MEASURING STAKEHOLDER PERCEPTIONS OF RESPONSIBLE TOURISM DEVELOPMENT IN SANPARKS: LEARNING FROM KRUGER NATIONAL PARK

by

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Abstract

Responsible Tourism (RT) implies that all parties involved in the tourism sector are responsible for making sure that all activities taking place are of a sustainable nature, and that consideration is given to environmental conservation, economic growth and social integrity. The Kruger National Park (KNP) and the South African National Parks (SANParks) are key role-players in the tourism and conservation sectors in South Africa, and have acknowledged and started to implement Responsible Tourism practices into their strategic model. One major hurdle in reaching their RT goals is a lack of funding, which they are currently addressing by expanding and diversifying their tourism product offerings. As stakeholders play a key role in RT, this study aimed to determine stakeholder perceptions of RT development in the KNP, in order to assist SANParks achieve their RT goals. The philosophical assumption under which this study was undertaken was the pragmatic research paradigm, in which one aims to understand the truth concerning whatever questions are investigated. The methodology was applied through questionnaires that were completed by KNP visitors, and interviews based on SANS 1162:2011 that were conducted with KNP employees. The study found that there is some misalignment between RT aspects that visitors consider as important, and those that are highlighted in SANParks' strategic documentation. It was also noted that despite generally good performance with regard to RT aspects, employees find that insufficient funding and the lack of awareness of stakeholders are two of the challenges faced in achieving RT. In order for SANParks to reach their RT goals, they can consider addressing these gaps, as the core of RT is that of behaviour and actions taken. Emphasis must be on how all those involved in the KNP and SANParks can alter their behaviour to make better places for people to live in, and better places for people to visit.

Keywords: Responsible Tourism development, stakeholder perceptions, Kruger National Park

Declaration

I, Cecilia Pretorius, hereby declare that the dissertation with the title: Understanding sustainable and Responsible Tourism development in the South African National Parks, which I hereby submit for the degree of Master of Environmental Management at the University of South Africa, is my own work and has not previously been submitted by me for a degree at this or any other institution.

I declare that the dissertation does not contain any written work presented by other persons, whether written, pictures, graphs or data, or any other information, without having acknowledged the source.

I declare that where words from a written source have been used, the words have been paraphrased and referenced, and where exact words from a source have been used, the words have been placed inside quotation marks and referenced.

I declare that I have not copied and pasted any information from the Internet, without specifically acknowledging the source, and have inserted appropriate references to these sources in the reference section of the dissertation.

I declare that during my study I adhered to the research ethics policy of the University of South Africa, received ethics approval for the duration of my study prior to the commencement of data gathering, and have not acted outside the approval conditions.

I declare that the content of my dissertation has been submitted through an electronic plagiarism detection program, before the final submission for examination.

Student signature: Date: 30 November 2020

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List of Acronyms and Abbreviations

CBD – Convention on Biological Diversity

CITES – Convention on International Trade in Endangered Species

CMS – Convention on the Conservation of Migratory Species of Wild Animals

CSR – Corporate Social Responsibility

DEAT – Department of Environmental Affairs and Tourism

EIA – Environmental Impact Assessment

EMP – Environmental Management Plan

GDP – Gross Daily Production

IEM – Integrated Environmental Management

KNP – Kruger National Park

NDT – National Department of Tourism

NEMA – National Environmental Management Act 107 of 1998

NEM: PAA – National Environmental Management: Protected Areas Act 57 of 2003

RT – Responsible Tourism

SA – Sustainability Assessment

SANParks – South African National Parks

SDGs – Sustainable Development Goals

SEA – Strategic Environmental Assessment

SI – Sustainability Indicator

ST– - Sustainable Tourism

TBL - Triple Bottom Line

UNCCP – United Nations Convention on Combating Desertification

UN – United Nations

UNEP – United Nations Environmental Plan

UNWTO – World Tourism Organization

WHO – World Health Organization

Chapter 1 Introduction

1.1 Background

"Responsible Tourism is about making better places for people to live in and better places for people to visit." – Cape Town Declaration, 2002

Tourism and the conservation of nature date as far back as the nineteenth century, and these two have developed parallel to each other. This came from the realisation that nature has value, and that people want to encounter and experience it, which led not only to the need for tourism, but also the conservation of the natural environment (Dabrowski, 2007. South African National Parks (SANParks) came into existence due to the recognition of the importance of protecting natural areas and the resources they contain. These parks play a crucial role in protecting and maintaining South Africa's natural heritage, creating jobs for local inhabitants, as well as generating revenue (South Africa, 2014). The mission of the parks is clear:

> to develop, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations" (SANParks, 2013a).

This mission statement indicates the importance of Sustainable Tourism development taking place within the parks system (Said, Jaddil & Ayob, 2009).

One way in which SANParks secures their continued existence is by generating more revenue. They have started with implementing ways of expanding and improving their infrastructure, as well as improving the services and facilities that they provide, which they hope will help to increase the number of tourists and secure growth as an organisation. SANParks states the following:

> Tourism has been an intrinsic part of our National Parks right from the beginning. Almost a century ago it already became clear that visitors were critical to the continued existence of our natural heritage. A visionary 1918 report concluded that wildlife conservation was as important to animals as to people's experience of it (SANParks, 2013a:2).

When meeting the demand of tourists, it is still important to keep in mind the primary goal of the

parks, which is the conservation of South Africa's natural heritage (SANParks, 2013a). The challenge, in this case, will then be to ensure that tourism development is done in a responsible and sustainable manner.

The concept of 'sustainable tourism' may be defined by looking at the concept of 'sustainable development', which is "*the process of meeting the needs of the present without compromising the ability of future generations to meet their own needs"* (Brundtland, 1987:16). This process demands a balance between economic prosperity, social equity and environmental conservation, known as the three 'pillars' of sustainable development, or, the Triple Bottom Line (TBL) (Slaper & Hall, 2011). The aim of sustainable tourism would then be to ensure optimal benefit from both a human and natural perspective over a prolonged period. This concept has grown in importance to such an extent that it is one of the eight Millennium Development Goals as set forth by the United Nations (UN) (2000), and was followed by the Sustainable Development Goals (SDGs) which were adopted by the UN in 2015 (United Nations, 2015).

In the context of South Africa, this ties directly into the concept of *Responsible Tourism*, where organisations, as well as individuals, take responsibility for the activities that they partake in, as well as whatever effects those activities may have within the tourism sector. Responsible Tourism means that the parties involved in the tourism sector are responsible for making sure that all activities taking place are of a sustainable nature (Frey & George, 2010). The concepts of sustainable and Responsible Tourism are very closely related, where Responsible Tourism entails a more practical and action-driven approach (the journey) to achieve sustainable tourism, which, in this case, is a theoretical concept (the destination) (Mihalic, 2016). Mihalic (2016) provides a useful summary of the emergence of the two discourses, and argues that while sustainable tourism is defined purely in terms of outcome-based goals, the added value of the Responsible Tourism discourse is an equal focus on the behaviours and processes through which these goals are achieved.

The concept of Responsible Tourism is used during this dissertation, as it reflects the current South African policy conversations, and emphasises the importance of including an action-driven approach. Based on these overarching concepts, several approaches have been used over time to determine, or measure, the level of responsibility of tourism activities by looking at the processes followed to achieve Responsible Tourism. Two such approaches include environmental impact assessment (EIA) follow-up, and the use of specific standards such as the SANS 1162:2011 Responsible Tourism Standard, as measurement tools.

Along with the use of EIA follow-up as a measurement tool for sustainable development,

standards such as SANS 1162:2011 can aid in providing a framework for understanding Responsible Tourism more effectively. Following a White Paper (South Africa, 1996) on the development of tourism in South Africa, the concept of Responsible Tourism was introduced into the South African Tourism sector. As a result, the Responsible Tourism Handbook was published by the Department of Environmental Affairs and Tourism (DEAT) in 2003, and a set of Responsible Tourism guidelines were released as part of the Cape Town Declaration on Responsible Tourism in 2002 (Responsible Tourism Partnership, 2002). Both documents have set out specific guidelines and principles to guide organisations within the tourism sector to implement Responsible Tourism.

In 2011, the South African Bureau of Standards (SABS) developed SANS 1162:2011, which is a standard titled "Responsible Tourism – Requirements". This standard was developed to, among others, "*be in line with the National Guidelines for Responsible Tourism and the global sustainable tourism criteria*" and to "*establish a common understanding of the minimum criteria for Responsible Tourism*" (SABS, 2011:1). This standard, together with the Handbook, and also the Guidelines (South Africa, 2002a), can be considered as a baseline for the measurement of Responsible Tourism within the context of SANParks, and is used for the purpose of the research being conducted.

SANParks needs to understand what is meant by sustainable and Responsible Tourism development within the context of their parks, as well as specific aspects and issues within the sustainable tourism context. This study aims to examine the use of stakeholder perceptions as a measurement tool for Responsible Tourism development, and also comments on the effectiveness of using this as a strategic way to achieve SANParks' goals. Stakeholder perceptions and experiences are measured against two sets factors: EIAs (as a guideline for sustainability indicators), as well as the Responsible Tourism Handbook, which are used to measure visitor perceptions, and also SANS 1162:2011, which is used to measure the perceptions of Kruger National Park (KNP) and SANParks employees.

In order to understand the sustainable and Responsible Tourism in SANParks, it is necessary to take note of the sphere in which this organisation operates, as well as the overarching challenges in the industry. Tourism accounts for just over 9% of the world's' GDP (Gross Daily Production) and in South Africa, its direct GDP was R103.6 billion in 2015 (StatsSA, 2015). Since tourism plays such an important role in the generation of revenue for developing countries such as South Africa, developing this sector also plays a key role in revitalising local economies (Sanchez Canizarez, Castillo Canalejo & Nunez, 2016). This benefit is increased when international

tourists make use of this service. Not only does it create job opportunities for people within the local communities, but it also promotes the development of small businesses (Scheyvens, 1999; Zaei & Zaei, 2013). The success of tourist developments is mostly dependent on the attractiveness of their natural features. Despite this, one cannot overlook the necessity of developing infrastructure and products which will help tourism industries improve their competitive edge, and ensure a better turnover (Koscak, Colaric-Jakse & Veljkovic, 2014).

Currently, protected areas such as SANParks are finding it increasingly difficult to secure funding, since subsidies from government are proving to be inefficient, resulting in more than 80% of their income being derived from tourism revenue (Biggs, Swemmer, Phillips, Stevens, Freitag & Grant, 2014). Increasing tourism numbers by means of infrastructure and facility development might prove to be the solution to securing enough funding in order to increase market share and grow as a business, as well as to improve conservation efforts (SANParks, 2013a; Whitelaw, King. & Tolkach, 2014). It is argued that the main factor which inhibits the success of a tourism industry in achieving its strategic targets is the poor quality of its infrastructure, causing many of these industries to suffer financial losses (Whitelaw *et al.,* 2014). Development of the national parks cannot be avoided, as the generation of revenue aids not only in their business growth, but also in their conservation efforts, while keeping in mind overarching regulations and strategic objectives (SANParks, 2013b).

The strategic plan of the Department of Tourism (South Africa, 2014) states that they aim to compile a framework where regulations are set out to ensure viable and sustainable developments taking place within the tourism sector. Since the Department places so much emphasis on this aspect, SANParks have conformed to this aim, to ensure that the many resources their various parks consist of are available for future generations (SANParks, 2018). In 2013, SANParks released a ten-year Responsible Tourism strategy (2013c). During the media release to announce the roll-out of the strategy, Glenn Phillips, SANParks Managing Executive for Tourism and Marketing stated:

> ... only option is to develop additional products and services that lend themselves to the natural attributes in each specific park, but to do so in a responsible and sustainable manner, thereby still being able to deliver on the core mandate of biodiversity conservation (SANParks, 2013c:1).

This strategy introduced the concept of Responsible Tourism practices to aid in ensuring sustainability.

Within the strategic planning documentation of SANParks, the importance of realising their vision of creating a Sustainable Parks System is made clear (SANB, 2013b; SANParks, 2016; SANParks, 2018). They also make the following clear:

> ... remaining relevant and evolving with society is the key to the Parks' future success. That means (SANParks) as the current custodians need to keep adapting in order to ensure the survival of the (…) National Parks (SANParks, 2013b:2).

These operational systems that are currently being used to monitor and report on the conditions of environmental, economic and social aspects need be reassessed, integrated, improved (extended) and streamlined to guide efforts which will ensure the transition to a more sustainable parks system (Kates, Clark, Corell, Hall, Jaeger, Lowe, McCarthy & Joachim, 2001). The measurement of stakeholder perceptions can play an instrumental role in aiding SANParks to adapt to the current organisational environment, and to place their strategic focus on relevant issues.

1.2 Problem Statement

SANParks aim to provide a type of tourism that is nature-based and contributes to the conservation of biodiversity, but due to the lack of growth as a business, the new aim of developing infrastructure to secure their market share has been placed in an important position. This means that several tourism developments and infrastructure upgrades have taken place, and are being planned to increase the number of tourists which will give SANParks a more secure competitive edge (SANParks, 2013a; SANParks 2013b, SANParks, 2018). For SANParks to uphold its principles, it is important to ensure that these developments comply with the necessary requirements for Responsible Tourism practices. SANParks is not getting a holistic picture of their understanding of Responsible Tourism, as they are not taking into consideration the perceptions and insights of key stakeholders of the parks.

The views of various key stakeholders play an important role in assisting tourism organisations in making strategic decisions to improve sustainability (Getz & Timur, 2005). The process of involving stakeholders in the decision-making process is known as 'stakeholder theory'. It is argued that this is instrumental in understanding the dimensions and structures of organisations, and allows for the consideration of a wider group of influencers when they develop their strategy (Wood & Jones, 1995; Polonsky, 1995; Harrison, Wicks, Colle & Purnell, 2010).

If SANParks wish to ensure that the environment is conserved, social wellbeing takes place, and that their economic position improves, they will have to find out what systems of inducement structures such as rules, markets, norms and scientific information can help improve their capacity to guide the interactions that take place between humans (development) and the natural environment toward a more sustainable course (Kates *et al.,* 2001).

The *problem* to be addressed through this study is that there is no current existing knowledge that has been generated through measuring stakeholder perceptions of Responsible Tourism development in the Kruger National Park, or in the general SANParks context. The following sections of this chapter will look at how this problem will be addressed, as well as the rationale behind conducting this research.

1.3 Research Aim and Objectives

The aim of the study is to determine stakeholder perceptions of Responsible Tourism development in the Kruger National Park as a case study for Responsible Tourism development in SANParks.

To achieve this, the following three objectives have been set:
- To critically explore visitor expectations and experiences to determine which Responsible Tourism aspects are of significance to park visitors.
- To determine the management perceptions related to the current level of performance and challenges faced in the implementation of Responsible Tourism practices by key SANParks and Kruger National Park employees.
- To synthesise the lessons learned from the visitor expectations and experiences, as well as the management perceptions relating to performance in order to advise SANParks on potential approaches for addressing challenges in achieving their Responsible Tourism goals.

These three objectives will collectively provide an indication of the current significant issues relating to sustainability and Responsible Tourism, and how the issue is understood by key stakeholders. From the information received, recommendations can be made regarding material issues that can receive additional focus from SANParks, and possible approaches to be followed to achieve sustainable tourism through responsible practices. This will ultimately aid SANParks in

better understanding Responsible Tourism development.

1.4 Motivation for the Study and Rationale

The greater underlying issue needs to be considered, to gain perspective on the problem that is addressed in the study, as well as the contribution that this will make to the "bigger picture". These are the ongoing conflict and pressures between the biophysical environment and humanity (the socio-economic environment) (Brundtland, 1987). The aim of sustainability is to ensure that this conflict or pressure between these two entities is eliminated, and that conservation of the natural environment takes place while socio-economic benefits and growth are achieved (Williams & Millington, 2004).

The tourism industry and SANParks are no strangers to the conflict between the socio-economic and the biophysical environment, as tourism activities have a detrimental effect on the natural environment (Ryan, 2001). SANParks state that although "*the business of SANParks continues to be that of conserving biodiversity and associated cultural heritage within national parks*", they are experiencing pressure to "*find ways of building the business side of the organisation*" due to factors such as "*changing and increasing hostile global financial and ecological conditions*" (SANParks, 2013a:2). SANParks clearly indicate that the "*continued improvement of the tourism plant with additional infrastructure funding will help increase our market-share as visitors become more attracted to our competitive product offerings*" and that "[a] major focus for this period in this regard, will be to ensure sustainability and Responsible Tourism growth, while enhancing our vision of connecting national parks to broader society" (SANParks, 2013a:2). In this statement lurks the challenge of sustainable development in the twenty-one South African national parks. In order to measure the sustainability of the developments taking place – some kind of 'assessment of sustainability' needs to be done.

Assessments of sustainability are increasingly being viewed as an important tool aiding in the shift towards sustainability (Pope, Annandale & Morrison-Saunders, 2004; Wessels, Retief & Morrison-Saunders, 2015). These assessments are described as the process of evaluating the implications of a given initiative on sustainability. For the sake of context, the initiative that can be referred to comprises infrastructure development projects taking place in SANParks. Ways to assess and report on the sustainability of these projects should be reflected in the strategic documentation of SANParks.

When considering some of the main strategic documentation that SANParks makes use of, there is mention throughout of ensuring that the parks systems are sustainable (Annual Performance Plan 2018/2019; Annual Report 2016/2017; Medium Term Strategic Framework Strategic Plan; Five-Year Strategic Plan 2014-2019). These documents do not comment on progress with regard to the achievement of this goal as measured by an actual assessment of sustainability as mentioned above. Instead, reporting is done on the achievement of individual goals, such as "Enhanced Tourism Returns" or "Improved Conservation Estate" (SANParks, 2017). It is unclear how the decision was made to include certain objectives (such as the involvement of stakeholders in the decision-making process) and how they relate to the overall goal.

By extension, in simply achieving sustainable development from a planning and operational point of view, the importance of achieving more Responsible Tourism must not be overlooked. Responsible Tourism aims to achieve the outcomes of sustainable tourism by focusing on the alteration of the behaviour of operators, governments, tourists and local people, as well as the processes involved in achieving these outcomes (Mihalic, 2016). Tourists have a key role to play in this: if Responsible Tourism is to take place, all parties involved will take responsibility for ensuring that tourism is more sustainable (Goodwin, 2011). The management of natural areas such as SANParks need to understand the attitudes and perceptions of these visitors, in order to know how they align with the principles of sustainable and Responsible Tourism.

If the correct sustainability and Responsible Tourism aspects/objectives are identified, SANParks will have the opportunity to exhibit better leadership on specific aspects within the Triple Bottom Line of sustainability, and integrate these into objectives, as well as measure how successfully these objectives have been achieved. Some of the benefits that they will reap from including the aspects that stakeholders consider as important into their strategic planning, will be the following:
- They are taking account of significant sustainability topics within their organisation.
- They can prioritise resources for the most important sustainability issues as identified by the stakeholders.
- They will be able to identify issues that are important, but aren't being addressed.
- They will be able to identify their performance with regards to the value that they create regarding sustainability aspects (KPMG International, 2014).

Incorporating these aspects into their approach to understanding and assessing sustainability, will aid SANParks in making more holistic decisions to ensure that the significant aspects of sustainability are considered, and that current challenges in achieving their goals are addressed.

Lastly, this study will contribute to the general literature and policy of Responible Tourism, especially in the South African, and National Parks context.

1.5 Breakdown of Chapters

This section summarises the layout of the different chapters, as well as sections of the dissertation.

Chapter One: The first chapter introduced the context of the study. The background is mainly that of nature conservation and tourism, as well as the introduction of sustainable development and Responsible Tourism. The problem statement was also set out in this chapter, which is that of ensuring that ensuring the Responsible Tourism goals are met in the context of SANParks. Justification for conducting the research was provided and the aim and objectives of the research were discussed.

Chapter Two: The literature review includes all relevant literature that has been consulted, in order to provide insight into important concept and principles. These include the following: sustainable development, sustainable tourism development, the shift from sustainable to Responsible Tourism together with exploring Responsible Tourism in the context of South Africa. The review also includes an analysis of the context of SANParks, setting out their strategic position, as well as the Kruger National Park's current approach to achieving Responsible Tourism development.

Chapter Three: This chapter sets out the research design and methodology for conducting the assessment, in order to collect the perceptions of the visitors and management representatives at the Kruger National Park and SANParks head office. It sets out the methods that were followed in order to identify Responsible Tourism aspects as well as the stakeholders, adopt measurement labels, and assess Responsible Tourism aspects, and, finally, the analysis of data. This section also includes a structure for the breakdown of work.

Chapter Four: This chapter provides a summary of the results of the assessment conducted, and includes the outcomes from assessing the Responsible Tourism Guidelines and SANS 1162, as well as the questionnaires and the management interviews.

Chapter Five: This discussion chapter provides more detail on the results that were covered in Chapter Four.   The chapter includes a discussion of the results from the interviews and

questionnaires to identify material Responsible Tourism aspects, along with current performance and challenges in terms of those aspects that were considered as material A correlation is drawn between the feedback from the visitors and the employees, and the alignment between the combined feedback and the SANParks strategy is also drawn. All of this is combined to draw a conclusion and compile recommendations to SANParks.

Chapter Six: This chapter shortly summarises the activities conducted throughout the dissertation, and concludes with the specific objectives that were set at the beginning of the dissertation. Recommendations are also made regarding further research that could possibly be conducted.

In summary of the chapter, Responsible Tourism aims to achieve the Triple Bottom Line of sustainable development, and, in the context of SANParks, aims to preserve SANParks and all its important aspects for future generations. SANParks needs to be able to determine and measure Responsible Tourism in a way that is relevant to its organisational context, and take note of the perceptions and expectations of its key stakeholders. Two Responsible Tourism measurement tools were identified to guide this process: EIA follow-up, combined with the Responsible Tourism Manual, and the SANS 1162:2011 Responsible Tourism Standard. These will be used as tools to measure which aspects of Responsible Tourism are of significance to the stakeholders. This can aid in the decision-making process to undergo strategic changes which would need to be made to ensure that these material aspects form part of the SANParks Strategic Framework.

Chapter 2 Literature Review

2.1 Aim and Layout of the Literature Review

The literature review is the first part of the research being conducted. The aim of this literature review, as indicated in the first objective of this study, is to critically explore Responsible Tourism within the context of SANParks by undertaking a comprehensive literature study process. This aim will be achieved by means of the following objectives:

➢ *Understanding and clarifying concepts*: There are several concepts that need to be understood in the context of the study being conducted: sustainable development, tourism development, sustainable and Responsible Tourism, and Responsible Tourism management. It is reiterated that, for the sake of this study, the term "Responsible Tourism" will be used, as this not only entails the achievement of sustainable tourism development, but also emphasises the importance of incorporating responsible behaviour into achieving sustainability.

➢ *Understanding and clarifying project-specific frameworks*: The project is specific to SANParks and, more specifically, the Kruger National Park (KNP). It is important to understand the context under which the park operates, in terms of legislation and specific policies. This includes the specific objectives that they wish to achieve, as well as their current approach to implementing Responsible Tourism.

➢ *Understanding the importance of stakeholder perceptions*: The practical component of this study will be done by means of measuring the perceptions of stakeholders. This review will assess visitor and key employee perceptions as a way of gaining clarity on the gaps, successes, and challenges that the Kruger National Park (KNP) is experiencing, with regard to how they are currently achieving their Responsible Tourism goals.

These objectives were achieved by means of a systematic search and review process. The methods that were used in the literature review, as well as the way the literature were evaluated and assessed, is discussed below. A review was done of the different sources of information to understand the main context of the study and the relevant concepts.

Once these objectives were achieved, they were used to undertake the practical part of the study, which entailed the development and administering of questionnaires to, and interviews with, the visitors and key staff members of the KNP. The purpose of the survey was to measure visitor expectations and experiences against the identified outcomes, as well as to understand

the perceptions of key management role players at SANParks with regard to their performance against SANS 1162:2011, and to determine any additional challenges or gaps that SANParks are facing. The results from the stakeholder perceptions and experiences were then used to determine whether SANParks' projects and strategic initiatives are in line with Responsible Tourism management strategies. This outcome will be beneficial to SANParks, since the results from the stakeholder surveys will be used as a strategic decision-making tool by SANParks.

2.2 Sustainable Development

Sustainability, as a concept, originates from the 1980s, and has grown from an abstract term to a complex concept. Due to its complexity, there is continuous debate regarding the meaning and implication of sustainability. Proof of this lies in the more than 80 different definitions worldwide for the term 'sustainable development' (Williams & Millington, 2004). One such definition that is widely used is supplied by Brundtland (1987:16), who defined sustainable development as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*". There are three main pillars on which this concept rests, in order to achieve the desired state, and they are also known as the Triple Bottom Line of sustainability (Long, Vogelaar & Hale, 2014). These are environmental integrity, social justice, and wellbeing as well as maximizing local economic benefits (Long *et al*., 2014). These three pillars can also be a foundation upon which more complicated criteria can be built (Williams & Millington, 2004). The worldwide promotion of, and means to achieve, sustainability have also become a major gobal focus area, as is evident in the seventeen United Nations (UN) Sustainable Development Goals (SDGs). These goals have been broken down into five focus areas: People, Planet, Prosperity, Peace and Partnership (United Nations, 2015).

The idea of sustainability started to become a significant issue after people began to realise that developments are seldom viable according to the standards of biophysical and socio-economic aspects (Du Pisani, 2006). Signs of this were (a) the degradation of environmental systems such as climate change, (b) the decrease of biodiversity, (c) great inequality on a social level, and (d) a significant increase in the gap between rich and poor. The improvement of this state on an inter- and intra-generational basis, is what a more sustainable kind of development aims to achieve (Jamieson, 1998).

To correctly assess the sustainability of a development, the objectives, as well as the indicators of sustainability, must first be defined. This should lead to the simultaneous preservation of the natural resources of the planet while also giving proper livelihoods to all people (Gibson, 2006a). Early research indicated that each different aspect of the Triple Bottom Line needs to be looked

at individually, but one must also bear in mind the interdependence of all things, and not treat any aspect as separate (Cuello, 1997). These individual criteria can thus be looked at in a holistic manner (Hani, Braga, Stampfli, Keller, Fischer & Porsche, 2003). According to Ratner (2004), there are three distinct approaches to the operationalisation of sustainable development. The approach that is the most effective is Technical Consensus, which is the technique of measuring development while also integrating the Triple Bottom Line factors. To ensure the effectiveness of the systems used for the assessment of sustainability, the overlaps between science, policy and the values of the public need to be recognised (Shields, Blengini & Šolar, 2011).

It is argued that the goal of sustainable development cannot be achieved objectively, and that there will be value judgements within different contexts (Marthur, 2008). This implies that the interpretation of sustainable development needs to be done within the project-specific context, together with its stakeholders, to define this concept as objectively and effectively as possible. For this reason, sustainable development in the KNP context needs to be defined with aspects such as tourism, legal requirements, the Park's mandate, and infrastructure development kept in mind. These topics, and more, will be examined in the following sections in order to create a holistic understanding of the definition of sustainable development in the KNP context. As the focus of this study is on the tourism industry, the concept of tourism development will be explored, in order to understand how the industry context, including its specific practices and challenges, may alter the way in which sustainable development is viewed, and how it can be achieved.

2.3 Sustainable Tourism Development

Globally, tourism plays a crucial role in the globalised world, as it brings different people and cultures closer together due to the increasing ease of movement between different continents and cultures. This has led to a global expansion of the tourism market to accommodate the increasing numbers and needs of international travellers. In turn, this has plaed additional pressure on tourism destinations to find unique experiences for travellers, placing a greater demand on tourism destinations globally. Mass Tourism is the model of tourism where the influence of the tourist flow has negative effects to the environment, the economy, the social and the cultural values of the society. The phenomenon of mass tourism may provide economical benefits to wholesalers, however the natural, cultural and social environment is experiencing losses (Stelios & Melisidou, 2010). This global phenomenon has led to an emphasis being placed on the sustainability of tourism developments on a global scale.

In 2000, there was an increase in tourism numbers worldwide, up to the point that there were 698 million annual arrivals of international tourists worldwide within that year. These numbers have already increased over the past two decades, and it is estimated that they will increase even more in the future. Although this might increase the influx of business for tourism industries, the World Tourism Organization (2002) speculated that there would be increased competition between tourism industries, and that tourists would no longer be concentrated in particular areas, but would become more distributed between different areas. This indicates the importance of tourism industries such as SANParks (of which KNP forms a part), to know and adapt to the demands of tourists, as well as to any changes that may take place in the market (Swarbrooke & Horner, 2007). One such demand that has recently come to light is that of visiting destinations that practise Responsible Tourism as part of their operations, along with other requirements.

Studies by Figueroa and Rotaru (2016) have shown that the best, most-visited tourist attractions are those that showcase the natural environment. They also argue that infrastructure developments such as accommodation and catering, which are crucial for these industries, also have the highest environmental footprint. This indicates that there is a constant clash between different aspects such as conservation of the environment and economic development. It is important that the natural environment is preserved, despite developments that need to take place, and that industries who promote nature-based tourism need to find a balance between these two (Liu, 2003).

The type of tourism that is mostly being undertaken by SANParks is ecotourism, which refers to tourism that involves natural areas, and is intended to be a lower impact type of tourism, compared to conventional mass tourism. This also implies that tourists visiting these areas need to do so responsibly by focusing on the preservation of the natural area and benefiting local communities (Honey, 2008). Ecotourism can have positive impacts on the natural environment in several different ways. These impacts include establishing and expanding national parks, protecting and improving biodiversity, and conservation of the natural environment (De Witt & Van der Merwe, 2015). Despite these positive impacts, ecotourism can also have negative effects on the natural environment. These include the disturbance of wildlife, soil erosion, loss of habitats, and trampling or destruction of natural vegetation, due to the building of infrastructure, over-consumption of resources, pollution, and social and economic disadvantages to the local community (Neto, 2003; Geldenhuys & Saayman, 2009). This reinforces the importance of practising evironmental management and Responsible Tourism in the ecotourism industry, despite the perceived positive environmental impacts.

SANParks and the KNP are no exception when it comes to the potential negative effects of tourism operations on its surroundings. The demand is growing for unaltered natural places, causing an increase in crowds who will have a negative impact on the environment. The increase in the number of visitors leads to more building and development taking place - which finally causes the natural, unaltered environment to be lost (Ryan, 2001). This is becoming the case in SANParks, and especially in large parks such as the Kruger National Park, where there is an increasing influx of tourists, causing an increasing demand for tourist facilities and infrastructure developments. Recognising this has brought to light the importance of ensuring that the operations which are currently taking place are of a sustainable nature (Buckley, 2012).

based on information supplied previously in this chapter, sustainable tourism can be defined as the visitation of a place and having a minimal detrimental impact on the environment, while also not only improving the condition of the local society, but the economy as well. There is a great deal of debate on the individual importance of each of these aspects (Zhang, 2016), and many argue that the conservation of the natural environment should be most important, as some ecologies exist where damage is irreversible, implicating the importance of ensuring they be conserved. Others stress the importance of ensuring that there is economic growth, and that maximising income from these destinations will ensure economic growth. There are also those who believe that it is the responsibility of these destinations to put the maintenance of social well-being and development at the forefront (Strambach & Surmeier, 2013). Due to these conflicting views, the question arises about the importance of each of these issues in the setting of SANParks. There are many tools that one can use to measure this (Rogers, Sherwill, Grant, Freitag-Ronaldson & Hofmeyr, 2008). The figure below is a model showing the decision-making process within tourism development. This indicates how complex the process is, and how decisions are not made with only one goal in mind, but, rather, includes an integrated approach that considers and interrelates all goals and individual strategies:
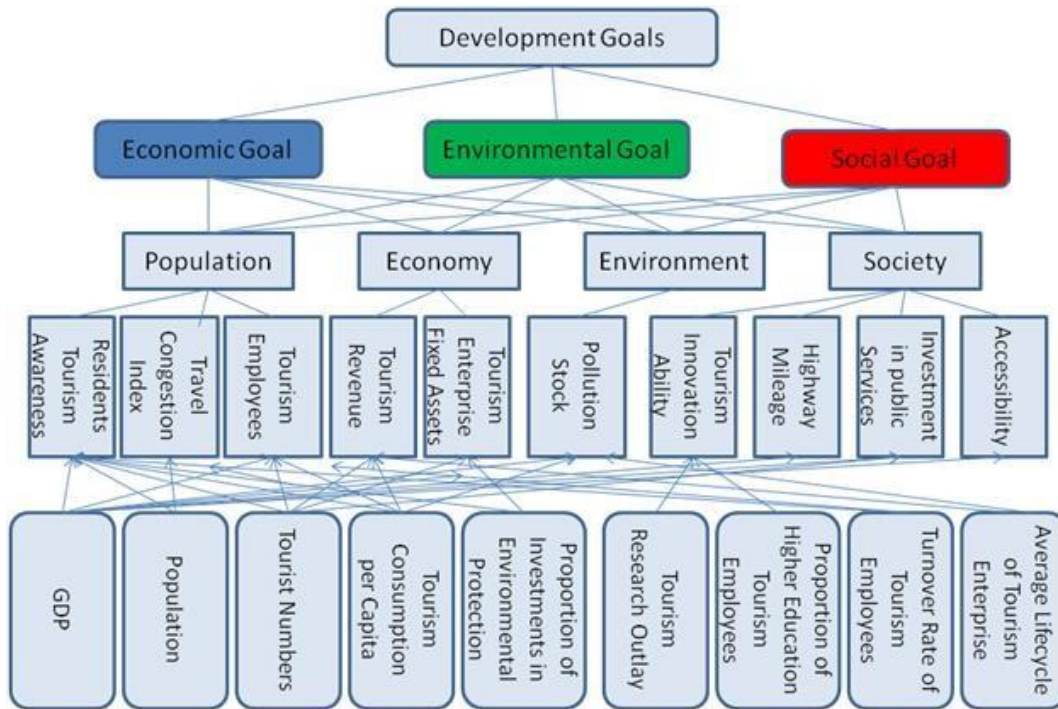
Figure 2.1: A model showing the decision-making process within tourism development. (**Source**: Rogers *et al.*, 2008).

The three main development goals given in the figure have several complex aspects and factors that are interrelated to one another and have an influence on each other, and which ultimately have an influence on the development goals and what influences decision-making (Rogers *et al.*, 2008; Zagonari, 2019). Sustainable tourism cannot be achieved by the inputs of some members of management and regulatory bodies alone; it is important that all people who directly or indirectly influence a tourism destination, take responsibility for their impacts on it. For this reason, the concept of sustainability, along with policies and legislation, are not enough in achieving its intended outcomes. Instead, the move needs to be made to a model where all those involved in tourism need to change their behaviour to be more responsible when it comes to all of the abovementioned aspects, and others. The next section illustrates why and how the shift has taken place from sustainable to Responsible Tourism, and how this is more effective in achieving sustainable development.

2.4 The Evolution from Sustainable to Responsible Tourism

Slaper and Hall (2011) describe the concept of sustainable tourism as a 'success story', and Weaver (2014) refers to it as a "tourism megatrend". Various scholars have criticised sustainable

tourism, as the concept has various areas of critique (McKercher, 1993; Butler, 2015). Van der Merwe and Wocke (2007) referred to the lack of practicality of sustainable tourism, as various tourism operators do not understand the meaning of the concept, and, therefore, implementation does not occur as timeously as may be required. The concept of sustainable tourism has been criticised as being too ambiguous, which can lead to potential confusion (Weaver, 2014). There has also been criticism of the fact that it requires voluntary actions to take place as a supplement to regulatory requirement, and therefore leans toward corporate social responsibility (Frey & George, 2010).

There is a further argument that the TBL of sustainability is short-sighted, and even though it may result in interventions with limited positive outcomes, it may also lead to long-term systematic negative outcomes (Farrell & Twining-Ward, 2005; Cochrane, 2010; Strickland-Munro, Allison & Moore, 2010; Slaper & Hall, 2011; McCool & Lime, 2001). The consensus is made that the more appropriate way forward would be to follow a system-based approach, where interactions of the various elements of the socio-ecological system are recognised.

In recent years, the concept of 'Responsible Tourism' has emerged, and is evolving as the alternative term to 'sustainable tourism'. Various recent publications have begun to use this term, such the World Tourism Organization (UNWTO), which refers to "*responsible and sustainable tourism*" (UNWTO, 2016). Responsible Tourism means that the parties involved in the tourism sector are responsible for making sure that all activities taking place are of a sustainable nature (Frey & George, 2010). The concepts of sustainable and Responsible Tourism are very closely related, where Responsible Tourism entails a more practical and action-driven approach to achieve sustainable tourism, which in this case, is a theoretical concept (Mihalic, 2016). Mihalic (2016) provides a useful summary of the emergence of the two discourses, and argues that while sustainable tourism is defined purely in terms of outcome-based goals, the added value of the Responsible Tourism discourse is an equal focus on the behaviours and processes through which these goals are achieved.

The thinking behind sustainability is what underpins the framework of Responsible Tourism in South Africa. Central to this is the vision of the National Tourism Sector Strategy 2016 – 2026 (South Africa ..., 2017). In 2003, the Department of Environmental Affairs and Tourism released the Responsible Tourism Manual for South Africa (South Africa ..., 2002b)..., along with the Responsible Tourism Handbook (South Africa ..., 2003), and the National Responsible Tourism Development Guidelines for South Africa (South Africa ..., 2002a). These documents laid the

foundation for the SANS 1162 Responsible Tourism standard that is currently being used as a guidance for Responsible Tourism in SANParks and the Kruger National Park. The diagram below illustrates how sustainable and Responsible Tourism are interlinked, where sustainable tourism is more of a theoretical concept that is achieved through the outcome-based process of Responsible Tourism:

Responsible Tourism (Process)

Developing, managing and marketing tourism in ways that create competitive advantage.

Maintaining and encouraging natural, economic, social and cultural diversity;

Ensuring the active involvement of communities that benefit from tourism, including their participation in planning and decision-making and the establishment of meaningful economic linkages;

Sustainable Tourism (Concept):
The visitation of a place and having a minimal detrimental impact on the environment while also improving the condition of the local society as well as the economy.

Assessing and monitoring the environmental, social and economic impacts of tourism developments, and openly disclosing information

The added value of the responsible tourism discourse is an equal focus on the behaviours and processes through which these goals are achieved.

Avoiding waste and over-consumption, and promoting the sustainable use of local resources.

Figure 2.2: The link between sustainable and Responsible Tourism. (**Source**: Adapted from South Africa ..., 2002b; Zhang, 2016).

As mentioned above, this study will place emphasis on the concept of Responsible Tourism, as sustainability is embedded in this concept. The concept of sustainability and sustainable tourism has been explored as part of the literature review; however, the term Responsible Tourism will be used throughout the study, as this encapsulates the concept of sustainability. The next section will focus on Responsible Tourism from the context of current literature on the topic, and the South African policy and guidelines relating to Responsible Tourism. Case studies will also be explored,

in order to shed light on similar research that has already been conducted relating to this topic.

2.5 Responsible Tourism

2.5.1 Current literature

In recent years, the concept of Responsible Tourism has been recognised as a complementary term to sustainable tourism. They are both defined as achieving minimal negative impact (and maximal positive impact) on the environment, social justice, and economic growth, and can be used in conjunction with one another to an extent (Frey & George, 2010). The main distinction between these two concepts is that Responsible Tourism dictates that both organisations and individuals need to take responsibility for the activities that they partake in, as well as any effects these activities may have within the tourism sector. Responsible Tourism means that the parties involved in the tourism sector are responsible for making sure that all activities taking place are of a sustainable nature (Frey & George, 2010). Tourism operators make more frequent use of the label of "Responsible Tourism" in the industry (Centre of Responsible Travel, 2009; SNV, 2009). Responsible Tourism has become a tool for tourism organisations to ensure that their businesses are viable in the long-term, and that they differentiate themselves from the rest of the market, along with supporting local communities (SNV, 2009).

Globally, the concept of responsible tourism has been researched based on its various facets. This includes questions such as whether various role-players are concerned with the consequences of their current tourism-related behaviour, and whether this does in fact result in more responsible behaviour (Budeanu, 2007; Goodwin & Francis, 2003; Miller, 2003). Further studies aim to understand the degree of responsibility that falls in different actors, along with who needs to make choices related to moral and political matters. Other studies examine the weight of responsibility that falls on the shoulders of different actors, as well as the questions of who should make the moral and political choices (Hall & Brown, 2006). There is also research related to the ethical considerations of responsible tourism, while other work looks at practical ways that will encourage greater responsibility (Fennell & Malloy, 2007).

The term 'Responsible Tourism' was initiated in South Africa, and was declared by the Cape Town Declaration in 2002, which led to tourism organisations adopting a more responsible approach to their operations and practices, and transparently reporting on progress. The declaration also made the commitment to "*[. . .] work with others to take responsibility for achieving the economic, social, and environmental components of responsible and sustainable tourism*" (Responsible Tourism

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Partnership, 2002:5). The literature also records a variety of Responsible Tourism definitions, as each destination and stakeholder group will have different priorities. This means that local guidelines and policies must be developed through the involvement of various stakeholder groups (Responsible Tourism Partnership, 2002). Various tourism operations have started to recognise that implementing Responsible Tourism practices will pave the way towards achieving sustainable tourism (United Nations Environment Programme (UNEP), 2005).

Idahosa (2019) undertook a comprehensive literature review so as to better portray the various components that need to be considered, in order to fully encapsulate the concept of Responsible Tourism. As part of this study, a diagram was drawn up to visualise which concepts are associated with Responsible Tourism, and to provide more detail on the relationship between these concepts and that of Responsible Tourism. The association between concepts used for Responsible Tourism and environmental sustainability, as well as corporate social responsibility (CSR), was also explored during the review. The figure below illustrates the diagram that was compiled during the review and provides a visualisation of the terms that need to be considered when looking at Responsible Tourism:
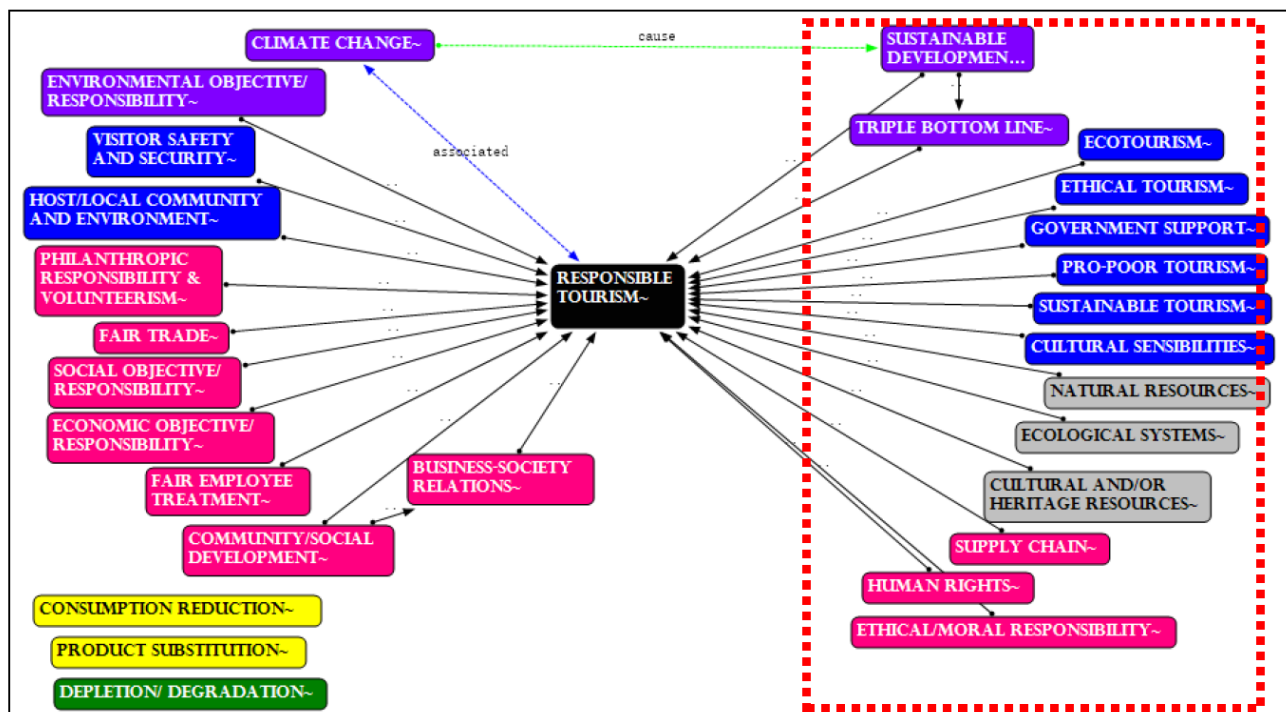

Figure 2.3: The conceptualisation of Responsible Tourism in the industry. (**Source**: Adapted from Idahosa, 2019).

The above figure categorises specific terms based on occurrence and association with the concept

of Responsible Tourism. The words in blue are unique to Responsible Tourism, and they include government support, visitor safety and security, cultural sensibilities, sustainable tourism, the host community and the environment, ethical tourism and ecotourism. Here, the focus is placed on specific tourism niches relating to business-society relations and sustainability. The terms in green and yellow are unique to environmental sustainability as well as CSR, respectively, but are associated with Responsible Tourism practice.

The literature review also highlights the importance of stakeholder engagement and includes the involvement of employees, supply chain, investors, government and tourists/visitors. The words in purple boxes are those associated with Responsible Tourism, CSR and environmental sustainability, and include words such as sustainability, climate change and Triple Bottom Line. The terms in pink are common terms used in CSR as well as Responsible Tourism, such as community/social development, volunteerism, supply chain management, business-society relations and human rights. Finally, the words in grey boxes are more commonly used in CSR and environmental sustainability, but can also be associated with Responsible Tourism. It is clear from the illustration that Responsible Tourism is a complex concept with various facets associated therewith, each of which needing to be considered if applicable to a specific tourism operation. Together with these specific terms or words that are associated with Responsible Tourism, there are also various approaches with regard to implementing it.

According to studies done by Khairat and Maher (2012), the implementation of Responsible Tourism through tour operators can take place in five main areas: Internet management, customer relations, supply chain management, product management, and cooperation with a destination (UNEP, 2005; Khairat & Maher, 2012). One barrier that is impeding organisations from achieving Responsible Tourism is the fact that they are not committing resources to improve their management practices. This is highlighted by Frey and George (2010), who state that a positive attitude towards being more responsible will not simply lead to any management changes, as they are not investing resources into practising it.

Some of the reasons behind the gap in achieving Responsible Tourism include limitations in financial resources, as well as a lack of understanding of what is required to achieve it. The Brundtland Commission (Brundtland, 1987) argued that constraints in financial resources is the main roadblock faced by tourism organisations. In terms of the level of understanding of Responsible Tourism, practices were assessed by Font and Tribe (2001), who found that consumers' purchase decisions were not influenced by the 'level' of responsibility of a tourism

organisation, and that they did not recognise aspects such as environmental awards, as instrumental to their decision-making. This has started to improve over time as the concept became more widely known, and more recognition has been given to organisations who focus on environmental and social issues. This is evident in the development of policies and guidelines, especially in the South African context, as is elaborated on in the section below.

2.5.2 South African policy and guidelines for Responsible Tourism

In South Africa (and in SANParks), the term *Responsible Tourism* is used more frequently than Sustainable Tourism, although both concepts aim to achieve the same outcome. In May 1996, the Department Of Environmental Affairs And Tourism released a White Paper on development and promotion of tourism in South Africa (South Africa ..., 1996), in which they state the following:

> Based on an assessment of the problems, constraints and opportunities facing the South African tourism industry, the imperatives of global change as well as the ideas and concerns raised in the country-wide workshops in South Africa, the concept of "Responsible Tourism" emerged as the most appropriate concept for the development of tourism in South Africa.

The proposal was made that Responsible Tourism should be the guiding principle for the development of the industry (South Africa ..., 1996:22). The White Paper identifies Responsible Tourism as the main principle that needs to guide tourism development. It implies that the following be done:

- A proactive approach be taken by those within the tourism industry in order to manage the tourism industry more responsibly and, in doing so, create a competitive advantage.
- The tourism industry recognises their responsibility to the environment by promoting more sustainable tourism practices.
- Businesses and government ensure the involvement of local communities by the development of economic linkages.
- Organisations acknowledge their responsibility to invest in and develop the cultures of local people, and ensure that they are protected from over-exploitation or over-commercialisation.
- Local communities take responsibility for getting actively involved in the tourism industry, ensure that visitors are safe, and practise sustainable development.
- All parties in the tourism industry need to ensure responsible employment practices.

Subsequent to the publishing of the White Paper, the Responsible Tourism Handbook was published by the Department of Environmental Affairs and Tourism (DEAT) in 2003, and a set of Responsible Tourism Guidelines were released as part of the Cape Town Declaration on Responsible Tourism in the same year (Responsible Tourism Partnership, 2002a). Both documents set out specific guidelines and principles to guide organisations within the tourism sector to implement Responsible Tourism. The Responsible Tourism Handbook (South Africa ..., 2003:8) indicates Responsible Tourism as being about "*providing better holiday experiences for guests and good business opportunities for tourism enterprises*" and "*enabling local communities to enjoy a better quality of life through increased socio-economic benefits and improved natural resource management.*" This responsibility is not only that of major entities such as government, but also the individual who may use a resource or make use of a service. (South Africa ..., 2003).

The National Responsible Tourism Development Guidelines for South Africa (South Africa ..., 2002a) is a document that outlines the necessary actions that need to take place to achieve Responsible Tourism. These guidelines are divided into the three major pillars of sustainability and guide the user to act responsibly regarding each of these pillars. The guidelines that are set out in this document are summarised as follows:

- Assessing the economic impacts of the development of tourism
- Ensuring the involvement of communities, as well as that they enjoy economic benefits
- Developing and marketing a product
- Involving the local people in decision-making and maintaining cultural diversity
- Assessing the impacts of a development on the environment
- Avoiding over-consumption by the users
- Maintaining the natural environment (including biodiversity, the landscape and climate)

All relevant parties need to follow these guidelines to ensure that these objectives are met. It is an approach to engaging with tourism, rather than a form of management (South Africa ..., 2003). The last step in ensuring that there is sufficient guidance on achieving Responsible Tourism, was the development of a tool (or standard) to effectively measure whether Responsible Tourism was being successfully incorporated into an organisation.

In 2011, the South African Bureau of Standards (SABS) developed a Standard on the Requirements for Responsible Tourism, known as SANS 1162. This standard was developed to,

among others, "*be in line with the National Guidelines for Responsible Tourism and the global sustainable tourism criteria*" and to "*establish a common understanding of the minimum criteria for Responsible Tourism*" (SABS, 2011:1). This standard, together with the Handbook and Guidelines, can be considered as a baseline for the measurement of Responsible Tourism within the context of SANParks, and will be used for the research being conducted.

The SANS 1162 standard was developed to address the fact that South Africa does not have a single national standard for Responsible Tourism. It is meant to ensure that the interpretation of Responsible Tourism is consistent throughout industry, and that the criteria used for certification against this standard conforms to national policies. The scope of this standard states:

> [t]his standard establishes specific minimum requirements for the performance of organisations in the tourism sector in relation to sustainability and enables an organisation to formulate a policy and objectives, which take into account legal requirements and information pertaining to the impact of these requirements (SABS, 2011:5).

This standard can be applied within an organisation to implement, maintain and enhance practices that are sustainable, while complying with their Responsible Tourism policy.

Overall, South African policy has ensured that there are effective measures in place to understand, implement and measure Responsible Tourism goals. SANParks have made the commitment to adhere to the requirements as set out above. As indicated in the introduction, the study aims to measure specific stakeholder perceptions relating to Responsible Tourism, and a review was done of some similar research that has been conducted, together with the findings from these studies. This will supplement the outcomes of the findings from this study, in order to identify gaps in literature and to formulate possible suggestions or areas of improvement for SANParks, based on all the information available. The next section provides a summary of these other studies that have been done by other researchers, and the specific findings that they have made through their research.

2.5.3 Case studies: Responsible Tourism assessment through the perceptions of stakeholders

Below is a summary of the findings from case studies previously carried out, focusing on Responsible Tourism, and making use of different stakeholder perceptions, to inform the findings of the studies.

Push and pull factors (Kinabalu National Park, Sabah)

Xin and Chan (2016) undertook a study on the perspectives of tour operators on Responsible

Tourism practices at the Kinabalu National Park. The study firstly found that there are various motives to practise Responsible Tourism, such as benefits to the organisation (which was considered the main push motive along with profitability), initiative, awareness and education, the positive image of the organisations, and obligation. Along with organisational benefits comes increased profit and a competitive advantage, which aligns with the argument made by Miller (2001), stating that market advantage, along with benefits relating to public relations that come from being "green", seems to trigger these tourism operators to practise a greater degree of Responsible Tourism. Some 'pull' factors include customer demand, market trends (which includes pressure from the European market) and the role of government.

Some main responsible practices by the tourism operators included raising awareness, putting rules and regulations in place, encouraging local capacity development, managing supply chains, and undertaking cleaner production. Ensuring that these practices are carried out successfully is impeded by lack of commitment and participation from stakeholders, due to specific attitudes towards Responsible Tourism. This study indicates why and how certain tourism operators start to implement Responsible Tourism practices, and makes particular note of the fact that the attitudes of specific stakeholders play a role in making responsible tourism a success. This study informs the current research, as it indicates what generally motivates tourism operators to practice Responsible Tourism and the benefits thereof, as well as which practices are implemented by other tourism operators. This study will be beneficial for providing recommendations on improving current Responsible Tourism practices in the SANParks and KNP context.

Implementation and challenges (East London, South Africa)

It is evident that the concept of Responsible Tourism is embedded in the South African tourism policy (Frey, 2007). Van der Merwe and Wocke (2007) state that most stakeholders in the sector are not following Responsible Tourism practices. Farmaki, Constanti, Yiasemi and Karis (2014) note, through a literature review, that limited research is available on the ability of tourism stakeholders to achieve specific goals relating to Responsible Tourism. As stakeholders of tourism organisations are generally diverse, and they have diverse needs, the implementation of Responsible Tourism becomes a challenge, as all of the inputs of these diverse stakeholders need to be considered (DEAT, 1996:20).

In a study by Tichaawa and Samhere (2015), the challenges to implementing Responsible Tourism were analysed through measuring the views of various tourism operators at destinations in East London, South Africa. The results were split into economic, social and environmental

factors. The findings on economic factors noted that just over a third of respondents encouraged tourists to support local restaurants and shops, and 28% said that local suppliers were sourced for food and some services, and fair wages and business were promoted. Very few respondents supported local communities. For social factors, almost half the respondents encouraged showing respect to the host culture, and most of them tried to create opportunities for tourists to interact with locals. In terms of environmental issues, almost half the respondents indicated that they measure water and electricity consumption, and also try to use natural resources sustainably. Only 11% of respondents focused on reducing impacts during tourism development. Some challenges faced in achieving Responsible Tourism included the fact that there is a lack of support from government as well as financial limitations. Some respondents referred to the lack of incentives to implement Responsible Tourism, as well as too little interest from tourists and the community to help achieve Responsible Tourism. This study informs the current research, as it showcases the current views of some of those individuals who are Responsible Tourism operators in South Africa, and also gives an indication of areas where improvement is needed in terms of addressing current challenges in achieving Responsible Tourism.

Perspectives on innovation (Western Cape, South Africa)

During a study conducted by Booyens and on (2016b) in the Western Cape, South Africa, the perspective of innovation was explored within Responsible Tourism. Innovation is considered an enterprise that aids tourism industries in enhancing their competitive advantage (Omerzel, 2016). According to the research,

> [t]ourism entities are considered to be innovative in terms of Responsible Tourism if they exhibit economically sustainable behaviour by introducing innovations or significant improvements to their products, processes or business practices in order to maintain their competitiveness and/or enhance their socially or environmentally sustainable practices (Booyens & on, 2016b:386).

The first country in the world to support Responsible Tourism by embedding it into their national policy framework was South Africa (on, 2013). According to the review done of the current policies in place, insufficient attention is given to the role of innovation pertaining to the development and promotion of Responsible Tourism (Booyens, 2015). The study further explores the innovation that has taken place in this sphere within specific organisations.

The study revealed that innovation was observed at 60% of the tourism organisations (Booyens, 2015, 2016; Booyens & on, 2016b, 2016c). Of these organisations, the majority introduced

improvements that are incremental, instead of introducing developments that are new to the market. It was found that there are active innovations taking place in the environmental field (including saving energy and water, waste management, green building standards, the reduction of their carbon footprint, and conservation), while social innovations see very little (between 3.6% and 4.8%) engagements, in spite of the fact that they form part of a large portion of the Responsible Tourism objectives.

Social innovations lead to ensuring social benefits, and have a positive effect on social change through the implementation of new or improved products and/or services that have social benefits. Based on the research findings, it was suggested that a structural level of innovation be incorporated into tourism organisations, as this will lead to a degree of collaboration with non-profit organisations, and will lead to a broader influence on the benefits to a particular community, the local economy or a specific destination. This study informs the current research, as the learnings from this research show the value of using innovative solutions to address challenges in incorporating Responsible Tourism practices into a tourism organisation.

Tourism operators' understanding of concepts (Western Cape, South Africa)

An investigation by Idahosa (2019) looked at the degree of understanding that tourism operators have about environmentally sustainable tourism.   The industry understanding and practice of Responsible Tourism was linked to the academic literature conceptualisation. This study was conducted in the Cape Town and Cape Winelands areas. The results from semi-structured questionnaires were linked to the literature studies conducted.

The study found that tourism operators did not make use of terms that are synonymous with Responsible Tourism, such as ecotourism, sustainable tourism, pro-poor tourism or ethical tourism. It was also found that theoretical concepts such as the TBL, ecological systems or sustainable development did not come up in the responses from the tourism operators. There was also a limited understanding in terms of including aspects such as heritage, ethical behaviour or human rights, along with stakeholder engagement (apart from communities and tourists) during the responses from the tourism operators.

There were strong responses with regard to community engagement, fair working standards and environmental responsibility. Further emphasis was placed on responsible resource use and combating climate change, during the feedback sessions provided by the respondents. The study called for caution in the use and interpretation of technical academic terms during field research, and highlighted the need to determine how these concepts are understood when

interpreting results of research data. This study informs the current research with regard to insight into the degree of understanding that tourism operators have in relation to specific concepts, and highlights the importance of a proper understanding of concepts regarding Responsible Tourism.

2.5.4 Conclusion

The first sections of the literature study were aimed at understanding and clarifying concepts such as sustainable development and Responsible Tourism (as indicated in Objective 1 of the literature review), as well as looking at specific examples of similar research that have been done on this topic. As the first objective of the literature review has been achieved, the next section will shift the focus to understanding and clarifying project-specific frameworks. As the project is specific to SANParks, and more specifically the KNP, the next section will look at the context of SANParks, as well as specific legislative aspects pertaining to the parks and how SANParks are looking at implementing Responsible Tourism practices within the parks.

2.6 Project-Specific Analysis: the Context of SANParks and the KNP

SANParks is a public tourism agency that manages the operation of nineteen national parks on behalf of the South African government and its citizens They were formed in 1926, and comprise a total of 4 000 000 hectares (40 000 km^2), which is over 3% of the total area of South Africa (SANParks, 2016). Below is an image showing the distribution of the parks over South Africa:

Figure 2.4: The distribution of the 19 SANParks. (**Source**: SANParks, 2018).

The 19 SANParks are distributed throughout the whole of South Africa, with parks in seven of the nine provinces, and comprise two-thirds of the protected areas in South Africa. The chief purpose of the SANParks is to be effective custodians of South Africa's biodiversity heritage. They have realised that there is a lack of earnings, the establishment of efficient management plans, and the execution thereof. This led them to make the decision to invoke three operation-emphases, or pillars, within the parks: conservation, Responsible Tourism, and socio-economic development (SANParks, 2019). They have become the basis on which all national parks are managed. Achieving these operational goals was not possible without financial support, which meant that SANParks had to grow as a business to make enough money for the conservation of natural resources, as well as make enough profit.

SANParks' mission is to do the following:

develop, protect, expand, manage and promote a system of sustainable national parks that represents natural and cultural heritage assets, through innovation, excellence,

Responsible Tourism and just socio-economic benefit for current and future generations (SANParks, 2013a:6).

This reiterates the fact that the central focus remains that of the conservation of nature, and that they manage the ecotourism affairs in such a way that no irreversible damage is done to the ecosystems (SANParks, 2013a). This also agrees with the legal mandate for the parks and their strategic plan.

The Kruger National Park (KNP) is considered the flagship park for SANParks, and is known for its great surface area (1 918 140 hectares) and variety of wildlife, most famous of which are the 'Big Five'. The KNP was proclaimed as a National Park on 2 September 1926 (Government Gazette No. 1576 dated 2 September 1926). As can be seen in the map above, it is situated in the north-eastern corner of South Africa, and borders Zimbabwe to the north, and Mozambique in the east. The KNP is also the main source of tourism and revenue for SANParks (Kruger National Park, 2018).

The mission of the KNP is in line with that of SANParks, which is to do the following:

[m]aintain biodiversity in all natural facets and fluxes, to provide human benefits and build a strong constituency and to preserve as far as possible the wilderness qualities and cultural resources associated (KNP, 2018).

It is evident that the main mission of SANParks is of a conserving nature, especially the natural and cultural aspects of the KNP (SANParks, 2013a). They manage their eco-tourism in such a way that they do not cause any irreversible damage to the ecosystem. Within the mission, there are many sub-objectives with regard to the KNP.

The KNP and SANParks operate under, and need to adhere to, specific legislative requirements and national policies. The next section provides a summary of the most applicable national legislative and policy-based requirements that the parks need to adhere to as part of their operations.

2.6.1 Legislative aspects

The mandate of SANParks is underpinned by section 24(b) of the Constitution of the Republic of South Africa Act 108 of 1996, which states:

"Everyone has the right-

… (b) To have the environment protected for the benefit of present and future generations through responsible legislative and other measures that:

… (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development."

SANParks aim to promote this ideal, and ensure that South Africans have this right. The parks exist in terms of the National Environmental Management: Protected Areas Act (NEM: PAA), No. 57 of 2003. This Act dictates that SANParks must "*conserve; protect; control; and manage*" all the parks under their management as well as the biological diversity within each of these parks. The regulations set out in these pieces of legislation act as a guide for SANParks when they develop strategic objectives.

SANParks also need to adhere to the criteria set out in the strategic plan for the Department of Tourism for 2015/2016 to 2019/2020 (South Africa ..., 2014). This plan promotes not only sustainable tourism, but also Responsible Tourism practices, and maintains that these practices will help South Africa to obtain a competitive advantage in the tourism sector. The strategic plan also emphasises the fact that they will engage with stakeholders to improve their service (South Africa ..., 2014). Adherence to these criteria is specified in the five-year strategic plan (SANParks, 2019).

SANParks state in their strategic plan that revenue generated from tourism income is an effective way of increasing their fortunes. This will help with the economic aspect of sustainability, help with funding for conservation efforts and social upliftment, and ensure their growth as an organisation (SANParks, 2013a; SANParks, 2019). The addition of infrastructure will help with increasing their market share, as tourists will be more attracted to the product offerings. Koscak *et.al.* (2014) state that good quality infrastructure needs to be established to ensure that a tourism industry excels. SANParks believe that this will help the business growth aspect, but maintain that they will focus on a viable form of infrastructure growth. They have also launched several programmes which aim to employ the communities neighbouring the parks. This will facilitate economic upliftment as well as social justice. These points are all set out in their five-

year strategic plan (2013-2018 and 2019-2023) (SANParks, 2013a, 2019). Their most recent (2019) strategic plan includes several themes such as job creation, people empowerment and service excellence in tourism. The fact that these themes are included, confirms the fact that the tourism aspect of SANParks plays an important role. Their strategic plan also includes the sustainable growth and development, as well as the promotion, of Responsible Tourism (SANParks, 2013a; SANParks, 2019).

Chapter 2 of NEM: PAA (South Africa, 2003) iterates the importance of proper infrastructure, which is outlined by the following statement: "*18. Visitor facilities contribute positively to the visitor experience".* There are several indicators that need to be considered when carrying out this norm. Firstly, an EIA must be carried out, the facilities may not cause irreversible damage to the area, damaged areas must be rehabilitated and restored, and the infrastructure must not only be sufficient for the number of tourists, but must also be of appropriate quality – indicating that it must be upgraded and regular maintenance must take place (South Africa, 2003).

The largest number of tourist products in the country are owned by SANParks. They play a very significant role in the tourism sector of South Africa, since they offer a variety of facilities and experiences, and they are a fundamental part of the economy of the tourism sector in South Africa. For the past two decades, about R2.5 billion was invested in the upgrade and development of tourism infrastructure by the government. This forms part of the Infrastructure Development Programme (IDP), which is the contribution that the government gives to develop infrastructure. This is a small fraction of the R10 billion that SANParks need to manage with regard to their infrastructure. This means that 80% of the income that SANParks generates is dependent on the tourism business half of their revenue generating undertakings. This, in turn, means that SANParks need to be successful with their tourism industry, since it is their main source of income (SANParks, 2016).

SANParks have an Infrastructure Development Programme which they carry out, in order to invest funds into the expansion and initiation of infrastructure developments within the parks (SANParks, 2013a; SANParks, 2019). Some of the programmes include the construction of rest camps, upgrading accommodation facilities in selected camps, adding beds, the introduction of shops and restaurants, adding and upgrading bulk infrastructure such as fences and roads, and introducing several restaurants and shops. Many of the infrastructure developments include improvements that will aid in their Responsible Tourism performance, such as water saving and energy efficiency, and new infrastructure being included that will be built by keeping responsible practices in mind (SANParks, 2019). The evolution of the parks in this respect has taken place

with the main purpose of increasing income, as well as making sure that growth and development takes place within the parks (SANParks, 2016). The parks have seen success in achieving this, since they have had a revenue increase of 14.7% in 2016, as well as a growth in guest numbers, with 4 146 694 individuals visiting different SANParks between March 2015 and March 2016. This increase in their performance concerning their business growth is important for their continued existence (SANParks, 2016).

This study consists of a case study of the KNP, with the aim of it being representative of all SANParks. The KNP is the largest and most famous of the SANParks, and has many species of flora and fauna, including 336 tree, 507 bird, 114 reptile and 147 mammal species. The KNP also includes a number of biomes such as savanna, riverine forest and woodlands (Engelbrecht, 2011). The total size of the park is 19 485 km².

One of the core pillars of SANParks is diverse and Responsible Tourism (SANParks, 2019). The parks play a significant role in promoting the ecotourism business in South Africa. The ecotourism business targets domestic and international tourists, and is key in the generation of revenues through its operations. SANParks are also looking at increasing those revenues, in order to secure more funding for conservation. Through these ventures, it remains their focus to ensure that activities take place responsibly. SANParks have started to focus on Responsible Tourism from a strategic perspective, as well as to carry out specific Responsible Tourism practices. The approach that SANParks have followed in this regard is discussed in the following section.

2.6.2 SANParks' approach to Responsible Tourism

SANParks are responsible for generating over 80% of their income, which is derived from the revenue generated by tourism (Biggs *et al.*, 2014; SANParks, 2019). The income earned by five of the 19 parks, including KNP, subsidises the costs to operate all the other parks (SANParks, 2018). SANParks formally adopted the SANS 1162:2011 Responsible Tourism Standard in October 2011, and released a brochure titled "Responsible Tourism in SANParks: The journey to 2022" (SANParks, 2013b). In this document, their definition of Responsible Tourism is the following:

> Responsible Tourism respects the natural and cultural environment and contributes to local economic development in an ethical manner. It helps conserve fragile cultures, habitats and species by maximising the benefits to local communities and minimizing

negative social or environmental impacts (SANParks, 2013b:9).

It is evident that SANParks have committed to implementing Responsible Tourism practices within their business. This can be seen in their strategic plan for 2016/2017 – 2019/2020, in which they state:

> As a public entity tasked with the conservation of biodiversity through a system of national parks, SANParks is a key role player in South Africa's natural resource management. In addition, through the implementation of the Responsible Tourism Strategy the management of eco-tourism in national parks is done in such a way that due concern is taken of environmental principles. (SANParks, 2016:16).

The SANParks 2022 Responsible Tourism Strategy has two desired outcomes that they use to inform their approach to Responsible Tourism. The first is to remain relevant and to grow with society, in order ensure the ongoing existence of the parks; the second is to secure funding by means of the revenue generated from tourism activities, in order to maintain the integrity of the national parks. They further state:

> It is with this in mind that SANParks has adopted the 2022 Responsible Tourism Strategy that lays a sustainable foundation for the next part of the National Parks Tourism Journey – one which seeks to connect with a broader South African society in order to grow the number of citizens who will not only support but protect our natural heritage (SANParks, 2013b:2).

The SANParks' strategic plan for commercialisation has the objective of improving current service levels and expanding tourism products, in a bid to generate additional funding for conservation. To date, this strategy has led to infrastructure development valued over R450 million (SANParks, 2019). Some of the main initiatives that they focus on are the incorporation of green building standards into their new infrastructure, the initiation of an energy efficiency programme, an integrated waste management programme, and efforts to conserve fresh-water resources while also allowing neighbouring communities to make use of resources in a sustainable manner (SANParks, 2013b; SANParks, 2019).

In their five-year strategic plan for 2019/2020 – 2022/2023 (SANParks, 2019:63), SANParks state that their vision entails a "*World-class system of sustainable national parks reconnecting and inspiring society*". To realise that vision, they have set the following three outcomes:

- Sustainable conservation

- Diverse and Responsible Tourism

- Socio-economic transformation

A performance plan is set up for each of these objectives, with quarterly targets. Enabling conditions and resource considerations are included, as well as evidence (or a means of verification) to see whether they have achieved the set outcomes. It is clear from these objectives that SANParks have committed to being sustainable, and to implementing Responsible Tourism practices. Below is an image of the SANParks strategy map to achieve the objectives that they have set, and to finally achieve their vision (SANParks, 2019):
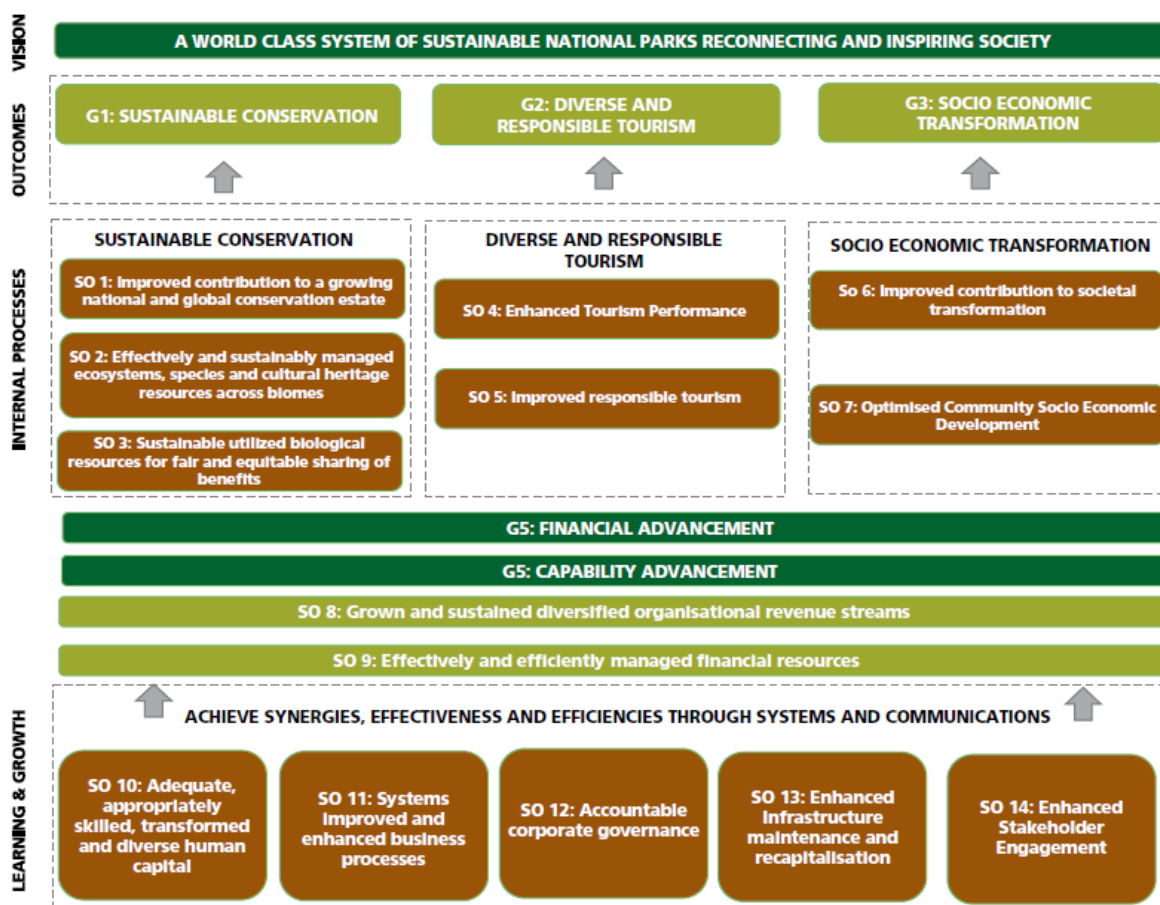
Figure 2.5: The SANParks Strategy Map. (**Source:** SANParks, 2019).

The above image shows the SANParks strategy map as set out in their five-year strategic plan. At the top is the vision of SANParks, followed by the specific outcomes that have been set. Each of these outcomes has specific strategic objectives (SOs) that have been set, while a number of strategic objectives are applicable to all outcomes. Strategic Objective 14 is Enhanced

Stakeholder Engagement, which further ties into the research (SANParks, 2019).

In conclusion, it is evident that SANParks are major role-players in South Africa when it comes to conservation and tourism development in the country. The parks operate under various legislative and policy-based requirements, and as a result, of some of those specific requirements have opted to adhere to the SANS 1162:2011 standard, and have embedded the principles of the standard into their strategic objectives. The next step would then be to assess their progress in implementing these goals and gain a clear understanding on what gaps there are, and what challenges are being faced in terms of achieving this goal. The next section elaborates on the involvement of stakeholders in Responsible Tourism development, and will set the scene for the data collection process to be discussed in the next chapters of this research.

2.7 Stakeholder Involvement in Responsible Tourism Development

Conservation or environmental plans or decisions are generally complex, and many different people are involved who have differing values and opinions. Decisions for these types of projects are made worldwide at a range of different scales, from community to multinational levels (Vogler, Macey & Sigouin, 2017). The process of including relevant people in the decision-making process is called stakeholder involvement/analysis.

Any tourist destination has a network of multiple interdependent stakeholders that forms its organisational structure (Cooper, Scott & Baggio, 2009). Stakeholders may include any individual who is associated with a tourism development, and can thus affect, or be affected by, any decision or activity that may take place in that destination (Waligo, Clarke & Hawkins, 2013; Sterling et al., 2017).

Stakeholders have an unignorable impact on tourism development initiatives, which indicates the importance of recognising stakeholders in the sustainable management of tourism by taking their perspectives into consideration (Waligo et al., 2013). Reed (2008) argues that stakeholder engagement throughout an activity or project will lead to higher quality decision-making, as more sources of information are incorporated. The United Nations Environment Programme (UNEP) (2018:14) has recognised the following:

> ... broad and balanced participation of [stakeholders]…plays a central role in providing expertise and scientific knowledge, informing governments of local needs and opinions, as well as identifying the 'on the ground' realities of policy decisions.

The implementation of Responsible Tourism is driven by partnerships with stakeholders, and leads to more Responsible Tourism practices taking place (Gossling, Hall & Weaver, 2009). Even though the TBL needs to be encompassed, the tourism industry often concentrates on the economic development and environmental aspects, and disregards social aspects as well as the processes where stakeholders are involved (Waligo *et al.,* 2013). It can be noted, however, that the SANParks strategic plan makes it clear that social and cultural aspects are of the utmost importance to them.

There are a few different approaches to stakeholder involvement, but one that is considered to be very effective considers stakeholders as citizens of a country, and they have the right to influence an organisation in order to ensure that their needs are met (Ridley & Jones, 2002; Rowe & Shepherd, 2002). In the context of organisations who seek profits (such as SANParks), the argument has been made that engaging with a range of stakeholders suggests a shift from only considering the intentions of managers to satisfy the interests of shareholders, to undertaking a bigger responsibility towards society. This is known as corporate responsibility and will address wider environmental as well as social development goals of society. It also implies the sharing of information, as well as negotiating opportunities between an organisation and its stakeholders (Gao & Zhang, 2006).

Reed (2008) identified some themes that are relevant to stakeholder participation, which he described as prerequisites for ensuring best practice in stakeholder participation:

- The participation of stakeholders needs to be considered early in the process of a development and throughout the entire process.
- A systematic analysis and representation of relevant stakeholders needs to be done. The analysis of stakeholders is more frequently being used to represent relevant bodies in the process of decision-making.
- Stakeholders need to agree on clear objectives for the process of participation. When the goals towards which a group is working are articulated, an appropriate process using relevant tools can be designed.
- The long-term success of a participatory process is often dependent on whether the outcomes are institutionally embedded. Participation needs to be embedded in policies, and needs to be implemented (Reed, 2008).

To improve the effectiveness of decision-making at SANParks, a diversity and abundance of stakeholders need to be involved in the assessment process (Koscak *et al.*, 2014). If one knows

what the value of an aspect is to people who are affected, they can make a more informed decision about the outcome of that aspect, in a trade-off. The importance of a feature within any context thus depends on what those concerned with a situation find important, stipulating the importance of stakeholder engagement (Olander, 2007).

The use of stakeholder engagement to drive sustainability assessments is referred to as bottom-up assessments. The effectiveness of this form of assessment lies in the fact that the three pillars of sustainability are not looked upon as separate entities, but cross the "boundaries" of each of these separate categories – thus ensuring an integrated approach. Gibson (2006b:173) states that "*[s]ustainability assessment criteria that avoid the pillars and concentrate attention on the main requirements for improvement rather than established categories of expertise, are therefore advantageous*".

Stakeholders include not only individuals such as visitors to the parks, park management and staff or the local communities, but also organisations such as academic institutions or government bodies (South Africa, 1998; Aas, Fletcher & Ladkin, 2005). These members who are involved will have some degree of insight into the matters of the KNP. Their reason for visiting the parks, or anything that they hope for the future of the parks, or even the commitments that they make to the parks (such as conservation fees), are the main factors that determine how feasible several sustainability aspects are (Gibson, 2006a). Whatever the stakeholders find important determines the viability of a development. Liu (2003) argued that all stakeholders need to be involved for an optimal outcome. All stakeholders have their roles to play and are each of importance. In the case of this study, limited stakeholders were consulted, due to various constraints, but KNP visitors and key SANParks employees were involved, in order to provide a more holistic view of their perceptions.

The role that tourists play is a major one, since they help park management to determine what expectations, experiences, temperaments and attitudes they have towards the parks. These exclude the market, as well as the satisfaction that they have with the products (Thapa, 2013). Management also play a vital role, as they are those charged with governance of the parks. The term of governance allows actors such as non-governmental organisations (NGOs) and businesses to be included in the steering of society (Lemos & Agrawal, 2006). Those in positions of governance play a steering role in the long-term transition to sustainable development. This involves a reflective and interactive process in which dialogue and debate takes place, instead of the generation of hierarchical command (Meadowcroft, Farrell & Spangenberg, 2005). The figure below indicates the process of stakeholder participation in order to make adaptations to strategic

plans, so that they can achieve a more viable outcome.

Figure 2.6: The process of Stakeholder Participation. (**Source**: Meadowcroft *et al.,* 2005).

The above figure indicates the process followed when involving stakeholders in the decision-making process. Once their perceptions have been determined and important matters have been identified, SANParks will need to agree that these are the values and problems of the parks, after which future needs will need to be placed on the table. Ways to achieve these future needs can be determined through strategic changes taking place. Involving a multitude of stakeholders in Responsible Tourism can be a complex process, and there are various factors that influence these assessments.

2.7.1 Measuring perceptions as a stakeholder involvement method

The views and perceptions of stakeholders play a key role in the management of tourism. This includes the opinions, as well as the attitudes that the stakeholders have towards the impact that a development has on a place (Ellis & Sheridon, 2014). In the case of this study, the perceptions of park visitors and management will be measured against the recommendations and expectations that are set in the Environmental Impact Assessments (EIA), as well as the relevant criteria set out in the Responsible Tourism Guidelines and SANS 1162: 2011. The perceptions gathered will be used as independent verifiers.

Tourists have different levels at which they value an activity or a resource. If a tourist destination

is aware of this, and knows what this level is, they can incorporate it into their strategic planning, and it can ensure that their programmes maximise benefits. A further consideration is that of the socio-demographic backgrounds of tourists, and information such as their age and occupation (Beerli & Martin, 2004). Those who manage natural areas need to start recognising the growing importance of knowing what visitors think or feel about a place (Coghlan & Castley, 2013). Measuring the perceptions of tourists forms part of a constraint evaluation process, with inputs and outputs (Engelbrecht, 2011). Key employee members can provide valuable feedback into performance in the organisation, along with specialised inputs, as they are individuals who are exposed to, and involved in, the implementation of the Responsible Tourism strategy on a day-to-day basis (Davletgildeev, 2003).

In recent years, more attention has been given to the role of those in governance positions in Responsible Tourism (Hall, 2011; Keyim, 2017). It is fitting that governance refers to the relationships and interactions between different stakeholders (Baggio, Scott & Cooper, 2010). In this case, the focus is shifted from those who play a role in market, and is placed on the views of visitors or key staff members, in order to be embedded into the policy-making process. If this is done effectively, cooperative behaviour will be facilitated, which is a condition for sustainable development (Beritelli, 2011). Baggio *et al.* (2010) note that when one considers the multiple stakeholders in destination management, one must remember that the interaction between these stakeholders is dynamic and complex, and that if cooperative planning is employed, these interactions can improve in order to benefit all stakeholders. With this in mind, the study has aimed to involve as diverse a group of stakeholders as possible, in order to incorporate all relevant feedback into the analysis done.

2.8 Conclusion

The aim of this literature review was to understand and clarify concepts, principles and practices regarding sustainable development and Responsible Tourism within the context of SANParks.

The first objective was to understand the various concepts within the context of the study. Sustainable development can be understood as development that "*meets the needs of the present without compromising the ability of future generations to meet their own needs*" (Brundtland, 1987), while sustainable tourism is the visitation of a tourism destination that will have little negative impact on the environment, while the economy and the local society also experience gains. Responsible Tourism entails that everyone who may be involved in tourism is responsible for the task of ensuring sustainability, and in South Africa a standard (SANS

1162:2011) has been developed in order to aid tourism organisations to achieve Responsible Tourism. The concepts given above all lead to the outcome of Responsible Tourism, which needs to be applied throughout all stages of a development, thus making it an important part of developments within SANParks.

The second objective was to understand the specific context of the project within SANParks. SANParks exist under the NEMA's Protected Areas Act, and are essential to the conservation of biodiversity. SANParks' chief purpose is that of "*effective custodianship of South Africa's biodiversity heritage*". Their mission is to –

> develop, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations (SANParks, 2013a).

It is thus evident that their main aim is to protect the environment, especially the natural as well as the cultural aspects of the parks. Tourism plays a large role in SANParks, since their strategic plan includes themes such as the creation of jobs, the empowerment of people, and tourism service excellence. Furthermore, their strategic plan includes the growth and development of sustainable tourism as well as the promotion of Responsible Tourism. They do, however, emphasise the importance of infrastructure development as an additional manner of revenue generation, thus causing a conflict between the conservation of nature and economic growth.

The final objective was to determine the relevance of the perceptions of tourists as a manner of measuring sustainability. Sustainability can be a subjective goal that can be interpreted within a certain context. This context is set by means of a dialogue with stakeholders, who present both meaningful and promising ways to pursue sustainability. Responsible Tourism is no longer only a prescriptive technical exercise that only produces measurement of the impacts of activities, but has grown into a dialogue between experts and stakeholders. This links directly to the process of deciding in a project to effect all important decisions that are made relating to sustainability implications. The views of stakeholders have a major influence on the management of tourism, as it is they who are mostly affected by whatever happens to a development. In the case of SANParks, the visitors to the park are the main stakeholders and are also those who maintain the park by means of the income they give.

Sustainability is measured by combining environmental conservation, economic growth and social integrity (the TBL of sustainability). If these are collectively and continually implemented in tourism developments in SANParks, while also considering the views of stakeholders,

sustainability will be ensured. One of the main principles of the SANParks is to provide a type of tourism that is nature-based and contributes to the conservation of biodiversity. It has, however, become clear that more attention needs to be given to the growth of SANParks as a business, and to ensure that tourism development take place within the parks, as this is the parks' means of income. Due to this, a few tourism developments have been initiated, in order to improve the parks' competitive edge and ensure revenue growth.

The review has shown that SANParks have several policies and objectives with regard to Responsible Tourism. Although their core goal is conservation of the natural environment, revenue generation has driven recent infrastructure developments. This has secured economic growth, which they have indicated will fund conservation efforts. As the literature on Responsible Tourism has indicated, however, the concept entails a large variety of aspects and they all need to be explored and understood in order for SANParks to achieve their objective of Responsible Tourism development. This may be achieved by undergoing a stakeholder involvement process, in order to understand any gaps that there may be, along with understanding the current performance and implementation challenges faced by those in charge of undertaking Responsible Tourism activities in the parks.

The first objective of the study, which was to critically explore Responsible Tourism within the context of the SANParks by undertaking a comprehensive literature study process, has therefore been achieved. The next chapter will provide an outline of the methodology followed in order to achieve the other objectives as set out in Chapter 1 of this dissertation.

Chapter 3 Research Design and Methodology

This chapter sets out the research design to be followed in order to achieve the research aim, as well as the methodology that acts as a blueprint for the sequence to be followed for the research. According to SAGE Publications (undated), in broad terms methodology is "*the study of research methods extending from broad issues relating to epistemology [knowledge claims] through the theoretical underpinning methods, to specific procedures for conducting research*". David and Sutton (2011:631) state that a research design is viewed as "*the logical sequence that connects empirical data (collection and analysis) to a study's initial research objectives and, ultimately to its conclusions*". This "blueprint of research", as described by Yin (2003:20-21), is highly desirable in a complex and relatively poorly controlled real-world research study such as this study. The choice for this study's design framework is based on three elements of inquiry, suggested by Creswell (2003:3): (a) philosophical assumptions about what constitutes knowledge claims (epistemology); (b) general research approaches called methodologies; and (c) detailed procedures of data collection, analyses and writing, called methods. This study follows a mixed method (quantitative and qualitative) design that applied a single case study to obtain data.

3.1 Research Design

The research design provides a blueprint of the research conducted. The philosophical assumption under which this study was undertaken was the pragmatic research paradigm. According to the Stanford Encyclopaedia of Philosophy (2008), "*[p]ragmatism is a philosophical tradition that – very broadly – understands knowing the world as inseparable from agency within it*". The encyclopedia further states:

> [t]his general idea has attracted a remarkably rich range of interpretations, including: that all philosophical concepts should be tested via scientific experimentation, that a claim is true if and only if it is useful that experience consists in transacting with rather than representing nature, that articulate language rests on a deep bed of shared human practices that can never be fully 'made explicit'.

This paradigm makes use of a mixed method research approach, and places its focus on what works as the truth concerning whatever questions are investigated (Onwuegbuzie & Leech, 2007).

This chapter explains the approach which was followed to achieve the specific research aim and objectives as they were set in Chapter 1, and summarised as follows: The aim of the study is to determine stakeholder perceptions of Responsible Tourism development in the Kruger National Park in order to assist SANParks achieve their Responsible Tourism goals. To achieve this, three objectives have been set, which are discussed in Chapter 1.

In order to achieve these three objectives, a mixed-method approach was followed. This chapter includes the process followed to define the population, develop data collection instruments, as well as to collect and analyse data. Ethical considerations and data limitations are also considered as part of this chapter. The logical sequence (or process) followed to achieve the aim and objectives is summarised in the design framework below, and will be explained in further detail in the rest of the chapter:
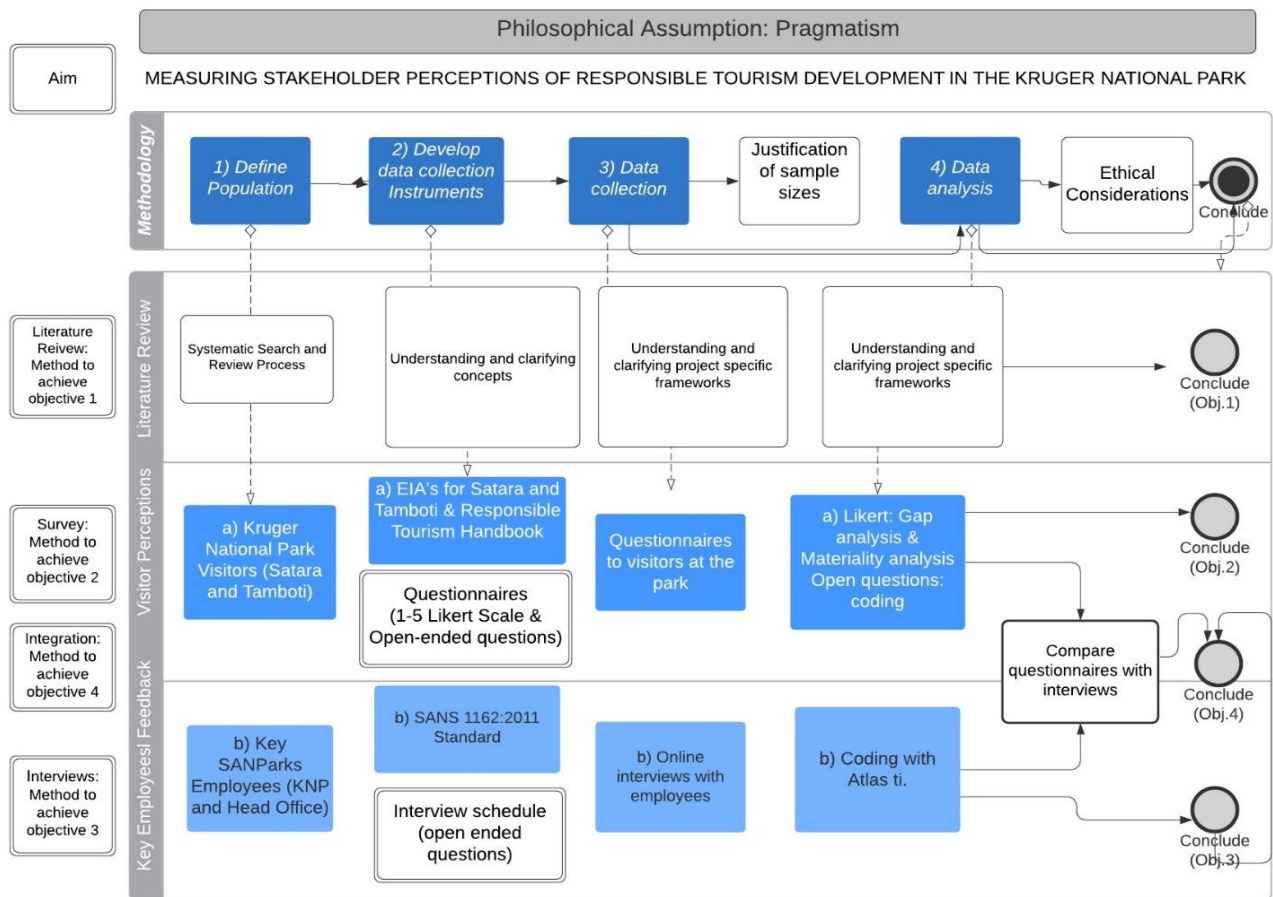

Figure 3.1: The research design framework followed to achieve research aim and objectives. (**Source**: Own).

The abovementioned figure was set out to answer the following question: "Can stakeholder perceptions of Responsible Tourism development in the Kruger National Park be determined as a

case study for Responsible Tourism development in SANParks?"

As indicated in the above figure (figure 3.1) a case study approach was followed in which two groups of stakeholders within the KNP were used as the sample population. These two groups included the park visitors and key employees. As mentioned above, Objective 1 (to explore Responsible Tourism within the context of the SANParks) has already been achieved through the literature review process. As illustrated above, Objective 2 (to explore visitor expectations and experiences to determine which Responsible Tourism aspects are of significance to park visitors) was achieved by means of compiling and administering questionnaires to KNP visitors at specified camps, and analysing the feedback that they provided, to determine which Responsible Tourism aspects they deemed as important.

The questionnaires were compiled by identifying applicable Responsible Tourism aspects as set out in the camp EIAs as well as the Responsible Tourism Handbook. Objective 3 (to determine the current level of performance and challenges faced in the implementation of Responsible Tourism practices by key SANParks and Kruger National Park employees) was achieved through the process of conducting interviews with key KNP and SANParks employees, focusing on understanding their current performance in terms of Responsible Tourism, as well as various successes and challenges faced by them when it comes to achieving their goals. These interviews were based on the SANS 1162:2011 Responsible Tourism Standard. The fourth and last objective (to synthesise the lessons learned from the stakeholder expectations and experiences) was firstly achieved by comparing the findings from the visitor and employee feedback to one another, and by determining specific areas of possible future improvement. This was supplemented by the findings from the literature study, and will help to fill the gap in knowledge with regard to an understanding of Responsible Tourism within the SANParks and KNP context. The sections below provide a more detailed outline of the exact process followed, in order to achieve the objectives of the study.

3.2 Defining the Target Population and Sample Size

The population from which data was collected consisted of key stakeholders within the KNP, comprising the park visitors and key employees at the KNP and SANParks Head Office in Pretoria. The KNP was chosen for this case study. Since the inception of SANParks, reliance has been placed on tourism revenue to support their conservation mandate. Since an early stage, KNP has become the flagship conservation and tourism product offering within SANParks. The KNP was chosen, as it delivers the largest portion of tourism-related revenue, with many rest camps offering various levels of infrastructure and amenities, and hosting many visitors. It was also chosen due

to the availability of EIAs (which are used as data collection tools) for recent developments that took place at those parks, and because the KNP plays a key role in subsidising the operational costs of the other parks (SANParks, 2018). The cases of Satara and Tamboti camps were chosen for several reasons. Firstly, there is a high level of visitor interaction; secondly, enough time had to have lapsed between the completion of the projects and the visitor surveys; thirdly, the EIA reports had to be available for use (it is worth noting that EIAs provide an opportunity for stakeholders to reflect on the past and comment on the responsibility of the proposed developments that initiated the EIA process); fourthly, there had to be substantive Responsible Tourism issues in order to gain valuable feedback; and fifthly, it is important that data can be compared between similar infrastructure products where possible (Coyne, 1997; Suri, 2011).

A basic stakeholder analysis involves the identification of people, groups and institutions that have some interest in a project or will be affected by it (Sterling *et al.,* 2017; Vogler *et al.*, 2017). The relevant stakeholders for this study were identified as the visitors and the key employees involved in the management of the park. These stakeholders were chosen since they were the most easily accessible group for this study, and play a key role to ensure that Responsible Tourism practices take place (Clarkson, 1995).

Visitors are one set of stakeholders that can be used for moving towards Responsible Tourism, because they are able to help the management of the parks to determine what expectations, experiences, dispositions and attitudes they have towards the parks. These exclude the market, as well as the satisfaction that they have with the products (Thapa, 2013). Their perceptions can also be regarded as valid, since they make use of the facilities and their continued visitation to the parks ensure that the parks remain financially viable.

The other set of stakeholders identified was *employees* who are considered as those who play key roles in Responsible Tourism in SANParks and in specific parks (in this case, the KNP), as employees. The perceptions of those in managerial positions are important, as this affects the decisions that they make within an organisation, and the measurement thereof plays a significant role in determining how they make strategic decisions (Beyer, Chattopadhyay, George, Glick & Pugliese*,* 1997). In consultation with the SANParks Tourism Research team, key individuals were selected who would be able to provide enough input into the topics under review, with the focus of learning from KNP. These individuals included those involved in Infrastructure and Special Projects, Business Development, Scientific Services, Strategic Conservation Planning and Environmental Management, Tourism Management, and also Technical Services.

As the aspects that would be measured were identified, and the individuals to be surveyed also identified, the next step was to convert these aspects into questionnaires and interviews in order to receive the highest possible level of feedback from the stakeholders involved.

3.2.1 Justification of survey approach and sample sizes

A mixture of quantitative and qualitative methods was used as part of the study. This section aims to provide justification of the approaches followed to collect the data, as well as the sizes of the samples collected.

For the visitor questionnaires, Likert-scale questions, along with limited open-ended questions, were used to obtain feedback. The Likert scale is often used to measure perceptions and cognitions. This type of scale is most commonly administered through questionnaires. This type of approach is effective for this study, as a larger group's perceptions were measured, and it is an approach that is used for capturing different intensity levels of how individuals perceive specific items. The analysis of these items also leads to the identification of patterns, in order to understand the general perceptions (Likert, 1932; Jamieson, 2004; Carifio & Rocco, 2007).

During fieldwork conducted in 2017, a total of 204 completed questionnaires were collected. To determine the statistical validity of the questionnaires received, the following formula was used to determine the sample size n and the margin of error (E):

x = $Z(c/100)2r(100-r)$

n = $N x/((N-1)E2 + x)$

E = $Sqrt[(N - n)x/n(N-1)]$

Where N is the population size, r is the fraction of responses are significant to the study, and $Z(c/100)$ is the critical value for the confidence level c. This calculation is based on the Normal Distribution. Note that the total population for the purpose of this calculation was the total number of visitors to KNP in 2017 (the year that fieldwork was done). This meant that the total population was 1.8 million people (SANParks, 2017; Brett, 2018). Based on the calculations and the number of questionnaires received, the acceptable margin of error is 6.86%, with a confidence level of 95% (Karras, 1997).

The determination of sample sizes for interviews is dependent on the specific scenario and purpose of the research being conducted, and there is little guidance on the exact number

needed to satisfy specific requirements (Cohen, Manion & Morrison, 2000; Gray, 2004; Bryman 2012). A sample size is considered sufficient when theoretical saturation has been reached through the study conducted, the heterogeneity of the population from which there was sampled, and the scope of the research objectives to be achieved (Becker, 2007; Brannen & Nilsen, 2011). The focus was also on individuals in management positions, as they are involved in making decisions pertaining to the day-to-day activities at the KNP. In considering these factors, it was noted that the feedback received covered a wide array of issues, and had many instances of repetition of some facts, therefore indicating that saturation has been reached in terms of the information received.

The participants were selected through consultation with SANParks, as they provided input into which individuals were most involved in Responsible Tourism in SANParks and the KNP. Out of the eleven (11) individuals identified to be participants in the research, seven (7) participated in the interviews. These individuals could be considered as representative of the SANParks and KNP role-players in Responsible Tourism, as there were representatives from each level of management (Group, Park and Camp), as well as representation from different divisions within SANParks, which ensured that perceptions were representative of the target population (Becker, 2007; Brannen & Nilsen, 2011). Analysis of both the questionnaires and the interviews will be covered in the data analysis section, while the next section, below, will provide further detail on the instruments that were used to collect the data that formed part of this research.

3.3 Develop Data Collection Instruments

3.3.1 Baseline information consulted

For visitor questionnaires: The focus of the questionnaires was on understanding the perceptions, expectations and experiences that visitors to the KNP have with regard to specific Responsible Tourism aspects. These aspects were identified by undergoing a comprehensive evaluation of the EIAs for specific relevant developments that will be used as case studies (Gibson, 2006b). In order to measure the sustainability of projects that have occurred, the approach of EIA follow-up is often used as a tool (Hulett & Diab, 2002). EIA follow-up is used as an umbrella term referring to multiple activities that aim to follow up on the actual impact of projects (Morrison-Saunders & Arts, 2004; Wessels, et al., 2015). EIAs were specifically considered, as they are considered as a process that promotes and aids in ensuring Sustainable Development as they address environmental, social and economic issues (South Africa, 2017;

Pope *et al.*, 2019).

For this study, the categories of impacts that were initially considered in the EIAs will be used as a baseline for the categories that were used in the questionnaires. The focus of the EIA follow-up is therefore on the actual environmental, social and economic impacts of the development activity. Once certain limits have been exceeded, it gives an indication that adaptive management should be initiated to address shortcomings and ensure improvement (Morrison-Saunders, Pope, Bond & Retief, 2014). These categories provided the input in identifying specific gaps in the TBL of sustainability, and considering areas of improvement. The EIAs were therefore used as a data collection tool.

It has often been suggested that the environmental assessments, as well as follow-ups, could make a significant contribution to sustainability when the scope thereof is extended to include social and economic considerations, together with that of environmental issues (Gibson, 2006a). The EIAs used were those of the development of additional tents in Tamboti Camp, and the upgrade of the caravan and camping facilities in Satara. For each of the relevant developments, the Scoping Report, Basic Assessment, Specialist Reports, Public Participation and acceptance conditions were analysed for any possible recommendations and expectations. Furthermore, to add to any gaps in the aspects identified in the EIAs, South Africa's 'Responsible Tourism Handbook' (South Africa ..., 2003) was consulted, as it comprises the Responsible Tourism principles as set out. From the EIAs, any recommendations or expectations that have been set out were considered as Responsible Tourism aspects. In the cases where there were gaps in the EIAs for specific Responsible Tourism aspects, the Guidelines as set out in the Responsible Tourism Handbook, were included. Based on these indicators, a scale was developed to determine the level of importance of these aspects to visitors.

For management Interviews: The focus of this study was on understanding Responsible Tourism practices in the context of the KNP and SANParks, as well as the KNP's current performance and challenges in achieving their Responsible Tourism goals. In this case, the value of input from those in key managerial positions within SANParks, and the value that they add to Responsible Tourism development, was determined. This was done by using management interviews, with questions being asked from a semi-structured interview schedule. As SANParks refer mostly to Responsible Tourism, and management are placing their focus on that to achieve Responsible Tourism development, the focus was placed on the principles and standards of Responsible Tourism to set the layout of the management interviews.

The baseline for the questions that were asked were based on the requirements set out in the SANS 1162:2011 Standard. The requirements within this standard were appraised. Those requirements that were firstly considered as relevant for the SANParks context, and secondly, could be transformed into questions that would be able to measure perceptions, were selected, and included in the interview schedule. The SANParks five-year strategic plan (2019) was consulted, and where certain aspects within the requirements were addressed, those aspects were removed. For example, Requirement 5.3.1, "*[t]he organization shall use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability*" is addressed in the strategic plan with reference to equitable recruitment processes, and was therefore not included in the interview schedule.

The feedback from the visitors was also considered. If the visitors considered the aspects as material, or it was mentioned in the comments given in the open-ended questions, the specific requirement was included in the questionnaire, in order to gain feedback from a managerial perspective. For example, the visitors made reference to waste management in their comments, and regarded it as important; therefore, Requirement 5.4.5, "*[t]he organization shall implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced*", was included in the interview schedule.

3.3.2 Categorise aspects and identify key performance indicators

As two different sets of information were consulted to set out the aspects (EIAs/Responsible Tourism Handbook and SANS 1162:2011), the aspects are categorised differently for the questionnaires used for the visitors and the interviews used for management. The categorisation is explained separately, below, for each of these.

For visitor questionnaires: The aspects (as determined in the previous phase) were listed and classified in the categories of economic, environmental and social aspects, each with sub-categories where relevant. Each aspect also had its indicators included, known as "Key Performance Indicators" (KPIs). A question assessing the participant's expectation for, and experience of, this aspect, was added to the questionnaire and measured on a 5-point Likert scale. The information above was used to put together an evaluation matrix, and informed the compilation of the questions in the questionnaires and the interview schedules (Global Reporting Initiative, 2013; Bellantuono, Pontrandolfo & Scozzi, 2016).

For management interviews: The categorisation was done according to the SANS 1162:2011 Standard's requirement. This standard is broken down into four main categories: Sustainable Operations and Management, Social and Cultural Criteria, Economic Criteria and Environmental Criteria. Each of these categories has its own individual sets of requirements. The requirements set out in this standard were used to compile the interview schedule used for management interviews. The interview schedule comprised open-ended questions directly based on the requirements of the standard. Further questions were included, in order to measure the participants' understanding of specific key concepts such as 'sustainability' and 'Responsible Tourism'.

3.3.3 Compile questionnaires and interview schedule

The questionnaires and interview schedule were compiled by making use of the KPIs identified using the EIAs and the South African Responsible Tourism Standard.

The two measures that were used to conduct this study were the following:

Survey questionnaires consisting of questions regarding Responsible Tourism aspects: Two types of responses were received from the visitors: firstly, a rating was given by the participants on a 1-5 Likert scale based on their expectations and experiences of specific Responsible Tourism aspects; and secondly, their comments were included to substantiate the responses on the Likert-scale questions. The scale ranged from poor (1) to excellent (5) in the case of the expectations and experiences that visitors had of the specific camp or the KNP as a whole (Dong, Xu & Yu, 2009). The questions that were asked aimed to understand the expectations as well as the experiences of visitors (refer to Annexure C for the questionnaire used in 2017 at KNP).

Interviews with management consisting with open-ended questions regarding Responsible Tourism of KNP within the context of SANParks: The questions were formulated around aspects of Responsible Tourism development as set out in the SANS 1162:2011 Standard, in the form of an interview schedule. The questions in the interviews aimed to understand the perceptions of key SANParks employees on the performance and challenges regarding Responsible Tourism.
The next section goes into further detail on how the data was collected for this study by using the interviews and questionnaires, and how this data was analysed.

3.4 Data collection

This step was done by surveying the perceptions of the visitors by means of questionnaires, as well as looking at performance in implementing Responsible Tourism, and challenges faced in the KNP and SANParks, by interviewing individuals in KNP and SANParks management.

The questionnaires were paper based, self-administered and voluntary. The researcher was available to provide clarification regarding any possible misunderstandings or anything that might be unclear concerning the questions in the questionnaires. The questionnaires were printed and handed out by the researcher at two camps in the KNP – Satara and Tamboti. Both the day and overnight, as well as domestic and international visitors, were asked to complete the surveys. A convenience sampling approach was used where visitors were approached randomly in the camps or public areas of the parks and asked to complete the survey – if they were willing (refer to appendices A and B for ethical clearance from SANParks and UNISA). During the fieldwork done to distribute the questionnaires, a total of 204 completed questionnaires were received and analysed.

Semi-structured interviews were held on a one-on-one basis, with the researcher asking the individual questions based on the interview schedule and voice-recording all answers. The interview schedule contains open-ended questions, and the questions were asked based on the Responsible Tourism principles that are based on the SANS 1162:2011 standard. The questions related to the perceptions of the participants on the performance of SANParks with regard to these principles within the context of SANParks (the interview schedule that was used can be found in Appendix D). The interviews were held through various online platforms (Microsoft Teams, Skype, Teleconference or Zoom, depending on the participant's preference). The original goal was to conduct the interviews in person at the various sites, but due to the national lockdown during COVID-19 in 2020, the interviews were done remotely. The interviews were set up, and generally took an hour to complete.

All responses and discussions were voice-recorded and then transcribed, which were essential for analysis of the data (*see* Appendix G).

3.5 Data analysis

Data analysis takes place in order to establish relations between different variables, in order to reach an outcome or a conclusive summary of the raw data is formulated (McNabb, 2013). In

the case of this study, there were both qualitative and quantitative variables. The data from the surveys (questionnaire) was in the form of answers ranging from 1-5 on the Likert scale, rating both the expectations and the experiences of the relevant stakeholders, as well as narratives providing feedback on the open-ended questions that were posed. The data from the interviews with management was then transcribed, based on the verbal feedback obtained from the questions asked. Data analysis for each of these stakeholder groups are explained separately below.

In the case of visitor questionnaires, the data (responses from 1 to 5) was captured on a spreadsheet and was analysed based on the type of responses that were received. There were also open-ended questions in the questionnaires that would help visitors to elaborate on aspects and give their meanings more concisely. Data was analysed firstly by means of a statistical analysis of the visitor questionnaires, in order to determine their overall expectations and experiences regarding Responsible Tourism aspects. For the 1 to 5 Likert responses, a gap analysis was done to determine the gap between the visitor's expectations and the experiences they indicated. Next, a materiality analysis was done by creating a materiality matrix for each aspect within their respective Key Performance Area to determine which aspects were considered significant (or material) for SANParks to address (Carroll, Pawlicki & Schneider, 2013).

Materiality refers to aspects that are of such relevance and importance to an organisation, that it could have a substantial influence on the creation of value. These are matters that have a considerable effect on the strategy of an organisation (Carroll *et al.*, 2013). Simply put, these are the matters that can be considered as important for the KNP and SANParks. Analysing materiality aids in understanding opinions, expectations and experiences, in order to evaluate how significant specific aspects are (Zhou, 2011). As sustainability is very multidimensional, a Multi-Criteria Decision Making method (MCDM) was followed where material aspects were evaluated and prioritised based on stakeholder feedback (Costa & Menichini, 2013; Cinelli, Coles & Kirwan*, 2014).

The specific method that was used is based on the Analytic Network Process (ANP) (Zhu, Xu, Zhang & Hong, 2015), where aspects are prioritised based on calculated risk. The criteria that are often used are occurrence and severity (in the questionnaires, these are expectations (severity), experiences (occurrence) and the gap between the two). The materiality analysis process generally involves two variables, with the combined rating level for the two variables leading to a materiality level. The higher the combined rating, therefore, the more material the aspect. This approach was adapted for this specific study, by using the level of expectation as one variable,

and the gap between expectation and experience as the other variable. The materiality level was finally calculated by multiplying the average 'expectation' level for each visitor by the gap percentage between the expected level versus the actual experienced level of performance for each aspect. The formula is therefore as follows:

$$Materiality = \ Average\ Expectation\ level\ (1-5)\ x\ ((Expectation - Experience)\ x\ 20)$$

It was decided that an aspect is considered as material if the expectation level is higher than four, indicating that the aspect is of high importance, and the gap is more than 10%, meaning that the KNP is not delivering on the expected level as indicated by the stakeholders. This process can be used as a way of determining which Responsible Tourism aspects the visitors to the parks deem important, and thus those that need to be emphasised during strategic decision-making.

The narrative feedback from the open-ended questions in the questionnaires was analysed by means of content analysis. Content analysis ensures that the content is described in an objective, methodical and quantitative manner (Berelson, 1952). The answers were grouped according to topic and analysed based on the responses received. The comments received were grouped according to specific topics, and summarised, to obtain an overview of the feedback that was received. The analysis from the Likert-scale data, and the comments, were combined to obtain an overview of the expectations and experiences of visitors regarding Responsible Tourism aspects, the gaps identified and the areas of significance.

In order to analyse the management interviews, the feedback received was analysed according to the type of responses based on the respective categories that are set out in SANS 1162:2011. Analysis of the interview data was done in three stages. The first entailed reviewing the recorded interviews and transcribing the responses, followed by open coding of the transcripts and recording the results in a table. Coding refers to numerous stages of refinement of data, and then producing specific overall "themes". Coding was done by making use of the ATLAS.ti software system. ATLAS.ti is a workbench for the qualitative analysis of large bodies of textual, graphical, audio and video data. The software was used to code the feedback received from those who submitted themselves to be interviewed, in order to determine emerging and major themes in the responses. This process produced a theory which gave an indication of the perceptions of those in key managerial positions regarding Responsible Tourism in SANParks (Bryman, 2012; Feeney & Heit, 2011). The data was categorised into various topic areas, and both the details and implications of the specific topics were described. Next, the specific parts were broken down, examined, conceptualised and categorised (Strauss & Corbin, 1990).

This analysis indicates the perceived performance of SANParks with regard to Responsible Tourism requirements, as well as the issues that SANParks are facing in achieving specific Responsible Tourism objectives.The results aid in determining where SANParks are lacking with regard to Responsible Tourism, and where they are performing well. They can use this information to assist with adaptive management that can address any shortcomings and ensure improvement. The analysis from both stakeholder groups collectively assisted in forming a conclusion with regard to the research problem and addressing the set objectives. The data analysis can be found in Chapter 5.

3.6 Ethical Considerations

Ethical considerations play an instrumental part in any research. Resnik (2015) defines ethics as "*norms for conduct that distinguish between acceptable and unacceptable behaviour*". Being ethical while doing research is important for many reasons, such as promoting the aim of the research and the values that are instrumental to collaborate work, ensuring that the researcher is held accountable for their actions, and simply ensuring that the researcher's surroundings are not negatively impacted by their actions (Resnik, 2015). Bearing this in mind, as well as the expected ethical standards as required by UNISA, the researcher ensured that the necessary ethical considerations were given attention to and addressed.

The main ethical considerations that were given were on ensuring that the participants remained anonymous and that they willingly partook in the study. For this to take place, no questions regarding the personal information of the participant were included, and a consent form was included in the questionnaire, as well as the interviews, to make sure that the participants willingly took part and understood the purpose of the study. If any part of the questionnaire or the interview was unclear, clarification was given by the researcher in order to ensure integrity and correctness of information. Furthermore, the participants had the right to withdraw from the study at any time if they so wished. Confidentiality of information was held in high regard, and all information obtained was kept by the researcher on a secure laptop and no information was shared with other parties without prior consent by the participants (Patton, 2002).

A high degree of respect and professionalism was maintained during the interactions with participants, and it was ensured that they understood the purpose of the research being conducted. Ethical approval was granted by UNISA, based on the above considerations (UNISA Ethical Clearance Reference: 2019/CAES/009). It can be noted that the data gathered by means

of the questionnaires was gathered as part of research that was done in 2017 through another institution (but by the same individual). Ethical clearance was received from both SANParks, and that institution, to gather data through questionnaires, and this was used for the current research.

Any research conducted on SANParks or at any of the parks, is subject to approval. The researcher underwent the approval process, which also included ethical considerations, to ensure that neither SANParks, nor the participants in the study, would be negatively affected in any way.

3.7 Limitations

It is important to note that there are often distortions within the surveys. These include the fact that cultural, social and other differences between people cause people to rate aspects differently. This causes the results to often be inaccurate. In the surveys, this is especially relevant, as there are respondents from several different cultural groups and nationalities. Due to this, there are several different forms of bias present in the study. It is important to consider these, as they have an influence on the reliability of the data:

Central Tendency Bias: Many people tend to avoid extreme numbers, often due to lack of understanding of words such as 'extremely' or 'excellent'.
Extreme Response Bias: This is in contrast to the central tendency bias as some people prefer to answer only in extremes.
Acquiescence Bias: Some respondents often go along with a statement, and 'agree' in an effort to avoid insulting anybody (Jamieson, 2004).

Hammersley and Gomm (2008:100) note that researchers should keep the following in mind:

> what people say in an interview will indeed be shaped, to some degree, by the questions they are asked; the conventions about what can be spoken about (...) by what time they think the interviewer wants; by what they believe he/she would approve or disapprove of.

This implies that interviewees are often only willing to reveal that which they are prepared to share. Furthermore, their feedback could possibly be subjective,and may change over time (Blaxter, Hughes & Tight, 2006). Lastly, there has been critique of the fact that interviews are often time-

consuming, as the data collection process, along with transcription and coding, may take up a considerable amount of time (Robson, 2002).

Further limitations were experienced due to the lockdown period during the Covid-19 pandemic, as the interviews with KNP and SANParks employees could not be held in person. This was overcome by holding the interviews via online platforms. There were also limitations in terms of the scope of the study, as only some groups of stakeholders were included in the study. The scope was further limited, as only certain camps within the KNP were included in the study. Lastly, only the KNP was included in the study as a case study for SANParks. These limitations can be addressed by means of further research, in order to broaden the current scope of the research. There are therefore limitations in conducting the study with the proposed methodology, as there are with any form of research being conducted.

3.8 Conclusion

The purpose of this chapter was to discuss the procedures that are followed in order to reach the specific objectives as set out in Chapter 1 of this dissertation. It placed focus on the approach followed to measure the perceptions and experiences of the stakeholders against specific Responsible Tourism assessment outcomes in SANParks. The chapter has given an outline of the reasoning behind the structure and content of the questionnaires and the interview schedules. Elaboration was also provided on the ethical considerations of the study, as well as the validity and integrity of the data, and it provides a general framework of the process followed for data gathering and analysis. The results and analysis of the data that was gathered is captured, analysed and discussed in the following chapters.

Chapter 4 Results

4.1 Introduction

The aim of the study is to determine stakeholder perceptions of Responsible Tourism development in the KNP as a case study for Responsible Tourism development in SANParks. To achieve this, three objectives were set, which are discussed in the first chapter of this dissertation.

The process followed to achieve these goals was discussed in detail in Chapter 3. In the section below, the data that was acquired through the questionnaires (Tamboti and Satara rest camps) and the interviews (key role-players within SANParks, KNP and specific camps within the KNP) is discussed.

4.2 Kruger National Park Questionnaires

4.2.1 Likert-scale results

In order to provide more structure to the feedback provided, it was categorised into six main 'themes', while the themes were sub-categorised into various 'aspects'. The feedback was given on each individual aspect, while it was analysed within their main themes. The table below summarises the main themes and aspects into which the questionnaires were categorised:

Themes	Aspects within the themes
Visual and Aesthetic aspects	Aesthetic appeal, Rustic setting, Architecture of buildings blend with environment, Buildings have an ecologically responsible design
Energy, Water and Air	Effective waste management, Water conservation management, Energy efficiency, Electricity availability
Biodiversity and Geology	Preservation of geology and landscape, Protection of Biodiversity, Areas include only indigenous species
Compliance and Enforcement	Sustainability education/awareness, Interpretive information, Enforcement of park rules, Adequate fencing, Safety and Security
Access and Traffic	Management of congestion, Sufficient game viewing routes, Road quality, Access to facilities and products, Limiting of private transport

Local Community	Employ local community, Opportunities for tourists to interact with locals, Access to local products

The questionnaires had questions that could be answered on a 1-5 Likert-scale basis, as well as open questions where the visitors could leave comments regarding specific aspects (refer to Annexure C for the content of the questionnaire). The questions were analysed according to the visitor perceptions regarding their expectations and experiences of specific sustainability aspects. The additional comments were also grouped according to themes, and analysed to see if there were comments on similar themes and whether there was any new information that could be of value. Below is a summary of the results from this phase of data gathering.

Two hundred and four (204) questionnaires were collected in total between the Tamboti and Satara camps. Below is a summary of the demographic profiles of the visitors who were surveyed. This data is provided to give context to the type of respondents who gave feedback on the questionnaires, their nationality, age, education, and the number of times that they had visited the KNP.
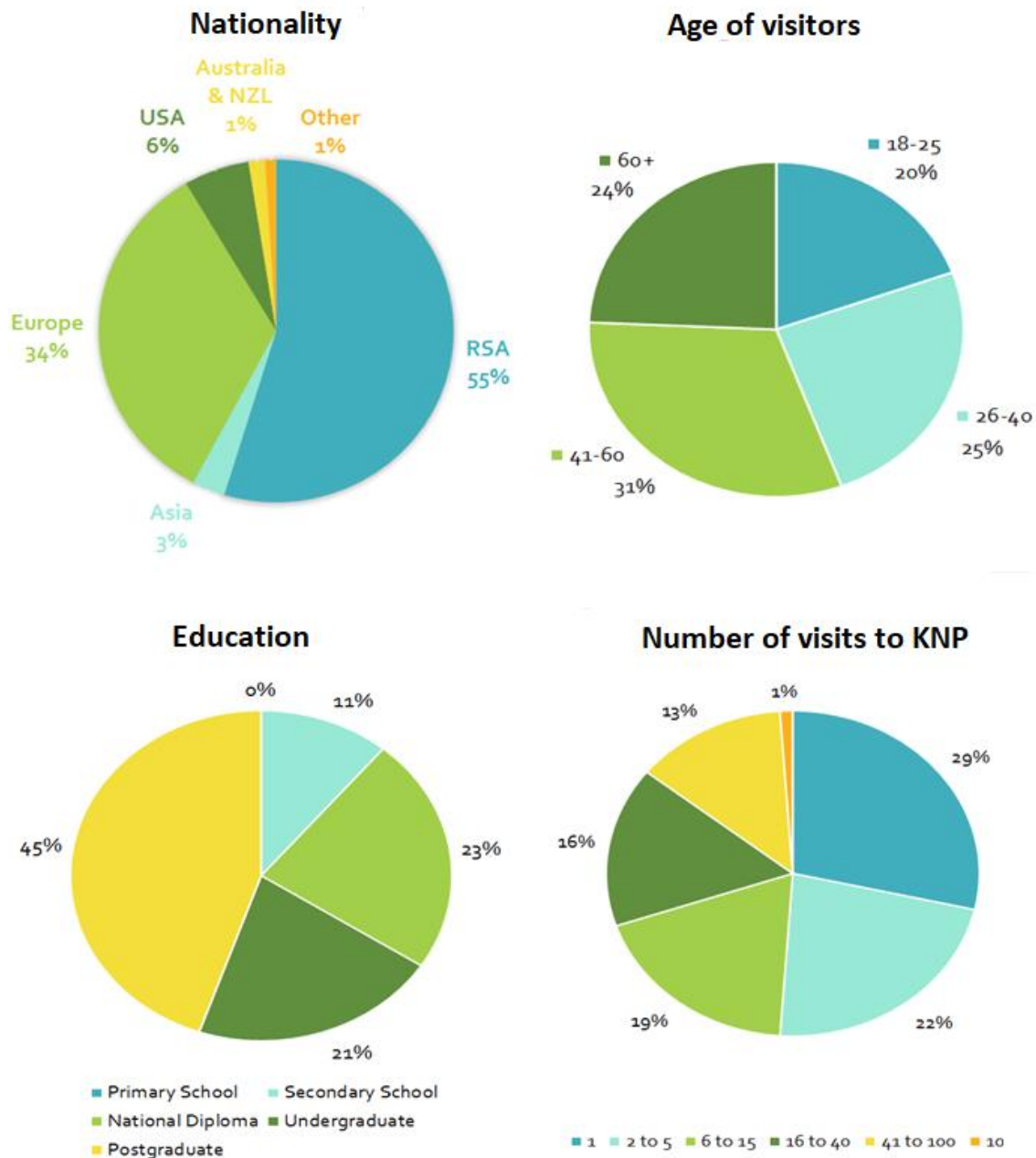
Figure 4.1: Demographic profiles of park visitors. (**Source**: Own).

More than half the visitors who completed the questionnaires were from South Africa (55%), while a third were from Europe (34%). The average age of the visitors was 42 years. Almost a third (31%) of the people were between the ages of 41 and 60, 24% of the visitors were over the age of 60, and 25% were between the ages 26-40, with the rest of the visitors under 26 years of age. Most visitors had a tertiary education – either a diploma, a degree or a postgraduate qualification (89%), while 11% of the visitors had a secondary school qualification. The average visitor had been to the park eighteen (18) times, while 29% of visitors indicated that this was their first visit to

the park. This information provided additional context on the type of respondents who gave feedback on the questionnaires.

Comparison between expectations and experiences of visitors

Below is the comparison between visitor expectations and experiences, which will contribute to achieving Objective 2. First, an overall summary of comparison between the expectations and experiences of visitors, based on the overall themes, is set out below. This data will then be provided in a more detailed form, based on individual aspects within the main themes. Further to this, an analysis was done of the number of respondents who provided a specific rating to each of the discussed topics. This data is provided in Appendix E. A short discussion of the findings on this analysis is provided by theme, and can be found below.
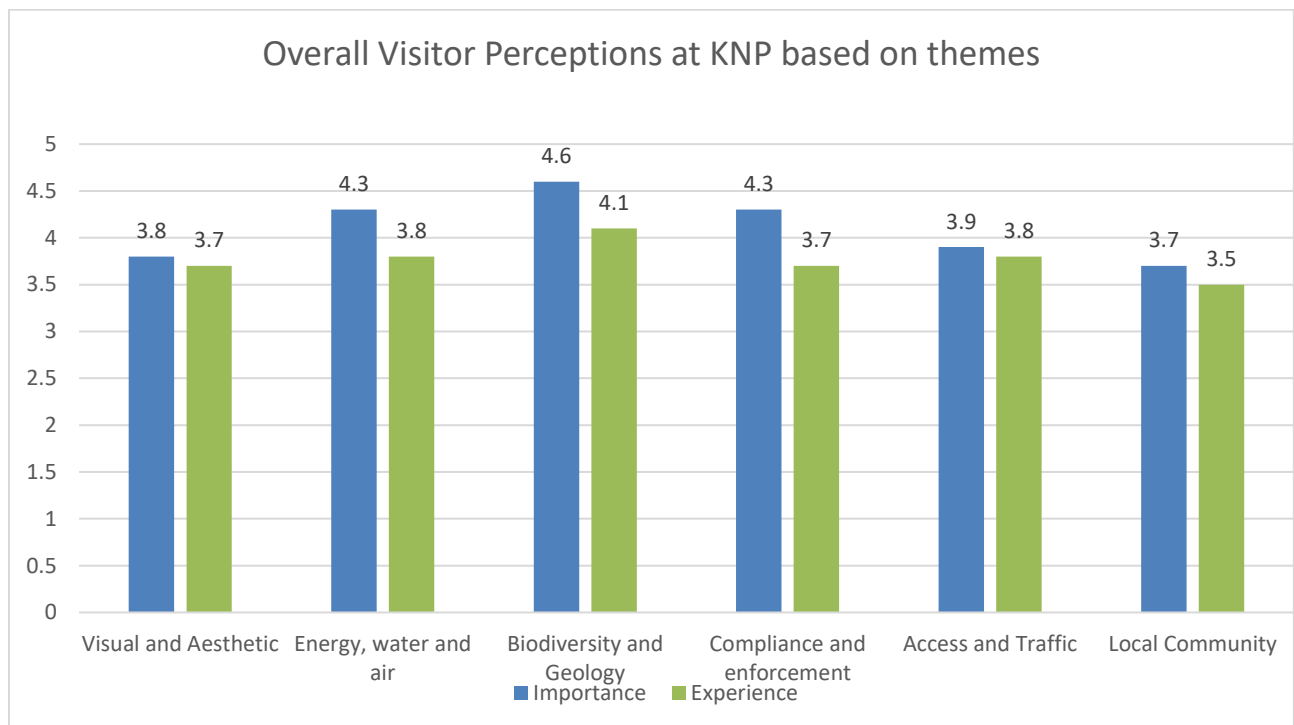
Figure 4.2: Overall visitor perceptions at KNP based on themes. (**Source**: Own).

Overall, there was a higher rating in terms of the importance of aspects within these main themes, with the visitors providing lower ratings when it came to their experiences. The theme with the highest overall rating was Biodiversity and Geology (4.6 out of 5), followed by both Energy, water and air, as well as Compliance and enforcement (both with 4,3 out of 5). Next was Access and traffic (3.9), followed by Visual and aesthetic (3.8) and Local Community (3.7). The biggest gap observed between importance and experience was for Compliance enforcement (0.6) followed by Biodiversity and Energy, water and air (0.5). The themes with smaller gaps between expectations and experiences are observed for Local community (0.2), along with Visual and aesthetic and

Access and traffic (both with 0.1). The responses from the visitors based on their expectations and experiences broken down by aspects can be summarised in the tables below:
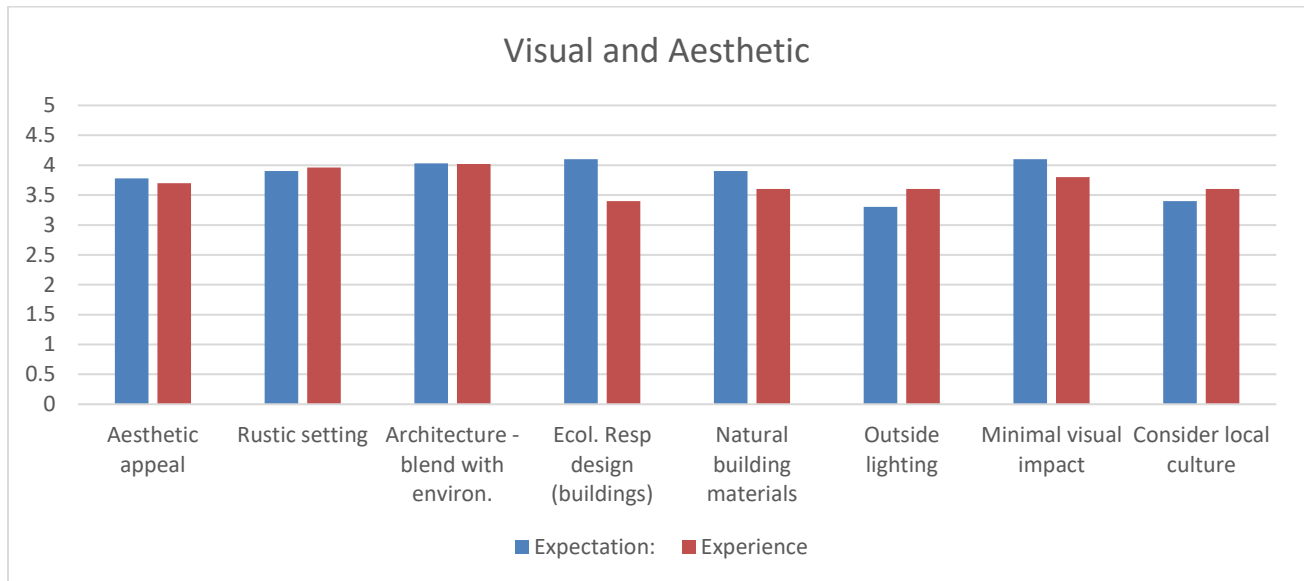
Figure 4.3: Visitor feedback on Visual and aesthetic aspects. (**Source**: Own).

For Visual and aesthetic aspects, an overall expectation rating of 3.83 was recorded, and an average of 3.72 was experienced. Overall, there were not very large gaps between the expectations around certain indicators and the actual experiences that the tourists had. In some cases (rustic setting, outside lighting and considering the local culture in designs), the visitor experiences outweighed the expectations. There was, however, a considerable gap between the expectation and experience rating for ecologically responsible building designs. Most of the responses rated the visitor expectations as 3 (of moderate importance), with a total of 22,94% of the responses, 4 (of great importance) with a total of 36.33% of the responses, or 5 (of extreme importance) with a total of 26.79% of the responses; therefore, these aspects are very important to the visitors (refer to Appendix E for the detailed analysis).
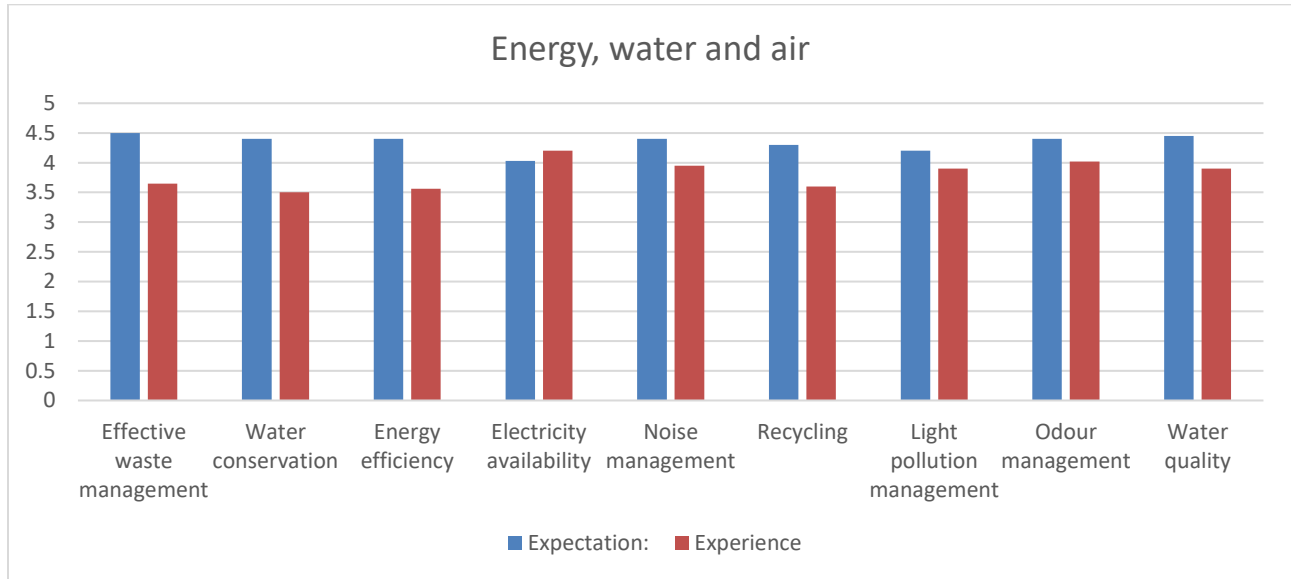
Figure 4.4: Visitor feedback on Energy, water and air. (**Source**: Own).

Energy, water and air was given an expectation rating of 4.3, but the actual experiences were only rated 3.8. In this case, there was a considerable overall gap between the expectations that the visitors had and their actual experiences. In the case of electricity availability, the visitor experiences outweighed the expectations. There was, however, a considerable gap between the expectation and experience rating for effective waste management, water conservation, energy efficiency, water quality and recycling. Most of the responses rated the visitor expectations as 4 (of great importance) with a total of 28.67% of the responses, or 5 (of extreme importance) with a total of 52,39% of the responses; therefore, these aspects were considered as extremely important to the visitors (as per analysis done in Appendix E).
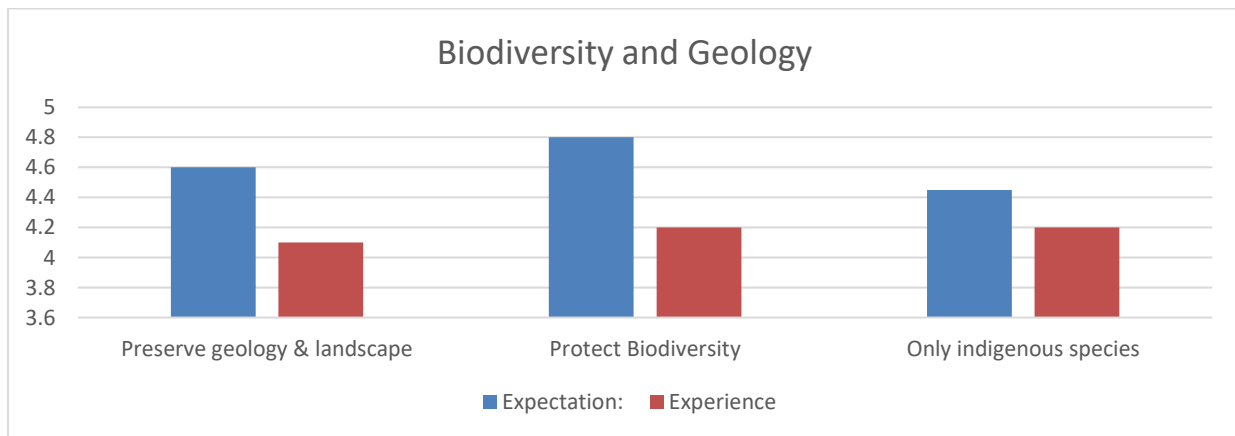
Figure 4.5: Visitor feedback for Biodiversity and Geology. (**Source**: Own).

Biodiversity and geology aspects were given an expectation rating of 4.6 out of 5, while the experience was rated as only 4.1. None of the visitor experiences outweighed the expectations for

any of the aspects. There were considerable gaps between the expectation and experience rating for preservation of the geology and landscape, the protection of biodiversity and only having indigenous species.   Most of the responses for Biodiversity and geology rated the visitor expectations as 5 (of extreme importance) with a total of 67.12% of the responses; therefore, these aspects were considered as extremely important to the visitors (refer to analysis in Appendix E).

Figure 4.6: Visitor feedback for Local community**. (**Source**: Own).

Local culture was given an average expectation rating of 3.7 and an experience rating of 3.5. For the local culture, most of the visitor expectations gave a rating of 4 or 5, each contributing to 28% of the responses, while a considerable number of responses gave a rating of 3 (23,69%).

Figure 4.77: Visitor feedback for Compliance and enforcement. (**Source**: Own).

Compliance and enforcement received an expectation rating of 4.3, while they received an experience rating of 3.7.   For this theme, there was a considerable overall gap between the

expectations that the visitors had and their actual experiences. In the case of adequate fencing, the visitor expectations and experiences carried the same weight. None of the experiences outweighed the expectations. There was a considerable gap between the expectation and experience rating for sustainability education/awareness, interpretive information and the enforcement of park rules. Most of the responses rated the visitor expectations as 5, with a total of 50,29% of the responses, or 4, with 27% of the responses; therefore, these aspects were considered as extremely important to the visitors (refer to Appendix E for detailed analysis).
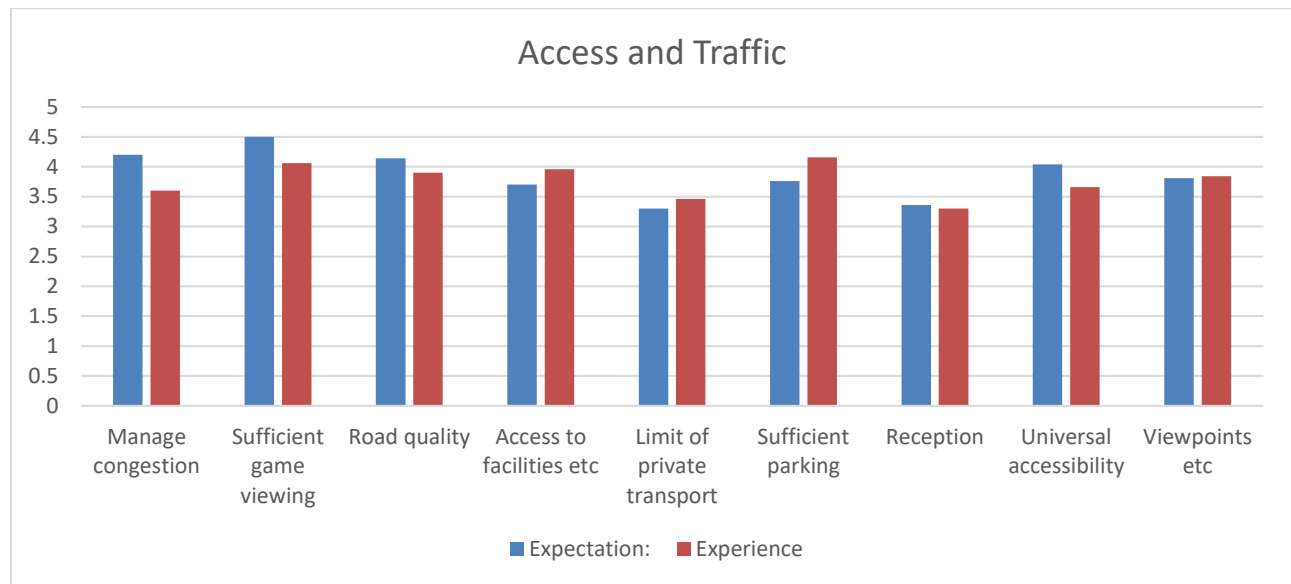

Figure 4.8: Visitor feedback on Access and traffic**. (**Source**: Own).

Access and traffic were rated 3.9 in terms of visitor expectations, and were given a rating of 3.8 in terms of the experiences of the visitors. For this theme, there was a small overall gap between the expectations that the visitors had and their actual experiences. For several aspects (access to facilities, limitation of private transport, and sufficient parking), the visitor experiences outweighed the expectations. There was a considerable gap between the expectation and experience rating for management of congestion and sufficient game viewing. Most of the responses rated the visitor expectations as 5, with a total of 32,41% of the responses, or 4, with 30,56% of the responses; therefore, these aspects were considered as very important to the visitors (refer to Appendix E for the detailed analysis).

Comparison of expectations and experiences between Satara and Tamboti visitors

A comparison was done between the two camps to illustrate any differences in feedback between individuals who visited these particular camps. This was done in order to contribute towards

achieving Objective 2 of this study. This is especially relevant, as Tamboti is a smaller, tented camp, and Satara is a larger camp with chalets and houses. This is evident in the amount of feedback received from each camp, as 74% of the feedback came from Satara visitors, and 26% came from Tamboti visitors. Satara also has facilities such as a shop, restaurants and swimming pool, while Tamboti does not have these facilities. The results are illustrated in terms of the initial expectations, followed by the actual experiences:
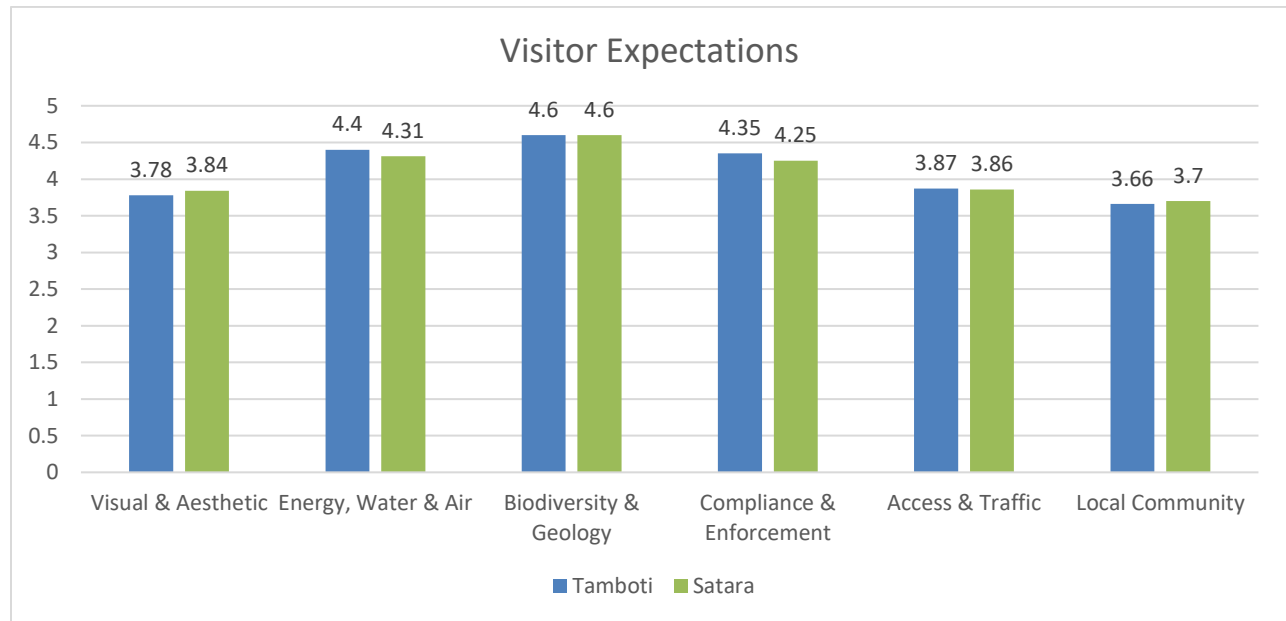
Figure 4.9: Comparison between Tamboti and Satara in terms of visitor expectations. (**Source**: Own).

From the comparison, it was noted that the visitor expectations with regard to particular aspects were very similar, with Satara's visitors having slightly higher expectation in terms of Visual and aesthetic aspects, together with the local community. Visitors to Tamboti camp had higher expectations with regards to Energy, water and air, Compliance and enforcement and Access and traffic. Biodiversity and geology aspects were rated as equally important by visitors to both Tamboti and Satara. The figure below illustrates the actual experiences by park visitors in terms of these aspects:
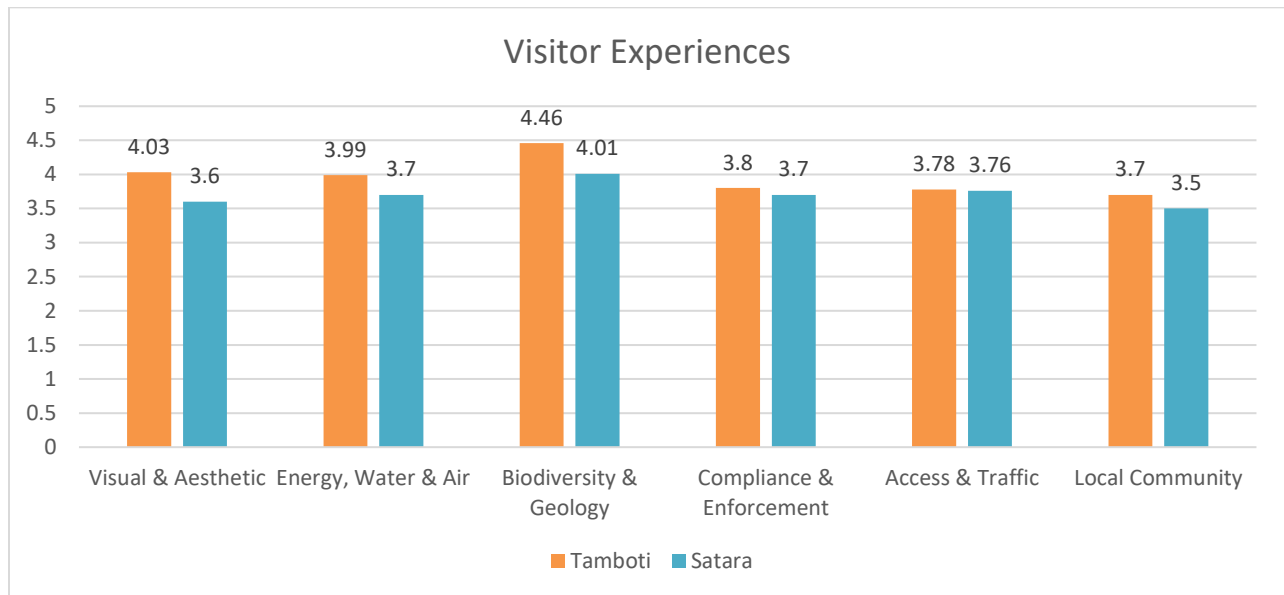
Figure 4.10: Comparison between Tamboti and Satara in terms of visitor experiences. (**Source**: Own).

The comparison between experiences indicates a greater gap between Satara and Tamboti visitors, as Tamboti visitors gave higher ratings on their experiences, compared to Satara, for every aspect. The only aspect where the two camps were close to one another was Access and traffic and Compliance and enforcement. Overall, the data suggests that visitors had similar expectations with regard to Responsible Tourism with the KNP; however, the data indicates that visitors who visited Tamboti indicated that they experienced better levels of implementation with regard to all aspects measured.

Materiality matrixes for Responsible Tourism aspects measured

With regard to the responses that the visitors gave to the specific Responsible Tourism aspects, the summary of feedback can be found in Appendix E. To better illustrate which aspects the visitors considered as important, and to aid in achieving Objective 2 of this study, a materiality analysis was done of the indicators that feedback was received on, and materiality matrixes were drawn up for each set of aspect groups (Visual and Aesthetic, Energy water and air, Biodiversity and geology, Compliance and enforcement, Access and traffic and Local culture).

Materiality refers to aspects that are of such relevance and importance to an organisation, that it could have a substantial influence on the creation of value (Carroll *et.al.,* 2013). These are aspects that have a considerable effect on the strategy of an organisation (Caroll *et al.*, 2013). Simply put, these are the matters that may be considered as important for SANParks. This process may be used as a way of determining which Responsible Tourism aspects the visitors to

the parks deem as important. The International Integrated Reporting Council combines the likelihood of an issue occurring based on that aspect, together with the magnitude of the effect of an issue occurring, to draw up a materiality matrix (Carroll *et al.,* 2013). This approach is often used in practice for the purpose of determining material matters for Integrated Reporting.

As the aim was to determine stakeholder expectations and experiences of Responsible Tourism development in the KNP, this approach was adapted based on the data accumulated by the questionnaires (refer to the methodology section for further detail). These materiality matrixes were drawn up by calculating the gap between the visitor expectations and experiences, in percentage format, and using that figure in the *x*-axis, while using the expectations that the visitors had for the specific aspect on the *y*-axis. Below are the materiality matrixes for each of the Responsible Tourism aspects. Material matters are those that fall within the top right-hand four corners of the matrix (an expectation rating above 4 and over 10% gap), as these represent issues of high importance, and where there is a gap between expected level of performance and actual experience:
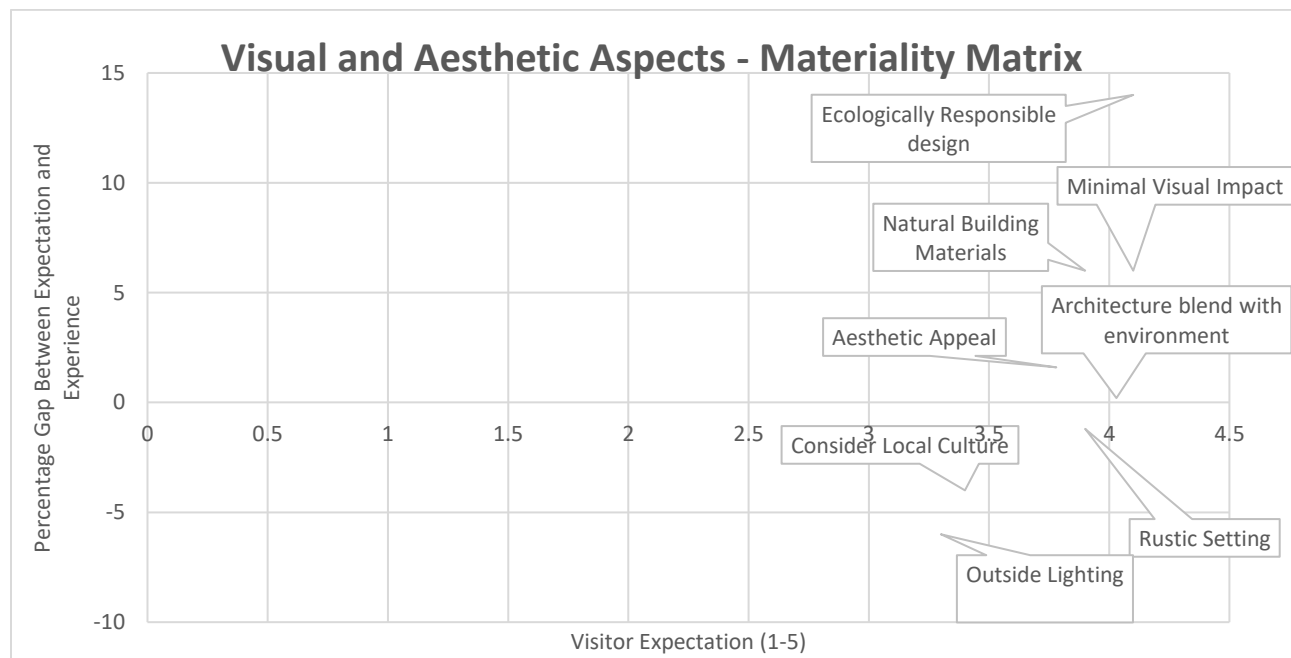
Figure 4.118: Materiality matrix for Visual and aesthetic aspects. (**Source**: Own).

For Visual and aesthetic aspects, ecologically responsible building design was considered as material, while matters such as minimal visual impacts and the use of natural building materials also had a high calculated level materiality. Aspects such as architecture that blends in with the environment, aesthetic appeal, a rustic setting, considering the local culture in building design, and

enough outside lighting, are not considered as aspects that are material. Overall, Visual and aesthetic aspect was rated as fifth most important out of the six overall aspects that are being considered as per the above figure.
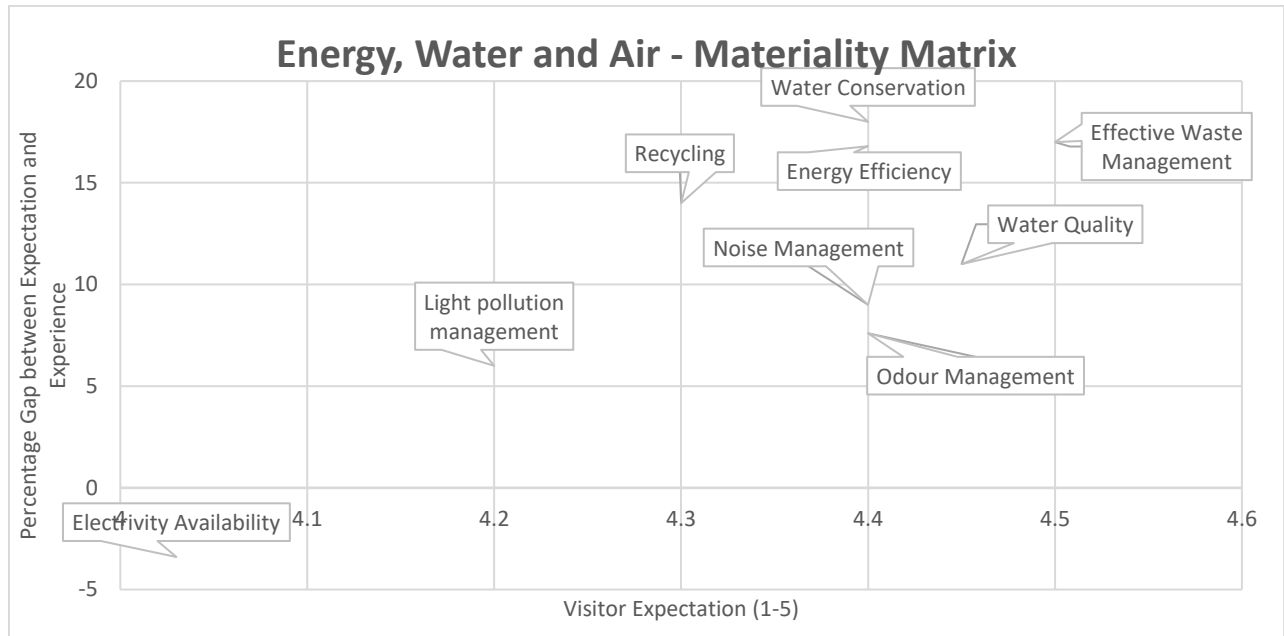
Figure 9: Materiality matrix for Energy, water and air aspects. (**Source**: Own).

For Energy, water and air, effective waste management, energy efficiency, water conservation, water quality and recycling were considered as the matters that are material. Matters that were also deemed important were noise management, odour management and light pollution management. Electricity availability was not considered material. Overall, aspects regarding Energy, water and air were rated as second most important out of the six overall aspects that are being considered.
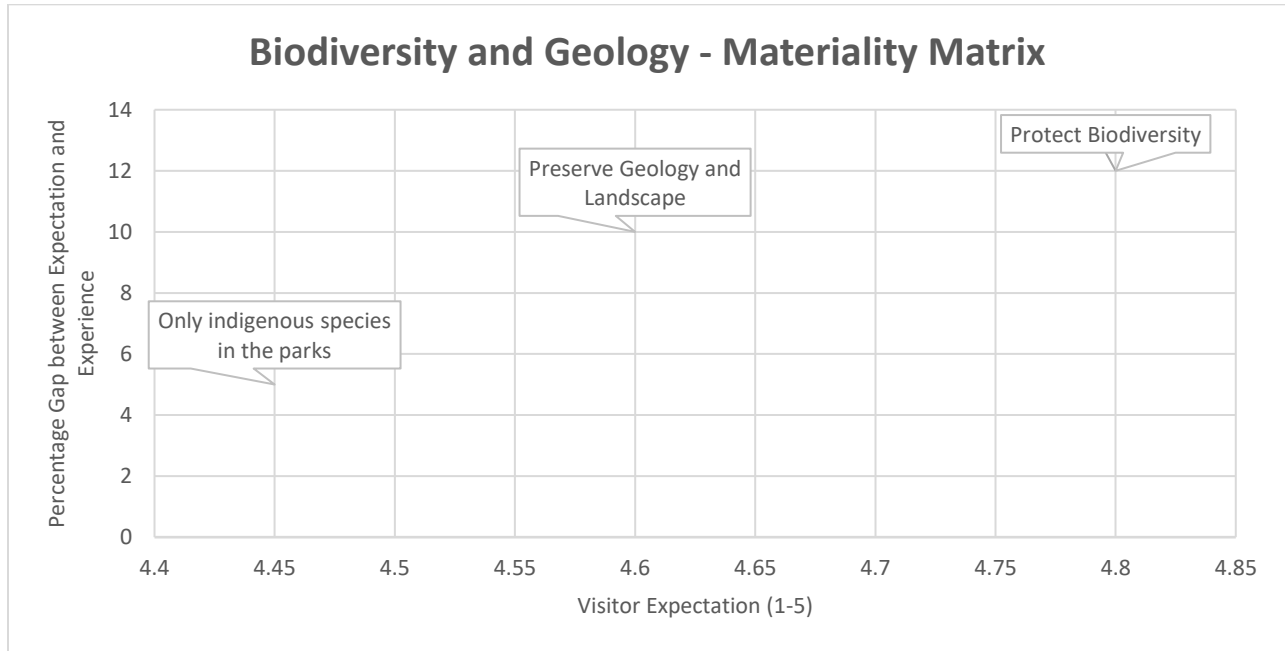
Figure 10: Materiality matrix for Biodiversity and geology aspects. (**Source**: Own).

For aspects surrounding Biodiversity and geology, all the aspects that were measured were rated as being material. These were the inclusion of only indigenous species in the parks, the preservation of the geology and landscape and the protection of biodiversity. Overall, aspects regarding Biodiversity and geology were rated as third most important out of the six overall aspects that are being considered.
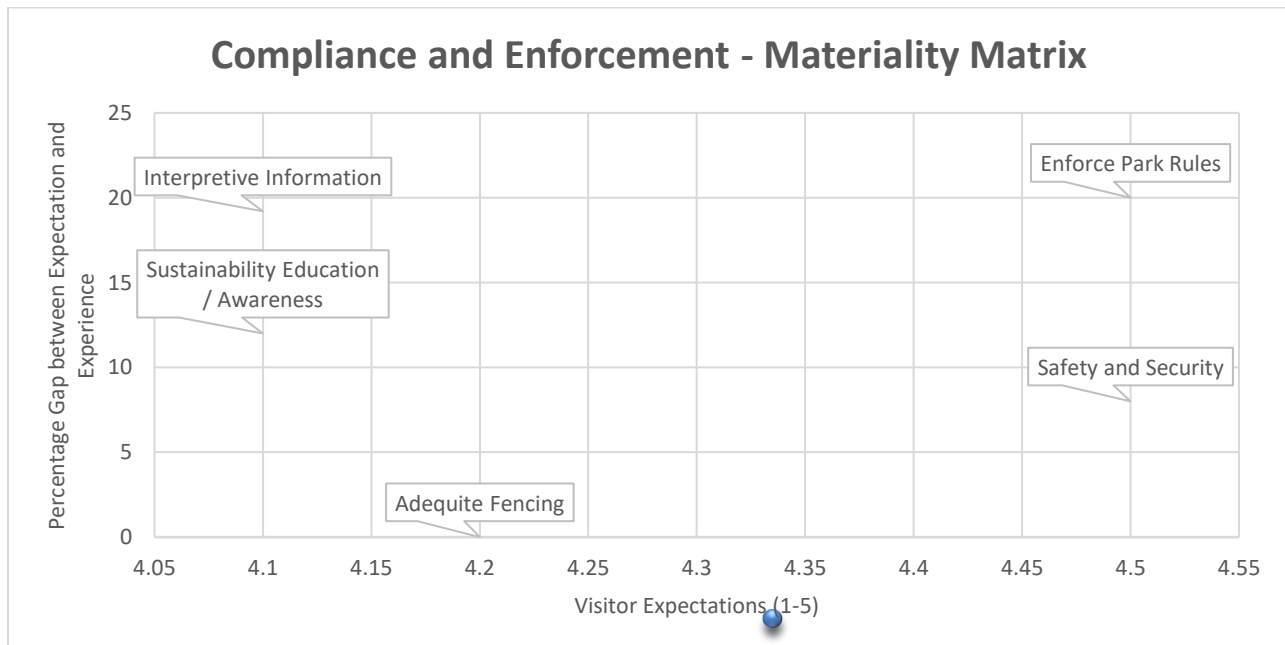
For Compliance and enforcement, the enforcement of park rules, the inclusion of interpretive information, and improvement of sustainability education and awareness were considered as material.   Safety and security were considered as important, while adequate fencing was not considered as material. Overall, Compliance and enforcement was rated overall as the most important aspect.
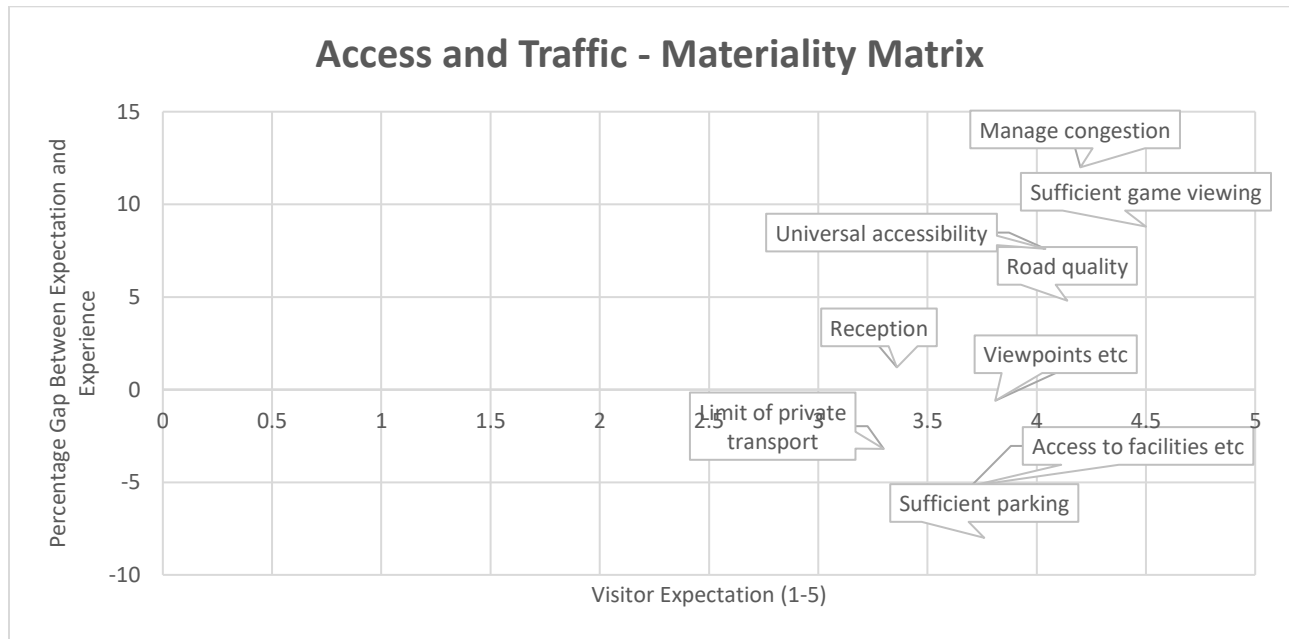
Figure 4.15: Materiality matrix for Access and traffic aspects. (**Source**: Own).

For Access and traffic, the management of congestion was considered as the only material matter. Sufficient game viewing, universal accessibility and road quality were also considered as fairly important, while reception, viewpoints, the limitation of private transport, access to facilities and sufficient parking were not considered as material.   Overall, aspects regarding Access and traffic were rated as least important out of the six overall aspects that are being considered.
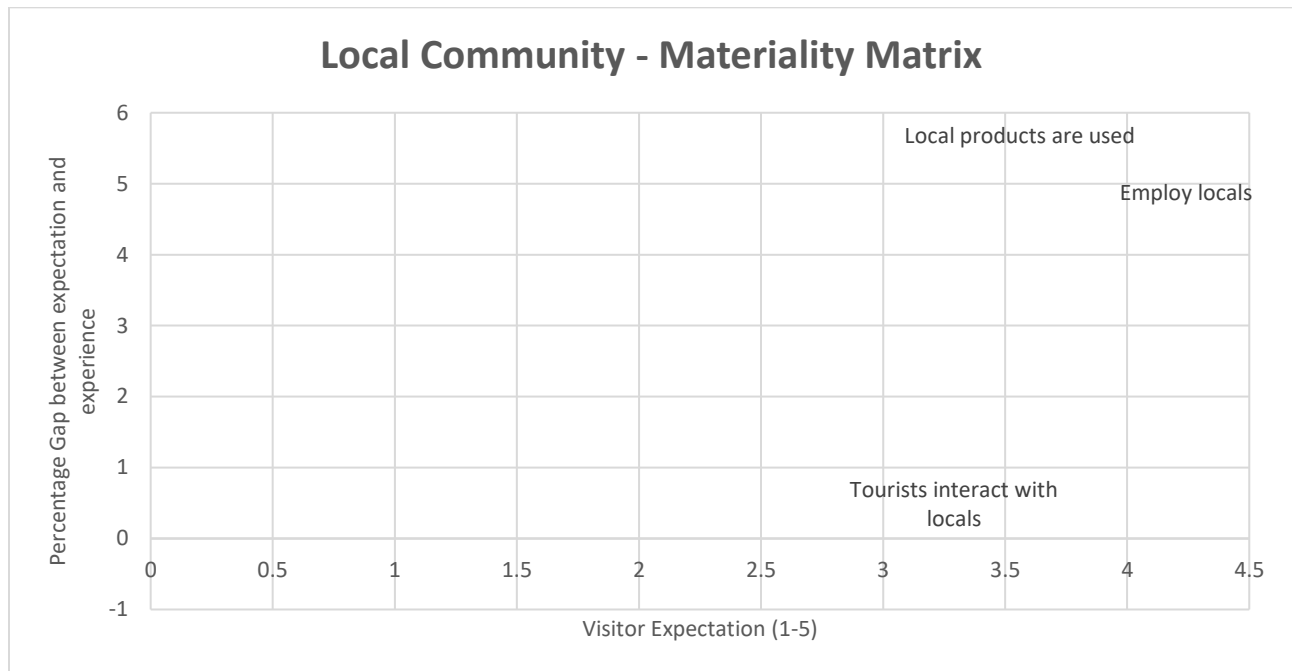
Figure 4.16: Materiality matrix for Local community aspects. (**Source**: Own).

For the Local community, none of the matters were considered as material, based on the combination of the level of importance and the gap between expectation and experience. The use of local products and the employment of locals were, however, given high ratings in terms of importance, but the gap between expectation and experience was not significant (less than 10%). The interaction of tourists with local people was not considered as important. Overall, aspects regarding the Local community were rated as fourth most important out of the six overall aspects that are being considered.

Based on the above matrixes, the aspects that the park consider as material are the following:

1	Enforcement of park rules	8	Ecologically responsible design (buildings)
2	Water conservation		
3	Interpretive information	9	Management of congestion
4	Effective waste management	10	Sustainability education/awareness
5	Energy efficiency	11	Water quality
6	Recycling of waste	12	Preservation of geology and landscape
7	Protection of biodiversity		

Some visitors elaborated on their ratings given, by providing further comment as feedback. The next section discusses the overall feedback that was received from the park visitors.

4.2.2 Open-ended comments by visitors

Apart from the Likert-scale responses, the visitors were also given the option to add comments regarding the aspects that they provided ratings on, if they wished to do so. The detailed list of all feedback received can be found in Appendix E. Below is a summary of the responses received by the visitors:

Aesthetic and visual elements: 55 respondents also provided feedback in the form of written comments (as these were optional). Eleven of them indicated that buildings need to blend in with the environment and have a rustic look, and that the design needs to reflect the indigenous culture. Nine individuals felt that some of the buildings needed renovation, and that the gardens (especially in Satara) needed to be better looked after. Despite these comments, many respondents gave positive feedback, indicating that they liked the buildings and the layout.

Energy and water usage: 61 respondents provided comments on this theme. There was quite a bit of negative feedback on energy and water usage. Twenty-five (25) of the respondents recommended that more renewable energy sources be used, such as solar power. There was also negative feedback on water supply, especially to bathroom facilities. Many individuals also mentioned leaking taps. There were some comments on using grey water for the gardens and making use of stormwater drainage systems.

Biodiversity and geology: 22 respondents provided comments on this theme. Many visitors were very impressed with the wildlife in the park but would have liked more information, not only on the biodiversity in the park, but on how it could be better protected. Many respondents stressed the importance of ensuring that biodiversity is conserved.

Noise and pollution: 45 respondents provided comments on this theme. 12 respondents made a note of the issue with noise. Some mentioned the noise from vehicles or hooters, as well as people who are too loud, especially in the night-time. Many individuals noted the importance of proper waste management, and initiatives such as recycling to be done effectively by means of better labelling and stricter monitoring. Some also mentioned that they noted scattered waste in the parks.

General environmental management practices of park management: 41 respondents provided comments on this theme. Fourteen (14) respondents focused on the waste management efforts of

the park, as well as enforcing park rules (especially on speeding vehicles). There were also a few responses that recommended that the park make visitors more aware of their environmental management practices, and how the visitors could assist and become involved in improving these efforts.

Access (in terms of roads, airports, gates, etc.): 32 respondents provided comments on this theme. FIve (5) respondents noted that there is a lack of enough signage on the roads regarding the speed limits, as well as to indicate the location. There were several comments on the time that it takes to get through the access gates.

Overall, the amount of positive and negative feedback outweighed one the other. It seems that there is a major division between the visitors regarding the sustainability of the park developments, as there are fundamentally an equal amount of positive feedback as there is negative. Some overall aspects that stood out as possible improvements in the commenting section of the questionnaire were the waste management efforts of the parks, as well as their efforts to upgrade several existing accommodation facilities, rather than developing new camps. Furthermore, there were a great deal of comments indicating that they expected more effort from the park, to make them aware of Responsible Tourism issues, and to educate them on how to contribute towards improving sustainability in the parks.

The comments that were provided are useful in understanding the ratings that were provided during the Likert-scale feedback. The next section addresses the feedback that was provided by the park management during the interviews that were held with them.

4.3 Kruger National Park: Management Interviews

To achieve the third objective of the research, semi-structured interviews were conducted with the relevant respondents in different management positions in SANParks and KNP. (Refer to Appendix D for the interview schedules that were used to conduct the interviews). The main categories that were included in the interviews were as follows: the respondents' understanding of various concepts, and their perceptions on the performance of the KNP and SANParks with regard to the four main categories of SANS1162:2011: sustainable operations and management, social and cultural criteria, economic criteria and environmental criteria. The respondents varied from Camp Managers within the KNP to Conservation Managers for SANParks as a whole, and therefore have varying degrees of governance roles to play within the parks. A total of seven (7) individuals were interviewed throughout the process. These individuals were representative of the

various levels of governance within SANParks (group level, park level and camp level). The participants were interviewed by using interview schedules, asking them to discuss the current level of performance and challenges faced in the implementation of Responsible Tourism practices in SANParks and KNP.

The transcribed interviews were analysed by coding the responses into various topic areas, using the Atlas.ti Qualitative Data Analysis and Research Software. The reason for using this software is provided in section 3.5 of the methodology chapter. These coded interviews were reviewed to determine which topics were most prevalent and which topics were discussed to a greater degree by all interviewees. The main topics that were identified during the coding process are summarised below, along with the number of instances that the topics were referred to during the seven interviews that were held:

Table 1: Coded themes based on analysis of the transcribed interviews with SANParks employees. (**Source**: Own).

Code name	Totals	Code name	Totals
○ Working to benefit the surrounding communities	23	○ Responsible Tourism defined as sustainable tourism in practice	5
○ Responsible sourcing (contractors, procurement, materials)	22	○ Responsible Tourism Similar to sustainable tourism	5
○ Protect cultural heritage	16	○ Staff wellness	5
○ Legislative compliance	15	○ Accurate promotional materials	4
○ Awareness and knowledge	14	○ Benefit SMMEs	4
○ Minimise negative environmental impacts	13	○ Non-adherence to legislation	4
○ Local products	12	○ Recycling	4
○ BEE, employment equity and land claims	10	○ Solar panels	4
○ Environmental Impact Assessment	10	○ Tourism activities	4
○ Environmental Management	10	○ Triple Bottom Lgne	4
○ New Developments	10	○ Benefit future generations	3
○ Responsible behaviour	10	○ Chris Patton	3
○ Environmental compliance officers and auditing	9	○ Green building guidelines	3
○ Reduce energy consumption	9	○ Treatment of dirty water and liquid waste	3
○ Use of local art and architecture	9	○ Visitor feedback	3
○ Conservation	9	○ Correcting or addressing issues	2
○ Lack of funding	8	○ Health and safety	2
○ Upgrade facilities to improve environmental performance	8	○ Incineration of waste	2
○ SANParks' Responsible Tourism strategy	7	○ Issues with waste management	2
○ Waste management (solid and liquid)	7	○ Park zoning	2
○ Eradicate alien species	6	○ Reduction of the carbon footprint	2

○ Reduce water consumption	6	○ Sustainable management system	2
○ Socio-economic Transformation Unit	6	○ Imported products	1
○ Use of environmentally friendly substances	6	○ Lack of corrective actions	1
○ Consideration of disabled/special needs people	5	○ Landfill	1
○ Employee training and development	5	○ Operational processes	1
○ Lack of policy implementation	5	○ Site assessments	1

Along with determining the number of times a specific topic was referred to throughout the interviews, the coding process also categorised the exact quotes regarding what was said for these specific topics. The grouped quotes, based on their codes, are set out in Appendix H. The emerging themes and prevalent issues are discussed below.

The main topics that were identified during the interviews are discussed below, focusing on specific issues that were identified:

"*Working to benefit the surrounding communities*": This was the most-mentioned topic throughout the interviews: The discussions in this regard mostly related to ensuring that communities are consulted when it comes to new developments in the parks, or any changes that may occur. The other is the fact that SANParks try to benefit local communities by giving them job opportunities or contracting them for specific work within the parks (this also relates to supporting SMMEs). There are also ongoing projects such as allowing people adjacent to the park to sell their arts and crafts at park gates, or to be involved in the design of art for new developments within the parks. This relates to the "Local Products" theme, along with the fact that various local products are sold in the park shops. This is clearly of major importance to SANParks. SANParks also try to preserve local cultural heritage by preserving specific sites of cultural significance and allowing access to the groups (this ties into the "Protect Cultural Heritage" theme). They will also take care to undertake heritage impact assessments before undertaking new developments. In looking at the feedback on the performance of SANParks in this regard, the interviewees indicated that they are performing very well.

"Responsible sourcing (contractors, procurement, materials)": It was emphasised that SANParks are required by law to consider specific requirements when sourcing building materials or other products, as well as contracting companies to do specific work for them. Consideration is given to appointing contractors who have set up their own environmental management process, and service-level agreements are set up to ensure that they adhere to the Responsible Tourism

principles of SANParks, and that they will adhere to green building principles. When considering specific products, focus is placed on ensuring that it will have a minimal negative impact on the environment (an example is the cleaning products that they use). The interviewees generally indicated that SANParks are performing well in this regard, but there is some room for improvement.

"Legislative compliance": Most respondents indicated that adherence to legal requirements is quite important to SANParks, especially NEMA and other environmental legislation such as EIA regulations. They also try to adhere to specific international requirements such as the International Union for Conservation of Nature (IUCN). They indicated that SANParks generally adhere to legal requirements, but that there are instances where non-adherence was identified, such as a Section 24G application that they needed to undertake for the upgrade of a waste management facility.

"Awareness and knowledge": The respondents placed emphasis on the importance of those parties who are involved in Responsible Tourism (visitors, employees and the community) to be aware of and understand what this concept entails and what needs to be done to achieve it. They also indicated that there is a major drive to ensure that these individuals are being informed where necessary, such as making the Responsible Tourism policy available on the SANParks website, but that there is still room for improvement in this regard. This theme ties in with "Responsible behaviour", as the behaviour of staff and tourists in the parks will depend on their awareness and knowledge of how to behave in order to promote sustainability.

"Minimise negative environmental impacts": Responses based on this theme were focused on the EIA process and the role that it plays in ensuring minimal negative environmental impacts, as well as which 'on-the-ground' operations are taking place, specifically related to new developments or activities in the park (this relates largely to the "New Developments" theme). SANParks aim to conduct their activities in such a way that there are minimal negative effects to the environment, which includes surrounding communities. Two themes that correlate to this one, are the "Environmental Impact Assessment" and "Environmental Management" themes: EIAs are a major part of the park development process and are taken very seriously within all parks. It was also pointed out that many of the environmental management activities are aimed at addressing environmental impacts that took place prior to the current environmental legislation having been put in place. The feedback indicated that there are still ways to go to perform optimally in this regard.

"BEE, employment equity and land claims": This plays an important role when it comes to the employment and promotion of individuals (with a focus on managerial levels), along with the use of contractors in the parks. SANParks have a BEE scorecard which they need to comply with in order to adhere to their internal targets. According to the feedback, SANParks are performing well in this regard, but there is room for improvement.

"New Developments": From the discussions with interviewees, it was clear that much focus is placed on initiating new tourism developments that will draw not only more tourists, but also a greater variety of tourists (examples being the Skukuza Safari Lodge, the Phalaborwa activity hub and a stationary train at Skukuza Bridge). These developments are aimed at expanding on the current experiences available at SANParks, in order to draw people with other interests to the parks. In the planning and construction of these new developments, a great deal of care was taken to ensure thorough impact assessments and mitigation processes, along with adhering to green building standards and appointing contractors who will also undertake their activities sustainably.   Focus was also placed on benefiting local communities in the process, and incorporating local art and architecture into these developments.

"Environmental Control Officers and Auditing": SANParks do undertake various forms of internal reviews to ensure that they are in compliance with specific requirements. In most cases, this relates to specific environmental matters, instead of all matters relating to Responsible Tourism.

Some other topics that were prevalent included general environmental management topics such as the reduction of carbon emissions and water use, as well as their waste management activities (these themes include: "reduce energy consumption", "upgrade facilities to improve environmental performance", "waste management", "recycling", "treatment of water and liquid waste", "incineration of waste" and "reduction of carbon footprint". With regard to energy consumption and the reduction of their carbon footprint, SANParks currently have a goal of a 2% decrease in energy use on a year-on-year basis.   SANParks have a phased approach in achieving this goal. They are focusing on energy efficiency at the moment, in order to reduce energy use. The next phase will be the erection of solar plants, although there are still difficulties in this regard, as large surface areas are required to erect solar plants that will be able to power the entire camp. Other initiatives are the drive to replace all lights with LED lights, and to install solar geysers. SANParks are making some progress in this regard, but due to financial and operational constraints, they are not yet reaching their goals.

With regard to water use, SANParks also have a goal of a 2% reduction on water use on a year-

on-year basis. This is mostly reliant on the behaviour of those using facilities in the park to reduce their usage. SANParks are also looking at possible projects for water treatments plants that will reduce water usage in the parks, and have changed shower heads to low-flow shower heads, and they use dual-flush toilets where possible. These projects are still being transitioned into the parks as funds become available and operational capacity allows. Lastly, the topic of waste management was a big issue, especially in the KNP. They are looking at generating zero waste in the park, and have put various initiatives in place, such as the recycling of materials where possible (this is once again very reliant on the behaviour of park visitors and staff). Some issues relating to waste management includes incinerating waste where possible, but this is not seen as a very responsible approach. Some parks still make use of landfills in the parks, while other use municipal landfills to dump their waste. In general, SANParks have clear goals and objectives relating to the abovementioned aspects, but are not yet at the point where they are achieving their goals.

When it comes to conservation and eradication of alien species, it is very clear that this remains the main goal and focus of these parks, and that a great deal of financial and human resources are put into ensuring that this is achieved. Other topics that were discussed during the interviews, and received general positive feedback, were the consideration of people with disabilities, socio-economic transformation, employee training and development, wellness, addressing client feedback, and park zoning.

4.4 Conclusion

This chapter provided results and findings in order to help in achieving the three objectives as set in the first chapter of this study.

Objective 1 – to explore visitor expectations and experiences to determine which Responsible Tourism aspects are of significance to park visitors, was partially achieved through the results of the visitor questionnaires which included the Likert-scale results (gap analysis and materiality analysis) as well as the summary of the comments received from the open-ended questions in the questionnaires. The discussion chapter will further aid in achieving this objective.

Objective 2 – to determine the current level of performance and challenges faced in the implementation of Responsible Tourism practices by key SANParks and KNP employees, was partially achieved through the management interviews and the results obtained from them. The discussion chapter will further aid in achieving this objective.

Objective 3 – to synthesise the lessons learned from the stakeholder expectations and

experiences to advise SANParks on potential approaches for addressing challenges in achieving their Responsible Tourism goals, will be addressed in the next chapters, as the results from this chapter will provide the foundation for achieving this objective.

Chapter 5 Discussion

5.1 Introduction

This chapter provides an interpretation of the findings presented in the previous chapter, as well as the extent to which these findings have addressed the objectives of the research. This will include discussing the visitor expectations and experiences feedback, the interviews with key role-players in KNP and SANParks, the correlation between visitors and SANParks management, and discussing the alignment of the findings with SANParks strategy and other research conducted.

5.2 Visitor Expectations and Experiences

This section discusses how stakeholder perceptions of Responsible Tourism have been determined in the KNP by measuring the perceptions of park visitors against the content of the Responsible Tourism Handbook and camp EIAs. To reach a conclusion on what the visitors consider as material to Responsible Tourism development, an adapted materiality analysis was done to determine which aspects the park visitors considered as material or important. The feedback on the questionnaires that was received from the park visitors was analysed, in order to determine the gap between the visitor expectations and their experiences, as well as to determine which aspects the visitors considered as important or material. The results of this analysis are given in Chapter 4. The experiences of the visitors indicate that the KNP is not delivering on the Responsible Tourism principles, and should concentrate their efforts on improving several areas.

The comments that were received revealed that there is division between the visitors regarding the level of responsibility of the park developments, as there is fundamentally an equal amount of positive and negative feedback. Some overall aspects that stood out as possible improvements in the commenting section of the questionnaire was the waste management efforts of the parks, as well as their efforts to upgrade several existing accommodation facilities, rather than developing new camps. Furthermore, there were many comments indicating that they expect more efforts from the park to make them aware of Responsible Tourism issues, and to educate them on how to contribute towards improving Responsible Tourism in the parks.

In summary, the aspects that were considered most material or important, based on the visitor feedback were the following: Enforcement of park rules, Water conservation, Interpretive information, Effective waste management, Energy efficiency, Recycling of waste, Protection of

Biodiversity, Ecologically Responsible design (buildings), Management of congestion, Sustainability education/awareness, Water quality and Preservation of geology and landscape. These are not the only aspects that were considered as important, but they were considered most important by visitors. SANParks could consider looking at these specific aspects that were rated as important, and include them as material Responsible Tourism matters that they can address within their strategic planning. In doing this, they could look at their business risks and opportunities through a Responsible Tourism lens. Rather than creating a separate, isolated process, SANParks can embed Responsible Tourism within these existing processes. However, as mentioned above, there is room for improvement with regard to setting a baseline from which the expectations and experiences can be measured, to obtain a more holistic picture of all possible Responsible Tourism aspects that may be regarded as material.

It can be concluded that the expectations and experiences of stakeholders can be used to measure Responsible Tourism development in SANParks. Some of the benefits that they will reap from doing this will be the following:

> they are taking account of significant Responsible Tourism topics within their organisation
> they can prioritise resources for the most important issues as identified by the stakeholders
> they will be able to identify issues that are important, but are not being addressed
> they will be able to identify their performance with regard to the value that they create regarding Responsible Tourism aspects.

5.3 Interviews of Key Role-Players within SANParks

In order to understand the perceptions of key role-players who are employed by SANParks regarding Responsible Tourism as set out in SANS 1162:2011, semi-structured interviews were conducted with seven individuals, and their feedback was recorded, transcribed and analysed by means of coding. The main themes that emerged throughout the coding process were described in Chapter 4. These themes will be further discussed below, in terms of the specific feedback provided regarding these themes, and some issues that may have been identified that inhibit SANParks from achieving their goal of being sustainable and adhering to Responsible Tourism requirements.

It was evident that the interviewees understood the meaning of sustainable and Responsible Tourism within the parks, along with a general understanding of how sustainable operations management is achieved. In most instances, the respondents were able to refer to the Triple

Bottom Line of sustainability and that sustainability entails benefitting both current and future generations. Most respondents indicated that the concepts of sustainable and Responsible Tourism were like one another on most levels, and indicated to some or other extent that Responsible Tourism entails a more practical approach to achieving the goal of sustainability, and the altering of behaviour in order to reach that goal.

From the interviews, it was clear that the framework which guides decision-making in this regard is the SANParks Responsible Tourism strategy. It was also indicated that a great deal of emphasis was initially put on ensuring that the relevant SANParks staff members were aware of the strategy, but that this drive died down as time passed. Some interviewees did indicate that the principles of the strategy are in many ways embedded in the operational procedures for various activities in the parks.

The coding process revealed various themes as were discussed in Chapter 4. These themes revealed that SANParks are considering most aspects of Responsible Tourism and are taking action to address these aspects to improve on their Responsible Tourism performance. The interviews revealed that SANParks are performing fairly well in terms of most requirements of SANS 1162:2011, but that there are some constraints that keep them from fully achieving their goals.

One issue that was mentioned on various occasions was that a lack of funding is a major issue that inhibits the parks from being more sustainable. For example, additional funds would enable them to install additional solar panels or upgrade specific infrastructure which will reduce their carbon footprint. The main source of revenue at the parks is the income generated from tourism activities, with minimal subsidies being received from government. This creates a trade-off, as new tourism developments will secure additional funding which will help SANParks undertake more projects to achieve specific Responsible Tourism goals, but in the process, they are increasing their environmental impacts and increasing their environmental footprint through increased tourism numbers.

Another issue that has been noted is the fact that there are various plans, programmes and strategies in place with regard to Responsible Tourism, but that it is not currently being implemented as effectively as it should be. This is because of the behaviour of those working at and visiting the parks (e.g. using less water or other resources). This issue is mainly ascribed to lack of awareness and knowledge from SANParks employees and visitors to the parks.

Generally, SANParks have considered all areas of Responsible Tourism as set out in SANS 1162:2011, and have a strategy in place to address this issue. Sufficiently following this strategy is being inhibited by the two issues mentioned above.

5.4 Correlation between Visitors and SANParks Management

The perceptions of visitors were discussed in section 5.2, and the most material Responsible Tourism aspects were identified. The feedback from key role-players within SANParks has addressed each of these matters to some or other extent, and has indicated that the matters are also important matters to them. Below is a table summarising the correlation between the most material issues that were identified during the visitor questionnaires, and the feedback that was given on these matters during the interviews held with SANParks employees:

Table 2: Comparison between material issues based on visitor feedback and information provided by SANParks key role-players. (**Source**: Own).

Aspects identified from visitor questionnaires	Feedback from park management
Enforcement of park rules	This issue is not within the scope of SANS 1162:2011 and was therefore not directly discussed during the SANParks interviews.
Water conservation	Water consumption is measured at camp and ranger section level, to determine per capital usage. There is good data. SANParks have set the goal for a 2% annual decrease in water usage (Code: Reduce water consumption). Most feedback indicates that SANParks have goals set in place, but that there is room for improvement on this.
Interpretive information (explaining to visitors the significance of the park, so that they enjoy their visit more and understand their heritage and environment better).	The respondents placed emphasis on the importance of those parties who are involved in Responsible Tourism (visitors, employees and the community), to be aware of and understand what this concept entails and what needs to be done to achieve it. They also indicated that there is a major drive to ensure that these individuals are being informed, where necessary, such as making the Responsible Tourism policy available on the SANParks website, but that there is still

	room for improvement in this regard. This theme ties in with "Responsible behaviour", as the behaviour of staff and tourists in the parks will depend on their awareness and knowledge of the way to behave in order to promote sustainability.
Effective waste management	Waste management is an issue that receives a great deal of focus, and has also been indicated to have much room for improvement, as waste generation has been identified as a major negative impact on the environment. The goal is to achieve a zero-waste park at KNP. KNP treat their liquid waste through saturation ponds and artificial reed beds. KNP does some end-point recycling, and recycling bins are provided in the camps and rest areas. The vastness of KNP is a problem as there is a great deal of waste that needs to be transported to Skukuza for sorting Some waste is also incinerated. KNP would like to do better, and there is room for improvement.
Energy efficiency	This differs from park to park. Since 2007, a project has been ongoing to look at the KNP's energy drivers, reduce the energy demand, and produce renewable energy. (A 2% year-on-year reduction target has been set). Since 2010, 17% less power is being used. New developments need to ensure that they use energy sparingly, to adhere to specific set targets. There is currently a major drive for the use of heat pumps and solar panels at the various camps, as well as other energy-saving devices, although limited funding is inhibiting the implementation of this drive. There have also been talks around the use of electric cars for game drives, but funding is an issue. Some smaller camps are fully on solar energy. Bigger camps have large solar farms that offset some of the usage (about 10%).
Recycling of waste	KNP does some end-point recycling. Bins for recycling are also provided. One respondent indicated that 70% of waste at KNP is currently being recycled, and the rest (that cannot be recycled) is incinerated.

Protection of biodiversity	All respondents emphasised the importance of this aspect. The mandate of SANParks is, firstly, conservation, and to use tourism as a mandate for conservation. The KNP is one park that especially focuses on this issue. There are many operational processes in place to achieve this mandate, as well as research being done to improve on this issue.
Ecologically responsible design (buildings)	This matter receives much emphasis, especially for new developments. SANParks have a green building design manual that they use when building new infrastructure. It covers sourcing of materials, visual impact, using of features – such as the unit being faced in a way to be cooler, instead of using air conditioners. SANParks also have various initiatives in which the local community is involved with designing artwork for new developments, and local culture is also considered in the design of buildings, where possible.
Management of congestion	This is not a requirement of SANS 1162:2011, and has therefore not been discussed during the interviews.
Sustainability education/awareness	Awareness is seen as a major gap at SANParks and is also considered the reason for many individuals not showing more responsible behaviour. SANParks are aware of this and are looking at ways for stakeholders to have improved awareness and knowledge; however, this does not seem to be as effective as anticipated.
Water quality	One of the support services being provided to the parks is the provision of potable, safe drinking water. This does not seem to be a major issue for SANParks, as much as the conservation of water resources. The KNP has some issues relating to communities upstream who take water from the sources, or the illegal pollution of the rivers – such as cyanide from mines, or sewage that is illegally dumped. SANParks are looking at projects for water treatment plants at the various parks. Another initiative that KNP has in place is the "Working for Water" and "Working for Wetlands" initiatives, that contribute to the provision of good quality water.

Preservation of geology and landscape	This ties into the biodiversity conservation efforts that SANParks have undertaken. This is done as a matter of policy and is of great importance to SANParks.

The only issues that were not discussed during the interviews were the management of congestion and enforcement of park rules. Some matters that were indicated to be of great importance to SANParks, but not so much to park visitors, were consideration of the local community, the selling of local products, the preservation of cultural heritage, and ensuring economic benefits to designated groups. This could possibly be attributed to the fact that those visiting the parks mainly do so to have a wildlife and natural experience, meaning that that will be of primary importance to them, or there may be a lack of awareness from park visitors regarding the importance of these matters. This means that there is a degree of alignment between those matters that visitors are considering as material and those on which SANParks are placing their focus.

The fact that there are some significant gaps between the expected performance by visitors relating to these aspects and the actual performance, indicates that SANParks are not yet achieving a sufficient degree of Responsible Tourism, despite the efforts they have put in place. SANParks have a wide range of initiatives, goals and projects that they wish to undertake to be more responsible, but, as mentioned in the previous section, there appear to be two major issues inhibiting SANParks from reaching their specific Responsible Tourism goals: a lack of awareness and knowledge (which will lead to more responsible behaviour) and limited funding (which will help SANParks to undertake more work to reach their Responsible Tourism goals).

As has been seen in the current strategic documentation and feedback from SANParks' key employees, there is a major drive to increase funding through new infrastructure developments, which will lead to greater tourist numbers. These developments are also being undertaken in a responsible manner through initiatives such as using local art and adhering to green building standards. As this issue is currently being addressed, SANParks can work on including the second aspect, which is the promotion of better awareness and knowledge on current sustainability issues facing the parks, and how responsible behaviour from all role-players can help to address these issues.

5.5 Alignment of Findings with SANParks Strategy and other Research Conducted

During the literature review chapter, the approach that SANParks followed in terms of implementing Responsible Tourism, was analysed and discussed, and a review was done of other studies that have been conducted on the topic of Responsible Tourism and the measurement of stakeholder perceptions. This section aims to reflect on what was documented during the literature study, as compared to what was found during the data collection and analysis process.

5.5.1 SANParks' approach to Responsible Tourism

The two main guiding documents that inform how SANParks approach Responsible Tourism are the 2022 Responsible Tourism strategy and the SANParks five-year strategic plan for 2019/2020 to 2022/2023. The strategy has two desired outcomes that they use to inform their approach to Responsible Tourism. The first outcome, namely to remain relevant and to grow with society, in order to ensure the ongoing existence of the parks, was raised at times during the employee interviews. This was mainly discussed as part of the current infrastructure upgrades and new developments taking place. The KNP is initiating various new developments to draw a more diverse tourist base, and prove a wider variety of product and service offerings to those visiting the parks. The second outcome, to secure funding by means of the revenue generated from tourism activities in order to maintain the integrity of the national parks, has been pointed out as a major focus of the park. As mentioned above, various tourism infrastructure developments and upgrades are currently taking place, and are planned to aid in generating more revenue for the park.

In this strategy, the following commitments have been made in terms of how Responsible Tourism will be implemented in the future:

- ➢ They are going to expand on their current experiential offerings to the park visitors.
- ➢ They are going to promote socio-economic development for the surrounding communities.
- ➢ They are going to ensure that there is an effective customer feedback system, and that all relevant feedback is incorporated into their activities.
- ➢ They are going to look at other ways of generating additional income, such as the 'eco-advantages' of the natural resources that they have available (SANParks, 2013a).

This Responsible Tourism document is a short promotional document with limited detail on their

approach to Responsible Tourism, apart from what was provided above. The five-year strategic plan emphasises the importance of Responsible Tourism, as it is indicated as being one of its three strategic pillars. It also sets out the objective of improving current service levels and expanding tourism products, in a bid to generate additional funding for conservation. Funding is a major theme in the strategy, as it is discussed in various sections of the document, and it is also stated that several projects are under way for the purpose of securing additional funding. This aligns with the feedback from the KNP employees, who pointed out that funding is a major stumbling block in achieving Responsible Tourism. SANParks have also set in place various initiatives to secure additional funding, such as expansion of the tourism offerings, and are even looking at generating funding from activities other than tourism.

Some of the main initiatives that they focus on is the incorporation of green building standards into their new infrastructure, the initiation of an energy efficiency programme and an integrated waste management programme, as well as efforts to conserve fresh-water resources while also allowing neighbouring communities to make use of resources in a sustainable manner (SANParks, 2019). All these initiatives were raised several times during the interviews, and are major areas of focus for those who involved in operations at the KNP.

Something that is not emphasised in the abovementioned documents is the promotion of awareness of stakeholders on achieving Responsible Tourism and focusing on material issues such as enforcing park rules. Awareness is an issue that has been raised as a challenge that is faced in achieving Responsible Tourism by employees, and has been indicated as a material issue by park visitors. The strategic plan mentions that they want to put campaigns in place to raise awareness of energy efficiency, cultural heritage and conservation, but does not specify how, and also does not mention additional aspects of which awareness needs to be raised that will lead to more responsible behaviour (such as water conservation, socio-economic development of local communities, etc.).

Furthermore, no reference is made to the SANS 1162 Responsible Tourism standard in the five-year strategy or the Responsible Tourism strategy, which hints at the fact that the standard is yet to be sufficiently implemented in the parks, and in the KNP in particular. As the main driving factor in achieving Responsible Tourism is responsible behaviour, SANParks need to look at going further than simply raising awareness, and ensuring that stakeholders grasp the relevant concepts relating to Responsible Tourism. Various studies have noted that awareness and a positive attitude is not enough to ensure responsible behaviour. Stanford (2011) undertook a study at

different tourism destinations in New Zealand to understand the best ways to manage tourist behaviour, using Kohlberg's Stages of Moral Development. This was done in order to inform visitors of specific desired behaviours, and then ensuring that they would rather choose the desired behaviour over the less appropriate behaviour, therefore ensuring the most effective means of communication towards Responsible Tourism. Some of the insights gathered are that the most influential forms of communication are based on encouraging tourists to show good citizenship, and by providing reasoning or positive argument behind encouraging a specific behaviour. SANParks can consider incorporating communication of this nature to encourage more responsible behaviour.

When looking at the material issues that were identified during the visitor review, there is some alignment between the strategic objectives in the five-year strategy and the material issues that were noted during the visitor review. The table below summarises the degree of correlation between the SANParks five-year strategy and the material issues that were identified from the visitor questionnaires:

Table 3: Comparison between material issues as identified by park visitors and the contents of the SANParks five-year strategy. (**Source**: Own).

Aspects identified from visitor questionnaires	SANParks five-year strategy
Enforcement of park rules	No reference was noted with regard to enforcing specific park rules.
Water conservation	- SANParks have the Working for Water Programme in place to address water-related challenges. - Measures are in place to conserve freshwater sources (details on which measures have not been provided). - A target of 2% reduction in water use year on year, has been set. This is an ongoing goal for the next five years. The consumption over time will be audited. - There are several water system upgrades planned for the next five years. The strategic plan has set clear objectives on what is to be achieved and which vehicles are available to do so. The strategic plan does not detail how this will be done, and there is no mention of how various role-players can be involved to achieve water conservation

	(e.g. how tourists can alter their behaviour to conserve water).
Interpretive information (explaining to visitors the significance of the park, so that they enjoy their visit more, and understand their heritage and environment better).	The strategy briefly mentions that the parks aim to improve on information sharing, and that they plan to undertake some awareness campaigns specifically on energy efficiency, conservation and cultural heritage. Once again, the detail on how this will be achieved was not provided. SANParks could consider looking at innovative and effective communication mechanisms that will be most effective in reaching the target group. SANParks could also consider looking at expanding their awareness campaigns to address other matters related to Responsible Tourism, such as water conservation, supporting local businesses, etc.
Effective waste management	All parks have adopted an Integrated Waste Management Programme. The aim is to undertake more coordinated and controlled waste management activities to reduce the generation of waste, as well as to minimise the environmental impact of the waste.
Energy efficiency	The KNP, in particular, has initiated an Energy Efficiency Programme. This programme is focused on upgrading existing infrastructure to make it more energy efficient. SANParks also aim to have a 20 000 MW (15%) capacity from renewable energy and reduce the use of energy from the power grid by 2030. The parks also aim to have a 2% reduction in fossil fuel generated energy use on a year-on-year basis over the next five years. Some planned activities include installing green energy solutions to new infrastructure and upgrading existing facilities, undertaking awareness campaigns and undertaking solar power installations. SANParks are clearly undertaking various initiatives to achieve.
Recycling of waste	The strategy does not make specific mention of recycling. There is, however, an integrated waste management plan in place to reduce waste usage. It is also worth noting that recycling is currently taking place as per the employee interviews. Once again, a gap is noted here, where stakeholders are not involved in taking responsibility for effective waste management such as minimising waste production or using the correct recycling methods.

Protection of biodiversity	One of the key outputs from the strategy is protecting biodiversity, in particular by expanding the current conservation estate, and finding ways to reduce the impacts of climate change on biodiversity, along with undertaking general protection activities. One of the core pillars that flow to the organisational structure is conservation. A specific objective that has been set is the rehabilitation of terrestrial protected areas. As part of the mandate of SANParks, the parks are managed to "*promote biodiversity, genetic diversity and healthy ecosystem processes. At the same time, the use of biological resources and the equitable sharing of benefits from national parks are prioritised to secure a sustainable future for conservation*" (SANParks, 2019:139). Sustainable harvesting of resources takes place, and sales may generate income for SANParks or benefit the communities, such as providing small-scale business enterprises.
Ecologically Responsible design (buildings)	All new tourism facilities are built according to "green building" standards. Current renovated buildings are also built according to these standards
Management of congestion	The strategy does not touch on the management of congestion.
Sustainability education/ awareness	The parks have Environmental Education programmes through which they provide access to the parks by communities that have been previously excluded. There is a brief mention of the improvement of information sharing systems, and there are some awareness campaigns in place for specific issues. SANParks seem to still be lacking in educating its stakeholders (visitors, communities etc.) on how they can contribute towards improving the sustainability of the parks and making them aware of areas where they can take responsibility in this regard.
Water quality	Some projects have been initiated to upgrade water systems, but there is limited focus on the actual quality of water.
Preservation of geology & landscape	One of the core pillars of SANParks is the conservation of the landscapes, among others. The parks system is in place to do this.

	No mention is however made on how this will practically take place.

The SANParks five-year strategy makes mention of many plans and goals that will lead to the parks operating more sustainably, and various material issues are addressed to some or other degree in the strategy. However, some issues, such as managing congestion, recycling and enforcing park rules are not mentioned in the strategy and are therefore not considered focus areas for the parks at this point. Other issues may be briefly mentioned, such as education and awareness, but they are limited in terms of focusing on various applicable aspects of Responsible Tourism. Revisiting potential material issues from a strategic point of view may help SANParks and the KNP to concentrate their efforts on issues that are of significance to the park stakeholders, and to update their current objectives to align with the abovementioned issues.

One gap that is noted, in particular, is the fact that the strategic plan does not refer to working with other stakeholders to take responsibility for achieving more sustainable tourism. SANParks may need to consider how to most effectively involve all relevant stakeholders and alter their behaviour to ensure more responsible behaviour from them. This could be incorporated in the current strategic objectives that have been set to achieve the goal of Responsible Tourism. For those issues that have already been considered in the five-year strategy, it is worth considering new and innovative ways to improve on their current performance and to be 'on par' with the visitors' expectations. This will ensure that the stakeholders' view is more successfully incorporated into the SANParks strategy. The next section summarises the potential approaches that SANParks can take in order to address the issues that have been raised above and how this will aid them in improving on the achievement of Responsible Tourism. The final chapter will conclude the study and provide recommendations for further research.

Chapter 6: Synthesis, recommendations and conclusion

6.1 Synthesis

In recent years, the concept of Responsible Tourism is recognised as a complementary term to sustainable tourism. They are both defined as achieving minimal negative impact (and maximal positive impact) on the environment, social justice and economic growth, and can therefore be used in conjunction with each other, to an extent (Frey & George, 2010). The main distinction between these two concepts is that Responsible Tourism dictates that organisations, as well as individuals, need to take responsibility for the activities they partake in, as well as whatever effects the individuals or organisations may have within the tourism sector. Responsible Tourism means that the parties involved in the tourism sector are responsible for making sure that all activities taking place are of a sustainable nature (Frey & George, 2010). SANParks, and more particularly the KNP, have committed to undertaking a more responsible type of tourism, and have put some measures in place to move towards Responsible Tourism. As stakeholders play such a major role in Responsible Tourism, their perceptions are valuable in determining which aspects of Responsible Tourism are of material significance, how the KNP is performing in terms of achieving its goals, and the challenges that are currently being faced in achieving it. The aim of the study was to determine stakeholder perceptions of Responsible Tourism development in the Kruger National Park as a case study for Responsible Tourism development in SANParks. Below is a summary of how each of these goals has been achieved throughout the study.

Based on the feedback received from the interviews, it can be concluded that the expectations and experiences of stakeholders can be used to measure Responsible Tourism development and practices in SANParks. Some of the benefits that they will reap from doing this will be that they are taking account of significant Responsible Tourism topics within their organisation, they can prioritise resources for the most important Responsible Tourism issues as identified by the stakeholders, they will be able to identify issues that are important but are not being addressed, and they will be able to identify their performance with regard to the value that they create regarding Responsible Tourism aspects. Many of the comments in the questionnaires related to the visitors wanting more information on not only the parks and the fauna and flora that can be found there, but also on how they can become more involved in conservation efforts. This means that visitors want to be part of Responsible Tourism practices. SANParks can consider that when re-looking at strategic efforts to improve Responsible Tourism, and to integrate these material aspects into their management system.

In terms of the feedback from the interviews conducted with key role-players in the parks, it was evident that there are various strategies, goals and procedures in place, but that the parks often struggle to implement them, due to lack of funding or lack of awareness, which will lead to more responsible behaviour.

Some recommendations and limitations that were found in the data were mainly on the baseline information that was used to conduct the interviews. It may be more effective to also consider further legislative requirements, policies and reports, standards, ratings and rankings, national and international requirements, as well as wider social, environmental and economic trends, to have a holistic view of the specific outcomes which need to be measured within a given context. An additional limitation in the study was access to key role-players in SANParks management, in order to conduct additional interviews. Additional interviews would have assisted in receiving an even broader array of feedback, and would have provided even more insight into Responsible Tourism in SANParks.

The aim was to determine stakeholder expectations and experiences of Responsible Tourism development in the KNP, in order to determine how SANParks may achieve their Responsible Tourism goals. Overall, Responsible Tourism is now better understood, based on the study that has been conducted. The most important aspects related to Responsible Tourism have been identified, along with SANParks' performance regarding the achievement of these specific aspects. Lastly, the reasons behind areas of poorer performance were identified. Below is a diagram to illustrate the understanding that was gained based on the study:
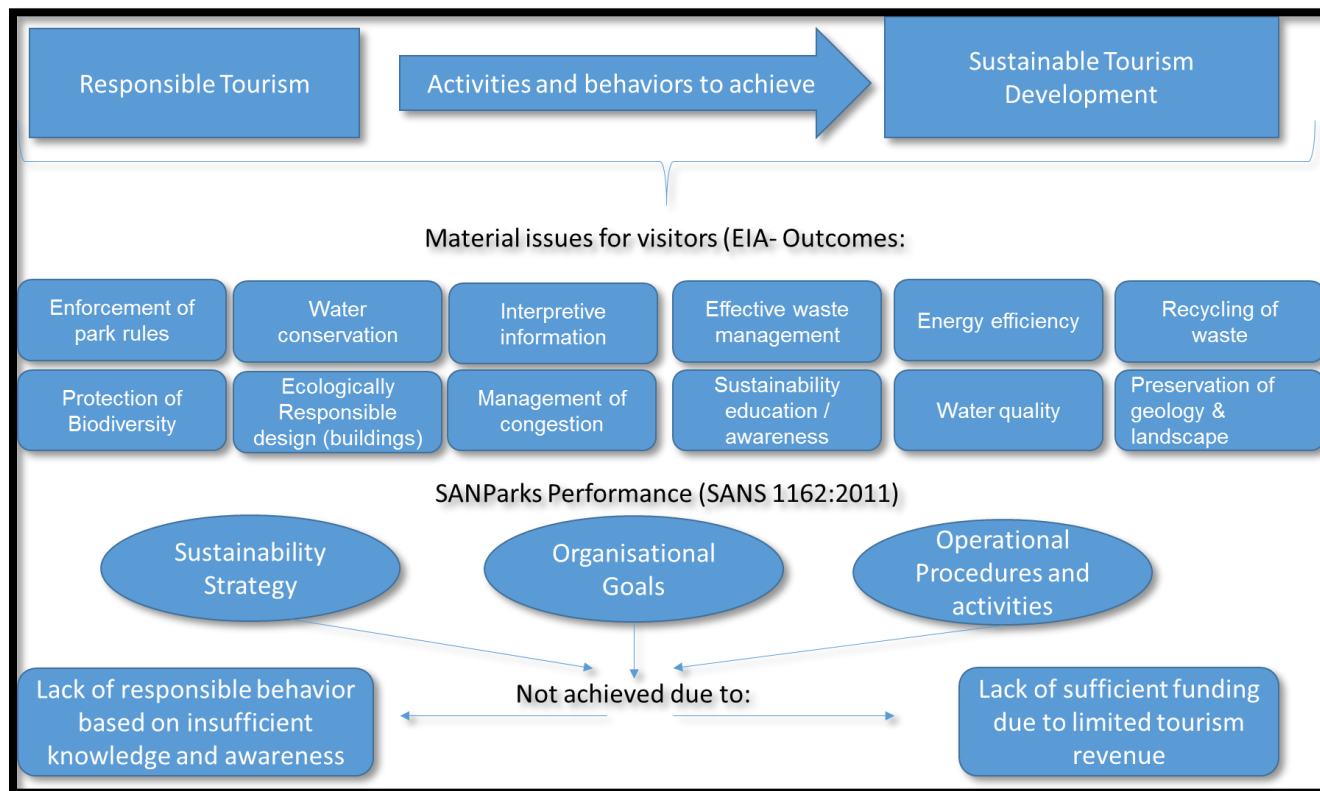
Figure 5.1: Understanding responsible tourism development in SANParks. (**Source**: Own).

The above figure sets out the understanding of Responsible Tourism development that has been gained from the research conducted. The definitions of Responsible Tourism were explored, as well as what the practical implications of these concepts comprise within the context of SANParks. The review of visitor questionnaires provided an illustration of matters that are important to the park visitors, and where there are gaps for specific issues relating to Responsible Tourism. The interviews held with key role-players in the park's employee and management complement provided a better understanding of the activities that are currently being undertaken, and the processes that are in place to achieve Responsible Tourism, along with the constraints that are keeping them from being more responsible.

Based on the study that has been conducted, it is recommended that SANParks firstly consider focusing on the issues in the park that are most material in terms of expected performance, along with gaps in terms of actual performance regarding specific aspects. SANParks can, secondly, focus on addressing the two matters that are inhibiting them from adhering to the requirements of SANS 1162:2011: a lack of responsible behaviour from park visitors and staff (mainly due to lack of awareness), and insufficient funding (leading to less projects and activities being undertaken, to be more responsible). SANParks are currently undertaking new developments in order to increase

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their revenue to finance these projects and activities. The next issue, that of insufficient knowledge and awareness, can receive additional attention to promote more responsible behaviour. SANParks can consider specific campaigns to promote awareness of specific issues, as well as undertake projects to educate park visitors and staff on responsible behaviour and the importance thereof. The park visitors indicated in their questionnaire feedback that they do want to be more aware of matters within the park, and that sustainability education and awareness are material issues where SANParks are not performing as well as can be expected. Promoting more awareness and knowledge of park visitors and staff will lead to more responsible behaviour and play a significant role in helping SANParks perform better in terms of being more responsible in their tourism developments.

The previous sections explored specific gaps and challenges that were noted during the review, with regard to material issues that the KNP needs to consider with regard to Responsible Tourism, as well as looking at the performance and challenges relating to achieving Responsible Tourism successfully. The major gaps that have been noted above, are the limited consideration of issues that are regarded as material by park stakeholders, limited awareness and education on how to incorporate Responsible Tourism, and limitations in funding to undertake activities to promote Responsible Tourism.

When it comes to funding, it is evident that SANParks and the KNP have various initiatives in place to secure additional funding; therefore, this challenge is in the process of being addressed. When it comes to awareness and education, however, it is noted that there is still limited work being done to improve on ensuring the relevant individuals are aware of what behaviours they can change to achieve a more sustainable level of tourism. It is evident that the visitors to SANParks are not only aware of the various aspects regarding Responsible Tourism, but also consider these issues as important. They also note that the Parks are not yet where they need to be with regard to reaching specific goals. As this is the case, the logical next step would be to find innovative ways to get the park visitors to exhibit more responsible behaviour, in order to reach a more desired state of Responsible Tourism.

As suggested by Xin and Chan (2016:132), raising awareness is a popular approach followed by tour operators. Some of the ways to implement this are the following:

> creating awareness to the tourists, distributing the information about Responsible Tourism via internet, providing training to front line staffs, tour guides and the drivers

and also sharing the information with other tour companies.

UNEP (2005) and Budeanu (2007) have also suggested that alteration of tourists' attitudes towards a more proactive approach to Responsible Tourism, will lead to better results. Based on research conducted by Van der Merwe and Wocke (2007) the most effective channel for communication on Responsible Tourism is the Internet and social networking, as this is what is used more frequently by stakeholders. Training of front-line staff on Responsible Tourism also has value, as they communicate with guests on a face-to face basis. Siti-Nabiha et al. (2011) and Budeanu (2009) note that tourism organisations prefer to implement measures that are low cost, instead of larger investments, which agrees with the findings from the studies done by Xin and Chan (2016).

The SANParks five-year strategy makes mention of many plans and goals that will lead to the parks operating more sustainably, and various material issues are addressed to some or other degree in the strategy. Some issues, however, such as managing congestion, recycling and enforcing park rules, are not mentioned in the strategy, and are therefore not considered focus areas for the parks at this point. Other issues may be briefly mentioned, such as education and awareness, but they are limited in terms of focusing on various applicable aspects of Responsible Tourism. Revisiting potential material issues from a strategic point of view may help SANParks and the KNP to concentrate their efforts on issues that are of significance to the park stakeholders, and to update their current objectives to align with the abovementioned issues.

SANParks should consider not only updating the next five-year strategy to reflect the above, but it may also be worth compiling a detailed guidance document that is based on SANS 1162:2011 (and other South African Responsible Tourism guidance documents), and incorporate the feedback from various stakeholders, in order to indicate their organisational-specific goals to be achieved and to map the exact steps to be followed to achieve these goals. Another key consideration is how the various stakeholders can be involved in contributing to Responsible Tourism, and the approach that can be followed to ensure buy-in from these stakeholders.

The first objective, namely to critically explore Responsible Tourism within the context of the SANParks by undertaking a comprehensive literature study process, was achieved by means of a comprehensive search and review process that was covered in Chapter 2 (literature review). This chapter defined sustainable and Responsible Tourism development within the SANParks context by unpacking specific concepts, as well as elaborating on SANParks, their mission and

their strategic goals, in order to provide context. This set the scene for Chapter 3 (methodology), which described the specific steps that would be followed for the rest of the research.

The second objective was to explore visitor expectations and experiences, to determine which Responsible Tourism aspects are of significance to park visitors. This was done through the process of compiling questionnaires for KNP visitors. The outcome of this objective is mainly covered in Chapter 4 (Results) and Chapter 5 (Discussion). A holistic array of aspects was identified, and categorised according to the TBL of sustainability. Next, the key performance areas were used as questions in the questionnaires, and administered to visitors to the KNP. The questionnaire feedback was captured and analysed in chapters 4 and 5, and conclusions were drawn based on the analysis. This process identified the most significant aspects that park visitors consider to be of great importance. The feedback from the visitors indicated that they consider aspects regarding Compliance and enforcement as most important, followed by Energy, water and air, then Biodiversity and geology, Local community, Visual and aesthetic aspects, and finally, Access and traffic. In general, the visitors to the park expect good to excellent performance from the KNP with regard to their sustainability aspects. The experiences of the visitors indicate that the KNP is not delivering on the sustainability principles, and should concentrate their efforts on improving several areas.

The third objective, namely to determine the current level of performance and challenges faced in the implementation of Responsible Tourism practices by key SANParks and Kruger National Park employees, was achieved by means of conducting the interviews with the relevant management representatives, and analysing the data that was gathered throughout and is included in Chapter four. The data that was gathered was analysed in Chapter 5 and certain conclusions were drawn with regard to the analyses that were done. The management interviews revealed that SANParks have made significant strides to aid in performing well in terms of Responsible Tourism, by implementing various initiatives through the guidance of their Responsible Tourism strategy. These goals are not all being achieved effectively, however, due to financial constraints and lack of responsible behaviour from key stakeholders (brought on by lack of sufficient knowledge and awareness). As was seen in the current strategic documentation and feedback from SANParks employees, there is a major drive to increase revenue through new infrastructure developments. These developments are also being undertaken in a responsible manner through initiatives such as using local art, and adhering to green building standards. As this issue is currently being addressed, SANParks can work on including the second aspect, which is the promotion of better awareness and knowledge on current Responsible Tourism issues facing the

parks, and how responsible behaviour from all role-players can help to address these issues.

The final objective was to synthesise the lessons learned from the stakeholder expectations and experiences, to advise SANParks on potential approaches for addressing challenges in achieving their Responsible Tourism goals. This objective was achieved by considering the data that was collected and analysed, as well as literature, on how to successfully implement Responsible Tourism. These approaches include the incorporation of the material issues into existing strategic documentation, along with measurable goals and actions in achieving them. Other approaches include promoting better awareness on Responsible Tourism for stakeholders, and education on more responsible behaviour.

6.2 Recommendations

In general, the approach followed was effective in achieving the research aim, as well as the objectives of the study. Further research could, however, be conducted to determine the alignment of the SANParks Responsible Tourism strategy with the actual activities taking place, and as 2022 is approaching (the final year for the implementation of the current Responsible Tourism strategy) one can evaluate the degree to which the strategy has been achieved, and where changes need to take place. This could possibly also be done through measuring the perceptions of key stakeholders within the parks. Other studies could also include assessing the performance of SANParks regarding SANS1162:2011, based on the perceptions of other stakeholders such as the surrounding community, groups such as the Honorary Rangers, regulators and government, by undertaking a more systematic approach to identifying specific stakeholder groups in order to get a balanced view of all relevant perceptions. This study can also be extended to other SANParks, in order to obtain a more balanced view of feedback in terms of parks other than KNP.

Based on the research done, the following recommendations can be made to SANParks to assist them in achieving their Responsible Tourism goals: As SANParks have already put measures in place to improve on current funding, it is recommended that they monitor the success of these measures, and look at allocating the funds to material issues as identified by the visitor feedback. Some issues that have been indicated as material by park visitors, such as managing congestion, recycling, and enforcing park rules, are not mentioned in the SANParks five-year strategy, and are therefore not considered focus areas for the parks at this point. Other issues may be briefly mentioned, such as education and awareness, but they are limited in terms of focusing on various

applicable aspects of Responsible Tourism.

Revisiting potential material issues from a strategic point of view may help SANParks and the KNP to concentrate their efforts on issues that are of significance to the park stakeholders, and to update their current objectives to align with the abovementioned issues. SANParks should consider not only updating the next five-year strategy to reflect the above, but also, it may be worth compiling a detailed guidance document that is based on SANS 1162:2011 (and other South African Responsible Tourism guidance documents) and incorporate the feedback from various stakeholders in order to indicate their organisation-specific goals to be achieved, and to map the exact steps to be followed to achieve these goals. Another key consideration is how the various stakeholders can be involved in contributing to Responsible Tourism, and the approach that can be followed to ensure buy-in from these stakeholders.

As this is the case, the next step would be to research and determine more innovative ways to get the park visitors to exhibit more responsible behaviour, in order to reach a more desired state of Responsible Tourism. Raising awareness is a popular approach followed by tour operators. Some of the ways to implement this is by doing the following:

creating awareness to the tourists, distributing the information about Responsible Tourism via internet, providing training to front line staffs, tour guides and the drivers and also sharing the information with other tour companies (Xin & Chan, 2016),

Studies have suggested that the most effective channel for communication on Responsible Tourism is the Internet and social networking, as this is what is used more frequently by stakeholders. Training of front-line staff in Responsible Tourism also has value, as they communicate with guests on a face-to face basis. Using these channels will also be a cost-effective way of securing buy-in from stakeholders to exhibit more responsible behaviour.

Consideration of the abovementioned recommendations may help SANParks to improve on their current Responsible Tourism performance, and to address challenges related to achieving their goals.

6.3 Conclusion

The aim was to determine stakeholder expectations and experiences of Responsible Tourism

development in the Kruger National Park, in order to determine how SANParks may achieve their Responsible Tourism goals.

The visitor questionnaires made it clear that the current Responsible Tourism goals that SANParks have (as set out in their five-year strategy), do not fully align with the aspects that KNP visitors consider as material. Some goals that SANParks can consider adding to their strategy are issues such as management of congestion, enforcing park rules, promotion of recycling and undertaking educational awareness programmes for stakeholders in terms of sustainable development and promoting Responsible Tourism. It is also evident that the park visitors recognise the importance of being sustainable, but seem to be unaware of how they can be play their role when it comes to responsible behaviour. From the employee feedback, it was clear that, on an operational level, the KNP is performing well when it comes to achieving specific Responsible Tourism goals such as consideration of cultural heritage, benefiting local communities, energy efficiency and water conservation. Two of the major stumbling blocks, however, are a lack of funding and lack of awareness or understanding from key stakeholders when it comes to taking responsibility for their behaviour. SANParks can therefore consider looking at innovative ways to get their stakeholders involved in helping them achieve their goals through making them aware and educating them in the benefits and importance of responsible behaviour in the tourism industry. At this point, SANParks seem to take most of the responsibility upon themselves when it comes to achieving their goals, instead of involving all parties. This ties back to the core of what Responsible Tourism means, which is that all stakeholders need to contribute by means of their behaviours and actions.

The research conducted has not only showcased what stakeholders consider to be of value, but has also brought to light potential issues that may not be of importance right now, but will need to increase in significance in the future, along with possible courses of action that SANParks need to take to achieve these objectives. SANParks will need to agree that these are the values and problems of the parks, after which future needs will need to be placed on the table and ways to achieve these future needs can be determined through strategic changes to current policies. This study has proved that the Stakeholders of SANParks can provide useful insights about matters that are important to them regarding Responsible Tourism issues that affect the ability of SANParks to achieve their Responsible Tourism goals. This will help SANParks in creating more value, not only for themselves, but for their stakeholders, and to achieve their mission which is to do the following:

develop, protect, expand, manage and promote a system of sustainable national parks

that represents natural and cultural heritage assets, through innovation, excellence, Responsible Tourism and just socio-economic benefit for current and future generations.

Lastly, as the core of Responsible Tourism is that of behaviour and actions taken, emphasis must be on how all those who are involved in SANParks can alter their behaviour to make better places for people to live in and better places for people to visit.

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Appendices
Appendix A: SANParks Research Registration Document

To develop, expand, manage and promote a system of sustainable national parks that represent biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations.

South African NATIONAL PARKS

SANParks Head Office
Groenkloof, Pretoria
27 February 2017

Attention: Prof Berendien Lubbe and Dr Anneli Douglas
University of Pretoria, Division of Tourism Management

This serves to confirm that the **Division of Tourism Management** at the **University of Pretoria** has been granted <u>approval</u> to conduct research at selected South African National Parks under the project titled: "**Understanding sustainable tourism development and responsible tourism practices in the Kruger National Park: measuring visitor perceptions and experiences against sustainability assessment outcomes**". It is further acknowledged that the aforementioned project, led by the University of Pretoria, will be executed in conjunction with the North West University's Research Unit: Environmental Science and Management, the North West University's Department of Geography and the School of Environmental Science from Murdoch University in Australia.

SANParks hereby agrees to allow the University's researchers and co-workers from the respective institutions access to all Environmental Impact Assessments applicable to the Kruger National Park. The researchers are also allowed access to key staff members for interview purposes and tourists for surveying and/or interview purposes. Such access is granted on the basis of the terms and conditions stated in the Memorandum of Understanding between SANParks and the University of Pretoria. SANParks would like to specifically remind the University of the following conditions:

1. SANParks to be consulted in the development of the proposed data collection instruments.
2. Fieldwork to be carried out at a venue/place in the Park, as agreed upon with Park Management (to be facilitated by SANParks head office).

addo elephant

agulhas

augrabies

bontebok

camdeboo

golden gate highlands

karoo

kglalagadi transfrontier

knysna lake area

kruger

mapungubwe

marakele

mokala

mountain zebra

namaqua

table mountain

tankwa karoo

tsitsikamma

richtersveld

west coast

wilderness

| 643 Leyds Street Muckleneuk Pretoria | PO Box 787 Pretoria 0001 | tel: 012 426 5000 fax: 012 343 0905 | central reservations: 012 428 9111 reservations@parks.co.za www.parks-sa.co.za |

To acquire and manage a system of national parks which represents the indigenous wildlife, vegetation, landscapes and significant cultural assets of South Africa for the pride and benefit of the nation.

South African
NATIONAL PARKS

3. SANParks to be furnished with proof of ethical clearance from the academic institution in question.

4. Dates for fieldwork must be cleared with SANParks at least 4 weeks prior to fieldwork.

5. The researcher(s) shall adhere to tourist traveling times and park rules and regulations when doing fieldwork in the Park.

6. The University shall make available to SANParks, copies of publications, reports or theses arising from this study.

7. The University shall not disclose the details of the research project to the media, until it has provided SANParks with a copy of any proposed press release. SANParks shall provide comment on any proposed release within 21 days of receipt.

8. Free park entry for the registered researchers, co-workers & *bona fida* assistants will be arranged through the Visitor Management & Interpretation unit.

9. All other costs pertaining to the project, including but not limited to accommodation and travel costs, to be carried by the researcher(s) and/or its funding parties. SANParks may at its own discretion decide to sponsor accommodation to the researcher(s) for purposes of fieldwork in Kruger National Park.

For any project related queries, please contact the Manager: Tourism Research, Mrs Liandi Slabbert at 012 426 5346 or liandi.slabbert@sanparks.org.

Yours faithfully

Mr Kevin Moore
General Manager: Visitor Management and Interpretation
Tourism & Marketing
South African National Parks
Tel: 083 640 5294
Fax: 012 343 2832
Email: kevin.moore@sanparks.org

addo elephant

agulhas

augrabies

bontebok

cape peninsula

golden gate highlands

karoo

kglalagadi transfrontier

knysna lake area

kruger

marakele

mountain zebra

namaqua

tankwa karoo

tsitsikamma

richtersveld

vhembe dongola

west coast

wilderness

Appendix B: Ethical Clearance Approval from UNISA

UNISA | university of south africa

CAES HEALTH RESEARCH ETHICS COMMITTEE

Date: 25/01/2019

Dear Ms Pretorius

NHREC Registration # : REC-170616-051

REC Reference # : 2019/CAES/009

Name : Ms C Pretorius

Student #: 64096904

Decision: Ethics Approval from 24/1/2019 to 31/01/2020

Researcher(s): Ms C Pretorius
64096904@mylife.unisa.ac.za

Supervisor (s): Prof JA Wessels
wessej@unisa.ac.za; 011-471-2084

Prof KF Mearns
mearnkf@unisa.ac.za; 011-471-2973

Working title of research:

Understanding sustainable tourism development in South African national parks: Measuring stakeholder perceptions and experiences against sustainability assessment outcomes

Qualification: MSc Environmental Management

Thank you for the application for research ethics clearance by the CAES Health Research Ethics Committee for the above mentioned research. Ethics approval is granted for a one-year period. After one year the researcher is required to submit a progress report, upon which the ethics clearance may be renewed for another year.

Due date for progress report: 31 January 2019

*The **low risk application** was **reviewed** by the CAES Health Research Ethics Committee on 24 January 2019 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Committee.

3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.

7. No field work activities may continue after the expiry date. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:
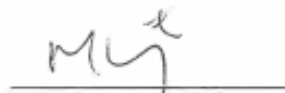
The reference number **2019/CAES/009** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Prof EL Kempen
Chair of CAES Health REC
E-mail: kempeel@unisa.ac.za
Tel: (011) 471-2241

Prof MJ Linington
Executive Dean : CAES
E-mail: lininmj@unisa.ac.za
Tel: (011) 471-3806

URERC 25.04.17 - Decision template (V2) - Approve

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

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Appendix C: Questionnaire used for KNP visitor feedback

Letter of Introduction and Informed Consent
Division of Tourism Management

Understanding sustainable tourism development and Responsible Tourism practices in the Kruger National Park.

<u>Research conducted by</u>:

Dr Anneli Douglas
0824974870
Dr Jan-Albert Wessels
0795244847

Dear Participant

You are invited to participate in an academic research study conducted by the University of Pretoria, North West University and Murdoch University (Australia). This research has been requested by the Tourism Development & Marketing Division of South African National Parks (SANParks). The purpose of the study is to understand sustainable tourism development and Responsible Tourism practices in the South African National Parks context.

Please note the following:

- This is an <u>anonymous</u> survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly <u>confidential</u> as you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact the researchers above if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

_____   _____

Participant's signature   **Date**

1. Are you a Wild Card Member:

1. Yes	
2. No	

2. Including this visit, how many times have you visited this Park in total?_____

3. With whom are you visiting the Park? (Please tick all the applicable options)

1. Family	
2. Friend/s	
3. None (Alone)	
4. Special interest group (e.g. a club, society)	
Other (please specify)	

4. Please indicate your country of residence: _____.

5. Please indicate your gender:

1. Male	
2. Female	

6. What age are you?_____

7. Please indicate your race:

1. African	
2. Coloured	
3. Indian	
4. Asian	
5. White	
6. Prefer not to say	
Other (please specify)	

8. Please indicate your highest level of formal education qualification:

1. Primary school	
2. Secondary school/Matric	
3. National diploma/certificate	
4. Undergraduate degree	
5. Postgraduate degree	

9. At which camp are you staying tonight?

Name of camp:	
I am a day visitor	

If you are a day visitor, please answer ONLY the importance scale in question 10 below, and then continue with the remainder of the questionnaire.

10. When visiting ANY of the camps in the Kruger National Park, please indicate (1) how *important* the following aspects are to you personally AND (2) rate the level of *performance OF THE CAMP WHERE YOU ARE OVERNIGHTING* on the listed aspects:

	KRUGER NATIONAL PARK					PERFORMANCE OF THE CAMP AT WHICH YOU ARE OVERNIGHTING					
	Of no importance	Of little importance	Of moderate importance	Of great importance	Of extreme importance	Extremely poor	Poor	Average	Good	Excellent	N/A
Visual and Aesthetic											
Aesthetic appeal	1	2	3	4	5	1	2	3	4	5	
Rustic setting	1	2	3	4	5	1	2	3	4	5	
Architecture of buildings blend into the natural environment	1	2	3	4	5	1	2	3	4	5	
Buildings have an *ecologically responsible design* to promote energy efficiency, water conservation and climate control	1	2	3	4	5	1	2	3	4	5	
Use of natural building materials	1	2	3	4	5	1	2	3	4	5	
Sufficient outside lighting	1	2	3	4	5	1	2	3	4	5	
Visual impact of infrastructure be minimized (lines, sub-stations, electrical fence, cell phone towers etc.)	1	2	3	4	5	1	2	3	4	5	
Architecture considers local culture	1	2	3	4	5	1	2	3	4	5	
Privacy from other visitors and staff	1	2	3	4	5	1	2	3	4	5	
Energy, water and air											
Effective waste management (litter, wet waste, foods, general, oil spills, sewage)	1	2	3	4	5	1	2	3	4	5	
Water conservation management (dual flush toilets, showers as opposed to baths, notices to encourage water conservation; irrigation of gardens, re-using water; maintenance of leakages; storm water be collected for use in cleaning or landscaping)	1	2	3	4	5	1	2	3	4	5	
Using energy efficiently	1	2	3	4	5	1	2	3	4	5	
Availability of electricity	1	2	3	4	5	1	2	3	4	5	
Managing noise levels	1	2	3	4	5	1	2	3	4	5	
Recycling	1	2	3	4	5	1	2	3	4	5	
Managing light pollution (from/to camp & park sources, spotlights/security lights)	1	2	3	4	5	1	2	3	4	5	
Managing objectionable odours (smell, sewage,	1	2	3	4	5	1	2	3	4	5	

smoke etc.)										
Quality of water available in camps for human consumption	1	2	3	4	5	1	2	3	4	5
Biodiversity and Geology										
Preservation of geology and scenic landscape in the area	1	2	3	4	5	1	2	3	4	5
Protection of biodiversity (richness, birds, fauna, flora, game view experience)	1	2	3	4	5	1	2	3	4	5
Landscaped areas include only local indigenous species	1	2	3	4	5	1	2	3	4	5
Compliance, enforcement for safety and security and awareness										
Sustainability education/awareness programmes for visitors (water conservation; buying crafts that are sustainably produced and locally manufactured; recycling; guidelines for appropriate visitor behaviour)	1	2	3	4	5	1	2	3	4	5
Interpretive information (explaining to visitors the significance of the Park, so that they enjoy their visit more and understand their heritage and environment better)	1	2	3	4	5	1	2	3	4	5
Enforcement of Park rules and regulations (noise, nuisances, leaving vehicles, speeding)	1	2	3	4	5	1	2	3	4	5
Adequate fencing (from animals; at swimming pools etc)	1	2	3	4	5	1	2	3	4	5
Safety and security (from criminal elements, natural disasters)	1	2	3	4	5	1	2	3	4	5
Access and traffic										
Managing congestion (at camps, on game viewing roads etc.)	1	2	3	4	5	1	2	3	4	5
Sufficient game viewing routes	1	2	3	4	5	1	2	3	4	5
Quality of roads	1	2	3	4	5	1	2	3	4	5
Access to services, facilities, products (shops, swimming, entertainment).	1	2	3	4	5	1	2	3	4	5
Limiting the use of private transport, to minimise environmental impact	1	2	3	4	5	1	2	3	4	5
Sufficient parking	1	2	3	4	5	1	2	3	4	5
Cellular (mobile) phone reception	1	2	3	4	5	1	2	3	4	5
Universal accessibility (accessibility for people with disabilities)	1	2	3	4	5	1	2	3	4	5
Opportunity to get out of your vehicle at viewpoints, bridges or picnic spots	1	2	3	4	5	1	2	3	4	5
Local community										
Employing the local community	1	2	3	4	5	1	2	3	4	5
Opportunities are provided for tourists to interact with local people	1	2	3	4	5	1	2	3	4	5
Access to products and services produced by local community	1	2	3	4	5	1	2	3	4	5

11. When visiting _ANY_ of the South African National Parks, please elaborate on any additional elements that might be important to you (which haven't been mentioned in the previous question) when considering:

Aesthetic and visual elements (for example the design of the buildings and the setting of the camp)	
Energy and water usage	
Biodiversity and geology	
Noise and pollution	
General environmental management practices of Park Management	
Access (in terms of roads, airports, gates etc.)	

12. Please indicate your level of agreement with the following statements:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
SANParks exhibits good sustainable management practices	1	2	3	4	5
SANParks' sustainable management practices influenced my decision to visit the Park	1	2	3	4	5
I am likely to return to the Park because of the good sustainable management practices exhibited by SANParks	1	2	3	4	5
I am likely to return to this camp because of the good sustainable management practices exhibited by SANParks	1	2	3	4	5
I am likely to recommend this camp to other people because of the good sustainable management practices exhibited by SANParks	1	2	3	4	5

** THANK YOU FOR YOUR PARTICIPATION **

Appendix D: Interview Schedule for SANParks Employees

Letter of Introduction and Informed Consent

<u>Research conducted by</u>:
Mr/Mrs Cecilia Pretorius
Email: celiapret@gmail.com

I am a master's student in Environmental Management at the University of South Africa (UNISA) under the supervision of Prof JA Wessels and Prof K Mearns. You are invited to participate in an academic research study titled "Understanding Sustainable Tourism Development in the South African National Parks: Measuring Stakeholder perceptions and experiences against EIA outcomes and Responsible Tourism criteria".

Please note the following:

▪ This is an <u>anonymous</u> interview. The answers you give will be treated as strictly <u>confidential</u> as you cannot be identified in person based on the answers you give. Participation is for persons over 18 years only.

▪ Your participation in this study is very important to us and will aid the researcher to understand the perceptions of those in management positions at SANParks' and specific park regarding Responsible Tourism in SANParks, which will aid in advancing sustainable tourism development in these parks. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences. There are no payment incentives for participation.

▪ Please answer the questions as completely and honestly as possible. This should not take more than 1 hour of your time. If you agree to it, the interview will be recorded.

▪ The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

▪ Electronic information will be stored on a password protected computer and an external storage device by the researcher for a period of five years at his/her residence and at UNISA (study leader). Electronic information will be permanently deleted using relevant software functionality should the information need to be destroyed.

▪ Please contact the researchers above if you have any questions or comments regarding the study.

Please sign the form to indicate that: you have read and understand the information provided above; and you give your consent to participate in the study on a voluntary basis.

_____   _____

Participant's signature   **Date**

SANParks research interview script

Preamble

Good day. I am Celia Pretorius and is doing as master's research with the aim to "Understand Sustainable Tourism development in SANParks by measuring stakeholder perceptions and experiences against environmental assessment outcomes and Responsible Tourism criteria".

This interview will help with achieving an objective of the research "To measure and understand the **perceptions of SANParks employees in key management positions** about Sustainable/Responsible Tourism Development and EIA". It is hoped that this research will aid interested parties to understand sustainable tourism development in the SANParks context and to enhance the implementation and alignment of Sustainable/Responsible Tourism Development and EIA.

With your permission, the interview will be recorded and transcribed later, but your responses will be completely anonymous and confidential. If you are happy to proceed we ask that you read and sign this consent form.

(Turn on recorder and name interview e.g. "CP1" and "Date")

Interview

Thank you for your willingness to talk to me about your views on Sustainable/Responsible Tourism development and EIA in SANParks.

Questions:

1. What is your understanding of the following concepts? [Short description for each]

1.1   Sustainable Tourism

1.2   Responsible Tourism [in SANParks context + difference/similarity to the above?]

1.3   Sustainable Operations and Management [in the Responsible Tourism context]

1.4   Environmental Impact Assessment (EIA) [in the Responsible Tourism context]

In October 2011, SANParks formally adopted the South African National Responsible Tourism Standard [SANS1162: 2011], which defines Responsible Tourism as follows: "Responsible Tourism respects the natural and cultural environment and contributes to local economic development in an ethical manner. It helps conserve fragile cultures, habitats and species by maximising the benefits to local communities and minimizing negative social or environmental impacts".

The standard establishes **specific minimum requirements for the performance** of organizations in the tourism sector in relation to sustainability and enables an organization to formulate a policy and objectives, which take into account legal requirements and information pertaining to the impact of these requirements.

The following questions relates to your perception of the performance of SANParks in relation to the four (4) SANS categories of principles of Responsible Tourism: sustainable operations and management, social and cultural, economic, and environmental.

3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?

3.1 Sustainable operations and management

The organisation shall…

3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required.

3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues.

3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions.

3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy.

3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities.

3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability.

3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate.

3.1.8 …provide access for people with disabilities and special needs.

3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, **impact assessment**, and land rights and acquisition, and use locally appropriate principles of sustainable construction.

3.2. Social and cultural criteria

The organisation shall…

3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties.

3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties.

3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities.

3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.

3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.

3.2.6 …provide opportunities for visitors to purchase local products and services.

3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.

3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.

3.2.5 …provide information to staff about HIV/AIDS and general well-being.

3.3 Economic criteria

The organisation shall…

3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.

3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.

3.3.3 …provide training opportunities for staff relevant to the organizational context.

3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.

3.3.5 … demonstrate support to small enterprises.

3.4 Environmental criteria

The organisation shall…

3.4.1 …have a responsible purchasing policy.

3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.

3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.

3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.

3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.

3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.

3.4.7 The organization shall take measures to eradicate invasive alien plant species.

3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.

3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.

Thank you for taking the time to participate in this interview.

END

Appendix E: Kruger National Park questionnaire data

Likert-scale Questions:
Visual and Aesthetic:

Expectation:	Aesthetic appeal	Rustic setting	Architecture - blend with environ.	Ecol. Resp design (buildings)	Natural building materials	Outside lighting	Minimal visual impact	Consider local culture
AVG	3.78	3.9	4.03	4.1	3.9	3.3	4.1	3.4
3.8	5= 42	5= 56	5= 70	5= 81	5= 55	5= 27	5= 75	5= 32
	4= 85	4= 83	4= 74	4= 71	4= 75	4= 60	4= 72	4= 74
	3= 58	3= 38	3= 41	3= 33	3= 52	3= 67	3= 38	3= 48
	2= 9	2= 9	2= 4	2= 6	2= 10	2= 28	2= 8	2= 29
	1= 3	1= 6	1= 5	1= 4	1= 2	1= 12	1= 3	1= 12
	Null = 8	Null = 12	Null = 11	Null = 10	Null = 10	Null = 10	Null = 8	Null = 9

Experience:	Aesthetic appeal	Rustic setting	Architecture - blend with env.	Ecol. Resp design (buildings)	Natural building materials	Outside lighting	Minimal visual impact	Consider local culture
AVG	3.7	3.96	4.02	3.4	3.6	3.6	3.8	3.6
3.7	5= 24	5= 39	5= 46	5= 14	5= 16	5= 23	5= 29	5= 23
	4= 83	4= 78	4= 82	4= 64	4= 81	4= 69	4= 78	4= 69
	3= 49	3= 42	3= 30	3= 57	3= 51	3= 53	3= 47	3= 59
	2= 9	2= 3	2= 6	2= 25	2= 14	2= 16	2= 8	2= 8
	1= 2	1= 0	1= 0	1= 2	1=	1= 2	1= 1	1= 2
	Null = 37	Null = 44	Null = 40	Null = 43	Null = 43	Null = 41	Null = 41	Null = 43

Energy, Water and Air:

Expectation:	Effective waste management	Water conservation	Energy efficiency	Electricity availability	Noise management	Recycling	Light pollution management	Odour management	Water quality
AVG	4.5	4.4	4.4	4.03	4.4	4.3	4.2	4.4	4.45
4.3	5= 115	5= 110	5= 103	5= 80	5= 116	5= 106	5= 85	5= 119	5= 129
	4= 63	4= 67	4= 68	4= 57	4= 49	4= 57	4= 77	4= 51	4= 38
	3= 12	3= 12	3= 18	3= 45	3= 23	3= 25	3= 22	3= 18	3= 17
	2= 2	2= 2	2= 3	2= 9	2= 6	2= 7	2= 6	2= 2	2= 10

	1= 2	1= 4	1= 2	1= 4	1= 0	1= 0	1= 5	1= 4	1= 1
	Null = 11	Null = 9	Null = 10	Null = 10	Null = 10	Null = 9	Null = 9	Null = 10	Null = 9

Experience:	Effective waste management	Water conservation	Energy efficiency	Electricity availability	Noise management	Recycling	Light pollution management	Odour management	Water quality
AVG	3.65	3.5	3.56	4.2	3.95	3.6	3.9	4.02	3.9
3.8	5= 26	5= 25	5= 27	5= 63	5= 41	5= 28	5= 37	5= 49	5= 45
	4= 63	4= 48	4= 55	4= 75	4= 76	4= 57	4= 73	4= 75	4= 62
	3= 39	3= 61	3= 49	3= 22	3= 41	3= 40	3= 42	3= 29	3= 36
	2= 14	2= 14	2= 14	2= 3	2= 4	2= 17	2= 4	2= 4	2= 9
	1= 3	1= 5	1= 5	1= 1	1= 0	1= 5	1= 1	1= 3	1= 0
	Null = 60	Null = 51	Null = 54	Null = 40	Null = 42	Null = 57	Null = 47	Null = 44	Null = 52

Biodiversity and Geology

Expectation:	Preserve geology & landscape	Protect Biodiversity	Only indigenous species	Experience:	Preserve geology & landscape	Protect Biodiversity	Only indigenous species
AVG	4.6	4.8	4.45	AVG	4.6	4.8	4.45
4.6	5= 133	5= 160	5= 119	4.1	5= 57	5= 58	5= 64
	4= 47	4= 24	4= 50		4= 60	4= 69	4= 56
	3= 10	3= 4	3= 14		3= 32	3= 25	3= 29
	2= 1	2= 2	2= 6		2= 2	2= 0	2= 1
	1= 0	1= 0	1= 2		1= 0	1= 0	1= 1
	Null = 14	Null = 14	Null = 13		Null = 53	Null = 52	Null = 53

Compliance and enforcement:

Expectation:	Sustainability education / awareness	Interpretive info	Enforce park rules	Adequate fencing	Safety & Security
AVG	4.1	4.1	4.5	4.2	4.5
4.3	5= 79	5= 80	5= 131	5= 95	5= 128
	4= 72	4= 68	4= 36	4= 59	4= 43
	3= 23	3= 30	3= 19	3= 22	3= 15
	2= 11	2= 8	2= 3	2= 6	2= 5
	1= 5	1= 4	1= 2	1= 5	1= 0
	Null = 14	Null = 14	Null = 13	Null = 17	Null = 13

Experience:	Sust education / awareness	Interpretive info	Enforce park rules	Adequate fencing	Safety & Security
AVG	3.5	3.14	3.5	4.2	4.1
3.7	5= 13	5= 12	5= 24	5= 61	5= 51
	4= 51	4= 40	4= 58	4= 63	4= 70
	3= 59	3= 59	3= 48	3= 18	3= 23
	2= 19	2= 33	2= 17	2= 3	2= 6
	1= 2	1= 5	1= 6	1= 1	1= 2
	Null = 60	Null = 55	Null = 51	Null = 58	Null = 52

Access and Traffic:

Expectation:	Manage congestion	Sufficient game viewing	Road quality	Access to facilities etc	Limit of private transport	Sufficient parking	Reception	Universal accessibility	Viewpoints etc
AVG	4.2	4.5	4.14	3.7	3.3	3.76	3.36	4.04	3.81
3.9	5= 81	5= 116	5= 80	5= 51	5= 36	5= 54	5= 44	5= 81	5= 52
	4= 73	4= 60	4= 70	4= 61	4= 56	4= 69	4= 44	4= 52	4= 76
	3= 29	3= 14	3= 31	3= 53	3= 50	3= 46	3= 53	3= 35	3= 42
	2= 3	2= 1	2= 9	2= 17	2= 30	2= 14	2= 29	2= 10	2= 12
	1= 3	1= 1	1= 1	1= 8	1= 19	1= 8	1= 18	1= 6	1= 7
	Null = 15	Null = 12	Null = 13	Null = 14	Null = 13	Null = 13	Null = 16	Null = 20	Null = 15

Reality:	Manage congestion	Sufficient game viewing	Road quality	Access to facilities etc	Limit of private transport	Sufficient parking	Reception	Universal accessibility	Viewpoints etc
AVG	3.6	4.06	3.9	3.96	3.46	4.16	3.3	3.66	3.84
3.8	5= 28	5= 56	5= 43	5= 43	5= 25	5= 55	5= 20	5= 21	5= 34
	4= 49	4= 60	4= 68	4= 70	4= 43	4= 72	4= 45	4= 58	4= 65
	3= 50	3= 32	3= 35	3= 33	3= 53	3= 22	3= 54	3= 45	3= 40
	2= 18	2= 4	2= 10	2= 6	2= 18	2= 4	2= 16	2= 6	2= 7
	1= 1	1= 2	1= 0	1= 1	1= 4	1= 0	1= 12	1= 3	1= 1
	Null = 58	Null = 50	Null = 48	Null = 51	Null = 61	Null = 51	Null = 57	Null = 71	Null = 56

Local Community:

Expectation:	Employ locals	Tourists interact with locals	Local products are used	Experience:	Employ locals	Tourists interact with locals	Local products are used

AVG	4.24	3.29	3.56	AVG	4.02	3.3	3.3
3.7	5= 90	5= 36	5= 47	3.5	5= 43	5= 19	5= 12
	4= 67	4= 46	4= 59		4= 55	4= 30	4= 39
	3= 28	3= 63	3= 54		3= 24	3= 64	3= 61
	2= 2	2= 29	2= 17		2= 5	2= 12	2= 12
	1= 4	1= 17	1= 14		1= 2	1= 6	1= 4
	Null = 13	Null = 13	Null = 13		Null = 75	Null = 74	Null = 76

Comments (Question 11)

When visiting ANY of the South African National Parks, please elaborate on any additional elements that might be important to you (which haven't been mentioned in the previous question) when considering:							
Resp #	9	Aesthetic and visual elements (for example the design of the buildings and the setting of the camp)	Energy and water usage	Biodiversity and geology	Noise and pollution	General environmental management practices of Park Management	Access (in terms of roads, airports, gates etc.)
2	Satara	Can be improved	More education needed for providers and users	Needs attention	Need serious attention especially pollution	Not to much development such as hotels. Too luxurious accommodation must be built in park	Should not be over developed
5	Satara	Buildings should blend in with the natural environment	SANParks should employ experts on these to assist in proper management				
6	Satara		Can be better managed		Staff can be more considered in evenings		
8	Satara	Many visit from foreign countries so its important for them to					There are not enough signs we were always

#						
		feel that they are in Africa				unsure of were we were
11*	Tamboti		I appreciate that they don't cut the trees down just to give visitors a view. Its all very natural and rustic			
12*	Tamboti	Using solar energy for electricity and showers		Limiting the amount of cars on the road, to decrease the amount of carbon emissions		
13*	Tamboti	Design should still allow the accommodation to blend into the bush setting with a nice view of a river/watering hole	Instructive biodiversity pamphlets on how the park is conserving biodiversity			
14*	Tamboti	Make use of more renewable energy			Make visitors more aware of how waste is managed	
16	Tamboti					Less speeding in the park - stricter monitoring of speeding cars especially staff
17	Tamboti			More restaurants would be nice		
18	Tamboti			Too much garbage created by visitors	Beautiful and clean and well managed	

22	Satara	Hides good for viewing animals	More signs encouraging people to use less water	More in depth posters giving info on animals and preventing poaching	Good		Sometimes busy and lots of cars when entering a camp
23	Satara	Hides are good	Signs are very good	Posters around reception explains in depth about certain animals and knowledgeable guides		Like to see posters of what's being done	Game drives which go places public cant access
24	Satara	Maintain semi-rustic setting		Maintain good standards	Must be minimal-important	Adequate	
26	Satara	Functionality is most important					
28	Satara	Love the layout	Important - as long as I have clean water				Access is great
30	Satara	Aesthetics are fine - need better restaurants	Geysers are noisy		Staff can be noisy		
31	Satara	All fit in with environment					
32	Satara				Tour buses in the park	Speeding in park by staff not acceptable	
33	Satara		Use of solar				
34	Satara	Absolute importance - no hotels	All new buildings should only be energy efficient			Recycling in separate bins throughout the camp	
36	Tamboti	Toddler / baby facilities eg change table in ablution					
44	Satara					Must employ Afrikaner people	
45	Satara	Aesthetically pleasing but most huts require upgrades	Gas stoves must be moved away from kitchen				

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			curtains, it's a fire hazard				
47	Satara	Make use of more permanent structures					
50	Satara	Better light for braai			People throwing rubbish out of their cars	Too many of the private game lodge vehicles - souveniers very expensive	
51	Satara	Some units require upgrading	A bit of improvements can be made			Happy to see recycling	
52	Satara	Not so important	important	important	important	important	important
53	Satara	Renovation in some camps is necessary	Toilets / fridges sometimes don't work		Better management of noise in the evenings		Long waiting time at gate
54	1		Drinkable water available more often / free				
55	1	Should be "natural" blend in with surroundings	Should be well managed, promote use of solar	Very important	Noise should not be present	Protect wildlife by all means	
61	1					Park vehicles must keep to the speed limit	
62	1	Better architects could be employed	Solar. Big camps can use grey water for gardening			SANDF to protect rhinos	Excellent
67	1	Low quality accommodation - needs a revamp	Showers are not good				Need wifi
70	Satara		Automatic lights in communal bathroom could be better		Old cars	Basket for glass recycling	

71	Satara	Natural constructions	Must pay more if you use more electricity/water		More explanations and more rangers to control people		
72	Satara			Try not to build more buildings	Old cars cause too much pollution		
73	Satara	Good	Much more can be done				
74	Satara				No cameras / flash photography on night drives	Needs more information on how the park is managed	
80	Satara			Keep impact on ecosystems as low as possible	Noise is okay - keep pollution low		
81	Satara		Solar	Recycle			
82	Satara	Needs revamp	No solar power		Average		
83	Satara		More can be done for recycling				
86	Satara		Solar? Gas?				
88	Satara		more renewable energy sources. Collect stormwater?			better knowledge on waste management(recycling)	
90	Satara		no mention of recycling			practices not consistent across all camps, more recycling bins	
91	Satara	unsafe at night - no lights			erosion control, radio vehicles cause of congestion.	more personnel at gates during peak times	
93	Satara	buildings great, camps well	water good at location	good in area	good	good	good as can be

		designed					
95	Satara			protection from poachers			
98	Satara	why water grass in winter				gate signs could be more (outside park)	
99	Satara	impressed with building design, facilities, setting and staff	no idea	very impressed with biodiversity	no problems	impressed with staff but, should have information booth separate form reception	good
101	Satara	more atmospheric lighting	full use of solar energy				
102	Satara		housekeeping adhere to water + energy saving		noise from staff quarters strictly limited		registration at gates inefficient and time consuming
103	Satara		staff keeps lights burning after cleaning		staff quarters noise troublesome and irritating		registration at gates takes too long
104	Satara	old fashioned bathrooms, lack basic needs	heat pumps installed-saves energy		good	good	good
105	Satara	good, gardens in sad state					good
107	Satara		air conditioning function HFC-free, LED lightbulbs			waste disposal should be split everywhere (recycle + non - recycling)	gravel road should be better maintained
108	Satara		no visual use of solar energy or wind energy		very clean	personnel could be more interested, friendly or enthusiastic	
110	Satara	all corresponds to nature	stop watering gardens all day				educate employee working at main gate
112	Satara	better lawn conditions			sometimes staff is		

					too loud		
114	Satara	units better equipped and maintained					
115	Satara		solar heating				
116	Satara	equipment better maintained					
119	Satara		increase renewable energy, water recycling			increase waste recycling	
122	Satara					stronger advice on recycling & information access	
123	Satara	good at location	lighting for disabled, especially at braai area		not sufficient noise control especially weekends		
127	Satara	no problem			no problem		no problem
131	Satara	all camps outdated except private camps	not up to standard (sanitation)	not enough info	average-camps too close proximity	poor control of veld	average
132	Satara						
133	Satara	shows SA authenticity, makes one proudly SA can	consideration is always taken into account			excellent service	more affordable shuttle service, expansion at a scale that is beneficial to all stakeholders
135	Satara		leaking toilets, dripping taps				
139	1	more viewpoints will be welcomed	important	important	of extreme importance	okay but always room for improvement	gravel roads in terrible state

142	1	close to dams, viewpoint to river from Balule			quiet very important		gravel roads terrible
143	1						too many private cars in the park
146	Tamb oti	furniture, plates, utensils inside tents	tap water close to tents	walking path to discover more protected		sorting waste is a good practice to deploy	wifi spots in camps only would be great
148	1				clean public facilitation s and toilets		
149	1					in general making way for more sustainability in all aspects	
150	Satar a	maintain minimal human footprint	emphasis e recycling a bit more	noticeboards/infogr aphics on how the visitors can protect the biodiversity	litter appears well managed	too many speeding vehicles: commuter vehicles, staff taxis,military,deliv ery vehicles	
151	Satar a	maintain smallest human footprint possible	emphasis e recycling (more signs)	educate visitors to protect biodiversity through donations	more signs and education on littering (name and shame platform)	minimise commercial and staff traffic, enforce heavy fines on military and delivery vehicles speeding	
152	1	good					
153	1	ablutions need upgrading					
154	1		use more solar energy		garbage everywhe re		
155	Tamb oti		solar heaters				
158	Tamb oti	keep the accomodati on basic	make more use of solar energy				
159	Tamb oti		don't know if tap water is drinkable				

166	Satara	to melt with environment	concerned	concerned		as close to nature as possible	only for tourists
172	Satara		more solar panels		no hooting	more maintenance on park and cleanliness	
175	Tamboti		upgrade water supply to bathrooms				
176	Tamboti	building are very nice, fit into surroundings	no automatic lights so energy is saved		no automatic lights means there's no unnecessary pollution		
177	Tamboti		leaking taps				more roads for better access
178	Tamboti			look-out points	enforcement of park rules(noise)		
179	Tamboti		fix leaking taps				
180	Tamboti	improve ablutions at picnic spots					
185	Satara					more information	
187	Satara	chalets very outdated, just needs revamp			alright		
188	Satara				must be kept to a minimum		
189	Satara					public transport options to get to park	low entry fee for South Africans for eg. Students
192	Satara	more signs needed for directions				availability and more interactive staff	
193	Satara	blending with natural colours	solar power		huts in too close proximity, too much congestio		more signs for navigation

				n		
195	Tamb oti		leaking taps, rainwater				
196	Tamb oti		grey water system, solar energy		better bins for monkeys		
197	Tamb oti						speed is a big problem
198	Tamb oti				doesn't like noise and light	seems good	access is fine
200	Tamb oti	well built camps	not intrusive lighting	excellent	very private, great bird life & animal noises	very efficient - excellent	excellent

Appendix F: Transcribed interviews based on SANS1162:2011

Interviewee 1:	
Questions:	**Response**
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	Tourism done by SANParks with the inclusion of the three pillars: profit, planet and people and achieving an equilibrium between them. It includes working with communities around the park. The mandate of SANParks is firstly conservation and to use tourism as a mandate for conservation.
1.2 Responsible Tourism:	Similar to Sustainable Tourism. The 'nitty gritty' involved with Sustainable Tourism such as adhering to green guidelines. The implementation of a new product will focus on e.g. building by green guidelines and using contractors that work responsibly. This is considered the next level of sustainability.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	All managers on an operational level must know what to do. During meetings and decision-making managers must know what questions to ask to ensure that they really are doing something responsible. It is important that those in operations need to know and be aware of what is required for Responsible Tourism. They need to be informed and they need to know what question to ask.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	This process is much more 'planet' (environment) oriented. It looks at measures to be put in place to not negatively impact the environment. An impact assessment for a new project will give you comfort that you are not causing harm to the environment without being aware of it. The purpose is not to harm the environment by taking the correct mitigation measures. Also adhering to the law. You are unable to say that you didn't know that you were causing harm to the environment.
3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	
3.1 Sustainable operations and management	
The organisation shall…	
3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	Very good (sometimes too good). Instance of a marula tree where a branch was to be cut off for a project. It was denied by an environmentalist as legislation requires that endangered trees are not allowed to be cut. Discussions with DAFF indicated that SANParks were overly cautious in terms of adherence/ We are especially compliant with environmental legislation. Sometimes SANParks can even be overly cautious when it comes to compliance with legislation. Very aware of and focussed on legislation.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	There are various systems in place. Not convinced that it is always being implemented. Sometimes SANParks are non-compliant with specific Health and Safety requirements due to funding, and not unwillingness to adhere. Sometimes service providers do not do proper work because more expensive providers who do proper work cannot be afforded due to lack of funding.
3.1.3 …establish and implement procedures for evaluating the	There are good procedures in place at SANParks, Environmental Compliance Officers (appointed by private sector companies) often do

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effectiveness of its sustainability actions:	audits. ECO scores performance and directives can be given to companies if they are not complying. SANParks are lacking in terms of the implementation of these procedures. For instance: there have been various complaints about hot plates that are the same heat no matter what setting you put it on and the park only implements a temporary 'quick fix' instead of correcting the issue such as only writing that the plate gets very hot instead of fishing the problem. No system being implemented to correct issues and room for improvement. I am not aware of a specific system for evaluating sustainability.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	There was a strong drive during the initial establishment of the Responsible Tourism Strategy, especially at the head office. Pamphlets and flyers being distributed throughout the organisation. Unit practices the Responsible Tourism strategy and is therefore aware of it. Drive slowed down as time went by. I am not sure of the drives that were implemented at the parks themselves.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	There are various ways of doing it - Information on Responsible Tourism is available on the SANParks website, as well as park forums, stakeholders next to the parks the parks and private entities have been made aware of the policy. Continuous engagement with the private sector to make them aware of their stand on Responsible Tourism.
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	This is mostly correct. The promotional materials are about 90% correct, SANParks do not try to mislead their clients. The materials are not necessarily misleading but there have been complaints around the use of specific wording such as 'luxury' when the visitor considers the unit to actually be quite plain. It is not necessarily misleading due to the features, but tourists may have different views.
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	SANParks have a good customer feedback system, but the system used to follow-up and to implement corrective actions are an issue - this is a big gap in SANParks. It does not address Responsible Tourism per se, but it does touch on general aspects relating to Responsible Tourism.
3.1.8 …provide access for people with disabilities and special needs:	An article that SANParks does very well in terms of being wheelchair friendly. All the parks are wheelchair and disability friendly and people with disabilities get more time to do bookings at the parks. Chris Patton is the allocated person in terms of people with disabilities at the parks. At Addo there is a "braille trail" for people without sight. Various place where SANParks are trying to implement ways to be disability friendly. More funding would help with this.
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	SANParks have a Green Building design manual that they use when building new infrastructure. It covers sourcing of materials, visual impact, using of features like the unit being faced in a way to be cooler instead of using air conditioners. Not too sure in terms of cultural and archaeological but they also do responsible purchasing and undertake EIA's before starting with a project. I consider SANParks' performance in this regard to be very good.
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on	SANParks do not even consider undertaking new developments at such areas. SANParks perform very good in this regard and consider this aspect to be very important. There are criteria surrounding interference with cultural and heritage aspects. Site assessments are

its properties:	done and zoning determines where you can do such developments. If there is a site with cultural importance, it is considered a 'no-go' area.
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	It does occur. The Socio-economic transformation unit for SANParks is in charge of that aspect and exist to work with the adjacent communities to ensure that their needs are reasonably catered for. They allow them certain rights such as harvesting wood/ mopanie worms to communities who were there before the parks were erected.
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	All developments consider whether it is responsible and if resources will be sufficient. This is done as part of the impact assessment when undertaking developments. It is a standard question that is asked. SANParks aim to minimize the detriment of the community.
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	One of the newest developments in the Kruger National Park, the Skukuza Safari Lodge has designs from the Swazi culture and showcases a lot of local art. Traditional bungalows also exhibits this to a lesser extent. The gift shops stocks products that are e.g. made in China (soft toys), but there are also 'Proudly South African' products available as well. Work closely with retail operators to find a balance. Sometimes quality comes into play as well as the cost of sourcing these goods. Try to do both local and international products.
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	A stationary train will now be built on the bridge at Skukuza as additional lodging in the Kruger National Park, luxury accommodation. A lot of the contracting (plumbers and carpenters) work was done by people in adjacent communities. Very closely monitor the possibility of the use of services from the local communities.
3.2.6 …provide opportunities for visitors to purchase local products and services.	Apart from the gift shops, there are community shops at the various park gates where the community can stock their community items (eg Numbi, Malelane).
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	SANParks are performing well in this regard. They adhere to all legal requirements.
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	I am not aware of anything like that.
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	There is a lot happening in this regard. SANParks have a wellness section that are in charge of this. They distribute flyers etc. Also, on World Aids Day (1 December), there are large gatherings of staff members with speakers.
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	SANParks use fair principles in the tender process. One of the few entities have minimal fraudulent activities occurring.
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	From the BD site SANParks do enforce this by means of a BEE scorecard. There are additional criteria for sourcing people who belong to land claimant groups.

3.3.3 …provide training opportunities for staff relevant to the organizational context.	There is a training and development unit at SANParks, they annually assist the employees in compiling a development plan (approved by the line manager) and try to assist them in achieving the development goals that they have set.
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	Every three to four months there is a concessions meeting that is held by various representatives. An SET (Socio-economic transformation) representative will use that meeting to communicate opportunities to talk about goods that are locally sourced that SANParks could possibly make use of.
3.3.5 … demonstrate support to small enterprises.	The parks make specific use of smaller companies (SMME's) to do their maintenance at the various parks. These companies are rotated. In my opinion this is not very viable as the process would be more streamlined if a single, large company was used for all required maintenance.
3.4 Environmental criteria	
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	I am not aware of such a policy within SANParks.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	This differs from park to park. SANParks are performing very well in this regard and aim to reduce energy consumption from year to year. New developments need to ensure that they use energy sparingly to adhere to specific targets that have been set. There is currently a very big drive for the use of heat pumps and solar panels at the various camps.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	Similar drives are being used as mentioned in your previous question.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	Reduction of energy consumption. Big drive for all parks to use heat pumps for warming water and using solar energy. There have also been talks around the use of electric cars for game drives, but funding is an issue. Solar panels are also being looked at for electricity usage at the Head Office. Funding plays a big role in implementing this.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	When making use of a private sector company to do any contracting work for SANParks, one of the major criteria that we look at is whether they have an Environmental Plan that sets out how they manage solid and liquid waste as well as how they approach the complete product lifecycle.
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	This is also assessed when looking at contractors. For example, they are not allowed to use dangerous pesticides such as doom that can disrupt the ecosystem.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	SANParks are performing very well in this regard. This is very important for SANParks.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting	This is SANParks' main goal and stands at the centre of what we do and why we exist.

natural protected areas and areas of high biodiversity value.	
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	When using private sector companies to do contracting work for us. We set up Service Level Agreements which state that any of their activities that have a negative impact on the environment need to be rectified by those companies.

Interviewee 2:	
Questions:	**Response**
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	Sustainability is about the three main pillars - Ecological/Environmental integrity, Economical/ financial feasibility and Social acceptability and relevance. The term implies that trade offs will be made between the three pillars to ensure that the organisation can continue. All three need to be considered.
1.2 Responsible Tourism:	Not a major difference. A lot of overlapping between the two. Responsible Tourism focuses more on the responsibility of the tourism operator relating to the sustainability aspects. There are some difference. You can be responsible but it cannot be sustainable.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	It deals with how you operate and what you do in terms of your product. You will want to balance the tree pillars and allow for trade-offs to keep the organisation afloat. How you operate in order to allow the organisation to be sustainable.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	Very important tool in the toolbox to ensure sustainable tourism both within the park and outside of the park. One big paradigm shifts in KNP is that parks can't be managed within their boundaries. There is a big sphere of influence outside of the parks. EIA's that are triggered within the sphere of influence/ buffer area outside the parks as this will influence the parks. E.g. open-pit mining activities taking place that will influence the park. Within the park, any new developments will require an EIA. Balanced view of benefits and mitigation strategies relating to the potential impacts of the developments. EIA's also consider the social dimensions.
3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	
3.1 Sustainable operations and management	
The organisation shall…	
3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	No feedback as interviewee does not have sufficient knowledge of these areas

3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.8 …provide access for people with disabilities and special needs:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	No feedback as interviewee does not have sufficient knowledge of these areas
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food	No feedback as interviewee does not have sufficient knowledge of these areas

and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.6 …provide opportunities for visitors to purchase local products and services.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	No feedback as interviewee does not have sufficient knowledge of these areas
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	No feedback as interviewee does not have sufficient knowledge of these areas
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	No feedback as interviewee does not have sufficient knowledge of these areas
3.3.3 …provide training opportunities for staff relevant to the organizational context.	No feedback as interviewee does not have sufficient knowledge of these areas
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	No feedback as interviewee does not have sufficient knowledge of these areas
3.3.5 … demonstrate support to small enterprises.	No feedback as interviewee does not have sufficient knowledge of these areas
3.4 Environmental criteria	
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	SANParks adheres to legislation. There is requirements for items. Three quotes must be sourced by the supply chain management. The person who wants the product gives specification but cannot choose who the get it from. Quotes supplied by government database (must be tax and BEE compliant etc.). Suppliers must be rotated. A scoring system is also used to choose the supplier
3.4.2 …measure energy	KNP measures electricity usage. Monthly reporting is done on a camp

consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	level. The goal is a 2% decline year on year in terms of energy usage. The second part is adjustments such as replacing geysers by heat pumps. Some smaller camps are fully on solar energy. Bigger camps have large solar farms that offset some of the usage (about 10%). Funding is a major issue, its hard to retrofit technology.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	Funding is an issue in terms of upgrading infrastructure for treating water. There is however some progress. Water consumption is measured at a camp and ranger section level. There is good data. Per capita usage can be worked out. Room for improvement on this. There is also a 2% annual decrease goal set for water usage. Water usage is also considered a Key Performance Area for the camp managers. It trickles down to the camp managers. SANParks have changed shower heads to low flow shower heads and use dual flush toilets where possible. Difficult to replace a working. There are restrictions on when you may water gardens etc. like early morning or late afternoon.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	SANParks carbon footprint is calculated for the operations.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	KNP treat their liquid waste through saturation ponds and artificial reed beds. KNP does some end-point recycling. Bins for recycling is also provided. There is still more that can be done. The vastness of KNP is a problem. There is a lot of waste that needs to be transported to Skukuza to sort. Some waste is also incinerated. KNP would like to do better and there is room for improvement.
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	KNP have a protocol on the usage of chemicals. There is a list of products that may be used.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	KNP have a whole department within Conservation that focus on that. We also have an extended public works programme. A lot of funding and people are allocated for the eradication of alien invasive species. Biological control is also being implemented. Monitoring for specific alien invasive species. There are dedicated scientists working on alien invasive species. There are policies related to what may be planted in the camps and staff villages.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	This is the purpose of the Kruger National Park and is why SANParks were started. This is most important. It is one of the SANParks core pillars.
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	This links with EIA's and Environmental Management Plans to mitigate impacts. If there are negative impacts occurring or environmental incidents immediate action is taken to minimise negative impacts and rehabilitation efforts are taken where necessary. External service providers are sometimes brought in. There is a disaster team within SANParks who manages this. KNP have tourist concessions who have strict environmental criteria. Section rangers evaluate their compliance with the criteria. Park zoning is also done to spatially inform where and when developments take place and which activities are appropriate within specific zones. New developments such as the Skukuza Lodge has implemented best practice principles regarding energy and water use.

Interviewee 3 (Kruger National Park):	
Questions:	**Response**
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	How we take tourism in KNP into the future. Is it sustainable in terms of available resources and the needs of tourists, mitigation of potentially negative impacts? In the past KNP did not focus on the socio-economic effects on the groups of communities around the parks as well as the preservation of cultures.
1.2 Responsible Tourism:	This involves the behaviour of tourists and staff to achieve sustainable tourism for future generations. The responsible management of parks. Taking socio-economic factors into account, including external stakeholder. This also involves the mitigation of potentially negative impacts. Are we complying with legislation and are we practicing risk management and auditing our activities? There is a fine line between sustainable and Responsible Tourism. They are similar.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	That goes down to operation on the ground by managing the impacts of tourist as well as staff. We can include environmental education, green procurement, bid specifications, policymaking, protocols and standard operating procedures. Checking compliance with EMP's. The assessment of sites for potential new products. Many negative impacts on the park is the staff living in the park, it puts strain on services such as energy, water, sewage and especially waste management. Waste Management is a big threat to the park, a lot comes down to staff awareness and education on integrated waste management. Also the use of national legislation, internal policies and the implementation of standard operating procedures. All of these need to be done to take the park into the future.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	EIA regulations, KNP mostly make use of listing notice 3. And when it comes to EIA's, a formal impact assessment is done by an independent consultant. Around 3 EIA's done in a year. When the park initially started, there were no Environmental Legislation, therefore the park and some of the camps are not often guided by environmental authorisations due to it predating legislation. In this case KNP need to undergo their own site assessments and compile their own EMP's and internal compliance monitoring. EIA's are important to ensure Responsible Tourism, especially for the bigger projects. The public participation process can improve as the correct interested and affected parties are not being informed and involved in the assessment process. KNP are doing better that they used to in terms of socio-cultural matters such as the establishment of the Corporate Social Investment committee to ensure that the park will benefit the community.
3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	
3.1 Sustainable operations and management	
The organisation shall…	
3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	Not very good, especially the older camps that were established before environmental legislation in South Africa was established. Permits were not required previously so there is not guidance in terms of how to manage the facilities. KNP are trying to comply with all relevant environmental requirements, especially in terms of waste

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	management. In 2010 or 2011, an expansion and upgrade of the waste management facility as Skukuza took place. Environmental Affairs and the Provincial government indicated that the expansion is a listed activity and authorization was required which was not done. A section 24G application was made for the facility since authorization was not received before the development took place. KNP also received a fine from Environmental Affairs. New planned and existing projects do show compliance with legislation but there is legacy issues with older developments. Staff also need to make changes to ensure that they think about adhering to legal requirements.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	Not to my knowledge. KNP does not do enough feasibility studies in this regard, when it comes to these projects. There isn't a long-term management system in place to see how sustainable existing and new projects are. This is a system that will need to come from Head Office so that it is applicable to all of the parks and not only KNP.
3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	Auditing the effectiveness of sustainability goals - there is no such process in place that I know of. I don't know if we have sustainability goals. In terms environmental management, we do have these systems in place.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	There is a Responsible Tourism policy, but I am not aware of any training going on. There was a notice that went out relating to how SANParks was involved in implementing the SANS 1162:2011 standard in the parks.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	No feedback as interviewee does not have sufficient knowledge of these areas
3.1.8 …provide access for people with disabilities and special needs:	There is a person from Head Office who visits the park and checks on the universal access thereof.
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	We do have green building principles that we implement in the park. They implement better building designs and greener buildings that are sustainable and have minimal impact on the environment. When a project design plan is reviewed, the environmental impacts are reviewed along with visual and noise impacts. The design and site plans are adapted to mitigate these impacts. Site and design plans ensure that there is as little vegetation removed as possible and that it is energy efficient. We also look at the decommissioning of the facility to ensure that it will leave as small a footprint as possible such as using canvass tents. Cultural heritage is something KNP is always aware of such as grave sites and stone tools and if something like that is noted, the Cultural Heritage Officer is informed.

3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	A formal EIA process addresses this if it is a specialist study (archaeological). Internal impact assessment are lacking in terms of involving the cultural heritage officer and incorporating this into the site designs. We are not doing all that we can, there is room for improvement.
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	Local communities do have access to the park to some grave sites.
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	I don't know how this would occur. This is not a concern for KNP. One possible risk could be the Sabie river that is the park boundary in the south and there was an issue relating to communities being able to access the river through the veterinary fence to have their right to access water from the Sabie river. KNP have also assisted some local communities with sanitation.
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	Mugg and Bean operating in the park as a concession. They look different to other Mugg and Bean as they have a lot of elements of the park in its design. Some elements are more fitting for the park. Many new projects have incorporated this into their design, especially the concession areas. The Skukuza Conference Centre have incorporated a lot of local design into the building. This is done much more than they used to.
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.6 …provide opportunities for visitors to purchase local products and services.	Concessions do sell local arts and crafts in their shops and liaise with local communities
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	No feedback as interviewee does not have sufficient knowledge of these areas
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	There is a person in the park who implements the Wellness programme in the park as well as awareness on HIV/Aids.
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	Employment Equity and Skills Development forum in the park. This is mandatory to have the forum and they have targets with regards to employing people who are previously disadvantaged. There is still some inequality in the park in this regard but KNP are doing better

	than they used to.
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	There is work to do in the Top Management levels, lower level management does reach their targets in this regard.
3.3.3 …provide training opportunities for staff relevant to the organizational context.	There is a training department in KNP, there is an issue with funding that is available for training. There is also a bursary programme for employees to study further in line with the work that they are doing. Some qualifications that the guides require such as competencies and registrations (first aid or rifles), these opportunities are readily available to comply with standards.
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	Green procurement and bid specifications for new products such as soap and cleaning products need to be environmentally friendly, and local and fair-trade aspects are considered. There are targets for the concessions with regards to sourcing local products. Shops, restaurants and concessions are private companies so the responsibility lies with them.
3.3.5 … demonstrate support to small enterprises.	No feedback as interviewee does not have sufficient knowledge of these areas
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	This is part of the bid specifications to ensure that the products are environmentally friendly.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	There has been a drive to have more solar installations in the park. There are solar installations at Skukuza and Sabie. KNP are partied to the drive to save 2% energy year-on-year and is a goal that the park aims to achieve. There is improvement taking place. Private parties are also encouraged to use solar energy.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	There is also a drive to decrease water use. There is water meters to measure the usage and any issues such as too much consumption to ensure that there isn't leaks or anything wrong.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	I am not aware of any drives specifically relating to greenhouse gas emissions.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	Waste is a big issue in the park. There aren't any quantitative goals in the park. There is a zero-waste goal for the park. Up until a few years ago there wasn't an integrated waste management plan or waste stream analysis. KNP are looking at outsourcing the waste management process to third parties. No plastic bags are allowed in the park. No shops or restaurants are allowed to provide any plastic bags. There is an effort to try and minimise waste generation in the park.

	An example is that restaurants don't place their take-aways into Styrofoam containers but rather replace it with a more environmentally friendly alternative such as paper. There is also a pesticide policy in the park to ensure the least harmful ones are used. There is a list of chemicals which KNP are not allowed to use, and then there is a list of pesticides that KNP may use. This includes cleaning products in the park - they are also environmentally friendly.
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	We have an alien biota department and working for water team. There is a big drive to eradicate invasive species from the park. There is also a person working in scientific services who looks at invasive species in the park.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	No feedback as interviewee does not have sufficient knowledge of these areas
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	The systems that we have in place is to ultimately rectify negative impacts or avoid possible negative impacts. There is serious controls in place to ensure that the environment is not adversely negatively impacted. The section 24G is an example of a way of trying to rectify negative impacts to the environment that have been done in the past.

Interviewee 4 (Kruger National Park):	
Questions:	Response
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	Two things are applicable: the development of tourism infrastructure and the maintenance of tourism infrastructure. The infrastructure must suit the requirements of the visitor. There must also be socio-economic benefits that outflows into the communities. KNP also need to make sure that whatever they do, they do in a sustainable framework. We developed our own Sustainable Development Guidelines that infrastructure designs are based on.
1.2 Responsible Tourism:	There is a lot of similarities between Responsible Tourism and sustainable tourism. You cannot apply sustainable development without looking at Responsible Tourism, the same applies for the reverse. Responsible Tourism is more focused on the tourism experience, it talks more to business opportunities that are created to make sure that the activities are sustainable. You must place emphasis on the neighboring communities when looking at Responsible Tourism. Another critical aspect that is built into the designs is environmental sensitivity. There are many angles for how to do that such as the EIA process. Apart from that, environmental design around infrastructure is important like looking at how carbon neutral your project is, what resources do you use for your building materials. Energy efficiency is part of the design guidelines. Cultural and natural importance of the developments are embedded into the building guidelines.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	In terms of support services, there are four services that are applicable: The first is the provision of potable safe drinking water, the second is electricity supply, the third is liquid waste management and the last is

	solid waste management. All of these need to be done sustainably.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	There is a lot more that KNP can do in terms of EIA's relating to ensuring that environmental consultants' independence. The consultants seem to report in a way that it will suit the one who pays the consultant (developer). Consultants can do more in terms of environmental responsibility in their assessment such as building more Responsible Tourism objectives and not only environmental responsibility.
3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	
3.1 Sustainable operations and management	
The organisation shall…	
3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	KNP are between 95 and 98% compliant but there is room for improvement. There are cases where operations are compliant with the legislation but to not formalise it.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	There are many large documents in place to address this issue, but it is not being used after some time. KNP need to implement a simple tool that is practice and forms part of the employee's performance assessment.
3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	We have started with some performance measurements on ground-level. It is not where it should be just yet. ECO's currently assess and monitor certain environmental areas. This needs to be further development. A tool must be in place to ensure best practice instead of punishing people for not complying. It is important to measure effectiveness in order to manage it.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	There is a policy in place. This needs to go down to operating or protocol levels and not just the executive level policy. On operational level it is more about implementing standard operating procedures.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	This is done by SANParks. They need to be transparent and it is in the annual report and the annual plan.
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	SANParks and the KNP are in compliance with this.
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	Operations receive monthly reports on feedback or complaints on various areas. This is disseminated to the responsible managers to take action.
3.1.8 …provide access for people with disabilities and special needs:	KNP have embarked on this when they started to bring in a lot of new developments. The aim is for the facilities to be 10% Universally Accessible. Most camps do comply with these requirements, there is still room for improvement, but all new facilities aim for a 10 to 20% level of universal accessibility. There is also a drive-in terms of diversity of people such as Muslims to which prayer facilities have

	been provided to accommodate those special requirements.
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	KNP use their own sustainable design guidelines which incorporate all these principles.
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	Correct
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	That's correct
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	They are in compliance with this. KNP have more issues relating to communities upstream who take water from the sources or the illegal pollution of the rivers such as cyanide from mines or sewage that is illegally dumped. There are some communities downstream of Kruger and KNP put in effort to ensure that they adhere to the inflow stream requirements to ensure there is sufficient water downstream. The activities that KNP undertake must not be detrimental to the surrounding communities and they adhere to this principle.
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	Not involved in this area.
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	Definitely. The new lodge has offered 20% operation and owner benefits to the community and they acknowledge land claims relating to the lodge.
3.2.6 …provide opportunities for visitors to purchase local products and services.	Yes.
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	Yes KNP are in compliance.
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	There are people in head office who enforce a code of conduct and rules relating to visiting these sites. Many of these sites are not publicly accessible and can only be accessed together with a guide.

3.2.5 …provide information to staff about HIV/AIDS and general well-being.	KNP has a welfare department who are in charge of that.
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	Yes KNP does.
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	Yes.
3.3.3 …provide training opportunities for staff relevant to the organizational context.	Yes.
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	Yes.
3.3.5 … demonstrate support to small enterprises.	Yes.
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	Procure local materials that are reusable.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	Since 2007 a project has been ongoing to look at the Parks' energy drivers and to reduce the energy demand and to produce renewable energy. There is a 2% baseline performance target year-on-year. Since 2010, 17% less power is being used. Reduction in fossil fuels is reported on a quarterly basis.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	There needs to be infrastructure in place that ensures minimal wastage of water. There is a big water reduction programme in the park. Management of water as a scarce resource is critical in this case. There is a 2% baseline performance target year-on-year. Reduction in water use. is reported on a quarterly basis.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	There are smaller operations that are looked at such as the vehicle fleet that works on diesel and fuel and trying to phase these out with electrical vehicles. They haven't implemented this yet but this is something that focus will be placed on for the future.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	KNP purifies liquid waste/ sewage themselves and there are different levels that they use for purification: smaller units use normal septic tanks while larger units use artificial wetlands. Very large units use septic tanks, then oxidation ponds and then artificial wetlands. KNP's sewage waste plants are carbon neutral. No mechanical energy is used, only natural systems with no chemical intervention. Currently about 70 -75% of all solid waste is being recycled. There are some

	challenges to waste management in terms of people abiding to the waste management system that is in place like adhering to the recyclable and non-recycle bins. Sometimes organic materials are found in recyclable lane or the other way around. The bulk of the rest of the waste gets incinerated, a study has been done with the National Cleaner Productive Centre where incinerated waste is studied and looking at other options to be more sustainable such as generating energy from the waste or to burn it through a heat exchanger. The goal is to achieve zero-waste.
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	No feedback provided.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	We have an alien biota department and working for water team. There is a big drive to eradicate invasive species from the park. There is also a person working in scientific services who looks at invasive species in the park.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	This is very important for the Kruger and is core to the daily operations of the park.
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	KNP have implemented a wilderness restoration project that restores wilderness qualities to infrastructure that has been built long ago such as old dams.

Interviewee 5 (SANParks Head Office):	
Questions:	**Response**
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	Sustainability looks at current and future aspects. In terms of tourism, you look at socio-economic and environmental impacts that tourism will have. Looking at is holistically, looking at the needs of tourists, the community, the environment and the whole of the tourism industry.
1.2 Responsible Tourism:	It's similar to sustainable tourism, in a sense that SANParks have a Responsible Tourism Strategy which they drafted and accepted. Its a roadmap up to 2022 and in there, it basically echoes the National Department Tourism's Responsible Tourism Standard. In my opinion they are very similar, but with Responsible Tourism it goes deeper into what should be done and is activity based. Responsible Tourism in the SANParks context is much more detailed as to what should be done.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	There are various Standards and rules that SANParks must implement and use, but it is not that easy and is not black and white especially in a National Park. It can also vary from park to park. SANParks try to implement strategies as far as possible but it is not always practical to stick to the strategy or the standards that are set out. Communities are consulted in the form of the park forum, those are meetings that happen usually on a quarterly basis. This encompasses park management, community representatives and neighbours surrounding the parks. In those meetings, all new and existing developments/ construction projects/ plans relating to tourism activities are discussed.

	The surrounding communities are involved and informed and to an extent also consulted as SANParks' vision is 'Connecting to society'. The point is that a National Park is no longer an entity on its own that is run by the Head Office, but rather the consultation with and involving of the surrounding communities. On an operational level the communities don't really have a say on the implementation and running of the park but they do have an input and a platform where they can raise any concerns or disagreement with whatever is set out. SANParks is also focused on socio-economic development within the communities surrounding a national park, the working for water programme is an example, people from the surrounding communities are employed. The main constraint that inhibits SANParks to implement strategies is mainly a lack of funding as SANParks generate their own money through tourism with a small amount being provided by the national treasury.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	There is a rigorous planning process that is done at regional and executive management level. They will, in consultation with park management, decide what or where the need for new developments are such as tourism facilities. A needs analysis is done for what is required for each park. This is prioritized in terms of which development has the highest return on investment, and what has the highest level of demand from tourists. Technical services then do a calculation estimate of the cost of the development for everything relating to the costs of the development including the cost of services. This estimation is sent back to the management committee who decide whether the development is feasible from a financial perspective and if there is enough funding from the Department of Environmental Affairs or the Department of Tourism. Responsible Tourism is at the forefront of the planning process and must align with the SANParks Responsible Tourism Strategy. This is done even before an EIA is undertaken. Because it is National Parks there are zoned areas, and your zonation will determine where you can do developments and what developments you may undertake. EIA within SANParks is on the backbone of Responsible Tourism.
3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	
3.1 Sustainable operations and management	
The organisation shall…	
3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	Local and Provincial legislation does not apply to SANParks. Only National legislation is applicable since SANParks is a national entity. SANParks mainly comply with national legislation with a few issues such as Section 24G applications for waste management facilities and other companies within the Kruger that needed to apply for a Section 24G application. There was also an issue related to the interpretation of the legislation.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	SANParks as a conservation organisation has a management system that considers the environment and has a socio-economic and cultural aspects of the parks. SANParks strive to produce high quality products. They also consider health and safety issues and have met their targets. There are dedicated Health and Safety practitioners in the various parks who ensure that everyone adheres to the rules. Each park has a park management plan which is developed in consultation with the community.

3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	There are various sectors within the organisation that does balances and checks into whether the parks are doing everything that they are supposed. It cascades from the top such as the board's requirements and the specific requirements need to be measured and reported back.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	There is a dedicated Tourism and Marketing department. When SANS 1162 was adopted and a strategy for SANParks was developed and rolled out, those involved in tourism were trained and made aware of the strategy.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	Yes, it is on the SANParks website.
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	Definitely. SANParks will not make misleading statements because the risk is too high.
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	Not sure on the corrective action, but every time you go into a park for an overnight stay you receive a feedback form to provide feedback on the facility, staff and if there is any room for improvement. This is an ongoing process. Can't say about whether corrective actions are taken.
3.1.8 …provide access for people with disabilities and special needs:	This is a SANParks Standard. Chris Patton plays a major role in this regard as the dedicated person related to universal access.
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	Definitely. SANParks have a panel of architects who know the importance of the environment. There is a correlation between the natural habitat and concrete designs. There is someone who deals with land acquisitions. We always do Impact assessments where required. Sometimes sustainable construction cannot be done because it is more expensive than the conventional construction methods.
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	Yes
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	Yes, absolutely.
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	This is not applicable because the municipality is supposed to provide services to the communities. Within the park, services are mostly their own responsibility with some exceptions where the municipal services are used.

3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	This is happening especially with the shops in the Kruger. Design to some extent.
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	Yes. There are park forum meetings as well as public participation processes. SANParks helps fund projects to communities for communities to run. SANParks will put in the infrastructure and hand it over to the community to run as a business. SANParks play the role of an investor and the final product is handed over to the community. There is a new development known as the Phalaborwa activity hub at the Phalaborwa gate. This is a hub where SANParks will provide the infrastructure, but it will be businesses and initiatives from the local community that will be displayed. Local food will also be provided by people from the local community. The property rights of these parties will be acknowledged.
3.2.6 …provide opportunities for visitors to purchase local products and services.	Local products are available in the park shops.
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	SANParks consult SAHRA for any cultural, historical or archaeological matters as well as academic institutions to identify, remove and preserve it or it is displayed at the park if the facilities and permissions are in place such as the dinosaur centre at the Golden Gate Highlands national park with fossilized eggs being displayed.
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	There is a People and Conservation officer in the park who work closely with communities and they will likely consult with them if someone wants to visit these sites.
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	This is done on an annual basis. On world aids day efforts are put in place to provide counselling to SANParks staff regarding HIV/Aids.
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	Yes SANParks has an Employment Equity criteria and standard. There is a target that SANParks need to reach as a whole. During recruitment, targets need to be considered. Advertisements also state that it is a fair and equitable process and that employment equity candidates are preferred as well as people living with disabilities.
3.3.2 …employ people, including in management positions, from the local area, with a emphasis on designated groups.	It's in the employment equity standards of SANParks.
3.3.3 …provide training opportunities for staff relevant to the organizational context.	When new employees start there is induction training. When the employer is assigned to a supervisor, Key Performance Areas are set up in the contracting document. In the contracting document there is an individual development plan in which the employee can provide the areas in which they want further training, the organisation will pay for it if it is within the context of the organisation.
3.3.4 …purchase local and fair-trade	As far as it is possible. The supply chain practitioners are not always

services and goods, where available, and set targets for improvement.	conscious of fair-trade. It is encouraging but it is not always reflected in practice. It's not currently being monitored.
3.3.5 … demonstrate support to small enterprises.	Within the expanded public works programme, it is their sole purpose to create opportunities for individuals who have the potential to start a small business. These individuals are trained up to start up a small business and to employ them within the programme. SANParks go as far as creating the SMME's and provide people the chance to run their own business.
Environmental Criteria	
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	There is a policy, but it is not being adhered to and the supply chain process is not being monitored and managed. Corporate supply chain management is not looking at the big picture and adhering to the minimum requirements.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	SANParks have gone through a rigorous process through the last two years where they are trying to go off the risk. They are looking at incorporating more green and energy efficient processes. Solar geysers and LED lights are some examples. Consumption as a whole is being looked at. Energy efficient devices have been purchased with funding received from the Department of environmental affairs which will be distributed across the parks. It took some time to get there but they are in the process of reducing consumption.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	Water meters have recently installed to measure water use. SANParks try to reuse wastewater but there are some practical issues as there is more wastewater that can be used. Cape point has a wastewater plant that recycles water for irrigation but there is still water being discarded and not being reused. They also try to 'clean' water to discharge back to aquifers but is an intricate process that is quite complex.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	SANParks have a phased approach. They are focusing on energy efficiency at the moment in order to reduce energy use. The next phase will be the erection of solar plants. There are other issues with that because a large area is required for a solar plant to power a restcamp. This complicates things because there will be negative impacts in both cases.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	Each park has solid and liquid management plans within their management plan. Depending on the park and depending on the quantities of solid waste, it will sometimes go to a municipal landfill if it is not recyclable. This ties back to tourist behaviours because they need to minimise the waste that they produce but this is not always practical since the tourists are limited. There is recycling programmes in the parks for solid waste as far as possible.
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	SANParks have a service provider who supply environmentally friendly cleaning chemicals.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	There is working for water, working for wetlands, working for ecosystems, working for the coast and working with fire. All of these programmes do eradication of alien invasive species. There is a very strong alien invasive species eradication programme.

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3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	This is the business of SANParks and is the most important goal of the organisation. Scientific services play a large role with this in identifying areas of high value and BSP will rebuild biodiversity. There is a collaboration between all projects to achieve this.
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	This is guided by the EIA process. SANParks do all that they can to avoid adverse impacts and to minimize this. They will rectify all negative impacts since it is the proper SANParks approach.

Interviewee 6:	
Questions:	**Response**
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	What's very important is that SANParks are in the 'forever' business. The goal is to conserve and preserve creation. By allowing tourism to take place in protected areas, we need to be very responsible in how we conduct our business. Sustainability is where business is conducted to sustain the environment for all generations after us. There is a major responsibility in doing that. It is not only the responsibility of the staff but also the tourists of the parks. They need to be made aware of how to conduct themselves while visiting the parks to be sustainable and not over utilize the resources. Whatever is done, it needs to be sustainable for adjacent communities, employees and the public at large. These are assets that need to be managed to ensure that there are positive impacts going forward.
1.2 Responsible Tourism:	It is more about the impact that tourism has on the environmental and cultural aspects of a protected area. It will have benefits for local communities and there must be limited environmental and social impacts. It must also be done in an ethical manner. Responsibility must be taken for energy consumption, carbon footprint and waste management - to ensure the continuation of the environment so that natural areas are not over utilized. The difference between sustainable and Responsible Tourism: they are very similar but Responsible Tourism emphasizes what the responsibilities of individuals are to ensure that tourism is sustainable. You also need to consider trade-offs such as raising money for the conservation of an individual specie such as rhino with tourism developments, but it will be at the cost of the general natural environment. One must look at the long term.
1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	It is important to have a Responsible Tourism strategy that looks at different areas regarding policies and protocols as well as guidelines and frameworks and standard operating procedures. That would include new developments. It must be guided by day-to-day operations such as guest management, security protocols and guest protocols. Communication and community benefits as well as other stakeholders. The management of operations relating to guests that are within the park such as determining visitation number in terms of the carrying capacity based on the environment, picnic facilities and other infrastructure and the impact that they will have on these e.g. water supply, sewage works and roads. All of this needs to be considered within a responsible framework.
1.4 Environmental Impact Assessment (EIA) [in the	Environmental Impact Assessments are legislative requirements that need to be abided to. For all new developments, the potential impacts

Responsible Tourism context]:	on the environment needs to be determined. There is strict legislation that goes with it in terms of the short, medium and long term impacts of development on the environment.

3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?	

3.1 Sustainable operations and management	

The organisation shall…	

3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	SANParks are leading in that sphere, not only in South Africa but also internationally. They are doing very well in complying to legislation by ensuring that they comply with national, provincial and local legislation as well as international requirements such as adhering to IUCN regulations.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	Long sustainability management from an environmental point of view - all these areas are considered especially energy consumption and water usage. Recently, social and cultural performance has improvement with the introduction of new divisions into the parks such as social transformation. The Kruger employees over 2000 employees of which many are the breadline of the communities around the parks. Not only the natural environment is preserved in the Kruger, but also look at ensuring economic benefits of ecotourism which helps us contribute on a socio-economic scale. In terms of health and safety, safety is very important in terms of both guests and staff. It is considered a safe destination apart from the rangers who go on excursions with poachers. Health is also very important, even in terms of a psychological point of view as being in nature.
3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	Yes, especially considering the EIA's that are done. Nothing will be approved unless we abide with legislation. The effectiveness and positive impact of these developments is evaluated to ensure that it is viable and to look at the impact that it has. Various forms of continuous evaluation is done.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	The Responsible Tourism Strategy - staff awareness takes place to a greater degree to tourism staff. I'm not aware of any specific training that is done. We try to embed and adopt it into the day-to-day basis to look at Responsible Tourism. It is also incorporated into operational manuals, with no specific training having been done.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	It is on the SANParks website. One of the values in SANParks is transparency.
3.1.6 …have accurate and complete promotional materials, shall not promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	Promotional material is not specifically aimed at sustainability or Responsible Tourism. Once the guests are inside the park, all accommodation units have materials to promote more responsible behaviour such as the use of aircons or how to conserve energy and water as well as recycling. SANParks don't try to make mislead claims.
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	It is done in a way. There is a customer satisfaction index to monitor customer satisfaction through questionnaires in which they can provide general feedback, but not specifically regarding Responsible Tourism. Feedback is monitored to ensure that it is addressed so there is a system in place.
3.1.8 …provide access for people with disabilities and special needs:	Yes, we do. Game drive vehicles have been modified for people with special needs, as well as the accommodation facilities.

3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	All of them are considered during new developments. There are very strict legislation that SANParks try to comply with such as construction material and aspects such as land rights.
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	Kruger is performing very well. But there are many sites that are not accessible to visitors. It comes down to the impact, if there is a significant site but the environmental impacts will be major, it will not be made available. There are also guided activities like day walks that takes people on foot to these sites ensuring little environmental impact.
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	One example is Mapungubwe National Park - Mapungubwe and the communities - the communities get access to cultural and religious sites. SANParks promote access and manage the sites on the community's behalf.
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	It won't. SANParks promote the socio-economic benefits to surrounding communities rather that jeopardizing their access to facilities.
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	Most definitely. The new Skukuza Safari Lodge that is built in the Kruger, a community project took place where young, school going children received donated cameras and received training on photography, They were invited to take photos at Skukuza and the best images were framed and placed in all of the rooms in the lodge. There are many elements of local arts and crafts at the gates and shops are also set up for the community to sell their arts. Design of decor is based on local culture and this is also acknowledged.
3.2.5 …support local development initiatives in consultation with the people from the local area who are affected.	
3.2.6 …provide opportunities for visitors to purchase local products and services.	SANParks employ people from neighbouring communities and look at smaller-scale services such as laundry and transport. Local products can be purchased at local arts and crafts shops at the gates.
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	The museums in the parks. Artefacts are displayed but not sold or traded and are within regulations.
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	I don't think SANParks have a specific code of behaviour but the general rules and regulations cover these requirements.
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	Yes, definitely. There is a Wellness department within the parks who manage this.

3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	Yes, this is done.
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	Yes, local people are employed. SANParks are doing very well here.
3.3.3 …provide training opportunities for staff relevant to the organizational context.	Also doing very well here. There is a specific department under Human Capital who manages this. The organisation also provides bursaries to staff if it is relevant to the job function. Bursaries are also provided to staff-children.
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	Yes, unfortunately I cannot specifically answer specifically. Some of the retail outlets are outsourced and fair-trade sourcing was something that was negotiated as well as looking at acquiring locally fresh produce.
3.3.5 … demonstrate support to small enterprises.	Yes, definitely.
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	Yes, we do. We are guided by legislation regarding purchasing, there is very strict management of this.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	Yes, definitely. There has been a big drive on this recently such as the upgrade of geysers and added LED lights. Energy consumption at the parks are also measured at each of the camps.
3.4.3 …measure water consumption, indicating all sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	Yes, this is very important for SANParks. There are twelve sites in Kruger falling under very strict purification plants. It is measured and strict measures are put in place.
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	Definitely, waste management is very important. 70% of our waste is recycled and we do not do landfills. There is a specific protocol regarding waste management. The incinerators are not very sustainable. There are quotas regarding vehicle movement and to try and limit private cars by using safari vehicles or doing guided walking tours.
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	A lot has been done here. The CSIR have done a study for hard and soft carbon as well as energy consumption to channel energy from incineration back to e.g. laundry and the removal of metal waste. The waste management plan addresses solid and wet waste. The technology does cost a lot of money but there is a drive to improve waste management.

3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	Very strict procurement and supply-chain management process for cleaning materials. It must be environmentally friendly and is written into specifications before tenders are sent out.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	Working for water that does invasive alien plant control.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	Especially the Kruger, local biodiversity conservation is very important, and many plans are in place to achieve this. The Kruger also try to look at assisting neighboring areas to try and conserve the local biodiversity in the area.
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	Most certainly. SANParks have fuel stations in the major rest camps and there are strict protocols in place regarding spillage or any other incidents that will have a negative impact on the environment.

Interviewee 7:	
Questions:	Response
1. What is your understanding of the following concepts?	
1.1 Sustainable Tourism:	The way I understand sustainable tourism is that it must make the best possible use of all the resources that nature provides us with, but also other factors such as the way it connects with existing and developing aspects of tourism, while always keeping in touch with nature and its various cycles or processes in order to conserve natural heritage and biodiversity. In keeping with our mission however, we must never lose sight of social and cultural heritage, considering especially in our broader planning how to connect with the people of our own immediate environment, with understanding of their cultural values. In this way we may be able to assist them too to benefit socially, economically, and to build their communities in a positive way.
1.2 Responsible Tourism:	I think that at a very basic level sustainable and Responsible Tourism have many characteristics in common with each other; at the very least they share similar end goals, even though they may differ in certain aspects. Harold Goodwin once said that sustainability is the chief goal, but it can only be realized by people taking responsibility in order to achieve it. With Responsible Tourism we strive to minimize the negative impacts of the economy or social happenings, always considering the environment. We attempt to always be aware of peoples working conditions and where they come from, like kind of looking after our own, to create opportunities, and to empower people at grass roots levels. We should consider cultural differences, people with other challenges such as disabilities, and always put the client first. In essence I think it differs because Responsible Tourism is so directly integrated with efforts to maximize economic returns as well as a focus on both social and environmental benefits. This can only be achieved through our efforts to diversify and create new, innovative facilities or activities for our visitors. Naturally a major difference between sustainable tourism (which can be done anywhere in the world) our own take on Responsible Tourism is our focus on a South African brand focused on both a national and an international market.

1.3 Sustainable Operations and Management [in the Responsible Tourism context]:	In this regard I must confirm and support our Mission statement which says that our mission is to provide leadership in environmental management, conservation practices and a sense of being the custodians of a precious resource that must be of benefit in a sustainable way to South Africans and the global community.
1.4 Environmental Impact Assessment (EIA) [in the Responsible Tourism context]:	In SANParks we cannot act out of synchronization with the rest of government, because ultimately we operate as a holistic body, and therefore I like to quote Ms Nosipho Ngcaba, Director General, who said in 2019, who confirmed the accuracy of the annual report of the Department of Environmental Affairs, in which she said everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation, that promote conservation; and that secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development. In short therefore: in order to act within our mandate, we must always be in close touch with EIA.

3. How well do you think SANParks [or KNP for a KNP Manager/ or the specific camp for a camp manager] is performing in terms of the following?

3.1 Sustainable operations and management

The organisation shall…

3.1.1 …comply with all relevant national, provincial and local legislation, regulations, licenses and permits, as may be required:	In this case I have to refer to the 2018/2019 Annual Report by the Department of Environmental Affairs that states that the mandate and core business of the DEA is underpinned by the Constitution of the Republic of South Africa and all other relevant legislation and policies applicable to the government, including the Batho Pele White Paper which underlines the mandate for sound environmental management, and the adherence to all policies, legislation and regulations enacted to give effect to the constitutional environmental rights of all South Africans. I therefore do believe that SANParks is acting responsibly and within their mandate.
3.1.2 …have a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health, and safety issues:	I think this is adequately answered above…
3.1.3 …establish and implement procedures for evaluating the effectiveness of its sustainability actions:	This is done on an ongoing basis as a part of our annual and quarterly assessments.
3.1.4 …facilitate staff awareness of and training in its Responsible Tourism policy:	This is also a standing matter that appears on all the agendas of our staff meetings in one way or another.
3.1.5 …make publicly available the Responsible Tourism policy and information about its associated activities:	While this is embedded in minutes and all manner of reports, I think that the performance rating as far as this issue is concerned, could receive more attention depending on exactly what you mean when referring to "publicly "available? Do you mean our staff as the public, or the tourists as a public at large?
3.1.6 …have accurate and complete promotional materials, shall not	I feel sure that this statement is true, as we believe in all fairness.

promise more than can be delivered by the organization and shall not make misleading claims regarding sustainability:	
3.1.7 …invite customer feedback on Responsible Tourism in the organization and shall take corrective action where appropriate:	Oh yes; this is very true, and I can vouch for this and even prove it by manner of quite a number of e-mails and other responses that I have received through the years.
3.1.8 …provide access for people with disabilities and special needs:	This too, is a matter that is a standing point on our agendas for camp meetings dealing with infrastructure and ways to compromise, as can be seen from many instances in Satara where we have dealt with this; e.g. from the parking lot, there are reserved parking spaces for people with disabilities. When going to the shop, reception, restaurant and ablution facilities, there are ramps for easy access of wheel chairs. Furthermore, we have a number of bungalows and family cottages that are wheel chair user friendly. More to that, we have recently sourced in open gave viewing vehicles that are most suitable to accommodate people with disabilities.
3.1.9 …design and construct buildings and infrastructure which; respects natural or cultural heritage surroundings in the siting, design, impact assessment, and land rights and acquisition, and use locally appropriate principles of sustainable construction:	Again I am convinced that we go to great lengths to always have this in mind. As a matter of fact, this is an issue that is well grounded within the Wish list system where we, in conjunction with the SANParks honorary rangers, identify and give substance to many projects throughout this and other SANParks to make people aware of cultural heritage. You will find reference to these on both our homepage, as well as in the SANParks Honorary Rangers' networks.
3.2. Social and cultural criteria	
The organisation shall…	
3.2.1 …contribute to the protection of sites that are of local historical, archaeological, cultural and spiritual importance and that are located on its properties:	This is done on an ongoing basis, but there is always room for improvement.
3.2.2 …provide, to the local communities or residents, where applicable, reasonable access to sites of historical, social, cultural or religious significance that are located on its properties:	I have little doubt that much is done in this regard.
3.2.3 The activities of the tourism organization shall not jeopardize the provision of basic services, such as water, energy and sanitation, to neighboring communities:	I have no knowledge that this has ever been a problem within the communities which I am involved with.
3.2.4 …use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organization shall acknowledge the intellectual property rights of third parties.	I must refer again to the manner in which we do joint projects with the SANParks Honorary Rangers.
3.2.5 …support local development initiatives in consultation with the	Where possible, and to the best of my understanding, this happens all the time.

people from the local area who are affected.	
3.2.6 …provide opportunities for visitors to purchase local products and services.	I have no doubt about this; not only with respect to items in our shops, but even in the opportunities provided for informal businesses at the entrance gates.
3.2.7 Historical and archaeological artefacts may not be sold, traded or displayed, unless permitted by law.	There is very strict compliance with this rule.
3.2.4 …provide a code of behaviour for visits to local cultural, historical and religious sites or communities. Such code shall be developed in conjunction with the affected parties.	This is embedded in the training of all cultural and field guides.
3.2.5 …provide information to staff about HIV/AIDS and general well-being.	We have ongoing programs in this respect, and it is also raised as part of a social platform when dealing with both visitors and local communities. We also have in place support systems for counselling and information as part of an everyday and normal best practice. In KNP we have an Employee Assistance Programme (EAP) Manager who runs this very important wellness programme.
3.3 Economic criteria	
The organisation shall…	
3.3.1 …use fair and equitable processes for recruitment and advancement, in relation to race, gender and disability.	We follow the guidelines of equal opportunity employment, but are very diligent in seeking and rewarding talent and dedication when it comes to all people, regardless of race, gender, and with a special look towards equity for people with disabilities.
3.3.2 …employ people, including in management positions, from the local area, with a particular emphasis on designated groups.	While it is our policy to actively promote across a broad spectrum, also within the greater borders of SANParks throughout the country, there is also an obvious nurturing of our own.
3.3.3 …provide training opportunities for staff relevant to the organizational context.	Staff training is high on our agenda, and is a matter of ongoing dedication.
3.3.4 …purchase local and fair-trade services and goods, where available, and set targets for improvement.	We adhere to this.
3.3.5 … demonstrate support to small enterprises.	Where and when possible.
The organisation shall…	
3.4.1 …have a responsible purchasing policy.	I agree – it is in place for procurement division, which is guided by such a policy.
3.4.2 …measure energy consumption, indicating all energy sources as a percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease overall consumption.	(I am not too sure how to go about answering this) I recommend Mr Blake Schrader, GM for Technical Services)
3.4.3 …measure water consumption, indicating all sources as a	(I am not too sure how to go about answering this). I recommend Mr Blake Schrader, GM for Technical Services)

percentage of the overall consumption, and shall adopt quantitative goals and measures to decrease the overall consumption and improve the reuse of waste water.	
3.4.4 …implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change.	(I am not too sure how to go about answering this). I recommend Mr Blake Schrader, GM for Technical Services)
3.4.5 …implement a waste management plan, addressing both solid and liquid wastes, with quantitative goals to minimize waste produced.	(I am not too sure how to go about answering this, but I do know Satara has their own management issues as far as this is concerned). I recommend Mr Linford in Technical Services
3.4.6 … limit the use of harmful substances; and substitute these substances with environmentally friendly alternatives where possible.	We adhere to this very strictly.
3.4.7 The organization shall take measures to eradicate invasive alien plant species.	This again is something we follow very diligently, not only within the context of the camp, but also in conjunction with Working for Water, as well as the SANParks Honorary Rangers.
3.4.8 The organization shall contribute to local biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	This is done as a matter of policy.
3.4.9 The organization shall avoid adverse effects on ecosystems and shall rectify any negative environmental impact resulting from its activities.	This is done as a matter of policy.

Appendix G: Quotations from interview feedback grouped based on codes

Ref.	Quotation Content	Codes
1:24	The promotional materials are about 90% correct, SANParks do not try to mislead their clients. The materials are not necessarily misleading but there have been complaints around the use of specific wording	Accurate promotional materials

1:144	Definitely. SANParks will not make misleading statements because the risk is too high.	Accurate promotional materials
1:194	Promotional material is not specifically aimed at sustainability or Responsible Tourism. Once the guests are inside the park, all accommodation units have materials to promote more responsible behaviour such as the use of aircons or how to conserve energy and water as well as recycling. SANParks don't try to make mislead claims.	Accurate promotional materials
1:237	I feel sure that this statement is true, as we believe in all fairness.	Accurate promotional materials
1:10	They need to be informed and they need to know what question to ask	Awareness and knowledge
1:15	Very aware of and focussed on legislation.	Awareness and knowledge
1:22	Pamphlets and flyers being distributed throughout the organisation. Unit practices the Responsible Tourism strategy and is therefore aware of it	Awareness and knowledge
1:23	Information on Responsible Tourism is available on the SANParks website, as well as park forums, stakeholders next to the parks the parks and private entities have been made aware of the policy.	Awareness and knowledge
1:103	There is a Responsible Tourism policy, but I am not aware of any training going on	Awareness and knowledge
1:175	They need to be made aware of how to conduct themselves while visiting the parks to be sustainable and not overutilize the resources.	Awareness and knowledge
1:235	This is also a standing matter that appears on all the agendas of our staff meetings in one way or another.	Awareness and knowledge
1:92	EIA regulations, KNP mostly make use of listing notice 3. And when it comes to EIA's, a formal impact assessment is done by an independent consultant. Around 3 EIA's done in a year.	Awareness and knowledge Environmental Impact Assessment Legislative Compliance
1:91	Waste Management is a big threat to the park, a lot comes down to staff awareness and education on integrated waste management	Awareness and knowledge Issues with waste management
1:101	Auditing the effectiveness of sustainability goals - there is no such process in place that I know of. I don't know if we have sustainability goal	Awareness and knowledge Lack of policy implementation Sustainable Management System
1:8	All managers on an operational level must know what to do.	Awareness and knowledge Operational Processes
1:90	We can include environmental education, green procurement, bid specifications, policymaking, protocols and standard operating procedures. Checking compliance with EMP's.	Awareness and knowledge Responsible Sourcing (Contractors, procurement, materials)

1:143	There is a dedicated Tourism and Marketing department. When SANS 1162 was adopted and a strategy for SANParks was developed and rolled out, those involved in tourism were trained and made aware of the strategy.	Awareness and knowledge SANParks' Responsible Tourism Strategy
1:192	The Responsible Tourism Strategy - staff awareness takes place to a greater degree to tourism staff. I'm not aware of any specific training that is done.	Awareness and knowledge SANParks' Responsible Tourism Strategy
1:44	BEE scorecard.	BEE, employment equity and land claims
1:115	Employment Equity and Skills Development forum in the park. This is mandatory to have the forum and they have targets with regards to employing people who are previously disadvantaged. There is still some inequality in the park in this regards but KNP are doing better than they used to.	BEE, employment equity and land claims
1:116	There is work to do in the Top Management levels, lower level management does reach their targets in this regard.	BEE, employment equity and land claims
1:158	Yes, SANParks has an Employment Equity criteria and standard. There is a target that SANParks need to reach as a whole. During recruitment, targets need to be considered. Advertisements also state that it is a fair and equitable process and that employment equity candidates are preferred as well as people living with disabilities.	BEE, employment equity and land claims
1:207	Yes, this is done.	BEE, employment equity and land claims
1:246	We follow the guidelines of equal opportunity employment but are very diligent in seeking and rewarding talent and dedication when it comes to all people, regardless of race, gender, and with a special look towards equity for people with disabilities.	BEE, employment equity and land claims
1:247	While it is our policy to actively promote across a broad spectrum, also within the greater borders of SANParks throughout the country, there is also an obvious nurturing of our own.	BEE, employment equity and land claims
1:197	All of them are considered during new developments. There are very strict legislation that SANParks try to comply with such as construction material and aspects such as land rights.	BEE, employment equity and land claims Legislative Compliance New Developments Responsible Sourcing (Contractors, procurement, materials)

1:64	There is requirements for items. Three quotes must be sourced by the supply chain management. The person who wants the product gives specification but cannot choose who the get it from. Quotes supplied by government database (must be tax and BEE compliant etc.). Suppliers must be rotated. A scoring system is also used to choose the supplier	BEE, employment equity and land claims Responsible Sourcing (Contractors, procurement, materials)
1:135	SANParks is also focused on socio-economic development within the communities surrounding a national park, the working for water programme is an example, people from the surrounding communities are employed.	BEE, employment equity and land claims Socio-economic Transformation Unit
1:79	How we take tourism in KNP into the future	Benefit future generations
1:128	Sustainability looks at current and future aspects.	Benefit future generations
1:173	What's very important is that SANParks are in the 'forever' business. The goal is to conserve and preserve creation.	Benefit future generations
1:47	The parks make specific use of smaller companies (SMME's) to do their maintenance at the various parks.	Benefit SMME's
1:161	Within the expanded public works programme, it is their sole purpose to create opportunities for individuals who have the potential to start a small business. These individuals are trained up to start up a small business and to employ them within the programme. SANParks go as far as creating the SMME's and provide people the chance to run their own business.	Benefit SMME's
1:210	Yes, definitely.	Benefit SMME's
1:250	Where and when possible.	Benefit SMME's
1:57	This is SANParks' main goal and stands at the centre of what we do and why we exist.	Conservation
1:76	This is the purpose of the Kruger National Park and is why SANParks were started. This is most important. It is one of the SANParks core pillars.	Conservation
1:171	This is the business of SANParks and is the most important goal of the organisation. Scientific services play a large role with this in identifying areas of high value and BSP will rebuild biodiversity. There is a collaboration between all projects to achieve this.	Conservation
1:225	Especially the Kruger, local biodiversity conservation is very important and many plans are in place to achieve this. The Kruger also try to look at assisting neighbouring areas to try and conserve the local biodiversity in the area.	Conservation

1:254	This is done as a matter of policy.	Conservation
1:179	Responsibility must be taken for energy consumption, carbon footprint and waste management - to ensure the continuation of the environment so that natural areas are not overutilized.	Conservation Reduce energy consumption Reduction of the Carbon Footprint Waste Management (Solid and liquid)
1:26	An article that SANParks does very well in terms of being wheelchair friendly. All the parks are wheelchair and disability friendly and people with disabilities get more time to do bookings at the parks. Chris Patton is the allocated person in terms of people with disabilities at the parks. At Addo there is a "braille trail" for people without sight. Various place where SANParks are trying to implement ways to be disability friendly. More funding would help with this	Chris Patton Consideration of disabled/ special needs people
1:104	There is a person from Head Office who visits the park and checks on the universal access thereof.	Chris Patton Consideration of disabled/ special needs people
1:146	This is a SANParks Standard. Chris Patton plays a major role in this regard as the dedicated person related to universal access.	Chris Patton Consideration of disabled/ special needs people
1:140	SANParks as a conservation organisation has a management system that considers the environment and has a socio-economic and cultural aspects of the parks.	Conservation Environmental Management
1:231	In this regard I must confirm and support our Mission statement which says that our mission is to provide leadership in environmental management, conservation practices and a sense of being the custodians of a precious resource that must be of benefit in a sustainable way to South Africans and the global community.	Conservation Environmental Management Working to benefit the surrounding communities
1:4	The mandate of SANParks is firstly conservation and to use tourism as a mandate for conservation.	Conservation Tourism activities
1:196	Yes, we do. Game drive vehicles have been modified for people with special needs, as well as the accommodation facilities.	Consideration of disabled/ special needs people

1:239	This too, is a matter that is a standing point on our agendas for camp meetings dealing with infrastructure and ways to compromise, as can be seen from many instances in Satara where we have dealt with this; e.g. from the parking lot, there are reserved parking spaces for people with disabilities. When going to the shop, reception, restaurant and ablution facilities, there are ramps for easy access of wheel chairs. Furthermore, we have a number of bungalows and family cottages that are wheel chair user friendly. More to that, we have recently sourced in open gave viewing vehicles that are most suitable to accommodate people with disabilities.	Consideration of disabled/ special needs people
1:20	No system being implemented to correct issues and room for improvement. I am not aware of a specific system for evaluating sustainability.	Correcting or addressing issues
1:195	It is done in a way. There is a customer satisfaction index to monitor customer satisfaction through questionnaires in which they can provide general feedback, but not specifically regarding Responsible Tourism. Feedback is monitored to ensure that it is addressed so there is a system in place.	Correcting or addressing issues Visitor Feedback
1:45	they annually assist the employees in compiling a development plan (approved by the line manager) and try to assist them in achieving the development goals that they have set.	Employee training and development
1:159	When new employees start there is induction training. When the employer is assigned to a supervisor, Key Performance Areas are set up in the contracting document. In the contracting document there is an individual development plan in which the employee can provide the areas in which they want further training, the organisation will pay for it if it is within the context of the organisation.	Employee training and development
1:208	Also doing very well here. There is a specific department under Human Capital who manages this. The organisation also provides bursaries to staff if it is relevant to the job function. Bursaries are also provided to staff-children.	Employee training and development
1:248	Staff training is high on our agenda and is a matter of ongoing dedication.	Employee training and development

1:117	There is a training department in KNP, there is an issue with funding that is available for training. There is also a bursary programme for employees to study further in line with the work that they are doing. Some qualifications that the guides require such as competencies and registrations (first aid or rifles), these opportunities are readily available to comply with standards.	Employee training and development Lack of funding
1:18	Environmental Compliance Officers (appointed by private sector companies) often do audits. ECO scores performance and directives can be given to companies if they are not complying.	Environmental Compliance Officers and Auditing
1:88	auditing our activities	Environmental Compliance Officers and Auditing
1:142	There are various sectors within the organisation that does balances and checks into whether the parks are doing everything that they are supposed. It cascades from the top such as the board's requirements and the specific requirements need to be measured and reported back.	Environmental Compliance Officers and Auditing
1:191	Various forms of continuous evaluation is done.	Environmental Compliance Officers and Auditing
1:234	This is done on an ongoing basis as a part of our annual and quarterly assessments	Environmental Compliance Officers and Auditing
1:236	While this is embedded in minutes and all manner of reports, I think that the performance rating as far as this issue is concerned, could receive more attention	Environmental Compliance Officers and Auditing
1:77	This links with EIA's and Environmental Management Plans to mitigate impacts. If there are negative impacts occurring or environmental incidents immediate action is taken to minimise negative impacts and rehabilitation efforts are taken where necessary. External service providers are sometimes brought in. There is a disaster team within SANParks who manages this. KNP have tourist concessions who have strict environmental criteria.	Environmental Compliance Officers and Auditing Environmental Impact Assessment Environmental Management Minimise negative environmental impacts
1:93	When the park initially started, there were no Environmental Legislation, therefore the park and some of the camps are not often guided by environmental authorisations due to it predating legislation. In this case KNP need to undergo their own site assessments and compile their own EMP's and internal compliance monitoring	Environmental Compliance Officers and Auditing Environmental Management
1:100	In terms environmental management, we do have these systems in place.	Environmental Compliance Officers and Auditing Environmental Management
1:33	impact assessment when undertaking developments.	Environmental Impact Assessment

1:108	A formal EIA process addresses this if it is a specialist study (archaeological).	Environmental Impact Assessment
1:147	Whe always do Impact assessments where required.	Environmental Impact Assessment
1:232	In SANParks we cannot act out of synchronization with the rest of government, because ultimately we operate as a holistic body, and therefore I like to quote Ms Nosipho Ngcaba, Director General, who said in 2019, who confirmed the accuracy of the annual report of the Department of Environmental Affairs, in which she said everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation, that promote conservation; and that secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development. In short therefore: in order to act within our mandate, we must always be in close touch with EIA.	Environmental Impact Assessment Environmental Management Legislative Compliance
1:190	Yes, especially considering the EIA's that are done. Nothing will be approved unless we abide with legislation	Environmental Impact Assessment Legislative Compliance
1:184	Environmental Impact Assessments are legislative requirements that need to be abided to. For all new developments, the potential impacts on the environment needs to be determined. There is strict legislation that goes with it in terms of the short, medium- and long-term impacts of development on the environment.	Environmental Impact Assessment Legislative Compliance New Developments
1:62	Within the park, any new developments will require an EIA. Balanced view of benefits and mitigation strategies relating to the potential impacts of the developments. EIA's also consider the social dimensions.	Environmental Impact Assessment Minimise negative environmental impacts
1:172	This is guided by the EIA process. SANParks do all that they can to avoid adverse impacts and to minimise this. They will rectify all negative impacts since it is the proper SANParks approach.	Environmental Impact Assessment Minimise negative environmental impacts
1:11	This process is much more 'planet' (environment) oriented	Environmental Management
1:98	There isn't a long-term management system in place to see how sustainable existing and new projects are	Environmental Management
1:226	Most certainly. SANParks have fuel stations in the major restcamps and there are strict protocols in place regarding spillage or any other incidents that will have a negative impact on the environment.	Environmental Management Minimise negative environmental impacts

1:255	This is done as a matter of policy.	Environmental Management Minimise negative environmental impacts
1:56	SANParks are performing very well in this regard.	Eradicate alien species
1:75	KNP have a whole department within Conservation that focus on that. We also have an extended public works programme. A lot of funding and people are allocated for the eradication of alien invasive species. Biological control is also being implemented. Monitoring for specific alien invasive species. There are dedicated scientists working on alien invasive species. There are policies related to what may be planted in the camps and staff villages.	Eradicate alien species
1:126	We have an alien biota department and working for water team. There is a big drive to eradicate invasive species from the park. There is also a person working in scientific services who looks at invasive species in the park.	Eradicate alien species
1:170	There is working for water, working for wetlands, working for ecosystems, working for the coast and working with fire. All of these programmes do eradication of alien invasive species. There is a very strong alien invasive species eradication programme.	Eradicate alien species
1:224	Working for water that does invasive alien plant control.	Eradicate alien species
1:253	This again is something we follow very diligently, not only within the context of the camp, but also in conjunction with Working for Water, as well as the SANParks Honorary Rangers.	Eradicate alien species
1:27	Green Building design manual	Green Building Guidelines
1:105	We do have green building principles that we implement in the park. They implement better building designs and greener buildings that are sustainable and have minimal impact on the environment	Green Building Guidelines
1:7	The implementation of a new product will focus on e.g. building by green guidelines and using contractors that work responsibly.	Green Building Guidelines Responsible Sourcing (Contractors, procurement, materials)
1:141	They also consider health and safety issues and have met their targets. There are dedicated Health and Safety practitioners in the various parks who ensure that everyone adheres to the rules. Each park has a park management plan which is developed in consultation with the community.	Health and Safety

1:189	In terms of health and safety, safety is very important in terms of both guests and staff. It is considered a safe destination apart from the rangers who go on excursions with poachers. Health is also very important, even in terms of a psychological point of view as being in nature	Health and Safety
1:36	The gift shops stocks products that are e.g. made in China (soft toys), but there are also 'Proudly South African' products available as well. Work closely with retail operators to find a balance	Imported Products Local Products
1:73	Some waste is also incinerated	Incineration of waste
1:218	There is a specific protocol regarding waste management. The incinerators are not very sustainable.	Incineration of waste
1:123	Waste is a big issue in the park. There aren't any quantitative goals in the park. There is a zero-waste goal for the park. Up until a few years ago there wasn't an integrated waste management plan or waste stream analysis. KNP are looking at outsourcing the waste management process to third parties.	Issues with waste management Waste Management (Solid and liquid)
1:25	but the system used to follow-up and to implement corrective actions are an issue - this is a big gap in SANParks	Lack of corrective actions
1:17	non-compliant with specific Health and Safety requirements due to funding,	Lack of funding
1:37	Sometimes quality comes into play as well as the cost of sourcing these goods. Try to do both local and international products.	Lack of funding
1:52	Funding plays a big role in implementing this.	Lack of funding
1:136	The main constraint that inhibits SANParks to implement strategies is mainly a lack of funding as SANParks generate their own money through tourism with a small amount being provided by the national treasury.	Lack of funding
1:148	Sometimes sustainable construction cannot be done because it is more expensive than the conventional construction methods.	Lack of funding
1:67	Funding is an issue in terms of upgrading infrastructure for treating water.	Lack of funding Upgrade facilities to improve environmental performance
1:222	The technology does cost a lot of money but there is a drive to improve waste management.	Lack of funding Upgrade facilities to improve environmental performance
1:16	Not convinced that it is always being implemented.	Lack of policy implementation
1:19	SANParks are lacking in terms of the implementation of these procedures.	Lack of policy implementation
1:133	SANParks try to implement strategies as far as possible but it is not always practical to stick to the strategy or the standards that are set out	Lack of policy implementation

1:162	There is a policy, but it is not being adhered to and the supply chain process is not being monitored and managed. Corporate supply chain management is not looking at the big picture and adhering to the minimum requirements.	Lack of policy implementation Responsible Sourcing (Contractors, procurement, materials)
1:167	it will sometimes go to a municipal landfill if it is not recyclable.	Landfill Recycling
1:13	Also adhering to the law. You are unable to say that you didn't know that you were causing harm to the environment.	Legislative Compliance
1:14	Very good (sometimes too good)	Legislative Compliance
1:63	SANParks adheres to legislation.	Legislative Compliance
1:86	Are we complying with legislation and are we practicing risk management and auditing our activities	Legislative Compliance
1:185	SANParks are leading in that sphere, not only in South Africa but also internationally. They are doing very well in complying to legislation by ensuring that they comply with national, provincial and local legislation as well as international requirements such as adhering to IUCN regulations.	Legislative Compliance
1:233	In this case I have to refer to the 2018/2019 Annual Report by the Department of Environmental Affairs that states that the mandate and core business of the DEA is underpinned by the Constitution of the Republic of South Africa and all other relevant legislation and policies applicable to the government, including the Batho Pele White Paper which underlines the mandate for sound environmental management, and the adherence to all policies, legislation and regulations enacted to give effect to the constitutional environmental rights of all South Africans. I therefore do believe that SANParks is acting responsibly and within their mandate.	Legislative Compliance
1:97	New planned and existing projects do show compliance with legislation but there is legacy issues with older developments. Staff also need to make changes to ensure that they think about adhering to legal requirements.	Legislative Compliance New Developments
1:139	Local and Provincial legislation does not apply to SANParks. Only National legislation is applicable since SANParks is a national entity. SANParks mainly comply with national legislation with a few issues such as Section 24G applications for waste management facilities and other companies within the Kruger that needed to apply for a Section 24G application. There was also an issue related to the interpretation of the legislation.	Legislative Compliance Non-adherence to legislation Non-adherence to legal requirements
1:41	They adhere to all legal requirements.	Legislative Compliance Protect Cultural Heritage

1:211	Yes, we do. We are guided by legislation regarding purchasing, there is very strict management of this.	Legislative Compliance Responsible Sourcing (Contractors, procurement, materials)
1:154	Local products are available in the park shops	Local Products
1:203	SANParks employ people from neighbouring communities and look at smaller-scale services such as laundry and transport. Local products can be purchased at local arts and crafts shops at the gates.	Local Products
1:243	I have no doubt about this; not only with respect to items in our shops, but even in the opportunities provided for informal businesses at the entrance gates.	Local Products
1:249	We adhere to this.	Local Products
1:118	Green procurement and bid specifications for new products such as soap and cleaning products need to be environmentally friendly, and local and fair-trade aspects are considered. There are targets for the concessions with regards to sourcing local products. Shops, restaurants and concessions are private companies, so the responsibility lies with them.	Local Products Minimise negative environmental impacts Responsible Sourcing (Contractors, procurement, materials)
1:153	There is a new development known as the Phalaborwa activity hub at the Phalaborwa gate. This is a hub where SANParks will provide the infrastructure, but it will be businesses and initiatives from the local community that will be displayed. Local food will also be provided by people from the local community.	Local Products New Developments Working to benefit the surrounding communities
1:160	As far as it is possible. The supply chain practitioners are not always conscious of fair-trade. It is encourages but it is not always reflected in practice. It's not currently being monitored.	Local Products Responsible Sourcing (Contractors, procurement, materials)
1:209	Yes, unfortunately I cannot specifically answer specifically. Some of the retail outlets are outsourced and fair-trade sourcing was something that was negotiated as well as looking at acquiring locally fresh produce.	Local Products Responsible Sourcing (Contractors, procurement, materials)
1:46	Every three to four months there is a concessions meeting that is held by various representatives. An SET(Socio-economic transformation) representative will use that meeting to communicate opportunities to talk about goods that are locally sourced that SANParks could possibly make use of.	Local Products Socio-economic Transformation Unit Working to benefit the surrounding communities

1:202	There are many elements of local arts and crafts at the gates and shops are also set up for the community to sell their arts. Design of decor is based on local culture and this is also acknowledged.	Local Products Use of local art and architecture
1:40	Apart from the gift shops, there are community shops at the various park gates where the community can stock their community items (eg Numbi, Malelane)	Local Products Use of local art and architecture Working to benefit the surrounding communities
1:12	It looks at measures to be put in place to not negatively impact the environment.	Minimise negative environmental impacts
1:81	Is it sustainable in terms of available resources and the needs of tourists, mitigation of potentially negative impacts	Minimise negative environmental impacts
1:85	This also involves the mitigation of potentially negative impacts.	Minimise negative environmental impacts
1:106	When a project design plan is reviewed, the environmental impacts are reviewed along with visual and noise impacts. The design and site plans are adapted to mitigate these impacts. Site and design plans ensure that there is as little vegetation removed as possible and that it is energy efficient. We also look at the decommissioning of the facility to ensure that it will leave as small a footprint as possible such as using canvass tents.	Minimise negative environmental impacts
1:127	The systems that we have in place is to ultimately rectify negative impacts or avoid possible negative impacts. There is serious controls in place to ensure that the environment is not adversely negatively impacted.	Minimise negative environmental impacts
1:199	It comes down to the impact, if there is a significant site but the environmental impacts will be major, it will not be made available. There are also guided activities like day walks that takes people on foot to these sites ensuring little environmental impact.	Minimise negative environmental impacts
1:177	It is more about the impact that tourism has on the environmental and cultural aspects of a protected area.	Minimise negative environmental impacts Protect Cultural Heritage
1:38	A stationary train will now be built on the bridge at Skukuza as additional lodging in the Kruger National Park, luxury accommodation	New Developments

1:137	There is a rigorous planning process that is done at regional and executive management level. They will, in consultation with park management, decide what or where the need for new developments are such as tourism facilities. A needs analysis is done for what is required for each park. This is prioritised in terms of which development has the highest return on investment, and what has the highest level of demand from tourists. Technical services then do a calculation estimate of the cost of the development for everything relating to the costs of the development including the cost of services. This estimation is sent back to the management committee who decide whether the development is feasible from a financial perspective and if there is enough funding from the Department of Environmental Affairs or the Department of Tourism. Responsible Tourism is at the forefront of the planning process and must align with the SANParks Responsible Tourism Strategy. This is done even before an EIA is undertaken.	New Developments
1:182	That would include new developments. It must be guided by day-to-day operations such as guest management, security protocols and guest protocols. Communication and community benefits as well as other stakeholders.	New Developments Tourism activities Working to benefit the surrounding communities
1:112	Many new projects have incorporated this into their design, especially the concession areas. The Skukuza Conference Centre have incorporated a lot of local design into the building. This is done much more than they used to	New Developments Use of local art and architecture
1:134	Communities are consulted in the form of the park forum, those are meetings that happen usually on a quarterly basis. This encompasses park management, community representatives and neighbours surrounding the parks. In those meetings, all new and existing developments/ construction projects/ plans relating to tourism activities are discussed. The surrounding communities are involved and informed and to an extent also consulted as SANParks' vision is 'Connecting to society'. The point is that a National Park is no longer an entity on it's own that is run by the Head Office, but rather the consultation with and involving of the surrounding communities. On an operational level the communities don't really have a say on the implementation and running of the park but they do have an input and a platform where they can raise any concerns or disagreement with whatever is set out.	New Developments Working to benefit the surrounding communities

1:201	Most definitely. The new Skukuza Safari Lodge that is built in the Kruger, a community project took place where young, school going children received donated cameras and received training on photography, They were invited to take photos at Skukuza and the best images were framed and placed in all of the rooms in the lodge.	New Developments Working to benefit the surrounding communities
1:96	In 2010 or 2011, an expansion and upgrade of the waste management facility as Skukuza took place. Environmental Affairs and the Provincial government indicated that the expansion is a listed activity and authorisation was required which was not done. A section 24G application was made for the facility since authorisation was not received before the development took place.	Non-adherence to legislation Upgrade facilities to improve environmental performance Waste Management (Solid and liquid)
1:95	Not very good, especially the older camps that were established before environmental legislation in South Africa was established. Permits were not required previously so there is not guidance in terms of how to manage the facilities. KNP are trying to comply with all relevant environmental requirements, especially in terms of waste management	Non-adherence to legislation
1:78	Park zoning is also done to spatially inform where and when developments take place and which activities are appropriate within specific zones.	Park zoning
1:138	Because it is National Parks there are zoned areas, and your zonation will determine where you can do developments and what developments you may undertake. EIA within SANParks is on the backbone of Responsible Tourism.	Park zoning
1:29	SANParks do not even consider undertaking new developments at such areas. SANParks perform very good in this regard and consider this aspect to be very important	Protect Cultural Heritage
1:107	Cultural heritage is something KNP is always aware of such as grave sites and stone tools and if something like that is noted, the Cultural Heritage Officer is informed.	Protect Cultural Heritage
1:109	Internal impact assessment are lacking in terms of involving the cultural heritage officer and incorporating this into the site designs. We are not doing all that we can, there is room for improvement	Protect Cultural Heritage
1:149	Yes	Protect Cultural Heritage
1:155	SANParks consult SAHRA for any cultural, historical or archaeological matters as well as academic institutions to identify, remove and preserve it or it is displayed at the park if the facilities and permissions are in place such as the dinosaur centre at the Golden Gate Highlands national park with fossilised eggs being displayed.	Protect Cultural Heritage

1:156	There is a People and Conservation officer in the park who work closely with communities and they will likely consult with them if someone wants to visit these sites	Protect Cultural Heritage
1:198	Kruger is performing very well. But there are many sites that are not accessible to visitors.	Protect Cultural Heritage
1:205	I don't think SANParks have a specific code of behaviour, but the general rules and regulations cover these requirements.	Protect Cultural Heritage
1:241	This is done on an ongoing basis, but there is always room for improvement.	Protect Cultural Heritage
1:244	There is very strict compliance with this rule.	Protect Cultural Heritage
1:240	Again, I am convinced that we go to great lengths to always have this in mind. As a matter of fact, this is an issue that is well grounded within the Wish list system where we, in conjunction with the SANParks honorary rangers, identify and give substance to many projects throughout this and other SANParks to make people aware of cultural heritage.	Protect Cultural Heritage Responsible Sourcing (Contractors, procurement, materials)
1:228	In keeping with our mission however, we must never lose sight of social and cultural heritage, considering especially in our broader planning how to connect with the people of our own immediate environment, with understanding of their cultural values. In this way we may be able to assist them too to benefit socially, economically, and to build their communities in a positive way.	Protect Cultural Heritage Socio-economic Transformation Unit Working to benefit the surrounding communities
1:150	Yes, absolutely.	Protect Cultural Heritage Working to benefit the surrounding communities
1:200	One example is Mapungubwe National Park - Mapungubwe and the communities - the communities get access to cultural and religious sites. SANParks promote access and manage the sites on the community's behalf.	Protect Cultural Heritage Working to benefit the surrounding communities
1:72	KNP does some end-point recycling. Bins for recycling is also provided.	Recycling
1:217	70% of our waste is recycled and we do not do landfills.	Recycling
1:168	This ties back to tourist behaviours because they need to minimise the waste that they produce but this is not always practical since the tourists are limited. There is recycling programmes in the parks for solid waste as far as possible.	Recycling Responsible behaviour
1:48	SANParks are performing very well in this regard and aim to reduce energy consumption from year to year.	Reduce energy consumption

1:65	KNP measures electricity usage. Monthly reporting is done on a camp level. The goal is a 2% decline year on year in terms of energy usage.	Reduce energy consumption
1:121	KNP are partied to the drive to save 2% energy year-on-year and is a goal that the park aims to achieve. There is improvement taking place. Private parties are also encouraged to use solar energy.	Reduce energy consumption
1:213	Energy consumption at the parks are also measured at each of the camps.	Reduce energy consumption
1:220	A lot has been done here. The CSIR have done a study for hard and soft carbon as well as energy consumption to channel energy from incineration back to e.g. laundry and the removal of metal waste.	Reduce energy consumption
1:186	Long sustainability management from an environmental point of view - all these areas are considered especially energy consumption and water usage.	Reduce energy consumption Reduce water consumption
1:165	SANParks have a phased approach. They are focussing on energy efficiency at the moment in order to reduce energy use. The next phase will be the erection of solar plants. There are other issues with that because a large area is required for a solar plant to power a restcamp. This complicates things because there will be negative impacts in both cases.	Reduce energy consumption Solar panels
1:163	SANParks have gone through a rigorous process through the last two years where they are trying to go off the risk. They are looking at incorporating more green and energy efficient processes. Solar geysers and LED lights are some examples. Consumption as a whole is being looked at. Energy efficient devices have been purchased with funding received from the Department of environmental affairs which will be distributed across the parks. It took some time to get there but they are in the process of reducing consumption.	Reduce energy consumption Upgrade facilities to improve environmental performance
1:50	Similar drives are being used as mentioned in your previous question.	Reduce water consumption
1:68	There is however some progress. Water consumption is measured at a camp and ranger section level. There is good data. Per capita usage can be worked out. Room for improvement on this. There is also a 2% annual decrease goal set for water usage	Reduce water consumption
1:122	There is also a drive to decrease water use. There is water meters to measure the usage and any issues such as too much consumption to ensure that there isn't leaks or anything wrong.	Reduce water consumption

1:214	Yes, this is very important for SANParks	Reduce water consumption
1:164	Water meters have recently installed to measure water use. SANParks try to reuse wastewater but there are some practical issues as there is more wastewater that can be used. Cape point has a wastewater plant that recycles water for irrigation but there is still water being discarded and not being reused. They also try to 'clean' water to discharge back to aquifers but is an intricate process that is quite complex.	Reduce water consumption Treatment of dirty water and liquid waste
1:70	SANParks carbon footprint is calculated for the operations.	Reduction of the Carbon Footprint
1:82	This involves the behaviour of tourists and staff to achieve sustainable tourism for future generations.	Responsible behaviour
1:83	There are restrictions on when you may water gardens etc. like early morning or late afternoon.	Responsible behaviour
1:89	That goes down to operation on the ground by managing the impacts of tourist as well as staff	Responsible behaviour
1:124	No plastic bags are allowed in the park. No shops or restaurants are allowed to provide any plastic bags. There is an effort to try and minimise waste generation in the park.	Responsible behaviour
1:174	By allowing tourism to take place in protected areas, we need to be very responsible in how we conduct our business. Sustainability is where business is conducted to sustain the environment for all generations after us. There is a major responsibility in doing that. It is not only the responsibility of the staff but also the tourists of the parks.	Responsible behaviour
1:219	There are quotas regarding vehicle movement and to try and limit private cars by using safari vehicles or doing guided walking tours.	Responsible behaviour
1:132	In my opinion they are very similar, but with Responsible Tourism it goes deeper into what should be done and is activity based. Responsible Tourism in the SANParks context is much more detailed as to what should be done.	Responsible behaviour Responsible Tourism = Sustainable Tourism in Practice
1:180	The difference between sustainable and Responsible Tourism: they are very similar but Responsible Tourism emphasizes what the responsibilities of individuals are to ensure that tourism is sustainable. You also need to consider trade-offs such as raising money for the conservation of an individual specie such as rhino with tourism developments, but it will be at the cost of the general natural environment. One must look at the long term.	Responsible behaviour Responsible Tourism = Sustainable Tourism in Practice

1:183	The management of operations relating to guests that are within the park such as determining visitation number in terms of the carrying capacity based on the environment, picnic facilities and other infrastructure and the impact that they will have on these e.g. water supply, sewage works and roads. All of this needs to be considered within a responsible framework.	Responsible behaviour Tourism activities
1:28	responsible purchasing	Responsible Sourcing (Contractors, procurement, materials)
1:43	SANParks use fair principles in the tender process. One of the few entities have minimal fraudulent activities occurring	Responsible Sourcing (Contractors, procurement, materials)
1:54	When making use of a private sector company to do any contracting work for SANParks, one of the major criteria	Responsible Sourcing (Contractors, procurement, materials)
1:58	When using private sector companies to do contracting work for us. We set up Service Level Agreements which state that any of their activities that have a negative impact on the environment need to be rectified by those companies.	Responsible Sourcing (Contractors, procurement, materials)
1:251	I agree – it is in place for procurement division, which is guided by such a policy.	Responsible Sourcing (Contractors, procurement, materials)
1:252	We adhere to this very strictly.	Responsible Sourcing (Contractors, procurement, materials)
1:55	This is also assessed when looking at contractors. For example, they are not allowed to use dangerous pesticides such as doom that can disrupt the ecosystem.	Responsible Sourcing (Contractors, procurement, materials) Use of Environmentally friendly substances
1:119	This is part of the bid specifications to ensure that the products are environmentally friendly.	Responsible Sourcing (Contractors, procurement, materials) Use of Environmentally friendly substances
1:169	SANParks have a service provider who supply environmentally friendly cleaning chemicals.	Responsible Sourcing (Contractors, procurement, materials) Use of Environmentally friendly substances
1:223	Very strict procurement and supply-chain management process for cleaning materials. It must be environmentally friendly and is written into specifications before tenders are sent out.	Responsible Sourcing (Contractors, procurement, materials) Use of Environmentally friendly substances
1:111	Mugg and Bean operating in the park as a concession. They look different to other Mugg and Bean as they have a lot of elements of the park in its design. Some elements are more fitting for the park.	Responsible Sourcing (Contractors, procurement, materials) Use of local art and architecture

1:39	A lot of the contracting (plumbers and carpenters) work was done by people in adjacent communities. Very closely monitor the possibility of the use of services from the local communities.	Responsible Sourcing (Contractors, procurement, materials) Working to benefit the surrounding communities
1:6	The 'nitty gritty' involved with Sustainable Tourism such as adhering to green guidelines	Responsible Tourism = Sustainable Tourism in Practice
1:230	In essence I think it differs because Responsible Tourism is so directly integrated with efforts to maximize economic returns as well as a focus on both social and environmental benefits. This can only be achieved through our efforts to diversify and create new, innovative facilities or activities for our visitors. Naturally a major difference between sustainable tourism (which can be done anywhere in the world) our own take on Responsible Tourism is our focus on a South African brand focused on both a national and an international market.	Responsible Tourism = Sustainable Tourism in Practice
1:60	Responsible Tourism focuses more on the responsibility of the tourism operator relating to the sustainability aspects.	Responsible Tourism = Sustainable Tourism in Practice Responsible Tourism Similar to Sustainable Tourism
1:5	Similar to Sustainable Tourism	Responsible Tourism Similar to Sustainable Tourism
1:87	There is a fine line between sustainable and Responsible Tourism. They are similar.	Responsible Tourism Similar to Sustainable Tourism
1:130	It's similar to sustainable tourism,	Responsible Tourism Similar to Sustainable Tourism
1:229	I think that at a very basic level sustainable and Responsible Tourism have many characteristics in common with each other; at the very least they share similar end goals, even though they may differ in certain aspects. Harold Goodwin once said that sustainability is the chief goal, but it can only be realized by people taking responsibility in order to achieve it. With Responsible Tourism we strive to minimize the negative impacts of the economy or social happenings, always considering the environment. We attempt to always be aware of peoples working conditions and where they come from, like kind of looking after our own, to create opportunities, and to empower people at grass roots levels. We should consider cultural differences, people with other challenges such as disabilities, and always put the client first.	Responsible Tourism Similar to Sustainable Tourism
1:21	There was a strong drive during the initial establishment of the Responsible Tourism Strategy	SANParks' Responsible Tourism Strategy

1:102	There was a notice that went out relating to how SANParks was involved in implementing the SANS 1162:2011 standard in the parks.	SANParks' Responsible Tourism Strategy
1:131	in a sense that SANParks have a Responsible Tourism Strategy which they drafted and accepted. Its a roadmap up to 2022 and in there, it basically echoes the National Department Tourism's Responsible Tourism Standard.	SANParks' Responsible Tourism Strategy
1:181	It is important to have a Responsible Tourism strategy that looks at different areas regarding policies and protocols as well as guidelines and frameworks and standard operating procedures.	SANParks' Responsible Tourism Strategy
1:193	We try to embed and adopt it into the day-to-day basis to look at Responsible Tourism. It is also incorporated into operational manuals, with no specific training having been done.	SANParks' Responsible Tourism Strategy Tourism activities
1:30	Site assessments are done and zoning determines where you can do such developments. If there is a site with cultural importance, it is considered a 'no-go' area.	Site Assessments
1:31	The Socio-economic transformation unit	Socio-economic Transformation Unit
1:187	Recently, social and cultural performance has improvement with the introduction of new divisions into the parks such as social transformation.	Socio-economic Transformation Unit
1:188	Not only the natural environment is preserved in the Kruger, but also look at ensuring economic benefits of ecotourism which helps us contribute on a socio-economic scale	Socio-economic Transformation Unit
1:51	Solar panels	Solar panels
1:120	There has been a drive to have more solar installations in the park. There are solar installations at Skukuza and Sabie	Solar panels
1:66	The second part is adjustments such as replacing geysers by heat pumps. Some smaller camps are fully on solar energy. Bigger camps have large solar farms that offset some of the usage (about 10%). Funding is a major issue, its hard to retrofit technology.	Solar panels Upgrade facilities to improve environmental performance
1:42	SANParks have a wellness section that are in charge of this.	Staff Wellness
1:114	There is a person in the park who implements the Wellness programme in the park as well as awareness on HIV/Aids.	Staff Wellness
1:157	This is done on an annual basis. On world aids day efforts are put in place to provide counselling to SANParks staff regarding HIV/Aids.	Staff Wellness
1:206	Yes, definitely. There is a Wellness department within the parks who manage this.	Staff Wellness

1:245	We have ongoing programs in this respect, and it is also raised as part of a social platform when dealing with both visitors and local communities. We also have in place support systems for counselling and information as part of an everyday and normal best practice. In KNP we have an Employee Assistance Programme (EAP) Manager who runs this very important wellness programme.	Staff Wellness
1:99	This is a system that will need to come from Head Office so that it is applicable to all of the parks and not only KNP.	Sustainable Management System
1:71	KNP treat their liquid waste through saturation ponds and artificial reed beds.	Treatment of dirty water and liquid waste
1:215	There are twelve sites in Kruger falling under very strict purification plants.	Treatment of dirty water and liquid waste
1:2	Tourism done by SANParks with the inclusion of the three pillars: profit, planet and people and achieving an equilibrium between them.	Triple bottom line
1:59	Sustainability is about the three main pillars - Ecological/Environmental integrity, Economical/ financial feasibility and Social acceptability and relevance. The term implies that trade-offs will be made between the three pillars to ensure that the organisation can continue. All three need to be considered.	Triple bottom line
1:129	In terms of tourism, you look at socio-economic and environmental impacts that tourism will have. Looking at is holistically, looking at the needs of tourists, the community, the environment and the whole of the tourism industry.	Triple bottom line
1:227	The way I understand sustainable tourism is that it must make the best possible use of all the resources that nature provides us with, but also other factors such as the way it connects with existing and developing aspects of tourism, while always keeping in touch with nature and its various cycles or processes in order to conserve natural heritage and biodiversity.	Triple bottom line
1:49	There is currently a very big drive for the use of heat pumps and solar panels at the various camps.	Upgrade facilities to improve environmental performance
1:69	SANParks have changed shower heads to low flow shower heads and use dual flush toilets where possible. Difficult to replace a working.	Upgrade facilities to improve environmental performance
1:212	Yes, definitely. There has been a big drive on this recently such as the upgrade of geysers and added LED lights.	Upgrade facilities to improve environmental performance
1:74	KNP have a protocol on the usage of chemicals. There is a list of products that may be used.	Use of Environmentally friendly substances

1:125	There is also a pesticide policy in the park to ensure the least harmful ones are used. There is a list of chemicals which KNP are not allowed to use, and then there is a list of pesticides that KNP may use. This includes cleaning products in the park - they are also environmentally friendly.	Use of Environmentally friendly substances
1:35	Swazi culture and showcases a lot of local art. Traditional bungalows also exhibits this to a lesser extent.	Use of local art and architecture
1:151	This is happening especially with the shops in the Kruger. Design to some extent.	Use of local art and architecture
1:204	The museums in the parks. Artefacts are displayed but not sold or traded and are within regulations.	Use of local art and architecture
1:242	I must refer again to the manner in which we do joint projects with the SANParks Honorary Rangers.	Use of local art and architecture
1:113	Concessions do sell local arts and crafts in their shops and liase with local communities	Use of local art and architecture Working to benefit the surrounding communities
1:145	Not sure on the corrective action, but every time you go into a park for an overnight stay you receive a feedback form to provide feedback on the facility, staff and if there is any room for improvement. This is an ongoing process. Can't say about whether corrective actions are taken.	Visitor Feedback
1:238	Oh yes; this is very true, and I can vouch for this and even prove it by manner of quite a number of e-mails and other responses that I have received through the years.	Visitor Feedback
1:53	manage solid and liquid waste as well as how they approach the complete product lifecycle.	Waste Management (Solid and liquid)
1:166	Each park has solid and liquid management plans within their management plan. Depending on the park and depending on the quantities of solid waste	Waste Management (Solid and liquid)
1:216	Definitely, waste management is very important.	Waste Management (Solid and liquid)
1:221	The waste management plan addresses solid and wet waste.	Waste Management (Solid and liquid)
1:3	It includes working with communities around the park.	Working to benefit the surrounding communities
1:32	exist to work with the adjacent communities to ensure that their needs are reasonably catered for. They allow them certain rights such as harvesting wood/ mopani worms to communities who were there before the parks were erected.	Working to benefit the surrounding communities
1:34	SANParks aim to minimize the detriment of the community.	Working to benefit the surrounding communities

1:61	Very important tool in the toolbox to ensure sustainable tourism both within the park and outside of the park. One big paradigm shifts in KNP is that parks can't be managed within their boundaries.	Working to benefit the surrounding communities
1:80	In the past KNP did not focus on the socio-economic effects on the groups of communities around the parks as well as the preservation of cultures.	Working to benefit the surrounding communities
1:84	Taking socio-economic factors into account, including external stakeholder.	Working to benefit the surrounding communities
1:94	KNP are doing better that they used to in terms of socio-cultural matters such as the establishment of the Corporate Social Investment committee to ensure that the park will benefit the community.	Working to benefit the surrounding communities
1:110	Local communities do have access to the park to some grave sites.	Working to benefit the surrounding communities
1:152	Yes. There are park forum meetings as well as public participation processes. SANParks helps fund projects to communities for communities to run. SANParks will put in the infrastructure and hand it over to the community to run as a business. SANParks play the role of an investor and the final product is handed over to the community.	Working to benefit the surrounding communities
1:176	Whatever is done, it needs to be sustainable for adjacent communities, employees and the public at large.	Working to benefit the surrounding communities
1:178	It will have benefits for local communities and there must be limited environmental and social impacts. It must also be done in an ethical manner.	Working to benefit the surrounding communities