

CHAPTER 6

EMPIRICAL RESULTS OF RESEARCH

Your most unhappy customers are your greatest source of learning.

~Bill Gates~

6.1 INTRODUCTION

As indicated in Chapter 1, the primary objective of this study is to develop a sustainable tourism management framework for Mapungubwe National Park (MNP). In order to achieve this primary objective, seven secondary objectives were set. The first four of these secondary objectives were to contextualise a theoretical background to the research problem through a literature review related to an overview of MNP, the foundations of management for SANParks and protected areas, park management and finally, sustainable tourism at World Heritage Sites and national parks. These secondary objectives were covered in the literature in chapters 2, 3, 4 and 5 respectively. After the four secondary objectives related to the literature review, two secondary objectives were set that relate to the empirical study.

These two objectives, which will be discussed in this chapter, are:

- ❏ to develop a profile of the visitors to MNP; and
- ❏ to assess visitor perceptions, management opinions and local land owner perceptions about the major issues facing sustainable tourism management at MNP in order to identify gaps or shortcomings in management effectiveness.

To address these objectives, this chapter is divided into three sections. The first part (Section A) of the chapter will address the results obtained from the visitor survey. The second part (Section B) will address the results obtained from interviews conducted with local land owners while the third and final part (Section C) will address results obtained from interviews conducted with managers of MNP.

This study utilised both qualitative and quantitative methodologies. The rationale behind a mixed methodology is that the sample sizes for MNP managers and local land owners was small and qualitative research is considered an appropriate methodology for small

samples, especially for research among communities and in organisations (McRoy, 2013:1). In addition, qualitative research gives the researcher the advantage of flexibility and in-depth analysis of results with these small groups (McRoy, 2013:1).

Section A provides quantitative results, concluding with qualitative data, while Section B and Section C provide qualitative results. The final secondary objective of the study, which will inform a tourism management framework for MNP, will be dealt with in the final chapter of this study (Chapter 7).

RESULTS SECTION A

6.2 RESULTS OF VISITOR SURVEY

The visitor questionnaire was divided into four main parts (see Appendix A). The results related to the visitor survey will thus be discussed in four sections. The first section will provide an analysis of the basic demographic profile of respondents, the second will provide an analysis of visitor perceptions of tourism management, the third will detail visitor perceptions related to sustainable tourism management and the final section will provide a description of the motivator factors for visitation.

6.2.1 Demographic profile of respondents

The first part of the visitor questionnaire sought to determine the demographic profile of respondents (hereafter referred to as visitors). Table 6.1 is a representation of these results.

Table 6.1: Demographic profile of visitors to MNP

Category	Profile*		
Gender	Male	64%	
	Female	37%	
Age	18-30 years	5%	
	31-40 years	17%	
	41-50 years	21%	
	51-60 years	31%	
	61-70 years	19%	
	71-80 years	7%	
	Place of residence	Limpopo	13%
Gauteng		53%	
North West, Free State and Northern Cape		4%	
Mpumalanga		5%	
KwaZulu-Natal		4%	
Eastern Cape		2%	
Western Cape		8%	
Botswana and Zimbabwe		1%	
Germany		3%	
United Kingdom		2%	
United States of America		2%	
Other Europe		3%	
Rest of world		2%	
Number of times visited MNP in past year (2011/2012)		Once	84%
		Twice	10%
		Three times	3%
		Four times	2%
	Five and more times	1%	

Education	Below Grade 11	1%
	Matric (Grade 12)	15%
	Three-year diploma/degree	27%
	Four-year degree	16%
	Postgraduate degree	41%
Length of stay	Four nights	32%
Number of people in group	Two people	48%
Possession of Wild Card?	Yes	70%
	No	30%

* Percentages rounded to the nearest whole number.

Based on the results presented in Table 6.1, visitors to MNP are predominantly in the age bracket of 51-60 years (average age, 51.7 years,) they originate primarily from Gauteng, followed by Limpopo and the Western Cape. Visitors to the park are primarily first-time visitors who are well educated, as they primarily have postgraduate qualifications. The visitors to the park stay mainly for four nights, consist of couples or groups of two and they are loyal South African National Park visitors, as 70% of visitors possess a Wild Card. These findings differ from the findings of the earlier study by Van der Merwe *et al.* (2009) in terms of origin, length of stay and education. Since the publication of the Van der Merwe *et al.* (2009) study's results more visitors from Gauteng have been visiting MNP, the length of stay has increased by an average of one night and visitors' average age has increased by 11 years. The profile also indicates that visitors to MNP are older and have higher educational qualifications than visitors to other South African national parks (Van der Merwe & Saayman, 2008; Saayman & Slabbert, 2004; Bothma, 2009; Du Plessis *et al.*, 2012).

In terms of spending, the study found that visitors to MNP spent an average of R6 997 per group during their trip. The average per item spending by a group of two visitors on a trip to MNP is depicted in Figure 6.1.

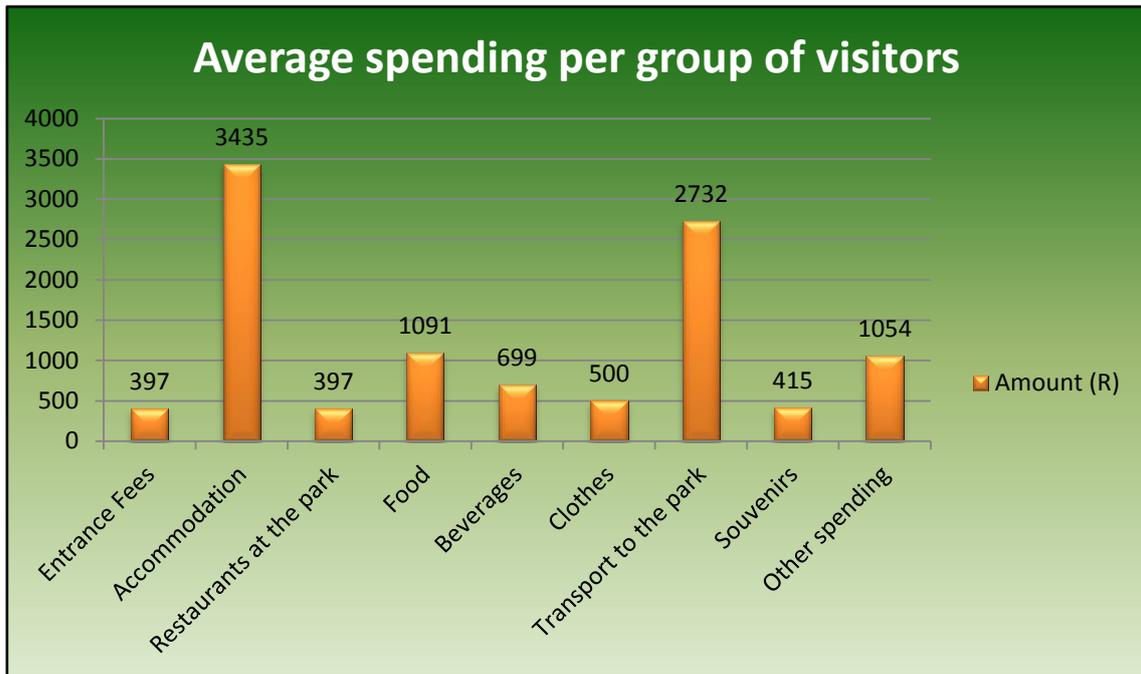


Figure 6.1: Average per group visitor spending at MNP

A breakdown of visitor spending per group indicates that the largest percentage of spending is on accommodation (R3 435) and transport (R2 732), while purchases of souvenirs (R415) and food and beverages at the park restaurant (R394) showed the lowest spending.

This section of the results provided a general overview of the demographic profile of respondents, which generated a fundamental view of the visitor profile at MNP. In the next part, the results of respondents' perceptions about the management of MNP will be discussed.

6.2.2 Visitor perceptions of tourism management

The second section of the visitor questionnaire focused on various factors related to tourism management at MNP. Forty constructs were identified and utilised which were based on work of Saayman (2009), Swarbrooke (2002), George (2007), Mancini (2013) and SANParks (2010) identified in the literature review.

The various constructs (variables) identified were tested on a five-point Likert scale where 1 represented *extremely unimportant* and 5 represented *extremely important*. The constructs in this section were presented in two parts; firstly, respondents were asked to rate how important the constructs were from a visitor perspective and then they were asked to rate how they perceived the management implementation of that factor. The descriptive findings in Table 6.2a to Table 6.2d represent the respondents' rating of the importance of various management constructs from a visitor's perspective. These results are grouped under the themes of (a) transport and hospitality, (b) entertainment and attractions, (c) conservation management, and (d) general management and from highest to lowest in terms of mean value.

Table 6.2a: Importance of management practices (Transport and hospitality)

Management statements	Extremely unimportant	Unimportant	Moderately Important	Important	Extremely important	Mean	Standard deviation
Transport and hospitality	Percentage of importance						
Cleanliness of ablution facilities.	1.4	0	1.2	16.7	71.4	4.73	0.646
Cleanliness of accommodation facilities.	1.4	0.2	1.0	20.8	67.5	4.68	0.667
The value for money of accommodation at MNP.	0.8	0.8	6.4	44.2	38.1	4.31	0.720
Adequate tourism signage in MNP.	1.6	1.8	16.2	48.7	31.7	4.07	0.831
The management of speed limits for visitors in MNP.	1.0	7.2	21.0	35.2	26.5	3.87	0.962
Condition of roads in MNP.	0.8	6.2	25.9	39.5	18.3	3.75	0.884
Information on road conditions in MNP.	1.0	7.2	23.5	41.8	16.9	3.73	0.894
The quality of food and beverages	4.7	7.6	18.9	37.0	19.3	3.67	1.078

at the interpretation centre.							
The value for money of food and beverages at the interpretation centre.	4.5	7.6	20.8	37.2	18.3	3.65	1.060

Table 6.2b: Importance of management practices (entertainment and attractions)

Management statements	Extremely unimportant	Unimportant	Moderately important	Important	Extremely important	Mean	Standard deviation
	Percentage of importance						
Condition of facilities at bird hides.	0.8	1.4	8.4	44.9	34.6	4.23	0.756
Professionalism of guides on tours and game drives in MNP.	2.1	2.5	8.4	35.0	40.1	4.23	0.906
Professionalism of guides on guided walks and hiking trails.	2.9	2.9	7.2	33.1	42.0	4.23	0.966
Condition of facilities at the confluence lookout.	1.4	0.8	8.2	46.3	33.1	4.21	0.773
Condition of facilities at the tree-top walk.	1.9	1.6	7.2	44.2	34.0	4.20	0.828
The professional operation of tours to Mapungubwe Hill.	2.9	4.1	9.3	35.8	35.6	4.11	0.993
The value for money of tours and game drives in MNP.	2.5	4.7	10.9	42.6	27.6	4.00	0.951
Provision of information and displays at the interpretation centre.	1.6	3.1	16.3	43.2	24.9	3.97	0.876

Table 6.2c: Importance of management practices (conservation management)

Management statements	Extremely unimportant	Unimportant	Moderately important	Important	Extremely important	Mean	Standard deviation
Conservation management	Percentage of importance						
The reintroduction of indigenous game species to MNP.	1.0	0.6	5.8	28.8	53.3	4.48	0.748
Control of domestic animals in the park/	1.9	1.4	6.4	23.7	56.0	4.46	0.859
Eradication of alien fauna and flora.	1.4	0.8	11.1	27.6	49.0	4.35	0.851
The management of visitor numbers at MNP.	0.8	1.2	12.1	43.2	32.1	4.17	0.778
The reclamation and rehabilitation of former agricultural land in MNP.	2.3	2.9	11.9	34.2	38.3	4.15	0.946
The management of problem animals in MNP.	1.2	1.6	13.8	40.1	31.9	4.13	0.837
The removal of unnatural structures such as fences, man-made dams and buildings in the park.	1.4	4.9	19.5	30.9	32.7	3.99	0.975
Conservation-focused educational facilities.	2.1	3.7	17.9	40.3	24.7	3.92	0.923

Table 6.2d: Importance of management practices (general management)

Management statements	Extremely unimportant	Unimportant	Moderately important	Important	Extremely important	Mean	Standard deviation
General management	Percentage of importance						
Professionalism of reception staff.	1.2	0.4	3.9	36.4	47.7	4.44	0.726
Adherence to speed limits by park officials.	1.0	1.4	8.0	33.1	46.1	4.36	0.803
Park reception atmosphere, cleanliness and welcome.	1.2	0.4	7.2	38.3	42.8	4.35	0.761

Performance of housekeeping staff.	1.6	0.2	7.0	37.9	43.0	4.34	0.785
Safety of visitors at MNP.	1.4	0.4	9.1	33.3	44.9	4.34	0.808
The professional dealing with complaints and queries by staff.	1.0	0.8	7.4	39.9	40.5	4.32	0.759
Communication of park rules to visitors.	1.0	1.0	12.8	38.3	36.6	4.21	0.811
Providing employment for people from local communities.	2.7	2.9	13.0	37.4	33.5	4.08	0.956
Effective marketing of MNP to the South African market.	2.7	4.3	14.2	38.7	29.8	3.99	0.977
Accessibility of park management.	0.6	4.1	22.2	40.7	22.0	3.89	0.853
Effective marketing of MNP to the international market.	3.3	6.6	17.3	34.6	27.6	3.86	1.054
The number of staff on duty at reception.	0.6	3.3	23.7	41.4	19.5	3.86	0.826
Hours of operation of park reception.	1.0	4.3	25.7	43.0	15.6	3.76	0.836
The management of other private concessions to operate visitor services in MNP, such as tours, catering and shops.	11.5	16.7	23.9	25.9	11.3	3.10	1.222
The provision and management of private camp concessions in the park.	14.2	18.9	25.3	21.0	9.3	2.91	1.226

It is evident from Tables 6.2a to Table 6.2d that respondents rated the 40 management constructs highly, with the majority of mean values ranging from important (3) to extremely important (5). The following ten constructs (together with mean values) were considered by the visitors as the most important from a visitor's perspective.

- ❑ The cleanliness of ablution facilities (4.73)
- ❑ The cleanliness of accommodation facilities (4.68)
- ❑ The reintroduction of indigenous game species to MNP (4.48)
- ❑ The control of domestic animals in the park (4.46)
- ❑ The professionalism of reception staff (4.44)
- ❑ Adherence to speed limits by park officials (4.36)

- ❏ Park reception atmosphere, cleanliness and welcome (4.35)
- ❏ Eradication of alien fauna and flora (4.35)
- ❏ Performance of housekeeping staff (4.34)
- ❏ The professional dealing with complaints and queries by staff (4.32)

The descriptive findings in Tables 6.3a to Table 6.3d represent the respondents' rating of the effective implementation of the various management constructs by the park management at MNP. Respondents were asked to rate the same 40 statements as indicated in Table 6.3a to Table 6.3d but this time they were requested to indicate how they perceived management at MNP implementing these management statements. Rating took place in the form of a five-point Likert scale (1= *not at all* and 5 = *very well*).

Table 6.3a: Management effectiveness (transport and hospitality)

Management statements	Not at all	Not well	Moderately	Well	Very well	Mean	Standard deviation
Transport and hospitality	Percentage of importance						
Cleanliness of accommodation facilities.	0.2	1.4	9.5	36.0	32.3	4.24	.0751
Cleanliness of ablution facilities.	0.4	2.1	10.9	38.9	27.2	4.14	0.782
The value for money of accommodation at MNP.	0	1.6	17.9	39.3	21.0	4.00	0.756
The quality of food and beverages at the interpretation centre.	2.3	6.6	28.8	25.7	5.3	3.37	0.887
Adequate tourism signage in MNP.	1.2	10.7	35.8	27.6	5.1	3.31	0.837
Condition of roads in MNP.	1.6	12.1	34.6	27.6	4.5	3.26	0.856
The value for money of food and beverages at the interpretation centre.	3.3	10.3	29.6	23.0	3.7	3.19	0.917
The management of speed limits for visitors in MNP.	6.8	14.6	32.7	22.2	3.1	3.00	0.982
Information on road conditions in MNP.	6.6	22.8	32.1	16.7	2.3	2.82	0.948

Table 6.3b: Management effectiveness (entertainment and attractions)

Management statements	Not at all	Not well	Moderately	Well	Very well	Mean	Standard deviation
Entertainment and attractions	Percentage of importance						
The professional operation of tours to Mapungubwe Hill.	0.4	1.0	14.6	27.2	17.9	4.00	0.814
Provision of information and displays at the interpretation centre.	0.8	2.5	17.9	35.2	18.7	3.91	0.844
Condition of facilities at the confluence lookout.	1.4	2.9	15.8	39.3	19.1	3.91	0.867
Professionalism of guides on tours and game drives in MNP.	0.8	1.2	16.3	27.2	15.2	3.90	0.845
Professionalism of guides on guided walks and hiking trails.	0.8	1.4	15.6	24.9	13.6	3.87	0.859
Condition of facilities at the tree-top walk.	2.1	6.0	17.3	34.4	16.0	3.74	0.968
Condition of facilities at bird hides.	2.7	4.5	18.3	35.6	13.6	3.71	0.953
The value for money of tours and game drives in MNP.	1.9	2.9	20.2	29.2	8.6	3.64	0.882

Table 6.3c: Management effectiveness (conservation management)

Management statements	Not at all	Not well	Moderately	Well	Very well	Mean	Standard deviation
Conservation management	Percentage of importance						
The management of visitor numbers at MNP.	1.4	3.7	21.0	36.4	9.5	3.68	0.840
Conservation-focused educational facilities.	0.8	6.2	28.6	24.3	7.6	3.47	0.856
The reintroduction of indigenous game species to MNP.	1.2	7.2	30.9	24.3	4.9	3.36	0.833

Eradication of alien fauna and flora.	1.4	7.8	33.7	22.4	4.3	3.29	0.825
The removal of unnatural structures such as fences, man-made dams and buildings in the park.	10.1	16.9	26.3	15.6	3.1	2.79	1.068
The management of problem animals in MNP.	3.5	8.2	24.3	25.1	3.9	3.27	0.947
Control of domestic animals in the park.	8.4	12.3	23.7	21.0	6.8	3.07	1.142
The reclamation and rehabilitation of former agricultural land in MNP.	2.9	14.8	28.0	18.3	3.5	3.07	0.931

Table 6.3d: Management effectiveness (general management)

Management statements	Not at all	Not well	Moderately	Well	Very well	Mean	Standard deviation
General management	Percentage of importance						
Performance of housekeeping staff.	0	2.5	11.1	36.2	25.7	4.13	0.777
Park reception atmosphere, cleanliness and welcome.	1.0	2.5	10.7	41.2	22.6	4.05	0.820
Professionalism of reception staff.	1.0	4.1	12.8	36.8	23.7	3.99	0.891
Hours of operation of park reception.	0	1.6	18.5	48.4	8.4	3.83	0.638
Safety of visitors at MNP.	1.0	3.7	18.7	39.3	13.2	3.79	0.833
The number of staff on duty at reception.	0.6	5.1	20.2	36.6	15.8	3.76	0.866
Providing employment for people from local communities.	0	2.3	24.9	31.7	6.6	3.65	0.707
The professional dealing with complaints and queries by staff.	2.7	5.1	21.8	27.8	7.8	3.50	0.947
Communication of park rules to visitors.	2.7	7.8	26.1	33.3	7.0	3.44	0.918
Accessibility of park management.	2.9	6.2	25.7	26.5	6.2	3.40	0.930

The provision and management of private camp concessions in the park.	2.1	4.1	29.2	18.3	3.1	3.29	0.823
The management of other private concessions to operate visitor services in MNP, such as tours, catering and shops.	3.1	3.1	29.4	18.9	3.1	3.28	0.859
Adherence to speed limits by park officials.	4.1	8.0	27.0	23.9	4.5	3.25	0.963
Effective marketing of MNP to the South African market.	2.9	13.6	31.1	19.5	5.1	3.15	0.941
Effective marketing of MNP to the international market.	3.3	12.8	29.6	14.6	4.1	3.05	0.941

From Tables 6.3a to Table 6.3d it can be seen that visitors generally rated the constructs within the range of *moderately well* (3) to *well* (4). The construct that received the highest rating and with which respondents were most satisfied was ‘the cleanliness of accommodation facilities’, with a mean value of 4.24. The following constructs were rated the highest by respondents:

- ✚ Cleanliness of ablution facilities (4.14)
- ✚ Performance of housekeeping staff (4.13)
- ✚ Hours of operation of park reception (4.05)
- ✚ The value for money of accommodation at MNP (4.00)
- ✚ The professional operation of tours to Mapungubwe Hill (4.00)
- ✚ Professionalism of reception staff (3.99)
- ✚ Condition of facilities at the confluence lookout (3.91)
- ✚ Provision of information and displays at the interpretation centre (3.91)
- ✚ Professionalism of guides on tours and game drives in MNP (3.90)

Apart from the highest-rated constructs as listed above, respondents did rate a number of constructs in the bracket of *not well* (2) and *moderately well* (3). The following constructs received the lowest ratings:

- ✚ The removal of unnatural structures such as fences, man-made dams and buildings in the park (2.79)
- ✚ Information on road conditions in MNP (2.82)

- ❏ The management of speed limits for visitors in MNP (3.00)
- ❏ The effective marketing of MNP to the international market (3.05)
- ❏ The reclamation and rehabilitation of former agricultural land in MNP (3.07)

From a basic descriptive comparison between Tables 6.2a to 6.2d and Tables 6.3a to 6.3d it can be seen that the majority of management constructs were seen as important to visitors. In addition it was found that the management at MNP implemented these constructs on generally acceptable levels. A graphic representation of the differences between Tables 6.2a to 6.2d and Tables 6.3a to 6.3d are presented in Appendix C. Respondents indicated that they believed that the majority of the constructs tested were being implemented on a moderately well to a well basis by the management. Only two constructs were not effectively managed by the management at MNP according to the respondents, namely the removal of unnatural structures such as fences, man-made dams and buildings in the park and the provision of information on road conditions in MNP. This section provided basic descriptive results from the study as such the following sections will provide more in-depth results in the form of a factor analysis.

6.2.3 Factor analysis of management practices

An exploratory factor analysis was conducted on the 40 management constructs as described in section 6.2.2. A pattern matrix with the principal axis factoring extraction method and the Oblimin rotation method was used on the different constructs in their respective groupings. These groupings were; transport and hospitality, entertainment and attractions, conservation management and general management. Bartlett's test of specificity indicated that the factors yielded p-values of <0.001, which indicates that the correlation structure is valid for factor analysis of the data collected. The factor analysis was utilised in order to identify various categories, and a total of nine factors were identified. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) of each factor indicates that the patterns of correlation are relatively compact and should yield distinct and reliable factors (Field, 2009:647). According to Field (2009:647) a KMO statistic of between 0.7 and 0.8 is good, while a KMO statistic of 0.8 to 0.9 is great and a KMO statistic above 0.9 are superb. Nine factors were extracted (accounting for 71% of total variance) and factor labels determined. All constructs were included in the factor analysis as all constructs had factor loadings above 0.2. The factor labels were determined by analysing the common themes underlying the constructs within each factor.

The following factors were identified and are described in Table 6.4 together with their relevant KMO statistic:

- ☒ F1: Information and accessibility (KMO = 0.717)
- ☒ F2: Accommodation and ablution facilities (KMO = 0.717)
- ☒ F3: Food and beverage (KMO = 0.717)
- ☒ F4: Leisure facilities (KMO = 0.835)
- ☒ F5: Professionalism of tours (KMO = 0.835)
- ☒ F6: Conservation (KMO = 0.879)
- ☒ F7: Concessions (KMO = 0.899)
- ☒ F8: Human resources (KMO = 0.899)
- ☒ F9: Regulations and marketing (KMO = 0.899)

Table 6.4: Factor analysis: Management aspects seen as important (visitors)

Risk items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage of variance
Factor 1: Information and accessibility		3.87	0.71	0.38	15
Adequate tourism signage in MNP.	0.238				
Condition of roads in MNP.	0.858				
Information on road conditions in MNP.	0.901				
The management of speed limits for visitors in MNP.	0.287				
Factor 2: Accommodation and ablution facilities		4.59	0.79	0.57	41
Cleanliness of accommodation facilities.	0.916				
Cleanliness of ablution facilities.	0.940				
The value for money of accommodation at MNP.	0.628				

Risk items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage of variance
Factor 3: Food and beverages		3.69	0.95	0.90	15
The quality of food and beverages at the interpretation centre.	-0.964				
The value for money of food and beverages at the interpretation centre.	-0.975				
Factor 4: Leisure facilities		4.17	0.85	0.61	22
Provision of information and displays at the interpretation centre.	0.237				
Condition of facilities at the tree-top walk.	0.939				
Condition of facilities at the confluence lookout.	0.923				
Condition of facilities at bird hides.	0.943				
Factor 5: Professionalism of tours		4.22	0.92	0.75	57
Professionalism of guides on tours and game drives in MNP.	0.947				
Professionalism of guides on guided walks and hiking trails.	0.934				
The professional operation of tours to Mapungubwe Hill.	0.914				
The value for money of tours and game drives in MNP.	0.833				

Risk items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage of variance
Factor 6: Conservation		4.25	0.83	0.39	47
Eradication of alien fauna and flora.	0.760				
Control of domestic animals in the park.	0.738				
The reintroduction of indigenous game species to MNP.	0.729				
Conservation-focused educational facilities.	0.703				
The management of visitor numbers at MNP.	0.698				
The management of problem animals in MNP.	0.673				
The reclamation and rehabilitation of former agricultural land in MNP.	0.605				
The removal of unnatural structures such as fences, man-made dams and buildings in the park.	0.587				
Factor 7: Concessions		3.41	0.72	0.45	12
Providing employment for people from local communities.	0.254				
The provision and management of private camp concessions in the park.	0.912				
The management of other private concessions to operate visitor services in MNP, such as tours,	0.910				

Risk items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage of variance
catering and shops.					
Factor 8: Human resources		4.14	0.91	0.59	46
Hours of operation of park reception.	0.455				
Park reception atmosphere, cleanliness and welcome.	0.847				
Performance of housekeeping staff.	0.874				
Professionalism of reception staff.	0.920				
The number of staff on duty at reception.	0.745				
Accessibility of park management.	0.747				
The professional dealing with complaints and queries by staff.	0.874				
Factor 9: Regulations and marketing		4.17	0.83	0.50	7
Communication of park rules to visitors.	-0.296				
Adherence to speed limits by park officials.	-0.335				
Safety of visitors at MNP.	-0.346				
Effective marketing of MNP to the South African market.	-0.917				
Effective marketing of MNP to the international market.	-0.912				

The mean values of each factor indicate the mean score of each factor on the scale of 1 to 5 where 1 represents *extremely unimportant* and 5 represents *extremely important*. Factor 2 received the highest mean score (4.59) while factor 7 received the lowest mean score.

In addition, all the factors had high reliability coefficients ranging from 0.71 to 0.95. These reliability coefficients test the data's ability to produce consistent results when the data is measured under different conditions (Field, 2009: 793). In this study the Cronbach's Alpha (α) was utilised to test reliability. According to Webb, Shavelson and Haertel (2006:4) coefficients at or above 0.80 are often considered sufficiently reliable to make decisions about individual findings, thus the results of this factor analysis indicate that the instrument utilised to gather data was reliable. In addition, the inter-item correlations within the factors are all greater than 3, which indicates that the items correlate satisfactorily with the overall scale (Field, 2009: 678).

As with the factor analysis depicted in Table 6.4, the 40 constructs were also rated by respondents in terms of management effectiveness, or management aspects implemented at MNP. In this factor analysis the same methodology was utilised as with the previous factor analysis. The factor analysis of management effectiveness revealed the equivalent nine factors as identified previously.

The following factors were identified and are described in Table 6.5 together with their relevant KMO statistic:

- ✚ F1: Information and accessibility (KMO = 0.748)
- ✚ F2: Accommodation and ablution facilities (KMO = 0.748)
- ✚ F3: Food and beverages (KMO = 0.748)
- ✚ F4: Leisure facilities (KMO = 0.823)
- ✚ F5: Professionalism of tours (KMO = 0.823)
- ✚ F6: Conservation (KMO = 0.891)
- ✚ F7: Concessions (KMO = 0.875)
- ✚ F8: Human resources (KMO = 0.875)
- ✚ F9: Regulations and marketing (KMO = 0.875)

Table 6.5: Factor analysis: Effectiveness of management aspects

Risk Items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage total variance
Factor 1: Information and accessibility		3.10	0.78	0.47	41
Adequate tourism signage in MNP.	0.703				
Condition of roads in MNP.	0.803				
Information on road conditions in MNP.	0.889				
The management of speed limits for visitors in MNP.	0.627				
Factor 2: Accommodation and ablution facilities		4.13	0.79	0.56	17
Cleanliness of accommodation facilities.	-0.916				
Cleanliness of ablution facilities.	-0.921				
The value for money of accommodation at MNP.	-0.627				
Factor 3: Food and beverages		3.28	0.88	0.79	14
The quality of food and beverage at the interpretation centre.	-0.914				
The value for money of food and beverages at the interpretation centre.	-0.911				
Factor 4: Leisure facilities		3.81	0.81	0.52	21
Provision of information and displays at the interpretation centre.	0.511				
Condition of facilities at the	0.904				

Risk Items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage total variance
tree-top walk.					
Condition of facilities at the confluence lookout.	0.836				
Condition of facilities at bird hides.	0.861				
Factor 5: Professionalism of tours		3.86	0.92	0.75	52
Professionalism of guides on tours and game drives in MNP.	0.962				
Professionalism of guides on guided walks and hiking trails.	0.948				
The professional operation of tours to Mapungubwe Hill.	0.865				
The value for money of tours and game drives in MNP.	0.812				
Factor 6: Conservation		3.23	0.88	0.49	54
Eradication of alien fauna and flora.	0.714				
Control of domestic animals in the park.	0.756				
The reintroduction of indigenous game species to MNP.	0.775				
Conservation-focused educational facilities.	0.696				
The management of visitor numbers at MNP.	0.702				
The management of problem animals in MNP.	0.759				

Risk Items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage total variance
The reclamation and rehabilitation of former agricultural land in MNP.	0.792				
The removal of unnatural structures such as fences, man-made dams and buildings in the park.	0.672				
Factor 7: Concessions		3.44	0.78	0.53	12
Providing employment for people from local communities.	0.427				
The provision and management of private camp concessions in the park.	0.980				
The management of other private concessions to operate visitor services in MNP, such as tours, catering and shops.	0.902				
Factor 8: Human resources		3.83	0.91	0.59	47
Hours of operation of park reception.	0.330				
Park reception atmosphere, cleanliness and welcome.	0.890				
Performance of housekeeping staff.	0.762				
Professionalism of reception staff.	0.963				
The number of staff on duty at reception.	0.877				

Risk Items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation	Percentage total variance
Accessibility of park management.	0.647				
The professional dealing with complaints and queries by staff.	0.701				
Factor 9: Regulations and marketing		3.35	0.83	0.49	8
Communication of park rules to visitors.	0.229				
Adherence to speed limits by park officials.	-0.414				
Safety of visitors at MNP.	-0.350				
Effective marketing of MNP to the South African market.	-0.965				
Effective marketing of MNP to the international market.	-0.934				

A principal component factor analysis was conducted on the 40 constructs related to managerial effectiveness. The KMO measure verified the sampling adequacy for the analysis as all KMO's were above 0.7, which according to Field (2009:671) is considered acceptable as they are above the minimum level of 0.5. Bartlett's test of specificity indicated that the factors yielded p-values of <0.001, which indicates that the correlation structure is valid for factor analysis of the data collected.

As with the previous factor analysis, the factor analysis on management effectiveness had high reliability coefficients, ranging from 0.78 to 0.92. In this analysis the Cronbach's Alpha was also utilised to test reliability. The inter-item correlations within the factors are all greater than 3, ranging from 0.47 to 0.79, which indicates that the items correlate satisfactorily with the overall scale (Field, 2009: 678).

The results from Table 6.4 and Table 6.5 indicate nine main factors that are perceived by visitors to MNP in terms of visitor management. Inherent differences can be seen between the management constructs that visitors to MNP perceive as important and how effectively management implements these management constructs. When analysing these two tables, it can be seen that the respondents in the study perceived the same nine factors and that there are differences between what visitors see as important and how effectively management implements these management aspects; however, this factor analysis does not indicate where significant differences occur between the two analyses. For this reason and to clearly answer the third objective of the study (to identify gaps in management effectiveness from a visitor perspective), a t-test was conducted on the factors identified.

6.2.4 Management effectiveness t-test

A t-test (paired-samples t-test) was conducted in order to determine whether there were any significant differences between the factors identified from the managerial variables (in other words between Table 6.4 and Table 6.5). These tests are suitable when there are two experimental conditions and the same participants took part in both conditions (Field, 2009:325; Wielkiewicz, 2000:1), thus it was suitable for the purposes of this analysis. A p-value of >0.05 was indicative of a significant difference between the mean factors of the two groups on a confidence level of 95%. In a t-test differences are depicted by means of effect sizes. According to Field (2009:57), effect sizes of around 0.1 indicate small effects, effect sizes around 0.3 represent medium effects and effect sizes around 0.5 and above represent large effects. Table 6.6 provides an outline of the results of the t-test.

Table 6.6: Management effectiveness t-test

Factor	Group	Mean	N	Standard deviation	Sig. 2-tailed	t value	Effect size (r)
Information and accessibility.	Importance	3.87	390	0.668	0.001	15.339	1.09
	Effectiveness	3.10		0.709			
Accommodation and ablution management.	Importance	4.59	390	0.553	0.001	10.994	0.72
	Effectiveness	4.13		0.642			
Food and beverages.	Importance	3.70	336	1.014	0.001	6.281	0.41
	Effectiveness	3.28		0.866			
Leisure facilities.	Importance	4.17	385	0.673	0.001	7.398	0.48
	Effectiveness	3.81		0.738			
Professionalism of tours.	Importance	4.22	320	0.810	0.001	6.786	0.45
	Effectiveness	3.86		0.792			
Conservation.	Importance	4.25	377	0.566	0.001	22.295	1.43
	Effectiveness	3.23		0.708			
Concessions.	Importance	3.41	329	0.914	0.563	0.580	-0.03
	Effectiveness	3.44		0.691			
Human resources.	Importance	3.14	384	0.622	0.001	6.573	0.45
	Effectiveness	3.83		0.680			
Regulations and marketing.	Importance	4.17	379	0.671	0.001	16.399	1.14
	Effectiveness	3.35		0.712			

The following inferences can be drawn from the t-test in Table 6.6:

- ✚ **Information and accessibility:** On average, respondents experienced a significant difference in the effective management of information and accessibility within MNP (M=3.10) and their perceptions of the importance of information and accessibility (M=3.87), $t(df=389) = 15.339$, $p < 0.05$. With an effect size of $r = 1.09$ a large to perfect effect can be determined between the two factor analysis.
- ✚ **Accommodation and ablution facilities:** On average, respondents experienced a significant gap in the effective management of accommodation and ablution facilities within MNP (M=4.13) and their perceptions of the importance of

accommodation management ($M=4.59$), t ($df=389$) = 10.994, $p < 0.05$. With an effect size of $r = 0.72$ a large to perfect effect can be determined.

- ✚ **Food and beverage:** On average, respondents experienced a significant gap in the effective management of food and beverage within MNP ($M = 3.28$) and their perceptions of the importance of the management of food and beverage ($M = 3.70$), t ($df = 335$) = 6.281, $p < 0.05$. With an effect size of $r = 0.41$ a medium to large effect can be determined.
- ✚ **Leisure facilities:** On average, respondents experienced a significant gap in the effective management of tourist leisure facilities within MNP ($M = 3.81$) and their perceptions of the importance of the management tourist facilities in the park ($M = 4.17$), t ($df = 384$) = 7.398, $p < 0.05$. With an effect size of $r = 0.48$ a medium to large effect can be determined.
- ✚ **Professionalism of tours:** The results indicate that respondents encountered a significant gap in the professional management of the entertainment in the form of tours within MNP ($M = 3.86$) and their perceptions of the importance of the management of entertainment in the form of tours within the park ($M = 4.22$), t ($df = 319$) = 6.786, $p < 0.05$. With an effect size of $r = 0.45$ a medium to large effect can be determined.
- ✚ **Conservation:** On average, respondents experienced a significant gap in the effective management of conservation at MNP ($M = 3.23$) and their perceptions of the importance of the management of conservation in the park ($M = 4.25$), t ($df = 376$) = 22.295, $p < 0.05$. With an effect size of $r = 1.43$ a medium to large effect can be determined. This is the largest gap in management that has been identified.
- ✚ **Concessions:** The results indicate that, on average respondents did not experience a significant gap in the effective management of concessions within MNP ($M = 3.44$) and their perceptions of the importance of the management of concessions in the park ($M = 3.41$), t ($df = 328$) = 0.580, $p = 0.563$. With the high p -value and an effect size of $r = -0.03$ a negative effect can be determined, therefore no significant gap exists within this factor.
- ✚ **Human resources:** On average respondents experienced a significant gap in the effective management of human resources at MNP ($M = 3.83$) and their perceptions of the importance of the management of human resources ($M = 3.14$), t ($df = 383$) = 6.573, $p < 0.05$. With an effect size of $r = 0.45$ a medium to large effect can be determined.
- ✚ **Regulations and marketing:** On average, respondents experienced a significant gap in the effective management of regulations and marketing at MNP ($M = 3.35$)

and their perceptions of the importance of the management of regulations and marketing ($M = 4.17$), $t (df = 378) = 16.399$, $p < 0.05$. With an effect size of $r = 1.14$ a large positive effect can be determined.

Apart from the management of concessions, significant gaps of medium to large effects were encountered in the effective management of tourism services at MNP.

6.2.5 Sustainable tourism

In the third part of the visitor questionnaire, respondents were asked to rate how they perceived the effective management of sustainable tourism at MNP. The results of the sustainable tourism section will be described in terms of frequencies followed by a factor analysis and a gap analysis through a t-test analysis.

6.2.5.1 Importance of sustainable tourism

These statements were conceived through work conducted by Keyser (2002:351), Coetzee (2004:184), Himbira *et al.* (2010:278), Borges *et al.* (2011:8), Sebele (2010:146), Vanhove (2011:223), Logar (2010:130) and Pedersen (2002:34). The section consisted of various statements related to sustainable tourism that were presented on a five-point Likert scale of measurement. The section consisted of two parts; in the first part respondents were asked to rate the various statements in terms of how important these factors were from a visitor's perspective, and in the second part respondents were asked to rate how effectively management implemented these statements. In the first part the Likert scale rated the statements from 1 (*extremely unimportant*) to 5 (*extremely important*) and in the second part the Likert scale rated the statements from 1 (*Not at all*) to 5 (*very well*). Table 6.7 gives an indication of the descriptive results from this section.

Table 6.7: Sustainable Tourism Management Frequencies

Sustainable tourism statements	Extremely unimportant	Unimportant	Moderately important	Important	Extremely important	Mean	Standard deviation
	Percentage of importance						
Management of litter in MNP.	0.2	0	1.6	16.9	60.7	4.74	0.517
Educational programmes about conservation for local communities.	0.2	1.9	6.0	27.4	43.6	4.42	0.745
Implementation of the principles of reduce, reuse and recycling in operations.	0.2	0.4	6.2	30.5	42.0	4.43	0.682
Water conservation at tourist facilities.	0.2	0.4	6.6	33.5	38.9	4.39	0.683
The use of renewable energy sources.	0.2	0.4	8.4	30.9	39.9	4.37	0.714
Environmentally conscious architecture.	0.2	1.0	8.4	34.0	35.6	4.31	0.733
Electricity conservation at tourist facilities.	0.4	0.6	8.6	35.2	34.6	4.30	0.732
The use of environmentally friendly building materials.	0.2	0.8	10.3	34.6	33.1	4.26	0.740
Environmental education of visitors.	0.2	1.2	8.6	38.1	31.3	4.25	0.727
The inclusion of local communities in the development of tourism services.	0.8	2.5	9.1	30.7	35.8	4.25	0.855
Local community development through tourism.	0.8	2.3	10.3	30.9	34.6	4.22	0.855
Management engagement to reduce poverty in surrounding communities through tourism.	0.2	1.6	12.8	30.9	33.5	4.21	0.805
The sourcing of goods and services for the park from the local community.	0.8	4.3	14.8	29.4	29.4	4.04	0.935

Input from the local community on how the park manages its resources.	2.7	9.5	18.7	25.5	21.8	3.69	1.105
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It is evident from Table 6.7 that respondents generally found the 14 statements (constructs) related to sustainable tourism management important. These statements were predominantly rated between *important* and *extremely important*. The sustainable tourism constructs that achieved the highest rating were the management of litter in the park (M = 4.74), the use of the principles of reduce, reuse and recycle (M = 4.43) and the conservation of water (M = 4.39). These findings mirror the findings of Du Plessis *et al.* (2012: 191-193), where the management of litter, recycling and water management were rated highly important to visitors at the Kruger National Park. The sustainable tourism statement that achieved the lowest rating was related to utilising input from the local community on how the park manages its resources (M = 3.69).

An exploratory factor analysis was conducted on the 14 sustainable tourism constructs as described in section Table 6.7. A pattern matrix utilising the principal axis factoring extraction method and the Oblimin rotation method was used on the different variables. Bartlett's test of specificity indicated that the factors yielded p-values of <0.001, which indicates that the correlation structure is valid for factor analysis of the data collected. The KMO statistic for this factor analysis is 0.901 which signifies superb results. The following two factors were identified and are described in Table 6.8.

- ✚ F1: Environmental impacts
- ✚ F2: Socio-economic impacts

Table 6.8: Factor analysis: Sustainable tourism aspects seen as important

Risk Items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation
Factor 1: Environmental impacts		4.39	0.91	0.55
Water conservation at tourist facilities.	0.889			
Electricity conservation at tourist facilities.	0.931			
The use of renewable energy sources.	0.902			
Implementation of the principles of reduce, reuse and recycling in operations.	0.858			
Environmental education of visitors.	0.583			
Management of litter in MNP.	0.553			
The use of environmentally friendly building materials.	0.645			
Environmentally conscious architecture.	0.593			
Factor 2: Socio-economic impacts		4.16	0.93	0.70
Management engagement to reduce poverty in surrounding communities through tourism.	-0.861			
Local community development through tourism.	-0.886			
Educational programmes about conservation for local communities.	-0.641			
The inclusion of local communities in the development of tourism services.	-0.936			
Input from the local community	-0.847			

on how the park manages its resources.				
The sourcing of goods and services for the park from the local community.	-0.855			

The two factors identified included all 14 constructs and accounted for 68% of total variance. The mean values of each factor indicate the mean score of each factor on the scale of 1 to 5 where 1 represents *extremely unimportant* and 5 represents *extremely important*. Factor 1 received the highest mean score (4.39) while factor 2 received the lowest mean score (4.16). Although factor 2 achieved the lowest mean score this mean score still indicates that the socio-economic impacts of tourism are considered important to extremely important by respondents.

All the factors also had high reliability coefficients > 0.9. Therefore these factors are considered sufficiently reliable to make decisions about individual findings, thus the results of this factor analysis indicate that the instrument utilised to gather data was reliable. In addition inter-item correlations within the factors are all greater than 3, which indicates that the items correlate satisfactorily with the overall scale (Field, 2009:678).

These results conclude the first part of the third section of the visitor questionnaire where visitors were requested to rate the importance of various sustainable tourism practices. In the following section results will be provided on the effectiveness of management in terms of managing sustainable tourism at MNP.

6.2.5.2 Effective management of sustainable tourism

The descriptive findings in Table 6.9 represent the respondents' rating of the effective implementation of the various sustainable tourism management constructs by the management of MNP.

Table 6.9: Sustainable tourism management effectiveness

Sustainable tourism statements	Not at all	Not well	Moderately	Well	Very well	Mean	Standard deviation
	Management effectiveness						
Environmentally conscious architecture.	0.4	1.0	15.6	33.1	23.7	4.06	0.797
The use of environmentally friendly building materials.	0.2	3.1	24.7	30.7	13.0	3.74	0.812
Management of litter in MNP.	2.3	9.1	21.2	34.2	8.2	3.49	0.946
Water conservation at tourist facilities.	0.6	7.2	32.1	29.6	3.9	3.39	0.770
Electricity conservation at tourist facilities.	1.0	8.2	30.0	29.6	4.1	3.38	0.812
Management engagement to reduce poverty in surrounding communities through tourism.	0.6	2.9	32.3	21.8	2.5	3.38	0.690
Local community development through tourism.	0.4	4.7	31.7	20.2	3.5	3.36	0.738
The inclusion of local communities in the development of tourism services.	0.4	5.6	30.2	19.5	3.7	3.35	0.762
Educational programmes about conservation for local communities.	1.2	6.4	32.5	16.0	2.5	3.21	0.771
Input from the local community on how the park manages its resources.	1.2	6.2	33.1	14.0	2.3	3.17	0.757
The sourcing of goods and services for the park from the local community.	1.4	8.2	31.9	15.2	2.5	3.15	0.799
Environmental education of visitors.	2.5	15.8	29.4	21.0	4.1	3.12	0.925
The use of renewable energy sources.	3.9	14.2	32.3	16.7	2.7	3.00	0.907

Implementation of the principles of reduce, reuse and recycling in operations.	4.3	16.9	31.3	15.2	3.3	2.95	0.939
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The results shown in Table 6.9 indicate that respondents generally considered management effectiveness in the range of *moderate* to *well* in terms of implementing the various sustainable tourism management constructs. The sustainable tourism constructs where respondents considered management most effective were the utilisation of environmentally conscious architecture (M = 4.06), the management of litter (M = 3.49) and the use of environmentally friendly building materials (M = 3.49). The sustainable tourism construct that achieved the lowest rating in terms of management effectiveness was the implementation of the principles of reduce, reuse and recycle, with a mean value of 2.95. The results of this analysis indicate that there is a difference in the perception of management effectiveness of sustainable tourism management and the importance of sustainable tourism management. Table 6.7 and Table 6.9 clearly indicate these differences and lower ratings between the importance of these variables and the implementation of these factors can be seen.

As with the factor analysis determining the importance of the sustainable tourism variables an exploratory factor analysis was conducted on the 14 sustainable tourism constructs related to management effectiveness, utilising the equivalent methodology. Bartlett's test of specificity indicated that the factors yielded p-values of 0.0001, which indicate that the correlation structure is valid for factor analysis of the data collected. The KMO statistic for this factor analysis is 0.906, which signifies superb results. This factor analysis identified identical factors as determined in the factor analysis on the importance of sustainable tourism, namely F1: *Environmental impacts* and F2: *Socio-economic impacts*. These factors accounted for 74% of total variance. The results of this factor analysis are depicted in Table 6.10.

Table 6.10: Factor analysis: Management effectiveness

Risk items	Factor loading	Mean value	Reliability coefficient (α)	Average inter-item correlation
Factor 1: Environmental impacts		3.40	0.89	0.50
Water conservation at tourist facilities.	0.866			
Electricity conservation at tourist facilities.	0.890			
The use of renewable energy sources.	0.791			
Implementation of the principles of reduce, reuse and recycling in operations.	0.801			
Environmental education of visitors.	0.743			
Management of litter in MNP.	0.606			
The use of environmentally friendly building materials.	0.543			
Environmentally conscious architecture.	0.565			
Factor 2: Socio-economic impacts		3.27	0.94	0.71
Management engagement to reduce poverty in surrounding communities through tourism.	-0.752			
Local community development through tourism.	-0.909			
Educational programmes about conservation for local communities.	-0.808			
The inclusion of local communities in the development of tourism services.	-0.964			
Input from the local community	-0.885			

on how the park manages its resources.				
The sourcing of goods and services for the park from the local community.	-0.800			

The mean values of each factor indicate the mean score of each factor on the scale of 1 to 5 where 1 represents *not at all* and 5 represents *very well*. Factor 1 received the highest mean score (3.40) while factor 2 received the lowest mean score (3.27) of the two factors. Although *socio-economic impacts* achieved the lowest mean this mean is still only slightly less than factor 2, which indicates that respondents still felt that these factors were managed on a moderately to well basis.

All the factors had high reliability coefficients > 0.89. Therefore these factors may be considered sufficiently reliable to make decisions about individual findings, thus the results of this factor analysis indicate that the instrument utilised to gather data was reliable.

Although this factor analysis provides a description of the main categories of sustainable tourism at MNP, it does not provide a clear indication of where gaps occur between which sustainable tourism constructs respondents felt were important and how effective management was in implementing these constructs. As the identical factors were identified in the two factor analysis, a gap analysis between these two factors could be done. For the purposes of this gap analysis a t-test between the factors was conducted.

6.2.5.3 Sustainable tourism management t-test

A t-test was conducted in order to determine whether there were any significant differences between the factors identified from the managerial variables (between Table 6.8 and Table 6.10). For the purpose of this study, a dependent-means t-test (paired-samples t-test) was utilised. These tests are suitable when there are two experimental conditions and the same participants took part in both conditions (Field, 2009:325; Wielkiewicz, 2000:1), thus it was suitable for the purposes of this analysis. A p-value of >0.05 was indicative of a significant difference between the mean factors of the two groups on a confidence level of 95%. Table 6.11 provides an outline of the results of the t-test.

Table 6.11: Effectiveness of sustainable tourism management t-test

Factor	Group	Mean	N	Standard deviation	Sig. 2-tailed	t value	Effect size (r)
Environmental impacts	Importance	4.39	368	0.514	0.001	24.876	1.54
	Effectiveness	3.40		0.643			
Socio-economic impacts	Importance	4.16	304	0.740	0.001	17.003	1.20
	Effectiveness	3.27		0.660			

The following conclusions can be drawn from the t-test in Table 6.11:

- ✚ **Environmental Impacts:** On average, respondents experienced a significant difference in the effective management of environmental practices related to sustainable tourism in MNP (M = 3.40) and their perceptions of the importance of these environmental practices (M=4.39), $t(df = 367) = 24.876, p < 0.05$. With an effect size of $r = 1.54$, a large to perfect effect can be determined. Thus a significant difference exists between what visitors perceive as important and the effective implementation these aspects by management.
- ✚ **Socio-economic Impacts:** On average, respondents experienced a significant difference in the effective management of socio-economic practices related to sustainable tourism within MNP (M = 3.27) and their perceptions of the importance of these practices (M = 4.16), $t(df = 303) = 17.003, p < 0.05$. With an effect size of $r = 1.20$, a large to perfect effect can be determined. Therefore it can be said that there is a significant difference between what visitors perceive as important and the effective implementation of these aspects by management.

6.2.6 Park challenges

As described in Chapter 2 (par. 2.6), MNP faces challenges from a number of spheres related to the park's separation into two parts, expansion plans, consolidation and mining. In Section D of the visitor questionnaire visitors were asked to rate how they perceived a number of these challenges. This rating made use of a Likert scale where 1 represented *strongly disagree* and 5 represented *strongly agree*. Table 6.12 provides the results obtained from this section.

Table 6.12: Challenges facing MNP

Management challenges	Strongly disagree	Disagree	Moderately agree	Agree	Strongly agree	Mean	Standard deviation
Mining near MNP will have a negative effect on the World Heritage status of the park.	1.6	3.3	7.0	13.0	53.5	4.45	0.965
The park should actively engage in the inclusion of neighbouring farmlands in the park for park consolidation and expansion.	0.6	1.2	8.6	24.9	43.0	4.38	0.805
Management should consider providing tours to other archaeological sites in the park.	0.8	2.7	19.8	38.1	17.5	3.87	0.829
MNP should expand the activities on offer for tourists.	2.3	14.4	27.0	22.6	11.9	3.35	1.039
The division of the park into two parts does not negatively influence my experience as a visitor.	28.2	27.6	11.3	8.6	3.1	2.12	1.132

Results related to park challenges indicate that respondents were very concerned about factors related to mining and separation of the park into two parts. The threat of mining achieved the highest mean value (4.45), indicating that respondents *agreed to strongly agreed* that mining in the area would be a threat to the park and the World Heritage status of the park. The lowest mean value was achieved by the statement that the division of the park into two parts does not negatively influence visitors' experience (2.12); therefore visitors did believe that the separation of the park negatively influenced their experience. To support the previous result, visitors agreed to strongly agreed that the park should actively engage in the inclusion of neighbouring farmlands in the park for park consolidation and expansion (4.38).

6.2.7 Visitor motivations

In the last section of the visitor questionnaire a general profile of visitor motivations was established to determine whether there have been any significant changes since the study by Van der Merwe *et al.* in 2009. This section contained 18 motivator statements that were sourced from previous research in protected areas namely; Saayman and Slabbert (2004), Van der Merwe and Saayman (2008), Kruger and Saayman (2010) and Van der Merwe *et al.* (2009). These statements were tested on a five point Likert scale where 1 represented *not important at all* and 5 represented *extremely important*. Table 6.13 provides a descriptive indication of the results of this section.

Table 6.13: Frequencies of visitor motivations

Reason for visiting MNP	Not important at all	Less important	Important	Very important	Extremely important	Mean	Standard deviation
	Percentage of importance						
To explore a new destination.	1.2	2.9	11.9	27.4	35.0	4.17	0.927
To do bird spotting.	2.1	3.9	16.0	22.6	33.1	4.04	1.036
To photograph animals and plants.	2.3	6.6	13.6	22.0	33.7	4.00	1.098
To relax.	1.2	6.0	18.3	25.1	27.8	3.92	1.015
To appreciate endangered species.	1.2	6.6	16.0	27.0	27.0	3.92	1.015
Good accommodation facilities.	1.2	4.5	18.9	30.2	23.5	3.90	0.951
To learn about wildlife.	1.4	4.3	21.6	26.1	24.9	3.88	0.983
To spend time with family and friends.	4.1	8.0	20.0	23.7	22.0	3.66	1.148
To explore a World Heritage Site.	3.5	10.3	21.0	19.8	23.9	3.64	1.172
To get away from my daily routine.	4.5	9.1	18.9	25.1	20.6	3.62	1.160
Great climate.	1.2	10.1	27.6	27.2	12.1	3.50	0.957

To learn about plants.	3.1	11.5	24.5	21.2	17.3	3.49	1.111
To learn about history.	3.5	13.2	26.5	19.8	15.6	3.39	1.114
To learn about culture.	3.9	13.6	24.9	20.4	15.4	3.38	1.132
For family recreation.	6.4	14.4	18.9	20.4	16.7	3.35	1.240
To experience three countries in one place.	9.5	14.2	21.0	16.7	16.0	3.20	1.297
To do 4X4 routes.	23.3	18.7	14.0	13.2	7.4	2.51	1.337
For conferences and events.	47.1	16.0	7.0	2.7	2.1	1.62	0.985

From the descriptive results above it can be seen that the motivator statements achieved varied results. The least popular motivation to visit MNP was to attend conferences or events (1.62). The five main reasons for visiting MNP as identified by respondents were:

- ✚ To explore a new destination (4.17)
- ✚ To do bird spotting (4.04)
- ✚ To photograph animals and plants (4.00)
- ✚ To relax (3.92)
- ✚ To appreciate endangered species (3.92)

The above main findings have identified three new motivators that have come to light since the Van der Merwe *et al.* (2009) study, namely to do bird spotting, photography and appreciation for endangered species. The desire to explore a new destination and relaxation were common in both this study and the Van der Merwe *et al.* (2009) study.

In order to generate a clearer description of these motivator factors an exploratory factor analysis was conducted on the 18 visitor motivation statements as described in Table 6.13. A pattern matrix utilising the principal axis factoring extraction method and the Oblimin rotation method was used on the different variables. Bartlett's test of specificity indicated that the factors yielded p-values of <0.001 which indicated that the correlation structure was valid for factor analysis of the data collected. The KMO statistic for this factor analysis was 0.845, which signifies superb results. The factors analysis, described in the pattern matrix in Table 6.14, indicates four main motivator factors for visitors to MNP. These four factors accounted for 64% of total variance. These factors were measured on a Likert scale of 1 to 5, where 1 represented *extremely unimportant*, while 5 represented *extremely important*. These factors include the *F1: Heritage educational*

attributes of the park, F2: Escape and relaxation, F3: Natural attributes and F4: General park attributes.

Table 6.14: Factor analysis: Visitor motivations

Travel motivation	Component			
	Heritage and educational attributes	Escape and relaxation	Natural attributes	Park attributes
Mean values	3.47	3.64	3.87	3.15
Reliability Coefficient (α)	0.826	0.879	0.810	0.703
Average Inter-item Correlation	0.546	0.745	0.515	0.290
To learn about culture.	.887			
To learn about history.	.874			
To experience a World Heritage Site.	.793			
To spend time with family and friends.		.885		
For recreation.		.839		
To relax.		.739		
To escape my daily routine.		.718		
To do bird spotting.			-.849	
To do photography.			-.762	
To experience endangered species.			-.676	
To experience wildlife.			-.609	
To experience plants.			-.548	
For conferences and events.				.686
To do 4x4 routes.				.669
To experience three countries in one place.				.664
Great climate.				.583
To enjoy good accommodation facilities.				.498
To explore a new destination.				.337

✚ Factor 1: Heritage and educational attributes

The factor of heritage attributes, with a mean value of 3.47, relates to the heritage features of MNP. These included learning about culture, to learn about history and to experience a World Heritage Site. This factor may be considered a newly identified motivator factor for national park visitation in South Africa, as the previous studies by Saayman and Slabbert (2004), Van der Merwe and Saayman (2008), Kruger and Saayman (2010), Saayman, *et al.* (2009) and Van der Merwe *et al.* (2009) had not identified these motivators as being significant.

✚ Factor 2: Escape and relaxation

The motivator factor of escape was identified, which included the motivator themes of; spending time with family and friends, for purposes of recreation, to relax and to escape from ones daily routine. This factor scored a mean of 3.64, which is the second highest mean. This factor was also identified by Saayman and Slabbert (2004), Van der Merwe and Saayman (2008), Kruger and Saayman (2010) and Van der Merwe *et al.* (2009) as a major motivator for visitor motivation to national parks in South Africa.

✚ Factor 3: Natural attributes

This factor received the highest mean (3.87) and is thus the main motivator for visitors to MNP. This factor included the themes of visitors wanting to do bird spotting, to do photography, to experience endangered species, to experience wildlife and to experience plants. This motivator was also identified in a number of previous studies to be a critical motivator for national parks in South Africa including the studies by Saayman and Slabbert (2004), Van der Merwe and Saayman (2008) and Kruger and Saayman (2010).

✚ Factor 4: Park attributes

The final factor that was identified as a main motivator included themes related to the general park attributes of MNP. However, it scored the lowest mean, namely of 3.15. The main themes identified within this factor included; for conferencing and events, to do 4x4 routes, to experience three countries at one place, the areas great climate, good accommodation facilities and to explore a new destination. This factor had also been identified by Van der Merwe and Saayman (2008), Kruger and Saayman (2010) and partly by Van der Merwe *et al.* (2009) in the previous study at MNP.

Table 6.15: Component correlation matrix of motivator factors

Component	Heritage attributes	Escape	Natural attributes	Park attributes
Heritage attributes	1.000	.129	-.225	.204
Escape	.129	1.000	-.298	.374
Natural attributes	-.225	-.298	1.000	-.305
Park attributes	.204	.374	-.305	1.000

Based on the results of the component correlation matrix illustrated in Table 6.15, a very low correlation between the four factors was encountered. This describes relatively specific and well-defined motivators. Based on the results of the study presented above, concluding remarks and recommendations will be made in the next section.

6.2.8 Visitor recommendations

The visitor questionnaire concluded with an open-ended question where visitors were requested to provide comments relating to improvements related to tourism management at MNP. A total of 239 respondents provided input in this regard; therefore it was imperative to analyse these results, as they provide numerous suggested improvements to tourism management at MNP. The responses received were analysed utilising the qualitative data analysis software Atlas.ti (Version 7). The NCT (noticing, collecting and thinking) technique described by Friese (2012:92) was used to analyse the data.

The results of the qualitative data analysis of the visitor questionnaire determined three main themes, namely (1) improvements to tourism facilities, (2) infrastructural improvements and (3) management recommendations. The key sub-themes in each theme category will be discussed below.

6.2.8.1 Improvements to tourism facilities

This theme related to respondents' recommendations regarding improvements at a number of tourism facilities at MNP. Within this main theme, six sub-themes emerged and are displayed in Table 6.16.

Table 6.16: Themes pertaining to improvements to tourism facilities

Main theme	Sub theme	Number of comments
Improvements to tourism facilities	Improvements at accommodation facilities.	8
	Improvements in retail.	8
	Additional attractions.	4
	Improvements at reception.	3
	Maintenance of recreation facilities.	3
	Improvements at interpretation centre.	2

Although visitors to MNP are generally satisfied with the quality of accommodation facilities, eight respondents indicated that improvements were required to the management of accommodation facilities at MNP. These improvements mainly concerned the expansion of ablution facilities at the Mazhou Camp, as the respondents were of the opinion that those facilities could not cope with a large number of people. The ablution facilities comprise one toilet and shower each for males and females as well as one toilet and shower for disabled visitors. With a maximum capacity of 60 visitors, these facilities were seen as inadequate. As can be seen in Image 6.1, the ablution facilities at Mazhou consist of two small units which has toilet and shower facilities for a maximum of three people at a time.



Image 6.1: The ablution facilities at Mazhou camp

In terms of improvements to the provision of retail facilities, respondents indicated the need for a small park shop that could stock basic essentials. One respondent elaborated on this recommendation by stating:

There should be a shop selling the basic food and other requirements that the tourist staying at the park would need. This must be provided at acceptable and reasonable prices...I feel that the prices charged at the shops and restaurants at the national parks are unacceptably high.

Respondents indicated frustration regarding the reception being in the far eastern side of the park. They recommended that a small reception area and check in point be provided on the western portion of the park, especially for visitors arriving in the afternoon.

A number of respondents felt that the military history of the area is not represented at MNP. One respondent indicated the following:

Baie van die oud-soldate besoek MNP (Greeffswald)... miskien kan daar meer omtrent daardie stukkie geskiedenis gedoen word (Many former South African soldiers visit MNP...perhaps something could be about that snippet of history).

Respondents felt that the recreational facilities such as the tree-top walk and confluence look-out were in need of maintenance and were unsafe to utilise in places. One respondent indicated a negative experience in this regard:

Our tree top walk ended badly when my husband fell through the walk way. On our way back to our vehicle we met another lady who were also injured on the same day at another spot on the walk way. I sent through an e-mail when we arrived back to report the incident but with no response.



Image 6.2: Flood-damaged Maloutswa Bird Hide

Image 6.2 provides a graphic indication of the damage caused by the 2013 flooding at MNP. The walkway to the bird hide and a number of other facilities were severely damaged by flooding. However, the majority of respondents had stayed in the park prior to the flooding, and thus there was in indication that maintenance of facilities was lacking prior to the flooding.

The interpretation centre was well received by the respondents and no major problems concerning the centre were experienced. However, they have made a few suggestions, such as making the exhibition more interactive in order for the large amount of information to be conveyed in a more stimulating manner.

6.2.8.2 Infrastructural improvements

This theme relates to respondents' recommendations about infrastructural improvements at MNP. It received the highest number of recommendations and could thus be seen as the most important issues raised by respondents. From this theme, three sub-themes emerged, which are displayed in Table 6.17

Table 6.17: Themes within Infrastructural improvements

Main theme	Sub theme	Number of comments
Infrastructural improvements	Improvements in road signage.	16
	Improvements in road conditions.	14
	Fencing issues.	13

Respondents felt that road signage improvements were required. The signage has caused confusion and frustration among respondents. The improvements to road signage were needed at the 4x4 Eco-route and on the main road to MNP from Alldays and Musina, and the general signage in the park also needed to be improved.

Road conditions were a major concern for respondents, both inside the park and on the main roads in the vicinity of the park. Respondents felt that many of the roads were inaccessible to normal sedan vehicles, which limited exploration of the park. The roads leading to the eastern side of the park, towards Pontdrift, were in a poor condition with many potholes.

The fences along the Limpopo River to the north of MNP, along the South African, Botswana and Zimbabwe borders, were a major concern to respondents. Respondents found the fence poorly maintained and in a poor condition. As a result, numerous respondents felt that this fence should be removed. To illustrate the frustration with the fence, a respondent indicated that:

The fence must either go up or go down - animals get hurt and trapped in there...it is not nice to see an animal caught or trapped in the fence and cutting itself.

Another respondent commented as follows:

Please remove the fences along the Limpopo River. We watched animals being stressed out due to being separated from each other. It is also awful to do game viewing and enjoy the bush with a fence in your face.

The above responses indicate that the respondents were concerned not only about the condition of the fence, but also about the welfare of wildlife in the area. Although respondents want the fence removed, there were some suggestions that portions of the fence should be preserved because of its historical importance.

6.2.8.3 General management recommendations

The final main theme identified during the analysis of respondent recommendations related to improvements to the general management at MNP. From this theme, ten sub-themes emerged, which are displayed in Table 6.18

Table 6.18: Themes pertaining to improvements to general management

Main theme	Sub theme	Number of comments
General management recommendations	Problem animals.	18
	Tourist information.	16
	Disruptive tourist behaviour.	14
	Human resources issues.	13
	Park consolidation.	10
	Tourist numbers.	4
	Marketing.	3
	Rehabilitation.	2
	Mining.	2
	Border issues.	2

Of highest concern within this theme to respondents were issues relating to the management of problem animals in MNP. These problem animals included both wild and domestic animals. Primates and elephants were considered the wild animals requiring improved management. Primates caused numerous frustrations in the Limpopo Tented Camp and the Mazhou Camp as these animals damage respondents' property and took food and other items.

One respondent indicated the following on this sub-theme:

There should be signs at the campsite warning visitors how destructive the monkeys and baboons are. We are experienced campers, so do not leave food lying around. The baboons actually tore open our tent, fouled our linen and ran off with toiletries, first aid kits, pillows etc! When we told the camp staff, they told us we should have left everything in the car and leave the tent open, and then they would not have torn it. A warning in advance would have been nice, as we had to really improvise minus half our stuff the rest of our trip. The damage they did cost us a fair amount of money.

The damage caused by elephants to vegetation, especially in the western part of the park, is increasingly being noticed by respondents. Elephants have broken through the elephant fence and are now hampering vegetation rehabilitation efforts.

Respondents indicated a concern related to issues surrounding the presence of domestic animals within MNP. More specifically, respondents were concerned about the large number of cattle and donkeys in the park. Image 6.3 and Image 6.4 were taken by the researcher during the research process and illustrate both cattle and donkeys in MNP. One respondent stated:

Controls of domestic animals - tourists do not want pay fees to view cattle...



Image 6.3: Domestic cattle in MNP



Image 6.4: Domestic donkey in MNP

In terms of rehabilitation, some respondents advocated greater management efforts focussing on the rehabilitation of former agricultural land and vegetation damaged by elephants.

Some respondents were concerned about marketing initiatives related to MNP. Respondents indicated that they believed greater marketing efforts for the park should be conducted, as very few people are aware that MNP exists. Two respondents indicated the following in this regard:

Advertise more - if it was not for 'WEG' magazine, I would not have known of the park...

and

Better promotion of the world heritage site and tours. We didn't realize this was (a World Heritage Site) until we visited...

Respondents also mentioned that they had heard about the Mapungubwe Cultural Landscape from their children. This was due to the MCL forming part of the school curriculum.

Although increased awareness of the park could lead to market growth, respondents indicated concern about the number of tourists in the park. Respondents were concerned about the low numbers of visitors and the viability of the park, but at the same time indicated that they did not wish to see large numbers of tourists in the park.

Respondents had concerns about the current disruptive behaviour of tourists visiting MNP. This disruptive behaviour could be classified into three main groups, namely littering, alcohol consumption and noise levels. In terms of littering, respondents were concerned about the high level of littering caused by visitors, especially at recreational facilities and by school groups. Alcohol consumption by day visitors and school groups was a concern as were as noise levels at recreational facilities and camps. The following statements portray these views:

Please educate school children who come by bus into the park to pick up their litter and take it home. There were 2 buses at the confluence view (point) and when they left the place was thick with rubbish, plastic bottles and sweet and biscuit wrappers. The teachers did nothing. Children must learn...

We saw a bus full of students dumping their rubbish in the parking area and throwing their empty alcohol bottles all over the place and the(re) is no immediate person to report to...

....Prevent day visitors from bringing liquor into the park.

....control of visitor behavior is poor... people sit at back of open bakkies and drink excessively at picnic spots during weekends and public holidays...

As far as information is concerned, respondents recommended that more information be provided to tourists in order to enhance the visitor experience at the park. Areas where information was lacking included:

- ✚ General information about fauna and flora at the park, perhaps a checklist of species at the park.
- ✚ Signage at recreational sites such as the tree-top walk, bird hides and confluence look-out.
- ✚ Information on activities available at the park for tourists such as walks, game drives and tours.
- ✚ Improved up-to-date maps of the park.

Only a small number of respondents are concerned about mining in the vicinity of the park. Those respondents indicated a concern about the presence of mining vehicles and personnel around the park and recommended that park management engage closely with management and staff at the mines.

Respondents indicate that the management of MNP should attend to the general management of human resources, namely tour guides, reception staff and general management. In some cases respondents were concerned about tour guides at the interpretation centre and during tours. Respondents commented on the following concerning tour guides:

...the guide on our walk to Mapungubwe Hill seemed to be completely disinterested in the activity, and I feel that I walked away from the experience with insufficient understanding of the fundamental historical significance of the site...

...we booked early morning nature walk and the guides arrived 75 minutes late, no apology...-

The security guard at the Interpretation Centre was very rude to me... so I walked out and did not finish the visit. It also put me off the guided tours, I found everyone

was very dictatorial and not at all welcoming or friendly...except the woman who cleaned the facilities at the camp...

Respondents found reception staff helpful but they should be more willing to provide information. An issue raised by respondents is the tendency of reception staff to communicate with one another in a language or languages other than English in the presence of tourists. In terms of general management, respondents indicated that they would prefer management that was more accessible and visible to visitors.

The final two sub-themes identified relate to park consolidation and border issues. In terms of park consolidation, respondents indicated a concern about the separation of the park into two parts, which caused inconvenience in some cases. Two respondents made the following comments:

...access between west and east needs to be restored - very poor having to drive 80km round trip to enter the eastern section. The website told us we could access via a through road (but) this was not the case... Please get rid of farming areas and expand this magnificent wildlife area!

...If the park was bigger we would have spent more time there.

The border issues raised concerned problems experienced by respondents in relation to illegal immigrants and poaching in the park. Respondents encountered illegal immigrants on a number of occasions and in one case a respondent was a witness to a poaching incident:

Better gate control at the entrance near Mazhou Camp... lack of security when it comes to possible poaching...(people) slaughtered an impala while we were there. I did report it to staff but they just said they can't do anything about it. I've also send a mail to (South African) National Park(s) to explain what happened, and ask several questions, but to date No response from SANPARKS!!

This section concludes the results obtained from the visitor questionnaire and the first of three sources of data during this study. The remaining two sources of data where results were obtained were semi-structured interviews conducted with local land owners and

managers as well as with the management of MNP. The results of these interviews will be discussed in the following sections.

RESULTS SECTION B

6.3 LOCAL LAND OWNER SURVEY

In order to bring about a better understanding of the management of tourism at MNP, in-depth semi-structured interviews were conducted with local land owners and managers around MNP in the period April-June 2013. The methodology for this section of the study was adapted from Nicholas *et al.* (2009) and Moswete *et al.* (2012) both of whom had conducted studies on public sector perspectives of a World Heritage Site and a transfrontier national park. The data collection and analysis process followed a qualitative approach with purposive sampling. Purposive sampling is synonymous with qualitative research (Palys, 2009:1) and utilises a researcher's judgement in the sampling selection process, thus in this design there is no specific specification of the number of respondents needed. For the purpose of this study, eight respondents were targeted for the interview process. These respondents have not been named due to the sanctioned agreement of anonymity between the researcher and the respondents. These respondents were four local land owners and four farm/lodge managers (for the purposes of this study they are hereafter referred to as land owners). One respondent was female, seven were males and they ranged in age from 25 to 60. The semi-structured interviews consisted of eight questions, which are indicated in Table 6.19.

Table 6.19: Interview questions for local land owners

Questions	
1	In your opinion, what are the benefits of the designation of Mapungubwe National Park (MNP) as a World Heritage Site?
2	What, to your mind, are some of the major achievements of MNP?
3	What are some of the challenges facing the management of tourism at MNP?
4	To what extent do you think local land owners should be involved in the planning and development of MNP?
5	To what extent do you think MNP benefits the local tourism industry?
6	To what extent would mining in the vicinity of MNP influence the sustainability of tourism at the park?
7	What progress do you think has been made with the development of the TFCA and how would it influence tourism?
8	Do you think the creation of the TFCA would promote tourism to the park?

All interviews were audio recorded and each interview lasted about 15 to 20 minutes. Audio recordings were transcribed verbatim by means of the F4 software programme. Transcriptions (in Microsoft Word format) were then analysed using the qualitative data analysis programme ATLAS.ti. ATLAS.ti utilises the process of coding for data analysis through open, axial and selective coding. Coding enables the researcher to arrange data into manageable units that can be compared, reviewed and sorted into a mode which benefits interpretation (Strauss & Corbin, 1998). In ATLAS.ti these codes are represented in the forms of basic codes, super codes and families. Based on the analysis, five major themes were identified: (1) local land owner issues (2) mining issues (3) MNP management issues (4) TFCA issues and (5) World Heritage issues. These themes and subthemes will be discussed in this section.

6.3.1 Local land owner issues

This theme reflected local land owners' views about the involvement of local communities in the management of MNP. Three subthemes emerged within this theme, namely: negative engagement, positive engagement, and local land owners and tourism.

6.3.1.1 Negative engagement

Almost all respondents indicated various levels of frustration with the intensity of management engagement with locals. In the Moswete *et al.* (2012) study within a similar setting, local communities around a national park also described their dissatisfaction with the poor levels of engagement between the national park and the local community. In this study, respondents felt that the park management did not engage enough with local land owners, although they were passionate about the park and would like to be involved.

Respondent 4 indicated the following in this regard:

I think the biggest frustration is just the management of the park and it just feels that (the) people working there, just don't care, while actually (the) people that live here are really passionate about the park...

Respondents felt that in order to enhance the relationship between local land owners and MNP management, park employees should engage with them more. In this regard, two respondents made the following statements:

Respondent 6:

...there must be an interface, I think. Maybe regular meetings or meetings here to discuss potential strategies. How to attract people, what can they do. What other potentials can be developed.

Respondent 7:

Local land owners, especially those bordering the park should be constantly apprised of SANParks policy changes and any day to day management issues that might affect them. No liaison is presently undertaken....

6.3.1.2 Positive engagement

Although respondents indicated various levels of problems in terms of engagement by MNP management, they did indicate some positive input in terms of management engagement. Respondents felt that if there were a greater level of engagement they would be able to bring a number of skills and expertise to the table to manage problems, including poaching and the future plan to remove fences for the TFCA. Three respondents provided input in this regard.

Respondent 2 mentioned the following:

...I think it is crucial (to be involved). I mean, I think we all have a lot of expertise to give. Nobody wants to wear the uniform and take over, but the park is surrounded by a bunch of people ... and there is a lot of expertise a lot of resources that can be put in and its happening to a very small degree with this park forum concept...it seems to be a little bit stale.

Respondent 2 also gave an indication of how MNP and local land owners could work together by mentioning a previous experience.

I think it is, it is crucial, its crucial that local land owners get involved. Everything, from resources and assistance and advice and law enforcements. I mean, I work quite a lot with my management counterparts across the road (at MNP), in terms of law enforcement for poaching on peripheral areas.

They've got property that they own...which could come as kind of a hotspot for poaching, and we get the spill over from that. So we often work together in terms of passing information on, and we even done a couple of ambushes where we put our staff together with (MNP) staff and we sort of worked together. Ja, I think it is vital, I think it helps the park it creates a sense of ownership in the region and that can only be good for the park, if everyone is on the same page and pushing in the same direction...

6.3.1.3 Local land owners and tourism

Two respondents indicated that engagement between MNP and local land owners could lead to benefits for the local community in terms of tourism. The respondents pointed out that some members of the local community were actively engaged in tourism and that they derived economic benefit from engaging with the park. In turn, MNP benefitted from these members of the community who send their customers to the park.

Respondent 1 noted that:

I think like a lot of places they (the tourists) come and stay in the places that are outside of the park but then still use the park to go in to. Our little lodge is actually in the park, but then when people stay there, then go visit Mapungubwe on the

eastern side and then on the western side there's 4x4 routes and everything they can do.

These results depict the subthemes identified within the broader theme of local land owner issues, and indicate a general desire for greater engagement between MNP and the local community. Another major issue facing MNP concerns mining in the vicinity which will be discussed in the following part.

6.3.2 Mining issues

One of the major challenges facing the sustainability of MNP is mining, as described by Biyase (2011a; 2011b; 2012) who indicate the threat that mining poses to the area. The issue of mining was identified as the second main theme of concern by local land owners. Within this theme four sub-themes were identified, namely the negative effect of mining, pollution, mining mitigation, and lastly mining and tourism.

6.3.2.1 Negative effect of mining

Most of the respondents indicated concern about the possible negative effects of mining in the area. Although respondents felt that the mining companies were actively engaging in mitigation processes (see 6.3.2.2), there were concerns related to the impact of a potential domino effect and pollution in the form of coal dust, lights and noise as a result of mining. As MNP lies in an area known as the Tuli coal fields, respondents were concerned that the granting of a mining licence to one company might in future make it possible for further companies to apply for prospecting licences and the possible opening of future mines.

Respondent 2 mentioned the following in this regard:

...A big concern, particularly with Vele, was always going to be, that if you give them the license to mine, that this huge coal deposit we sit on, it all is going to fall like dominoes, that all the other companies are coming and have a go...I think if other mining companies are allowed a go at this Tuli coalfields that sits underneath us, that's going to be bad for tourism, because it is going to essentially industrialize the region. You're going to have a lot more trucks on the road, transportation of coal is to become an issue.

In terms of pollution, Respondent 1 indicated a concern for the potential impact of coal dust from mining:

Ja, there's a lot of concern about the prevailing wind direction. It blows in this direction, so people are scared of coal dust and things and into the point of it may be having an impact on bushman paintings and things like that...

6.3.2.2 Mining mitigation

Although the mine companies have the potential to generate negative impacts in the area, local land owners generally believed that the mining companies were implementing sufficient mitigation measures to curb these effects. Some local land owners generally felt that the mines have acknowledged the negative reaction they have received in the media and as such they have implemented these mitigation measures in order to curb this reaction. These mitigation measures include possible future provision of land to the TFCA, land rehabilitation of the coal face and environmental monitoring efforts. In addition some respondents felt that mining has been taking place in the area for a long time and that the new mine (Vele) is some distance from MNP.

Respondent 2 provided the following input on the matter:

...On the basis of the footprint that they proposed and the concept of rehabilitation directly behind the coal face, and not this enlarging open pit scenario we all had in mind and based on the footprint that they have discussed, I don't think that standing alone is going to affect tourism. I don't think it ever was going to... But the mitigation structure and the environmental pressure placed on them, has produced, from what I understand, a world class environmental standard for open cast coal mining. It's never been done before... I haven't seen a stitch of coal dust, I haven't heard a charge going off to blow the face open. I haven't seen one grain of coal dust fall of a truck. They've gone to enormous standards to keep themselves clean and under the radar.

6.3.2.3 Mining and tourism

Apart from the possible negative effects of mining and the mitigation measures implemented by mining companies, two respondents indicated that mining in the area could have an influence on the tourism industry in the area. These respondents felt that some lodges in the area cater specifically for the mining industry, especially for the existing De Beers mine at Venetia.

6.3.3 MNP management issues

MNP management issues were identified as the most significant theme raised by local land owners. This theme included a number of sub-themes, which are represented in Table 6.20.

Table 6.20: Subthemes within MNP management issues

Main theme	Sub theme
Management achievements	General awareness creation.
	Cultural awareness.
	Employment creation.
	Other achievements.
Management challenges	Human resources challenges.
	Marketing challenges.
	Poaching and problem animals.
	Infrastructure challenges.

The management achievements and management challenges associated with this theme will be described in this section.

6.3.3.1 Cultural awareness creation

Respondents identified a number of achievements by the management of MNP. The most notable of these was the improvement of cultural awareness especially through the interpretation centre at MNP.

Respondent 2 noted the following in this regard:

I think, in its own way it's done quite well to showcase the cultural heritage of the region, primarily in these early stages. There's a bit of development that's required, but I think it is doing a reasonable job of packaging and showcasing the concept of cultural conservation and tourism...

6.3.3.2 General awareness creation

Apart from the promotion of cultural awareness, some local land owners noted that MNP has achieved significant strides in the promotion of the area as a whole through the creation of awareness.

Respondent 5, who manages a nearby lodge, mentioned the following regarding the promotion of the area and how it affects their business:

People are filling up and people come especially from Europe and students, they already know about it. Because they checked up, they look up on the Internet for Mapungubwe and then first time Mapungubwe is the world heritage site and then filters down to us...

6.3.3.3 Employment creation

The establishment of the park created employment opportunities for a number of people, especially South Africans. One local land owner felt that in the past most people employed in the area were of foreign origin, but with the park more South Africans are being employed.

Other achievements identified by local land owners were the progression towards the area becoming a TFCA and the awards that the park has won.

6.3.3.4 Infrastructure challenges

However, the local land owners did indicate a number of management challenges MNP faces. The major challenges that local land owners identified are associated with infrastructure, followed by challenges associated with human resources.

Within the challenges associated with infrastructure local residents raised concern for the limited number of facilities available for visitors, the poor maintenance of these facilities, poor road conditions and poor signage in the park.

In response to management challenges, Respondent 1 summarised the issues as follows:

...it's quite obvious, all the infrastructure, everything, there hasn't been any maintenance done on that source since it has been put out. Roads are stuffed (in a poor state). You need a 4x4 to really experience the park...

Due to the need for four-wheel drive vehicles to explore the park, Respondent 2 mentioned that this limits the amount of time visitors have to explore the park if they do not have these vehicles:

You very limited, even with a 4x4 you are limited in how much you can actually do. I mean you could do the eastern side and all the loops in what, 4 hours...(and) then you're done, that's the full park, it's done. Go to the western side ok, that's another afternoon, so in one day the park, and it's over...

The poor road conditions are not the only issue raised by local residents as a challenge associated with road infrastructure. Some local residents noted that the signage in the park is also in a poor state. Respondent 3 mentioned the following in this regard:

...and the sign posts are a nightmare, it's terrible, you don't know where you are, you don't know if you on the right roads you know. It's city people like me who go there all the time into someone else's property by mistake. You don't see tourist cars and then you go oh, oops you know. If it's something I would do in the park, I would open more of the roads. There are a lot of roads that go off the main roads which have no-entry signs; I don't know where they go because I've never been down there...

6.3.3.5 Human resources challenges

Human resources challenges were seen as the second most significant challenge faced by management at MNP. This challenge was found to exist in two areas, namely the head office and the park management. Local land owners felt that top-level management needed to follow a more tactical management approach to managing MNP, as they were of the opinion that the head office overlooked the smaller national parks and only focused on the large parks.

Respondent 2 mentioned the following concerning to top management:

...I think there one needs cohesive management, I think top level management needs to have more a hands-on approach...I've got a feeling from a management

and marketing perspective that they sitting with the same structure of riding the coat-tails of the big parks (such as) Kruger, which is world renowned and makes all the money and that kind of thing...I think all the peripheral parks, are kind of, almost left to their own devices. Considering that this is a world heritage site...I think it needs more input, it needs to be made one of the crown jewels, not just some one peripheral thing in the corner (of the country) that nobody visits...

On a more tactical level, local land owners felt that the human resources at the park also face some challenges. Some local land owners felt that the staff members were unmotivated and that they lacked essential people skills to work with tourists.

6.3.3.6 Marketing challenges

Local land owners felt that MNP failed to attract the right calibre of tourists to the park, which could affect the satisfaction levels of tourists. Some respondents note that visitors to the park expect a Big 5 experience and are sometimes disappointed by what they perceived at the park. Some local land owners are also concerned by the low numbers of tourists visiting the park. The park should promote the facilities that are on offer, not only inside the park, but also in the surrounding area, such as birding, potential mining tours and the bushman painting.

Respondent 1 summarised this position as follows:

...maybe, (the park should engage in) a different level of marketing (and) maybe just create more a point of interest when they communicate, like having more hides, few more roads maybe, and market in the right places, so (to) people who (they) want to get, people are coming in to get the Big 5 experience and, it's more going for scenery, photography and landscapes and birding. Maybe market more for birders. I know a lot of birds that occur in this area that don't occur in other places...

6.3.3.7 Poaching and problem animals

The challenges of poaching and problem animals are seen by some local land owners as problems originating from border issues. Local land owners feel that there has been an increase in domestic animals in the park due to poor boundary management. Two land

owners noted that elephants caused significant problems in the area along MNP's boundaries and, among other matters, destroying fences.

6.3.4 Transfrontier conservation area issues

MNP has been in the process of becoming a TFCA since 2006. Local land owners voiced a three main opinions of this process, the most predominant of which was their frustration about the coordination and management of this process, followed by fencing issues and tourism.

6.3.4.1 TFCA management coordination problems

Local land owners' main concern about this process concerned the management of wildlife across farm and international borders. Land owners indicated that some of them owned specific animal species and with the dropping of the fences associated with the TFCA, those animals could move to different locations and the owners would then lose control of their animals. Secondly, South Africa is the only one of the three countries that allows hunting of some animal species such as lion, and land owners were concerned that those animal species would be hunted if they crossed over to South Africa. In addition, the local land owners were of the opinion that political issues were one of the main reasons for the slow progress made with this process.

Respondent 2 summarised the subtheme as follows:

We're obviously frustrated (about the process), because we had a MOU signing, you know, over six years ago and were now, the trilateral meetings are done and everything has kind of signed and sealed. We need ink on paper from three presidents. Two of which have diplomatic issues with one another, so I presume that one of the delays is getting Khama and Mugabe can sit at the table and sign something which they are quite vocal about, you know, taking it towards each other, and I firmly believe then that something will change...

6.3.4.2 Fencing issues

Local land owners raised concern about the management of the border and veterinary fences between South Africa and the neighbouring countries of Botswana and Zimbabwe. This veterinary fence is in a state of disrepair and according to one land owner it has been

moved, which has impacted on the management of both wild and domestic animals between the three countries. Respondent 1 mentioned the following in this regard:

...and I think one of the challenges they face is the veterinary border. At the moment it's this tar road that goes to Messina and there are a lot of difficult issues with moving that line. It used to be on the Limpopo River, but they moved it onto a tar road...

The poor management of the border fence has increased the prevalence of poaching incidents on the South African side. One lodge manager was concerned that the same poaching problems would arise at MNP as those occurring in the Kruger National Park after the removal of the border fence between South Africa and Mozambique. Although the removal of the fence was seen as a major challenge, one land owner indicated that the removal of the fence may lead to a tool to manage elephant populations by allowing the concentrated elephant population to spread between the three areas which would relieve the strain on some parts caused by these elephants.

6.3.4.3 Recognition and tourism

The TFCA should benefit the region through increased international recognition and attractiveness and therefore an increase in tourism arrivals to the area, according to some local land owners. Local land owners felt that the TFCA would be more appealing to international tourists who prefer more adventurous destinations and activities.

6.3.5 World Heritage issues

The last main theme identified in this research that was of concern to local land owners concerned MNP as a World Heritage Site. This theme included two subthemes, namely world heritage knowledge and marketing benefits.

6.3.5.1 World heritage knowledge

Some local residents, especially those involved in the tourism industry, found that visitors to the area were not always aware that MNP is a World Heritage Site and that only a small number are aware that the park is a national park. As a result they felt that visitors do not expect a heritage experience and compare MNP to other national parks expecting a

wildlife experience. Respondent 2 who manages a nearby lodge, mentioned the following to summarise this subtheme:

I mean the fact that all the guys we get here they have no idea it ever existed as a national park. I mean they come to South Africa, they know Kruger, some of them will know Pilanesberg and maybe Addo. But apart from that where is Mapungubwe? No one has ever heard of it. What still surprises me as a world heritage site, you think you would have more recognition in the world. But for benefits, I mean, you know if it was better advertised or better known of as a world heritage site. More people might actually come and visit. I think if people knew more about what to expect and they came here, it's not the Kruger, it's not a Pilanesberg where you can see wildlife so much. It's a place where you go to look at the culture and so you know. Look at the landscape and natural area. I mean people do like it as well and it's well known for its birding...

6.3.5.2 Marketing benefits

Some local land owners felt that more efforts should be made to promote the park as a World Heritage Site and a national park. This should provide the area with much needed marketing benefits such as enhanced attractiveness, identity in the market and market credibility. One lodge owner felt that the World Heritage status enhanced the uniqueness of the park. The land owners believe that the park is the custodian of significant natural and heritage resources that should be promoted together not only the natural heritage. This would make the park unique in the marketplace.

Local land owners showed a great deal of interest in and passion for the area and were willing to provide input towards its development as a sustainable tourism destination. The issues raised by local land owners were both critical of current management processes and valuable in terms of representing potential improvements to the current state of affairs in terms of their involvement, mining, MNP management, TFCA issues and the management of the World Heritage site. Ultimately the management of MNP is the responsibility of the formal management structure SANParks; therefore it is essential to analyse the perceptions of the current management of the management of tourism at the park. The following section will provide an analysis of these results.

RESULTS SECTION C

6.4 MANAGEMENT SURVEY

For the purpose of generating an understanding of the management of tourism at MNP, in-depth semi-structured interviews were also conducted with the management of MNP during the period April to June 2013. For this section of the study the same qualitative process followed as for the local land owners, as described in par. 6.3. The major difference was to the sample, which included managers at MNP as well as managers at the SANParks head office in Groenkloof, Pretoria. The managers were involved in the study are listed in Table 6.21.

Table 6.21: Profile of managers interviewed

*	Post designation	Location
1	Head: Tourism and marketing	Groenkloof
2	Head: Tourism operations	Groenkloof
3	Northern regional manager	Groenkloof
4	Park manager: MNP	MNP
5	Tourism manager: MNP	MNP
6	Conservation services manager: MNP	MNP
7	People and conservation manager: MNP	MNP

**When reference is made to managers in the discussion section, those mentioned have no chronological relation to the managers listed in this table.*

The semi-structured interviews consisted of nine questions and lasted between 15 and 20 minutes. The questions are indicated in Table 6.22.

Table 6.22: Interview questions for managers

Questions	
1	In your opinion, what are the benefits of the designation of Mapungubwe National Park (MNP) as a World Heritage Site?
2	What, to your mind, are some of the major achievements of MNP?
3	What are some of the challenges facing the management of tourism at MNP?
4	To what extent do you think local land owners should be involved in the planning and development of MNP?

5	To what extent do you think MNP benefits the local tourism industry?
6	To what extent would mining in the vicinity of MNP influence the sustainability of tourism at the park?
7	How are the challenges of private land and agriculture being managed by MNP?
8	What progress do you think has been made with the development of the TFCA and how would it influence tourism?
9	Do you think the creation of the TFCA would promote tourism to the park?

Based on the analysis of the interviews six major themes were identified: (1) local land owner issues, (2) mining issues, (3) MNP management issues, (4) TFCA issues, (5) tourism issues, and (6) World Heritage issues. These themes and their subthemes will be discussed in the section below.

6.4.1 Local community issues

All managers interviewed indicated that the involvement of the local community in the management of MNP is important and that the park has made huge strides in this regard. In addition the park has contributed to the development of the community around the park, although some challenges still exist.

6.4.1.1. Local community engagement

The management of MNP believe that it is imperative for the local community to be involved in the management of MNP in varying degrees. The local community should feel as though they are part of the park in order to have a sense of ownership. Manager 6 mentioned that the involvement of the local communities in MNP would assist the park in solving some of its challenges such as poaching and illegal cross-border cigarette smuggling. Manager 3 indicated that as SANParks is a public entity, it is often seen as the organisation that makes and enforces its own decisions. As a result, SANParks is mandated to engage with local communities in decision-making.

The park has a park forum that meets periodically to discuss management issues and which the park uses to engage with the local community. Manager 1 indicated the following regarding local community engagement through the park forum:

The park forum is where we meet quarterly with our neighbouring land owners and communities and discuss issues that affect our neighbouring communities from both sides. It's a two ways benefit where we discuss issues that affect the communities, it's focal (point) that affect us as the park development. That's where we share our frustration in those areas. Then I think so far it has been working very well with our neighbouring communities where we can share our frustration. We go through a phase you know, the (reality) fact is when you have a park forum, some land owners see it as a community thing, not as something that caters for everyone. To cover for that, we want to have a Greater Mapungubwe Network forum, where I can feel more of the academic people are participating where we share all the information around. For us it's a two way benefit where we have those two forums and where we share facts and activities mostly farmers who are doing professional hunting and things like that around the area, but we share our common objectives and see how we can merge in one way.

6.4.1.2. Development and jobs

Some managers indicated that the park has provided the means for local community development through the provision of services and the creation of jobs. The infrastructure in the park, such as accommodation and roads, was constructed by local construction companies. In addition, the park has created a platform for local SMME development and the concomitant provision of employment opportunities for local communities, according to some managers.

6.4.1.3 Local community challenges

Although the managers indicated that the park aims at engaging with communities and that their engagements have lead to a number of benefits for local communities, some challenges still exist. The main challenge is the poor participation of the local community in the park forum. Some land owners do not participate in the park forum while some people who do not reside in the area wish to be part of the park forum through ancestral ties to the area. This sometimes causes difficulties. Manager 4 mentioned that some land owners are involved in the hunting industry and for this reason they may not want to get involved with a national park.

6.4.2 Mining issues

In general, the managers were not highly apprehensive about the threats posed by mining in the area. Although the managers were aware that the mining activities were generally negatively portrayed in the media and that this may have influenced visitors' perceptions of mining, they felt the mines were managing their activities appropriately. Six of the seven managers indicated that they felt the mitigation measures in place to manage the impact of mining were generally positive.

Manager 7 mentioned that:

Mining is a threat to Mapungubwe Heritage site. But the mining company has done a lot so far to make sure that all the threats are taken care of...

Apart from the mitigation measures that have been put in place, some managers felt that the mine was far enough from the park not to pose a real threat and that the offset programme of the mine might benefit MNP in future. This offset programme could include a possible future contribution of land from the mine to the park for expansion purposes.

6.4.3 MNP management issues

The managers provided insight into the major achievements and challenges facing MNP. Table 6.23 contains an outline of the major subthemes within MNP management issues, as identified by the management.

Table 6.23: Subthemes within MNP management issues

Main theme	Sub theme
Management achievements	Enhanced cultural experience.
	Increased tourism.
	TFCA achievements.
Management challenges	Fledgling park challenges.
	Infrastructure challenges.
	Problem animals.
	Remoteness of MNP.
	Park fragmentation.

Themes related to management achievements and management challenges were the predominant themes identified during interviews. All managers voiced opinions in this regard. This section will describe the inferences drawn from within the main theme of MNP management issues starting with the management achievements, followed by management challenges.

6.4.3.1 Enhanced cultural experience

The majority of managers noted that one of the major achievements of MNP was the enhanced cultural experience that the park offers. The park is different from other national parks due to this cultural experience. Manager 2 mentioned the following in this regard:

...we've got Thulamela (in the Kruger NP) which is also not seen as a major issue and I think, to me, there is a key challenge in our responsible tourism strategy and it is one of the areas which we want to now really start driving. So what Mapungubwe has done is, you can go to the park, you can see some wildlife, that's not the real reason you are at the park. The real reason why you are at the park is because of the heritage, the landscapes; it's not just about wildlife. We try to move away from just being wildlife only...

This manager also indicated that SANParks wants to move away from MNP being seen as a Big 5 reserve, but rather wishes to enhance the cultural experience. Some managers also see the development of the interpretation centre as an achievement in this regard as it provides a tool to improve the cultural experience for visitors.

6.4.3.2 Increased tourism

In addition to the enhanced cultural experience for visitors, three managers also indicated that the increase in visitor numbers to the park was also a major management achievement. According to one manager, visitor numbers were increasing at around 5% per annum despite the park being affected by floods earlier in the year. The increased visitor numbers are the source of increased park income and conservation fees. The improved income, according to one manager, has resulted in MNP not running at a loss, but breaking even financially. One manager stated that this improved growth outperformed the growth of some other national parks.

6.4.3.3 TFCA achievements

Although only two managers identified the development of the TFCA as a management achievement, these two managers described the achievement at length. The TFCA is seen as a major achievement by these managers as it provides an opportunity for the park to develop and for greater cooperation between the three countries associated with the TFCA. Manager 7 indicated that:

The park itself it's situated in the border of the three countries. By signing of the Treaty in 2006 for the Greater Mapungubwe Transfrontier Park is (an) achievement on its own, because by the signing of this treaty, it means we are uniting the three countries. We try our level best to increase the number of visitors by encouraging inter relations and cross border activities between the three countries, even though Zimbabwe is not fully developed, but encourage a lot of people to stay in the area by visiting Machato, Thuli and then maybe the first or the last night, they stay in Mapungubwe...

6.4.3.4 Fledgling park challenges

The major challenges facing MNP, according to the management, were a number of issues related to the park's fledgling status. The managers stated that MNP is both a small and a young national park and that creates a few challenges. The first of these challenges are related to budget constraints. One manager felt that the limited budget for MNP creates problems in terms of human resource provision and the upkeep of facilities. In one case only two employees are responsible for the management of all the heritage resources in the park and the limited funding provided for heritage management results in the park not being able to portray its heritage assets comprehensively.

Secondly, according to some managers, the park lacks management focus in terms of managing its branding as both a national park and a heritage site. In addition, staff members employed at the park do not have the necessary experience and they are not motivated.

Thirdly, although management is proud of the facilities on offer at the park, such as the accommodation, activities and viewing, some do acknowledge that more has to be done. More facilities for visitors are needed and some infrastructure, such as roads, staff accommodation and fencing, requires attention.

6.4.3.5 Problem animals

Some managers indicated that they found the management of problems animals, both wild and domestic, a challenge for management. The managers had mixed opinions about domestic animals. Although the presence of domestic animals in MNP is seen by some managers as a problem, Manager 2 mentioned that this should not be of major concern, as cattle have been part of the area's landscape for a number of years:

...and then the other area of course is the cross boundary issue between three countries, transfrontier park status with free animal movement, but yet with that comes domestic animals and are domestic animals a problem, yes or no? ...then in cultural heritage sites, domestic animal were part of the cultural site. Cattle have always been part of that. So, is that still a challenge where some of our current tourists think it is shocking to see cattle in the park...

Apart from domestic animals some challenges also originate from wildlife in the form of problems with elephants and primates. The high elephant numbers in the park are of concern to management as they cause significant damage to vegetation. Primates are a problem at camp sites in the western portion of the park as they damage tourists' property.

6.4.3.6 Remoteness of the park

The location of MNP is in itself a point of concern for management as it brings with it a number of management challenges. The first challenge in this regard is the park's inability to employ suitable staff as not many people want to work at a location far away from towns or cities. Secondly, the remoteness of the park makes it difficult for the park to obtain operational resources, as supplies have to be brought to the park from a distance away. As a result it is not easy for the park to obtain supplies such as cleaning material and maintenance supplies quickly, or to have problems such as power failures resolved.

6.4.3.7 Park fragmentation

When MNP was proclaimed, SANParks undertook to consolidate the two separated portions of the park into one unit. However, this is a major challenge for management as there are a number of problems in this regard, according to Manager 1. Collaboration between land owners and the MNP management is a problem, since some land owners refuse to work with SANParks and some are involved in internal clashes and cannot

decide on the way forward with their land. In addition, land owners on large portions of land in the area have caused a problem. Manager 7 summarises the problem as follows:

People want to get in to the park and drive from Leokwe to Tsugulu, or drive from Leokwe to Limpopo Forest Tented camp (east to west), but because of the private land owners, and because agreements are (have) not being signed, because that there is no mutual understanding. Now our clients are forced to get out of the park, to drive back to the R572 to drive to the eastern side. People come here for the beautiful sceneries, for peace and quietness. And sometimes you need to get away from the noise, to get away from their troubles and get away from the high speedy vehicles on the highway and you know, to spend 5 days in the bundus in the remote area, where you have the private of your own, and there is not much cell phone interference, and not much civilization. It is sometimes good for your body and that's what people want, but because of the agreement that are not being finalized, now our clients are forced to do what they are not coming here to do (driving on public roads)...

6.4.4 Transfrontier Conservation Area issues

Managers see the development of the TFCA as a major goal for MNP although the process is causing slight frustration. They see the TFCA as a tool to enhance the attractiveness of the park, which will improve tourism arrivals. Currently the park has implemented a cross-border cycle challenge called Tour-de-Thuli, which it believes will promote the TFCA. Tour de Thuli is a cycle challenge that takes place over a few consecutive days, it starts in South Africa and then moves through Botswana and Zimbabwe before finishing again in South Africa. Although the TFCA will enhance the marketability of MNP, political forces are seen as the main inhibitor of the process of finalising the TFCA. Political issues between the three national bodies have resulted in the countries not being able to finalise the agreement that is stalling the finalisation process of the TFCA.

6.4.5 Tourism issues

The remoteness of the Limpopo River Valley has restricted the development of tourism in the area and as a result the supply of tourism services is limited. However, some managers indicated that the establishment of MNP has assisted in developing tourism in the area. There are now more things for tourists to see and do and MNP is seen as the

core attraction in the area while the other attractions are augmented products from MNP. Manager 7 mentioned the following regarding the impact that MNP has on the local tourism industry:

There is a lot of tourist spin off in the area and people come to Mapungubwe, don't always stay here. They stay in local farms, in local lodges, local game farms. They do activities here every day. They go to the heritage site, they go to sunset drive, night drives, walks. They do benefit. But the main fact is people come to Mapungubwe. They might be coming from overseas. They end up staying on all those other farms, and they end up spending in the province.

MNP has contributed towards the marketability of the area for tourism by providing a core attraction. Manager 1 mentioned that “if you check most of our private lodges. They don't market their lodges. They market Mapungubwe”. According to some managers this marketing has been successful, as the number of tourist arrivals is increasing on an annual basis.

6.4.6 World heritage issues

The final theme identified by the managers of MNP concerns the park's world heritage status. All seven managers indicated the main benefit of MNP being a World Heritage Site is the increased awareness of MNP as a cultural attraction. This applies more to international tourists than to domestic tourists, according to some of the managers.

Manager 5 mentioned the following:

That means the world heritage site status is international recognition of the uniqueness of the cultural novelty of Mapungubwe. I mean, if we look at the levels of recognition, we have provincial, national and international. The fact that South Africa has decided to list Mapungubwe, has indicated of that the area means to be preserved. So for us, Mapungubwe is one of the parks, in fact the only park that meets fulfils our mandate of cultural heritage after preservation. So it is an exciting project.

The status of the park as a World Heritage Site is a source of pride for the people of South Africa and a source of funding for the park. Although the park benefits from its world

heritage status its national park status sometimes causes conflict. One manager commented that the national park status of a site outweighs the status of a World Heritage Site. The manager stated that when tourists travel, they travel to national parks and not necessarily to World Heritage Sites. Two managers even noted that the park is a World Heritage Site in a national park and not a national park in a World Heritage Site. As such, the World Heritage Site should be managed within the structure of a national park.

6.5 CONCLUSION

The aim of this chapter was to set out the results of the of the empirical study that sought to assess visitor perceptions, public sector opinions and local land owner perceptions of the major sustainability issues facing tourism management at MNP and to identify gaps in management effectiveness from a visitor perspective. For this reason the chapter was divided into three parts, focussing on results from visitors, local land owners and managers respectively.

Section A (part 6.2) provided the results of the visitor questionnaire. The section started with an indication of descriptive statistics related to the demographic profile of MNP visitors. The subsequent part of the section related to findings dealing with visitor perceptions of tourism management at MNP. These perceptions were in the form of a number of management tasks that were measured on a five-point Likert scale. The management tasks were rated twice, once in terms of the task's importance to a visitor and once through a measurement of management's effectiveness in implementing the task. The tasks that visitors identified as the most important, with the highest mean values, included the cleanliness of ablution facilities (4.73), the cleanliness of accommodation facilities (4.68), the reintroduction of indigenous game species to MNP (4.48), the control of domestic animals in the park (4.46) and the professionalism of reception staff (4.44). In addition visitors indicated that management generally implemented the tasks on a satisfactory basis with the following tasks being rated as some with the highest mean values: cleanliness of ablution facilities (4.14), performance of housekeeping staff (4.13), hours of operation of park reception (4.05), the value for money of accommodation at MNP (4.00) and the professional operation of tours to Mapungubwe Hill (4.00).

To further analyse the results, a principal components factor analysis was conducted amongst the various management tasks (utilising both ratings) in order to identify various categories of visitor perceptions. The factors identified among the tasks related to visitor importance and management effectiveness were identical and as such a t-test could be conducted to determine whether there were any significant differences between which tasks visitors perceived as important and management effectiveness in implementing these tasks. Significant differences were encountered in the management of information and accessibility, accommodation and ablution facilities, food and beverages, leisure facilities, entertainment in the form of tours, conservation, human resources and regulations and marketing.

Section A also measured visitor perceptions of various issues related to sustainable tourism management at MNP. In this regard the findings showed that there is a significant difference in the manner in which MNP manages various tasks related to the socio-economic and environmental management of tourism.

In Section A results were also provided detailing the reasons why visitors visit MNP. These results were detailed in the form of frequency tables with mean values and through a factor analysis in order to group the various motivators into themes. The main reasons identified why visitors visit MNP was for the park's heritage and educational attributes, for escape and relaxation, the park's natural attributes and lastly the general park attributes.

The final part of Section A provided the results detailing means of improving service delivery at MNP through an analysis of visitor comments. The main areas of concern for visitors were aspects that required improvement including improvements to tourism facilities, infrastructural improvements and management recommendations.

In Section B (part 6.3), the results of interviews held with local land owners and managers were provided. This section of findings is qualitative in nature and utilised the technique of coding to analyse data. This coding technique identified major themes and subthemes that were raised by local land owners. Local land owners and managers raised concern about issues related to problems experienced which hamper their involvement with MNP. Local land owners were worried about mining in the area, but were comforted about these issues through concerted efforts from mining companies to reduce their negative impacts. Local land owners raised concern about a number of issues related to the management of

MNP, such as fencing issues, problem animals and human resources. Finally, land owners provided input on concerns and achievements of the park in terms of the TFCA and the World Heritage status of the park.

The final part of this chapter, also qualitative in nature, detailed results obtained from interviews with the management of MNP. These findings were described in Section C (part 6.4) and related to the main themes identified in the data analysis process, namely local land owner issues, mining issues, MNP management issues, TFCA issues, tourism issues and world heritage issues.