

**The management strategies of selected heritage resources at tourism  
destinations in KwaZulu-Natal and Mpumalanga provinces**

**BY**

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## **DECLARATION**

I declare that this research study entitled: **The management strategies of selected heritage resources at tourism destinations in KwaZulu-Natal and Mpumalanga provinces** is my own work in both conception and execution except where it is specifically indicated to the contrary in the text.

All theoretical sources that have been used or quoted have been duly acknowledged in the list of references completed. In addition, all generic internet and electronic sources have been acknowledged.

I further declare that this thesis has not been previously submitted to any institution for degree purposes.

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January 2017

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## **DEDICATION**

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## **ABSTRACT**

The key purpose of this study was to evaluate how heritage resources are managed, assessing various strategies of management used and how these management strategies are implemented at tourism destinations. The effectiveness of these management strategies rely on the skills of those who manage heritage resources and their underlying understanding of cultural heritage tourism. The overall purpose of this study was based on the ‘objectives’ of heritage tourism; amongst the objectives mentioned, is the evaluation of the management strategies of heritage resources and the accurate interpretation of resources at destinations.

It was vital to know that heritage tourism is not only concerned with identification of resources but the management and protection of heritage values has a great impact on the sustaining of heritage tourism.

The potential of heritage tourism should be valued and fully realised. There should be an integrated framework on the management of heritage resources at tourism destinations. Heritage resources tend to be misrepresented through uninformed interpretation during tours and this compromises the integrity and authenticity of heritage tourism.

Findings of the study indicated that, management of heritage resources at these provinces is mainly based on policies formulated at national or local level. It was evident that management of heritage resources was often done for economic purposes at local communities.

The local community described indigenous knowledge implementation as a management strategy which should be the primary strategy since it adds value to the culture of the community.

## ACRONYMS AND ABBREVIATIONS

NDT	National department of tourism
AMAFA	KwaZulu-Natal has a heritage regulatory body.
EOHP	EMakhosini Ophathe Heritage Parks
EKZNW	Ezemvelo KwaZulu Natal Wildlife
SAHRA	South African Heritage Resource Agency (Act)
UNESCO	United Nations Educational, Scientific and Cultural Organisation
DEAT	Department of Environmental Affairs and Tourism
NHLR	National Heritage Liberation Route
DAC	Department of Arts and Culture
WTO	World Tourism Organisation
NHRA	National Heritage Resources Act
NGO	National Government officials
KZN	KwaZulu-Natal
MP	Mpumalanga province
HR	Heritage Resources
SADC	Southern African Developing Communities
ANC	African National Congress
SANC	South African Native Congress
ICOMOS	International Council on Monuments and Sites
CEO	Chief Executive Officer
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
IK	Indigenous Knowledge
SPSS	Statistical Package for the Social Sciences

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# **CHAPTER1**

## **ORIENTATION OF THE STUDY**

### **1. INTRODUCTION**

This study was motivated by Section 5.7 of the White Paper on the Development and Promotion of Tourism in South Africa (1996), which expressed the government's commitment to the effective management and conservation of South Africa's cultural and heritage resources. This White Paper states that cultural and heritage resources should be managed to the negotiated benefit of all interested parties within the communities. Management of heritage resources should be as broad as possible within specific communities and should promote cooperation between all affected parties (White Paper on the Development and Promotion of Tourism in South Africa, 1996). In line with the White paper, the National Tourism Sector Strategy document (2010) provides a strategic direction on the management and promotion of heritage and cultural tourism in South Africa.

The researcher therefore found it important to conduct this study in order to identify management strategies used at the heritage resources. Understanding heritage resource management strategies is of extreme importance in order to promote sustainable heritage resources at tourism destinations (Smith, 2000). Managing heritage resources becomes a crucial factor; the key emphasis is strictly on the precautionary principles that involve prevention of damage and maintenance of heritage resources. Management of these heritage resources includes a wide range of management strategies and policies which inform policy and decision making so that sustainable results can be achieved. The study will also establish the relationship between heritage resources management and tourism, all which should involve the participation of various stakeholders. It should be acknowledged that different actors may compete to use heritage resources and that certain heritage tourism users may create both positive and negative externalities which may be mitigated by institutional arrangements (Murzyn-Kupisz, 2013). The main focus of this study is to identify heritage resources management strategies policies that inform decision making at tourism destinations.

Each heritage resource provides a unique collective memory of each locality or community, and is largely concerned with the interpretation and representation of the past. Heritage resources,

therefore, need to be sustained. Sustainability of heritage resources should be everybody's concern.

## **1.2 BACKGROUND OF THE STUDY**

In the National Department of Tourism (NDT) policy of 2011 (third version), it is stated that, currently South Africa, as a tourist destination, is positioned largely around "safari-type" experience and scenic natural environments; but South Africa still has much more to offer as a cultural landscape endowed with a diverse wealth of exuberant heritage and cultural products in the form of arts, crafts, festivals, heritage sites and places of historical and cultural significance ([www.tourism.gov.za](http://www.tourism.gov.za)).

This implied that, there is still a gap that has to be filled that relates to heritage and cultural products. Indeed cultural heritage tourism has been underrepresented and subsequently underperforming within the tourism market (Howie, 2003). It was therefore important in this study to evaluate how these heritage resources are managed at tourism destinations, and whether the management strategies do benefit the communities as indicated in the white paper. Heritage resources are precious raw ingredients of a destination, and to a great extent determine what that place becomes (Howie, 2003). It is of paramount importance in this context to have an integrated management approach that focuses on heritage resources as heritage sites and as heritage tourism products. This approach would be of mutual benefit to both heritage and tourism. The issue of standard and quality of life may be a significant area of heritage impact as it often fulfils important recreational and cultural roles for the local community. Its influence on local identity, sense of pride and belonging, inter and intra-generational communication and social links (social capital) should also be taken into account (Murzyn-Kupisz 2013).

Heritage is often an integral part of urban regeneration strategies both as an inspiration, backdrop of regeneration processes or their flagship aspect. It shapes the image of a given locality, not only for tourists and temporary visitors but also for residents, potential new residents and investors. (Murzyn-Kupisz, 2013). The impact of heritage management may thus be of economic, social, cultural or environmental character. It may be potentially positive but neutral or even negative in practice if heritage resources are not well recognized or unsustainably used (Ashworth, 2006)

Heritage resources need to be managed in a way that will safeguard overuse or misuse, and subsequent degradation which is associated with tourism (Howie, 2003). Managing of heritage resources at destinations is crucial because natural and cultural significance helps to build and strengthen personal and community identity. This study has been based on selected cultural heritage resources of two provinces, KwaZulu-Natal and Mpumalanga. South Africa's tourism statistics for 2011-2012 revealed that KwaZulu-Natal was the second most visited province, and Mpumalanga the third least visited ([www.statssa.gov.za](http://www.statssa.gov.za)). These two provinces are rich in heritage hence the researcher conduct the management strategies of these provinces. The aim of having these study areas was to critically evaluate the differences or similarities in the managing of heritage resources for these two provinces so as to draw inferred conclusions about the management strategies of heritage resources at tourism destinations.

For the purposes of this study, focus was on the heritage sites of Northern KwaZulu-Natal, namely the EMakhosini Ophathe Heritage Parks (EOHP). EMakhosini is a heritage site where nine of the Zulu kings are buried, to mention amongst others, the late King Dingane, Mpande, Cetshwayo and the current King Zwelithini. The EOHP is jointly managed by the AMAFA and EKZNW (Ezemvelo KwaZulu-Natal Wildlife).

KwaZulu-Natal has a heritage regulatory body known as AMAFA/Heritage. One of the regulations stipulated states that "No person shall damage, alter, decorate, remove from its original position, subdivide or amend any plan without written approval from AMAFA" ([www.Sahra.org.za](http://www.Sahra.org.za)). Heritage sites of KwaZulu-Natal are found in various districts and towns which are Ladysmith, the Midlands, Northern KwaZulu-Natal, Dundee, Ulundi and other areas.

In Mpumalanga the focus for this study was on the cultural heritage sites, the Barberton Museums, Shangane cultural village which has a combination of the Nguni tribes and the Pilgrim's Rest Museum. Management strategies of these heritage sites were to be a focus for this study.

### **1.3 STATEMENT OF THE PROBLEM**

It was a challenge to read that “much of the literature is focused on the commodification of heritage for tourist consumption and the impact of the process on authenticity” (Landorf, 2009). There has been a gap between academic theory and its practical application to the management of tourism at heritage sites. Studies mainly in the Middle East have found that heritage site managers have a limited understanding of tourist behaviour and how to manage it strategically (Pederson, 2002). In order to operationalize sustainable heritage tourism as a strategy, the management skills and theoretical understanding of those who manage heritage sites must be recognized as essential (Landorf, 2009).

Secondly, it was a recurring challenge that heritage products were underrepresented within the tourism market (Pederson, 2002). The potential of tourism heritage resources management should be valued and fully realized. There should be an integrated framework for the management and sustaining of heritage resources. These heritage resources often tend to be misrepresented through uninformed interpretation during tours, and that compromises the integrity and authenticity of heritage resources products.

The effectiveness of these management strategies relies on the skills of those who manage heritage resources and their understanding of sustainable heritage tourism. The overall purpose of this study is based on the objectives of heritage tourism; amongst which are the assessing of the conservation strategies of heritage resources, and the accurate interpretation of resources at destinations. It is vital to know that heritage tourism is not only concerned with identification of resources, but with the management and protection of those heritage values that have a great impact on the sustaining of heritage tourism.

### **1.4 DELIMITATION OF THE STUDY**

The goal of delimitation of a study is for the researcher to specify the boundaries of the research in order to ensure that the research topic is efficiently and effectively investigated. The delimitation is intended to make the study more manageable by identifying those constraints or weaknesses which are not within the control of the researcher (Magi, 2010). The delimitation has two concepts, the spatial and conceptual.

### **1.3.1 Spatial delimitation**

Spatial features are features related to the study setting: the geographical settings of the study area, the nature of the population, and possibly the time zone within which the research is to be conducted. The geographical areas for this study are the selected heritage sites of the provinces of KwaZulu-Natal and Mpumalanga. i.e. two of the nine provinces of South Africa.

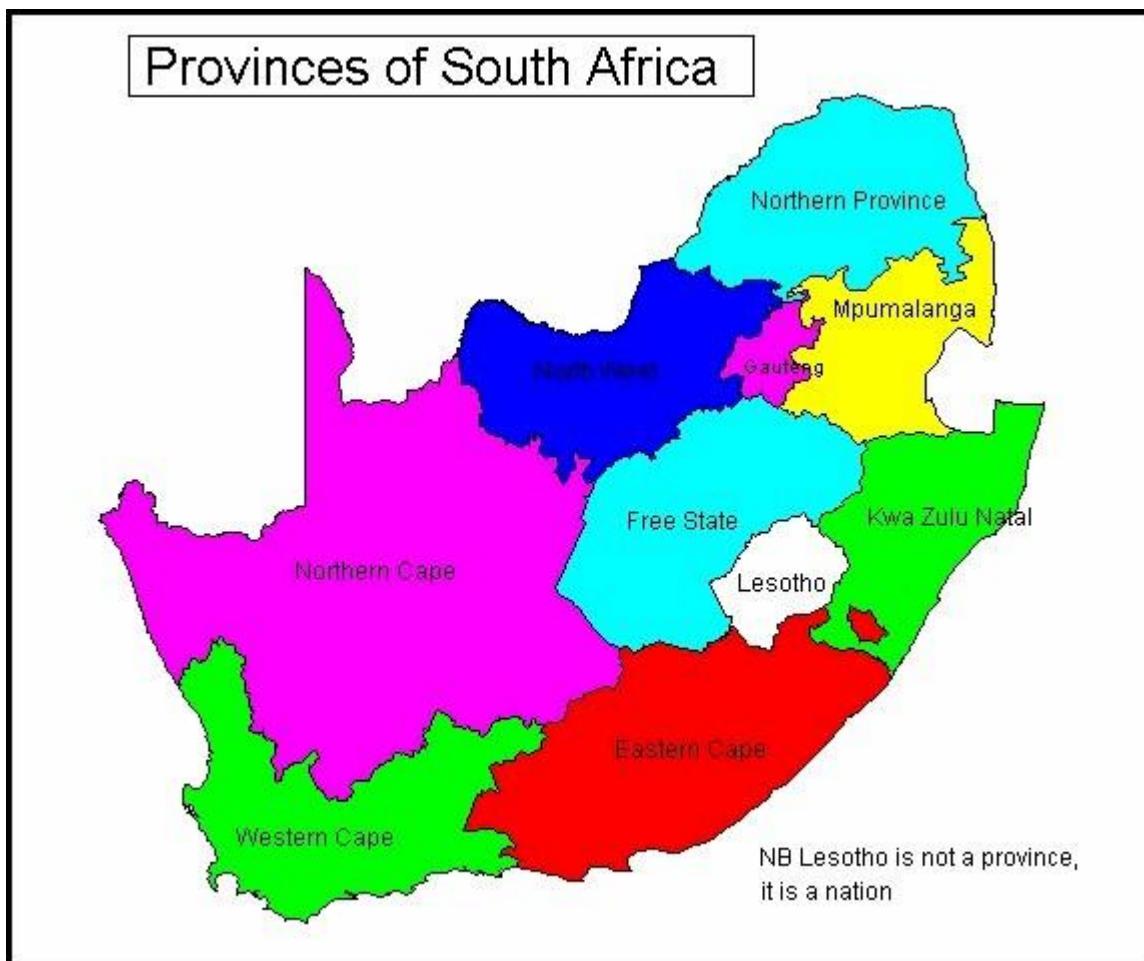
KwaZulu-Natal has the highest population (10 267 300) of any province in the country, and is the second largest province, occupying 94 361 square kilometres, i.e. 7,7% of South Africa's land area. Among people aged 20 and above, almost 23% have had no schooling at all, and 17% have had some primary education. In the two provinces 4,8% of the people have tertiary qualifications, 16% have matriculation, 32% have had some secondary education, and more than 6% have completed their primary education ([www.statssa.gov.za](http://www.statssa.gov.za)).

Mpumalanga has a population of four million, and is among the smallest provinces in the country, with an area of 76 495 square kilometres, and 6,5% of South Africa's land area. Among people aged 20 and above, 28% have had no schooling at all, more than 14% have had some primary education, 4,8% have some tertiary education, 14% have matriculation, almost 28% have had some secondary education, and about 7% have completed primary education ([www.statssa.gov.za](http://www.statssa.gov.za)). Below is a map showing the provinces of South Africa, and where these two provinces are located.

### **1.3.2 Conceptual delimitation**

Conceptual delimitation refers to concepts that are to be used in the study. These are concepts that describe the definitions related to the study. The concepts to be defined were used in eliminating possible distortions and ambiguities.

**FIGURE 1.1 PROVINCES OF SOUTH AFRICA**



[www.southafrica.net](http://www.southafrica.net) Accessed on (11November 2013)

### **1.5 THE OBJECTIVES OF THE STUDY**

The objectives of a research project summarize what is to be achieved by the study (Matenga, 2011). The formulation of objectives will help to focus the study activities, avoid collection of data that is not strictly necessary for understanding and solving the problem you have identified. Objectives organize the study in clearly defined parts or phases. Objectives facilitate the development of your research methodology, helps to orient data collection, facilitate data analysis and facilitate interpretation and utilization of results (Matenga, 2011). The objectives of this study are presented below.

- To identify the heritage resources management strategies used in these study areas.
- To examine the heritage resource management policy that supports decision making at the study areas.
- To establish the relationship between heritage resource management and cultural heritage tourism.
- To describe the stakeholders participation level with heritage resources managing at the study areas.
- To assess the stakeholders involvement in cultural heritage activities of at these heritage destinations.

These objectives defined the vision for the intended study, which focuses on heritage resource management, at tourism destinations. This will enhance the heritage resources management and documentation of policies at these destinations. The research questions were informed by the objectives that are given below to clarify the intentions of the researcher.

## **1.6 RESEARCH QUESTIONS**

Research questions are helpful in clarifying the level of the research. They help the researcher to be focused so that resources are not wasted on tangential or distracting avenues of the research (Weaver, 2006). Questions posed should be specific, measurable and able to create a platform for the researcher to collect evidence. Without devoting appropriate resources to developing the research question, the quality of the study and subsequent results may be compromised. It is therefore imperative to formulate a research question that is both clinically relevant and answerable (Farrugia et al, 2009). The research questions for this study are presented below.

### **1.6.1. Main research question:**

- (a) What strategies are used to manage heritage resources at tourism destinations?

### **1.6.2. Sub questions were:**

- (a) Which heritage resources are found at these tourism destinations?
- (b) Are there specific policies to support decision making in managing these heritage resources?

- (c) Are stakeholders involved in the management of heritage resources at these tourism destinations?
- (d) Is there a relationship between heritage resources management and cultural heritage tourism?

Research questions may affect the choice of study design, potentially lead to futile situations and, thus, hamper the chance of determining anything of clinical significance. The development of the research question is the most important aspect of a research project. A research project can fail if the objectives and questions are poorly focused and underdeveloped (Farrugia, 2009).

## **1.7. METHODOLOGY OF THE STUDY**

A research methodology is that component of the study that assists the researcher to investigate issues, relationships between variables, and situations that will eventually provide answers or enhance the existing body of knowledge (Kumar, 2005). According to Cohen, et al. (2007) research methodology means the range of approaches used to gather data which are to be used as a basis for inferences and interpretation, for explanation and prediction.

### **1.7.1 Research design**

A research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is a complete scheme or programme of the research. A research design is an arrangement of conditions for collection and analysis of data in a manner that aims to bring relevance to the research purpose (Maree, 2007).

Qualitative data sources include observation and participant observation (fieldwork), interviews and questionnaires, documents and texts, and the researcher's impressions and reactions (Jennings, 2010). Kumar (2011) defines a research design as a procedural plan that is used to answer questions. It's a complete plan for the entire research project. For the purpose of this study, the mixed method was used (quantitative and qualitative).

### **1.7.2 Target population**

Welman, et al. (2005) defines population as "the full set of cases from which a sample is taken". Since it is difficult to study the entire parent population, a sample of the population must be drawn. In order to draw an accurate, reliable and valid sample, it is essential for the researcher to

name the targeted population that is of interest and suitable for the research inquiry. The target population for this study includes key authorities, the museum managers and guides, tour operators, the cultural heritage villages' guides and village heads, the cultural dancers, the tourists at the tourism destination sites, tourism entrepreneurs of the identified study areas and community members within these tourism destinations. The distribution of respondents is presented in table 1.1.

**Table 1.1 TARGET POPULATION DISTRIBUTIONS**

PROVINCES	RESPONDENTS	SAMPLE SIZE
• Mpumalanga	Museum Managers – historic towns and villages  (Barberton, Pilgrim's Rest, Shangane cultural village)	10
	Key Authorities (DAC & locally)	10
	Cultural dancers (Employees) at Shangane cultural village	20
	Local community	60
	Tour Operators	10
	Tourists	15
<b>Subtotal</b>		<b>105</b>
• KwaZulu-Natal		
	Emakhosini Ophathe Heritage Parks Managers (Seven sites )	07
	Emakhosini Ophathe Heritage Parks (Key Authorities) from DAC, and	20

	AMAFA	
	Local community	60
	Tourists	15
	Tour Operators	10
	Cultural dancers (Employees) from different villages	50
<b>Subtotal</b>		<b>162</b>
<b>Total targeted population</b>		<b>267</b>

The respondents were included in this study because the researcher assumed that they benefit out of the management strategy by getting jobs and profit sharing through tourism. Tour Operators and managers working closely with the tourists in giving the service that they need.

Cohen (2007) states that naming a population assist the researcher to know and characterize the population appropriately.

### 1.7.3 Sampling and sample size

Sampling is a process of selecting a few respondents from a bigger population to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger population (Kumar, 2005). Similarly, Welman, et al. (2006) define sampling as a subsection of the population chosen in such a way that their characteristics reflect those of the population from which they are chosen. For the purposes of this study, a purposive sampling was used. For a purposive sampling the researcher chooses elements that need to be included in the sample, based on a set list of characteristics. According to Finn, et al. (2000), a sample size is usually determined by the level of human resource potential available to the researcher and a sample of 267 has been indicated for this study. The sample size is also influenced by the manner in which the researcher intends to analyse data.

A sample size is a unit that must be determined. Scholars maintain that a sample must be representative, and unbiased so that it can provide reliable and repeatable results for different groups at the same time (Kohn, 2012).

Sampling assisted the researcher to master the sample technique by using the list of all the characters in the study population.

### **Data collected**

Two instruments were used for data collection because of the purpose and nature of the study. These were questionnaire was designed and focused interviews were conducted. The questionnaire was designed using the objectives of this study, and careful consideration was done by using simple language that catered for different respondents. The questionnaire had both open-ended and closed-ended questions. Open-ended questions allowed the respondents to freely express themselves, and close-ended questions provided respondents with classified types of possible answers (Kumar, 2005). Focused interviews were conducted to get more information and insight on the issue of heritage resource management and how this benefited the community and other stakeholders. Focused interviews are the instrument used to collect information during a conversation between an interviewee and the interviewer.

#### **1.7.4 Data analysis and interpretation**

Data was analysed using the SPSS (Statistical Package for Social Sciences). According to Oliver (2010), collecting and analysing data does not make sense without thorough interpretation. Without interpretation, the analysis cannot provide answers to the research questions (Magi, 2010). Data analysis should be structured to suit the objectives of the study. For this study a mixed analysis was conducted. According to Onwuegbuzie (2011), mixed analysis involves one or both data types (i.e. quantitative data or qualitative data, or quantitative data and qualitative data which occur either concurrently (i.e., in no chronological order), or sequentially in two phases, with the qualitative analysis preceding the quantitative analysis, or vice-versa, and findings from the initial analysis inform the subsequent phase, or more than two phases.

### **1.7.5 Pilot study**

The pilot study was used to test the instruments in order to ascertain the clarity of questions and the responses given by the respondents (Kumar, 2005). According to Magi (2010), a pilot study is conducted in order to test whether the designed questions will solicit the desired and intended response data. He further indicates that the questions asked should be consistent in terms of expression and meaning. Respondents in KwaZulu-Natal at Emakhosini Ophathe Heritage Park were used for the pilot study. Both tools of collecting data were used during the pilot study.

## **1.8 DEFINITION OF TERMS**

The definitions provided in this section were adopted for the purposes of this study.

### **1.8.1 Heritage**

Heritage is a broad concept which includes the natural as well as cultural environment, biodiversity, collections of past and continuing cultural practices, knowledge and living experience (Nzama, 2010). Heritage encompasses a long process of historical development which forms the essence of diverse national, regional, indigenous and local identities. It is therefore irreplaceable, and provides a dynamic reference point for growth and change. Heritage is basically the present-day use of the past (Ashworth, 1994; Timothy & Boyd, 2006, in Nzama, 2010).

According to the White Paper on Arts and Culture, heritage is the sum total of wildlife and scenic parks, sites of historical and scientific importance, the national monuments, historic buildings, works of art, literature and music, oral traditions, and museum collections and their documentation which provide the basis for a shared culture and creativity in the arts (White Paper on Arts and Culture, 1996).

According to Smith (2009), heritage has been associated traditionally with that which is inherited or handed on from one generation to the next. Heritage is the art, buildings and beliefs that a society considers important to its history and culture. It is linked to the past that it presents, the inheritance to be passed down to current and future generations, both in terms of cultural traditions and physical artifacts.

Heritage can be classified as tangible immovable resources, e.g. buildings, natural areas, etc.; or as movable goods, e.g. objects like museums, documents, archives, etc.; or as a type of attraction

(Timothy & Boyd, 2003). Classifying of heritage resources in this study assisted the researcher to identify the resources to target, whether cultural heritage or natural heritage.

#### **1.8.4 Heritage resources**

In terms of the National Heritage Resources Act (1999), a heritage resource means any place or object of cultural significance. A resource is a natural feature or phenomenon that enhances the quality of human life. Heritage resources are, therefore, places or things that have natural or cultural significance. They are usually tangible things which we can touch and see, but they can also be intangible, such as beliefs. They can be objects from the past that are important in the history or culture of a people, including furniture, books and artworks ([www.heritagekzn.co.za](http://www.heritagekzn.co.za)). This resource concept was used in this study to differentiate heritage resources; the researcher was able to identify resources and decide which of them to conduct the research on for the purposes of this study.

#### **1.8.5 Heritage places**

It was vital for the researcher during this study to know and understand what a heritage place is. A heritage place is usually a specific area or site which is valued by people because it means something to them. It may be a large area such as a whole region or landscape, or it may be a small area which contains a significant feature or building or other structure which may include equipment. It can be an open space, such as a public square, street or park, and in relation to the management of a place, it also includes the immediate surroundings. ([www.heritagekzn.co.za](http://www.heritagekzn.co.za)).

#### **1.8.6 Heritage tourism**

Heritage tourism is travel directed toward experiencing the heritage of the city, region, state or country. This travel enables the tourist to learn about and be surrounded by local customs, traditions, history and culture. Heritage tourism focuses on the study of the people and places, told through interpretation of cultural landscape, and preservation or restoration of historic structures (Baum & Conlin, 1995).

Travelling to heritage places becomes an activity in which people enjoy the discovery of a place's unique identity derived from its history. Heritage is a form of tourism based upon the enhancement and protection of cultural resources as an element of tourism resource. It is

important for this study to understand the concept “heritage tourism” because the management strategies of these places need to be conformed to, and should be promoting the principles of sustainable tourism.

### **1.8.7 Cultural heritage**

According to the papers presented at the Department of Arts, Culture, Science and Technology (1997), cultural heritage refers to the things, places and practices that determine who we are as individuals, as communities, as a nation and as a species. Cultural heritage is the legacy of physical artifacts that is inherited from past generations. It was important for the researcher to know what cultural heritage is because the key focus of this study will be on heritage which is culture based.

### **1.8.8 Intangible cultural heritage**

Intangible cultural heritage means the practices, representations, expressions, knowledge and skills as well as the instruments, objects, artefacts and cultural spaces associated therewith that communities, groups, and, in some cases, individuals recognize as part of their cultural heritage.

This intangible cultural heritage is transmitted from generation to generation, and is constantly recreated by the community and groups in response to their environment, and in their interaction with nature and their history. It provides the community with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity (UNESCO Convention on Intangible Cultural Heritage, 2003).

### **1.8.9 Indigenous Knowledge**

Indigenous knowledge is defined as local knowledge that is unique to a given society. It is referred to as the systematic body of knowledge acquired by local people through accumulation of formal and informal experiences; and intimate understanding of the environment in a given culture (Hagar, 2004). This knowledge could be disseminated and preserved through various family histories, symbols, rituals, dances, poetry and other systems (Hagar, 2004).

Ngulube (2014) describe indigenous knowledge as knowledge that is born out of the environment and is a result of the indigenous people relating to the environment across cultures and geographical spaces.

According to Hoppers, (2005) an indigenous knowledge system is a combination of knowledge that encompasses technology, social, economic, philosophical, educational, legal and governmental systems. It is the form of knowledge that relates to the technological, social, institutional, and scientific and development including those used in liberation struggles.

Although many definitions have been put forward for indigenous knowledge, the concept is still evolving and a definitive description is yet to be found. This is because the concept of indigenous knowledge is interpreted in various ways since there are many diverse groups of indigenous people throughout the world. They represent a variety of cultures, and languages and have different naming and classification systems.

### **1.8.10 Management**

Management is a process of planning, organizing, leading and controlling the resources of an organization to achieve stated organizational goals as effectively as possible (Smith & Cronje, 2008). Management is both an active human occupation and a process by which people and organizations achieve results. It concerns people's work and its effectiveness and accountability for end results (Torkildsen, 2010).

Management is concerned with change. It is continually flowing. It is about getting things done with and through people, and as such, it is a social process. General principles for managing historic centres are:

- Respecting community life and improving the quality of life
- Maintaining identity, diversity and vitality
- Minimizing the depletion of non-renewable heritage assets
- Changing attitudes and perceptions
- Empowering community action and responsibility through involvement
- Providing a sustainable policy framework for integrating conservation objects with the aims of sustainable development
- Defining the capacity by which the historic centre can permit change

These principles for managing historic centres were the focus of this study; the management of heritage resources was assessed on their basis.

### **1.8.11 Strategic management**

Strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives. Strategic management involves the systematic identification of specifying the organization's objectives, nurturing policies and strategies to achieve these objectives, and acquiring and making available resources to implement the policies and strategies of the organization.

Strategic management consists of the analysis, decisions and actions an organization undertakes in order to create and sustain competitive advantages. It entails three on-going processes: analysis, decision and actions (Smith & Cronje, 2008). The concept of strategic management is important for this study, and thus the researcher needed to know what it entails.

### **1.8.12 Tourism**

The White Paper (DEAT, 1996) defines tourism as all travel for whatever purpose that results in one or more nights spent away from home. According to Smith (2009), tourism is defined as a set of activities of a person travelling to a place outside his/her usual environment for less than a year, and whose main purpose of travel is other than the exercise of an activity remunerated from within the place visited.

Goeldner, et al. (2000) state that tourism is a science, art and business of attracting and transporting visitors, accommodating them and graciously catering to their needs and wants, whereas as cited by Gunn (1994), in Timothy et al, (2009), tourism is a time of great expectations and disappointments, a way to define what it means to live life.

Tourism in rural areas is regarded as giving visitors personal contact with, or a taste of, the physical and human environment of the countryside, and as far as possible allowing them to participate in the activities, traditions and lifestyles of the local people. For the purposes of this study, this definition, cited in the book by the Department of Arts, Culture and Technology (1997), is adopted as the driving force of this study. Defining tourism as a concept for this study is emphasis that tourism needs to be sustained.

## **1.9 SIGNIFICANCE OF THE STUDY**

Being aware of heritage resources and the sustaining of heritage is a need upheld by various organizations, both at national and provincial level (Das & Bas, 2007). Historic sites are great reserves of resources that depict our heritage and establish a link with the past. Heritage resources comprised of natural, built and cultural treasures which are gradually being threatened by human activities. Heritage resources need to be protected, and a balance between heritage protection and management of resources maintained through planning, management and correct interpretation of historical assets.

For the purposes of this study, there was need to be a bridging gap between heritage resource identification and the management of heritage resources at tourism destinations which has not been fully explored. The study seeks to provide options for the strategic management of heritage resources that were used at tourism destinations. Heritage resources can be a significant source of income and employment for local people if properly managed. In this study, these benefits were regarded as a major objective in the management of historic resources. It is the wise use of heritage resources that ensures that their present use not only serves the needs of today, but is also an investment in the future.

The Heritage and Cultural Tourism Strategy document of 2011 (third version) stated that “there is a lack of strategic framework for the coordination and integration of heritage resources into the ambit of tourism. The full potential of heritage resources products has not yet been fully realised”. Therefore, this study is intended to address the strategic management framework of heritage resources at tourism destinations.

## **1.10 THE STRUCTURE OF THE STUDY**

### **Chapter One: Orientation of the study**

The orientation of the study shows the layout of the research investigation. It states the core concepts in the study. The objectives which guide the conduct of the study are mentioned, and the ethical considerations to which the researcher should adhere are discussed.

## **Chapter Two: Theoretical framework**

The work of scholars is renamed in this chapter, in the field of heritage resource management, and the relation of management strategies to the basic principles of sustainable heritage tourism is explained.

The focus was on the relevance of management strategies used at heritage resource areas. This chapter deals with management strategies and the conservation of heritage resources, and these considerations are linked to the principles of sustainable heritage tourism. The research findings were mainly based on the outcomes of this chapter.

## **Chapter Three: Physical settings**

In this chapter the location of the provinces in the study is shown, selected heritage areas identified, and the population statistics and demographics stated. The climatic conditions and other physical aspects of the provinces are stated in this chapter.

## **Chapter Four: Research methodology**

This chapter presents detailed research methodology design and sampling used in this study, the nature of the pilot study, and the data collection strategies.

## **Chapter Five: Analysis and data interpretation**

This chapter gives detailed analysis and interpretation of data gathered from the subject through appropriate methods. The analysed data are presented using graphs, tables, bar graphs, pie charts and other methods of interpretation.

## **Chapter Six: New contribution in the study**

This chapter allows for a new contribution to the study, adding to what has been deliberated on by other scholars in the field of managing heritage resources at a tourism destination. The contribution will be theoretical, based on the findings of the study, with diagrams and models used as addition to new knowledge of the study.

## **Chapter Seven: Summary, conclusion and recommendations**

This chapter is the final section of the study. The content is self-explanatory.

## **1.10 ETHICAL CONSIDERATIONS**

Ethical behaviour is important in research, as in any other field of human activity (Veal, 2011). When human behaviour is subjected to scientific investigations, it involves ethical issues (Green, 2005) related to the type of information the researcher will gather and how it will be acquired. They include the way in which this information was used by the researcher. Ethical considerations, concerned with such matters as plagiarism and honesty in reporting of results. The underlying principles of research ethics are universal, they concern things like honesty and respect for the rights of individuals and the integrity of the eco-system (Veal, 2011).

Social scientists develop various ethical perspectives, some of the most common being professionalism; respect for peoples' rights, dignity and diversity; confidentiality; anonymity; social responsibility and integrity. These ethical considerations are not the only applicable ones: others are avoiding plagiarism; seeking for informed consent; and displaying a high level of competence for the research.

This study requires most, if not all, of these ethical considerations. This requires careful consideration of respondents.

### **i. Informed consent**

Every investigation has ethical concerns in terms of protecting respondents. Therefore voluntary participation is fundamental for this study.

### **ii. Confidentiality and anonymity**

This ethical issue is key. The investigator assures respondents that the information provided by them would remain confidential, and their anonymity guaranteed. Confidentiality is intended to protect the respondent against any possible harm.

### **iii Voluntary participation**

Voluntary participation is seen as a fundamental ethical rule in the study of social sciences. Research respondents are therefore free to volunteer or refuse their participation in the project.

#### **iv. Professionalism**

According to Barry (2006), researchers have the moral duty to inform respondents of limitations and failures involved in the research. Respondents should not be deceived for any reason; accurate information should be provided about the aim of the research.

#### **v. Plagiarism**

This principle deals with copying another author's written material, using the information and claiming someone's work as your own without properly citing or referencing the source (Barry, 2006). In the preliminary pages the researcher declared that the information used in this study, whether from primary or secondary sources, was properly acknowledged by means of a complete list of references.

### **1.11 Intellectual Property**

Other than the usual copyright issues, I do not expect any special intellectual property rights to emanate from this research.

The researcher intends to have this document published as a thesis document with the aim of contributing knowledge in the process of managing of heritage resources at tourism destinations in future. From the thesis document, then articles will be taken out and be used as papers for publishing. Articles will be used by students as well for their referral work during lessons.

### **1.12 CONCLUSION**

The orientation to the study introduced the foundation of this research. This section of the study attempted to outline the motivations and the statement of the problem. The basic perspective of the study was revealed in this chapter; careful consideration of the research is shown hence the ethical consideration has been highlighted. The background, objectives and research question given highlight what was intended to be achieved in this study.

## **CHAPTER 2**

### **THEORECTICAL FRAMEWORK**

#### **2.1 INTRODUCTION**

Heritage resources are perceived to be among the resources with a potential of becoming tourism attractions of a destination if well managed and packaged for sustainable tourism purposes. Heritage resource management refers to an act of inventory, conserving, preserving and sustaining of heritage resources (Nwankwo, 2012). Heritage is what is preserved from the past as living collection, memory of people not only to inform the present about the past but also to equip successive generations to fashion their future. Heritage is also what creates a sense of identity and assures rootedness and continuity, so that what is brought out by dynamism of culture is not changed for its own sake, but is a result of people's conscious choice to create a better life (Ntshanga, 2013).

Managing heritage resources is often done for economic purposes, whereby these provide salient foundations for generating income through tourism, education and recreation, For example, old buildings renovated and utilized for modern-day functional purposes (Timothy, 2007). Timothy (2007) argues that Historic structures are demolished to make way for new developments. It is vital therefore to manage these heritage resources, the value of these places should be given weight to their historic worth and monetary value should not be the only value in consideration (Timothy, 2007). Studies indicate that there has been a challenge pertaining to the lack of a balanced and integrated approach to management of heritage resources and to the sustainable development of tourism products (Landorf, 2009). Studies reveal that managers have limited understanding of how to manage behavior strategically (Smith and Cronje, 2008).

This study will assist to reveal and validate different strategies of heritage management that will help managers to deal with strategies of managing heritage resources at destinations and these strategies should conform to the sustainability of tourism.

## **2.2 MANAGEMENT AS A CONCEPT**

It is important for this study to understand what management is, because management strategies are the focal point of this study. Torkildsen, (2010) explains management as a word that can be applied to most situations of life, it is not an act or art of managing. Management is both an active human occupation and a process by which people and organizations achieve results. Management is a distinctive type of work; it concerns the work of people, effectiveness and accountability for the end results. It is basically concerned with change, it is continually flowing and interacting relates to people's behaviors, and it is about getting things done with and indeed through people, management is as such a social process. Management is essentially the coordination, implementation and monitoring of various plans, policies or strategies. It is about planning, organizing, motivating and controlling, this known as the POMC approach. Management involves managing human and financial resources, developing and coordinating organizational structures (Ritchie, 2009).

Management is considered in terms of economic efficiency, it can only justify its existence by economic results it produces. Good management can make profit in a wide variety of ways which are not to be tied to economic results. However heritage resource management for the purposes of this study can be defined as the application of management skills in the use and upkeep of our rich heritage to ensure sustainable protection, preservation and conservation for the benefit of the society (Pickard, 2001).

## **2.3 STRATEGIC MANAGEMENT**

Strategic management is an art and science of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives. Strategic management involves the systematic identification of specifying the organization objectives, nurturing policies and strategies to achieve these objectives and acquiring and making available these resources to implement the policies and strategies of the organization. Strategic management consists of the analysis, decisions and actions an organization undertakes in order to create and sustain competitive advantages. Strategic management of an organization entails three on going processes which are analysis, decision and actions (Smith and Cronje, 2008).

Strategic management is fundamentally concerned with the nature of competitive advantage and the means by which it is acquired and sustained. It is an approach which is planned or prescriptive and sometimes called deliberate, while on the other hand, others perceive strategic management as competitive advantage based on the competitive position of the resource (Evans, 2003). In order to provide focus for the strategy of the organization and to assist in the evaluation of performance, plans must always be flexible to allow organizations to learn and to adapt to changes in the environment. (Ritchie, 2009) states that strategic management is usually concerned with four main elements:

- (1) **Strategic analysis:** examining the macro or micro operating environment
- (2) **Strategic direction and choice:** developing and selecting strategic directions and specific generic strategies to achieve organizational goals
- (3) **Strategic implementation and controlling:** developing suitable organizational structures, human and financial resource strategies, providing leadership to control and allow for the implementation of specific strategies, and
- (4) **Strategic evaluation and feedback:** continuous improvement is an important part of strategies planning and management and organisations learn how to improve the effectiveness of strategies through evaluation, monitoring and adaptive management.

Competitive positioning emphasizes the importance of the environment and provides useful tools for analyzing the resources. Competitive positioning and prescriptive knowledge should be collaborated. Collaboration of planned or prescriptive with competitive positioning is essential as a strategic attempt, because collaborative network will identify the core competences of the resources, identify the focus upon activities which are critical to the core of the organization and outsource that which is not achieving the internal and external linkages, which is necessary for the effective coordination of the activities and enhances responsiveness. Collaboration as a strategic management approach can provide benefits including the linking of core competences, access to resources and technology, risk reduction, greater control of resources, better access to customers and reduced competition.

Another strategic approach of managing heritage resources is to apply the knowledge management which incorporates organizational learning and is concerned with management of existing stocks of knowledge. Effective knowledge management assists to overcome barriers to learning and knowledge creation, difficulties in storing and sharing knowledge, difficulties in

valuing and measuring knowledge. Knowledge management as a strategic approach therefore is concerned with the creation of new knowledge, storage and sharing of knowledge and the control of existing knowledge. This strategic management approach is an important element in the building core competences which must be distinctive.

The study focuses on the strategic management of heritage resources, an example indicating knowledge management, and planned / prescriptive approach of heritage resources showing the balanced significance of natural and cultural heritage resources is displayed in figure 1.

#### **FIGURE 2.1.THE STRATEGIC MANAGEMENT PLAN.**

Strategies	Actions
Identify document information on tangible and intangible heritage resources.	<ul style="list-style-type: none"> <li>• Form heritage resource working group.</li> <li>• Audit tangible and intangible heritage resources.</li> <li>• Develop a framework of interpretation.</li> <li>• Compile a comprehensive spatial and non-spatial database on heritage resources.</li> <li>• Collect and document verbal/ oral information.</li> </ul>
Manage tangible and intangible heritage resources.	<ul style="list-style-type: none"> <li>• Take steps to manage impacts on the tangible heritage resources.</li> <li>• Identify priorities for restoration, stabilization and rehabilitation and integrate with sustainable tourism.</li> <li>• Restore priority sites.</li> </ul>
Develop materials, methods and facilities that develop an appreciation and respect for the heritage resources significant at the destination.	<ul style="list-style-type: none"> <li>• Develop educational materials and facilities.</li> <li>• Identify and prioritize the development of education facilities and materials.</li> </ul>

## **2.4 THE SIGNIFICANCE OF HERITAGE SITES**

Managing historic sites/places provides and establishes guiding principles or coordinates actions for activities on sites, including conservation, maintenance, monitoring, interpretation, enhancements and evaluation. Management gives the identification and definition of values of the place or site; it helps to involve stakeholders and encourages coordination among stakeholders and authorities. It is important for this study to assess the significance of historic sites/places. Such sites should have:

### **2.4.1 Cultural value**

The cultural value of a site is the cultural value that it holds for the community or for that particular section of the community. Cultural significance can be determined by establishing the values of the site, amongst some being, the community and family shrines, monuments, landscapes features which can help in reconstructing the cultural history of the people, traditional architecture/building useful for understanding traditional techniques of buildings, carving, arts and crafts, oral traditions, folklores, songs, myths, legends, marriage ceremonies, festivals and other traditional ceremonies (Nwankwo, 2012).

### **2.4.2 Social value**

The historic site should have social value; social value embraces the qualities for which a place has become a focus of spiritual, political, national, or other cultural sentiments to a majority or minority group. These social values should be a source of pride or education or celebration or a symbol of enduring culture. The site must be accessible and well known, rather than having it well preserved or of scientific importance. Values are very important and are probably the strongest in terms of conservation of a site, a site gains social value because of its aesthetic, historic value.

#### **2.4.3 Historic value**

The site has historic value because of the contributions of a place, achievements and indeed the knowledge of the past. A place can be well preserved and be a typical culture or group, have certain type of human activities or it can be associated with a particular individual, have long sequence of historic overlays and long period of human history, represent a specific phase or aspect of history, etc. all this gives historic value to the place. These places take our imagination back in time and cause us to ponder on the past lifestyles and histories of our ancestors. Sites of this nature have powerful evocative and educational value.

#### **2.4.4 Scientific value**

The scientific value of the historic sites means to have a realistic potential to yield knowledge that is not obtainable elsewhere. The scientific value of the area depends upon the importance of the data involved or its rarity, quality or representativeness and degree to which the place may contribute further to substantial information.

#### **2.4.5 Aesthetic value**

Aesthetic value means the site has beauty design; it creates a mood demonstrated by that place, a particular style and artistic development of high level or craftsmanship. This is recognition that the place represents a high point of creative achievement in its design; its style etc. aesthetic value may sometimes be difficult to measure or quantify. Aesthetic value is subjective especially when it arises from cultural backgrounds and individual taste, aesthetic is beauty based on the eyes of the beholder.

### **2.5 HERITAGE RESOURCES AND HERITAGE TOURISM MANAGEMENT**

The United Nations Educational, Scientific and Cultural Organisation (UNESCO) protects what it considers “important” parts of the Earth by preserving the heritage resources. These resources/ Sites are protected from threats of social and economic development and natural decay. Heritage resources are conserved and protected because:

- They are naturally or culturally significant
- They help build and strengthen personal and community identity
- They are preserved for the future generations

- These are social, spiritual and ethical obligations to respect the place or the object.

Both tangible and intangible heritage have been defined by UNESCO and other organizations.

**Table 2.2 TANGIBLE AND INTANGIBLE RESOURCES**

NO	TANGIBLE	INTANGIBLE
1.	Historical buildings	Oral history and traditions
2.	Declared heritage resources (Sites and Objects)	Indigenous knowledge systems
3.	Cultural Objectives and Collections	Rituals and Cultural performance
4.	Artifacts and Crafts	Performance and Creative Arts
5.	Fine art	Skills and Techniques
6.	Cultural landscapes, including natural environment	Belief Systems
7.	Archeological evidence	Cultural Festivals ( Events)
8.	Geological evidence	Popular Culture
9.	Paleontological remains	
10.	Sacred and Spiritual sites	

[www.ndt.org.za](http://www.ndt.org.za) [13 October 2013]

Heritage resources often tend to be misrepresented through interpretation during tours and this compromises the integrity and authenticity of heritage tourism products, it is a strategy for this study to provide guidance to support the integration of heritage resources into the mainstream of tourism for the development of sustainable tourism. It is important to note that heritage is not given by the fact that places or buildings have existed for a long time but rather by the correct definitions and on the basis of contemporary criteria that keep changing. Perhaps the basic consideration in all heritage definitions, it is proper to highlight that heritage is a product of

human creativity, social value or can be interpreted as having a deliberate interaction with natural conditions and forces.

The strategy during this study will be to provide an opportunity to raise awareness, education and profile the conservation needs of heritage resources for sustainable tourism to be in line with values of respect for heritage resources. Heritage tourism basically is a broad category that embraces both sustainable tourism and cultural tourism with an emphasis on conserving natural and cultural heritage. Heritage resources are a category or market segment that includes visits to historic sites, museums etc. heritage tourism because of the large number of activities it covers is difficult to define and measure. Some of the terms on heritage tourism reflect environmental ethics and local interest, environmental preservation concerns have given rise to what is known as green tourism, generally such tourism favours minimal environmental impact and emphasizes concern over environmental issues (Evans, 2003).

The managing of heritage resources/ sites can contribute to the protection and restoration efforts, but the right balance between economic gain and undesirable impacts can be elusive. Heritage resources managers should be in a position to know that tourist's attractions must be periodically renewed in order to remain competitive. Retaining and restoring the heritage resources is an obligation according to SAHRA. An important aspect of successful and sustainable tourism at heritage resources depends on developing knowledge in relation to visitors of these sites basically include knowing of:

- The profile of heritage visitors
- The expectations of visitors in relation to heritage tourism
- Beliefs and experiences they bring to a site
- Activities and leisure at heritage resources
- The importance of authenticity in visitors experiences of these destinations
- The nature and contribution of visitors interactions with host communities
- Understanding tourists created attractions

Heritage resources are fragile and require sensitive use and management in order to form the basis of tourism enterprises (Evans, 2003). It is important for managers, tourists and concerned operators to understand heritage resources, the value of heritage as cultural capital

and how it should be measured. Managing of heritage resources should meet the needs of the present.

In this study heritage management refers to the identification, protection, conservation, research, recording, documentation, dissemination, revitalization and promotion of heritage resources based on the best practices and world standards of management ([www.sahra.org.za](http://www.sahra.org.za)). Heritage management is sometimes used interchangeably with the term safeguarding. Heritage site management is the control of the elements that make up physical and social environment of a site, its physical condition, land use, human visitors, interpretation, etc. ([www.sahra.org.za](http://www.sahra.org.za)). Management may be aimed at preservation or, if necessary at minimizing damage or destruction or at presentation of the site to the public. A historic site management plan is designed to retain the significance of the place. It ensures that the preservation, enhancement, presentation and maintenance of the place/site is deliberately and thoughtfully designed to protect the heritage values of the place ([www.sahra.org.za](http://www.sahra.org.za)).

Management of a historic site requires the formulation and implementation of some form of a plan mechanism and may include a specific conservation plan or action plan, the use of economic development and regeneration strategy to encourage the maintenance and re-use of historic buildings and environmental improvements (Pickard, 2001). The improvement or rehabilitation of buildings for housing and the encouragement of compatible businesses are the basic objectives of conservation as they ensure that an area is kept alive. Conservation on its own contributes to economic regeneration and an attractive environment draws more economic activity to an area, underpins sustainable development strategies and helps to minimize a sense of community. In order for a heritage resource to be included in the aim of building a sustainable society, the static goal must be to protect and manage the process of change within a community framework of planning and negotiation. Change will be accepted depending on the relative values that are placed on heritage resources and the priorities of the society.

Heritage resources form an important part of the history and beliefs of communities and must be managed in a way that acknowledges the right of affected communities to be consulted

and to participate in their management. The following are guideline principles as stipulated in the SAHRA policy and guideline document which is informed by the NHRA of 1999.

- Effective heritage management must ensure development of skills and capacity of heritage practitioners and community involved in the heritage resource management. Effective heritage management must also make provision for on-going training and education of heritage management workers.
- Heritage management should be able to promote respect for living heritage, and for the dignity, cultural integrity, philosophical, intellectual and spiritual values of the peoples and communities that conserve and maintain expressions of intangible forms of heritage resources.
- Heritage resources should be conserved in a way that is respectful of and consistent with the relevant national and international laws, and without prejudice to specific rights and obligations already established under binding legal instruments, including human rights instruments.
- Contribution to the preservation and conservation of the environment in which aspects of heritage resources are generated and maintained, for the direct benefit of indigenous people, traditional groups and other cultural communities and for the benefit of humanity in general.

It is principle and policy to manage and guide heritage resources because heritage resources have the capacity to promote reconciliation, understanding, respect and contributes to the development of a unifying South African identity, hence it is crucial in this study to assess the strategic methods used in managing heritage resources and to integrate the management approach to the promoting of sustainable heritage tourism.

## **2.6 HERITAGE RESOURCES MANAGEMENT AND SUSTAINABILITY PRINCIPLES**

Sustainable tourism is basically based on the concept of sustainable development. Heritage resource based or asset-led development is one of the cornerstones of sustainable

development in general and sustainable tourism development in particular (Smith, 2009). Currently the concept sustainable tourism is a symbiosis of both, tourism and heritage resources become a major objective in the management and planning of historic areas. Sustainable tourism is partly about combating the negative impacts accruing from poorly managed tourism development and to sustain is about the wise use of heritage resources to ensure that the present use of these resources does not only serve the needs of today, but also is an investment in the future ( Basu, 2007). The term “sustainable tourism” is generally used in the tourism industry, environmental field and community development. The term may be partly influenced by general concepts of sustainable development, of which the characteristics might be described as heritage resources. (Monforth, 1998). Bradford (2004) views sustainable development as the balance among environmental impacts, economic development, participatory process, intergenerational equity and sustainable livelihoods. Bramwell cited in (Murphy, 1994) outlines the four basic principles of sustainable development and sustainable tourism development as a holistic planning and strategy making, preservation of essential ecological processes, protection of both human and biodiversity, and development to ensure that productivity can be sustained over the one term for future generations.

Sustainable tourism as defined by the WTO is tourism development that meets needs of the tourists and host regions while protecting and enhancing opportunity for the future. The key objective of sustainable tourism is a desired outcome of having resources managed in such a way that economic, social and aesthetic needs can be fulfilled while maintaining the heritage integrity, the essential ecological processes, the biological diversity and the life support system (Pickard, 2001).

Other writers and organisations have interpreted the principles and guidelines of sustainable tourism in a common way, those were conservation of the environment, mitigation of pollution from tourism development, respect of the needs and rights of local people with their participation, protection and support of the cultural and historical heritage of people worldwide, support local economies. Additionally sustainable tourism should help generate local employment, stimulating profitable domestic industries i.e. hotels and other lodging facilities, restaurants and other food services, transportation systems, handcrafts and guide services. Cultural impacts could be minimized by involving local communities in decision

making that affect them, particularly regarding the kind and amount of tourism that should occur (Boniface, 1999). Sustainable tourism may be viewed in specific dimensions, where it is interpreted in terms of economic sustainability for tourism as the tourist activity, emphasizing a strategy that implies strengthening, upgrading and even differentiation of tourist product, often relying on organizational and technological solutions and innovations. This interpretation of sustainable tourism by Tilden (1997) should not exceed its common principle of environmental conservation which will have impacts on natural resources, the man-made environment, local communities, social equity and local as well as national economies. Sustainable tourism is interpreted in similar ways, it is tourism that will have to be friendly to the environment, both natural and the man-made resources, and also involves local people in their activities without destroying their natural and cultural heritages. It can be viewed in various dimensions, economic, social, cultural, natural, resources allocation and management dimensions. Every dimension within the sustainable tourism effort should be conducted with care without leaving any difficulty for the coming generations to solve the problems that have or will create or be involved in (Tilden, 1997).

Heritage resource management normally requires specific institutional and funding arrangements, both of which require special efforts that are neither easy to make institutionally nor easy to sustain financially. A commonly known problematic dimension of heritage resources sustaining is the discrepancy between the specific demands of heritage resources and the poverty in communities (Kammeier, 2008).

Heritage is perceived as including any natural or the man-made place, area, building, or site that is significant to the people or community. Heritage resources therefore have social meaning and values, these values and meanings are usually linked with the identity and construction of memory. Anything that is regarded as significant to the people living in that community or society is heritage according to heritage definitions, yet not everything is heritage since not everything becomes heritage (Richards, 2007). There is a need for the use of tools or techniques in order to monitor heritage resources so that they can be sustained.

Heritage resources pave the way for economic development, it assumes the creation of products with a high benefit (Richards, 2007). It has become common for experts and institutions to attract attention on heritage products. These products ought to be

environmentally friendly while improving their cultural content. Heritage resources are about being unique with local characteristics and traditional, heritage therefore heritage conservation should not just be about resources but also about cultural memory and its meaning. The meanings and cultural memory are not abstract entities but have owners, conserving such cultural memories. Their meanings should take into account the social groups which share them, their cultural conceptions, their identity and credo etc. heritage resources signify their own existence and history, the meanings of these resources ought to be respected and channels for expression of these meanings should be offered and interpretation should be acknowledged, this implies that there should be stakeholder involvement and democratization of decision-making with regard to society's heritage resources.

Heritage resources should not just be a way of increasing tourist volumes at destinations rather it should be about trying to change the orientation of the destinations. The conditions of heritage should be assessed and their management evaluated. The approach of assessing is based on three indicators cited by Richard, (2007), these indicators are mainly addressing the problems and challenges heritage tourism encounters.

- **The management of heritage**

Basically indicators that are often used do not indicate in totality the deterioration and destruction of heritage resources. Most of the heritage resources are not catalogued and have not been objects of research.

The management focus is mainly based on the profile of management staff, the training courses for practitioners. There is no funding of the site and management data is based on the annual cultural events and tier attendance, the number of sales outlets and exhibitions of typical local products, the number of visitors, and the number of publications on local traditions, the budget devoted on cultural infrastructures and others. These indicators do not inform how protection is carried out. These indicators mainly measure policy and do not give direction to sustainability.

- **Involvement and citizenship**

This is a mechanism for reaching people, an indicator about awareness and involvement, including the awareness of education programs addressed to the public the number of meetings held before the implementing of available policies and procedures for the public and stake holders in order to involve themselves and suggest changes in these policies. This indicator may attract interest and sustainable development ensured. These indicators are valuable, they point out a way forward, they show a need to establish mechanism for involving even creating complicity, however they indicate as much as they do not indicate but it is not known whether this will be capable of reaching the meanings, the memories, the everyday life or the identity of the people as heritage is defined.

- **Touristification and Social Conflict**

This is an indicator that raises issues of representation since the perception of locals and tourist emanate from a wide range of different groups with different perceptions. Survey related to touristification and social conflict are conducted and such can involuntarily promote conflict and alarms because it asks for perception. Surveys objectify and reify the tourist/local dichotomy as if both groups were compact, cohesive and homogeneous with opposed interest and perceptions. The observations of the survey should be capable of not only gathering values, memory and meanings nor only promoting channels for citizens' participation and involvement of social agents but should also be capable of generating hope from the fact that people take part in the design of tourist products through their everyday lives.

The study focuses on the possible achievement of the sustainable use of heritage resources and strategies applied to sustain heritage resources, the guiding principles of sustainable tourism are therefore stated as follows (Basu, 2007):

- The environment has intrinsic value, which outweighs its values as a tourism asset. Its enjoyment by future generations and its long-term survival must not be prejudiced by short-term considerations.
- Tourism must be recognized as positive activity with the potential to benefit the community and the place as well as the visitor.

- Tourism activities and development should respect scale, nature and character of the place in which they are sited.
- The tourism industry, local authorities, and environmental agencies, all have a duty to respect the above principles and to work together to achieve their practical realization.

Sustainability is a continuous process that needs monitoring, management and good governance. The principles of sustainable tourism elaborate on the goals of sustaining tourism. Mowforth, (1998) states that the environment referred to as ecological sustainability is publicly perceived. There is a need to minimize environmental impacts based on tourist activities and it is important to consider the carrying capacity at attraction sites. Social sustainability refers to the ability of a community, whether local or national to absorb the impacts such as extra people, for short or long periods of time and to continue functioning either without the creation of social disharmony as a result of these inputs or by adapting its function and relationship so that disharmony created can be alleviated or mitigated. Cultural sustainability is an implication of societies being able to continue functioning in social harmony despite the effects of changes brought about by some new inputs as tourists, but the relationships within that society, the mores of interaction, the style of life, the customs and traditions are all subject to change through the introduction of visitors with different habits, styles, customs and means of exchange. Basically cultural sustainability refers to the ability of people to retain or adapt elements of their culture which distinguish them from other people. Cultural impacts are easily seen over the long term and these impacts are therefore more difficult to measure.

Economic sustainability is equally important like all others and this refers to the economic gain from the activity either to cover the cost of any special measures taken to cater for tourist and mitigate the effects of the tourists presence or to offer an income appropriate to the inconvenience caused to the local community visited without violating any of the other conditions. These principles are not absolute and immutable but the power of these principles are based on the use of the tools of sustainability. Protection of the area is one of the tools or techniques of sustaining tourism. The area /land should be under some form of legislated protection but the question remains, who is protecting the area, for whom and from whom. Such areas have been designated as a result of the tide of environmental consciousness that has been

promoted especially by environmentalist and conversationalist hence we have heritage resources that need to be protected.

Visitor management tool is another form of sustaining, where the movement of tourist is catered for and controlled. The controlling of vehicles, restrictions of movement and another visitor management tool is that of differential charging for foreign and national visitors, such a technique is not always understood academically but it makes explicit the condition of local participation as an inherent aspect of sustainability. Active participation by local communities is needed, this allows the consultation or participation tool to be implemented. Participation of host communities is regarded as one essential element or principle of sustainability. This participation also measures public perception, attitudes and values as stated preference and a necessary stage in the measurement of sustainability. Sustainability should be taken beyond its current usage and interpretation, it should be given substantial, tangible and unequivocal meaning. The given principles of sustainability among some are open to manipulation but this does not mean or suggest that the motives of those who apply them should be jeopardized, instead such techniques will assist to move towards a clearer, workable and meaningful analysis of sustainability (Mowforth, 1998).

## **2.7 THE INVOLVEMENT OF STAKEHOLDERS IN MANAGING HERITAGE RESOURCES.**

A stakeholder is any individual, group, associations, and agencies etc. who have interest in the protection of heritage resources in this context. Stakeholders may be affected directly or indirectly by the sustaining of heritage resources, therefore a clear identification of stakeholders in heritage resource management needs to be done. There are two major groups of stakeholders

- (a) **Primary stakeholders**, these are the people that are going to be having a direct impact on the managing of heritage resources. These being the community members, socio-cultural organizations, chief's cabinets and any individual or group that may be likely affected or involved in managing of heritage resources. (Nwankwo, 2012).
- (b) **Secondary stakeholders**, these include the government sectors, NGOs, UNESCO, Tourism boards, Environmental Protection Agencies etc. (Nwankwo, 2012).

Any sustainable programme must be able to work with stakeholders or interested parties including government agencies, conservationist and other non-governmental organisations, developers and local communities, their participation in the planning and management process is of paramount importance (Howard, 2003).

Working with stakeholders can inform managers about easily misunderstood local heritage differences. Religion or cultural values are often of primary importance to communities and can go unnoticed if locals are not involved in the planning and management process. Without local input, values can go unobserved and this can set the stage for future conflicts. Stakeholders can help identify problems areas that may have been overlooked by experts. Experts cannot always judge the perceptions, preferences or priorities of host communities when evaluating local conditions, rather stakeholders can provide useful input regarding desired conditions of a site. Effective visit to sites involve stakeholders as part of management whereby limits are negotiated with stakeholders. Through tourism advisory boards or councils, stakeholders can help managers to establish visitor conditions and set quantifiable standards for the problem management and impact limitation. Stake holders input is essential for developing realistic policies and management objectives that will gain long term support.

The stakeholders should be encouraged to participate in decision making on how many and what type of tourist they would like to receive and areas that would be off-limit. Stakeholders are mainly involved to save time and money. Local NGOs can serve as a liaison for effective and sustained participation. Non-governmental organisations can play an important role in linking tourism stakeholders, and can act as intermediaries between the private sector and local interest. NGO's prestige can bring added pressure to bear in negotiations with private tourism companies.

## **2.8 PUBLIC PARTICIPATION IN SUSTAINABLE TOURISM MANAGEMENT**

Public participation perspective for tourism is crucial to an investigation of current tourism problems, because tourism activities are created by outsiders and tourists are brought into the community as if it were an object of tourism consumption. Most of the benefits go to operators and tourists, leaving all kinds of damage to the community, such as garbage, degraded environment, water shortage and waste. Therefore community members who know their

problems and needs should be encouraged to participate in managing their tourism resources because tourism activities send direct positive and negative impacts to the community. There are four major types of tourism impacts of the community which are stated by (Kelly, 2001)

- ❖ Economic impacts. These can be both negative and positive. The positive impacts include changes to the community economic structure, job creation, increased incomes, production stimulus and better foreign surplus. The negative impacts may include discontinuous earnings due to seasonal tourism, poor working conditions, labor quality unsuitable for production systems, cost and services and fights of interests in the community, leading to other cost related problems like labor, land, finance or foreign raw material use.
- ❖ Social impacts. Positive social impacts include a better standard of living, unity, migration prevention, better education and better understanding between tourists and community members. Negative social impacts may include changes of lifestyle and local values, tourist exploitation, emigration from other communities, crimes and conflicts between tourists and communities.
- ❖ Cultural impacts. Positive cultural impacts include utilization of local cultures to attract tourists, tourists understanding local cultures, love and pride in one's own culture and cooperation in cultural revitalization and preservation. Negative cultural impacts may include cultural conflicts between tourists and communities, changes in value and cultural patterns, devaluation of cultures and art objects, destruction of local art objects and commercialization of local cultures.
- ❖ Environmental impacts. Positive environmental impacts include awareness on the value of local environment, maintaining, improving and revitalizing local environment, and finding ways to preserve local environment. Negative environment impacts may include destruction of local natural resources and landscape, pollution and land depression.

Public participation provides the opportunity for the community to know and express their opinions on decision making. This opinion is based on the framework of the Constitution, Section 5, 79 which states that “the state must promote and encourage the public to participate in sustainable use and maintenance of natural resources and biodiversity as well as protection of the environment according to the principle of sustainable development”. There are two types of public participation:

- First is the genuine participation when the public are basically involved in activities from the beginning like outlining the projects, decision making, implementing and evaluating.
- Secondly, it is non genuine participation when the public is involved only in implementation of pre-designation projects without taking their actual needs into consideration. Participation in the decision making process should be established at grassroots level, connect all organisations. This should be regarded as the starting point in social development and indeed realize real problems through a mutual exchange of facts and data.

There are three important conditions for public- initiated participation: freedom, ability and willingness to participate. Successful public participation depends on several factors, for instance, time, expense, mutual respect and interest, communication and impacts of their position or status. There are two perspectives on public participation. (Alphin, 2002)

- First, it is an expression of freedom. This encourages the public to realize causes of problems, gain knowledge to understand the network of factors, develop alternatives, seek ways to manage the environment, and develop a new paradigm with a focus on mutual survival between humans and nature. This principle enables local people to evaluate and decide what is most suitable for their community contexts which is the beginning of public participation that is more continuous and sustainable than imposed by external factors.
- Secondly, it is legal based participation with a focus on legal enforcement on the environment, as well as survival of the public. Such an enforcement must be in line with and suitable for fair, transparent and impartial implementation.

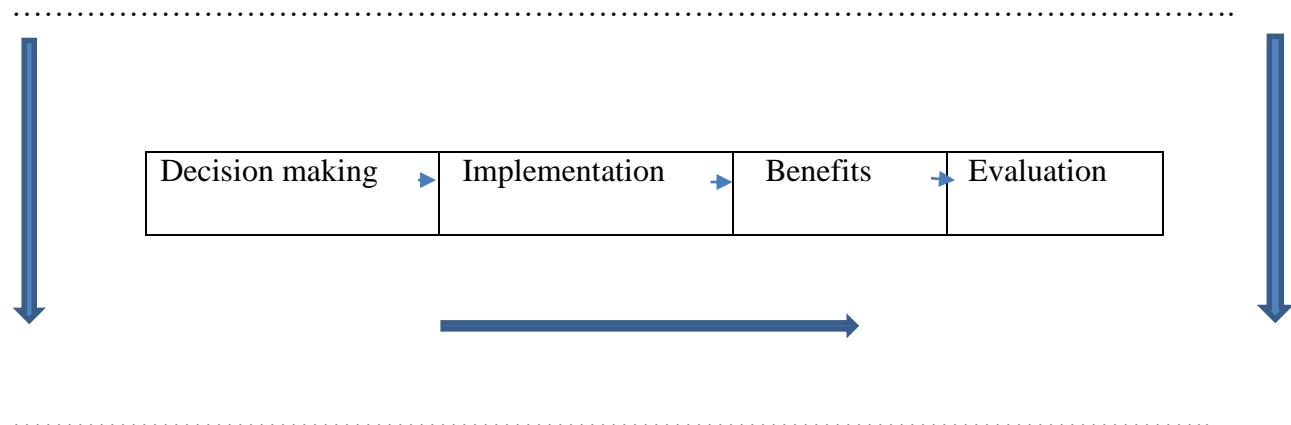
When the public or communities develop their capabilities for managing, utilizing and distributing existing resources and production factors for the benefits of socio-economic livelihood in their society honorably, their public participation will be developed perceptibly and intellectually expressed in the form of self-determination (Alphin, 2002). Public participation in community development activities can be viewed in terms of types and levels of participation.

Participation types include decision making, fair benefits among stakeholders, and evaluation. Participation levels can be measured in terms of frequency, participating organization, satisfaction, goal achievement and levels of activity participation (Alphin, 2002). Current

tourism development trends emphasize holistic and sustainable development with a sense of ownership of community members, so that they love, take care of, depend on the used tourism resources which is a basis of sustainable development and community empowerment. Business people must be made to understand that society, nature and culture are capitals. If local people and all stakeholders are not provided an opportunity to participate, socio-cultural and environmental problems will result negatively, causing unsustainable business operations. Communities must also develop themselves to become a network connecting state agencies and the private sector in order that a tourism development process has a common goal and direction (Institute of Science and Technology of Thailand, 1999). Furthermore, public participation directions and guidelines must lead to cooperative and sustainable use of tourism resources

Due to adverse tourism impacts on the communities, public participation has been the focus of several studies and its definitions and aspects have been variously defined. A defined proposed public participation process that contributes to the success of activity implementation has been designed as follows by (Cohen, 1997)

**Diagram 2.1: A public participation process**



- Participation in decision making, is a very important step for community members to understand their problems so that planning or activities can be created to benefit them. The present problem is that the public does not actually understand tourism and cannot see all of the impacts brought about by tourism. The problem can be solved by guiding the public to learn of the problems involved in the process and encouraging the people to develop a problem-solving guideline. This step creates a sense of ownership and their

implementation creates a learning process which may require some assistance from specialist in planning and implementation. Participation in planning or policy formulation is crucial because the public is able to use their limited resources for maximum public benefits. The process includes studying the target group, coordinating with the concerned agencies, organizing public forums to analyze problems and finding solutions, and setting up a board to monitor the operations.

- Participation in implementation, communities may be supported according to their capability levels in the form of joint administration, administrative resources or other assistance to support their planned activities.
- Participation in benefits, motivates community members to participate. The benefits may be material, social or personal.
- Participation in evaluation, the community members participate in controlling, monitoring and evaluating project implementation. This step is pivotal but has rarely been implemented. This type of participation considers past performance to learn of or the benefits rising from mutual implementation, so that previous or current activities can be achieved. The participation raises community awareness on how suitable the activities are or have been, whether they should continue or have yielded any benefits and how many impacts they will have on tourism development.

Participation activities may include seminars and sharing experiences among the experienced by driving them to establish cooperation and coordination to solve public problems. (Kelly, 2001) states that there are pros and cons about public participation. The pros include efficiency of management and development, because tourism activities involve local resources e.g. heritage sites. To solve problems or carry out development and sustainability with definite goals, local knowledge and folk wisdom are required. On the other hand the cons are that public participation requires large amount of time and budget and no one is in charge of the final stages of operation, pushing the burden onto the community. Additionally there might be external intervention from the state sector due to livelihood contexts of local people. Public empowerment is weaker than external forces, opening the way for state intervention. The best way is to analyze internal and external factors of the community so that a clear picture of the community can be obtained, hence public participation guidelines must be suitable for and must be in line with the socio-cultural context of that particular community (Bell, 2013).

Public participation as a concept is somehow well said but less accepted, the NGOs make decisions for the public and the public have little or no chance to change the state's decision (Kelly, 2001). It is usually a top-down approach or process, and the public readily accepts the correctness of the state and awaits state help rather than the people helping themselves. Moreover, state- initiated projects with public participation are not in line with local needs and contexts, making the participation process incomplete. Although public participation is an important factor in solving social problems, studies have revealed that the concept has been to serve certain interest groups. The state has used it as a tool in its pre-designed projects so as to make the public accept them. Such an action does not provide an opportunity for real public participation development. Community participation in developing or implementing activities should be based on types and levels of activities that communities, state, and the private organisations and individuals participate as stakeholders. However, the community needs must be the main concern, and members must participate in every step of the process. The concepts of public participation mentioned here would be incorporated into this investigation so that these guidelines are suitable for public participation in sustainable management of heritage resources.

## **2.9 THE PHILOSOPHY OF INTERPRETATION AT HERITAGE SITES**

Interpretation is an educational activity that aims to reveal meaning and relationship through the use of original objects by firsthand experience, and by illustrative media, rather than simply to communicate factual information. One of the duties of the heritage manager is to educate visitors about the place they visit, therefore, appropriate interpretation techniques should be used to enhance the visitors experience (Tildon, 1997)

Specialists in museums, national parks and heritage sites expressed numerous views of interpretation in their field. Archaeologists, historians and other specialists are engaged in interpreting the beauty, wonder and inspiration beyond what visitors may be able to perceive by themselves. Site interpretation generally explains in the language of expert in one of these fields, therefore they are expressed in a such a manner that would understand the concept and meaning but the understanding of the general public is ignored. This is due to the knowledge which is accumulated by those with fascination in their field of work, it is difficult for experts to comprehend that most visitors would not understand the meaning or relationship of what they are

trying to interpret. Tildon, (1997) further explains that interpretation should stimulate the experience of visitors and take them beyond the point of aesthetic joy that natural forces produce the beauty around them. Visitors would visit a tourist attraction, they could see the beauty of the place but may not understand the aesthetic value of the attraction they were visiting because they did not understand the architectural beauty or the artistic beauty, both of which would be obvious to trained eyes. Interpreters should be able to point out and explain the elements of aesthetic beauty to visitors so that they would gain meaningful understanding of the attraction and be able to experience the aesthetic joy around them.

Interpretation is the revelation of a larger truth that lies behind any statement of fact. Interpretation should capitalize on mere curiosity for the enrichment of the human mind and spirit (Tildon, 1997). There are six principles of interpretation:

- Interpretation must relate to the objects being displayed.
- Interpretation is revelation based upon information,
- Interpretation is an art which is to some degree teachable,
- Interpretation is not instruction, but provocative,
- Interpretation should aim to present a whole rather than a part,
- Interpretation addressed to children should follow a different approach

(Tildon, 1997) has also suggested three stages in site interpretation

- Through interpretation, understanding,
- Through understanding, appreciation,
- Through appreciation, protection.

Heritage, national parks, and museum managers attempt to use interpretation to enhance understanding, appreciation and enjoyment for visitors when they visit the sites. Thompson, (1994) suggests that the role of a museum in interpretation is crucial not only on how exhibits are interpreted, but to create clear understanding of the relationship between national and local museums, and between museum collections and heritage sites so that all parties have the same idea of how the exhibits are interpreted. For an object of great beauty or rarity, one may recognize intrinsic or inherent importance by association or context. An object of importance to the heritage may have little or no intrinsic value, but it will have an importance that comes from an association often in more than one context, one which is usually connected with a particular

place or a specific environment Interest of a heritage object for any particular visitor depends as much on the knowledge or experience that the visitor brings to the encounter as it does on the accepted significance of the object itself (Mckercher, 2002). Lack of prior knowledge on the part of the visitor needs to be replaced by some kind of explanation or demonstration and that is interpretation in the usual sense (Wenger,2014).

## **2.10 INTERPRETATION, AN INTEGRATED HERITAGE MANAGEMENT PLAN**

Site management can be greatly improved through interpretation. It is more effective to explain certain directions and prohibitions or request certain behaviors that may ensure safety of visitors, enjoyment of other visitors or the preservation of heritage value through interpretation (Aplin, 2002).

Oral history as a form of interpretation, is used by societies that did not have the written word, historians uncovered some of what happened in the past through oral history. Oral history interpreters use oral sources or spoken word as a form of historical evidence. These sources include oral testimony and oral tradition. Oral testimonies are first-hand accounts that people tell about themselves and the things they have experienced in the past. This type of information is usually gathered by historians in interviews. Oral tradition is based on the stories and narratives which have been handed down from generation by word of mouth (Behan, 2006).

Oral history interpretation is an important way of uncovering the history of ordinary people whose activities were not recorded in books, archives or libraries. Most official written sources tend to reflect the views of dominant class in society. Oral interpretation gives a sense of the history of ordinary people in a society. South Africa is one of the first countries that protects places associated with living heritage or heritage based on stories passed down from generation to generation ([www.sahistory.org.za](http://www.sahistory.org.za)).

Interpretation can increase a visitor's awareness, enhancing the quality of the visitor's experience and improve the community's ability to contribute ideas of how the heritage sites should be managed. High quality interpretation can directly or indirectly increase the effective and accountability of heritage management (Hall, 1996). Tildon, (1997) states that, any interpretation that does not relate with the personal experience of the visitor will not be effective. However,

interpretation must be closely integrated with other dimensions of visitor management, such as strategic planning, visitors' research and programme evaluation. National parks managers use interpretation in managing the use of the national park, and the key element is to manage people's expectations. Interpretation can be incorporated through an appropriate marketing programme by influencing people's expectations through realistic and truthful messages to the target market. The programme also allows park agencies to inform about experiences available in the park setting (Archer and Wearing, 2002). To enable heritage and national park managers to improve the quality of service to the public, they must work with the key stakeholders within the community to raise awareness and appreciation about the benefits of the heritage and national parks. The survey of users, stakeholders and focus group will give feedback to heritage and park managers on how visitors enjoy and appreciate their visits. Community consultation, social research and visitor monitoring are necessary requirements for the management so that managers may make decisions based on from evidence. Interpretation should therefore be based on the following monitored evidence (Aarons, 2012).

### **2.10.1 The target audiences**

The interpretation programme could only be effective when the interpreter knew the target audience. Each visitor was different, which had different values, interests, mental and physical characteristics. Therefore, different audiences required different forms of interpretation. However it would be unachievable to cater to for all needs of the segments. The best that an interpreter can do is to bear in mind the needs of all major groups and meet them as closely as possible. The criteria for the audience are demographic characteristics, particularly age, education level and origin (Alpin, 2002). Culture is also implicated in the interpretive and learning process practiced as people from different cultural backgrounds may have different perceptions of experience and knowledge. Language can be a barrier visitors can be migrants and ethnic minority groups as well as overseas tourists. Museums and similar cultural institutions are now dealing with multiple interpretations for multicultural visitations and multicultural communities so that interpretations enrich the target audiences' experience of the heritage sites (McIntyre & Wehner, 2002).

## 2.10.2 Interpretation techniques

There are several techniques that are being used at museums, historic monuments and other heritage sites. Interpretation techniques that are used at some heritage sites recently are identified by (Staiff, 2008).

- **Signage**, is one of the original forms of interpretation techniques being used in most museums and heritage sites. Although it is useful to have brief information of the particular location on heritage sites, the problems are generally the content and the language being used for its interpretation, therefore a new way should be thought of to redesign the signage to make it easy for the general public to understand. Signage is being phased out from the heritage sites abroad and a new digital technology and MP3 are more popular as the interpretation techniques.
- **Map, brochures and books**, these are original forms of interpretation techniques available at heritage properties. General information in a brochure and on a map informs visitors about the layouts so that they can plan their visit according to their interest and the time available. Not only do books increase income for the heritage sites, they also create interest for visitors while exploring the sites. Children would probably remember the story of the two princes, while the grown-ups would want to know more about the execution site of Henry VIII's wives. Whatever memory either the children or adults retain, both will enjoy their experience at the site and gain certain information from their visit. The experience may later become an interest to know more and learn more about the heritage site which is the mission of the archaeologist around the world who would like to educate the public about their heritage.
- **Guides** are another form of interpretation technique that provides commentary for the site being visited. A professional guide usually chooses general information for tourists on a tour. As mentioned earlier, a guide could be inspired by their personal interests or previous educational background. Therefore, visitors may get too much detail on an area and too little on another area. A guide is not a specialist in a particular field, the information may be too general to satisfy some tourists. Having other interpretation techniques at the site may enhance satisfaction for those who seek for more information and knowledge. Generally, group tours have a guide to give commentary for them while visiting the sites.

- **Trails**, are often used more as an interpretation technique in heritage sites. Tourist visit the site with a map and a booklet and they can follow the trail while listening to an audio-visual commentary of their choice according to their interest. One trail may lead you to different parts of the site. The booklet can be produced for tourists to borrow while they are walking along the trail. Tourists would have to pay for the booklet and the map. To use the trail as an interpretation technique, it should be used in combination with audio visual media to explain the relevant information on the trail.
- **Reconstruction videos**, are used to create a scene in the past at an actual site. A computer model is used to recreate ruins and construct how it used to be. In the video, actors or actresses dress in period costume, walk or performing the usual day- to- day routine in the area being reconstructed. The tourists understand without having to use their own imagination.

## **2.11 THE CONSERVATION MANAGEMENT PRINCIPLES OF HERITAGE RESOURCES.**

Conservation management planning is a method born out of environmental management planning and it systematises the management of heritage resources. Conservation management planning was introduced by the South African Heritage Resources Act of 1999, it requires that designated heritage places be managed according to conservation management plan (Deacon, 2004). This planning method focuses on the identification and protection of heritage significance of the resource. In South Africa heritage conservation has become a growing awareness. The NHRA legislated aims to promote good management of heritage resources which enabled and encouraged the communities to nurture and conserve their legacy hence fundamental principles for heritage conservation in South Africa have been drawn (Zuzu, 2012).

### **The Fundamental principles for heritage conservation:**

- Every person, community and institution has an obligation to ensure that significance elements of the natural and cultural heritage are not damaged or destroyed.
- The heritage is valuable, finite, non-renewable and irreplaceable resource which must be carefully managed to ensure its survival.

- South Africa has a rich heritage, both natural and man-made, which is unique and worthy of conversation.
- Every generation has a moral responsibility to act as a trustee of natural and cultural heritage for succeeding generations.
- Numerous cultures, both past and present, have contributed to that heritage and all have the right to be protected. Conservation of heritage is in the interest of all South Africans.

The aim of conservation is to preserve, retain or recover the heritage interest of the place, and must include provision for its maintenance and its future. This can be achieved by educating the community regarding the value of the natural and cultural heritage and the purpose of its conservation should be promoted. Conservation as principle should be preceded by an investigation by an inter-disciplinary team into the history and the physical condition of the place to establish its age, previous phases of construction and archaeological significance. When applicable, socio-economic factors should be investigated as principle (Farrier, 2016).

Cultural significance should be determined by analysis of evidence gathered and as far as possible in consultation with a range of parties, including the public at large, local communities, cultural bodies and accredited experts on conservation and related issues. Before conservation is undertaken, a conservation policy should be prepared in a form of written statements setting out cultural significance, physical condition and proposed conservation processes, together with motivation and supporting evidence. Conservation of a place should take into consideration all aspects of its cultural significance without unwarranted emphasis on any one at the expense of others (Murphy, 2013).

Historically valuable places do not consist of buildings alone therefore conservation of such places requires the maintenance of appropriate visual settings and contexts. Conservation is based on respect for the existing fabric and should involve the least possible intervention. It should not distort the evidence revealed in the fabric. Conservation should make use of all the disciplines contributing to the study and protection of the place. Techniques employed should be traditional, wherever possible, additions and alterations should be done in such a way that, if they were to be removed in the future, fabrication would be visible.

The contents of historical places forming part of their cultural significance should not be removed, unless this is in the sole means of ensuring their survival. If removed, such contents should be returned when changed circumstances make it practicable. All cultural valuable buildings should be occupied and used all the time.

Management is a process of planning, organizing, leading and controlling the resources for the organisation to achieve stated organisational goals as effectively as possible (Smith and Cronje, 2008). Management is a process by which people and organisations achieve results (Torkildsen, 2010). In short, having a management system in place can help transform heritage resource management into a clear concept with measurable objectives against which progress is assessed, information generated, knowledge enhanced and positive action taken to assist in the transforming of heritage resources and bringing a transition towards a more sustainable heritage tourism.

On the other hand, management strategies refer to an art and science of formulating, implementing and evaluating cross functional decisions that will enable an organisation to achieve its objectives. Strategic management consists of the analysis, decision and actions an organisation undertakes in order to create and sustain competitive advantages (Smith and Cronje, 2008). A strategy in general is defined as a systematic plan of action to accomplish a specific goal.

In this chapter, the researcher intends to reveal a greater understanding of the conceptual framework management strategies for heritage resources with the aim of assessing how this conforms to the principles of sustainable tourism. Heritage and heritage resources contribute significantly to the sense of identity and history of any community. It is important therefore to include management and planning in this study because such resources are to be conserved for future generations to know and understand the past history of their environment. This information will inform and bring insight to the research topic.

## **2.12. MANAGEMENT AS A PLANNING PROCESS FOR HERITAGE RESOURCES**

Management is a task which includes coordinating, delegating, communicating, motivating, disciplining, decision making and negotiating. Collectively these are referred to as management tasks, for the purposes of this study, management as a planning process will be emphasised.

Management is basically continuously flowing, management as a planning process encompasses defining the organisations goals. In this study it refers to the defining of the heritage resources goals, establishing strategies for attaining these goals, and developing a comprehensive hierarchy of plans to integrate and coordinate heritage resources to sustainable tourism principles. Therefore, planning predetermines what an organisation proposes to accomplish. Planning is a starting point of the management process and is a pivot around all management activities. Planning takes place at a management level where plans are discussed. It is important to plan using different characteristics and strategies because it provides direction to the establishment, promote cooperation between different stake holders and it leads to informed decision making.

Table 2.3 Characteristics of different types of plans

<b>Plan characteristics</b>	<b>Strategic</b>	<b>Functional</b>	<b>Tactic/operational</b>
Responsibility	Top management	Middle management	Lower or supervisory management
Time- frame	3-5 years or more	1-3 years	Less than a year
Detail	Establishment as a whole, purpose, mission, goals and strategies, budget	Functional; strategies, goals,policies, procedures and rules, as well as budgets	Day to day activities according to policies, procedures and rules, programmes and budget
Requirements	Constant adaptation to opportunities	Knowledge of the establishment's capabilities and possible alternatives	Attention to detail and ability to switch over to contingency plans
Information	Broad, general,	More detailed than	Fine detail, specific,

	guidelines, vague and more quality	strategic plans, more specific	and more quantitative
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[Bennett 2005, 171]

According to Watt (1998) cited in (Nkosi, 2012), there are three different kinds of plans that can be designed and implemented namely, strategic plans, specific plans and administrative and structural plans. In relation to this study, the planning process is a logical list of steps that need to be followed in order to realise the heritage resources vision, mission, goals and the strategic management plans that are used to sustain heritage resources. The logical steps will involve:

- Situational analysis, analyzing of internal and external environments
- Establishing goals, identifying and formulation of objectives
- Plan formulation, based on the analysis and agreement of various alternatives
- Implementation, execution of plans throughout the rest of the management process
- Periodic review, reporting on progress and revision of goals and plans

The planning process is essential, it presents the management with guidelines for decision making, it provides direction and promotes a future-orientated approach, it presents a proactive approach to management and minimises the possibility of crisis management thereby encouraging stability (George, 2008).

## 2.13 SUSTAINABLE MANAGEMENT OF HERITAGE REOURCES

Sustainable management of a place begins with understanding and defining how, why and to what extent it has to heritage values. Only through understanding the significance of a place is it possible to assess how qualities that people value is vulnerable to harm or loss. The understanding should provide the basis for developing and implementing strategies that will best sustain the heritage resources of the place.

The idea that heritage resources have to be actively managed is not new anymore but it has a different static concept, a concept that is connected to systems of designation that are dominated by legal requirements and administrations procedures that lead to the things such as the

registering of protected sites etc. Many heritage resources are recognised by the statutory designation and regulation of significant places, where a particular value, such as architectural or historic interest is judged to be special. According to Mc Kercher & Du Cross (2002), heritage tourism must be able to provide experience that is known beyond the local community.

- The attractions should provide an experience that can be consumed
- Attractions should offer interesting and unique sites and experience
- Attractions need to be robust and manage carrying capacity.
- Attractions must be able to absorb visitation
- They should provide the tourist with a compelling reason to visit and
- Must conserve and sustain the tangible and intangible heritage assets.

People may value a place for many reasons beyond utility or personal association. Places with heritage values can generate wider social and economic benefits, some value can be appreciated simply as a spontaneous response, but people's experience of all heritage resources, tend to be enhanced by specific knowledge and value about the place. Heritage tourism sites management philosophies state that despite the economic benefits of heritage tourism, the heritage of a place should not be seen merely as an economic asset for the present ( Drummond, 2001). Ashworth (2000) states that, heritage professionals involved in the identification, planning, development and management of the site must accept all encompassing definition of historical/cultural heritage because the cultures perspective of historic and cultural significance are of great importance in the selection of heritage resources. According to Millar (1992) management of the public property forms a substantial component of the attraction for tourists (natural heritage, cultural heritage, the historic towns etc.).

Managing of heritage resources is a process in which the heritage values are recognised and revealed in order to sustain the historic values for the present and the future generations, significant places as those should be managed in ways that will ensure that their significance can be appreciated by generations to come.

Managing ensures that the place retains its authenticity, those attributes and elements which most truthfully reflect and embody the heritage values attached to it. The sustaining of heritage resources and their heritage values is likely to contribute to the environmental sustainability in a

sense that, many traditional buildings like the museums in Mpumalanga-Barberton and at the Pilgrims Rest have building material that is durable which can perform well in terms of energy needed to make and use, the removal and replacement of these buildings will require major investment of energy and resources.

Managing of heritage resources can be done through activities that include conservation, sustainable use of the place and through interpretation. Heritage sites/resources have to be made safe to visit, it must be equipped with signage to assist visitors in understanding its significance, and to achieve this, management of heritage sites/resources should play a role.

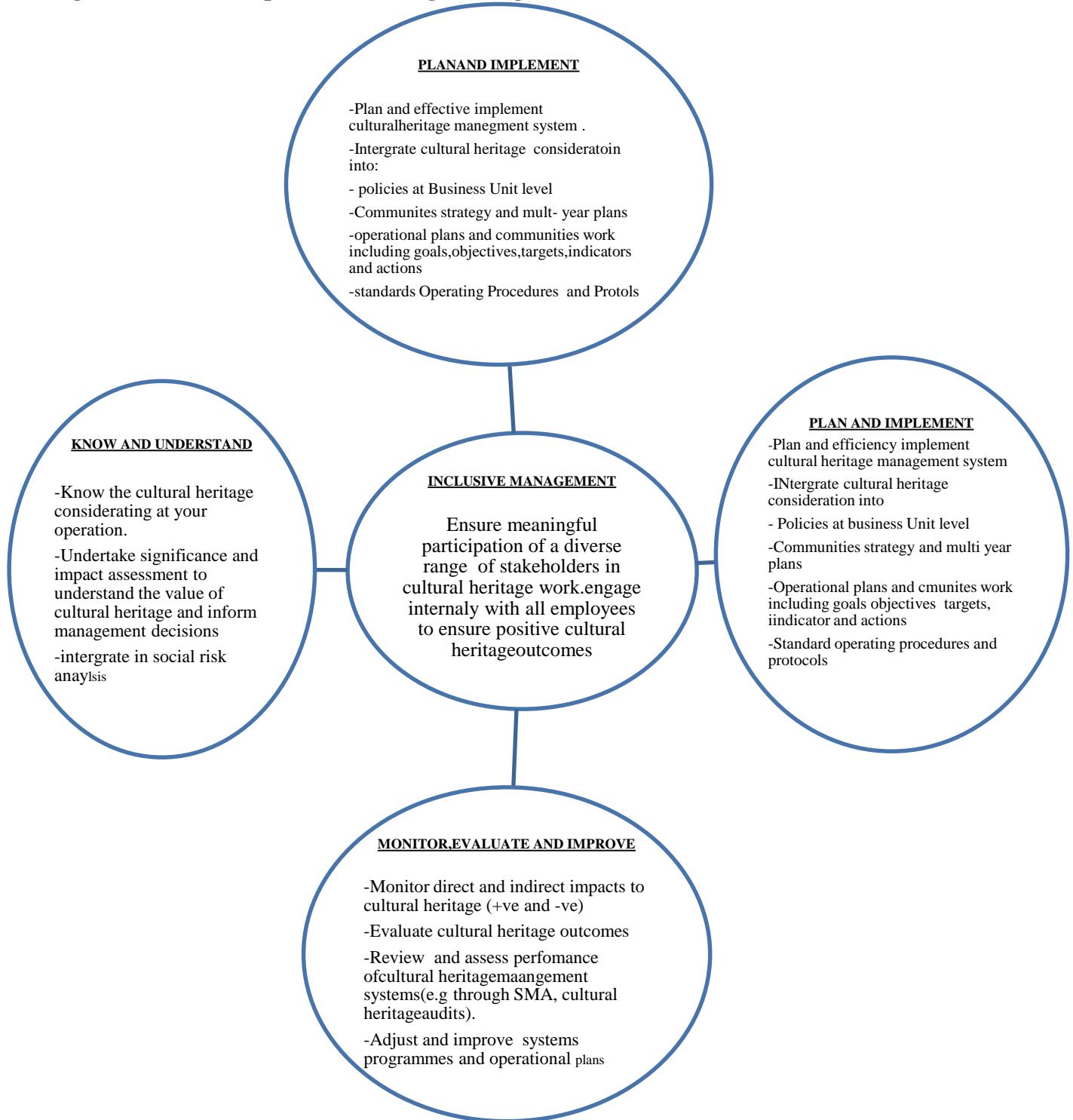
According to Hall (2000) managers are faced with a challenge of preserving the structural and aesthetic features of heritage sites. One management approach is to harden the site to make it able to withstand the physical impacts of visitors by techniques such as walkways or closing areas by barriers. The purpose of this is to keep separated areas and also to help visitors appreciate the nature of the environment.

Another approach is to enhance the appreciation for heritage sites through interpretation and the quality of its presentation. A key feature distinguishing the heritage sector from other forms of tourism to an area is the emphasis on site interpretation, however an appropriate style must be used for the interpretative commentary.

Jennings (2010) highlights the four phases of heritage management, according to Jennings (2010) heritage management is an inclusive engagement, it should be ensured that all stakeholders and community members are involved in heritage assessment and in management decisions; they should be consulted on impacts and opportunities.

This will ensure that awareness of the heritage resources is promoted internally and that information is shared and integrated across operational functions.

**Figure 2.4 The Four phases of heritage management.**



These four phases of management are part of the strategies of managing heritage resources, these strategies contributes to the mission and development of communities in the following manner:

- Encouragement of community members to contribute with responsible decision making
- Dignified and meaningful engagement with relevant stakeholders
- There should be fair access to the benefits of the society and capacity building opportunities
- Trustworthiness, accountability, efficiency and transparency of the government
- The opportunity to benefit from national and provincial partnerships
- The ability to contribute to global, regional, national, provincial and local economic growth and development

The said strategies can only be driven by values whereby the involved have a clear sense of direction and purpose, have productive partnership at all levels of life, open , accountable and transparent, be efficient, effective and responsive in duties given. Such commitment can lead to sustainable heritage resources management.

## **2.14 HISTORIC APPROACH TO HERITAGE MANAGEMENT**

Heritage management historically focused on the conservation of architecture. Early conservation efforts emphasised the importance and protection of single grand monuments and buildings. The focus of conservation and general heritage management has subsequently broadened to include objects, groups of buildings, streetscapes, events, struggle history, historic colonial and pre-colonial archaeology, whole settlements and recently historic and cultural landscapes and context. In such content heritage resources authorities are assisted and advised by academics, professional and community groups with an interest and knowledge of heritage (Economic, Environmental and spatial planning, Heritage Resources Section 2005.)

Greater recognition has been afforded to placing resources in their social and landscape context in order to understand their value and meaning, as a result heritage conservation efforts have focused on broader fields of intervention. Further recognition is being given to sites of historical significance as a result of roles played by people and events. As a result of these dynamics, heritage management has moved away from a largely architectural basis of intervention towards

a more historically and socially aware approach. In addition, contemporary heritage management stresses the significance of the layering of histories, perceptions and interventions which affect the communities' responses to heritage and the environment. The protection of cultural landscapes is providing heritage management with new challenges and responsibilities. Heritage management and environmental management are linked, because the natural and cultural environment is considered part of society's patrimony and effective curatorship is necessary to pass on such environments to the future generations.

In order to integrate heritage management to be effective, it should be integrated at an early stage into development management, environmental management, urban design, planning and cultural and social initiatives. Relevant legislation at national and provincial level should be part of the support integration of heritage management into broader management processes, while at a local level a greater degree of integration is a necessity and possible. The integration and coordination between strategies should meet a common goal which particularly significant with respect to cultural heritage management, it should address heritage issues that have strong links of common purpose and shared responsibilities between strategies that are key strategic principles.

#### **2.14.1. The guiding principles of heritage management**

Heritage management principles provide a guiding framework for excellence in managing heritage properties. These principles set standards and scope for the way places should be managed in order to best protect heritage values for the generations ahead.

The principles of heritage and heritage management are based on the following criteria:

- (a) The ability to demonstrate or contribute to an understanding of:
  - The role and importance of the places, structures and memories in lives of various of communities
  - The extent to which the history of the region and the nation of time.
  - The nature and significance of uncommon, rare uncelebrated and endangered aspects of the area's natural and cultural heritage evident.
  - The importance of indigenous people and migrancy (past and present)
  - The heritage legacy of all strata of society including the poor and the working classes.

The principles of heritage management should be used when preparing and implementing plans and programs. In the absence of the management plan, they guide the management of heritage values of a property. The following are Heritage management principles used nationally.

1. The objective of a heritage place is to identify, protect, conserve, present and transmit, to all generations their national heritage values.
2. The management of heritage places should use the best available knowledge, skills and standards for those places, and include ongoing technical and community input to decision and actions that may have a significant impact on their national heritage values
3. The management of national heritage places should respect all heritage values and seek to integrate, where appropriate, ant state, territory and local governments' responsibilities for those places.
4. The management of heritage places should ensure that their use and presentations is consistent with the conservation of their National Heritage values.
5. The management of heritage places should make timely and appropriate provision for community involvement, especially by people who:
  - (i) have a particular interest in, or associations with the place and
  - (ii) may be affected by the management of the place.
6. Indigenous people are the primary source of information on the value of their heritage and active participation of Indigenous people in identification, assessment and management is integral to the effective protection of indigenous heritage values.
7. The management of heritage places should provide for the regular monitoring, review and reporting on conservation of national heritage values.

[www.environment.gov.au/heritage](http://www.environment.gov.au/heritage)

- (b) Associated links with past events, persons and activities for which there is no remaining physical evidence.
- The significance of the whole area as a whole, spatial precincts within it in terms of the association with particular communities or cultural groups for social or of heritage resources reasons

- The nature of sites with reference to the impact of major periods of social history including pre-apartheid, apartheid and post-apartheid eras
- The nature of sites of significance relating to the history of the area

The key strategic principles to be recognised:

- The principles attached to heritage management in the NHRA
- Heritage resources belong to and represent the area of study
- Heritage resources including the natural as well as the built environment
- Heritage resources are finite and irreplaceable
- Heritage resources are places and culture specific but value of the respect for the past is universal
- Heritage resources provide a sense of social, regional and cultural identity
- Heritage resources that concern aspects of both material and non-material, tangible and intangible culture.

The heritage management policy should ensure that:

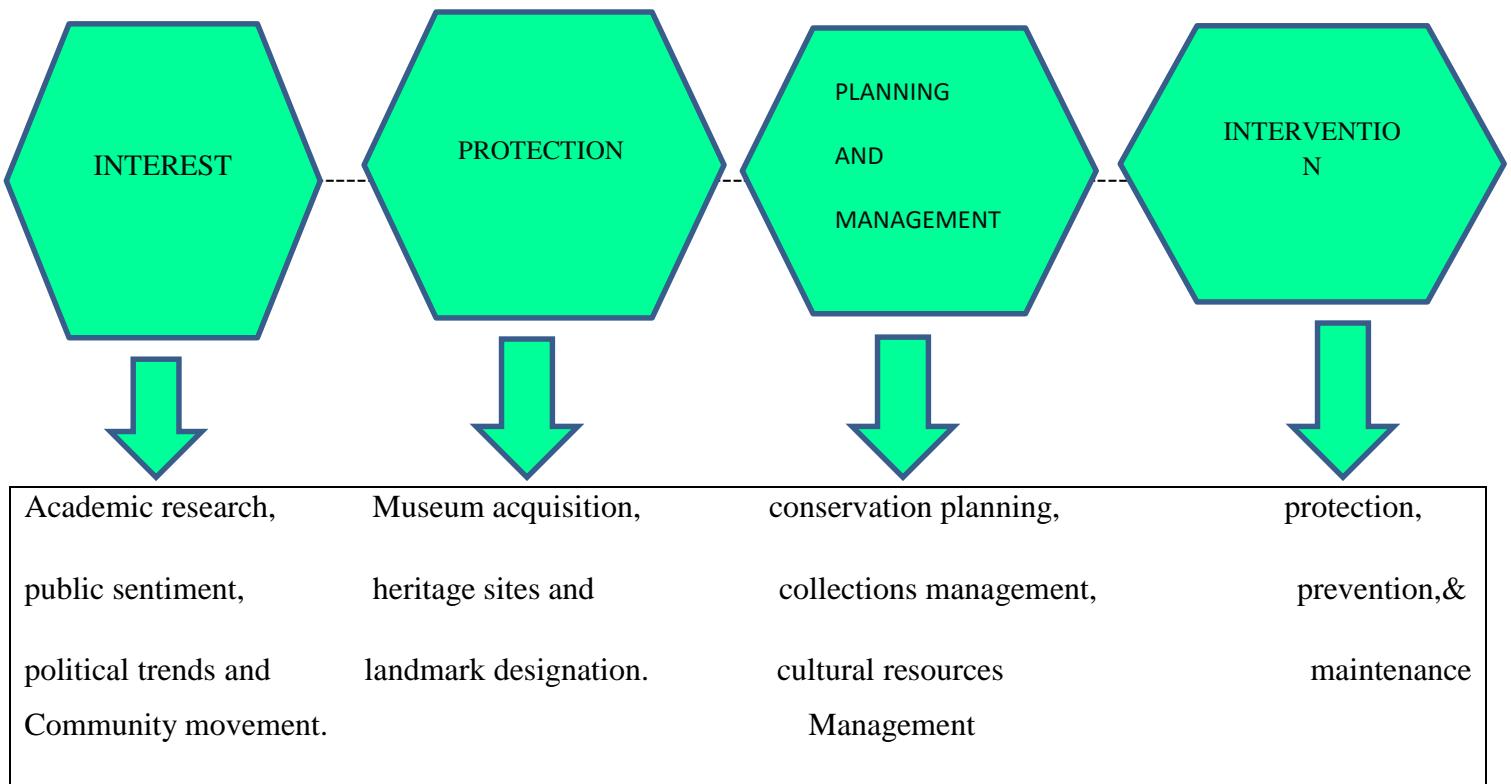
- The heritage resources are integrated into planning and development decisions and processes
- The conservation of heritage resources is enriched by cross-disciplinary discourse
- Heritage management is based on critical evaluation of past successes and failure
- Heritage management takes cognizance of urban and rural areas, and global and regional trends and applies the principle of equity in all processes.

Heritage resource management needs to be sustainable to ensure success. To ensure sustainable heritage environment, management should balance the demands placed on the environment by people and commercial activities without reducing the capacity of the environment to provide for itself and for future generations.

The diagram indicates the shape of the management and conservation policy in which different aspects of conservation are highlighted. This diagram indicates the process as separate and

unintegrated, this is a challenge that needs attention, and the conservation field does not only stem from the heritage objects and sites but also embeds the context in which society values.

**Figure 2.5    Heritage resource management and conservation process**



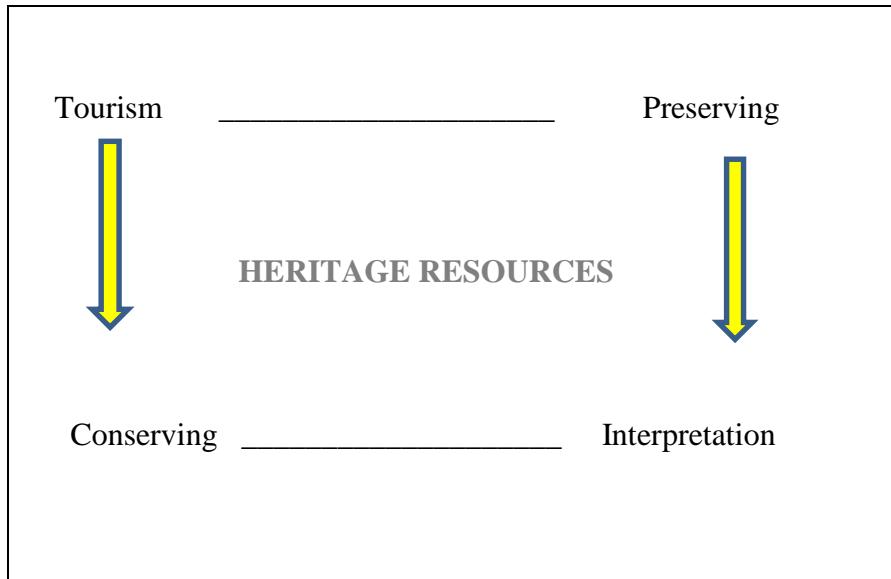
Conservation shapes the society in which it is situated, and in turn it is shaped by the dynamics and needs of the society. Conservation has a broad meaning, signifying the entire field realm of heritage and culture. At the same time conservation is used to indicate the physical intervention while on a broader context, conservation is complex and diverse practice. As the diagram indicates and suggests that conservation and practice follow a sequence of steps that each involves a separate sphere.

## **2.15. PRESERVING AND MANAGEMENT OF HERITAGE RESOURCE**

Preserving heritage appears to be the key factor in economic policies supporting sustainable tourism development. It is widely accepted fact that preservation of heritage is important and it is also used as a tool for sustaining tourism products (Cellini, 2007).

On the other hand heritage management is defined as management of regions, natural, cultural and built environments. The management and preserving strategies are a focus that is gaining a widespread acceptance nationwide and internationally among tourism officers and the bureau to differentiate their cities, regions and states as desirable for tourist destinations. Basically heritage tourism will refer to leisure travel that has its primary purpose in the experiencing of places and activities that represent the past. Heritage assets are in the centre of the struggle between the potentially conflicting aspirations of conservation, preservation and tourism. Heritage resources management enables the critical balance to be maintained between the needs of the resource and the need of visitors. Heritage resources are not replaceable, therefore conservation and preserving is the crucial point in heritage management.

**Figure 2.6. Complementary agents in the management of heritage resources**



Source: [Paolo, 2002]

Conserving strategies of heritage resources, should include the cooperation of the government, local authority and private sector in order to stimulate awareness, sensitivity, consciousness, public interest, team work, motivation and more accurately public opinion. What should be done by the given bodies as a conservation strategy can be listed as, building education centres, have

informative meetings, project competitions, promotions, marketing of heritage values, restoration of physical appearance (heritage buildings), apply precaution strategies and realistic policies.

Preserving on the other hand will mean physical carrying capacity analysis, psychological carrying capacity, social carrying capacity, ecological carrying capacity analysis using sustainable regulations and pursuit of systematic processes. The most important factors needed to accomplish these performances is a continuous help of stakeholders and their coordination, the accurate decision making of leaders, exterior support to the heritage destinations, prevention of excessive bureaucracy, the efforts of the community and indeed the adaptation of technology usage.

Heritage is a comprehensive concept that consists of many diverse values, it is a mirror of different ways of lives and habits, in other words, different cultures and eras of mankind and the society they live in. A well preserved heritage enables communities to learn about their heritage history truly and chronologically.

## **2.16. SUSTAINABILITY PRINCIPLES AND MANAGEMENT OF HERITAGE RESOURCES.**

Sustainability is a concept that needs to be understood. One way to understand it is to consider sustainability in business terms as a strategy that can be used to achieve different goals. Strategies have a number of features:

- Strategies are developed to move an organization or destination from its current competitive position to a more desirable future competitive situation.
- Strategies adopt a medium to longer term time frame and such a process evolves over a period of time.
- The achievement for a strategy involves vision, objectives, direction and commitment involving all elements of the organisation
- Successful strategic decisions match the organisations activities with its resources, meaning, strategies must be based on the current reality.
- Strategies maybe very complex and may involve many stakeholders.

Landorf (2009) integrates sustainability principles into the planning process by using the following points to be considered during the management of heritage resources:

- Situation analysis
- Strategic orientation
- Community vision and values
- Stakeholder participation

These principles assist to assess the extent to which heritage resources management planning strategies conform to the key principles of sustainable heritage tourism. Practical application of sustainable principles is not evident in management plans and policies of the Mpumalanga province and this is a concern in question based on this study.

The principles of sustaining heritage resources entails control over people's lives and is compatible with culture and values of those affected, it also strengthens the community identity. Heritage resources have lasting value in their own right and provide evidence of the origins of South African society and as they are valuable, finite, non-renewable and irreplaceable they must be managed to ensure their survival. The guideline principles are inclusive of: (National Heritage Resource Act No. 25 of 1999, Section 5, 36 and 47)

- Education and training programs to improve and manage heritage and natural resources. Heritage resources contribute significantly to research, education and tourism and thus they must be developed and presented for these purposes in a way that ensures dignity and respect for cultural values.
- Conserve cultural and heritage diversity, this principle should promote the use and enjoyment of, and access to heritage resources, in a way consistent with cultural significance and conservation needs.
- Respect land and property rights of traditional inhabitants. Laws, procedures and administration practices must be clear and generally available to those affected. It should give further content to the fundamental rights set in the Constitution.
- Guarantee the protection of heritage and indigenous cultures especially traditional knowledge

- Work actively with indigenous leaders, minority groups and all relevant stakeholders to ensure that indigenous cultures and community are depicted accurately and with respect.
- The community should maintain and control heritage resources. Heritage resources form an integral part of history and beliefs of communities, therefore must be managed in a way that acknowledges the right of the affected communities to be consulted and to participate in their management.
- Provide financial incentives to guides or interpreters at heritage sites
- Improve local human resource capacity.
- Strengthen, nurture and encourage the community to maintain heritage resources.
- Educate tourists about desirable and acceptable behaviour.

Sustainability is hard to achieve because many people support the principles and guidelines in theory. There is a huge lack of planning for a comprehensive large flow of tourist to remote areas in relation to heritage resources, there is a weak institutional frame work with inadequate control mechanisms. Communities pursue businesses based on tourism without understanding the full implications.

## **2.17. HERITAGE RESOURCES CONSERVATION PERSPECTIVES AND CHALLENGES**

Conservation is continually changing, mirroring the fact that cultures are constantly in flux from local to the global scale. As social and cultural change intensify, the greater the demand made to conserve heritage. Heritage is one of the main stays of culture, art and creativity, the pressure to conserve and the stakes involved in doing so are dramatic. Historically, heritage existence and its function within a society has been taken for granted. It has been a matter of tradition that societies save old things which are to be respected and accepted, with no closer examining of the reason for conserving such. The norms and values actually dictated what things qualified as heritage, items of masterpiece, intrinsic value and authentic were classified as heritage, however in this generation, cultural value consensus and norms have been replaced by an atmosphere of fraction based on cultural politics (Bluestone,2000). According to (Bluestone,2000) some of the best scholars indicated that conservation and society should present compelling evidence of

precisely the opposite of what was previously held true, this has compromised the value of heritage and its core, is politicized. It should be taken into consideration that the intense recent interest in professional ethics is another part of the development in critical perspectives on conservation and their challenges.

Museology scholar Susan Pearce suggests that heritage is cognitively constructed and that the notion of heritage resources embraces every aspect of life that individuals in their various scaled social groups, consider explicit or implicit as part of their self-definition. Heritage conservation is a process that consistently recreates its product. As such it must be sustained in its larger social context as a part of the larger cultural sphere. This sustaining process could basically serve as the basis for orienting practice, formulating and analysing policy, understanding economic forces and generally ensuring that conservation is significant for society at large. Heritage is valued in a variety of ways which are driven by different motivations being economic, political, cultural, spiritual, aesthetic etc. each of these have correspondingly varied ideas, ethics and epistemologies. These different ways in turn lead to different approaches to conserve and preserve heritage, e.g. conserving a historic house will lead one to maximize the capacity of the place for various use like the educational function of telling stories and interpreting, the primary audience in this case being local school children and local community who associate with the place. The same house by contrast can be conserved to maximize economic value, this is the kind of conservation approach that favours revenue generating where tourist pay for education value. Such is done in Mpumlanga province at the Pilgrims rest. A number of approaches, one better than the other can be used, neither option can be viewed as prior better or more appropriate than the other as the appropriateness is dependent upon the values prioritized by the community or stakeholders involved. The underlying belief has been that, conservation treatment should not change meaning of heritage resources or objects.

What has become challenge today is that, the more heritage resources are valued, the more the possession and meaning is disputed. Elite and academic concerns spur a widespread heritage consciousness and also predict high expectations of quality conservation. According to academics concerns, heritage conservation may do more harm than good, because of technical expertise which arouses concern, e.g. damage done by deprotonating paintings, restoring frescoes, cleaning of Elgin marbles, all these highlight a faulty science and misguided zeal (Lowental, 2000). Conservation as a challenge is said to have the ability to destroy evidence vital

to site or artifactual provenance, or it might add taints that subvert authenticity or ambience. Conservation should mean nothing that should not be done that cannot be undone, each artifact valued was entitled to be returned to its previous or original condition, and every conservation method must be reversible.

## **2.18. HERITAGE RESOURCE ECONOMIC AND SOCIAL BENEFIT**

The United Nations Educational, Scientific and Cultural organisation (UNESCO) declared that there can be a significant benefit for communities for having a designation heritage site that will increase the level of public awareness which would in turn spark an increase in visitation to the area. These areas should emphasize the importance of an environment in which the benefits from designation areas can be maximized. In almost all heritage sites UNESCO raises awareness of environmental issues and studies indicate that strong performance is through education and training programmes, this stimulates local interest and attracts visitors to the area. This is economic benefit to the site because there is better understanding of the issues and this leads to better management. Heritage sites in Mpumalanga, like the Pilgrims Rest, the Barberton museums, all the heritage routes, and the sites in Kwa-Zulu Natal, like the Emakhosini heritage park, Border Caves should apply this kind of understanding and commitment in the rest of their lives where they live. (UNESCO, 2008) The benefits split into economic and social benefits and is to be discussed as follows:

Economic benefits are mixed, at some stage there are strong economic gains from heritage sites, the attributes are largely focused on the nature of the sites not basically to how it is managed or designated. There are two ways in which a designation can contribute economically, firstly through the publicity generated, this can open up marketing brand development based on the public recognition. Secondly it's through the potential to attract investments to these heritage sites, as expected of the Pilgrims Rest in Mpumalanga and the Border caves in KwaZulu-Natal. Investments may come from central government, public sources, from non-governmental organisations and even from private sectors.

Social benefits are emphasised in all designated heritage sites, social processes are essential for good management and this will cause effective benefits. Heritage sites contribute to social

development in one form or another. Education is the most common benefit as almost all heritage sites have environment and heritage education programmes. Health and well-being is also well represented, often because of the recreational opportunities provided, social inclusion is also a benefit. Social inclusion programmes should be allowed at heritage sites. The first component of social inclusion is the involving of the whole community in decisions about the heritage designation, in most cases only a particular interest group will be involved and how much of the local people have to say is not consulted, this brings into question the governance, the rights and responsibilities of people affected by this decision and how much interest they have in the heritage designated site. The second component covers matters of community sustainability, it includes demographic issues, the declining or increase of the population, it also includes the question of public transport, health care as well as retail and other private sector services. These issues may be difficult because of changing social mix. Heritage sites may be able to improve community sustainability because they generate more demand for services. In fact heritage sites appear to offer opportunities to deliver strong social inclusion benefits, in this case the heritage sites harmonies with existing social capacity to deliver a full range of benefits. For example, enhanced local employment and income levels may contribute to poverty alleviation and social inclusion within the local community. My views are based on the conceptualization of new growth path as demonstrated by Mzansi's Golden Economy, which states that heritage, as well as culture and arts should go beyond social cohesion and nourishing the soul of the nation, and should begin to play a pivotal role in the economic empowerment and skills development of a people.

This is in recognition of the fact that in recent years, tourism based on local heritage resources has been pursued as an alternative to more traditional economies that have failed, such as the agrarian land reform. To arrest this unsustainable situation, heritage resources have been rediscovered as important marketing tools to attract tourists who seek not only adventure, but who want to experience the culture, history, and arts of the receiving community.

## **2.19. HERITAGE RESOURCE MANAGEMENT PLAN**

The purpose of a heritage resource management plan is to provide a realistic and proactive policy framework for enhanced heritage conservation initiatives that will involve and engage the

broader community. This plan will lead to a better understanding and long term conservation of heritage resources. A management plan provides a framework for decision-making to help realize a vision to retain, maintain and appreciate historic buildings, landscapes and structures in the community, this is one compelling ways to respect our past and enrich the present and future.

A heritage resource management plan should consist of an effective blend of enabling legislation, and practices to ensure that responsible conservation is implemented. One other component of this plan is to identify a framework to encourage historic resource conservation by balancing incentives and regulations for the benefit of the entire community. A heritage resource management plan is a policy document that will guide future initiatives for the identification and management of heritage resources. Conserving heritage allows a community to retain and convey a sense of its history, and provides aesthetic enrichment as well as educational opportunities. Heritage resources help us understand where we have come from so that we can appreciate the continuity in our built environment from past to present to the future.

- Heritage resource conservation allows a community to retain and convey a sense of its unique history
- Heritage initiatives have a strong positive impact on developing social sustainable communities and create a vibrant culture of creativity and innovation.
- The preservation of historic sites supports sustainable development and education,
- Heritage conservation is often linked with tourism initiatives
- Benefits of having heritage policies include creating distinctive communities; it provides community identity and pride.

It should be noted that, tourism cannot be managed in isolation. Tourism is characterised by a long chain supply, beginning when a tourist decides to visit to such time she arrives at the destination. There should be a shift from the focus that tourism is self-contained, to tourism is a component of the heritage resources or sites. Heritage resource management therefore needs to indicate the interest in site development which caters for visitors' needs and expectations. It is essential for heritage resources management to be considerate of issues and opportunities beyond the boundaries of the site as such but also cooperate with local and regional agencies during the policy development process. Good planning and management, ensures sustainability of heritage resources.

## **2.20 CONCLUSION**

This section was addressing the different aspects of heritage management, heritage resources management principles and heritage conservation management principles. Heritage and conservation have become the important themes in current discussions on place, identity and in the preservation of the past. The primary objective of managing and conserving of heritage is to protect the resources from loss or damage. At the end of it all, conservation is a critical act, in which decisions regarding what is conserved and who and how it is presented are basically a product of contemporary values and beliefs about the past relationships to the present. Conservation and interpretation problems are part of all heritage resources, this is because their meaning is always contested and politicized. It is important for heritage resources to have conservation and interpretation policies that seek for the protection of the sites as far as possible, not only within the confines of what is significant in symbolic brand

Furthermore, there are many stakeholders in heritage conservation and their interest must be balanced without the privileging of one group over another. There is therefore a need for stakeholders to allow compromises for sustainable protection of heritage resources. Stakeholders need to move together to a new level of cooperation and a shared commitment to protect heritage sites. Heritage is not a renewable resource; therefore, it should be conserved in the most efficient way. Heritage is indeed a comprehensive concept that consists of diverse values, it is a mirror of different ways of lives and habits which shows different cultures and eras of human kind and the society they live in. Therefore, well managed heritage resources enable communities to learn about their cultural history in reality and chronologically. Preserving of heritage resources should be taken into account; it should not be just protecting the physical assets, but rather be protecting national, social, cultural and economic aspects of protection.

The protection must be aimed at developing the heritage and to sustain its value and significance by giving the heritage resources compatible use. The most and worth it effort, is to innovate the management approach that will involve the sustainable principle. Again this will minimize the lack of cooperation between the government and private sectors which is always heavily felt by managers, causing great problems for the promotion of the destination. A master heritage management plan should be prepared in coordination with the authorities, either from public or private sector.

## **CHAPTER 3**

### **PHYSICAL SETTING OF THE STUDY AREA**

#### **3.1 INTRODUCTION**

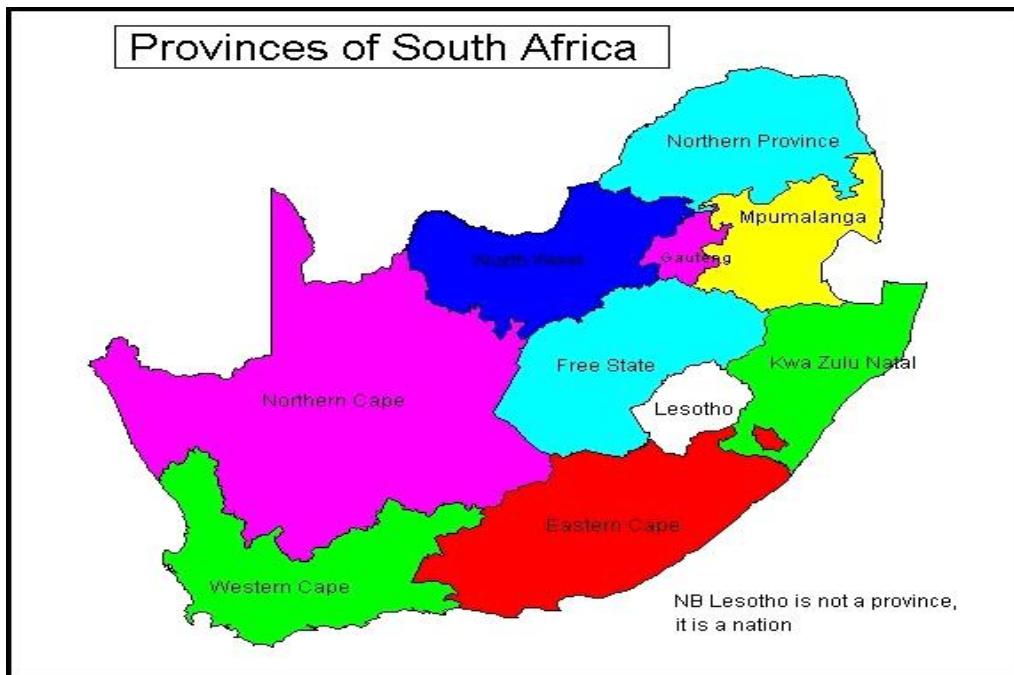
In this chapter a geographical description of the study area will be given: the location, topography, vegetation, climatic conditions, transport networks, tourism sites description, etc. It is important to observe and describe these physical settings to clarify the conceptual framework of this study. It is essential to examine factual realities relating to these study areas, KwaZulu-Natal and Mpumalanga provinces. Both these provinces are popular tourist destinations, and the purpose of this study is to examine whether sustainable tourism principles conform to at the heritage sites of these two destinations. In this regard the researcher has found it necessary to do an investigation with the purpose of linking theory and reality, as well as giving the readers a clear perspective on the managing of heritage resources. The researcher hopes to integrate the management strategies used at heritage sites, and these expectations will have to be met at the end of this investigation. Hence this chapter is imperative for the study areas to be clearly understood.

#### **3.2 AN OVERVIEW OF MPUMALANGA PROVINCE**

Mpumalanga is generally known as the place where the sun rises. It is located in the north-eastern part of South Africa, and is bordered by Mozambique to the east and the Kingdom of Swaziland to the south and east. Mbombela, formerly known as Nelspruit, is the capital city. The province occupies 6,5% of the surface area of South Africa. It is characterized by spectacular natural beauty, a wealth of natural resources, and is one of the fastest-growing provinces in the country. Mpumalanga enjoys a subtropical climate with hot summers and mild to cool winters. The average rainfall is 767mm, with approximately 10 times more rain in summer than in winter ([www.southafrica.stats.co.za](http://www.southafrica.stats.co.za)). The climate and topology vary from cool highland grassland at 1 600m above sea level, through the middleveld and escarpment, to the subtropical Lowveld towards the Kruger National Park and many private game reserves.

Mpumalanga is home to 4 122 991 people ([www.southafrica stats.co.za](http://www.southafrica.stats.co.za)), who constitute fewer than 7% of the total population of South Africa. The scattered distribution of the population in the province makes the delivery service very difficult and expensive. More than half of the population is female, 1 625 513 (52%), whilst males comprise 1 497 478 (48%). The population is predominantly African (89%), with smaller groups of Whites (0, 9%), Coloureds (0, 7%) and Indians/Asians (0, 5%). The population is largely SiSwati- (31%) and isiZulu-speaking (28%), followed by isiNdebele (12%), Sipedi (11%), Afrikaans (6%) Xitsonga (4%), Sesotho (4%), Setswana (3%), English (2%), Xhosa (1%).

**Figure 3.1 Map of the Mpumalanga province in yellow and KwaZulu-Natal province in green on the eastern part of the map**



The cultural heritage of the province is varied and fascinating. The Ndebele beadwork and wall-painting in the north-west of the province, the arts and crafts of the Lowveld and the various traditional villages of the province give a unique insight into the peoples' history. Historical sites and villages, old wagon routes and monuments mark events and characters who passed through this province in search of adventure and wealth. Hence the study focuses on assessing whether

such destinations conduce to sustainable tourism, and whether such sites are managed using sustainable strategies. Mpumalanga has a highly visible cultural heritage which mirrors the very evolution of Southern Africa. The province is a treasure of artistic and cultural diversity, as is displayed in museums, art galleries, and the villages where visitors can experience many aspects of these interesting cultures. Throughout the hills and mountains of Mpumalanga is where hundreds of examples of San art exist. These rock art sites have provided a visual window to gain more understanding of the lives and culture of the hunters who inhabited the area centuries before the Nguni people. Today these diverse cultures have emerged with a common purpose and in a modern provincial setting within South Africa. Mpumalanga has moved into a dynamic new era, leaving behind a history of wars and government decrees, to promote the culture and natural riches of this wonderful province for the benefit of tourism, heritage and the people.

### **3.2.1 The key challenges and opportunities of Mpumalanga province**

The overview provides a description of Mpumalanga province, its geographical location and its people. Most of the challenges in this province stem from the severe poverty faced by many, and the high level of inequality between rural poor and well-serviced urban centres, as well as underserviced townships and informal settlements. The interrelated growth and development challenges in the province are summarized below:

- Poverty can be broadly defined in terms of a lack of access to opportunities for a sustainable livelihood. These opportunities can be characterized in terms of income, skills, knowledge, self-confidence and access to decision making. The most severe poverty in South Africa has been created by unemployment.
- There is a gap between economic and demographic growth, resulting in an increase of unemployment owing to insufficient investment in economic development, including job creation, in the province. Mpumalanga is predominantly rural, and economic development is largely concentrated in urban areas.
- The province is characterized by a lack of critical skills and a brain drain among its population. The rural nature of the province is one of the factors contributing to the lack of appropriate skills.

- Agriculture and mining have their own challenges. Agriculture registers a 0,2% growth rate despite being the second largest employer in the province, and as a resource it is still not being used effectively to the benefit of the poor in the province. Mining as a sector remains dominant with the economic boost in the province. This sector has a growth rate of 0,3%.
- The manufacturing sector is not fully exploited, although the province has a strong primary manufacturing sector with a variety of minerals, electricity and agricultural products being exploited as raw materials. There are also pressures on environmental resources, which are not comprehensively monitored.

The province is characterized by vast opportunities and potential for development that must be exploited in order to change its growth path towards one that outperforms the national trend in order to become one of the top provinces. Mpumalanga has a wealth of primary natural and cultural attractions. These have been well documented, and include Kruger National Park, Blyde River Canyon, Bulembu Mountains, Sudwala Caves, cultural villages, etc. But these primary attractions can only attract tourism if there are adequate supporting facilities and services available. Tourism opportunities exist in accommodation, entertainment, rural tourism, heritage tourism and agricultural tourism development. Mpumalanga hosts the third-most foreign tourists in the country after Gauteng and the Western Cape. It also captures 10% of the total tourism money spent in the country. Expenditure by tourists contributed 5,2% towards the provincial growth plan, and tourism directly contributes 3,4% to South Africa's GDP annually. Mpumalanga tourism products can be diversified and expanded to cover a wide range of product-marketing segments.

The foundations of Mpumalanga's diversified tourism product – wildlife and nature tourism activity, adventure tourism, resort tourism, sports tourism, residential tourism, conference and meetings, leisure/entertainment, industrial and township tourism, coupled with the increasing interest in the province's cultural heritage – were initiated with a ten-year tourism growth strategy and a plan for 2016 ([www.mpumalangatourism.gov.za](http://www.mpumalangatourism.gov.za)). Mpumalanga now has some of the best managed nature and game reserves and heritage sites in Africa. The Mpumalanga Tourism Forum is now well established, and being representative of all stakeholders, brings coherence to the sector in dealing with strategic issues. .

The Mpumalanga Route has two major branches, one to Maputo and down the Mozambique coastline to KZN; the other through Swaziland to KZN. Other branches include the Panorama, Highland Meander, and loops through Gert Sibande District and Piet Retief. Rather than having a number of isolated or stand-alone attractions, there is a need to link the various points of interest together under a common brand name which can be the “Mpumalanga routes”.

### **3.3 THE NATIONAL LIBERATION HERITAGE ROUTE PROJECT**

The South African liberation struggle stands out as one of the most significant events of the 20<sup>th</sup> century. The National Heritage Liberation Route (NHLR) is a complex combination of sites in different parts of the country representing significant historic moments that characterized the different phases of the liberation struggle. This National Heritage Liberation Route is also known as the narrative line of events which form part of the preservation of national memory for the continuity of national identity, It is about reasserting our uniqueness, and ensuring the recognition of eminent events of the liberation struggle, It is also about the regeneration of the liberation stories through the process of reinterpretation and re-signification. The National Heritage Liberation Route is about the interpretation of critical events to serve the needs of the present and the future (NLHR, 2010). The conceptual origin of the NLHR was inspired by Resolution 33c/29 of the 33<sup>rd</sup> UNESCO General Conference which adopted the “Roads to Independence: African Liberation Heritage”, and this resolution was sponsored by the SADC countries. The Culture, Sports and Recreation Department of Mpumalanga engaged in this project with the intention of identifying and developing precincts on sites with liberation heritage significance. The route was configured as a network of sites, some nodes with World Heritage status, others with national, provincial and local significance. The project was about sites, events and people which express key aspects of the South African liberation experience. The route was also about the development of heritage assets transformed into strategic development nodes.

**These heritage sites and people in Mpumalanga province reflected in the project were, amongst many, as follows:**

- **The Gert Sibande Memorial**

This memorial is about the courage and defiance of this great leader, who was in the frontline of the Defiance Campaign and in other struggles of the Nation Liberation Movement.

- **Samora Machel Memorial**

This is a memorial site which depicts the crashing of the aeroplane which killed President Samora Machel of Mozambique. It signifies the strong bonds of solidarity between Mozambique and South Africa.

- **Pixley Ka Isaka Seme**

Ka Isaka Seme is one of the founding members of the South African Native Congress, which later became known as the African National Congress. He also served as the President of the ANC from 1930 to 1936.

Other sites to be researched include:

- The courts where the Delmas Treason Trial took place.
- The prison cell where Mahatma Gandhi was imprisoned.
- The Botshabelo, the first centre of leaning which most of the leaders attended.

### **3.4 THE HERITAGE MUSEUMS OF THE MPUMALANGA PROVINCE**

#### **3.4.1 The Barberton Museum**

Barberton was established in 1884 when Fred and Henry Barber and their cousin Graham discovered gold on the site. The town only flourished for a brief period until gold was discovered on the Witwatersrand, and only the larger mines continued operating. By 1898 the nucleus of the museum's collection had already been established when Otto Elkan donated a collection of, among other things, the quartz and other mineral specimens and natural history curios which were displayed in the Carnegie Library. From these humble beginnings, the museum now consists of a Main Museum where the geology, mining, Swazi and general history of Barberton collections are displayed, as well as the Belhaven house, furnished in the style of the late Victorian and early Edwardian periods. The house depicts the lifestyle of a wealthy middle-class

family. Amongst the museum's structures are the Stopforth house, the Fernlea house and the Block house.

### **3.4.2 The Barberton Museum's collecting policy**

The basic function of the Barberton Museum is to preserve the cultural and historical past of the local community by acquiring, cataloguing, storing (whether on display or in a storeroom), conserving, restoring, doing research on and interpreting the collection. Acquiring a collection is the key activity of the museum. It is important for the museum to specify very clear limits on the flow of objects into the museum.

The museum's ongoing challenge is to treat the past in a selective way, hence only objects representing Barberton's history are collected. The museum's themes include gold mining, geology, archaeology, cultural history, transport, and the ethnology of the Swazi in the area. It therefore does not accept any material, even if it is an authentic specimen of historical value, unless it fits into the specified themes of the collecting policy.

The function of collecting carries with it the responsibility of researching the local history in depth, not only preserving the nostalgia of time. To collect mining objects may be commendable, but if the type or equipment, the geographical environments, the economic system they functioned in, the cultural influence on the society, the method of their production and many other related aspects of their use are ignored, then the collection amounts to nothing but the poor memory of an individual. A donation must be accompanied by complete documentation about it, such as, who made it, where and when and for whom. That is far more valuable and acceptable than a similar donation of which the origins and owners are not known, and which will therefore be rejected.

### **3.4.3 The Pilgrim's Rest Museum**

Mining in this region of Mpumalanga dates back many centuries, to when unknown miners worked quartz reefs in the area for gold. Evidence of these diggings can still be found in this area. The history of this small, delightful village dates back to 1873, when a miner, Alec Patterson, discovered alluvial gold on the farm named Poineskrantz. He had left the Mac-Mac area to search for a place for digging that was less congested. Alec was a solitary man and did

not share that he had struck rich in a small stream named Pilgrim's Creek. The inevitable happened when a second digger (William Trafford) nearby announced that he had found gold in the same stream, and had it registered with the Gold Commissioner at Mac-Mac. The breaking news of the gold discovered in this village drew optimistic gold panners and prospectors from all over the country and the world. On 22 September 1873, Pilgrim's Rest was officially proclaimed a goldfield, and scattered tents and rudimentary shacks soon grew into a flourishing little village complete with sturdy brick houses, a church, shops, canteens, a newspaper and the well-known Royal Hotel. The diggers therefore called the place Pilgrim's Rest because here, at last, after so many false trails and faded dreams, they had truly found their home. By the 1880s alluvial gold started to dwindle, and many diggers moved along to newly discovered gold deposits in Barberton (Curror, 2002).

Mining continued in Pilgrim's Rest after the Anglo-Boer War, but declined steadily thereafter. The last operational mine was shut down in 1972, and the town was on the verge of becoming a ghost town. But in 1999 the goldmine reopened, and mining rights were granted to mine new sites. In 1986 the entire village of Pilgrim's Rest was declared a National Monument, as a living memory of the early gold rush days in South Africa during the late 1800s and early 1900s. Since then a team of historians, curators, architects and special interest groups have been monitoring all developments and refurbishments in the village to maintain the historic appearance of the town.

#### **3.4.4 Caves**

The Sudwala Caves are the world's oldest dolomite caves. Speleologists have charted some 2 500m of the cave system, and believe that it extends for several kilometres more. The caves have also been nominated as a World Heritage Site. The more modest Echo Caves further north in the Molopong Valley continue to protect some of the province's ancient San rock engravings. Hundreds of other smaller caves honeycomb the Mpumalanga escarpment, but the only other accessible site of historical significance is the Mapogo Caves in the Cultural Heartland, which served as a stronghold of last resort for local tribes for hundreds of years. The Ndebele nation still gathers at the caves every year to honour fallen freedom fighters.

#### **3.4.5 Culture and Heritage Attractions**

There are many aspects of Mpumalanga's culture and heritage which, if adequately managed, can be interesting attractions to visit. Such sites include the cultural patterns of various ethnic

groups in the province inclusive of lifestyle, customs, ceremonies, festivals, dress, dance, music, handcrafts, cuisine, economic activities and architectural styles. In the Cultural Heartland, the Ndebele culture is promoted, The Ndebele people are famous for their vibrant house painting, beadwork and crafts. Mpumalanga province already boasts a number of Ndebele museums and cultural villages. Cultural villages include the Kghodwana cultural village, near Loopspruit, north-west of Pretoria, the Ndzunga Mabhoko Royal Kraal, and the Botshabelo Historical Village. Also included is the Little Elephant/Ndlovu Encane Art and Craft Market. Located on the Hazy View drive is the best Shangaan cultural village. It was built by local people and incorporates a bustling African market village where people make and trade their crafts. Mpumalanga has a rich heritage, and these products need to be managed well – be more targeted, more authentic, and more sophisticated. The key challenge is the management strategies for these resources: the authenticity and dignity of heritage resources need to be showcased. Such realizations sharpen the focus of the study, which is to assess the extent of management strategies and how in line they are with sustainable heritage principles.

### **3.5. AN OVERVIEW OF KWAZULU-NATAL PROVINCE**

The name “KwaZulu-Natal” gives some indication of the history of this province. “Natal” is the name given by a Portuguese explorer, Vasco da Gama, when he sailed close to the coastline on Christmas Day 1497. He was impressed by its beauty, and called it “*Terra de Natalia*”. “KwaZulu”, meaning “the place of the Zulus” (Derwent, 2000), had been created by the apartheid government. The Zulus are an integral part not of just the province but of the whole of Southern Africa, and their history is inextricably linked to the development of the entire region.

KwaZulu-Natal is located on the Indian Ocean seaboard, occupying 92 100 square km almost 8% of the total land area of South Africa. The province stretches from Port Edward in the south to the Swaziland and Mozambique borders in the north, and is the setting for two of Africa’s gateways to the sea-lanes of the world, Durban and Richards Bay. KwaZulu-Natal province is popularly known as “KZN”, and is most tourist destination because of its rich culture, warm beaches, sunny climate, rolling green hills and majestic mountains. It is here in KZN where the “Big Six” are witnessed: the “Big Five” found in the game reserves, state-owned or private, and the Great White shark in the Indian Ocean. Pietermaritzburg is the capital of this province, a

thriving, modern legislative and administrative capital, which is growing as an economic centre. Pietermaritzburg is “the City of Flowers”, renowned for its Botanic Gardens. The city plays host to spectacular sports events, annual outdoors festivals and an annual agricultural show which is without parallel on Africa’s east coast.

KwaZulu-Natal has the fifth highest urbanized population of the South African provinces. However, it is a relatively rural province with about 54% of the total population situated in rural areas, compared to the 11% of the population in the rural areas of the Western Cape, and 4% in Gauteng. Predominantly black people occupy the rural areas and the degree of rurality ranges from a low 17% in the eThekini Municipality to a high of 98% in the UMkhanyakude District Municipality. There are 11 official languages throughout the country. In KwaZulu-Natal, the main language is isiZulu, spoken by 7,6 million people, followed by 1,3 million speaking English, about 220 000 speaking IsiXhosa, and about 136 000 speaking Afrikaans (SA census, 2013). KwaZulu-Natal province is the third smallest province in South Africa, and home to 21% of the country’s population.

There are diverse ethnic groups, consisting of the Zulu nation (the prominent African tribe), the white population, including a majority of English descent, a substantial number of Afrikaans-speaking people, and a significant number of Indians. Durban has the biggest concentration of Indians outside India.

### **3.5.1 The topography and vegetation of KZN**

The topography of KwaZulu-Natal rises from sea level to over 11 000 feet at the Drakensberg escarpment and the Lebombo Mountains. The slope is not gradual, but is characterized by steps of rolling terrain, separated by escarpments. These steps create three geographical zones: the lowveld region along the Indian Ocean coast, undulating plains in the central region known as the Midlands, and the mountainous area. The Drakensberg range occupies about 7% of the province, and extends for about 200km along its western boundary, reaching a height of more than 3 500m. The Tugela River, the largest river in KZN, flows from west to east across the center of the province, dropping some 2 000m over the edge of the Mont-aux-Sources plateau in spectacular style, to form the second highest waterfall in the world.

KwaZulu-Natal is often described as the “green province” due to its abundant and varied vegetation. It is one of the richest floral regions in Africa with more than 11 000 plant species.

Natural vegetation, where it has not been modified or destroyed, falls into several belts according to altitude and climate. Along the coast forests, mangrove swamps, indigenous bush and some of the highest forested coastal dunes in the world are present. A profusion of Lala and wild banana palms grow along the south coast, while sugar-cane covers fields in the north. The Zululand region is covered with fever trees, umbrella thorn trees, dry sand forests and bushveld or savannah; in the south, in the river basins and valleys, cactus-like euphorbias are common. The Midlands and the south-west region sustains lakes, wetlands, grasslands and mist-belt forests, and montane species are found on the slopes of the Drakensberg ([www.tourismkzn.co.za](http://www.tourismkzn.co.za)).

The warm Mozambique current brings a subtropical climate which prevails for most of the year at the coast. The summers are hot and humid, with temperatures reaching 32 to 35 degrees Celsius. Many of the towns in KZN lie in a mist-belt in the Midlands region. Winters are warm and dry, temperatures seldom falling lower than 14 to 12 degrees Celsius. However, in winter snow and ice can cover the mountaintops and sometimes the high-lying land. KwaZulu-Natal receives the highest rainfall in the country, which falls mostly in summer from December to February.

### **3.5.2 Popular destinations and heritage sites in KwaZulu-Natal**

KwaZulu-Natal is referred to as the Kingdom of the Zulus. Zululand boasts a wide range of markets, crafts shops and galleries, where one can purchase the finest Zulu crafts: traditional baskets, woven beer strainers, Zulu drums, shields and assegais, beadwork, pottery and regalia. Shakaland provides the opportunity to learn more about the local customs, from tribal dancing to traditional beer-drinking ceremonies. Among interesting places to visit is the aerial boardwalk in the Dlinza forest, which is a delight: it offers excellent birding opportunities. The Vukani Collection Museum boasts one of the best collections of Zulu art and culture in the world. The province contains a number of small villages that are rich with African and European culture and history. Many interesting sites have a colourful history of a heroic people's struggles and wars; for example, Fort Nonqayi, in Eshowe, which is the former administrative capital of Zululand, and witnessed the events after the Anglo-Zulu War of 1869.

KZN lays claim to two World Heritage sites: Isimangaliso Wetland Park (formerly known as the Greater St Lucia Wetland Park) and the UKhahlamba Drakensberg Park. The Isimangaliso Wetland park was declared one of the South Africa's World Heritage sites in 1999. The park

extends across 332 000 hectares of awe-inspiring scenery from Mapelane (Cape St Lucia) in the south to Kosi Bay in the north. The 220 km coastline enjoys the highest conservation status in the country. Isimangaliso also forms part of the Lubombo Transfrontier Conservation Area ([www.isimangaliso.co.za](http://www.isimangaliso.co.za)). The park contains eight interlinking ecosystems, including beautiful lakes, forests, 25 000 year old coastal dunes and marshlands. Some of South Africa's best protected indigenous coastal trees are found here at Dukuduku and Kosi Bay. The park is also home to large populations of rhinos, hippos and crocodiles. It has 526 bird species, 36 species of snakes, 35 species of frogs, 80 species of dragonflies and 110 species of butterflies. The coastal waters have abundant plant- and sea-life, including the humpback whale and loggerhead turtle. The range of activities available includes bird watching, fishing, hiking, camping and scuba-diving ([www.isimangaliso.co.za](http://www.isimangaliso.co.za)). In the vicinity of the park, Sodwana is the Mecca for those who desire underwater adventure and big game fishing. Isimangaliso Wetland Park made natural history when living fossils –coelacanths – were discovered off its warm Indian Ocean shoreline. Coral reefs offer underwater visual treasures to snorkelers and scuba divers. The park is another home to significant cultural heritage sites which include evidence of Stone Age human activity, fishing traps dating back 700 years at Kosi Bay, and five distinct cultural groups ([www.ismangaliso.co.za](http://www.ismangaliso.co.za)).

The Drakensberg, or Dragon Mountain, is also known as the Barrier of Spears. It is the highest mountain range in South Africa. The 243 000 hectare UKhahlamba-Drakensberg Park was declared a World Heritage site in 2000. The area has unique richness of biological diversity which includes both endemic and endangered species and many remarkable San rock paintings ([www.ukhahlamba-drakensberg.co.za](http://www.ukhahlamba-drakensberg.co.za)). The UKhahlamba-Drakensberg mountain range runs along the entire length of the border between KwaZulu-Natal and the kingdom of Lesotho. The main road access to the park is through the Sani Pass. The Sani is named after the (Bushmen) people who once inhabited the area. Sani Pass climbs to an altitude of 2 874m, and is the only link between KwaZulu-Natal and the rugged mountaintops of Lesotho. In winter this part of the “Berg” is often covered in snow, and it is a magical experience to wake up to a crisp morning in a white, winter wonderland. Located at the top, at about 3 000m above sea level, is Africa's highest pub and lodge, Champagne Castle. The Drakensberg is particularly beautiful in winter when snow covers the craggy mountain peaks.

The small indigenous people of Southern Africa known as the San, or Bushmen, once inhabited the beautiful wilderness called the Drakensberg National Park, and evidence of their stay is found in the thousands of examples of rock paintings they left behind. For more than 40 years, people have been searching for their paintings in the Drakensberg, and during this time some 22 000 individually painted images were mainly of people and their animals, and often what appears to be hunting and spiritual activities. Some paintings of wagons and horses have been done during the colonial period. The age of the paintings remains largely unknown, but it is believed that San hunter-gathers lived in Drakensberg from about 8 000 years ago until the 1800s. The last recorded sighting of the Drakensberg San was by a honeymoon couple in 1870s (Derwent, 2000). Some of the more interesting and important San painting sites are found at the Main Caves in the Giant's Castle Game Reserve. More than 500 paintings can be viewed on two massive rock overhangs.

KwaZulu-Natal is home to the rolling hills, grassland and historic towns found in its northern area, generally known as the Battlefields. The Boers, Zulus, British, Shaka, Isandlwana, Rorke's Drift, Colenso, Spioenkop, Ladysmith, Dundee, Churchill, Blood River, Cetshwayo are all associated with this internationally renowned area of KwaZulu-Natal. The legacy of the Zulu kingdom's conflict lives on in a series of battlefield sites, monuments and towns making it a must for the history enthusiast. To this day many relatives and those interested in military history continue to visit these sites of famous battles that rocked the British, weakened the Boers and broke the mighty Zulu nation (Derwent, 2000). For the purposes of this study it was imperative to have an overview of this province, and to know about such destinations, and learn about conservation and management strategies with the aim of assessing if they conform to the principles of sustainable tourism.

### **3.6 The Population and Growth Rate of Kwazulu-Natal**

The province has a high dependency ratio with about 35% of the population below the age of 15. Therefore the population has a high potential for natural growth. Factors related to growth could be slowed down by the rate of HIV/AIDS, a low fertility rate and **emigration** to other provinces. KwaZulu-Natal has the fifth-highest urban population in the country, but, as has been mentioned above, it is relatively rural, with about 54% of the total population in the rural areas, compared to the Western Cape with 11%, and Gauteng with 4%. Mostly Africans occupy the rural areas, and

the degree of rurality ranges from a low 17% in eThekwini Municipality right up to 98% in the UMkhanyakude District Municipality. This situation makes for difficulty in effecting service delivery in some of the regions.

### **3.7 HISTORY OF AMAFA HERITAGE KWAZULU-NATAL**

AMAFA was established on 1 June 1998. It comprises an amalgamation of the KwaZulu Monuments Council and the Regional Office of the National Monuments Council. It is a statutory body responsible for the protection and conservation of the province's cultural and historic heritage. AMAFA receives an annual grant from the KwaZulu-Natal Ministry of Education and Culture. Its Council is appointed by the Minister. The National Monuments Council has much experience and expertise in conserving heritage in the urban environment, and the KwaZulu Monuments Council has achieved considerable success in rural areas. The success includes the establishment of the 300ha reserve at Ondini and a 800ha historic reserve comprising the Isandlwana battle- field and the Fugitives Trail. AMAFA was established in terms of Act 20 of 1997 by the KwaZulu-Natal Legislature. The KwaZulu-Natal Heritage Act 10 of 1997 provided for the establishment of a statutory body to administer heritage conservation on behalf of the provincial government of KwaZulu-Natal, in particular the maintenance, repair and management of historically important sites, architecturally important buildings, public monuments and memorials, military cemeteries and other important graves, traditional burial places, archaeological and palaeontological sites and artefacts, rock art, meteorites, historical shipwrecks, important cultural objects and the trade therein, and traditional building techniques of the people of the province, by way of providing protection relevant to the type of site or artefact, and its relative significance, integration of protection measures into planning, development and local government systems, and for the establishment of educational, training, interpretive and tourism-related projects (AMAFA-Heritage KwaZulu-Natal).

The exceptionally rich cultural and historical heritage within the eMakhosini make it ideal for educational activities to take place. Here both the natural and cultural environments may be studied and experienced. The UMgungundlovu Multimedia Centre at eMakhosini can also cater for events. Historic events take place to create a platform from which to present cross-cultural educational programmes.

## **3.8. THE HERITAGE SITE/ MUSEUMS OF KWAZULU-NATAL**

### **3.8.1 The KwaZulu Cultural museum and Ondini Historic Reserve.**

This is an ideal place to spend the day experiencing Zulu culture and history. Ondini was the last resident of King Cetshwayo. King Cetshwayo built his military kraal on this site in 1873, calling it Ondini, which means “high place”, which signified its impenetrability. In the late 1870s the British in South Africa felt threatened by King Cetshwayo’s peaceful but powerful Zulu nation on their borders, and so engineered a conflict which led to the Anglo-Zulu War of 1879. The Zulus were victorious at that battle of Isandlwana, but were then defeated at the battle of Ulundi. It was after this battle that Ondini was burnt to the ground by the British troops. The KwaZulu Cultural Museum exhibits colourful material depicting the history, culture and beliefs of the Zulu people.

### **3.8.2 The Border Cave**

The Border Cave was home to people for about 200 000 years. Over the years a discovery was made of a human skeleton, that of a child who had been buried with a shell ornament. The bones of the child were stained red, which suggested that the body had been painted before burial. Both these facts point to the deliberate burial of the infant. These people were capable of abstract and symbolic thought. The burial sign implies that a fairly complex language was in use by then. This tells a lot about the cognitive development of the people who lived in the Border Cave many thousands of years ago.

A huge amount of animal material was also recovered from the cave deposit. Because of the isolated nature of the cave, most of the bones from the larger animals were assumed to have been brought there by humans as food for the prehistoric inhabitants of the cave. Inside the cave over one million stone artefacts were excavated. Analysis of the stone tools indicated another important date in history, that of the introduction of the composite tools around 100 000 years ago.

The Border Cave has one of the most continuous stratigraphic records available, and this, combined with the fact that much of the organic material within these layers has been dated, has made it possible to date other items found in the layers of the cave. There are few sites in the world which have such complete records as those of the Border cave. Apart from the use of

radio-carbon dating on organic material up to 40 000 years old, other techniques such as electron spin resonance and thermo-luminescence dating have been successfully used at the Border Cave.

The responsibility of conserving the Cave as a heritage site is the responsibility of AMAFA. After the last excavations in 1987, the cave was sandbagged to prevent deterioration of the deposits, and in 1998 the site was suggested for nomination as a World Heritage status.

### **3.9 THE VISITATION STATUS OF THE MPUMALANGA AND KWAZULU-NATAL PROVINCES**

During the period July to September 2013, KwaZulu-Natal had the highest number of domestic travellers with 37%, and Mpumalanga had 19%. Economic constraints are said to be the greatest deterrent to taking a domestic trip, and this is followed by a lack of motivation to tour the country.

**Table 3.1. Domestic Visits in the KwaZulu-Natal and Mpumalanga Provinces**

Domestic Travel Incidence	Monthly	2011	2012	A2013
	Holidays trips	1,1 million	0,4 million	0,7 million
	Trips	6,9 million	6,1 million	7,1 million
	Average number of taken trips	2,0	1,9	2,5
Number of Trips	(Purpose and province with sample size less than 20)	KwaZulu-Natal	KwaZulu-Natal	KwaZulu-Natal
		27%	27%	37%
			Mpumalanga	Mpumalanga
	Total Annual Bed Nights	<b>27,5 million</b>	<b>26,5 million</b>	<b>KwaZulu-Natal 994 039</b> <i>(only by Africa)</i>

				<i>Land)</i>
				Mpumalanga <b>1 561 241</b> ( <i>only by Africa Land</i> )
Average Nights per Trip	4,0 Nights	4,3 Nights	3,9 Nights	

[www.sa-venues.co](http://www.sa-venues.co)

### **3.10 TRADITIONAL FOOD CROPS FOUND IN MPUMALANGA AND KWAZULU-NATAL**

Traditional food crops refer to food crops that have their origin in South Africa (Ramashala, 2013). Added to these crops are those that were introduced into the country and are now recognised as naturalised or traditional crops. According to Ramashala (2013), these crops are divided into three main categories; grains, vegetables and fruit. The traditional food mentioned is not the only traditional food found in these provinces, however the researcher has indicated that which was cuisine to the researcher during data collection periods. Data was collected between April to July 2014.

South Africa possesses a huge diversity of traditional food crops, which includes grains, leafy vegetables and wild fruit, the researcher has only mentioned a few of these traditional foods in this study because the researcher had a chance to have some of these dishes as cuisine. These crops are produced and found growing in the country under various weather conditions. Their production within the farming communities is small scale, and is mainly for subsistence purposes (Ramashala, 2013). Most of the arable land is used mainly for production of maize and other exotic crops. The traditional food crop sector is currently characterised by the following challenges:

- the sector is currently fragmented;

- most of these crops are found and harvested in the wild;
- production and consumption have declined;
- there is limited and undocumented information owing to the minimal (or lack of) research that has been conducted.

Despite the crops' nutritional and economic value, the crops and their products were never commercialised. The surplus of the produce is only traded informally within communities to generate income for the farmers. However, there is now a growing interest in government and other stakeholders about the value of these crops to address food security and climate change. In the light of the above, the efforts to put the sector on the growth path are apparent in different organisations, e.g. government, non-government organisations, research institutes, etc. ([www.agricandforestry.co.za](http://www.agricandforestry.co.za))

- **Grain sorghum, *Mabele, Amazimba, Amabele***

Grain sorghum is produced in the Limpopo, KwaZulu-Natal, Free State, North-West, Northern Cape, Eastern Cape and Gauteng provinces.

Sorghum meal is mainly used for making porridge, unleavened bread, cookies, cakes, couscous and malted beverages. Parched seeds are used as a coffee substitute. Sorghum is also an important animal feed.



[www.agricandforestry.gov.za](http://www.agricandforestry.gov.za) (19 August 2014)

- **Bambara groundnut**

Common names: “*Ditloo Marapo, Indlubu, Hlanga, Njugo, Nduhu, Phonda, Tindhlwana*”

Major production areas in South Africa: Bambara groundnut is grown in Limpopo, Mpumalanga, North-West, Gauteng and KwaZulu-Natal provinces.

The immature seeds can be eaten boiled or grilled, while mature ones can be roasted in oil or grinded to make flour. They can also be boiled and mixed with maize kernels. The roasted ground meal can be used as a substitute for coffee. Seeds can be soaked and used to feed livestock.



[www.agricandforestry.gov.za](http://www.agricandforestry.gov.za) (19 August 2014)

- **Amaranths**

Common names: “*Amaranths, Thepe, Vowa, Umfino, Imbuya, Ianekam, Isheke*”

The main growing areas of Amaranths in South Africa are Limpopo, North West, Mpumalanga and KwaZulu-Natal.

Amaranth represents the largest source of nutrients of all the vegetables that can be grown in Africa. Amaranth is one of the most prized leaf vegetables. The cooked leaves are eaten in different ways as vegetables, soup or sauce.



Amaranths (imfino) [www.agricandforestry.gov.za](http://www.agricandforestry.gov.za) (19 August 2014)

- **Amadumbe**

Common names: “*Amadumbe, Amadombie, Amadombi, Mufhongwe*”

*Amadumbe* is mainly produced in Mpumalanga and KwaZulu-Natal.

The mature corms and young shoots of amadumbe are used mostly as boiled vegetables; however, the corms are also roasted, baked, or fried. Roasted or boiled corms can be eaten alone, or with stew. The boiled corms are mashed and used as a weaning diet. Mature edible aroids are also processed into flour, which is used to prepare ‘fufu’ that is commonly eaten in Nigeria with stew. Amadumbe chips products: young amadumbe leaves are used with coconut cream to prepare a dish, which is then eaten with the boiled or roasted amadumbe, breadfruit and banana.



Amadumbe [www.agricandforestry.gov.za](http://www.agricandforestry.gov.za) (19 August 2014)

South Africa's historical and cultural heritage has produced a cuisine that has African, English, Afrikaner and Indian influence. Traditional food tends to be simple, the basis of most meals is pap or cornmeal porridge. Stews are made from a variety of plants like the amaranths, blackjack etc., while insects and Mopani worms serve as an excellent source of protein (Stotko, 2002).

### **3.11 SOUTH AFRICA'S DIVERSE AND HISTORICAL CULTURE**

South Africa has eleven languages and eight other recognised languages. The rich culture of each of these cultural groups has brought vibrancy to the country's diversity. The reason that South Africa has so many cultures originates from the group of people who lived here known as the San and Khoi-khoi. They were joined by two migrations, that of the Bantu people from the north and the colonisation by the Europeans from the south. They all brought their own cultures, arts, skills and farming methods ([www.SouthAfricaCulture.co.za](http://www.SouthAfricaCulture.co.za)). For the purposes of this study

only two cultures are to be discussed, the dominant cultures of KwaZulu-Natal and Mpumalanga provinces.

### **3.11.1 The Zulu Culture in South Africa.**

The Zulu traditional culture was well known for the ferocity of its shield bearing warriors, especially under the traditional leader, Shaka. It is also known for its beadwork and basketry and the beehive grass huts that pepper the KwaZulu-Natal hills. The Zulu beliefs are based on the presence of ancestral spirits, which often appear in dreams, and a Supreme Being who is seldom involved in the affairs of mortals. Magic is often used, and this causes many cases of illness or bad luck, which are considered to be caused by evil spirits. A diviner is said to have powers to communicate with the spirits or use natural herbs and prayers to get rid of problems of the community or those of individuals.

### **3.11.2 The Shangaan Culture in South Africa**

The Shangaan people are mainly located in the area of Kruger Park in Mpumalanga. It is of mixed ancestry, brought about owing to the military actions of the Soshangane, one of Shaka's generals who fell into disfavour. In order to escape Shaka, Soshangane fled north through Swaziland and finally settled in Mozambique. His men then found wives among the locals, some of whom were Tsongas; and thus the Shangaan people were established.

Soshangane imposed the Zulu military system and tribal wear on Shangaan traditions, but retained the beautiful Tsonga homesteads that included round huts with patterned thatch roofs. He also incorporated their love of music that features a variety of indigenous stringed, wind and percussion instruments. An important figure in traditional Shangaan culture, as with the Zulu culture and all other Nguni people of south-eastern Africa is the Sangoma, a healer and spiritual guide. The Sangoma medicine has become a symbol of the traditional cultural heritage of the Shangaan.

### **3.12 CONCLUSION**

The above discussion concentrated on the physical features of the study areas, KwaZulu-Natal and Mpumalanga provinces, both popular tourism destinations. The purpose of this study is to examine whether sustainable tourism principles are conformed to in the heritage resources of these two destinations. The focus in this chapter was on some of the identified physical heritage resources, the Barberton Museum, Pilgrim's Rest Museum, the Border Caves, KwaZulu Cultural museum and other heritage areas found in these areas. The cultural/ heritage and leisure tourism destinations were identified, and the logistics of the tourists' visits to these provinces highlighted, as were the indigenous/traditional food found in these provinces, and the cultures mainly practiced.

The physical structure was discussed in this section with the intention of understanding how these resources are managed and sustained in these provinces, hence related features like traditional food and dominating culture discussed as part of tradition and heritage. It was important to include this chapter because it will inform the researcher about the available heritage resources found in these provinces, the management strategies implemented for these resources, the sustainable development for these resources, and the extent to which such development conforms to the principles of sustaining heritage resources.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

For this study the descriptive and interpretative research type was chosen. Focused interviews, and questionnaires, were used during this study. The researcher is mainly describing the management strategies and interpreting what methods of management were used by the respondents. During an interview with Managers of heritage sites, Key authorities and local heads, the respondents (interviewees) described the methods that they implemented as their management strategies. The respondents gave their views on how heritage resources should be managed in future hence the local heads mentioned the usage of indigenous knowledge as part of a strategy that should be implemented so that tourist can get authentic information during the interpretation of these indigenous practices. The researcher interpreted the information as was given by the respondents since notes were taken during the interviews and questionnaires distributed to the community members who were also cultural dancers at the heritage sites.

This chapter intends to discuss the paradigm that was adopted in this study, the characteristics that guided the study, the type of research used, the research design and methodology was discussed in this chapter. The research methodologies described in the study included strategies, instruments, data collection and analysis methods that were used in the process. Interpretation was done by the researcher using notes that were written in the processes involved in the study. Research is based on some underlying philosophical assumptions about what constitutes valid research and which research method(s) are appropriate for the development of knowledge in a given study (DuPlooy-Cilliers, 2014). In order to conduct and evaluate this research, it was therefore important to know what these assumptions were. Questionnaires were also used to evaluate respondents (community members) and to determine their levels of satisfaction with the strategies employed at these heritage sites identified at tourism destination during the study. Furthermore, the justification for each of the data collection methods used in the study is to be discussed.

Finally in order to ensure trustworthiness of the research and for the purposes of this study, the researcher conducted a mixed method, combining quantitative and qualitative research techniques.

According to Dawson (2002), Research is a structured enquiry that utilizes acceptable methodology to solve problems and create new knowledge that is generally applicable. The researcher in this study therefore adopted a structure of describing information that was obtained during the interviews and collected using questionnaires and interpreted this information using graphs and tables.

## **4.2 RESEARCH PARADIGMS**

As indicated in the introduction that research is based on philosophical assumptions which eventually constitute a research to be valid, it was important for this study to unpack some of these assumptions. According to Du Plooy-Cilliers (2014), research paradigms are an all-encompassing system of interrelated practice and thinking that defines the nature of enquiry. The term paradigm refers to a research culture with a set of beliefs, values, and assumptions that a community of researchers has in common regarding the nature and conduct of research. A paradigm hence implies a pattern, structure and framework or system of scientific and academic ideas, values and assumptions.

The paradigms that were adopted for this study were the epistemology and methodology. Epistemology refers to the nature of the relationship between the researcher and the nature of human knowledge that denotes understanding acquired through different types of inquiry and alternative methods of investigation." (Kumar, 2005). Methodology refers to how the researcher goes about practically finding out whatever he or she discovers is believed and known hence the mixed method of using interviews and questionnaires was applied during the study, these process are further explained in this chapter.

Jennings (2010) defines a paradigm as an integrated cluster of substantive concepts, variables and problems attached with corresponding methodological approaches and tools. The researcher applied these paradigms in the study by conducting interviews and using questionnaires. According to (Du Plooy-Cilliers, 2014), there are two possible worldviews, the objectivistic and

constructivist. These different ways of seeing the world have repercussions in most academic studies however, none of these views is considered to be superior to the other. They may be both appropriate for some purposes and insufficient or overly complex for other purposes. This study makes use of elements from both views and the researcher considered them as complementary.

### **4.3 RESEARCH CHARACTERISTICS THAT GUIDED THE STUDY**

For a process to be called research, it is imperative that it has characteristics. The mentioned characteristics were applied in this study. According to (Kumar, 2005), Research is a process of collecting, analysing and interpreting information to answer questions. The process must have certain characteristics, it must as far as possible be:

- Controlled,
- Rigorous,
- Systematic,
- Valid and verifiable,
- Empirical and critical.

Controlled means, in real life there are many factors that affect an outcome. The research was controlled by using questions that were designed by the researcher as management of the situations. The concept of control implies that, in exploring causality in relation to two variables, you set up your study in a way that minimizes the effects of other factors affecting the relationship (Jennings, 2010) hence this study had objectives that are mentioned in chapter one and are reinstated in the analysis chapter. The social sciences (Leisure and Tourism) research is carried out on issues related to human beings living in society, where such controls are not possible as was the case with this study, human factor could not be controlled, and some the respondents were difficult in the process and refused to answer questionnaires. Therefore in leisure and tourism, as you cannot control external factors, you attempt to quantify their impact. The researcher resorted to the using of interviews to control the situation. Rigorous means, you must be scrupulous in ensuring that the procedures followed. To find answers to questions the researcher used interviews and questionnaires appropriate and in justifying rigorous behaviour, questions were formulated with regards to the strategies that the respondents implemented in

management of heritage resources. The questions asked if there were management strategies used by the managers on site and what policies were followed during the management process.

Systematic means that, the procedure adopted to undertake an investigation follow a certain logical sequence this was done with the formulation of questions which the researcher used. The different steps cannot be taken in a haphazard way hence permission was requested to conduct the interviews and the respondents were requested to answer the questionnaires. Some procedures must follow others.

Valid and verifiable concepts, implies that whatever you conclude on the basis of your findings is correct and can be verified by you and others. Empirical means that, any conclusion drawn are based upon hard evidence gathered from information collected from real life experiences or observations. Findings of this study were based on information that was collected from respondents and is interpreted in graphs and tables in the analysis of data chapter. Critical means, critical scrutiny of the procedures used and the methods employed are crucial to a research enquiry. The process of investigation must be full proof and free from drawbacks. The process adopted and the procedures used in this study were of critical scrutiny and were carefully engaged on during the study.

#### **4.3.2 TYPE OF RESEARCH USED IN THE STUDY**

For this study the descriptive type was adopted. The respondents of the study had to be descriptive of the management strategies that they used for heritage resources at tourism destinations. The description of respondents involved using national polices that were adopted and further indicated projects which were a management strategy to benefit the community. According to the museum manger in Barberton some of the strategies involved working with the community in educating them to do jewellery (artistic) which was then displayed at the museum and sales promoted. This attracted tourists while the community will benefit economically from the sales.

The type of research was determined by the purpose of the study. Research can be classified from three perspectives as defined by (Kumar, 2011). For the purposes of this study the second option of the research type has been adopted.

- Application of research study

- Objectives in undertaking the research
- Inquiry mode employed

Objectives were formulated in the first chapter as guide for the researcher to fulfil the goal of the study. From the point of view of application, there are two broad categories of research, '*pure* research and *applied* research'. Pure research involves developing and testing theories and hypotheses that are intellectually challenging to the researcher but may or may not have practical application at the present time or in the future (Finn, 2010). The knowledge produced through pure research is sought in order to add to the existing body of research methods. Applied research is done to solve specific, practical questions; for policy formulation, administration and understanding of a phenomenon. Descriptive research attempts to describe systematically a situation, problem, phenomenon, service or programme, or provides information about living conditions of a community, or describes attitudes towards an issue (Jennings, 2010). During this study, the descriptive method was mainly applied during the analysis and interpretation of data collected where the management processes of heritage resources are explained and interpreted in graphs and tables.

#### **4.4.RESEARCH DESIGN**

In line with the definition given in chapter one, the research design can be thought of as the logic or master plan of a research that throws light on how the study is to be conducted. It shows how all of the major parts of the research study, the methodology, the target population, samples size or groups, sampling techniques or measures. For this study the mixed method was conducted. The research design for this study (KwaZulu-Natal and Mpumalanga) was a descriptive and interpretive study that was analysed through mixed method (quantitative and qualitative). In a descriptive and interpretive study as is the case with the current study, the researcher analysed, interpreted and theorized information obtained from the respondents. A research design is a plan, structure, strategy and procedure of investigation to obtain answers to research questions. It's a detailed plan of how the study will go or be completed. On the other hand, Bless & Higson-Smith (2006) believe that a research design is a logical plan put in place to test formulated objectives subjected. To further clarify the definition "research design", Babbie (2011) treats the term as two separate sides of the coin. On the other side, the term refers to different valid research designs: for example, quantitative-descriptive, and other designs that the researcher

chooses from depending on the nature of the research question. The researcher for this study chose to use mostly quantitative statistics in the analysis chapter whilst qualitative meaning was also partially used

The research design can be seen as actualisation of logic in a set of procedures that optimises the validity of data for a given research problem. According to Kumar (2011) the research design serves to plan, structure and execute the research to maximise the validity of the findings. It gives directions from the underlying philosophical assumptions to research design, and data collection. Dawson (2009) adds further that colloquially a research design is an action plan for getting from here to there, where ‘here’ may be defined as the initial set of questions to be answered and ‘there’ is some set of (conclusions) answers to the questions asked

Du Plooy-Cilliers (2014) states that qualitative case studies are often framed with concepts, models and theories. Since “meaning” is of essential concern to the qualitative approach, the respondents’ perspectives on their own conceptions of management strategies was focused on during interviews hence in the new knowledge contribution chapter models and theories have been used by the researcher.

#### **4.4.1 Research Methodology**

For the purposes of this study a mixed method (both quantitative and qualitative) was used. A research method is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Kumar, 2011). At one level, quantitative and qualitative refer to distinctions about the nature of knowledge, how one understands the world and the ultimate purpose of the research. On another level of discourse, the terms (quantitative and qualitative) refer to research methods, that is, the way in which data is collected and analysed, and the type of generalizations and representations derived from the data. Quantitative research methods were originally developed in the natural sciences to study natural phenomena. The survey of this study required that respondents give their opinions on the management strategies which they engaged on as managers at heritage resources. Qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Neither of these methods is intrinsically better than the other; the suitability is decided by the

context, purpose and nature of the research study in question; in fact, sometimes one can mix both methods depending on the nature of the study. Some researchers prefer to use mixed methods approach by taking advantage of the differences between quantitative and qualitative methods, and combine these two methods for use in a single research project depending on the kind of study and its methodological foundation (Anthony, 2011).

Although there are other distinctions in the research modes, the most common classification of research methods are quantitative and qualitative. Qualitative research is naturalistic; it attempts to study the everyday life of different groups of people and communities in their natural setting these groups were mentioned in chapter one of this study as respondents. The researcher of this current study had to study the everyday life of the respondents through the usage of interviews from key authorities, managers, local heads, tour operators and that of cultural dancers with regards to their contribution in the management strategies of heritage resources. According to Neuman (2011), “Qualitative research aims to explore and to discover issues about the problem on hand, because very little is known about the problem. According to Myers (2009), qualitative research is designed to help researchers understand people, and the social and cultural contexts within which they live. Such studies allow the complexities and differences of worlds-under-study, the Mpumalanga and KwaZulu-Natal provinces to be explored. In qualitative research, different knowledge claims, enquiry strategies, and data collection methods and analysis are employed (Jennings, 2010).

Qualitative data sources include observation and participant observation (fieldwork), interviews and questionnaires, documents and texts, and the researcher's impressions and reactions (Jennings, 2010). For this study the respondent's reactions and impressions was observed during the focused interviews. Data was derived from direct observation of behaviours, from interviews, and from written opinions (in the questionnaires), even from public documents which are policies of heritage resources management strategies. Written descriptions of people, events, opinions, attitudes and environments, or combinations of these were also sources of data.

An obvious basic distinction between quantitative and qualitative research is the form of data collection, analysis and presentation. While quantitative research presents statistical results represented by numerical or statistical data, qualitative research presents data as descriptive narration with words and attempts to understand phenomena in “natural settings”. This means

that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them." (Terre Blanche, 2002). These meanings were evident from respondents during interviews.

Quantitative research makes use of questionnaires, surveys and experiments to gather data that is revised and tabulated in numbers, which allows the data to be characterised by the use of statistical analysis (Cohen, 2007). Quantitative researchers measure variables on a sample of subjects and express the relationship between variables using effect statistics such as correlations, relative frequencies, or differences between means; their focus is to a large extent on the testing of theory.

In qualitative studies the researcher was considered the primary instrument of data collection and analysis. The researcher engaged in the situations, making sense of the multiple interpretations, as multiple realities exist in given context as both the researcher and the participants construct their own realities. The researcher during the study strived to collect data in a non-interfering manner, thus attempting to study real-world situations as they unfolded naturally without predetermined constraints or conditions that controlled the study or its outcomes. According to Maree (2007), the researcher engages in the situation most often without an observation schedule, and plays a dynamic role in constructing an understanding of the research environment through self-interpretation of what happens, hence qualitative research produces a result which is an interpretation by the researcher of others views, filtered through his or her own. Babbie (2011) cautions that qualitative research, which is an approach that acknowledges the researcher's subjectivity, requires that the "biases, motivations, interests or perspectives of the researcher are identified and made explicit throughout the study.

To sum up this section, Jennings (2010) explains that qualitative research is most appropriate when the researcher wants to become more familiar with the phenomenon of interest, to achieve a deep understanding of how people think about a topic and to describe the perspectives of the research respondents which therefore was the case for this study. The researcher wanted to get the understanding of what strategies were implemented at heritage resources and how this benefited the community at these tourism destinations.

## **4.5 POPULATION**

Mpumalanga is home to 4,122,991 people which constitutes less than 7% of the total population of South Africa ([www.southafrica stats.co.za](http://www.southafrica.stats.co.za)) KwaZulu-Natal has the fifth highest urbanized population of the South African provinces ([www.southafrica stats.co.za](http://www.southafrica.stats.co.za)). According to Wiid and Diggines (2013) a population is a total group of people or entities from whom information is required. A population is defined as the total number of objects, people, groups, organizations and events which are of interest to social scientists, researchers or decision-makers involved in a research investigation (Welman et al, 2006). The population for this study was named in chapter one. Population is referred to as potential human respondents in the study.

What is important about the population is that, all the people or social artefacts in the population should share one specific characteristic that relates to the research questions. The targeted population group for this study described below.

### **4.5.1 The targeted population**

The target population for this study was the Managers of the heritage resources, the Key authorities from (DAC, AMAFA & Village heads) the Local communities, tourists, tour operators, cultural dancers (employees) at the heritage areas. The target population is the group of elements to which the researcher wants to make inference (Magi, 2010). At least theoretically, the population is finite and can be counted. The fundamental units of the population are elements. At times the population is large and widespread, which makes it impossible to determine who the members of the population are, only those that can be reached form part of the accessible population. According to Ezeuduji(2011) There might be confusion with target population and accessible stakeholders, however, the difference with target population and accessible stakeholders is that accessible stakeholders refers to a section of the population that the researcher can actually include in the study. For the description below the researcher chose to use the term accessible stakeholders as defined by (Ezeuduji 2011).

**TABLE 4.1 Stakeholders involvement in the management of heritage resources in KwaZulu-Natal and Mpumalanga provinces.**

ACCESSIBLE STAKEHOLDERS	DATA COLLECTION METHOD	CHECKLIST OF TOPICS
<b><u>Group One</u></b> (a) Managers responsible for the management of heritage resources. (b) Key authorities (DAC, AMAFA & Village heads)	Focused group Interviews	(a) Responsibilities of managing these heritage resources. (b) Management policies. (c) Relationship between heritage resources management and cultural tourism. (d) Participation level of stakeholders in managing heritage resources. (e) Involvement in cultural heritage activities.
<b><u>Group 2</u></b> (a) Tour Operators (b) Cultural dancers	Interviews	(f) Identification of heritage management strategies. (f) Factors affecting bringing in of tourist. (g) Relationship with stakeholders
<b><u>GROUP 3</u></b> (a) Local communities (b) Tourists	Questionnaires	(i) Role of the community in support of decision making.

Focus interviews were conducted with group one and two and questionnaires were mainly distributed for the local communities and tourists. Interviews were used to enquire involvement

and interest of the respondents. The strategic strength of interviews was to get more accurate responses. The checklist was a guide to asking questions and the questions were based on the objectives of the study. Questionnaires also were formulated based on the objectives.

#### **4.6. The Sampling and Sample size**

A Non-probability sampling was used for this study. Non-probability sampling is used when it is nearly impossible to determine who the entire population is or when it is difficult to gain access to the entire population. Non probability was used because it was impossible to determine the KZN sampling. The sample size of this study was 267 based on the list indicated in chapter one of this study.

This was an attempt to know the rest of the people in the population who were not included in the study. Sampling is the process of selecting a group of subjects for a study in such a way that the individuals represent the larger group from which they were selected. The sample is a subset of a larger population that is considered to be a representative of the population (Du Plooy-Cilliers, 2014). This representative portion of a population is called a sample. According to Bradley (2013) A sample is a list of people that the researcher will like to make contact with or a list of objects that will be analysed; the list is referred to as elements of the sample. The sample should be a manageable number.

According to Neumann (2011), In order to draw a representative sample for a quantitative study, a list of people or objects (elements) in that particular population is required and this is known as a sampling (Neumann, 2011). Probability sampling refers to whether or not each unit in the population has an equal opportunity to be part of the sample. (Du Plooy-Cilliers, 2014).

The sample method that was selected for this current study is the non- probability sampling. This implied that the elements in the population had an opportunity to form part of the sample. According to Finn et al., (2000) a sample size is usually determined by the level of human resource potential available to the researcher, and determining a sample size involves a number of pragmatic considerations, which include the following:

- (a) If the purpose is to collect some descriptive information, for example, some specific attitudes of visitors as a whole, then a relatively small sample will suffice.

- (b) The size is determined by the degree of precision and the level of confidence desired in the study, and precision in this case refers to the degree of error that can be tolerated. Level of confidence is the degree to which one can feel confident that the sample estimates approximate to the population parameters.
- (c) A sample size is influenced by the manner in which the researcher intends analysing data, whether it will be presented in one unit or several units of the study area.

#### **4.6.1 Sampling technique**

For the purposes of this study the purposive sampling technique was used, which allowed the researcher to choose elements that need to be included in the sample. The purposive sampling technique is that, the researcher can choose those that each element of the sample assists in yielding results for this study (Du Plooy-Cilliers, 2014).

The respondents involved in the process as sources of data were as follows:

- **Managers:** Managers are expected to have full knowledge of management strategies used in heritage resources and are aware of sustainable principles. This was the case with the managers interviewed, though they did not have specific policies for managing sites but heavily relied on the national policies, SAHRA
- **Tour Operators:** are familiar with the management rules of the heritage sites and are expected to go through some sustainable rules before the tour begins. Hence they form part of the sample for this study.
- **Cultural dancers (employees):** Cultural dancers are employed at these heritage sites, they are aware of some of management strategies and there is a possibility that they can be part of the study sample
- **Local communities:** These are key stakeholders who should be forming part of the strategic management team of the heritage resources because these heritage sites are within their areas. It is for this reason that they are part of the sample.
- **Tourists:** Tourists were chosen as part of the sample because they may be observant of the management strategies during their visit therefore can be contributing to the study by mentioning what they have observed.

The sampling technique was applied with the intention of getting answers to the study topic, which required participant knowledge and application of management strategies in heritage resources of the different study areas.

#### **4.7 PILOT STUDY**

The pilot study for this study was conducted with two museum managers in KZN, five cultural dancers, ten community members and three village heads. The pilot study was done to ensure that the phrasing of the questions was correct and acceptable and not offensive to potential participants. Questionnaires were given to community members and interviews done with managers and village heads. The pilot study is used to test the instruments in order to ascertain the clarity of questions and the responses that yield from the respondents (Kumar, 2005). According to Magi (2010) the pilot study is conducted in order to test whether the designed questions will solicit the desired and intended response data. He further indicates that, the questions asked should be consistent in terms of expression and meaning. The main aim of piloting was to test the validity and reliability; however reliability cannot be just confirmed with the distribution of questionnaires and results thereof. These are some of the reasons to consider a pilot study in a research.

- It permits preliminary testing of the hypotheses that leads to testing more precise hypotheses in the main study. It may lead to changing some hypotheses, dropping some, or developing new hypotheses.
- It often provides the researcher with ideas, approaches, and clues that may not have been foreseen before conducting the pilot study. Such ideas and clues increase the chances of getting clearer findings in the main study.
- It permits a thorough check of the planned statistical and analytical procedures, giving the researcher a chance to evaluate the usefulness for the data. This allows the researcher to be able to make needed alterations in the data collecting methods, and therefore, analyse data in the main study more efficiently.
- It can greatly reduce the number of unanticipated problems because the researcher has an opportunity to redesign parts of the study to overcome difficulties that the pilot study reveals.

- It may save a lot of time and money. Unfortunately, many research ideas that seem to show great promise are unproductive when they are actually carried out. The pilot study almost always provides enough data for the researcher to decide whether to go ahead with the main study.
- In the pilot study, the researcher may try out a number of alternative measures and then select those that produce the clearest results for the main study.

Welman (2006) also listed the following three values of a pilot study: It is needed to detect possible flaws in measurement procedures (including instructions, time limits, etcetera) and in the operationalisation of independent variables. A pilot study is also valuable to identify unclear or ambiguous items in a questionnaire.

#### **4.8 INSTRUMENTATION AND DATA COLLECTION**

Primary data was collected between April and July 2014. It was also very difficult to say what the best method of data collection was. For this study the questionnaire and interviews were used for data collection. Data collection is an essential component of conducting research. Data collection is a complicated and hard task. O’Leary (2004) remarks “Collecting credible data is a tough task, and it is worth remembering that one method of data collection is not inherently better than another.” Therefore, which data collection method to use would entirely depend upon the researcher’s goals, advantages and disadvantages of each method. A research instrument is used to examine or check the extent of the expected results. The researcher ensured that the instrument chosen was valid and reliable on the basis that a pilot study was conducted to assess how respondents react to questions. Questions formulated were based on the objectives of the study. The main purpose of a research instrument was to

- To collect information that was needed which was the management strategies used for heritage resources at tourism destinations.
- To capture summary evidence of the researcher
- To assess the quality of the study’s execution.

A questionnaire is a form or document with a set of questions deliberately designed to elicit responses from respondents with the purpose of collecting information. Questionnaires for this study had open ended and close ended type of questions.

#### **4.8.2 Interviews as part of data collection**

The researcher was able to conduct focused interviews. The atmosphere was casual, it was flexible and there was freedom in the interaction. Interviewing is a way to collect data as well as to gain knowledge from individuals. According to Keyton (2011) interviews are an interchange of views between two or more people on a topic of mutual interest, it sees the centrality of human interaction for knowledge production, and emphasizes the social part of research data.

Interviews are ways for participants to get involved and talk about their views. In addition, the interviewees are able to discuss their perception and interpretation in regards to a given situation. According to Cohen, Manion and Morrison (2007) it is their expression from their point of view. An interview is not simply concerned with collecting data about life: it is part of life itself, its human embeddedness inescapable.

The researcher was given an opportunity to have an interview with key authorities from DAC in Mpumalanga and KwaZulu-Natal, the managers and assistant managers at Pilgrims Rest, the manager and assistant managers of the Barberton museum, the manager of the Barberton tourism office, the assistant manager at Shangane cultural village, four Tour operators, the manager of the Ulundi cultural museum, and the supervisor of AMAFA in KZN. Notes were taken during the interviews.

There are many reasons to use interviews for collecting data such as those mentioned by Gray (2004) which included the following:

- Attain highly personalized data.
- Opportunities required for probing.
- A good return rate is important.
- Getting information from native language of the country, or where they have difficulties with written language.
- Getting information from respondents who would not otherwise fill in questionnaires due to lack of time.
- During the interview the researcher made sure that the respondents had a clear idea of why they had been asked to be interviewed, respondents must be given basic information about the purpose of the interview and the research project of which he/she is a part of.

The researcher must give some idea of the probable length of the interview and request to record it (explaining why). Give a clear idea of precisely where and when the interview will take place (Gray, 2004).

#### **4.8.3 Types of interviews**

There are different types of interviews, structured, focused (semi-structured), and unstructured (Kvale, 2002). For this study focused interview was conducted. This is used to collect qualitative data by setting up a situation that allows a respondent the time and scope to talk about their opinions on a particular subject as was the case when the researcher of this study interviewed the managers of the study area. Focused interviews are flexible and the researcher can investigate underlying motives. The hallmark of a focus group is the explicit use of the group interaction to produce data and insights that would be less accessible without the interaction found in a group (Morgan, 1998).

An unstructured interview, this type of interview is non-directed and is a flexible method. It is more casual than the aforementioned interviews. There is no need to follow a detailed interview guide, each interview is different. Interviewees are encouraged to speak openly, frankly and give as much detail as possible. Usually the interviewer has received virtually little or no training or coaching about the interview process and has not prepared much. The interviewers ask questions that respondents would be able to express their opinions, knowledge and share their experience. This was the case with the interviews conducted with respondents indicated prior.

This can create some problems because the interviewer may not know what to look for or what direction to take the interview. The researcher may not obtain data that is relevant to the question of the study. The interviewer needs to think about what to ask and to ask questions carefully and phrase them properly and know when to probe and prompt. In a focused interview the researcher has to be a good listener and note new or interesting data the interviewee gives, this requires good communication and facilitation skills.

## **4.9 ETHICAL CONSIDERATIONS**

It is the responsibility of the researcher to consider whether any type of harm could occur as part of the research. The researcher needs to ensure that mechanisms are instituted to remove any potential harm. It is, therefore, essential that the researcher carefully evaluates the potential for harm to arise and ensure that he/she as the researcher:

- (a) Behaves according to appropriate ethical standards;
- (b) Considers how the research might negatively affect participants; and
- (c) Protects him/herself, the supervisors, and the institution from being placed in situations in which individuals could make claims of inappropriate behavior, resulting in public criticism or even the researcher being sued.

### **4.9.1 Informed Consent**

What was important for the researcher to ensure that potential respondents/participants fully understood what they were being asked to do and that they were informed of any potentially negative consequences of such participation. This was indicated to the respondents during the distribution of questionnaires and during the interview. The most effective way of addressing the informed consent issue was through the use of a transmittal letter that was provided to all respondents/participants. This letter was on official university letterhead, which seemed to increase the response rate. The questionnaire distributed to respondents is attached as addendum together with the transmittal letter.

### **4.9.2 Privacy, confidentiality, and anonymity**

The researcher ensured that confidentiality and anonymity of the participants would be maintained through the removal of any identifying characteristics before widespread dissemination of information. The researcher made it clear that the participants' names would not be used for any other purposes, nor will information be shared that revealed their identity in any way.

In the questionnaire, the researcher mentioned that, respondents' answers were to be kept confidential and anonymous. Anonymity requires that the researcher does not know who the

participants are. Confidentiality means that even if the researcher knows who the participants are, but their identities were not to be revealed in any way in the data analysis and interpretation report. Confidentiality was very important, the researcher considered how to protect participants, and if there was any possibility that the respondents were not protected, that was going to be clearly stated to potential respondents in the accompanying information letters (transmittal letter), consent forms and questionnaires.

If individuals clearly know they will be identified and that the report will be distributed to managers or competitors, there is no ethical problem associated with responses not remaining confidential or anonymous, because respondents, who know this is the case, will have made an informed decision to participate.

#### **4.9.3 Voluntary participation**

Despite all the above mentioned precautions, it was made clear to the participants that the research was only for academic purposes and their participation in it was absolutely voluntary. No one was forced to participate. Discussed above, are the main ethical considerations that were considered during this research, any harmful action was prohibited but these were not the least mentioned.

### **4.10 ANALYSIS AND DATA INTEPRETATION.**

Collected data was analysed using the Statistical Package for the Social Sciences (SPSS). After collection of data, with the help of relevant tools and techniques, the next logical step was to analyse and interpret data with the aim of arriving at empirical solutions to the problem. After sampling collection of data with the help of relevant tools and techniques, the next logical step, was to analyse and interpret data with a view to arriving at empirical solution to the problem as stated in chapter one.

The procedure followed during this data was to, record data by means of note taking. Responses from the interviews were transcribed verbatim. The entire transcribed text and field notes were read at first to obtain an overall impression of the content and context. The coding process for the field notes were done following a description by Neuman (2011) namely: open coding and

selective coding. Open coding involved the identification and meaning from the field notes in relation to the research topic. The focus of open coding was on wording, phrasing, context, consistency, frequency, extensiveness and specificity of comments. The meanings from the field notes were clearly marked (highlighted) and labelled in a descriptive manner. Categories and patterns were identified during this step and organised in terms of context and coherence based on the objectives of the study. Selective coding as final coding procedure involved the selective scanning of all the codes that were identified for comparison. The codes were eventually evaluated for relevance to the research objectives and questions.

#### **4.11.CONCLUSION**

This chapter covered the research methodology and methods used for this study. A mixed method approach was adopted. These descriptions included information about aims and objectives of the study. Data collection and data analysis procedures for this study were discussed. The ethical considerations for this study were also outlined in this chapter.

The primary focus of this chapter was to provide descriptions for the research process, methods and its applicability to the research at hand.

## **CHAPTER 5**

### **ANALYSIS AND DATA INTEPRETATION**

#### **5.1 INTRODUCTION**

Data analysis was considered to be an important step and the heart of this research work. The intention of data analysis was to obtain usable and useful information (Jennings, 2010). The purpose of interpreting data was to reduce it to an intelligible and interpretable form, so that the research problem could be studied, tested, and conclusions drawn. When the researcher interpreted the research results, the results were studied for meaning and implications. According to Magi (2010), there are two options in which interpretation of results can be achieved in research. The first option is the analysis and interpretation combined in a single chapter, the meanings of respondents' data are given and inferences made. The second option relates to the data that is done separately from the interpretation. The researcher interprets data, makes inferences and then relates the findings to the theory earlier explored as well as other relevant research study findings. For the purposes of this study the first option was used.

Researchers like Bailey (1982) and Magi (2010) agree that the analysis of data does not provide all the answers to research questions, but outlines the achievement of objectives and gives answers to research questions. This chapter focused on the analysis and interpretation of data that was collected from the two provinces KwaZulu-Natal and Mpumalanga during the visit to different heritage resources. Most of the analysis was interpreted in graphs and diagrams. For the purpose of this research study, data was analysed in order to obtain answers to research questions. Data was presented, analysed and interpreted while drawing inferences based on related theory. Respondent's demographic characteristics were individually analysed and represented in bar graphs and pie charts. It was important, to state that responses to open ended questions were not presented graphically; instead discussions were given to emphasise on the responses from respondents. In order to give more direction and clarity to this chapter, the objectives, and research questions are restated below.

## **5.2 RESTATEMENT OF THE OBJECTIVES AND RESEARCH QUESTIONS**

The analysis and interpretation of data enabled the researcher to determine the extent to which the set objectives were achieved. The objectives of the study were a guide to assess the management strategies implemented at heritage resources in the tourism destinations. These objectives assisted in achieving the direct purpose of the study. These objectives were:

- Objective 1. To identify the heritage resources management strategies used in the study areas.**

The intention of this objective was to identify heritage resources management strategies that are used in these study areas. Theory had indicated that management strategies for resources are available and some of these management strategies were identified during data collection.

- Objective 2. To examine the heritage resource management policy that supports decision making at the study areas.**

Basic heritage policies from (NHRA, 1999) were adopted by these heritage resources. Each province had its own system of management and for each resource there was a different strategy implemented. These management strategies focused on the needs of the community and also accommodated the type of tourists who frequently visited the area.

- Objective 3. To establish the relationships between heritage resource management and cultural heritage tourism.**

Respondents had conflicting ideas when it came to this objective, some indicated that heritage resources were more of culture based and ethical in communities however tourism is entrepreneur related. Respondents indicated that tourism is income generating and thus should be treated separately from the management of heritage resources.

- Objective 4. To describe the stakeholders participate level with heritage resources managing at the study areas.**

Respondents were able to describe different stakeholders from various organisations and institutions which were responsible for different heritage resources management. Views of the respondents differed, however opinions were received on how these heritage resources can be managed effectively and sustainably.

- **Objective 5. To assess the stakeholders' involvement in cultural heritage activities of these heritage destinations.**

Some of the respondents were active participants like the key authorities.

The research question and sub questions are restated as in chapter one:

**Main research question:**

- (a) What strategies are used to manage heritage resources at tourism destinations?

**Sub questions were:**

- (a) Which heritage resources are found at these tourism destinations?

- (b) Are there specific strategies to support decision making in managing these heritage resources?

- (c) Are stakeholders involved in the management of heritage resources at these tourism destinations?

- (d) Is there a relationship between heritage resources management and cultural heritage tourism?

### **5.3. ANALYSIS OF RESEARCH DATA**

Roles and perceptions of key respondents were enquired through focused interviews, their responding to interview questions was effective. To make this data analysis meaningful, various statistical and graphical techniques were used. Demographic details of respondents assisted in giving direction to the type of responses that were obtained. In this section the demographic details of all the different categories of respondents were presented, analysed and interpreted.

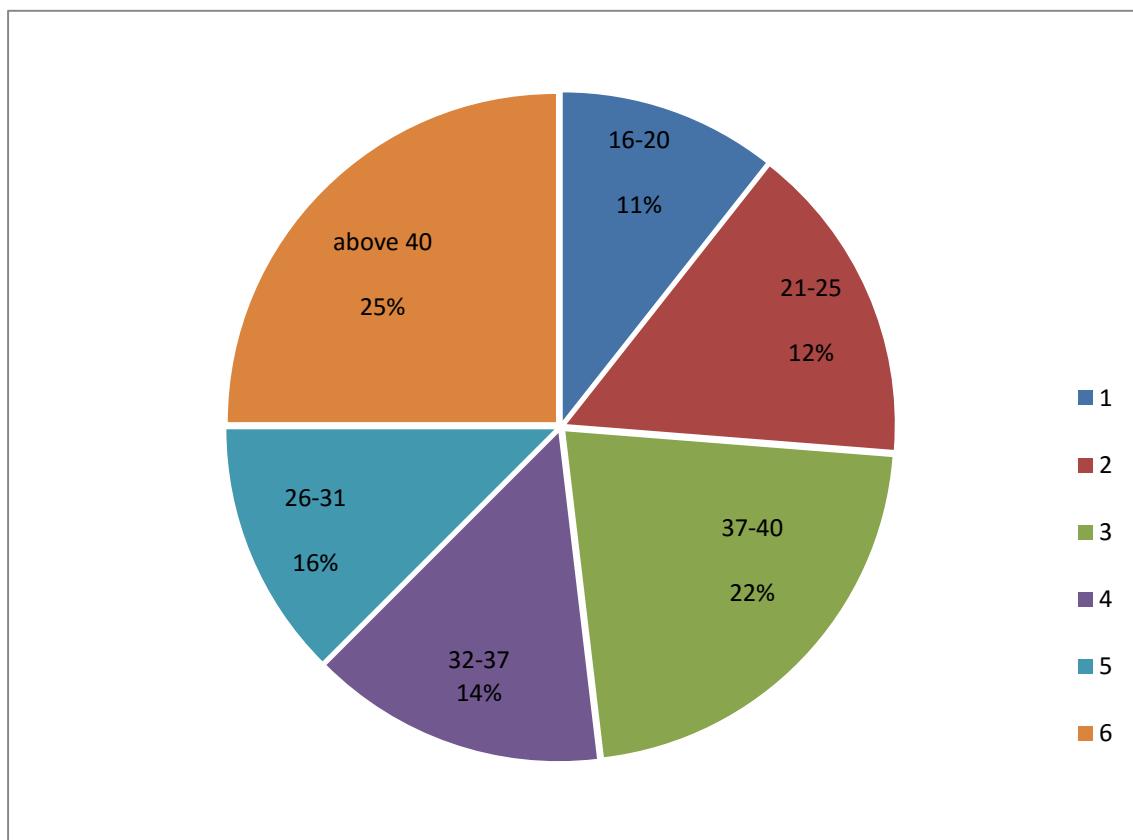
#### **5.3.1 Analysis and interpretation of demographics details**

The respondents were asked to give their demographic information which included age, race, and education level. The purpose for asking for this information was to assess the participation of different age groups in the managing of heritage resources.

##### **5.3.3.1 Age distribution of respondents**

The age distribution of respondents in the Mpumalanga province was as follows:

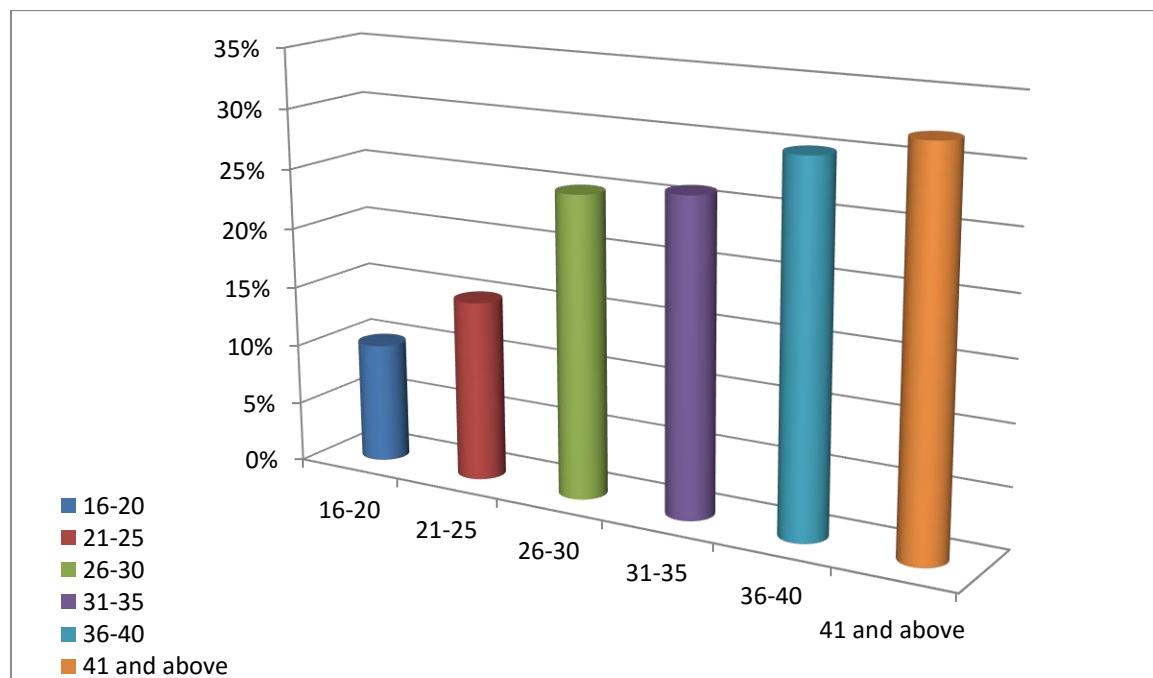
**Figure 5.1 Age of the respondents in Mpumalanga Province**



This age distribution only refers to respondents who participated in the research and has nothing to do with the questions. The distribution of respondents indicate that the younger age groups, range from 16-20 (11%) The majority of the respondents (25%) were above 40 years. The reason for this larger percentage was because, the older group, the managers, community leaders (key authorities), and tour operators were involved in the management of heritage resources as employees and can clearly distinguish heritage resources from tourism items, though a link between the two was always mentioned.

Respondents were mainly the managers on the sites, the key authorities from the Mpumalanga Department of Culture, managers and co-assistants at Pilgrims rest, the managers of heritage sites, Alanglade house Museum, the manager at Shagane Cultural village and tour operators, locals residing in the village (the Chiefs Kraal), as cultural dancers and lastly some tourists identified at these heritage sites. The demographics displayed by the respondents in Mpumalanga province suggest that it is the older generation that is more involved with the management of heritage resources. It is mainly evident in the demographics distribution that the older group is involved in the management of heritage resource.

**Figure 5.2. Age of the respondents in KwaZulu-Natal province**



The respondents in the KwaZulu-Natal province followed the same pattern as those of the Mpumalanga province where majority of the respondents were a 31% response rate. The 36-40 age categories at 28% and were then followed by the young adults between the age of 26-30 which were mainly managers and assistant managers and even care takers on sites who had a response rate of (25%). The youth being the cultural dancers found and spoken to on these sites, showed little interest in involving themselves in any of the management activities. Only a 5 to 15 percent of the young ones referring to cultural dancers mainly responded to the questionnaires. This is evidence that they do not involve themselves in management activities and thus show little interest.

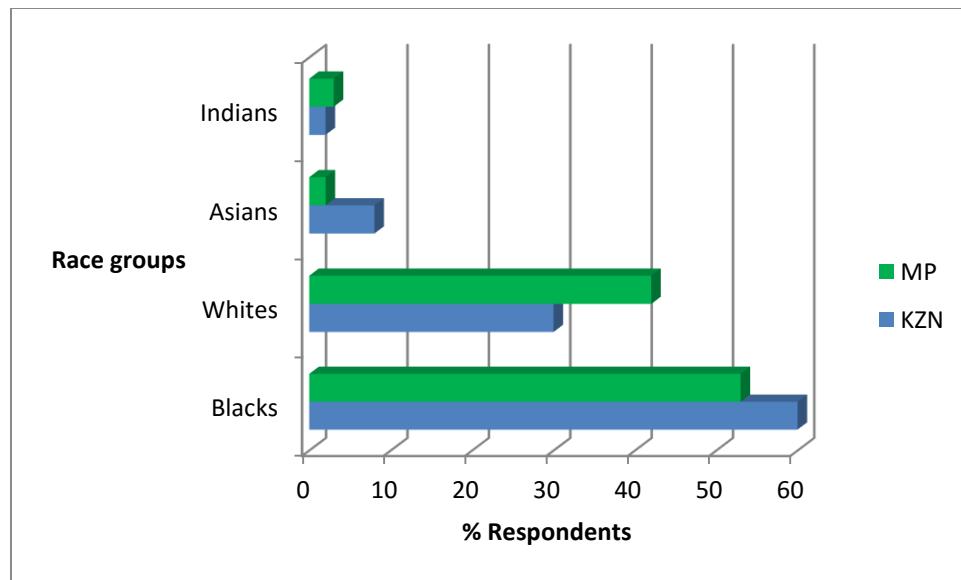
At the EMakhosini Ophathe Heritage Park, which is divided into seven different sites, managers of sites were also above 40 years old, the co-assistants ranged between 36 and 40 years of age. Authorities of the AMAFA and officials from the Department of Arts and Culture, referring to the CEO and COO were the key respondents who mainly showed interest in this study and indeed some of this age group was used for the pilot study.

### **5.3.3.2 Distribution of respondents by race**

The respondents were requested to answer a question based on race. The purpose for asking that question was to evaluate and assess the race which was showing greater interest in the management and sustaining these heritage resources for the future generations. According to the local community on site which is mainly black, their concern was the key history being omitted and left out. They were not consulted for decision making. The researcher encountered a challenge during the collection of data some of the respondents, especially blacks, a 20% refused to complete questionnaires for various reasons which were cited and some not cited. Notes were taken during interviews. Respondents indicated that, “they did not like completing forms (questionnaires),” while others had no time to engage in that exercise of filling in questionnaires. These sentiments are evident in the high level of ‘not sure’ and ‘strongly disagree’ responses. Some respondents could not complete the questionnaire because of the language barrier, in particular for the tourists identified at the heritage sites. Mpumalanga province was the worst, with regards to negativity and antagonism towards the survey.

The researcher was mostly welcomed by the white group who were managers and foreigners who showed interest in the study topic. Respondents of the white group for both provinces who accounted for 30%, of the responses contributed positively, as well as six Indians, making up 2% of the respondents and 8% of Asians, classified as Key authorities, community, and tourists. The rest of the respondents of blacks, including foreign Africans residing in the study areas making up 60%, were those who were willing welcoming and co-operated positively to the study questions. The graph below is a summary of the race distribution of this study.

**Figure 5.3 Race distributions of the respondents in KwaZulu Natal (KZN) and Mpumalanga (MP) provinces.**



For data analysis purpose, a content analysis involved opinions on the checklist of topics. Interviewed local community members, the leaders who were village heads, expressed active participation in their roles and perceived that more improvement needs to be considered. Locals being blacks are responsible for protecting their own environment. “Tourists should be informed correctly by us who are residents of the area, we know the detailed history of this village”. Adequate information and communication can help tour operators and tourists to become cautious towards the history of the area.

They (local heads) also expressed their willingness to be involved in management initiatives that will focus on the history of the study area for correct interpretation.

### **5.3.3.3 Distribution of respondents by level of education**

During the interview with local authorities and managers of the heritage sites, it was evident that most of the community respondents in these provinces lacked secondary and tertiary education. The reason for this lack of education is historically based. Five percent (5%) had no chance to go to school because schools were miles away or parents could not afford to pay for their education. The local community people (70%) voiced out that they mainly worked for the gold miners after they were removed from the area to make a living in Mpumalanga and education was not a necessity. The Pilgrims Rest managers during a focused interview pointed out that, the education situation is gradually changing. “A primary school within the museum camp has been built as a strategy of assisting the community within the village”. This has created job opportunities for locals who have a tertiary qualification or in possession of at least a matriculation. This government has assisted the community again because they don’t have to pay school fees, it is government funded. According to the managers on site, they indicated that “by 2020 there will be a gradual change in terms of education levels in the Pilgrims Rest community.”

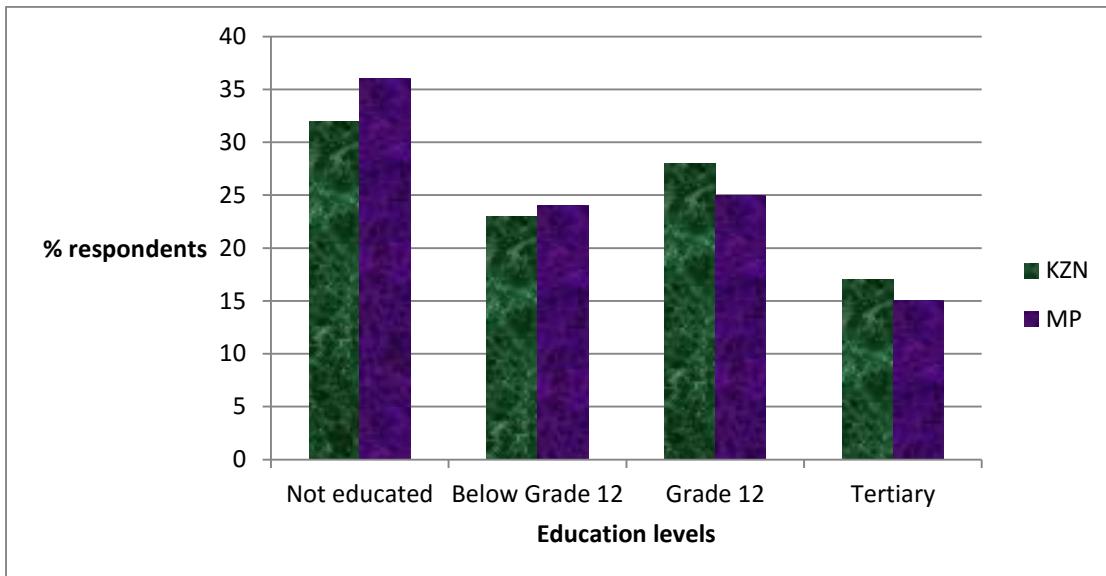
Similar statistics were evident in KwaZulu-Natal, with a high rate of below grade education. According to the opinion of the site managers who are foreign (03%), “this was caused by maturity”, whereby in the community young ones would be expected to find a job at a matured age after primary and a limited number of the community youth will reach secondary or grade 12 education.

However according to local authorities (10%) opinions, the rate of tertiary education is increasing slightly, which meant that, soon after grade 12 an acceptable number reaches tertiary education currently. According to local authorities this was an element of alleviating poverty and building a strong partnership with tourism entrepreneurs in the destination and for improving human resources. This was recorded in note books during the interviews. The interview was guided by the checklist of topics.

According to this study, these education levels are conclusive to the idea that most of the local respondents employed in the heritage resources are elders who are not educated, however have

acquired skills to work in these heritage sites and are more knowledgeable and defensive of their history.

**Figure 5.4 The education levels of respondents in MP and KZN.**



#### **5.3.3.4 Distribution of respondents by the employment rate**

Stakeholders were then requested to provide their places of employment. The reason for this question was to evaluate the number of respondents who were employed in heritage resources or sites or find those directly involved in management. The table 5.1 below provides the employment rate of respondents both in the Mpumalanga and KwaZulu-Natal.

The question required that they indicate where they are employed. The reason for such a question was to identify respondents that were employed in the management of heritage resources.

**Table 5.1 Respondents employment rate**

<b>Employment</b>	<b>Mpumalanga Province % rate</b>	<b>KwaZulu-Natal Province % rate</b>	<b>Description of working areas</b>
Government Departments	30%	40%	Schools, Museums, Municipalities etc.
Private Sector	20%	25%	Business Sectors, Mines, the cultural village
Self Employed	10%	15%	Own business
Unemployed	40%	20%	No jobs

Most respondents were employed by the government, in the Department of Arts and Culture for both provinces with a 40% rate for KZN and a 30% for MP. Amongst those, some were deployed to Museums and other heritage sites as is the case with the Barberton Museum (MP), the Pilgrims Rest Museum (MP) and the Alanglade House Museum (MP). KwaZulu-Natal has a larger number of employments; this is caused by the fact that it has a bigger population than Mpumalanga Province.

The researcher observed that KZN is performing better than MP in terms of management. The heritage sites in KZN are funded by the AMAFA which is under the Premier's coffers and also supported by the (DEACT) Department of Environmental Affairs Culture and tourism while the heritage sites of MP are under the department of Arts and Culture, hence funding is limited to get some of the management strategies in place. Most of the respondents from the local communities are totally unemployed and have little interest in the heritage sites within their communities. According to local heads, “the self-employed have resorted to having communal places where they sell arts and crafts” and entrepreneurs have restaurants in the museums as found at the UMgungundlovu Multimedia Centre (KZN) and at the Pilgrims Reset village (MP). This is a management strategy which alleviates poverty in communities. A limited number of respondents from the community are employed at heritage site/resources. The reason for this limit is based on their education level as discussed previously, however, those employed have been equipped with

various skills of working in these sites. Their skills included cleaning, interpreting, safety and security, which is contributing to the management and sustaining of these heritage site.

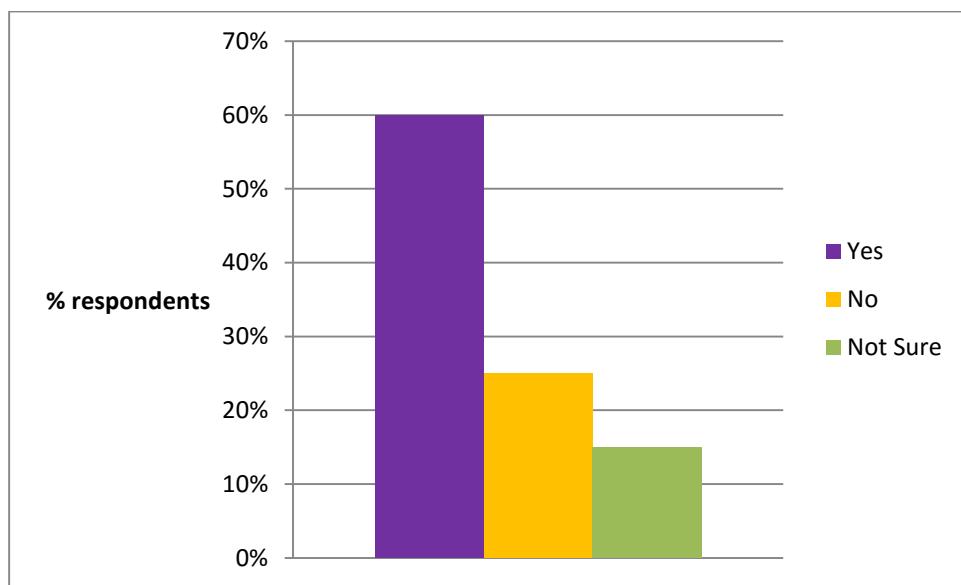
## 5.4 HERITAGE RESOURCES MANAGEMENT

The first objective was identifying heritage resources management strategies used in the study area. It was therefore important for the researcher to question which resources were found in these tourism destinations.

### 5.4.1 Availability of heritage resources

Respondents were asked if they were aware of any heritage resources that were available in their area. The reason for this question was to assess whether respondents understood what heritage resources are. The response rate of the respondents in KwaZulu Natal is illustrated below in Figures 5.5. and 5.6 are demonstrating the understanding and knowledge of heritage resources that are found in these tourism destinations.

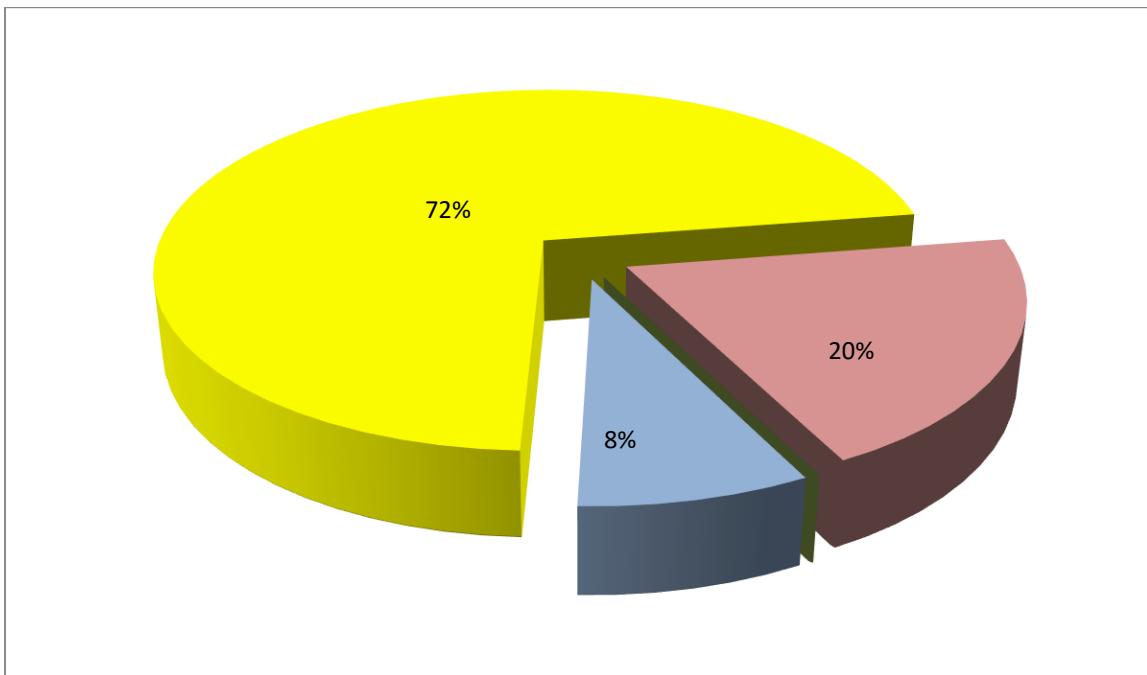
**Figure 5.5. Available heritage resources in KZN**



The graph shown revealed that respondents in KZN knew heritage resources and were knowledgeable about what heritage resources are. The respondents were also able to mention those resources that they knew. Interestingly, they also knew the value of conserving heritage resources.

Respondents in Mpumalanga were asked the same question, i.e. if they knew available heritage resources. The response rate as illustrated in Figure 5.6 below was positive again, although to a lesser extent than in KZN.

**Figure 5.6 Available heritage resources in MP**



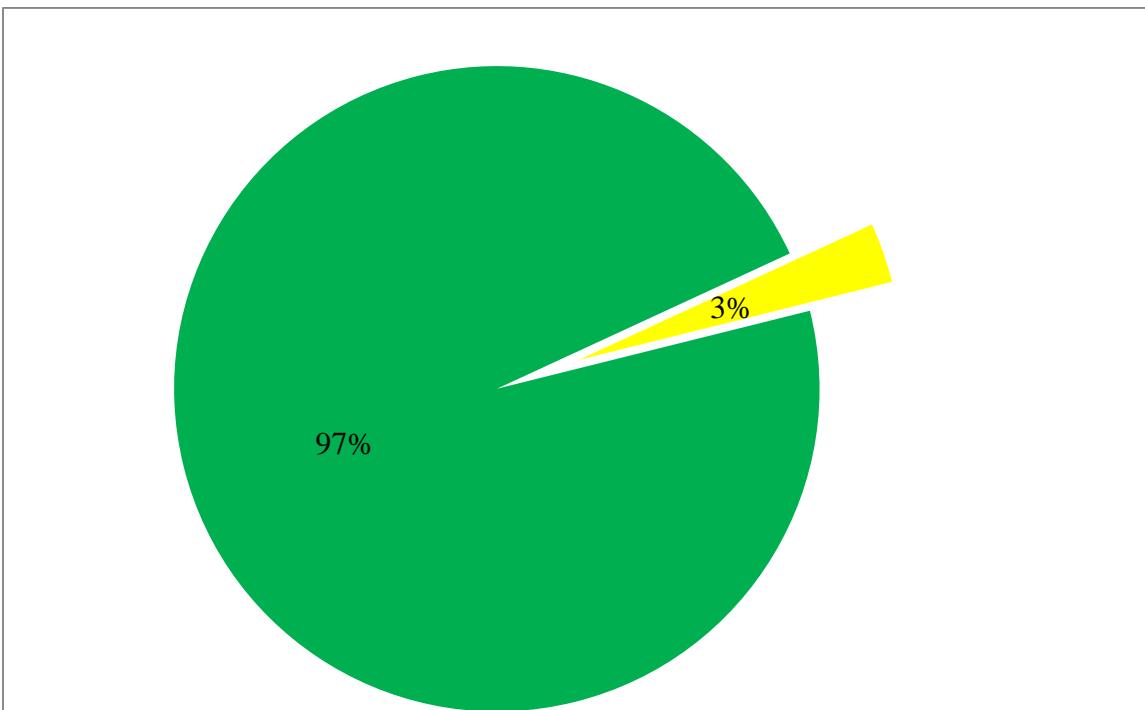
72% was mainly from key authorities, community and including tour operators. The response rate implied that, the respondents were aware of heritage resources. Respondents knew the value and importance of these sites in the area; they know the history and background of these sites. This was an indication that they lived in communities where by they know the origin and its existence. This 72% was the respondents who understood the history of the place and who are basically employed at some of these resources as security guards, cleaners, and are people of the community by birth, however, the information that they give is verbal, this stimulates from their level of education, most of them are not educated as stated in previous graphs, however will be carried away by the researcher's interaction and will verbally explain most of the historic details. The 20% was mainly the cultural dancers as community members and the 8% were the tourists because a limited number of them were given questionnaires. This shows a correlation between the awareness level of the people of the community with their education level and background.

## **5.4.2 ANALYSIS OF HERITAGE RESOURCE MANAGEMENT POLICIES**

In order to address the objective of this study which was based on the management policies as expressed in chapter one. The managers understood what heritage management policy means. This question was targeted to the managers and key authorities of the identified heritage sites. In both provinces KwaZulu-Natal and Mpumalanga (100%) of the targeted respondents mainly indicated that they were aware what heritage management policy meant and when asked if they had any heritage management policies that they were currently using, respondents indicated with a “yes” that they had such policies deriving from national policies. The named management policies and legal frameworks have thus been sufficient to safeguarding of the monuments that were identified in these two provinces.

Policy documents such as the ICOMOS, UNESCO, NHRA and SAHRA are expressing the functions and management of heritage resources. The said policies entail respective chapters which talk about how guests could learn about the Heritage programs in general. Authorities and officials, that were interviewed would indicate and some would go to the extent of showing these documents as referral guide to the management policies that they were using as implementing strategies. When local authorities and managers on site were questioned if they had in-house OR ‘specific’ policies of managing these heritage sites. A (97%) of the respondents had these mentioned national policies as back up and only (3%) were not sure and did not actually know or want to reveal such information. This was one of the challenges that the researcher had to encounter, the unnecessary difficulty from the respondents.

**Figure 5.7 Responses with regard to the availability of management policies**

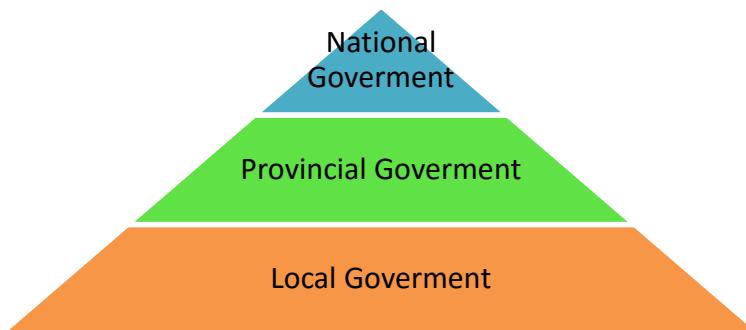


The respondents mentioned these policies as general principles of managing heritage resources adopted from the National Heritage Resources Act No 25 of 1999 (Sections 5, 36 and 47). These policies mainly highlight that “heritage resources have lasting value in their own right and provide evidence of the origins of the South African society and as they are valuable, finite, non-renewable and irreplaceable they must be carefully managed to ensure survival”.

Majority of the respondents (key authorities and managers) as targeted by the researcher, agreed to the fact that, heritage resources form an important part of the history and beliefs of the communities therefore agreed that, these heritage resources (as identified) must be managed in a way that acknowledges the right of the affected communities. The majority respondents who are key authorities and managers of heritage resources further agreed that, indigenous knowledge, skills and standards for managing these heritage resources, must be included in on-going community decisions and actions that may have a significant impact on their heritage values.

The respondents were questioned who should be responsible for planning of these management policies and strategies, the respondents in both provinces MP and KZN were quick and clear to mention that the policies in South Africa are categorized according to the Governments System.

**Figure 5.8 The Governments System**



The heritage policies at national government level provide a guiding framework in order for heritage resources to be excellently managed. The national government sets the standards and scope for the way heritage should be managed in order to best protect heritage values for generations ahead. The sites visited in Mpumalanga province and KwaZulu-Natal province were in possession of such policies, however it became a hassle to implement at a local level.

Majority of the respondents, key authorities and managers (as targeted by researcher) mentioned, amongst some of the policies used at heritage resources, the SAHRA, the policy and guideline principles for management. The SAHRA policy was primarily informed by the National Heritage Resources Act of 1999. According to the SAHRA policy and guideline, heritage management is protection, conservation, research, recording, documentation, dissemination, revitalization and promotion of heritage resources based on the best practices and world standards of management, yet relevant to the local context of South Africa ([www.SAHRA.org.za](http://www.SAHRA.org.za)). The key elements amongst some of this policy are to:

- Promote awareness on the importance of education and recording of living heritage.
- To provide a framework for the implementation and strategic plan for safeguarding living heritage.
- To foster sustainable management.
- Heritage resources form an important part of the history and beliefs of communities and must be managed in a way that acknowledges the right of affected communities to be consulted and to participate in their management.

Furthermore, a (97%) key authorities and managers in the Mpumalanga province, indicated during the interview the National Liberation Heritage Route (NLHR) as a policy, which

highlighted most significant events, like the regeneration of the liberation stories through the process of interpretation and re-signification. This liberation was inspired by Resolution 33c/29 of the 33<sup>rd</sup> UNESCO. The respondents further explained that it was during a General Conference held in 2014 that “Roads to Independence: African Liberation Heritage.” was adopted as a policy or strategy of management. The sites that were identified and reflected significant by the respondents were the Gert Sibande Memorial, Samora Machel Memorial and Pixley Ka Isaka Seme.

In KwaZulu-Natal the majority respondents (key authorities and managers) mentioned that there was a management and guideline policy for heritage sites in the EOHP. The EOHP is jointly managed by AMAFA and EKZNW. According to the Ondini Museum site manager, this policy had three major components which were, Biodiversity, Heritage and Tourism. AMAFA was responsible for the heritage management component. The respondent, who is the manager of the museum, mainly indicated that these sites were protected from interferences by the owners in terms of the general protections of the Heritage Act of 1999.

The researcher eventually discovered that policies to manage heritage resources were available at national level, provincial level and local level. However there were still challenges at local level of having these policies aligned to the community's needs. One of the reasons according to a certain interviewee was lack of funding to get some projects operational since allocation from the department was restrictive and minimal to get all plans in action. That according to him caused delays.

## **5.5. HERITAGE RESOURCE MANAGEMENT STRATEGIES IN RELATION TO CULTURAL TOURISM IN MPUMALANGA AND KWAZULU-NATAL**

One of the objectives of the study aimed at establishing the relationship between heritage resources and cultural tourism

During the interview, the researcher realised the sensitivity of managing heritage resources. Given the idea that heritage resources are irreplaceable, the researcher realised that there is an overriding need to strike a balance between satisfying the visitor's interest and enjoyment, spurring cultural tourism and enhancing heritage values. According to 3% of the respondents

(Managers and local heads) there was a need to managing heritage resources as tourism attractions and this involved a number of different perspectives which were identified as follows:

- Community tourism planning,
- Heritage and cultural product development
- Preservation and technology
- Site/attraction management
- Introducing of indigenous knowledge
- Community involvement
- Understanding of partnership approaches.

These perspectives were commonly mentioned during the interviews with the ideology that, tourism attractions are in community areas where the heritage and culture is valued. Therefore according to the (3%) respondents, who are managers and local heads in Barberton, involvement and consultation done in a form of continuous workshops, make them aware of what is expected of them and incorporating the ideas with the community heads (authorities) was vital.

Three percent of the respondents indicated that, there was a challenge which complicated the need to preserve the character of the community and its cultural resources. During the interviews with the Barberton museum managers, assistant managers, and local heads some of the management strategies of heritage resources that were identified were mainly taken from identified policy documents that have been prior mentioned and mainly adopted from the national policy and used at local levels

- **Better planning and management.** Heritage management strategies and plans should be linked with a broader set of initiatives and community or economic development plans.
- **Coordination.** There needed to be more coordination at both policy and action levels among the various agencies and different levels of government involved in tourism development, especially environmental and sustainable policies.
- **Cooperation.** Cooperation among local sites, businesses, and tourism operators was essential. Models of heritage tourism partnerships should be explored in planning, management, marketing, and funding. Local financial institutions could work with local entrepreneurs to provide start-up funds to businesses.

- **Impact assessment and monitoring.** There was a definite need for impact assessment of heritage resources management. The capacity of sites should be considered, including physical, natural, social, and cultural limits. The scale and pace of heritage tourism development should be compatible with locals. Sustainable tourism included monitoring and evaluation of plans and operations. The heritage resource management strategies should indicate a full range of practical indicators and monitoring techniques, as well as producing comparable data sets to be used in heritage resources development and planning exercises.
- **Establishment of guidelines for tourism operation.** Codes of practice should be established for tourism at all levels - national, provincial, and municipal. Indicators should be developed for measuring the impact and success of local tourism ventures. Protection and monitoring strategies were essential if rural communities were to protect the very heritage resources that formed the basis of their tourism product.
- **Education and training.** More comprehensive education and training programs at the local, regional, and national levels. Links with academic institutions could help provide a range of educational services to communities. These programs could be held at local community colleges or through distance education, self-paced computer based learning packages, or publications and manuals oriented to community participants.
- **Introducing of indigenous knowledge.** This is education that is kept in memories and has the basics values of the community. It was recommended as such that indigenous knowledge should be the primary source of information. It can prevent heritage from being lost and prevent unfair exploitation.
- **Marketing and promotion.** More effective heritage resources as tourism products were necessary and should be well marketed and promoted.

This relationship with heritage resources management and cultural tourism was evident when MP respondents in particular the Barberton manager and assistant managers (3%) indicated some of the management strategies; they indicated that, “there were on-going projects that promoted awareness of some of the heritage sites, projects that increased their knowledge and understanding of these heritage resources”. These projects encouraged community involvement in Mpumalanga province within the Barberton town which is a heritage town. Projects like the “Sinqobile Vegetable, this was a community farming project that supplied fresh produce to

supermarkets, households and community groups”. There was also the “Umjindi Welding Co-op Kuhle Kwethu Sewing Co-op, this project supplied high quality SABS-approved, workwear clothing to Barberton Mines”. According to the interviewed manager (3%) at the Barberton museum, “The Umjindi project trained post-schools trainees, taught them the basic principles and skills of jewellery making which was then therefore displayed at the museum houses”.

According to the museum managers of the Barberton mines, “this aimed to improve the lives of individuals by providing opportunities to expand economic growth and self-sustainability”. The interviewed managers at Pilgrims Rest museums stated that “National and international events still took place at the Pilgrims Rest village known as the ‘Gold panning’”.

The researcher observed that, at the Shangane cultural village an auditorium for concerts has been built which draws the attention of locals and tourists”. These were management strategies done to promote cultural tourism in the areas, while the heritage value and culture of the community was well managed.

It was evidence again for the researcher with what was observed in KwaZulu-Natal, there is a multifunctional area that can be used for events; an area where school can be educated; an area where the tourists can have a view of the village, an information point where people can get touristic and practical information; and an area where guests can find additional information through media. This area is the UMgungundlovu Multimedia Centre in the eMakhosini Ophathe Heritage Park.

According to the (14%) of AMAFA managers during an interview, indicated that “The heritage sites in the EMOP required various degrees of maintenance” The respondents 14% (managers) at the UMgungundlovu indicated that “The site is archaeological hence it requires special care so that archaeological features are not easily damaged”. The site also has the King’s kraal (Dingane kraal), public access to the kraals huts except for a few huts where entrance was prohibited”. All the sites under the AMAFA supervision were kept in excellent conditions all the time in terms of maintenance, this was done through Mowing, litter removal, weeding within paved areas, removal of alien vegetation and weeds etc.

Fourteen percent of the respondents of AMAFA, mentioned some of the challenges which were encountered at provincial and local level, these were some of the challenges encountered which made it ineligible to work and implement some of the heritage management strategies:

- Replacement of repairable historic building materials features or character-defining elements they hardly got replacements.
- New construction or total reconstruction of a historic place except where the reconstruction was an accurate restoration of a significant missing character-defining element. Even when there was a dire need, the process always delayed because of functional lines to be followed according to government departments.
- Poor, weak, inaccurate or inappropriate imitation of character-defining elements
- On-going operation or irregular routine maintenance
- Energy retrofitting or upgrading.
- Purchase of tools, equipment or machinery was a challenge
- Administration costs
- Purchasing of historic places or moving from historic location.

The managers of AMAFA heritage sites mentioned that “While challenges were there however policies and guidelines were the bases of heritage management for proper long-term conservation and curation of all related records and collection, any transferring of heritage was violation of the policies

## **5.6 RESPONDENTS IN HERITAGE RESOURCE MANAGEMENT**

Respondents were questioned whether they actively participate in the management of heritage resources. 72% of the respondents were very objective, the responded that various organisations and institutions are responsible for the management of heritage resources.

The question was directed to local heads and communities of heritage sites. Table 5.3 shows the responses to one of the objectives posed. With the question whether management strategies of heritage resources should support cultural tourism activities at destinations, the respondents suggested that it goes both ways, and both ways had to support each other and have to come to

some kind of understanding how both the heritage sector and cultural sector work at tourism destinations.

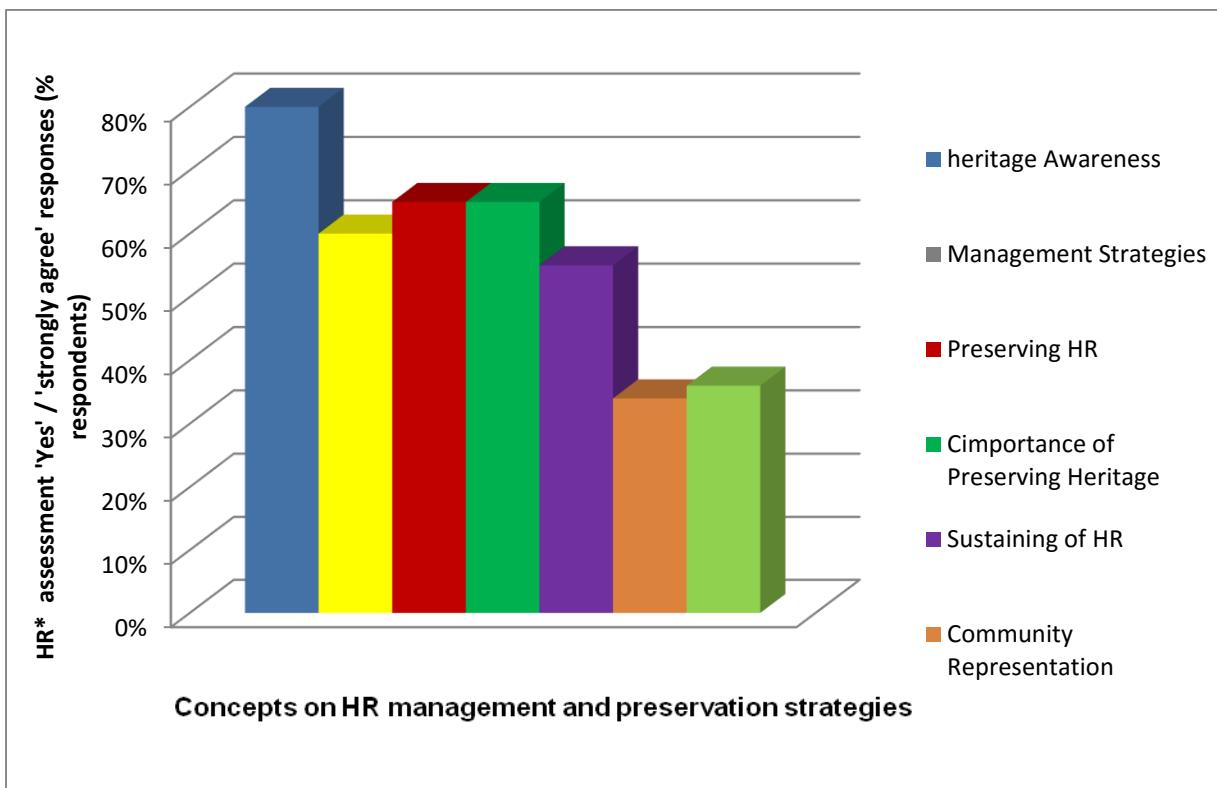
**Table 5.2 Is it ideal to support heritage and cultural activities?**

<b>Respondents</b>	<b>Indicators</b>	<b>Mpumalanga province</b>	<b>KZN province</b>
		<b>%</b>	<b>%</b>
Community	Yes	<b>70</b>	<b>73</b>
	No	<b>20</b>	<b>27</b>
	Not Sure	<b>10</b>	<b>00</b>
Managers	Yes	<b>100</b>	<b>100</b>
	No	<b>00</b>	<b>00</b>
	Not Sure	<b>00</b>	<b>00</b>

In relation to the question of how to use heritage resource without destroying or damaging the sites, this question was asked in an interview targeted at managers, (14%) respondent during an interview indicated that “MoU’s were necessary in this regard because heritage resources attract tourism, yet tourism can be a destroying factor to heritage resources at destinations”.

Fourteen percent (14%) of respondents who were managers of museums in KwaZulu-Natal felt that, tourism exploits heritage sites; however, tourism should be an active contributor to the conservation of heritage places. The above asked questions were in a Likert scale measurement, below is a graph (Figure 5.8) indicating the “Yes” responses to the awareness, management and preserving questions.

**Figure 5.9 Heritage resource management and preservation strategies**



\* HR - Heritage Resources

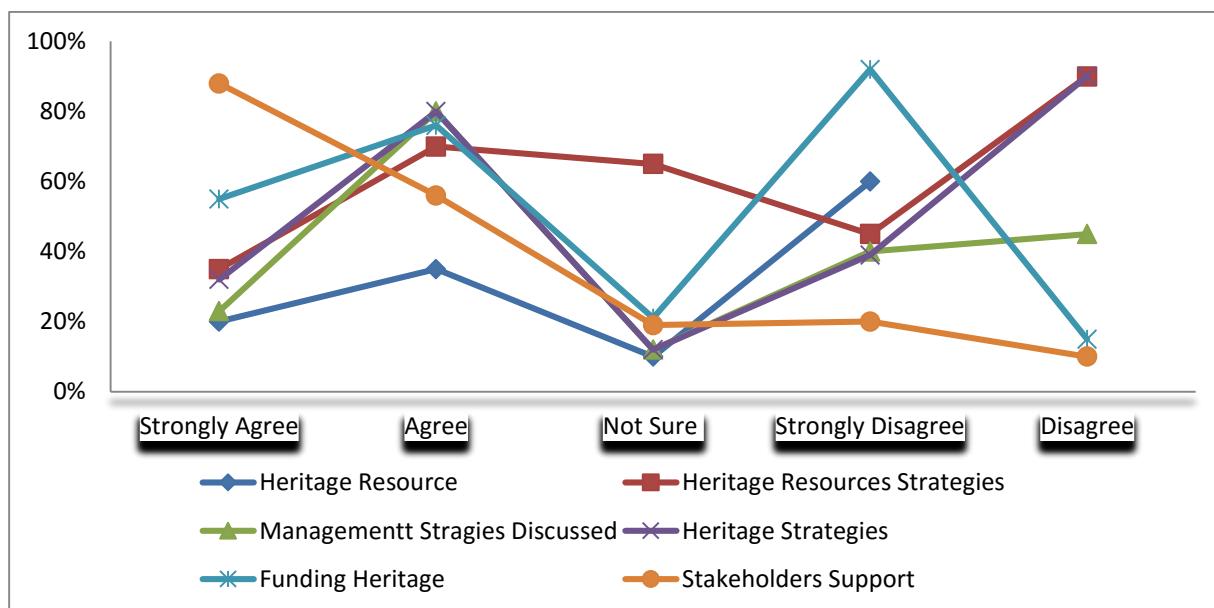
The graph indicated ideas of respondents as they agreed to the concept of managing of heritage sites and the awareness of heritage resources. With the implementation of management strategies and to the sustaining of heritage resources, 80% respondents agreed that management strategies should be implemented at destinations, while 55% agreed to the opinion that heritage resources should be sustained, 66% of the respondents agree that heritage resources should be preserved. Responses that were mainly from managers and officials were that heritage sites cannot be managed only within the confines of legal boundaries but heritage resources management needed to engage with issues such as protecting destinations.

With regards to the linking of heritage resources with tourism, a limited number of respondents said “yes or agreed” that those should be combined; According to the AMAFA manager, “tourism could not be managed in isolation” as she indicated. Respondents suggested that, tourism management needed to shift from self-contained heritage management to the sustainable use of heritage resources.

Eighty percent of the respondents even suggested that heritage site management needed to take an interest in the development of visitor expectation and in the quality of experience as visitors moved through the local destinations onto the heritage resources.

It was indeed essential for the heritage site management to focus on and respond to issues and opportunities outside the boundaries of heritage sites, to cooperate with local and regional government in the formulation of local or on-site policies and programmes. Respondents agreed that good planning and management was critical to ensure protection and sustainability. In the graph below (Figure 5.10) further questions relating to the assessment strategies of heritage resources were presented once more and analysed using the Likert scale measurement.

**Figure 5.10 Heritage resources assessment strategies**



When respondents were questioned about the role of stakeholders in managing heritage resources 80% respondents knew about the role of the stakeholders, these responses mainly came from heritage managers and government officials in different departments including the Department of Arts and Culture both in Mpumalanga and KwaZulu-Natal and AMAFA in KwaZulu-Natal, which came from the KZN Office of the Premier. Approximately sixty percent of the responses were in strong disagreement. This is reflected in Table 5.4 below. The reason for this high rate was displayed by respondents who were not aware of stakeholders, (i.e. the 16% average of the

demographic age), who showed no interest. Only 40% of the respondents were aware of heritage resource strategies, these responses were from the communities employed at the heritage sites, and care-takers at heritage sites like Pilgrims rest (Mpumalanga), the Barberton museum (Mpumalanga), the Shaagaan Cultural village (Mpumalanga) and KwaZulu-Natal at the eMakhosini Ophathe heritage Park.

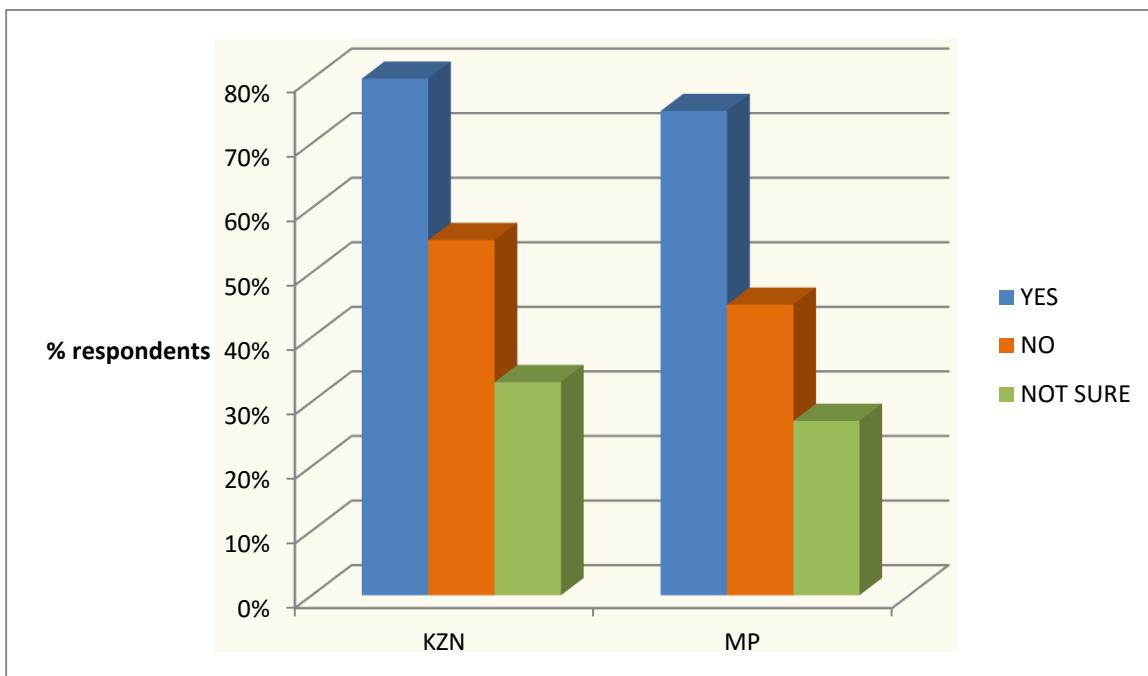
Majority of the respondents (80%) in both provinces showed a positive attitude to heritage resources as an aspect of cultural tourism, with most responses being based on their observation of seeing tourists coming to visit the heritage sites. Managers and officials of sites also agreed to that; however there was reservation with regards to heritage resources as part of tourism from some of the managers. The government provided funds as part of the budget; however those funds were not accessed immediately and did not meet up with immediate planning of sustaining heritage resources as indicated in previous discussion of challenges encountered.

## **5.7 THE BENEFITS OF MANAGING AND SUSTAINING HERITAGE RESOURCES**

In an attempt to address one of the objectives of the study as indicated in chapter one, respondents indicated that, heritage value has to be identified, protected and conserved before it had any tourism potential. Heritage management was a primary duty to be balanced with visitor expectations at destinations. Whilst the roles of interpretation and visitor management may vary depending on the type of heritage site strategic management, public or private partnership was seen as essential to heritage funding.

This question was asked as a follow question how then do the communities benefit from heritage resources at tourism destinations? When questioned if it did benefit to manage heritage resources, Figure 5.11 below gives a visual representation of the responses

**Figure 5.11 The benefit of heritage resources management.**



KwaZulu-Natal respondents were sure that heritage resources need to be managed, reason for this enormous 80% ‘yes’ response rate is that, the EOHP was governed by the Ezemvelo as mentioned during the policy discussion, the area was protected, that brought benefits to the community because the area was fenced, their life stock protected etc. Community members were employed during development projects like during the re-building of huts, décor and maintenance of these buildings as it had happened at the UMgungundlovu Multimedia Centre. More over the facility was accommodating events within the community like hosting weddings to take place if booked in advance and going to comply with the rules of managing the facility. At the border caves, because of the distance to the area, closer to the borders of Swaziland and Mozambique, the AMAFA are currently proposing to have accommodation facilities within the community next to the caves site, so as to keep tourists overnight without risking travelling for long. That, according to the 20% of respondents meant, increasing activities to be done at the site. The ‘No’ responses were basically from traditional authorities who indicated bitterness of not being engaged in decision making for the development of these traditional and historical sites. “We are not informed of what is going on, we just see things happening in this area”

According to 80% of the respondents the introduction of the indigenous knowledge usage at heritage sites was mentioned. “It would be better if tourists are taught or shown our real way of doing things, how we platted mats and were given a chance to be part of the plattting”. Indigenous Knowledge is considered to be unique, local and traditional knowledge to a specific community or society. IK is acquired through experiences and often kept in people’s memories (mostly elderly people) and is conveyed to younger generations by telling stories, transferring skills and sharing experience. IK is oral and transferred from generations through storytelling. In addition, Indigenous Knowledge plays an important role as it is viewed as an instrument that provides problem solving ideas and a way of surviving in rural communities and needs to be properly collected and protected (Ngulube, 2014). From the descriptions of Indigenous Knowledge stated in the previous section, it can be concluded that a working understanding of Indigenous Knowledge is that it is a local knowledge which holds cultural practices of indigenous people and traditional to a specific community or society. It is a unique knowledge that has been gained from past events or experiences and often kept in people’s memories (mostly elderly people) and is transferred orally from generations to generations (Ngulube, 2014)

Mpumalanga province also had a high number of responses of about 75% saying ‘Yes’. These responses were from employed members at the museums who were making a living. The museums, Pilgrims Rest was drawing a large number of visitors in the area, hence the community employed there and is given a chance to display their business skills. The ‘No’ response rate was basically from the complain of not having proper funding of fully developing these areas like the Barberton museum and it was hard to keep the museums well conserved, the assistant manager indicated that for “furniture at times we get it from individuals who once in a while leave the country and would donate to the museum”. hence indigenous knowledge was also brought up in managing such heritage resources. During an interview a respondent at the DAC indicated that “managing these heritage resources, broadens the scope for them, it’s a marketing strategy to get more funding even from private sectors and is promoting tourism as well because these areas draw the attention of tourist to the province.”, the mentioning of the Samora Michael monument erection within the borders of Mozambique and Mpumalanga where his plane crashed. Such constructions according to the respondent were part of community development and a management strategy. Table 5.3 below indicates the positive benefits to the managing of heritage resources

**Table 5.3 Management of heritage resources**

<b>Respondents</b>	<b>Mpumalanga %</b>	<b>KwaZulu-Natal %</b>
Yes	75	80
No	25	20
Not sure	00	00

The respondents were asked in question 23 whether there is benefit for the Organisation with protecting these heritage resources. According to the respondents, heritage protection was a benefit to the organisations and the community because it is an effective catalyst for stimulating local and regional economies. Benefits meant to those organisations and communities that, there is improvement of historic buildings, bringing vacant and underused buildings back into productivity and life. Respondents indicated that rehabilitating buildings had a greater economic impact than new constructions. Respondents also indicated that heritage protection meant jobs creation because it would support the development of skills and promotion of traditional crafts.

## **5.8 THE INVOLVEMENT OF THE COMMUNITY IN MANAGEMENT OF HERITAGE RESOURCES.**

During an interview the village heads, they were asked if they are involved in the management of heritage resources. The respondents indicated that, “each community appreciates being involved in decision making if it has to do with the development of the area”. The local community had stories to tell about its history, people, and cultural heritage which basically are indigenous knowledge. The manager of Pilgrims Rest indicated that, “developing a management program of interpretation puts a community in control of how these stories should be told. Such a programme would encourage tourists to value and appreciate local heritage in the same way community residents did. This programme could lead to a successful, healthy and sustainable heritage tourism management.

**Table 5.4 Involvement of the community in the heritage resources management**

<b>Respondents</b>	<b>Mpumalanga %</b>	<b>KwaZulu-Natal %</b>
Yes	100	100
No	00	00
Not Sure	00	00

Suggestions that were mentioned by authorities during interviews were that, the community could translate or interpret the heritage using different languages; communities could interpret their heritage in an order that it was meaningful across different cultures and this could promote the usage of indigenous knowledge. Heritage interpretation (explaining a community's story in an engaging, vibrant way) was a useful tool for heritage management at the tourism destinations. According to managers and authorities on sites, indigenous knowledge can be used to encourage respect and appropriate behaviour from tourists as well as to promote feelings of pride and awareness within a community. Heritage was the community's pride, so getting them involved in interpreting, gave them pride and thus will protect what they valued. As is the case at Mpumalanga at the Alanglade House Museum where the interpreter interpreted in an interpretative style while being factual, that kind of interpreting draws the tourist attention and interest on what is done. According to the researcher, this interpretative style was a strategy of managing the heritage resources and was allowing enjoyment to the interpreter to talk about the community heritage freely to the tourist as she expressed.

Respondents were asked how they were involved in the management of heritage areas, in the Mpumalanga province, the community was employed as traditional dancers, musicians, etc. Dancing shows how the culture is to be conserved and sustained; this was evident at the Shangane cultural village. The Kings kraal was run by the king's family; this was a management strategy and also the sustaining of the culture as part of the heritage.

That kind of engaging was stated in the NHRA (1999, pg16) that engaging the community should ensure that heritage resources are effectively managed:

- (a) the skills and capacities of persons and communities involved in heritage resources management must be developed; and

(b) provision must be made for the ongoing education and training of existing and new heritage resources management workers.

During an interview with the community leaders (village heads of three community areas), the respondents indicated that, "heritage resources form an important part of the history and beliefs of communities and should be managed in a way that acknowledges the right of affected communities to be consulted and to participate in their management. Unless that was done they may become destructive to those heritage resources". According to the Mpumalanga and KZN manager of AMAFA "Heritage resources contribute significantly to research, education and tourism and they mentioned that it was each communities' responsibility to ensure that dignity and respect for cultural is restored". The community people, in answering the question whether the community sees the importance of being involved in the management of heritage resources, respondents indicated that, there was a need to protect these areas for the protection of their culture and land indeed". Some respondents indicated that the interpretation gave them jobs though it's on temporary bases. The graph below (Figure 5.11) was evidence of the community's responses.

**Figure 5.12 Involvement of the community in the management of heritage resources KZN**

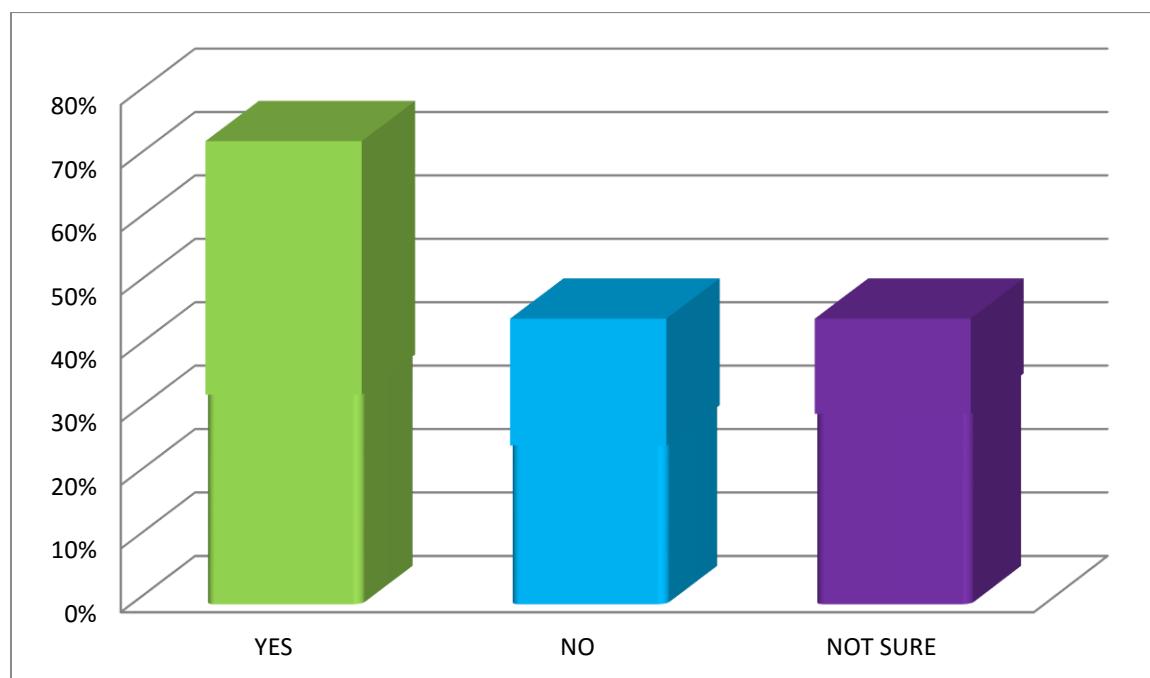


Figure 5.12(i) indicates the responses relating to the different communities involvement in the managing of heritage resources. An average of 70% of the community viewed it as important to be involved in the managing of heritage resources, a 15% indicated a ‘No’ and only a 15% indicated a ‘Not sure’. The reason for such a response was provoked by the fact that most of the community members as stakeholders felt left out in the management of heritage resources, except for those who were employed at those heritage sites that gave a positive feedback.

**Figure 5.12.(ii)** Involvement of the community in the management of heritage resources in MP

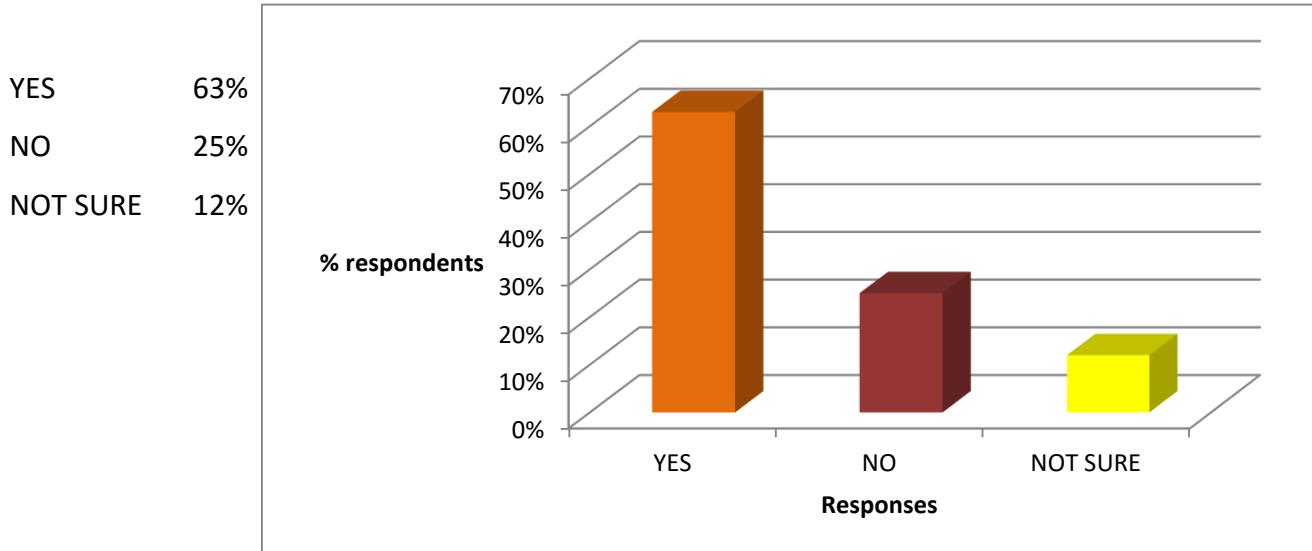


Figure 5.11(ii) indicated the feedback from respondents with regards to the managing of heritage resources which reflects the same as the given paragraph above. The majority of respondents (63%) being community leaders indicated that they are willing to be part of the management, and strong emphasis was on the promotion of the usage of indigenous knowledge at these heritage resources. The community leaders pointed out that there are elders in the villages who can assist in telling stories of the past in a correct way to tour operators, tour guides and tourists. The remaining response which was a 37% was from the respondents who had a negative attitude.

## **5.9 CONCLUSION**

The responses of the respondents were statistically analysed using a computerized programme, SPSS. This enabled the researcher to summarise and present data in graphical form as it was indicated that the quantitative research was a larger part of this study. The focus of this chapter was on the presentation, analysis and interpretation of data collected in the field from four different groups of respondents. This chapter has given a clear picture of the management of heritage resources; it is evident that heritage resources are managed using national policies. To answer the research topic, there is evidence that management strategies are applied at these provinces as selected tourism destination; however heritage resources were a stand-alone and are a tourism attraction according to the respondents.

## **CHAPTER 6**

### **HERITAGE RESOURCES MANAGEMENT STRATEGIES AND THE INTRODUCTION OF INDIGENOUS KNOWLEDGE AT TOURISM DESTINATIONS**

#### **6.1 INTRODUCTION**

The aim of this chapter is to make new contributions to the study based on the findings of this research. The contributions are based on the findings of the study and will also deliberate on what has been done by other scholars. Findings of the study indicated that, management of heritage resources at these two provinces are mainly based on policy formulated at national. The researcher discovered that managers on site had limited understanding of how to manage strategically because they used strategies mainly from national policies as guide. Tourist should not be prevented to experience heritage information because it's not documented anywhere which led to wrong interpretation at times and such information was commercialised. One strategy suggested by the respondents was to introduce indigenous knowledge as a way of teaching the tourist and the community about the proper managing and existences of these villages.

Indigenous knowledge should be the primary source of information on the value of the heritage resources and active participation of Indigenous people (the elders) in identification management is integral to the effective protection of indigenous heritage values. The bridging of indigenous knowledge with the management of heritage resources as a management strategy is meant to achieve a better state of economic and social well-being for all sectors of a community and achieving a sustainable heritage resources model for management.

In this chapter model and scholarly theoretical information is used. The chapter will again focus on the theoretical links of previous chapters.

## **6.2. UNDERSTANDING OF HERITAGE RESOURCES MANAGEMENT**

It has been an important task throughout this study to understand the perspective of managing heritage resources. A number of publications in previous chapters explore the issue of conserving heritage resources, since they are irreplaceable and sensitive to the communities' values. Given this sensitivity and need to manage such resources, during the study perspectives were explored which involved:

- Developing a link between heritage resource management and indigenous knowledge introduction.
- community tourism involvement
- site (heritage ) management
- Proper interpretation of indigenous knowledge at heritage destinations.

These perspectives as indicated by the outcomes, suggested that there should be an integration of heritage management and indigenous knowledge conserving at community areas while sustaining tourism as an attraction at destinations. Linking all this to the broader set in order to benefit the communities and having management strategies was crucial. The first objective of the study required that identification of heritage resources in the study area be done. Respondents were able to identify heritage resources that were available and were able to voice out their perspectives as indicated in previous chapters. Findings have indicated some of the strategies that are implemented are for economic benefit and development of the areas however and there is a link with the managing of heritage resources in terms of policy.

## **6.3. HERITAGE MANAGEMENT STRATEGIES USED IN THESE STUDY AREAS.**

It was evident that some of the strategies were implemented without being aware that it was a strategy at the time, these strategies appear as projects on the bases of economic benefit. Most of these projects were comprehensively education and training programs done at local level, held at community stages as it has been described in previous chapters.

It was evident for the researcher that; these strategies could be more effectively implemented in communities if the community is to be part of the protection of the very resources that forms part of their heritage. Cooperation with the local community is an essential need, the image of the

community needs to be respected and this will ensure authenticity of the heritage resources, this includes sharing decision-making with the community as one of the primary strategies for effective management of the heritage sites/resources. There is still failure for the provision of local people to play a direct and visible role in the managing of heritage sites; this kind of situation requires serious intervention in both the Mpumalanga and KwaZulu-Natal provinces. The key factor for engaging the community will be based on the re-defining of heritage resource and focus should be based on introducing the indigenous knowledge interpretation as suggested by the respondents. Indigenous knowledge should be justified to things that need to be managed, preserved and protected. Management decision should be taken in direct consultation with traditional leaders and other key stakeholders from local communities.

#### **6.4 THE VALUE OF THE IDENTIFIED HERITAGE RESOURCES**

Some of the heritage value will be discussed in this chapter as identified by the researcher. The Belhaven house museum in Barberton (MP) was built in 1904, and furnished in early Edwardian and late Victorian styles, Belhaven House depicts the way of life of wealthy and middle class families. It is a pre-fabricated house, and has pressed iron panels on the interior, and the exterior outer walls are made from corrugated iron. The Barberton Museum is a historical jewel, and an era long gone in the Mpumalanga Province.

In KwaZulu-Natal the EMakhosini Ophathe heritage park (EHOP), there are a number of museums and historical sites which can be visited. Ondini museum houses an outstanding collection of Zulu historical and cultural artefacts. UMgungundlovu is a site of Dingane military village that was burnt leaving the original floors baked. The reconstruction of Dingane homestead and associated buildings and cattle kraal can all be seen. Interpretation sites located within the EHOP section of the park highlight the events of the EHOP and kwaGqokli battles which took place within the park.

There are so many different kinds of values, related to heritage resources and the interactions are so complex. In contrast, resources are sources of competitive advantage, as they are unique, non-replicable and acknowledged. Heritage in itself is not a resource, as acknowledgement and appreciation of uniqueness are often confined to communities and non- replicability depends on

a territory's ability to build strong relationships with its heritage. The difficulty that the researcher discovered during this study was that transforming heritage from an asset to a resource may derive from disagreement or lack of convergence between communities and institutions responsible for heritage management and those responsible for destination promotion, heritage management and cultural tourism. However, a destination can transform heritage into a set of resources to address both destination branding issues and sustainability issues and thus safeguard heritage conservation and authenticity. The researcher's argument is that effective coordination between institutions in charge of heritage and destination managers is essential for this transformation.

There needs to be a more effective way of managing heritage resources, this issue has to begin with a clear, effectively neutral, agreed-upon way of characterizing different types of heritage value as seen by a variety of stakeholders in managing and conservation efforts. A typology of heritage values as indicated in previous chapters of this study would be an effective guide to the characterization and would move managing of heritage resources closer to having a lingua franca in which all parties' values can be expressed and discussed. By use of such typologies, a framework that breaks down significance into constituent kinds of heritage value, the views of experts, citizens, communities, governments, and other stakeholder can be voiced and compared more effectively.

## **6.5 CHALLENGES OF HERITAGE RESOURCES MANAGEMENT STRATEGIES IMPLEMENTED AT TOURISM SITES**

As a rule of thumb, heritage tourism should be carried out at professionally managed attraction sites. The antiquities office should post heritage managers or guides to all the sites that are considered potential tourist attractions. No tourist visitation should occur at sites that lack heritage managers or guides nor correct interpretation of information. The needs and reasons for heritage management should be evaluated before any site or locality is opened to visitors. The strategy of heritage tourism should view heritage resources as marketable products and should place priority on their management (protection, conservation, preservation, and curation). This should assist in the challenges faced when arriving at heritage resources destinations and thus avoiding false interpretation of heritage leading to the falsification of culture and heritage.

Education (knowledge sharing and knowledge acquiring) similarly adds to the current challenge of defining heritage which has contributed to the formation of immovable structures declared to be a monument, this occurred under values that served to suppress African traditional beliefs hence Barberton and Pilgrims rest museum are a reflection of such. Missionary schools, which offered most of the early education for the purposes of covering or otherwise preserving formal education, taught Western religion and criticised African monument beliefs. This caused many Africans to convert to Christianity and discard their former religious beliefs. According to the researcher conversion meant "protected object" meaning ethnographic object 'any' was not an option. Declaration of a monument as heritage can only be achieved by SAHRA; this had left the management of 'this heritage' in the hands of central government, rather than government officials and village executive officers.

There is no specific requirement for, or protection and management of intangible heritage. Post education has similarly as defined in Acts of (1999) simplified it into 'broader popular consultation' with the grassroots cultural heritage stakeholders who are more directly attached to heritage places. This is the researcher's opinion based on the educational findings of this study, which can be challenged and further discourse engaged on. What has become a challenge today is that, the more heritage resources are valued, the more the possession and meaning is disputed.

In realizing the potential of heritage tourism resources, the challenge remains for communities, and operators of heritage sites to provide singular participatory tourist experience, which will generate jobs, education and economic development. The challenge is further complicated by the need to preserve the image of the community and its heritage resources, an authentic experience, respect of the society and culture of the host community while ensuring the sustainability and authenticity.

Hence management of heritage resources at tourism destinations is the key purpose and factor of the current study. Heritage resources are leveraged to generate economy and wealth for the country. Managing of heritage resources is community based and strategies implemented automatically lead to the management of heritage sites, strategically management shapes the society in which it is situated, and in turn, it is shaped by the needs and dynamics of that society. Yet how management strategies are implemented is approached and undertaken, varies from culture to culture. The term culture itself has varied meanings and connotations. Every act of

management is shaped by how an object or place is valued, its social context its available resources, local priorities, and so on. Decisions about heritage resources management strategies and interventions thereof are not based solely on considerations of physical structure; however the lack of a coherent body of knowledge (education) is a disadvantage for the study area's community. The potential future of heritage resources management should be integrated with indigenous knowledge management, conservation policies and practices, in which different aspects of conservation practice are identified and made available to managers on site and the community for social contexts.

## **6.6 MANAGEMENT STRATEGIES FOR HERITAGE RESOURCES WITH INDIGENOUS KNOWLEDGE**

Heritage resources should not just be a way of increasing tourist volumes at destinations rather it should be about trying to change the orientation of the destinations. The conditions of heritage should be assessed and its management evaluated. There is no funding of the site and management data is based on the annual cultural events and tier attendance, the number of sales outlets and exhibitions of typical local products, the number of visitors, and the number of publications on local traditions, the budget devoted on cultural infrastructures and others. These indicators do not inform how management is carried out. These indicators mainly measure policy and do not give direction to a management approach of heritage resources and the sustainability of these management approaches is not indicated. These indicators are valuable, they point out a way forward, as indicated in previous chapters, however they show a need to establish a mechanism for involving indigenous knowledge even creating complicity, however they indicate as much as they do not indicate but it is not known whether this will be capable of reaching the meanings, the memories, the everyday life or the identity of the people as heritage is defined.

The management of heritage places should provide for the regular monitoring by introducing the indigenous knowledge as the key factor to visit heritage sites/resources. What should be integrated is the management approach with the link to indigenous knowledge. Indigenous knowledge should be the primary source of information on the value of the heritage resources and active participation of Indigenous people in the identification, and management is integral to the effective protection of indigenous heritage values.

In considering issues related to the management of heritage resources, protection and promotion of indigenous knowledge, it is equally important to consider its inter-linkages with ensuring intergenerational transmission and continued access to and sustainable use of the heritage resources on which this knowledge is based. Consideration could also be given on how to provide sustained support for enabling monitoring of traditional knowledge in addition to connecting and communicating across scales between on-the-ground practice (on-site), based on policy with decision-making and understanding.

The management of heritage places should make timely and appropriate provision for community involvement, especially by people who have a particular interest in, or associations with the place and may be affected by the management of the place. Heritage resources are places and culture specific but value of the respect for the past should be universal as stipulated in NHRA policy. Understanding what traditional knowledge is important for this study.

Traditional knowledge in relation to indigenous people refers to the indigenous knowledge, innovations and practices of indigenous and local communities around the world. Developed from experience gained over the centuries and adapted to the local culture and environment, traditional knowledge is transmitted orally from generation to generation. It tends to be collectively owned and takes the form of stories, songs, folklore, proverbs, cultural values, beliefs, rituals, community laws, local language, and agricultural practices, including the development of plant species and animal breeds hence the previous physical setting chapter highlights some of the agricultural practices of the study area in Mpumalanga and KwaZulu-Natal provinces. As such, recognition of the links between traditional knowledge, sustainable heritage tourism use of heritage resources as well as its wider potential benefits should lead to international work on traditional knowledge of many areas to ensure its recognition, continued vitality and protection from misappropriation.

Traditional knowledge issues cross-cut across many domains in relation to global environmental issues, from biodiversity conservation and natural resource management, to use of genetic resources and to climate change. For the purpose of this thesis, the terms traditional knowledge, indigenous knowledge and local knowledge are used interchangeably. Work on indigenous knowledge provides support to understanding the role of customary livelihoods within

sustainable development and the links between environmental management in particular heritage resources and well-being.

Indigenous knowledge provides a crucial foundation for understanding local-level adaptation priorities and the range of appropriate adaptation options to enhance resilience and food security of indigenous women and men. Indigenous people and local communities have much to contribute to global discussions concerning sustainability and have a right to participate in matters that may affect them as proponents and practitioners of both biological and cultural diversity or bio cultural diversity, indigenous peoples and local communities have unique insights into possible solutions both locally and globally.

Indigenous traditional knowledge is currently under threat. The preservation of indigenous traditional knowledge is under threat hence the management and preservation of heritage resources is under threat. These threats can be classified as political pressures, the recognition and standing of indigenous traditional knowledge, including involvement in policy and legislative development cultural integrity, again, social and economic pressures assimilation as a threat, poverty, education, marginalisation of women, loss of language territorial pressures, deforestation, forced displacement and migration exploitation of traditional knowledge intensifies these threats.

Indigenous Knowledge Systems are embedded in the cultural milieu of all people, irrespective of race. People are historically and culturally bound and thus have a peculiar knowledge system, which enables them not only to survive, but also to become a civilised community (Ntuli, 1999; Vilakazi, 1999). It is this civilization that causes a peculiar knowledge system, civilisation is perceived as the embodiment of all the community struggles, successes and failures that the community was or is currently engaged in, in order to advance itself. It is, perhaps, this dynamic nature of culture which is both a product and a source of creation of heritage resources in a community that creates a myriad of definitions of traditional knowledge processes. Vilakazi (1999:202) attests to the notion of a civilisation as an embodiment of the knowledge systems of a people. He argues that civilisation is, a complex culture; language or languages; a certain technology; an identifiable pattern in art, music, architecture, poetry, literature and dance; a certain body of knowledge, science, medicine, and values; a certain cuisine, manner of dress and

general habits; and so forth, a civilisation is generally so massive and of such power that it acts like a magnet, drawing outsiders to it, influencing others and being influenced by others.

The same applies to heritage tourism popularization, other communities, near and far, may be drawn by the ‘magnet’ to these cultural capitals, and be influenced whilst influencing them too. This notion of influencing others whilst being influenced supports the tendency of human beings to socially construct or produce known as (social constructivism) knowledge. However, Gergen (2001:119) reiterates this notion by indicating that “this is to view knowledge as a byproduct not of individual minds, but of communal relations” (school and community). It is for this reason that the researcher has quoted Flavier et al. (1999:482) where he states that, indigenous knowledge is about ‘Going to the people, Live among the people, learn from the people, plan with the people, Work with the people, start with what the people know, build on what the people have, teach by showing, learn by doing. It is when people acknowledge that they can learn from each other that they begin to emancipate themselves as a people. Traditional knowledge processes can be useful in enabling all humanity, that is, intellectuals, academics and uncertificated people to learn from each other. This notion will enhance proper management of heritage resources.

## **6.7 HERITAGE RESOURCES MANAGEMENT STRATEGIES AND MODELS THAT CAN BE USED FOR TOURISM DESTINATIONS.**

It is crucial for the Mpumalanga and KwaZulu-Natal officials, government, to take extensive public participation programmes to identify sites of cultural and historical significance, particularly sites of Black, Indian and Asian significance; living heritage; and cultural landscapes. These programmes should be widely advertised, including radio broadcasting, and promoted in all local schools. Funding for the programmes could be sought from local businesses and industry, and matched by municipal funding.

The NHRA intends that groups and communities be encouraged to play important roles in the heritage management system and it specifically provides for the registration of conservation bodies which must clearly indicate the geographical area of interest and the categories of heritage resources in which they are interested in. It is important for the conservation bodies that they

should identify and indicate the extent of the significance of the buildings, sites, places and environments that they perceive as important in the managing process of heritage resources, that should become the local authority ‘s heritage inventory.

**Table 6.1      Heritage Resources Classification for planning**

<b>HERITAGE RESOURCE</b>	<b>MANAGEMENT STRATEGY</b>	<b>SUSTAINABLE USE AND</b>
Provincial and Heritage Landmarks; all buildings and structures /or which have heritage significance	Funding, Commercial [Entrance fees] Time frames	cultural tradition; oral history; performance; ritual; popular memory; skills and techniques; indigenous knowledge systems; holistic approach to nature, society and social relationships
Places, buildings, structures and equipment	Office Training of Managers	Mixed use Society and social relationship
	Entrance Fees	
Historical settlements and townscapes	Office Commercial (funding) Open training	Mixed Use Society and social relationships Eco tourism
Landscapes and natural features	Agriculture Commercial Open training	Mixed Use Eco tourism
Geological sites of scientific or cultural importance	Agriculture Open training Commercial	Commercial Mixed Use Eco- tourism

Archaeological and palaeontological sites	Agriculture Open training	Commercial Mixed Use Eco-tourism
Graves and burial grounds	Maintained through funding	Mixed Use Eco-tourism
Movable objects, but excluding any object made by a living person	Agriculture Open training Eco-Tourism	Mixed Use
Battlefields	Agriculture Open training Eco-Tourism	Mixed Use
Traditional building	Open training Eco-Tourism	Mixed Use

[www.iembemunicipality.co.za](http://www.iembemunicipality.co.za) [accessed, 25 November 2015]

\***Mixed use** referring to any of the 1<sup>st</sup> column (Sustainable and IK) activities to take place.

\***IK** refers to Indigenous knowledge

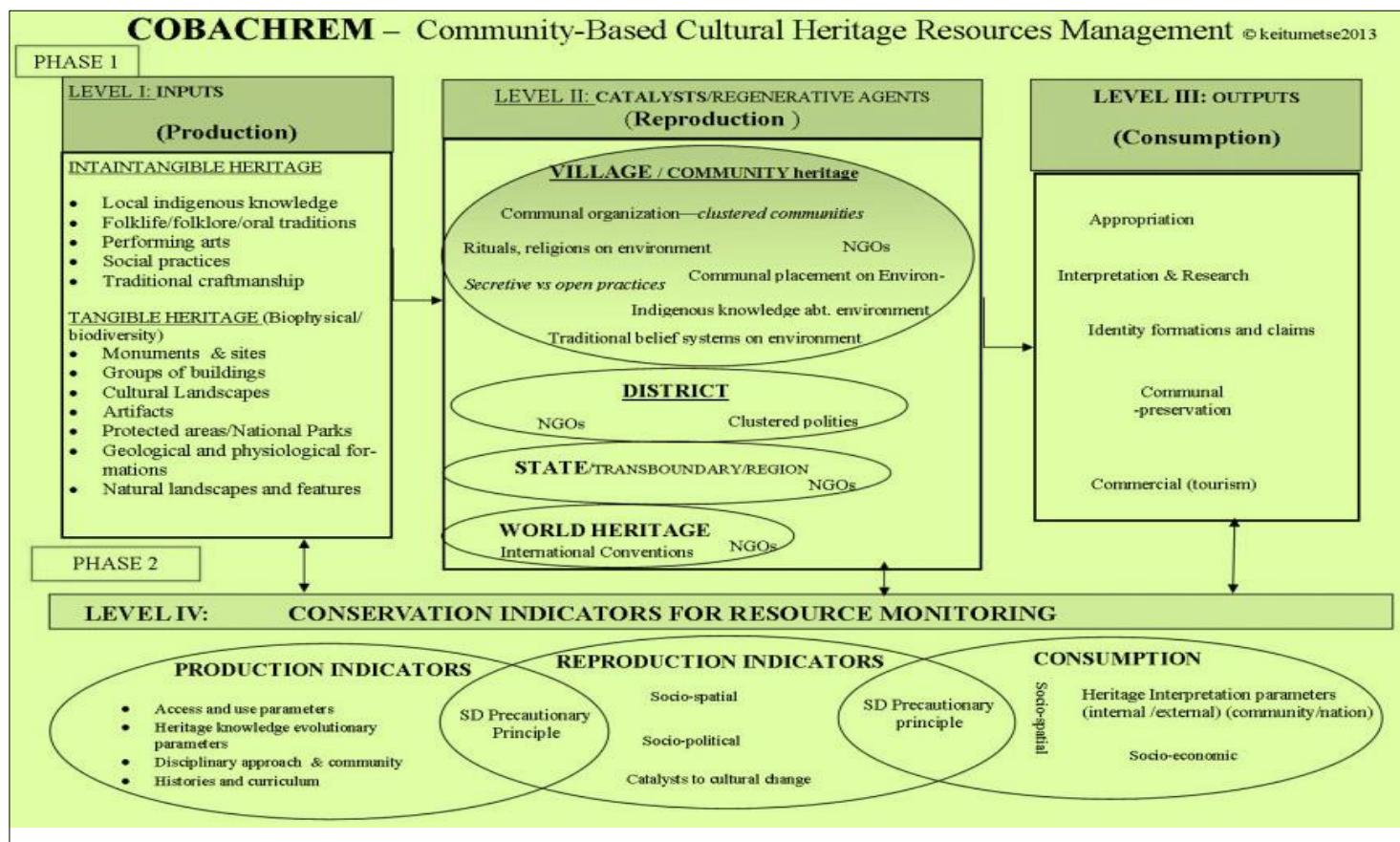
The above table is a strategic plan that needs to guide heritage resources management planning at different sites and extensive public participation needs to be considered for the effective management of heritage resources.

Communities historical and tourism interest must ensure that heritage resources management plans are integrated with the larger process of policy making and indigenous knowledge included as a crucial part of planning. If the community is to be in a position to define its culture and tell

its story to its own residents and visitors, there must be a creative use of various management strategies.

The model in table 6.2 explains the relation between the community and heritage resources management.

**Table 6.2 Community-Based Cultural Heritage Resources Management Plan**



Keitumetse, 2013 [accessed 25 November 2015]

This heritage resources community management plan shows how to provide a formula that plans geographical existence, ownership structures, and sharing processes surrounding cultural and heritage resources towards sustainable conservation strategies. Community participation is also regarded as the key factor for any strategy that is developed so that it is well embraced and functions effectively.

It is important to note that there are a series of forces which are social and economic, working on the management and preserving of heritage resources. These factors could be declining

government resources which are devoted to heritage resource preservation for sustainability. There is also alongside with efforts attempted the exploitation of the tourism potential of heritage resources and pressure to see heritage as such as a commodity. The success or failure of many management initiatives is often a function of the influence of the said factors. Lack of funding is also an important issue that the researcher discovered as a significant influence of how and where heritage resources are developed in the regions of the study area.

There are a number of obstacles to achieving sustainable heritage resources at tourism destinations. Some major obstacles as has been indicated are the lack of financial resources, poor forms of governance, inappropriate management processes, and ineffective enforcement of regulations, corruption and lack of support for heritage conservation.

Education and training should be regarded as vital, more comprehensive education and training programs at the local, regional, and national levels are necessary. Links with academic institutions can help provide a range of educational services to small communities. These programs could be held at local community colleges, self-paced computer based learning packages, or publications and manuals oriented to community participants. This will ensure better management of heritage resources at tourism destinations. Heritage resources management strategies should be linked with a broader set of initiatives such as the community or rural-economic development plans. There needs to be more coordination at both policy and action levels among the various stakeholders and different levels of government involved in heritage resources management. In addition, services such as transportation, parking, water and sewer capacities should be considered in conjunction with tourism plans and development of tourism destinations, mentioning this because these places need to look clean and tidy all the time.

## **6.8 THE IMPORTANCE OF INVOLVING STAKEHOLDERS IN THE MANAGEMENT OF HERITAGE RESOURCES**

Involving stakeholders saves time and money. Conflicts between communities and authorities in the study area have shown that, relying solely on law enforcement is less practical and more costly than involving interest groups from the outset. Heritage resources management has shown that projects with limited local input are less productive and ultimately more expensive to run as

with the case in Barberton. Stakeholders can help identify problem areas that may have been overlooked during decision making. Policies from national government cannot always judge the perceptions, preferences or priorities of host communities when evaluating local conditions. Policy makers' views are oriented towards narrow interests. Stakeholders can provide useful input regarding desired conditions at a site. Effective visitor management at tourism destinations involves establishing limits negotiated with the stakeholders. Through tourism advisory boards or councils, stakeholders can help managers to establish visitor conditions and set quantifiable standards for problem management and impact limitation. The researcher has seen that stakeholders input is essential for developing realistic policies and management objectives that will gain long-term support to heritage resources. For example, the community should be encouraged to participate in decision-making on how many and what type of tourists they would like to receive, and/or areas that would be off-limits.

Stakeholders can inform managers about easily misunderstood local cultural differences. Religious or cultural values are often of primary importance to communities and can go unnoticed if locals are not involved in the planning and management process of heritage resources at tourism destinations. For example, while site staff may legitimately regard certain valleys, rock formations or archaeological sites as natural or anthropological resources as is the case with the Border caves in KwaZulu-Natal, such sites may be sacred to the host communities. Fencing, boardwalks and other structures built in such areas may be offensive to the local people and compromise the site's cultural value. Without local input such values may go unobserved, setting the stage for future conflicts. Large numbers of people may be overlooked because they are not as vocal as other groups. Any issue that generates public interest is subject to a wide range of opinion, this is the researcher opinion.

While most people will have an opinion, many will not feel strongly about the issue. This large majority risks being ignored. It may be felt that they are the group (community) that can be most influenced because they are not very interested and are probably not well informed. The possibility of some event igniting the interest of this less interested majority should however not be underestimated. These groups should be considered essential to ensuring long-term support to the proper managing of heritage resources at destinations

## **6.9 HERITAGE RESOURCES MANAGEMENT STRATEGIES AND SOLUTIONS**

Management actions can be direct or indirect. Direct management actions confront problems of human behaviour through regulations that may entail enforcement and restricting activities use and this is direct implementation of a strategy. Indirect methods seek to affect behaviour through education, information and persuasion. When visitors are informed about the impacts connected with a certain activity, or given information that encourages the use of certain areas over threatened areas, this is an indirect implementation of a management strategy.

In general, indirect actions are more successful in remote areas like in Ngwavuma, KwaZulu-Natal where the Border cave is found, visitors' freedom to explore is usually a primary goal. Direct approaches are often used to prohibit visitors from entering fragile or dangerous areas, for example at an archaeological site where they might damage material. The researcher has realised that, management regulations succeed when they have strong public support. Management strategies are mostly effective when carefully explained, and when the community has some say in how they are implemented. Communities must understand why a behaviour change is desirable. Once management is implemented, of course, regulations must be enforced.

In practice, a combination of methods is generally used and thus becomes more effective. For example, both direct and indirect actions can be used for the effective implementation of heritage resources management at tourism destinations. Site staff can design an extensive public information campaign that can include printed materials, direct advertising and school programmes. Other management strategies can be, to manage tour operators through permits, regulations and enforcement actions aimed at concentrating recreation activities. As a researcher for this study, combination of methods is recommended for the controlling of vandalism, including physical protection of the heritage resource as well as education.

## **6.10. CONCLUSION**

Heritage resources management and planning requires a number of issues to be dealt with. For those involved in heritage management, the challenge is to understand and work effectively with the tourism industry and not forgetting to include the community in whatever decision made. For those in the tourism sector there is a great need to understand the needs of the communities as

well as the principles and concerns that are part of managing heritage resources. Tourism is solid and will not go away but poorly managed heritage resources at destinations will not only negatively impact on local communities but also on the industry with heritage resources and values will be degraded. The challenge is not to stop tourism but in fact rather to encourage all stakeholders to work in achieving sustainable management strategies and planning of heritage resources.

## **CHAPTER SEVEN**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **7.1 INTRODUCTION**

The aim of this chapter is to summarize this research study, make some recommendations and draw conclusions based on the work that has been done. What was initially put forth as part of the statement of the problem in Chapter One was the need to evaluate management strategies of heritage resources at tourism destinations. The researcher would like to make specific recommendations in relations to the findings based on the study, the difficulties encountered and suggestions put forth by the respondents. The researcher hopes that consideration of the suggested recommendations by different stakeholders will lead to positive contributions with regards to the improving of the management strategies and with the managing of heritage resources in future.

Finally, the researcher will draw conclusions based on the theoretical framework reviewed and findings in the field. The analysis and interpretation of data gives a clear picture of the perceptions of different stakeholders on the management of heritage resources and with the tourism industry in general.

#### **7.2. SUMMARY OF THE STUDY**

Heritage resources need to be safe guarded from overuse or misuse and subsequent degradation. Managing of heritage resources at destinations is crucial because these resources are of natural and cultural significance, they help build and strengthen personal and community identity and these resources are social, spiritual and it is an ethical obligation to respect and sustain heritage resources.

It was of paramount importance in this context to have a management approach which was to address the need of heritage resources and bringing in indigenous knowledge to the management of heritage resources. This was of mutual benefit to both heritage resource management and sustainability and to the tourism industry as a whole.

Literature used revealed that, managing heritage resources was often done for economic purposes, whereby these provide salient foundations for generating income through tourism. This was evident in the study areas where old buildings were renovated and utilized for modern-day functional purposes as is happening with the uMgungundlovu Multimedia Centre in KwaZulu-Natal. Historic structures are demolished to make way for new developments. The value of these places should be considered for historic worth, and monetary value should not be the only value in consideration.

Literature used also indicated that there has been a challenge pertaining to the lack of a balanced and integrated approach to management of heritage resources and to the sustainable development of tourism products. The researcher discovered that managers on site had limited understanding of how to manage strategically. The difficulty with managers was that, they lacked enthusiasm with applying some of the strategies and this was due to the reason that they found the notion difficult to reconcile with, not excluding their ideologies and beliefs about the wider mission of the heritage resources, this belief of that tourists should not be prevented from experiencing heritage property because it's expensive in terms of pricing. Then the question for the researcher during the study was to try to understand whose heritage does the "property" represent, and for whom is it being preserved, hence the issue of reviving indigenous knowledge is part of the study investigation.

### **7.3 RECOMMENDATIONS**

In reality it has been difficult engaging in this study because, it has been engaged in before by other researchers. Theory states that treating heritage resources products for tourism consumption is reasonable and logical. The following recommendations are based on the objectives of this study and on the suggestions made by the respondents as the researcher engaged with them

- (a) With regards to the identification of heritage resources, the researcher recommends that, such resources be well identified and the values that each has should be well stated. The difference and the impact it has as a heritage resource.
- (b) The engagement of the community should be well discussed; the researchers sees it important that they (community) are the key owners of the heritage hence whatever decision taken to manage or conserve they should be a great part of so that they welcome

whatever development that is to be initiated. Strategic orientation and a sound communication with all people involved should be basic information.

- (c) Governments at local, regional and national levels have to take decisions regarding targets, limits, and funding. Strategies must be based on real data collected at regional and local level and policies should be available.
- (d) The researcher recommends that the management strategy should be sustainable, sustainable in terms of conserving the culture without losing its authenticity through false interpretation of culture, sustainable in terms of not losing the value of the place because of congestion and misappropriation use of the place.
- (e) The researcher recommends that a strategy that includes regulations for Heritage Impact Assessment (HIA) and/or Carrying Capacity (CC) should be developed together with all stakeholders. Participatory processes and stakeholder involvement in decision taking will result in long-term and continuous development.
- (f) The researcher recommends that, exchange of good practises and the transfer of indigenous knowledge among sites will increase the credibility of the management strategy at the destinations. The corporate identity of authorities, people and stakeholders will facilitate the management of a sustainable heritage tourism strategy.
- (g) It is important to acknowledge the burden of local people living in and along these heritage sites. Revenues among concerned Municipalities and the responsible departments (DAC and AMAFA) should be balanced for the sake of fair distribution. Day tourists should also contribute to the maintenance of cultural and natural heritage, preferably in the same amount as overnight tourists.
- (h) The usage of funds has to be transparent and funds should be spent adequately for the maintenance of heritage at local level, this will contribute to the creation of added value within the heritage resources management.
- (i) Partnerships within the heritage resource/ site area at regional and local level can contribute to obtaining the desired management strategy and to build up the required image of the destination. This might contribute to the efficient usage of museums at destinations.
- (j) It is a suggestion that heritage resources should be promoted; this could be done by using social networks, broadcasting of events at destination effectively and efficiently.

The discussed selected heritage resources/sites have an interesting potential of development at destinations which could lead to the increase of visitors numbers at tourism destinations. Efforts to increase visitor experiences and tourism activities should be considered at these heritage resources destinations as a way of contributing to tourism at these provinces. As a management strategy or plan, the researcher suggests and recommends that, the AMAFA, should compile all its sites, battlefields, museums and other significant heritage resources, once compiled then create an integrated management strategy for all these resources. This will strongly assist the managers on sites to manage appropriately and misinterpretation will be avoided at heritage sites. A possibility of sourcing funds from the municipality should be thought of as well, so that such sites get funders, this will lead to proper visitor management and maintenance at tourism destinations. Management strategies should be clearly defined to managers at destinations. The researcher recommends that benefits for these heritage resources can be shared with the tourism industry by either direct or indirect approach. By direct approach, the researcher recommends inclusion of employment opportunities for the local community at destinations.

However, many communities may not be ready to take up related job opportunities, as they may not have received the required training. The site managers should provide on-job training facilities for employed locals to increase their capacity to participate in activities and also increase their chances of being employed. The researcher recommends again a more useful management strategy that can be implemented, that of an indirect approach. The indirect approach will encourage and support businesses and activities that provide greater employment opportunities for local people.

The researcher suggests that, if management strategies are taken responsibly, tourism can be integrated with heritage resources and this can lead to a sustainable development of destinations. This can be achieved through proper management of heritage resources and tourism destinations; this is a call for cooperative commitment and coordination between heritage resources managers and managers of tourism sites. A good management strategy should include all relevant public agencies and private enterprises. As a way forward and recommendation the researcher crafted a SWOT analysis which can provide a overall management plan to be implemented in heritage resources.

**Strengths:**

- Establish mostly visited heritage resources at tourism destinations.
- Establish routes at destinations
- Identify available supporting infrastructure (roads, accommodation etc.)

**Weaknesses:**

- Lack of geographic location of heritage resources
- Lack of proper funding
- Lack of local management plans (on site) for managers
- Lack of innovative strategies for managers
- Lack of co-ordinating tourism and heritage resources
- Proper signage to heritage resources
- Proper promotion of heritage resources

**Opportunities:**

- Integrate tourism and tourism heritage resources
- Promote recreation and leisure opportunities at tourism destinations
- Heritage resources authorities to work actively with local communities
- Promote story telling at heritage sites by local artists

**Threats:**

- Lack or insufficient knowledge of heritage history
- Inappropriate placement of heritage items
- Urbanisation
- Influx tourism
- Demolishing of significant structures

The findings of this study have indicated that there are committees available to attend to heritage issues; however the involvement of all stakeholders inclusive of the municipality can create a more functioning forum. Public participation programmes should be promoted; such programmes would widely draw the attention of the business industry. It is recommended that a database of heritage resources should be continually updated at tourism destinations. A database

will reveal the need to strongly promote public (community) benefit and thus ensure proper management of heritage resources at destinations.

Proper heritage management has a potential of creating partnership with social, environmental, economically and cultural benefits. Proper management will allow the community to retain and convey a strong sense of its history and provide aesthetic enrichment and educational opportunities. Heritage resources should be linked to tourism developments, this will create a more vibrant culture of innovativeness and creativity with the managing of heritage resources.

#### **7.4 CONCLUSION**

The need for changes has to be clear and people have to see opportunities for their involvement and consultation in the planning and management of the heritage resources at tourism destinations. It is essential to enable stakeholders to assist in the identification of such management strategies and the significance of heritage resources management tools that are to be available at heritage resources/ site (destinations) for managers to use.

The aim of this chapter was to summarize the research study for the benefit of the reader, reflect on the seven different chapters and look at what each chapter was all about. Based on the findings, the researcher suggested recommendations that should be addressed in order to improve heritage resources management strategies in tourism destinations in future.

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## QUESTIONNAIRE

**TOPIC: The management strategies of selected heritage resources at tourism destinations in KwaZulu-Natal and Mpumalanga provinces**

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- Kindly respond by putting a cross next to the response that is most applicable to you.
  - The questions asked, are for study purposes, you do not have to provide your name and identity.
  - All information provided will be kept confidential.
- 

### SECTION A. DEMOGRAPHIC FEATURES.

#### 1. Gender

01	Female	
02	Male	

#### 2. Age

01	16-20	
02	21-25	
03	26-30	
04	31-35	
05	36-40	
06	Above 40	

3. Race

01	Black	
02	White	
03	Asian	
04	Coloured	
05	Other(Specify)	

4. Current Occupation

01	Tourism officer/Manager	
02	Private/Business Sector	
03	Tour guide	
04	Unemployed	

## SECTION B

### HERITAGE RESOURCE MANAGEMENT

5. Do you work for a particular tourism organisation?

01	National government	
02	Private Sector	
03	Provincial Government	
04	Other, specify	

6. What is your role in this tourism organisation?

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7. Are you aware of any heritage resources/sites that are available in your area?

01	Yes	
02	No	
03	Not sure	

8. If yes to the answer above, mention those that you are aware off.

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9. Are you part of the heritage resource management team?

01	Yes	
02	No	
03	Not sure	

10. Do you have heritage resource management policies in place at this site?

01	Yes	
02	No	
03	Not sure	

11. Who is responsible for the planning of these heritage resource management policies?

01	The National tourism government	
02	Provincial tourism government	
03	Local tourism government	
04	Tourism business sector	
05	Other, specify	

12. How are these heritage resources managed?

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13. Is it good idea to manage heritage resources at tourism destinations?

01	Yes	
02	No	
03	Not sure	

14. If yes, to the above question please specify

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15. Can heritage resource management be integrated with cultural heritage tourism?

01	Yes	
02	No	
03	Not sure	

16. Support the answer you have chosen above

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17. Is there support given to managers at these heritage resources in order to manage them properly?

01	Yes	
02	No	
03	Not sure	

18. If there is, what is done , please specify

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19. Is managing of heritage resources important?

01	Yes	
02	No	
03	Not sure	

20. If yes, How? Please specify the benefit obtained through proper management.

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21. Evaluate the statements given below by using a rating scale of 1-5

**1. Strongly agree, 2. Agree, 3. Not sure, 4. Strongly disagree, 5. Disagree**

	1	2	3	4	5
Heritage resources have increased the employment rate in this community.					
Heritage resources are well managed in this area.					
The heritage resource management strategies are documented as policy					
The management strategies are discussed before they are given as policy document.					
The heritage management strategies should be common for each heritage place.					
Heritage resources are an important aspect of the provinces tourism status					
Funding is available to manage heritage resources					
Stakeholders are actively involved in the managing of heritage resources.					

22. Is the community involved in the managing of heritage resources?

01	Yes	
02	No	
03	Not sure	

23. If yes to the above question, how?

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THANK YOU!



## Inhlolombuzo

**TOPIC : Izindlela namaqhinga okuphathwa kwezamagugu esizwe ezindaweni zokuvakasha zesifundaze kwaKwaZulu-Natal nase Mpumalanga**

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- Phendula ngokufaka isiphambano eduze nempendulo oyikhethile
  - Imibuzo ebuziwe imayalana nezemfundo kuphela, akubalulekile ukuba unlikeze igamalakho.
  - Konke ozokufeza kuzogcinwa kuyimfiho
- 

### **ISIGABA A.**

#### 1. Ubulili

01	Isifazane	
02	Isilisa	

#### 2. Iminyaka

01	16-20	
02	21-25	
03	26-30	
04	31-35	
05	36-40	
06	Ngaphezu kuka40	

3. Ubuzwe

01	Black (Ungonsundu)	
02	White (Umhlophe)	
03	Other (zichaze)	

4. Umsebenzi

01	Ehhovisin lakwa Tourism( Chaza)	
02	Usomabizinisi ozimele	
03	Umqaphi wezivakashi	
04	Awusebenzi	

**ISIGABA B**

**UKUPHATHWA KWEZAMAGUGU ESIZWE**

5. Do you work for a particular tourism organisation?

01	uhulumeni Kazwelonke	
02	Izikampani ezizimele	
03	Uhulumeni wasekhaya	
04	Okunye, Chaza	

6. Imuphi umusebenzi owenzayo kule mboni yezokuvakasha?

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7. Zikhona yini izindawo ozaziyo ezingamagugu esizwe endaweni ohlala kuyo?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

8. Uma zikhona zibhale lezo ozaziyo.

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9. Ingabe uyingxenye yini?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

10. Ingabe unayo yini imithetho nemigomo yokuphatwa kwezindawo zamagugu esizwe kule ndawo?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

11. Ubani obhekeleno nokuhlelwa kwezimo zokuphathwa kwezinsiza zamagugu na?

01	Uhulumenikazwelonke,wezokuvakasha	
02	Uhulumeni wezizinda zokuvakasha	
03	Uhulumeniwezasesakhaya wezokuvakasha	
04	Osomabhizinisi bezokuvakasha	
05	Okunye, chaza	

12. Ingabe ziphethwe kanjani lezizindawo zokuvakasha?

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13. Ingabe kunomqondo omuhle yini ukuba kubekhona izinto ezingamagugu namafa esizwe ezindaweni zokuvakasha?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

14. Uma uvumelana nalombuzo ongenhla, ngicela uchaze

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15. Kuwumuqondo omuhle yini uhlanganisa amagugu esizwe nezamasiko kwezokuvakasha?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

16. Sekela impendulo yakho yangenhla

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17. Lukhona yini usizo olunikezwa abaphathi bezindawo ezingamagugu namafa ukuze baphathe kahle?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

18. Uma lkhona, ngicela ulubalule lapha ngenzansi.

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19. Ingabe kubalulekile yini ukuphathwa kwezindawo ezingamafa namagugu?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

20. Uma kubalulekile, ngicela uchaze ukuthi kungani.

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21. Ngicela uhlaziye lemisho ngokuyiklomemisa kusukela ku 1-5

**2. Ngivuma kakhulu, 2. Ngiyavuma, 3. Aninasiqiniseko, 4. Angivumi kakhulu, 5. Angivumi**

	1	2	3	4	5
Amafa namagugu kwenyusa amathuba emisebenzi					
Ezamafa namagugu ziphethwe kahle kulendawo					
Imiqingo yokuphatha izinsiza zamagugu ishicilelwekwimiqulu yokuphathwa kwezokuvakashaa					
Amasu okuphatha ezamagugu kumele zifane kuzo zonke inzindawo zokuvakashaa					
Ezamagugu ziyinxenye ebalulekile yezokuvakashaa					
Ingabe lukhona yini uxhaso mali olufakiwe kwezokupahthwa kwamagugu esizwe?					
Izihlaka zonke ngabe ziyingxenye yini yokunakekela nokuphathwa					

22. Ingabe imiphakathi iyabandakanywa yini ezinqumeni zokunakekelwa kwamagugu?

01	Yebo	
02	Chabo	
03	Anginasiqiniseko	

## **RESEARCH QUESTIONNAIRE**

**RESEARCH TOPIC:** *The management strategies of selected heritage resources at tourism destinations in KwaZulu-Natal and Mpumalanga provinces*

**Kindly fill in this form, you don't have to write your name.**

**This is only for study purpose**

**All information provided will be kept confidential.**

**Please click on the question, make a X next to your choice and you may use the provided space for typing in your answers.**

**Please indicate your province:** \_\_\_\_\_

- 
1. Gender:  Male  
 Female

2. Race:

- African  
 White  
 Asian  
 Coloured

---

3. What heritage resources management strategies are available at your site ?

Name those that you know:

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4. How Do you manage heritage resources?

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5. What policies do you use to manage heritage resources management?  
Hint: name those that you know

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6. Are these policies supporting your decision making? How?

**7. Is it important to preserve heritage resources?**

- Yes
- No

**8. To the above question please elaborate on your choice**

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**9. Are stakeholders actively involved in the managing of heritage resources?**

- Yes
- No
- Not sure

**10. Please Support the answer you have chosen above?**

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**11. Do you think it is of the benefit to manage heritage resources at tourism destinations?**

- Yes
- No
- Not sure

**12. Please specify the benefit that can be obtained**

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**13. Do you think the community is well represented in the managing of heritage resource at tourism destinations?**

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**14. Can heritage resources management be integrated with the cultural heritage tourism in the future?**

- Yes  
No  
Not Sure

**15. Please explain the reason for your choice above**

*Thank you for your positive contribution to this study. Thank you for your time. Thank you.*

## **CERTIFICATE**

This is to certify that I, Alan Nigel Bell, am the editor of Ms M. S. Nkwanyana's Doctoral Dissertation entitled:

*The Management Strategies of Selected Heritage Resources at Tourism Destinations of KwaZulu-Natal and Mpumalanga Provinces.*

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