



Impact of Public Private Partnerships on Community-Based Tourism Projects: Jozini Tiger Lodge Case Study

Thobile Thelma Thiyane
Designation: Chief Education Specialist
Department of Education KwaZulu-Natal

Dr Rosemary Sibanda
MBA Programme Coordinator
University of KwaZulu-Natal
Graduate School of Business and Leadership
Westville Campus
Durban- South Africa
Email: Sibanda@ukzn.ac.za

Dr Ankit Katrodia*
Post-Doctoral Research Fellowship
University of KwaZulu-Natal
Graduate School of Business and Leadership
Westville Campus
Durban- South Africa
Email: KatrodiaA@ukzn.ac.za

Corresponding author*

Abstract

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

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

Keywords: Public Private Partnership-PPT, Tourism, KwaZulu – Natal, South Africa



Introduction

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

Background of Jozini Tiger Lodge Case Study

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

Literature Review

Public Private Partnerships

Several authors define public private partnerships differently, depending on the context and type of partnership. According to Stibbe (2008) it is working towards a common set goal by different partners like civil society, municipality, and the private sector with the aim of contributing resources that will enable results and sharing of benefits and possible risks. According to Houghton (2010), civil society, public and private sector partnerships can involve the working together through a variety of organizational configurations and multi-sector connectivity to meet the needs of urban spaces and their populations. Hodge (2005) cites public private partnerships by many authors as “connected with infrastructure projects and are institutional arrangements for cooperation expressed through the establishment of new organizational units”. The notion of the Private sector requires an appreciation of its defining characteristics as described by (Waddell, 2005); and it also requires appreciation of the social history of business in South Africa. According to the National Plan for Economic and Social Development Conference 2016-2020 (Ministry of Economy, 2016) public private partnership is a form of collaboration involving a public authority and a private legal entity with the idea of providing the public with goods or services.

Models of Partnerships commonly used in South Africa

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



Joint Ventures- The local community and the private sector are usually taken as the developer or an investor forged an agreement on forming a partnership. The shares within this partnership are usually dependent on party or stakeholder's input. For the local community, offering of the land is taken as their input or stake in a joint venture. This model of partnership is discussed by parties involved to reach a common memorandum of understanding and terms of reference that are characterized by fairness in benefits, transparency and mutual understanding based on trust. According to Rickett (2014), a joint venture is the short-term alliance of independent entities for a limited time or specified purpose.

Leases- The local community signs a contract with the private sector or investor on renting the land over a particular period of time which is commonly an annual agreement. In the course of running of the business, the community has no say or any involvement not unless the community had expectations like employment of the locals or transference of skills during the lease period. Lease agreements make it possible for foreign investors to lease land from government (Zeng, 2015 April).

Co-Management- This is an instance where the local community forms a partnership with the private sector and signs an agreement on how they will jointly manage the enterprise or the company. This model of partnership signs a legal agreement on terms and condition of the partnership. For effectiveness of the co-management teamwork is essential as it builds trust, improves communication and independence (Sallis, 2014).

Public Private Partnership opportunities

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

They:

- offer innovation through local economic development (LED)
- strengthen community relationships with relevant beneficial stake holders.
- offer an opportunity for each partner to contribute its competency
- build trust and social cohesion through diverse partners.
- give an opportunity to attain relevant resources for the benefit of the project and stakeholders
- uplift communities in an authentic and mutually beneficial manner through prioritizing endogenous development
- Job opportunities are directly and indirectly created.
- PPPs promote the transference of skills and better understanding of business knowledge.
- Infrastructure like roads, electricity and other basic needs are improved

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



Identification of stakeholders and their roles in public private partnerships

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

Government

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

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

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

The private sector

When the private sector has been secured by the government in collaboration with the community, its main responsibility is to manage the facility in terms of business management. The main focus is on financial management, skills auditing and up-skilling the local community. The creation of a user-friendly environment between all the stakeholders is the responsibility of the private sector. It is expected that the private sector must comply with all the legalities and legislation. In addition, there are such advantages of private companies like: long term stable business, improvement of company image and gaining opportunities for business development (Sandu et al, 2014).

The community

The community, if owning land, can do some research on the possibilities of developing it for the purpose of creating some or other type of business. The local community's benefits from PPPs when product owners involve communities in their operations. Due to the lack of funding, communities need to check on how to form joint ventures that will lead in forming strong partnerships with the private sector. The local community must also look at other agencies that might support them to improve the infrastructure the community already has. They must also be prepared to learn and understand the dynamics of forming partnerships. When recruitment is done, it is the responsibility of the local community to ensure that locals benefit fairly. It is also the responsibility of the local community to protect the business entity and create a crime free environment in order to have return visits by local guests and foreign tourists. Special interests group can be considered by the communities where they offer authentic local folklore. The environment must be protected at all costs as indicated in Tourism T.D. (2002). Communities also need to manage and control any development that will likely harm the environment.

Research Methodology

Research Objectives

The study was guided by the following objectives:

- To evaluate the impact of partnerships on local communities
- To establish the processes that are followed to reach consensus ownership and applied management style



- To assess the extent to which challenges faced by all stakeholders impacted on roles and responsibilities in a partnership
- To explore the factors affecting partnerships growth and sustainability

Research Design

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

Target Population

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

Methods of Data Collection

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

The data was collected through conducting formal interviews with a total of ten (n=10) respondents. The formal interviews were of a face-to-face nature and were recorded on a voice recording device for the sake of confirmation. The questions posed on the interviewed respondents were set prior to the formal interview sessions and were different for the various respondents according to the role they play in the Jozini Lodge entity and/or within the Jozini community. The nature of the interview questions was open ended so as to allow respondents to give their honest answers to questions and to retain the authenticity and "rawness" of the responses. The interview sessions allowed for free-flowing interactions with the respondents so as to allow respondents to give their full insight on questions raised. All interviews held were led by only clear, neutral and single-idea questions so as to avoid confusing and/or leading the responses from the respondents.



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

Sampling Strategy

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

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

Data Analysis

Qualitative data analysis describes the process of bringing order, structure and meaning to the mass of data. Furthermore, the common factors which are considered in the process of analyzing qualitative data are reduction, organization, interpretation and substantiation of data (Bezuidenhout, Davis & du Plooy-Cilliers, 2014). In as much as it is every researcher's obligation to carry out research in an ethically acceptable manner, it is also as important and an obligation of all researchers to make sure that such findings are published through the presentation of a complete research study with critically analyzed and interpreted data. In the interpretation of the analyzed data, it is very important that researchers ensure that the presentation of the research findings are done in such a manner that they will be acceptable as well as understandable to all readers. All collected data needed to be unpacked and critically analyzed to extract vital information, from which, theories and concrete findings could be made regarding the main research question.

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

Research Findings

The case study research involved interview sessions with a total of ten respondents. The case study research made use of two sets of interview questions. One set of interview questions was



used to interview the Jozini Lodge employees and the other set of interview questions was used to interview the main key players that were involved in the Jozini Lodge establishment. The interview sessions commenced as follows:

Jozini Lodge establishment of key players

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

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

Table 1. Distribution of participants by Gender

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

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

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

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

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

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

Participant 2 – There needs to be complete clarity and transparency on the responsibilities of each stakeholder and how things will likely work out for all parties within the partnership.



Community empowerment is very important, and the reigns must be passed on to the people of the community as they are the main beneficiaries of this establishment.

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

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

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

Participant 2 - The community communicated its complete resistance on the negotiation of having a 90% local community employee vs 10% non-indigenous employee ratio. In as much as the establishment was in great need of highly experienced and knowledgeable personnel in terms of this type of industry to assist in the initial stages of the establishment's existence, the community had adamant resistance in having anything less than a 90% local community employee capacity within the lodge. This was ultimately successfully agreed upon by all parties through the agreement of having the 90% local community employee capacity being a 5-year set target for the establishment instead of it being as immediate as initially demanded by the community. This would also allow the initial existence of the establishment to be safe-guarded and handled by highly experienced and knowledgeable personnel whom would be able to create sustainable systems to be followed by their predecessors.A

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

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

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

- **The Jozini Local Municipality (Government):** The Jozini Local Municipality expects the Jozini Tiger Lodge to form part of the local municipality's spatial development planning. The Jozini Local Municipality assisted mainly with the development stages of the establishment by playing an active role during the negotiations held with the community, the Jozini Tiger Lodge establishment team, as well as the National Empowerment Fund representative regarding the terms of the establishment's existence. The Jozini Local Municipality also plays a highly contributive role in terms of supporting the lodge by bringing in business to the lodge through partnerships for event hosting, business and personal visits to the lodge as well as marketing the lodge to the world through tourism marketing. In terms of the operations of the lodge, the Jozini Local Municipality is not contributing as much as it should be in terms of providing adequate infrastructure through the provision of roads and persistent waste management. The local municipality does also not provide water services to the lodge, and the lodge thus uses its own means to provide these services. In as much as the Mkhanyakude District Municipality should be assisting in the matter, that is, unfortunately, not a reality - even more so on the part of the Jozini Local Municipality. On a total percentage of contribution from the Jozini Local Municipality to the entire establishment and operation of the Jozini Tiger Lodge, the local municipality stands at a level of just 5%.



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

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

In terms of the challenges faced by the various stakeholders, the Jozini Local Municipality faces the vast majority of challenges in the partnership project of the lodge's establishment. Some of the dominant challenges the local municipality faces are mainly the inability of the local municipality to contribute to the lodge by the effective provisioning of essential services. These services include, access to roads and maintenance of existing roads, water and sanitation services and waste disposal.

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

Jozini Tiger Lodge employees

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

Employee 1 – One year, nine months

Employee 2 – Three years

Employee 3 – Four years

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



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

Employee 2 – No. I am from Durban

Employee 3 - Yes. Jozini is my home.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Employee 3 – I have seen that the community really wants to be part of the lodge in a big way. Whether it is people wanting to be employed at the lodge or people wanting to just contribute their time to the lodge, etc. a lot of the community members want to be involved in the lodge.

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

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

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

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

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

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

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

Employee 3 – Not answered

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

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

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

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

Conclusions and Recommendations

Impact of partnership on local communities

In the formation of partnership, communities require intensive and extensive stakeholder engagement if fruitful results are to be realized for all concerned. The local community benefited a lot through job creation. The local economy is boosted as tourists tend to visit Jozini Tiger Lodge



all the year round. A sense of pride and ownership has been created by this partnership. Local communities receive training which has enhanced their skills on tourism related issues.

Process followed to reach consensus on ownership and management style

An in-depth understanding of what PPP entails between the host community and the external stakeholder is a crucial exercise. Agreement documentation forms a critical part of such evidence. Dialogues and advisory inputs of all stakeholders are equally important for the success of a partnership. Strategizing together strengthened the partnership, for example, joint planning, joint decision making and joint implementation of actions. The mediation role played by the local municipality as a facilitating agent is also vital and has led to an agreed operational structure

Impact on challenges faced by all stakeholders in the Jozini Tiger Lodge Partnership

The successful role out of PPP is anchored on the clarification of the role to be played by the PPP arrangements and agreements which are crafted. The success of PPP depends on trust between the host community and the stakeholders. All parties in partnership eventually understood the cross – cultural differences aspects and strove to continue to work towards a shared vision of an effective partnership culture. Education on the ‘how’ of the PPP function is critical as well as the understanding of local community on their skill-level versus the needs of the lodge.

Factors affecting growth and sustainability

The local community is not clear on issues of sustainability. The employees of the lodge are excited about the prospects of growth as they are part of everyday operations. The private sector was to an extent unsure of the future of the lodge after the expiration of the lease agreement period. There’s a feeling from the private sector that the community is not capacitated enough and especially so, on the side of financial management, as it is community trust that is responsible for the community percentage. No documentation was available on sustainability plans. The latter is thus a case of concern.

Conclusion

Data was collected, and mostly positive feedback was given by the respondents. The general manager of the lodge preferred a group interview with the Tourism Officer, Community Tourism Liaison Officer (TLO) who also happened to be responsible for tourism local economic development projects. Due to lengthy discussions and the fact that the manager had to attend to that day’s walk-in guests, it took longer than was expected and with the TLO it was only completed the following day.

The purpose of the group interview was done as per request of the manager because he raised issues of transparency. Employees responded and gave their in-depth understanding about Jozini Tiger Lodge. In conclusion, the establishment has evident important key players like the local municipality, private sector and employees as beneficiaries. Gender discrimination was avoided throughout the process of questions and interviews. Everyone was respected, ethical considerations were clearly explained and the interview session was a great success.



Limitation of the study

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

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

References

- Bezuidenhout, R., Davis, C. & du Plooy-Cilliers, F. (2014). *Research Matters*. Cape Town: Juta & Company Ltd.
- Boue, K. K. (2010). *Creating Value Through Strategic Partnership Between Business and NGOs: A Descriptive Case Study of Six Partnerships in Norway Denmark*: Copenhagen Business School.
- Creswell, J. W. (2014). *Research Design Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA Sage.
- De Vos, A. S. (2011). *Research at grass roots*. Pretoria: Van Schaik.
- Farrugia, C., Reynolds, T. & Orr, R.J. (2008). *Public-Private Partnership Agencies. A global perspective*, Working Paper #39, August 2008.
- Flinders, M. (2005). The politics of Public Private Partnership. *British Journal of Politics and International Relations*, 7, 215-239.
- Henning, E. (2013). *Finding your way in qualitative research*. Pretoria: Van Schaik.
- Hilla, B. (2008). *Fundamentals of Research Methodology For Health Care Professionals* 2nd edition. Cape Town: Juta.
- Hillard, L. Z. (2009). 'Assessing the success of a public private partnership for health care in the South African Republic Sector using the balanced score card, UNISA, 15-25.
- Hodge, G. (2005). *The Challenge of Public-Private Partnerships Learning from International Experience*. Denmark: Edward Elgar Publishing.
- Houghton, J. (2010). *Understanding the Relationship between Neoliberalism and the Negotiation of Urban Development Imperatives within Public-Private Partnerships in Durban*. Available at: <http://researchspace.ukzn.ac.za/xmlui/handle/10413/5066>[Accessed on 24 April 2018]



- Leedy, P.D. (2001). *Practical Research: Planning and Design*. Upper Saddle River: Merrill Prentice Hall.
- Lindon. (2008). *Assessment of Factors Affecting Community Owned Tourism Enterprise Recommendations on Appropriate Partnership Structures and Support Mechanisms*. KwaZulu-Natal : DEDT.
- McEwan, C. (2003). Bringing government to the people, women, local governance and community participation in South Africa. *Geoforum*, 34 (4), 469-481.
- Ministry of Economy, Finance & Development (2016, October). *Public Private Partnership in Burkina FASO*. PNDES, 2016-2020.
- Mitchell, D. (2007). *Increasing Service Delivery Through Partnership Between Public and Private Sector*. Report commissioned by GTZ. Fakisandla Consulting.
- Nell, M. (2007). *Key Challenges to Public Private Partnerships in South Africa*. South Africa: Castalia Limited.
- Ormrod, P. D. (2005). *Practical Research*. New Jersey: Pearson Prentice Hall.
- Paul, L. (2005). *Practical Research Planning and Design 8th edition*, New Jersey: Pearson .
- Perry, C. (2001). *The Marketing Review. Case Research in Marketing*, 1, 303-323.
- Retosa Women In Tourism Conference, Lilongwe Malawi 22 – 25 November 2015.
- Rickett, D. (2014). *Making your partnership work (Third Edition ed.)*. Rosewell, Georgia: Lulu.com, 2015.
- Rogerson, C. M. (2009). *In Search of Public Sector-Private Sector Partnerships for Local Economic Development in South Africa*. Johannesburg: Springer Science.
- Sallis, E. (2014). *Total Quality Management in Education (Third Edition ed.)*. London and New York : Routledge.
- Sandu, I.S., Ryzhenkova N.E., Veselovsky M.Y. & Solovyov A.Y. (2014). Economic aspects of innovation-oriented market economy formation, *Life Sciences Journal*, 11(12):242-244] (ISSN:1097-8135). Available at: <http://www.lifesciencesite.com> [Accessed on 19 March 2018]
- Stibbe, D. (2008). *An introduction to partnerships for sustainable development in South Africa. The Partnering Initiative and IDC*, 4.
- Tan, V. (2012). *PPP, infrastructure assests, public and private sectors*. UK : Allen and Overy .
- Teker, S. (2012). *Tourism Projects Financing: A Public Private Partnership*, *Business Management Dynamics*, 2 (5), 5-11.
- Tourism, D. O. (2008). *White Paper on Development of Tourism in KwaZulu-Nata*. Pietermaritzburg: Department of Economic Development and Tourism.
- Tourism, T. D. (2002). *National Responsile Tourism Development Guidelines for South Africa*. Pretoria: Department of Environmental Affairs and Tourism.
- Waddell, S. (2005). *Societal Learning and Change*. Greenleaf: Sheffield.
- Welman C. K. F. (2005). *Research Methodology*. Cape Town: Oxford University Press.



Wiid, J. & Diggines, C. (2013). Marketing Research. Cape Town: Juta & Company.

Zeng, D. Z. (2015 April). Global Experience with Special Economic Zones focus on China and Africa . Policy Research Working Paper 7240, 7.

Zikmund, W.G. (2003). Business Research Methods. 7th Edition. Ohio: Thomson