng. The researcher believes that it is not that they are not from Mafikeng but because they do not have managerial skills and knowledge to handle employees. Moreover because they are not studying for their own advancement. One of the office administrators said that 'I am happy with my salary cause I can afford to live a good life'.

The cashiers in restaurants operating in Bakgatla and Manyane Resorts said that their posts are permanent. One of the cashiers said that she was employed for doing tasks such as washing dishes, helping chefs to prepare menus and stock taking and she was offered cashier training paid by her employer. The other cashier said she was hired to be a cashier because of her experience. Both of them maintained that they are not well paid and work for long hours. They said that it is better than nothing for as long as they can take care of their children at school. Lastly they said that they will remain cashiers for most parts of their life cause for now they cannot afford to pay for part-time studying. Moreover they maintained that their supervisor and manager are from Rustenburg that is economically well off as compared to Moruleng. Their jobs are sustainable because they are employed on full-time basis.

The general managers of Bakgatla and Manyane Resorts claimed that the employees are not just from Moruleng, others are from neighboring communities such as Mogwase, Ledig and Tsitsing. The other problem that was highlighted during the interview was that some people working in the resorts do not originate from Moruleng and other neighboring communities. They are staying in Moruleng and neighboring communities because they could afford accommodation provided by the local people than the park.

Furthermore the general managers said that all service providers within the resorts are not from the local areas since they do not possess resources and services that could be utilized by the park. Local people are employed sometimes to do menial jobs such as fencing and cutting trees by the contractors that have been awarded tenders. These menial jobs are not sustainable but they do help locals with money and experience.

4.6. Economic and Employment dynamics within the Pilanesberg National Park Central Administration

The Park Manager of PNP was interviewed for the purpose of the study, (see appendix 1.c. for the list of questions). He has been occupying the post for a period of 8 years. He maintained that there are four resorts within the park that are: Kwa Maritane, Bakubung, Bakgatla and Manyane. He maintained that PNP together with Sun City have created economic viability within the region. He said that PNP has led to many development and investments into the region. He also emphasized 10% of the gate takings that is given to Bakgatla-Ba-Pilane tribal authority.

The park manager maintained that there was Section 21 company called Bakgatla Community Trust that was disbanded towards the end of 1994. the company was facilitating the 10% of gate takings. The interviewee said that tourism industry is not labour intensive, it needs small number of employees. The other reason is that larger amount of budget is spent on the maintenance of the infrastructure.

The park manager said that tourism industry is still regarded as a white man's territory. Blacks in Moruleng have to be trained while there is a need for people with experience. THETA (Tourism, hospitality, education and training authority) through the initiatives by PNP has taken students from Moruleng to attend a course in nature conservation and tourism. The training will prepare those students for technical and professional jobs within the park said the Park Manager.

The Park Manager also emphasized that they do send tender notices for services such as catering, plumbing, etc. but they do not get any responses from Moruleng. He said that almost all the contractors are from outside areas owned by the whites. Local people do not have the capabilities to render services required by the PNP. During functions local people from Moruleng are called to perform traditional dances. These functions are rarely held, which implies that traditional dance as source of income is unsustainable. The park manager maintained that there are no people from Moruleng in Managerial/professional level.

In South Africa the economic paradigm is highly intertwined to the socio-political paradigm as results of the apartheid regime (Robinson, 2000). This means that most of the entrepreneurs are whites as compared to their black counterparts because they were deprived of economic opportunities. The PNP tries to involve the local communities into the economic benefits generated by the park but local people do not have necessary skills and knowledge to grab economic opportunities. These make it highly problematic to put principles of sustainable tourism into practice. Robinson (2000) said that true sustainability couldn't be pursued within the social paradigm that has dominated human life in recent history. This implies for all developments to be sustainable there must be empowerment of previously disadvantaged people through education and training. There are challenges in rural communities such as skill shortages for employment of local jobs in better paying jobs.

The Park Manager furthermore said that there are people from Moruleng with Qualifications from non-accredited institutions the so called 'fly by nights institutions'

they do offer them internship for as long as they are from Moruleng. Community Liaison Officer who is based at PNP as full time employee facilitates the preferential treatment of Moruleng residents with regard to employment.

The other interviewee within the central administration was the personal assistant of the Park Manager (see appendix 1.d. for the list of the questions). She started working in the park by 1987 without promotion. Furthermore she is employed on full time basis permanently. She feels that she is unfairly treated as compared to other employees from outside Moruleng and she is not satisfied with her salary. She has attended training computer usage funded by PNP for her career advancement.

As the personal assistants work closely with the managers, this implies that they have vital information about the operations of their organisations. She was asked about the importance of PNP to Moruleng as a neighboring community. She emphasise that PNP contributes 10% of its gate takings to Moruleng. She furthermore emphasized that PNP contributes 10% of its gate takings to Moruleng. She furthermore emphasise that there is Lebatlane Game Reserve inside the park, which has been handed over to the community and Raserapane Cultural Village, which has already been built at Moruleng.

The personal assistant furthermore maintained that there are projects that will be implemented for the benefit of Moruleng. There will be lodges that will be built at Moruleng and another farm will also be given to the community for game reserve. She said that the PNP helps community during funerals with the provision of firewood for cooking. Local people have access during the funerals to cut trees inside the park and traditional healers are allowed to dig roots and herbs for their medication. Cutting of trees and plants has financial benefits for the traditional healers because clients are charged for their services. Theses initiatives are socially oriented but they do have economic impact.

The personal assistant maintained that during development and renovation within the park, they target people from local communities including Moruleng. Tenders are taken to the tribal authority for advertisement. If there are no capable people within Moruleng

then the tenders are given to outside service providers. The interviewee maintained that there are provisions in the tender form, which stipulates that outside companies have to employ local people.

The interviewees said that Golden Leopard Resort, which is owned by a white person not from Moruleng, owns restaurants within the park. The park handles cleaning and technical services. The uniform worn by the staff of the PNP is made at Cape Town. Entrepreneurs from far places are grabbing opportunities that could be generating revenue for Moruleng. In Manyane Craft Market there are artists who are selling clothes. If the park is seriously concerned with the development of its local people it is supposed to have awarded tender for the uniform to the artist operating within the park. The only obstacle might be the quality of the local artists' products.

The interviewee maintained that the management hand out 10% of the gate takings to the tribal authority without making any follow up about how money is spent. In the past there were functions for handing out the money, community members were invited to the functions. Nowadays community members are not informed about 10% that is given to the tribal authority.

The other interviewee in the park was a field ranger (refer appendix 1.d. for the list of the questions), he has nine years working experience on full time basis permanently. He has standard nine and attended courses on conservation, ecology and computer skills. The interviewee has to register for level 3 and 4 through a technikon so as to get national diploma. The interviewee maintained that he is satisfied with his salary since it is on the same range with government employees who are on the same grade with him.

His responsibilities are nature conservation, monitoring , patrolling and security. Furthermore he helps with switchboard operation. Each and every three months they attend in-house training. The interviewee maintained that PNP allows local people of Moruleng to take firewood, traditional herbs and clay soil within the park. He said that

PNP couldn't have major economic relations with Moruleng due to the quality of the foods they sell. He said that butchery and shops are in poor state.

The interviewee maintained that most of the staff members are people from outside Moruleng and the neighboring communities. He said that promotion is also targeted for the people outside Moruleng. He said that PNP is controlled by NWPTB with its headquarters at Mafikeng. Thus the reason why most of the employees at the top and middle management level are Barolong from Mafikeng.

In Pilanesberg Region there is still a need to strive for economic development led by tourism of the local communities. Major beneficiaries at the moment are the expatriates because they occupy higher positions e.g. top management of PNP is occupied by expatriates. The obstacles for the community involvement can only be removed if the government is committed to the empowerment of the local people. The park cannot achieve empowerment of the local people since it is driven by the motive of profit making.

The third interviewee in the park was grounds man responsible for cleaning and watering. He has five years working in the park without promotion. He has standard seven and has only attended HIV/AIDS workshop in the park. His post is full-time permanently. The interviewee maintained that most of the contractors come up with their own people like Security Company that has been contracted, it has people as far as Pietersburg in Limpopo province.

The interviewee furthermore maintained that road networks and systems in Moruleng are in poor conditions, which might be constraint for economic development. He furthermore highlighted that tender notices that are sent at tribal authority do not reach community members. The taxi that they use as employees are not allowed to enter the park, they have to walk for 1.5 kilometer to reach their work station.

4.7. Conclusions

The Pilanesberg National Park does not promote the small business operating in Moruleng. The park has discriminated against them, the reason might be the quality of the products and services they render. The park is supposed to use local taxis for the transportation of its employees instead of Golden Resort Company for achieving economic development of local areas as per blue book. This clearly shows the dominance of large enterprises over small ones. The guest houses in Moruleng will never attract tourists in their current state because of their poor conditions. The business linkages between the park and the small business in Moruleng can only be achieved if there are intervention programmes to small enterprises.

The Raserapane Recreation Centre Project failed as a tourism initiative because it did not include community members in its planning phase hence it failed to generate revenue for the community. Moruleng Heritage Centre with necessary support i.e. advertising of the museum within the park has a potential to generate revenue for the community. The intended business initiatives i.e. internet café and the restaurant will also generate revenue for the community. This also has to be analysed before being implemented for commercial realism. Lebatlane Game Reserve needs the technical assistance of the park for it to be successful. It might be difficult for the park to assist with the development of Lebatlane Game Reserve because it is driven by the capitalists motive of profit making. The tribal authority may also use 10% of the gate takings for the training of its people to work in the game reserve.

The Manyane Craft Market inside the park clearly affirms Butler's theory that tourism industries are capital driven. Because the artists selling in Manyane Craft Market are not paying a cent to run their business, they are allocated a spot that is invisible for the tourist. The artists that are paying to sell their crafts are located a visible spot within the park.

The researcher does not blame the park for employing the expatriates for better paying jobs within the park and the park's central administration because they have necessary

qualifications, skills and knowledge. This affirms the statement that tourism industries in rural areas depend on employees from economically better off areas. Local people are mostly doing menial jobs within the park and its resorts because they do not have necessary qualifications, skills and knowledge.

Chapter 5

5.1. Conclusions

The study has looked at how Pilanesberg National Park has economically benefited the local community of Moruleng. These has been achieved by means of conducting interviews and observation of availability of bulk infrastructure and services that could be used in the community to promote tourism industry. As a results generate revenue for the community. The responses of the interviewees have been correlated with the findings in other developing countries.

The researcher believes that the park is not making major economic impact in the local community due to the fast development of the park hence local people do not possess relevant qualifications, skills and knowledge to be actively involved in the functioning of the park as stated in William's model. The mistake was made during the initial stage of development because the tribal authority was the only body representing the needs of the entire community. There was a need for a community-based organisation , which was democratically elected that was supposed to raise the needs of the local people especially of the small business and the local market.

William's Model of business linkages and tourism can be used as a predictive tool in tourism development, it is applicable to the development of PNP since the development of the park happened so fast as results it is not linked to the rural economies of Moruleng. The local people do not understand how the tourism industry works because they were excluded during the planning phase of the park. If the local people were recognized in the functioning of the park, their needs were supposed to be prioritized in the functioning of the park e.g. contracting Golden Leopards Company for the transportation of the employees instead of the local taxi industry.

This clearly shows that people know what is best for them, they do not need experts to decide for them. It is difficult for the management of the PNP to promote economy of

Moruleng thus actively involving local people since the park has to survive as a business entity. Survival of the park means exclusion of the local people because they are not prepared by the government and tribal authority to grab opportunities that are accorded by the tourism industry.

The dawn of the democratic South Africa presented numerous challenges that must be confronted in order that all South Africans can equally enjoy the resources and opportunities that are available to them. One of the industries that have been earmarked by government for economic development of most areas of South Africa is tourism hence it can address the challenge of unemployment. In the last three to four years the South African tourism industry is believed to have grown faster than any other industry in the economy. The industry is expected to continue with the trend.

The growth of the tourism calls for commitment by the government to empower local people in grabbing economic opportunities that have been created by the tourism industry. The private sector does not normally invest in the development of the people who are not its employees because it faces the risk of profit loss. There is no economic development without human capital. Any kind of economic initiative in an area should match the skills of the locals for the industry to make impact in economic development.

Tourism industry has been earmarked as one of the tools for economic development, which implies that analysis has to be conducted before development of tourism industry for commercial realism because tourists are important in these industry, their needs must be understood for the industry to be functional. The market analysis needs the commitment of the government in rural communities because poor communities face challenges of poverty and isolation.

Despite its commendable expansion, there are still critical shortfalls in the industry. One of the most fundamental challenges facing the industry is the urgent need to ensure local communities in affected areas are economically empowered and involved in the overall operation of the tourism industry. For example, many national parks e.g. Kruger National

Park and Pilanesberg National Park are located on pieces of land that belong to certain communities and those communities are excluded from benefiting in any form from the existence of the park on their land.

The location of the park in area that is owned by certain communities calls for good working relations between the developers and the park for the benefit of the two parties. This needs the involvement of the community members not only the ruling individuals. Community participation must be included in all tourism plans for raising their issues and suggestions. This will also give the locals a chance to grab economic opportunities that have been created by the tourism industries.

The tourism-led economic development in rural communities fosters the commitment and co-operation of government and communities. If tourism development is driven only by the government as a developer, communities will not be beneficiaries in the tourism industries. There must community based organisation for a healthy dialogue between the government and the community. This will give government an opportunity to take into cognizance challenges that are faced by the rural communities for the benefit of the majority especially the poor.

Communication between the ruling individuals in local communities and the government will only benefit few connected individuals. At a time when Chief was still a member of the governing board of PNP, a decision was taken detrimental to the community in his presence. Community based organisation that are democratically chosen will ensure that the benefits accrued from the tourism industry are distributed evenly to the community. The researcher believes the sentiments that were echoed by the community members because 10% of the gate takings does not benefit them in any way. This could also be harnessed by the inclusion of democratically elected representative in the board of PNP, who is also knowledgeable about tourism industries.

The management of PNP has cited the lack of skills and expertise amongst the local people as the reason for the little economic benefit that the locals receive. People of

Moruleng lack understanding on the general game reserves business and managerial expertise. Furthermore local entrepreneurs lack resources to provide adequate services and products to the park.

The management of the park should not be blamed for opting for expatriates not the locals for better jobs. The problem lies with the government of Bophuthatswana because it did not take into cognizance the issue of human capital in Moruleng hence the locals could not occupy higher positions in the park and other business units controlled by other service providers. It is of the researcher's view that the situation might change for as long as PNP continues offering scholarship for the local people to study tourism-related careers.

The researcher has mentioned that Pilanesberg National Park has led to the development of Moruleng Heritage Centre, Raserapane Recreation Centre and Lebatlane Game Reserve, which needs the support of the Pilanesberg National Park for the community to generate income for itself. These initiatives must have commercial realism while being developed for the benefit of the community. Moruleng Heritage Centre is still in its initial stage, with the necessary support it will be a success story.

The management of the park could help tourism initiatives in Moruleng with advertisement in conjunction with government. This could be done by distribution of the pamphlets within the park. This will allow the local people to understand the importance of tourism industry in there area and for the local economy to develop since there will be interaction between the locals and tourists. Moreover this will creates economic linkages between the park and Moruleng. As a result entrepreneurship will be developed.

Theorists who are pessimistic about the economic role of tourism industries in rural areas have argued that tourism industries have been found to be controlled by the expatriates i.e. they run business units and furthermore they occupy jobs at managerial and professional level while local people do low-skilled jobs or general work. The researcher fails to reject this statement because established companies like Golden Leopards from

outside run most of the business units within the park and furthermore no employee from Moruleng has been found to occupy senior position due to the reason that they do not possess relevant skills and knowledge.

Employees in managerial and professional level are expatriates from Mafikeng which is the capital of North West province and of the then government of Bophuthatswana, and furthermore it is home for North West Parks and Tourism Board (NWPTB). This explains the reasons why most people in managerial and professional level are from Mafikeng because Mafikeng is economically well off as compared to Moruleng that is rural. For the PNP to benefit local communities there must be community representative who is democratically elected in the governing board to make meaningful contribution i.e. economic impact in the lives of local people.

The rural communities have high percentage of the aged and the illiterate while young and the educated relocate to the economically well-off areas. These mean that tourism industries have to recruit people from economically well-off areas. But these does not mean that tourism industry does not need the unskilled and the aged since it depends on a wide resource base that some rural communities possess. There is a need for awareness campaign to enlighten the rural communities about tourism industry.

The researcher believes that it is not the sole responsibility of the park to bring the economic development of Moruleng. The tribal authority has a major role to play since it receives 10% of the gate takings each and every year. This compels a need for transparency about the usage of gate takings by the tribal authority. This could be achieved only if there is community based organisation that is actively involved in the relations between the local community and the park. The Pilanesberg National Park is making a meaningful contribution by giving 10% of its gate takings to Moruleng.

For tourism-led economic development in Moruleng there is a need for the formation and strengthening of local democratic institution that will be highly forceful on how 10% of the gate takings will be used. The 10% of the gate takings should benefit all people

because some people had to relocate for the construction of the park. They have a right to know how 10% of gate takings is used. Awareness about usage of 10% of gate takings will ensure that there is accountability.

The process of globalization in terms of replacement of people by machines does not influence the tourism industry by machines. It is influenced by globalization with regard to a need for skilled and knowledgeable workforce to be competitive in today's world that is driven by capitalism. That poses a threat to most of rural communities because tourism depends on a wide resource base e.g. scenic features and informal market that exist in the rural areas. Rural people have to be involved and empowered to recognize the economic opportunities that have are created by the tourism industry. This can be achieved for as long as there is slow development of tourism development as contained in William's model of business linkages and tourism.

The tourism industries like the Pilanesberg National Park cannot be held liable for not forming economic linkages with the local communities. It is stated that establishment of PNP was premised on the principle of community involvement but it seems the tribal authority was making decisions without the consent of the community members. If there was community participation, interests of the community members are supposed to be a priority in the park.

The PNP faces challenge because it has to survive as a business entity while conserving nature and economically benefiting Moruleng. The government especially the provincial government as it controls the funds of the park has to empower local people through training and provision of grants for tourism related studies and business. There is also a high need for the tribal authority to be actively involved in the economic development of its community through tourism because it receives 10% of the gate takings. The money should benefit all through projects that have potential to redistribute income.

Pilanesberg National Park does provide jobs for the local people even though not at managerial and professional level because local people do not have relevant

qualifications, skills and knowledge for highly demanding jobs. There is a need for PNP to keep on offering scholarship to local people for empowerment. The PNP can make a meaningful contribution to the small business by involving local taxi industries in its operation not the Golden Leopards Company, this will bring sustainable economic development. At the moment the PNP is making minimal impact in the economic development of Moruleng because of the approach that has been undertaken by the former Bophuthatswana government in the development of PNP.

5.2. Recommendations

The Pilanesberg National Park in its mission statement mentioned that it has to benefit the local communities economically, but practically there is no Link between the PNP and Moruleng as a neighboring community. The PNP may come up with the programs that will enhance the quality of life for the local people by creating opportunities for young people and keeping local shops and services alive. There is already a strong local transport system, which needs to be incorporated into the tourism industry.

By incorporating the taxi industry into tourism. PNP will be encouraging the efficient use of existing services. This could be done by reducing dependency upon the car when visiting PNP. This will allow the visitors to know more about the local people, which is about exploration. Furthermore it may encourage the best use of existing game reserve i.e. Lebatlane which is owned by the community. Moreover they will be promotion of the informal market in the community because there will be interaction between local people and the tourists.

By incorporating the taxi industry into tourism industry, PNP will be encouraging the best use of existing services. This could be achieved by reducing dependency upon the usage of car when visiting PNP. This will give visitors an opportunity to know more about the local people, which is about exploration. Furthermore it may encourage the best use of existing game reserve i.e. Lebatlane, which is owned by the community. Moreover there will be promotion of the informal market in the community because there will be interaction between local people and the tourists. These will compels a need for the

development of bulk infrastructure in Moruleng, which will have the carrying capacity of the tourists.

As tourism is all about exploring and learning, this can be applied to the catering services by creating restaurants within the park that serves the local menus of Bakgatla. The foods should be produced and bought locally for the promotion of agriculture that will be supporting the tourism industry. Farming will also be creating jobs for the local people in promotion of their culture and economy. Farming does not depend highly on skills and knowledge which implies that the aged and the illiterate in the rural communities will be provided with employment for income generation.

The PNP should always strive towards the attainment of its mission where visitor, tourism industry, local community and environment are in complete harmony, and thus make a significant contribution towards improving the quality of life for rural people. Their approach should adapt and evolve to ensure that the needs and demands of the visitor, industry, environment and community are all kept in equilibrium. This could be achieved with the incentives from the government.

The PNP should keep on providing training for the young people in the local communities so as to empower local people and creating ownership through involvement in tourism matters. PNP is making meaningful contribution to the local communities but there is still a room for improvement. The PNP should be managed in a way that has positive effective on its surroundings and local resources.

The PNP has to work with the tribal authority and community based organisation (CBO) to improve existing infrastructure for sustainable tourism in the area. Harmonic relationship between PNP, tribal authority and CBO will improve opportunities for business innovation, development and marketing of locally produced products based upon local resources that celebrate and help conserve the special qualities of the area and benefit the tourism industry.

Furthermore there is a need for the improvement of gathering, interpretation, provision and use of information cause there are already existing resources and services in Moruleng, which are underutilized. Promoting these services and resources will improve the quality of life for the local people.

For planners and development planning this research highlights the importance of community participation in tourism development and planning. Planners should always include community participation in their plans for successful development because people know their needs better. The involvement of the ruling individuals especially the tribal authority does not mean that the community members are well informed, there is a need for democratically elected institutions to handle communication between the developer and the community.

Furthermore for planners and development planning this research highlights the importance of informal and small businesses in local economic development. During the planning phase informal and small businesses have to be incorporated into the discussion for the benefit of the local people especially the poor cause it has the potential to alleviate poverty that is faced by most of the rural communities. Informal and small businesses are highly important in rural communities because they do not necessarily need skilled people.

Primarily this research in South Africa has raised the importance of Integrated Development Plans (IDP). It shows that the development plans need to be integrated for economic development. This will ensure that there is support for small business operating in the locality.

The researcher believes that there is also a need to interview the traditional healers who dig roots and herbs within the park for medical purposes. This will help to know if the park constrain or promote their services because conservation management has rules on protection of indigenous plants and trees. This will also help to verify claims that have been made by the management and employees of the park. Furthermore the researcher

believes that traditional healers may help with nature conservation within the park because they have their own indigenous knowledge of looking after plants and trees. This implies that there is a need for creation of a body that will facilitate working relations between the traditional healers and the management. This also highlights the importance of IDP because it recognizes importance of all interested and affected parties in development.

The developers of the tourism industries in a locality should make sure that they conduct a feasibility study and social impact assessment before development of a nature research, to make sure that there are relevant skills and services in the community that will match the demands of the tourism sector. For the tourism industry to make meaningful contribution in the lives of many people within a community. This is highly important because tourism industries depend on personalized services.

Appendix 1.a.

The tribal authority was asked the following questions:

- What is your role in functioning of the PNP?
- Are you happy to have PNP in your area?
- Does PNP have economic impact in your area?
- Is there any change in the economic impact of PNP during Mangope's regime and in this new dispensation?
- What kinds of small and medium entrepreneurs are linked to PNP?
- Is there potential for further development in the linkages between PNP and local economies?
- Are there any constraints for the integration of PNP into the local economy?

Appendix 1.b.

The taxi and house owners in Moruleng were asked the following questions:

- What are the economic benefits of Pilanesberg in Moruleng?
- Who are the major beneficiaries?
- Who are your competitors?
- Is it a fair competition?
- How does PNP affect your business?
- Are there any projects that have been initiated by PNP for the betterment of Moruleng business?
- How is PNP integrated into the local economy?
- Is there potential for co-operation between the local business and PNP?
- What are the constraints for the co-operation?
- What services and products do you supply to PNP?
- How does seasonality of PNP affects your business?

Appendix 1.c.

The management of Pilanesberg National Park was asked the following questions:

- How does Pilanesberg National Park benefit the people of Mogwase?
- How is tourism industry labour intensive?
- How many suppliers of your industry are from Moruleng?
- How many suppliers are from external?
- Why are there differences in terms of the external and internal suppliers?
- How many of your employees are Moruleng permanent residents?
- How many people from neighboring communities are employed at the managerial and/or professional level?
- Do you offer training to empower employees doing menial jobs?
- How many of the locals are doing general work?
- How is PNP integrated into the local economies?
- What are the differences between the salaries of the professional/managerial and general workers?

Appendix 1.d.

The employees of Pilanesberg National park from the village of Moruleng were asked the following questions:

- What is your rank in this organisation?
- Have you ever been promoted since you were employed by PNP?
- Is your post permanent/temporary?
- Is your post full-time/part-time?
- Are you treated in the same manner like employees from outside?
- Are you satisfied with your wage/salary?
- How often do you attend training for development?
- Are you satisfied with the way in which PNP is linked to local small and medium enterprises?

Appendix 1.e.

The project manager and the admin officer of Moruleng Heritage Centre were asked the following questions:

- What was the primary motive behind the establishment of a museum?
- Who was covering the cost of planning and construction?
- How many visitors do you get per day?
- What are your constraints in functioning as a museum?
- How do you operate?
- What are the benefits of PNP in your museum?
- How do you economically benefit the community of Moruleng?
- How many visitors do you get per day?
- How much is your entrance fee?

Appendix 1.f.

The artists at Manyane Craft Market were asked the following questions:

- How much do you pay for letting this space?
- Who are your competitors?
- What are challenges and constraints in selling curios?
- How many visitors do you get per day?
- How does PNP benefit you.

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